Arthur Stanley House
Construction Management Plan

Westbrook Partners / 1921 Mortimer Investments Limited

December 2017

ARTHUR STANLEY HOUSE, TOTTENHAM STREET, LONDON W1T 4RN

Proposed Mixed Use Development

Draft Construction Management Plan
On behalf of Westbrook Partners / 1921 Mortimer Investments Limited

December 2017

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1 INTRODUCTION

1.1 Crosby Transport Planning Limited is instructed by Westbrook Partners / 1921 Mortimer Investments Limited to prepare this draft Construction Management Plan (CMP) in respect of development proposals at Arthur Stanley House, Tottenham Street, London W1T 4RN, situated within the London Borough of Camden (LB Camden)**.**

1.2 The Arthur Stanley House building is a former University College of London Hospital NHS building comprising 5,548sqm GIA of vacant space, previously in use as D1 hospital (outpatients) with ancillary offices and educational use across basement, lower ground, ground and seven upper floors. This report accompanies a detailed planning application for development of a mixed use scheme comprising 9 private residential units and 6,459sqm GIA of B1a office space, with associated refuse and cycle stores. It is proposed that the development will operate as 'car free'.

1.3 This report has been prepared with reference to TfL's publication, '*Building a Better Future for Freight – Construction Logistics Plans'*, *Camden Planning Guidance 6 'Amenity'* and online guidance provided by LB Camden informing developers of the preparation of CMPs within Camden.

1.4 The requirement for a CMP will be secured via a Section 106 Agreement and the CMP will be prepared in accordance with LB Camden's CMP pro-forma following the appointment of the principal contractor. Clearly, at the time of writing, the principal contractor has not been appointed.

1.5 In accordance with LB Camden's CMP guidance, the submission of the CMP is required following the appointment of the principal contractor. This report sets out the initial measures that should be considered for inclusion within the final CMP, with the overriding objective being to ensure that the appointed contractor minimises construction impacts where possible. This report also provides a preliminary assessment of the number, classification, timeframe and routing for construction vehicle movements associated with the proposed development.

2 POLICY CONTEXT AND GUIDANCE

Regional Policy

The London Plan (March 2016)

2.1 Policy 6.14 (Freight) advises that at the strategic level the Mayor will work with all relevant partners to improve freight distribution. The Mayor supports the development of corridors to bypass London to relieve congestion.

2.2 In relation to planning decisions, the Mayor will seek to ensure that:

- Development proposals that: locate developments that generate high numbers of freight movements are close to major transport routes;
- Promote the uptake of the Freight Operators Recognition Scheme, Construction Logistics Plans and Delivery & Servicing Plans. These should be secured in line with the London Freight Plan and should be coordinated with Travel Plans; and
- Increase in the use of the Blue Ribbon Network for freight transport will be encouraged.

Local Policy

Adopted Camden Local Plan (July 2017)

2.3 Policy T4 of the adopted Local Plan relates to the sustainable movement of goods and materials, and states:

"The Council will promote the sustainable movement of goods and materials and seek to minimise the movement of goods and materials by road. We will:

"a. encourage the movement of goods and materials by canal, rail and bicycle where possible;

b. protect existing facilities for waterborne and rail freight traffic and;

c. promote the provision and use of freight consolidation facilities.

"Developments of over 2,500 sqm likely to generate significant movement of goods or materials by road (both during construction and operation) will be expected to:

"d. minimise the impact of freight movement via road by prioritising use of the Transport for London Road Network or other major roads;

e. accommodate goods vehicles on site; and

f. provide Construction Management Plans, Delivery and Servicing Management Plans and Transport Assessments where appropriate."

2.4 Paragraph 10.34 of the Local Plan notes that the roads considered to be most suitable for use by lorries and other HGVs are those in the Transport for London Road Network (TLRN) and others designated as Major Roads. HGVs should therefore be routed to minimise the use of district and local roads for the movement of goods.

Camden Planning Guidance 6 (CPG6), Amenity

2.5 Section 8 of CPG6 contains guidance on how CMPs can be used to mitigate the potential impacts of the construction phase of a development. The expected contents of a full CMP are set out. The document states that a Section 106 Agreement will contain provisions setting out in detail the measures that the final version of the CMP should contain.

2.6 Notably, CPG6 states at paragraph 8.16 that the CMP should include the following statement:

"The agreed contents of the construction management plan must be complied with unless otherwise agreed with 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 and complied with thereafter."

Camden Supporting Information – Construction Management Plans

2.7 Online guidance on the preparation of CMPs is provided by LB Camden. This can be found at the following link:

https://www.camden.gov.uk/ccm/content/environment/planning-and-built-environment/two/planning-applications/making-an-application/supporting-documentation/construction-management-plans.en

2.8 The minimum level of information that should be provided within the CMP is set out, with the CMP itself to be prepared as a pro-forma document following the appointment of the principal contractor.

London Freight Plan – November 2007

2.9 The London Freight Plan sets out the steps that have to be taken over the next five to ten years to identify and begin to address the challenge of delivering freight sustainability in London.

2.10 The Plan has no statutory force, but has been developed to implement the Mayor's Transport Strategy and is a material consideration for planning. The same principles underpin the Mayor's Transport Strategy.

2.11 The specific aims are to:

- Ensure that London's transport networks allow for the efficient and reliable handling and distribution of freight and the provision of servicing in order to support London's economy;

- Minimise the adverse environmental impact of freight transport and servicing in London;

- Minimise the impact of congestion on the carriage of goods and provision of servicing; and

- Foster a progressive shift of freight from road to more sustainable modes such as rail and water, where this is economical and practicable.

2.12 Four main projects have been identified to achieve the above objectives, which are 1) Freight Operator Recognition Scheme; 2) Delivery and Servicing Plans; 3) Construction Logistics Plans; and 4) Freight Information Portal. The London Freight Plan provides further details of these projects, of which the following points are relevant to construction matters.

Freight Operator Recognition Scheme (FORS)

2.13 The FORS is designed to encourage freight operators to take up green fleet management and the use of best practice and to increase the sustainability of London's freight distribution. The project has already been developed with trade union involvement and with close collaborative partnership to engage effectively with freight operators and facilitate the sharing of information.

2.14 Operators will join the scheme as members, with tiers of membership reflecting freight operator achievements. It will offer members incentives to increase the sustainability of their operations and to develop their skills, including best practice development for:

- Training to improve safety and reduce CO2 and emissions;

- Maintenance, to improve safety and reduce fuel consumption, CO2 and emissions;

- Management of road risk to improve safety, particularly for pedestrians and cyclists;

- Fuel efficiency, to save costs and reduce CO2 and emissions; and

- The use of low-carbon engine technologies such as hybrid and electric vehicles, hydrogen fuel cells and biofuels to reduce CO2 and emissions.

2.15 It will recognise legal compliance as the base 'bronze' level and promote the uptake of best practice covering fuel efficiency, alternative fuels and low carbon vehicles, management of road risk, legal record keeping and reducing penalty charge notices through the higher 'silver' and 'gold' levels. It will also recognise operator achievements with rewards that encourage operators to raise standards to reduce, in particular, CO2 emissions and collisions between heavy goods vehicles (HGVs) and cyclists.

2.16 Benefits will be developed recognising operator needs. These will include a subsidised training programme called London Freight Booster which will include an NVQ Level 2 qualification that supports the ongoing competencies requirements for drivers.

2.17 Members will also benefit from advice about fuel efficiency, Penalty Charge Notice (PCN) reduction, legal record keeping and the management of occupational road risks. Tailored action plans to help reduce collisions, emissions and costs will also be developed.

2.18 The project will set Freight Operator Recognition Scheme Standards, a quality benchmark for use by clients when awarding servicing, maintenance and supply contracts. This provides a simple way for clients to ensure the sustainable credentials of freight operators.

Construction Logistics Plans

2.19 These plans provide a framework to better manage all types of freight vehicle movement to and from construction sites. TfL's accompanying guidance document '*Building a better future for freight: Construction Logistics Plans'* sets out how CMPs can help freight vehicle movements be managed more effectively to reduce money and impacts on others. The guidance states that having a plan will improve the safety and reliability of deliveries to a site, reduce congestion and minimise the environmental impact.

2.20 Construction plans can benefit the developer and the local community by having the following advantages:-

- *"Reduced delivery costs and improved security.*
- *More reliable deliveries, meaning less disruption to the business day.*
- *Time saved by identifying unnecessary deliveries.*
- *Less noise and intrusion.*
- *An opportunity to feed into a corporate social responsibility (CSR) programme and ensure your operations comply with health and safety legislation."*

2.21 When developing a CLP, each plan needs to be tailored to a site's requirements and should include consideration of where legal loading can take place, the use of more sustainable delivery methods and using freight operators who commit to best practice, for example by being a member of the FORS.

Freight Information Portal (FIP)

2.22 The FIP will offer London, for the first time, a single interface for information on freight between London's public authorities and freight operators. It will enable the integration of systems and act as a single point of registration for deliveries in London.

2.23 The project aims to reduce operators' administrative costs and improve access to freight journey planning in the Capital, to support improved operational efficiency, better driver behaviour and the use of alternative fuels (including bio-fuel) and low-carbon vehicles.

2.24 A range of systems and services will be made available to all, with opportunities for FORS members to promote fleet and freight vehicle operational efficiency and the uptake of best practice to reduce CO2 emissions and improve safety, particularly by highlighting what can be done to reduce collisions between HGV's and cyclists. Key partners will be all those with data or systems affecting freight operators and deliveries in London.

3 DRAFT CONSTRUCTION MANAGEMENT PLAN

Site Location

3.1 The application site is situated at the junction of Tottenham Mews and Tottenham Street, as shown in **Figure 1** below.

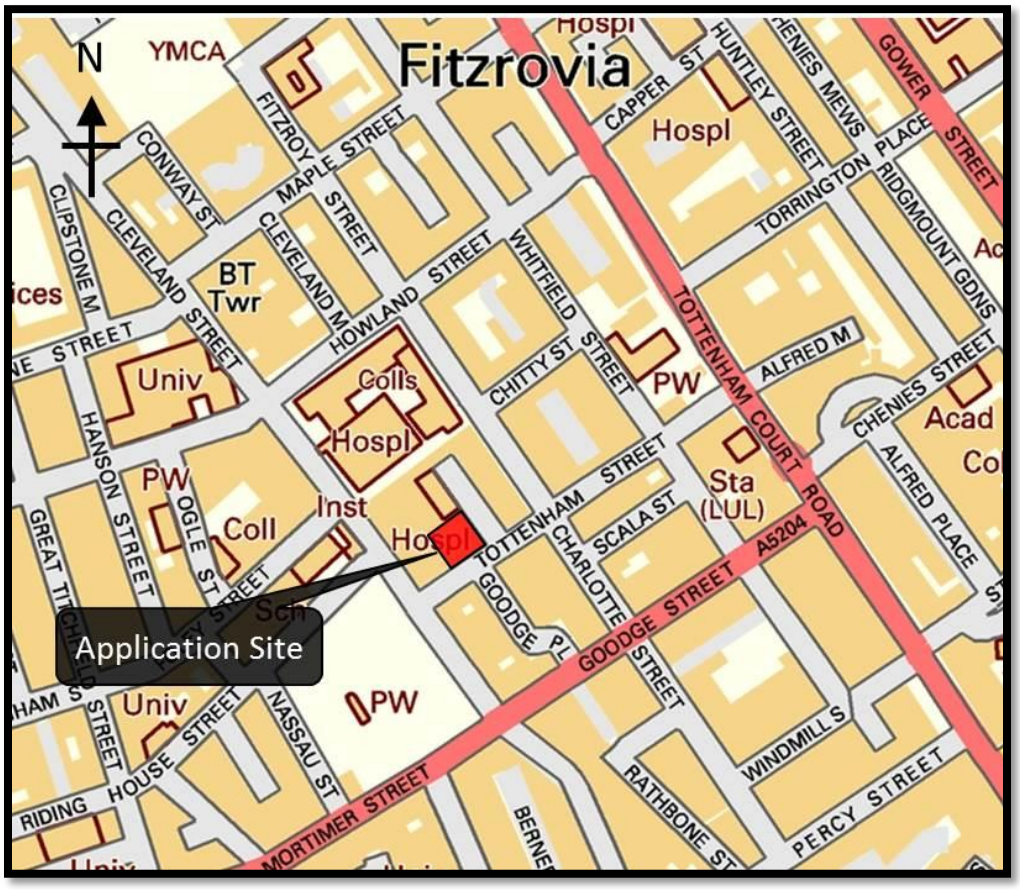

Figure 1: Site Location

3.2 Tottenham Street is a 6.0 metre wide road that connects Tottenham Court Road in the northeast to Cleveland Street in the southwest. Between the junctions with Charlotte Street and Cleveland Street, Tottenham Street is one-way westbound only and is located within LB Camden's Controlled Parking Zone CA-E. The street is lit, with standard width footways provided along both sides of the carriageway.

3.3 Tottenham Mews is an access-only street providing general and servicing access to the existing land uses on Tottenham Mews. The exit from Tottenham Mews is restricted to right-turn only by virtue of the one-way operation along Tottenham Street. Single yellow line parking restrictions are in place, between the hours of 08:30 to 18:30 Monday to Saturday.

3.4 Directly in front of Arthur Stanley House are three on-street disabled parking bays located on Tottenham Street. Along the southern side of Tottenham Street between Charlotte Street and Cleveland Street are three on-street 'pay and display' parking bays with a maximum duration of stay of two hours, and four 'resident permit holders only' parking bays which apply Monday to Saturday 08:30 to 18:30. Where parking bays are not located, there are single or double yellow line parking restrictions in force.

3.5 Tottenham Street forms a junction with the A400 Tottenham Court Road some 110 metres to the east of the site. The A400 Tottenham Court Road forms part of the Strategic Road Network (SRN), for with LB Camden are the highway authority. Some 320 metres to the north, the A400 Tottenham Court Road forms a junction with the A501 Euston Road which is classified as a red route forming part of the TLRN. The location of the site in the context of the wider highway network is shown in **Figure 2.**

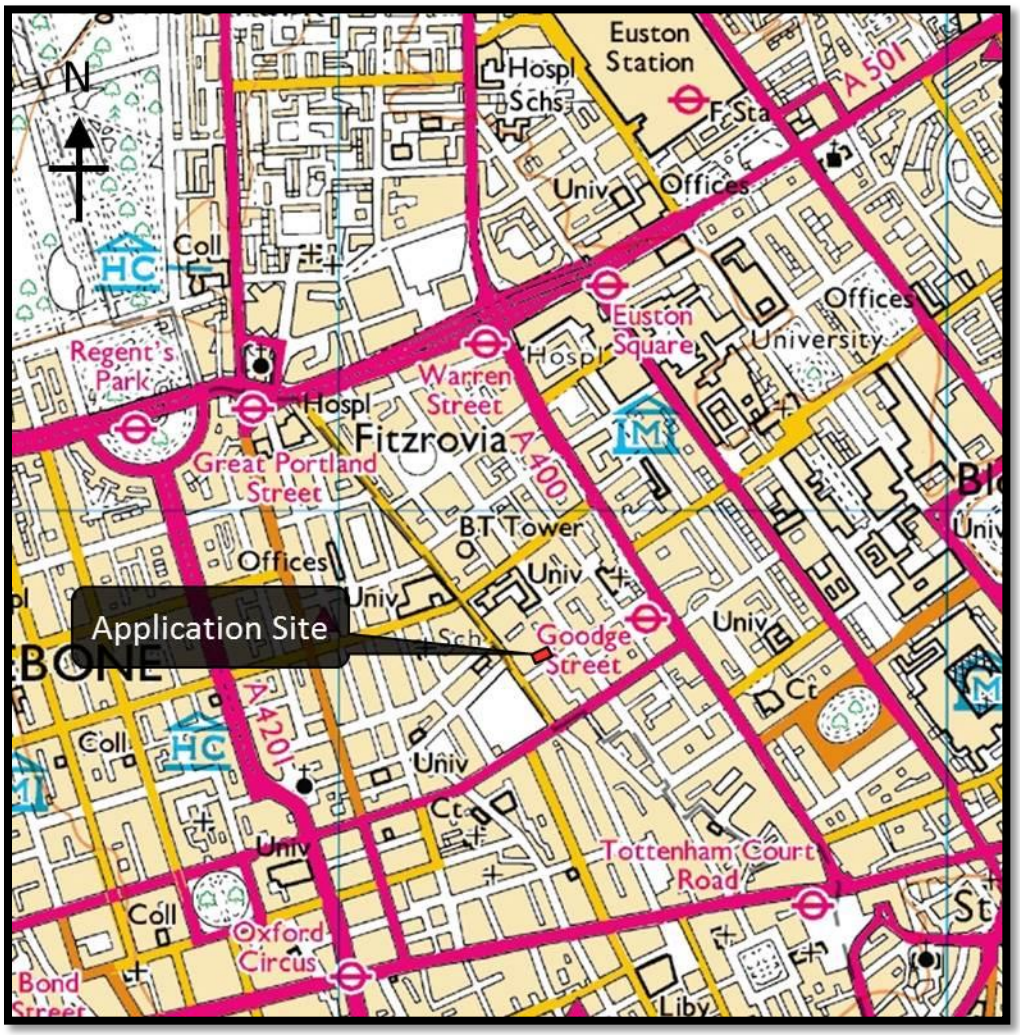

Figure 2: Surrounding Highway Network

Vehicular Access and Loading

3.6 Opportunities for access by construction traffic exist from the site's frontages onto Tottenham Street and Tottenham Mews and it is envisaged that the all loading and unloading will be undertaken from these two frontages. Turning would not be possible at the northern end of Tottenham Mews for the majority of construction vehicles and therefore it is recommended that construction vehicles for deliveries are limited in size where practicable.

3.7 The appointed principal contractor will adhere to all local traffic management regulations when determining the access strategy to the site, although some parking bay suspension may be required along Tottenham Street to facilitate the swept paths of construction vehicles. Throughout any temporary closure of bays, a positive segregation for pedestrians should be implemented. These measures will be agreed with LB Camden prior to implementation.

3.8 Within the final CMP, the contractor will highlight the appropriate controls that will be put in place when vehicle loading/unloading is taking place, including any circumstances if/when a vehicle may be required to reverse to/from the development site on Tottenham Street. Such controls will include information relating to hoarding and gantry locations, the safe movement of pedestrians and the use of marshals and banksmen if and when vehicles need to reverse on the highway.

3.9 Whilst the location of the main site accommodation and welfare area will be determined in conjunction with the appointed contractor, a gantry could be established over Tottenham Mews which would need to be 5.0 metres above road level to ensure the highway remains unimpeded. Alternatively space may be available within the site itself.

3.10 Subject to the design of the proposed building, it should be practicable to deploy a tower crane on site. The crane mast will be located within the footprint of the site to ensure sufficient coverage. Over-sailing agreements may be required subject to the type of crane to be used.

3.11 The appointed contractor will adopt a just-in time vehicle booking/management system, in order to carefully manage construction vehicle activity and avoid traffic congestion as there will be limited waiting space for vehicles.

3.12 In order to minimise the impact of construction traffic, the contractor will aim to ensure that bulk transit trips such as waste collection vehicle movements and steelwork deliveries take place away from the traditional highway network peak times, which are 08:00-09:00hrs and 17:00-18:00hrs during weekdays.

Construction Programme

3.13 It is assumed at this stage that the development's construction programme will run for approximately 18 months. The programme will be developed in partnership with the appointed principal contractor.

3.14 It is likely that the impact of the programme of development will be at its most significant during the site's superstructure phases. Once these phases of work are complete and the internal fit out commences, the development's construction will have a reduced impact on the surrounding area.

Procurement

3.15 As a means to minimise the impact of construction vehicle movement, the appointed contractor will consider all vehicle activity associated with the site and appropriate measures to reduce its impact in conjunction with the procurement process.

3.16 Where practicable, the appointed contractor/sub-contractors will source items locally, and where possible amalgamate deliveries in order to reduce the overall number of vehicle movements taking place.

Promoting Sustainable Travel

3.17 The appointed contractor and sub-contractors will advise their staff of all local public transport connections and use reasonable endeavours to encourage travel to the development by sustainable modes.

3.18 Further information on public transport accessibility and pedestrian and cycle connections can be found within the Transport Assessment that forms part of the planning application. In relation to sustainable travel, the Transport Assessment concludes that the site is situated within a highly accessible location close to numerous public transport links and local amenities and is consequently considered to be very well connected by non-car modes of travel.

Hours of Construction

3.19 The hours of work are likely to be specified within planning conditions attached to the planning consent sought. It is anticipated that the standard hours of work would be as set out below:

- 08:00-18:00hrs Monday to Friday;
- 08:00-13:00hrs Saturday; and
- No working on Sunday and Bank Holidays.

3.20 Although work would not normally be permitted outside these hours, it is possible that certain works may have to be undertaken during these periods. If necessary, the hours of operation for such works would be subject to prior agreement and reasonable notice with LB Camden, except in emergency conditions.

Fumes and Dust

3.21 The appointed contractor will follow the London Councils' Best Practice Guidance *'The Control of Dust and Emissions from Construction and Demolition'* in order to limit disturbance from dust during construction and demolition.

3.22 The appointed contractor will adopt a philosophy of prevention of dust and will establish the best available techniques to prevent dust emissions.

Noise and Vibration

3.23 The appointed contractor will provide details of any necessary noise attenuation measures that may be required to ensure that noise and vibration is controlled and managed.

3.24 Any noisy operations outside the standard hours will not be undertaken without prior written approval of LB Camden.

Considerate Constructors Scheme

3.25 The appointed contractor will be expected to sign up to the Considerate Constructors Scheme.

Community Liaison

3.26 The contractor shall keep residents and others informed about unavoidable disturbance. A Contact Board shall be displayed prominently to ensure any problems can be rectified quickly and channelled to the appropriate member of staff.

Other Developments in the Vicinity

3.27 There may be other developments in the vicinity which may be under construction around the same time as Arthur Stanley House. The contractor will undertake a review of nearby sites and planning applications and will liaise with the relevant project teams to ensure that any cumulative impact due to construction vehicles is managed and minimised.

4 CONSTRUCTION TRAFFIC MOVEMENTS

4.1 Whilst the CMP will seek to minimise the volume and impact of construction traffic movements, this section aims to provide an estimate of construction traffic movements associated with the proposed development.

4.2 Typically, the most effective estimates of construction traffic data are generated by the appointed contractor and these are often presented within a Construction Environmental Management Plan (CEMP), Method Statement or a CMP. Such documents can contain estimates of workforce movements to/from the site, deliveries to the site, removal of material from the site and trips made by associated trades.

4.3 However, for the purposes of a preliminary assessment, consideration has been given to the TRICS "Construction Traffic – Research Report" (February 2008) document which provides guidance on the number and classification of construction vehicles that we might expect in association with new build development. Consideration is also given to a possible route strategy for construction traffic.

Methodology

4.4 The amount of traffic associated with the construction phase(s) of the proposed development has been estimated based on the "Ready Reckoner" methodology provided within the TRICS "Construction Traffic – Research Report" document which states:

> *"Constructing Excellence recorded 'Commercial Vehicle Movement KPI' as part of the 2007 UK Construction Industry Key Performance Indicators. This uses a measure of the total number of commercial vehicle one-way movements onto a site (collected from security or other gate records, contractor notes and waste transfer notes) against the total project value. For inclusion, sites used in the assessment should be entirely non-operational, i.e. being constructed without any elements of the site being occupied which may skew the data…*

"Based on data collected in 2006, the total recorded movements onto a site per £100,000 of project value is 29.4 one-way trips (www.kpizone.com). For deliveries of materials, the indicator simply considers the final delivery journey to site, therefore not accounting for off-site storage, consolidation of loads or other factors"

Vehicle Classification

4.5 The TRICS "Construction Traffic – Research Report" states that:

"The varieties of activities that may take place during construction require the use of a wide range of vehicle types. These may be identified and grouped according to their size:

- *Car/pick up/3.5 ton van*
- *7.5 ton box van/panel van*
- *Low loader and articulated Heavy Goods Vehicle (HGV)*
- *Ready mix concrete truck*
- *Mobile crane*
- *Skip lorry*
- *32 ton tipper truck*

"The trips generated by each vehicle type are highly dependent upon the nature of the job."

4.6 At this stage in the project, without an appointed contractor we can only undertake a preliminary estimate of the number and classification of vehicle movements that can be expected to and from the development site during the construction process, based on evidence collected elsewhere.

4.7 It is understood that the contract sum will be in the order of £20m. Construction price and cost indices published by BIS and more recently the ONS have been used to adjust the 2006 "Ready Reckoner" data to the latest 2017 data for all new construction as follows:

- 2006 'All Construction' Index: 105.3
- 2017 March 'All Construction' Index: 127.6.

  = 127.6/105.3 x £100,000 = £121,178 per 29.4 movements.

4.8 Therefore, based on the Ready Reckoner approach outlined, we might expect in the order of 4,852 one-way trips to take place associated with the development works.

4.9 In order to provide an approximate assessment of the associated vehicle classifications, proportions of construction traffic recorded during the 'Highbury Redevelopment' and published within the TRICS research report have been used. Based on the above, Table 4.1 below provides an estimate of the number of one-way movements undertaken by different construction vehicle classifications.

Vehicles	Car/pick up/3.5T Van	7.5T Box van/panel Van	Low Loader & Artic	Ready Mix Concrete Truck	Mobile Crane	Skip Lorry	32T Tipper Truck
% trips made by vehicle type (Highbury redevelopment)	10.45%	18.07%	2.38%	22.77%	0.05%	1.29%	45.07%
Predicted Number of trips – Arthur Stanley House	507	877	115	1105	2	63	2187

Table 4.1: Preliminary Estimate of Construction Vehicle Numbers and Vehicle Classification

4.10 The table shows that approximately 3,472 of the total one way movements could be considered as HGV movements (72%).

4.11 If doubled (i.e. arrivals and departures), the total number of trips would be 9,705, including 6,945 trips which could be considered as HGV movements.

4.12 From the above data, we have sought to estimate the daily trips, assuming that all building works (and subsequent construction traffic movements) will be undertaken between 08:00-18:00hrs Monday to Friday and 08:00-13:00hrs Saturday, with no construction traffic movements taking place on Bank and Public Holidays. In summary it is assumed that the total construction vehicle movements in Table 4.1 will take place over approximately 18 months. Assuming 5.5 working days/week and adjusting for Bank Holidays, this equates to approximately 419days.

4.13 It is recognised that there will be some variation in flow on a day to day basis and as different phases of the development take place, however on the basis of the above and an 18 month construction programme, we would expect an average of 8 one-way HGV trips or 16 two-way HGV trips to take place daily.

Construction Traffic Vehicle Routing

4.14 The details of the proposed construction routing will be agreed with LB Camden and TfL prior to commencement of the construction works.

4.15 The site location in the context of the local road hierarchy is illustrated below.

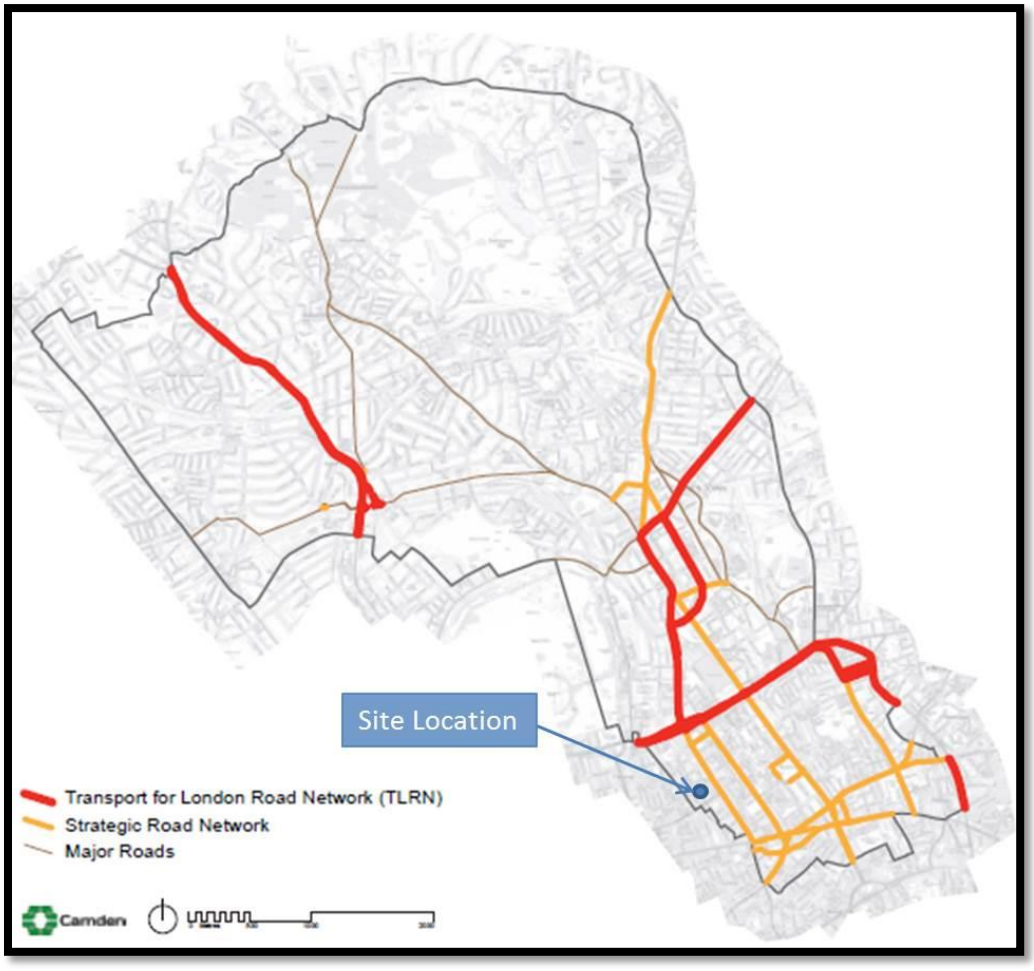

Figure 3: Local Road Hierarchy (extract from Camden Development Policies 2010-2025)

4.16 As described earlier, the site is located 110 metres from the A400 Tottenham Court Road which forms part of the SRN. The A501 Euston Road is 320 metres to the north which forms part of the TLRN. It is evident therefore that a routing strategy can be implemented that minimises impact on local roads surrounding the site, by using the TLRN and SRN for the majority of journeys, using only Tottenham Street for access.

4.17 Departing vehicles will most likely leave via Cleveland Street and Maple Street, however full construction routing details will be provided by the principal contractor within the full CMP once the contractor has been appointed and materials/suppliers sourced.

5 SUMMARY

5.1 This draft Construction Management Plan has been prepared in respect of the proposed development of Arthur Stanley House within the London Borough of Camden.

5.2 The draft CMP seeks to minimize the impact of construction vehicle movements, in line with guidance published by Transport for London in their document, *'Building a Better Future for Freight – Construction Logistics Plans'* and Camden's Planning Guidance *CPG6 'Amenity'*.

5.3 The CMP includes reference to:-

- A commitment to encouraging loading and unloading, and material storage to be undertaken without impact on the adjacent highway;
- Implementing appropriate controls for any circumstance if/when a vehicle will be required to reverse onto or off Tottenham Street;
- Adhering to local traffic management regulations;
- The timing of construction-related vehicle movements and mechanisms to encourage these vehicle movements to take place away from peak times of demand on the local highway;
- The appointed principal contractor to implement a vehicle booking/management system, in order to carefully manage construction vehicle activity;
- The procurement process and how this can be used as a means to minimise the impact of construction vehicle movements;
- Encouragement of contractor staff to access the development site via sustainable modes of travel; and
- A commitment for the appointed principal contractor to prepare a full CMP in accordance with LB Camden's pro-forma.

5.4 It is envisaged that the development's construction programme will run for 18 months. During this time, in the order of 3,472 one-way HGV construction vehicle movements might be expected to be undertaken in association with development. It is envisaged that this would equate to approximately 8 one-way trips or 16 two-way trips to take place daily (on average) over the course of the total construction period.

5.5 Whilst a full CMP is to be secured via a S106 Agreement and prepared by the appointed principal contractor in accordance with LB Camden's pro-forma, this draft CMP demonstrates the client's commitment and ability to manage construction traffic activity efficiently and sustainably.