

# Camden Lock Market Castlehaven Row Ltd.



**Camden Lock Market  
Planning Application  
Construction Management Plan  
August 2015**

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1.0

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Introduction

This Construction Management Plan has been prepared to support a planning application for the redevelopment of Camden Lock Market.

Its purpose is to provide the London Borough of Camden Council with information regarding the proposed construction methods, programme duration and how the interfaces with the public will be handled. It will also highlight how the impact of the construction on the surrounding community will be minimised, both for the construction on site and the transport arrangements for servicing the site.

The company responsible for the submission of the Construction Management Plan will be:  
Gerald Eve LLP on behalf of Castlehaven Row Limited

The Construction Management Plan is a live document and will be revised as the design develops and more information is available. Once a Main Contractor has been appointed the Construction Management Plan will continue to be updated. Before works start on site, contact details of the Main Contractor and the personnel responsible for the day-to-day management of the project will be included. The Construction Management Plan will detail how liaison and dealing with any complaints from the local community will be handled in line with the principles set out in this document.

The Construction Management Plan has been produced in line with the London Borough of Camden's Construction Management Plan Pro-forma and their Minimum Requirements for Building / Construction / Demolition Sites.

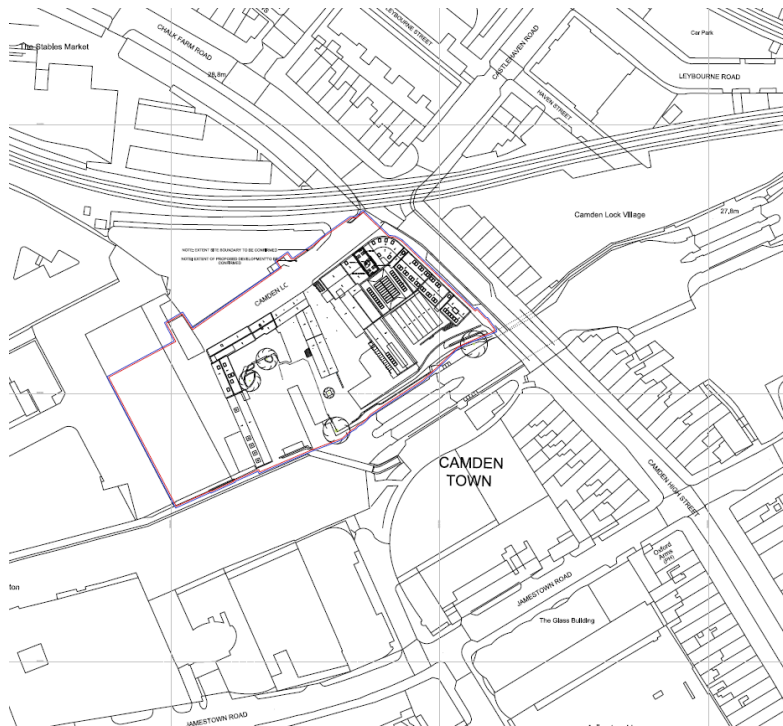


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The Site

The site is Camden Lock Market which is located on Chalk Farm Road at the junction with Castlehaven Road. It is bounded on the south by Regent's Canal and the north by Camden Lock Place.



### The new proposals for the development are:

Demolition of existing timber Pavilion building, Middle Yard buildings and canopy structures and internal floors in East Yard. Construction of new Middle Yard building comprising basement and part three, part five storeys; single storey Pavilion building; bridge over the canal basin; deck area over Dead Dog Basin; and double pitched roof structure over East Yard. Change of use of existing East Vaults for flexible market uses (Classes A) and exhibition/events use (Classes D1 and D2); use of Middle Yard basement as exhibition/events venue (Classes D1 and D2); and use of the rest of the site for market uses (Classes A and B1). Ancillary works and alterations to existing structures and surfaces and other public realm improvements.

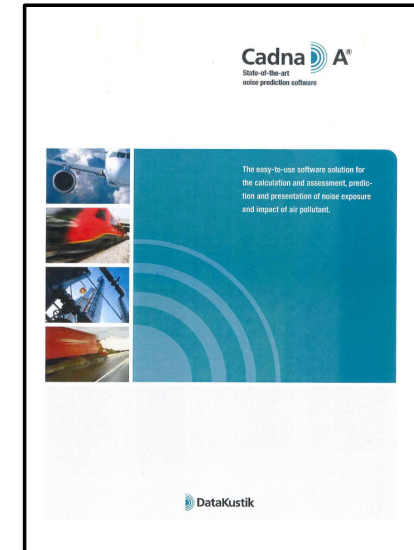
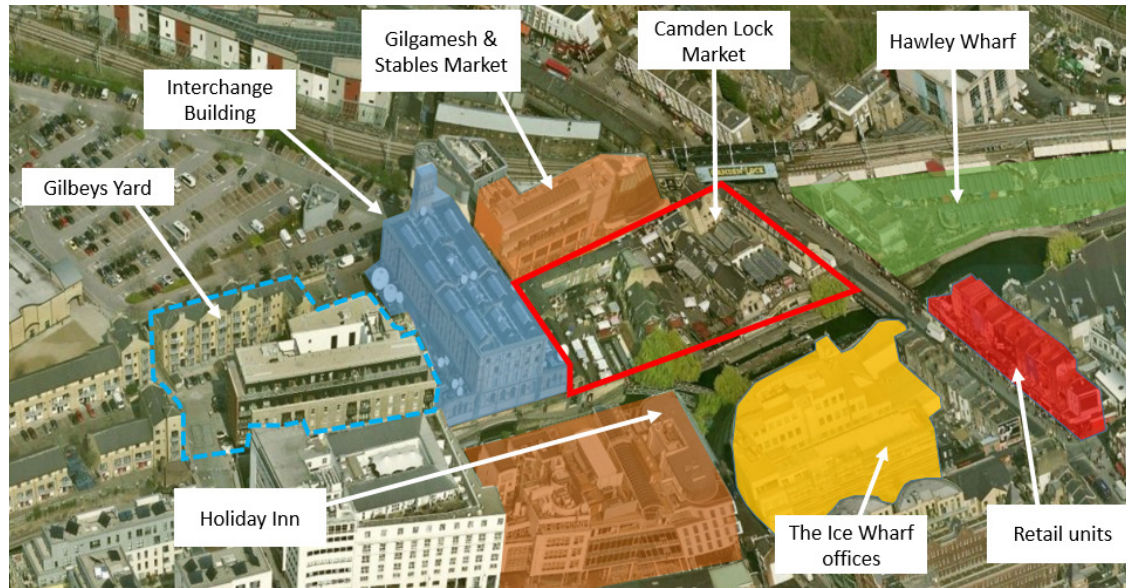
The main issues and challenges associated with redeveloping this site are:

- the general level of traffic in the surrounding area.
- the one-way system operational to assist traffic flow.
- the numbers of people in what is a major tourist area, especially mid week and at the weekends and how they interface with the construction works.
- the close proximity of the Regent's canal and railway line.
- main site access off Chalk Farm Road.
- limited access to the rear of the site.
- phasing the works.
- control of noise and dust.
- traffic management.

The remainder of the Construction Management Plan sets out how it is envisaged that these items can be managed.



## Noise



The potential receptors for noise will be the new mixed-use development to the east across Chalk Farm Road known as Hawley Wharf; the Interchange Building adjacent to the west of the Site; the housing development in Gilbeys Yard to the west; Stables Market to the north; Ice Wharf and Holiday Inn to the south of the site across Regent's Canal and the terrace of shops to the east of Camden High Street to the south of Regent's canal.

Upon appointment, the Main contractor will agree with LBC the principles required for noise mapping of the area. This will entail background noise levels being taken and then a 3D model of the site and surrounding area produced.

Using software such as Cadna A or similar, noise mapping exercises can be undertaken to calculate, assess and predict noise exposure, allowing noise reduction measures to be planned. It will be possible to relate these exercises to the programme, so that noise mapping can be undertaken throughout the duration of the project. The CMP will be updated on a regular basis to include updated noise levels.

Prior to commencement on site, the Main Contractor should apply for a Section 61 agreement from LBC to regularise the hours of working. However, due to the proximity of residents, the general public and commercial activities to the site, it is likely that standard hours of work will be agreed as set out below:

08:00 - 18:00 hours Monday to Friday;  
08:00 - 13:00 hours Saturday; and,  
No working on Sundays or Bank Holidays.

The programme assumes that the site will be closed Bank Holidays and Christmas. There should be no routine operations undertaken outside the agreed working hours. Any work outside these hours will be subject to prior agreement, and / or reasonable notice to Camden who may impose further restrictions.

It is not known of any further restrictions that apply to the site, such as Section 60 notices, which may affect the working hours of the project.

Although night-time (18:00 - 08:00), out-of-hours or weekend working would not normally be permitted, it is conceivable that certain works for example, highway works and tower crane dismantling 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 LBC, except in emergency conditions.

Early warning of these planned operations will be given via newsletter or email, and in consultation with local liaison groups well ahead of time. However there is the potential for emergency situations to dictate that some unplanned operations may be required, however if these situations do occur, the Main contractor

should make all reasonable efforts to reduce the nuisance to neighbours and the general public, with full communication with the London Borough of Camden Environmental Health team.

The utilities serving the site (Gas, Electricity, Water) will all require to be diverted and probably upgraded during the redevelopment of Camden Lock Market. The Main Contractor will commence these discussions once they have been appointed, as well as discussing any temporary construction services that may be required. There are HV cables situated in the canal tow path which are a vital part of the infrastructure of North London. It is not believed that the works will effect these cables, but discussions with UKPN will commence at an early stage regarding the cables and any planned maintenance that may be scheduled.

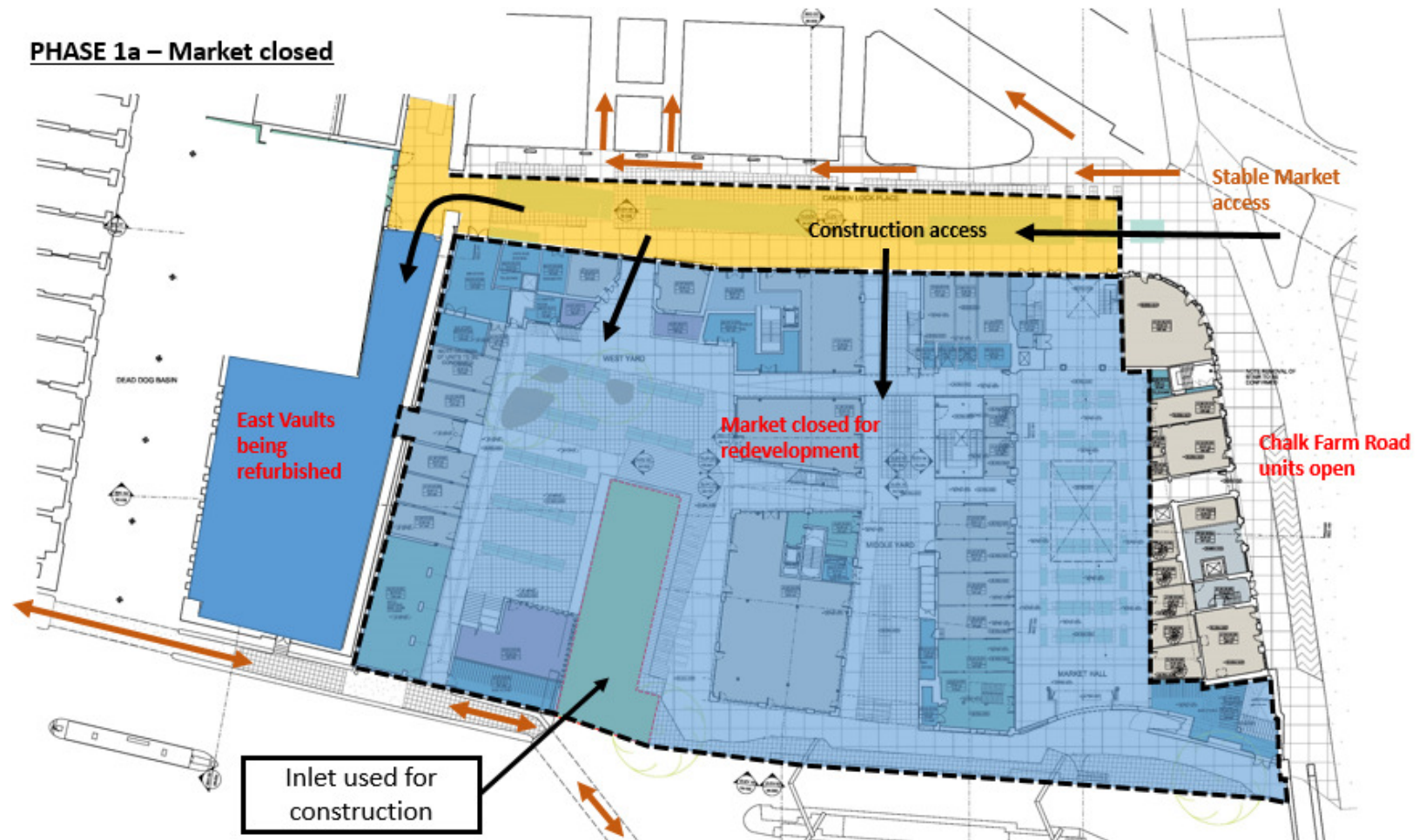
Upon appointment, the Main Contractor will consult with the Canal & River Trust regarding the proposals for the construction of the development. Where possible, any planned maintenance will be co-ordinated with the redevelopment works. We have carried out preliminary discussions with The Canal & River Trust regarding the use of the canals. They were positive regarding the proposals and would facilitate them where possible.

Fresh asbestos surveys have only recently been carried out in the market and the surveys and results will be available shortly. Any asbestos found will be dealt with as prescribed by best practise and legal requirements. Once a Main Contractor has been appointed, the surveys will be made available and any asbestos removed during the redevelopment of the market.

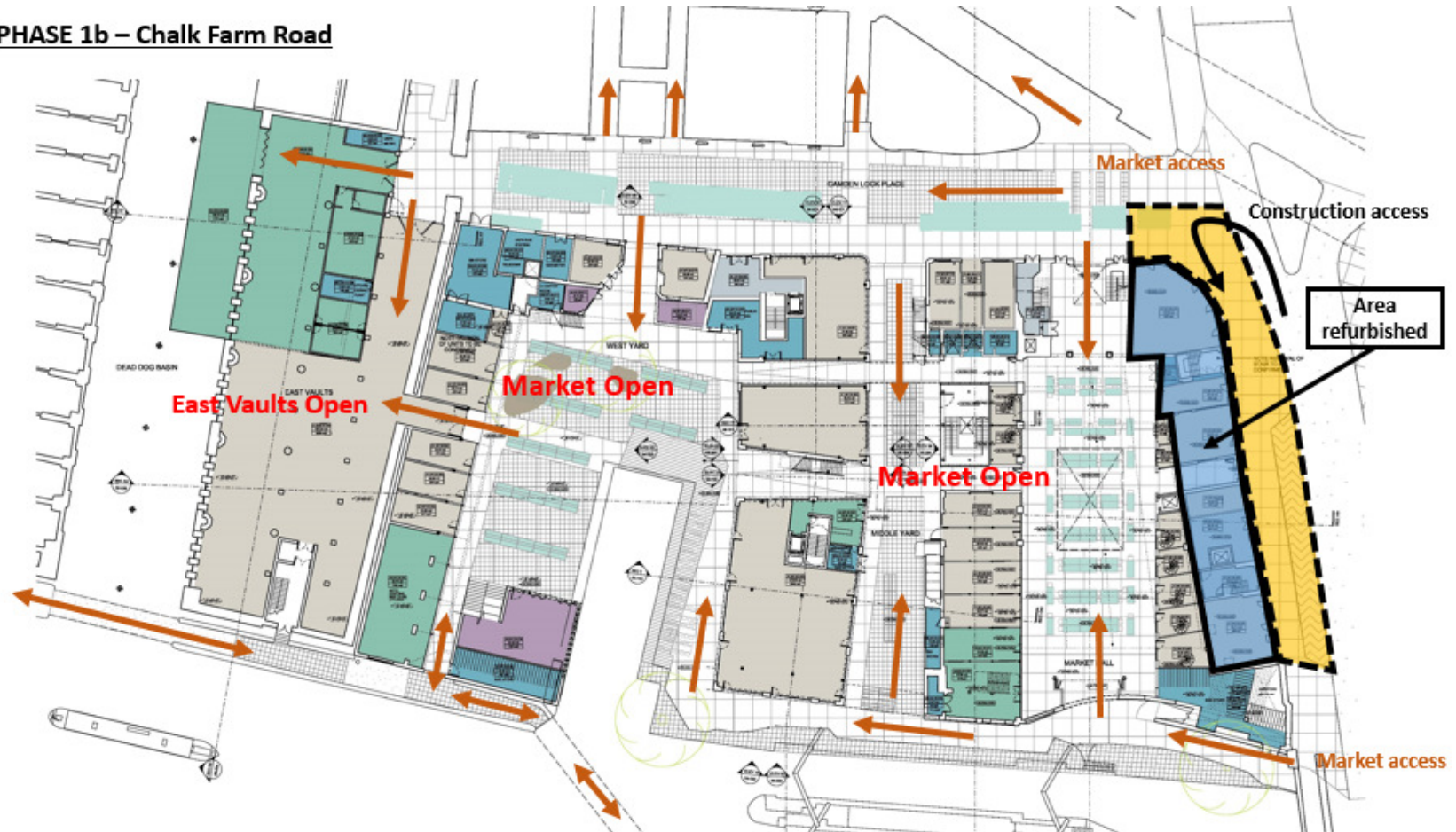


So that the market can be redeveloped in the shortest possible time, causing least disruption, the works will be carried out in one overall phase.

The main market will be closed for the duration of the works, with the units fronting Chalk Farm Road remaining open. When the market is complete, the Chalk Farm Road units will be refurbished.



## PHASE 1b – Chalk Farm Road



Phase 1b sees the full market operational with the units fronting Chalk Farm Road being fitted out.

We have provided a schedule itemising the key dates for information.

### Outline Methodology

The project will be constructed in 1 phase, with 2 sub-phases. We set out below a draft method of construction, however the final methodology will be produced by the Main Contractor when appointed.

Anticipated Milestone	Date
Start on Site	27 <sup>th</sup> June 2016
Complete Phase 1a	24 <sup>th</sup> April 2018
Complete Phase 1b	7 <sup>th</sup> September 2018

Upon the market being vacated, the site will be secured, temporary accommodation established and separation hoarding installed in Camden Lock Place. When all screening and protection is installed **Phase 1a (the entire market with the exception of the Chalk Farm Road units)** can then start. Hoardings and signage will be adjusted and all buildings will be checked for asbestos, which will be removed if found. Demolition will commence in West Yard, with the removal of the small structure in this area, which will provide access for the other buildings to be demolished. Temporary works will be carried out to the buildings to be retained and demolition carried out in Middle Yard. It is intended, subject to agreement with the Canal & River trust, that any demolition materials are removed from site via Regent's Canal in barges. This can be loaded directly into barges moored either in the inlet or the lock using excavators. Any demolition works to the East Vaults will be undertaken last. Once the East vaults is clear, Dead Dog Basin will be drained using a fibre / fabric dam allowing any repairs to be carried out.

The new unit at the south of West Yard will be built and then the East Vaults opened up and fitted out. This will include the formation and fitting out of a restaurant inside the East Vaults that spans out over Dead Dog Basin. The new restaurant slab will be formed over part of the basin and when cured, the steel superstructure will be erected. The basin can be refilled and the temporary dam removed. The glazed walls can then be installed, leaving the area ready to be fitted out. The kitchens and Restaurant area will be fitted out, with any life-safety systems integrated into the site-wide systems. When the area is completed, the systems will be tested and witnessed.



**Dead Dog Basin**



The market roof will be taken off and stored either on-site or off-site in a secure storage facility, ready to be brought back and re-installed. When the demolition to Middle Yard is complete the mini-piling and underpinning can be carried out whilst the demolition to the Market Hall is being completed. This then allows the substructure works to commence.

As the basement contiguous piling is being carried out very close to the Middle Yard inlet wall, we believe that the inlet should also be drained. This will allow the inlet walls to be inspected and any necessary maintenance works carried out. A fibre / fabric dam will be installed across the face of the inlet which will allow the inlet to be drained, the temporary dam will be monitored throughout this process. The contiguous piling can then be carried out and once completed the capping beam cast. At the same time, a crane base will be installed for the Tower Crane. Temporary propping will be installed as the capping beam progresses, allowing the basement B1 to be excavated. At this point, the inlet will be filled, the temporary dam removed and then used for mooring barges. Excavated material can be loaded directly by excavators into moored barges in the inlet and the adjacent canal lock.

As part of the structure above the basement is retained, the dig in this area will be carried out in a controlled manner, often by hand, to ensure that there are no adverse effects to the retained buildings.

During the excavation, it is understood that Museum of London Archaeology (MOLA) will have a watching brief. It is not anticipated that there will be anything unearthed that is of interest.

Whilst the basement B2 is being excavated the basement B1 slab can be cast. When all excavation is complete, the basement structure will be formed as the retaining walls and slabs cast. The propping will be adjusted and removed as the basement is formed. When the ground floor slab is cast it will be back-propped until the concrete cures and achieves the required strength. The casting of the slab allows the superstructure for the new Market Hall to be constructed. Once the structure is completed to the 1<sup>st</sup> floor, the external scaffold can be erected that will allow brickwork to commence. After the frame is complete, the roof trusses will be brought to site, either by road or barge and installed. The steel frame to the South and then North blocks can commence once the ground floor slab is ready in those areas. The frame will be erected and levelled, allowing the metal decking to be installed and then the concrete floors poured.



**Proposed elevation along Regent's canal**

Internal cores and walls can be built and the external facades installed. Roof trusses will be erected, allowing the roofs to be slated and the Market Hall canopy glazed. This will provide watertight environments for the buildings to be fitted out.

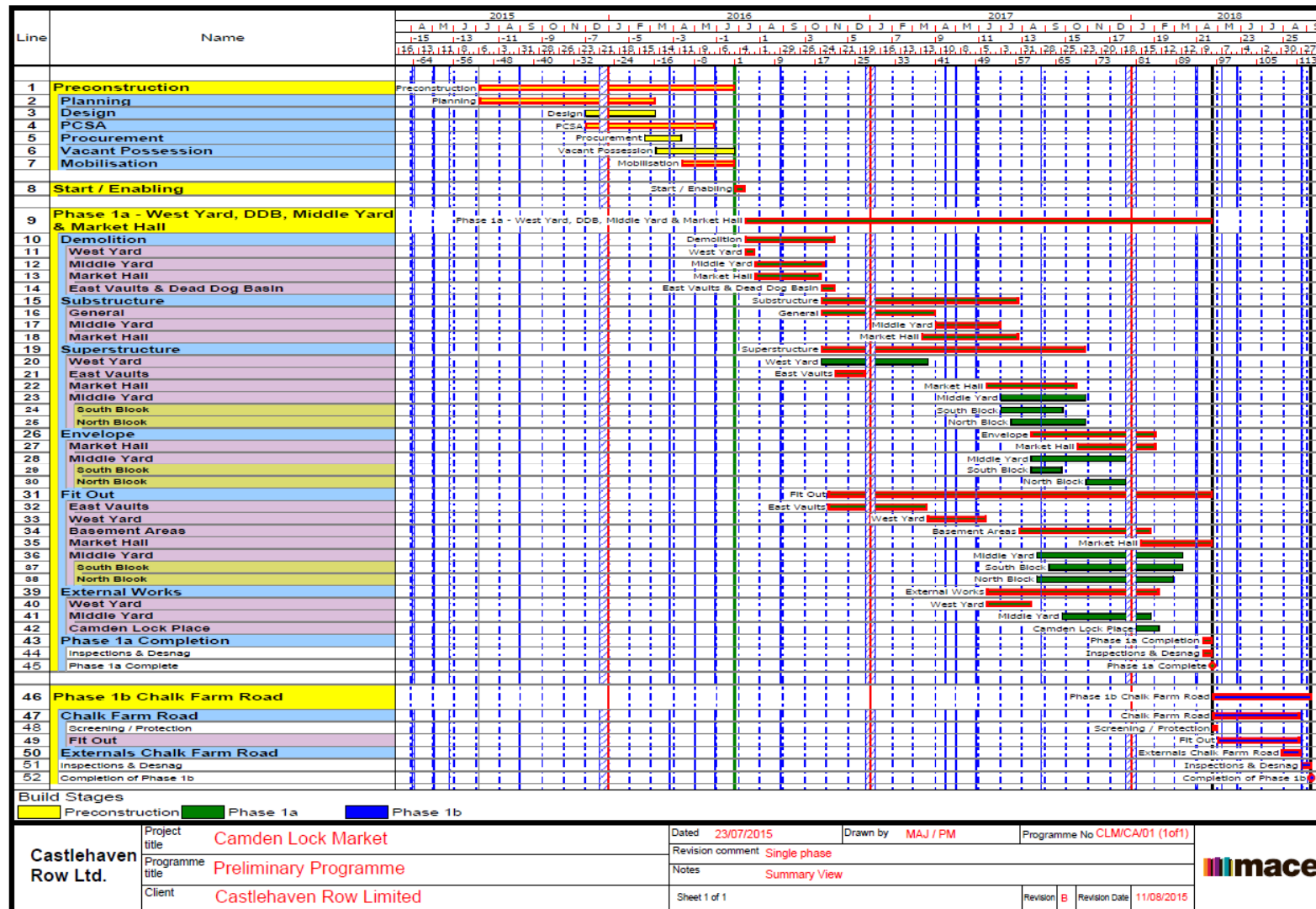
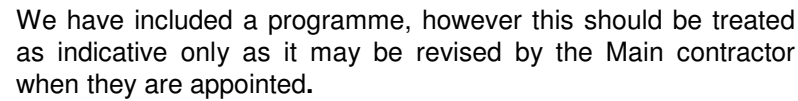
When the new ground floor slabs have achieved the correct strength, the back-propping can be removed and the basement fitting out can commence. The perimeter blockwork basement walls and partition walls will be erected and staircases installed. These may be cast in-situ, precast concrete or steel. Plant bases will be cast allowing the basement plant to be delivered and installed. The fitting out of the North and South blocks of Middle Yard and the Market Hall will commence once there is a watertight environment.

Walkways, steps and external works can commence once the external cladding is complete to the buildings. The services will be tested and commissioned and then when all the systems have been tested and proven, the site hoarding will be removed and the main market will be ready to opened to the Public.

**Phase 1b involves the refurbishment of the units fronting Chalk Farm Road.** Subject to agreement with the London Borough of Camden Highways Department, the pavement on Chalk Farm Road will be closed and hoarded off so that works can be carried out to the units to be refurbished. When the works are complete the hoardings will be removed and the area handed back as soon as possible.

**The corner of Chalk Farm Road and Camden Lock Place**







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Transportation issues  
associated with the Site

It is envisaged that all site logistics (welfare, offices, storage) will be contained within the site and that no gantries will be required.

At this stage it is not possible to ascertain the exact numbers and sizes of vehicles that will be accessing the site or at what times. It is usual that approximately 80% - 85% of vehicle movements will be by Heavy Duty Vehicles (HDV) and 15% – 20% will be by Light Duty Vehicles (under 3.5 Tonnes). However, if the canal is used, this could reduce the numbers of HDV movements.

We have carried out a preliminary assessment of vehicle movements and barge movements against the programme.

The anticipated figures are as follows:

- Average vehicle movements per day = 8 no.
- Maximum daily vehicle movements = 55 no.
- Maximum number of daily barge movements = 20 no.

Any Contractors and their supply chain will have to be signed up to the CLOCS standards for construction logistics. This sets out a set of standards for items such as traffic routing; warning signage; side under-run protection; blind-spot minimisation; vehicle manoeuvring warnings; driver training, development and licensing; collision reporting; control of site access and egress; vehicle loading and unloading on site.

The hours that road vehicles service the site will be finalised once a Main Contractor has been appointed.

However it is likely that Camden's acceptable hours of between 09:30 and 16:30 on weekdays and between 08:00 and 13:00 on Saturdays will be adopted, unless there are specific reasons why these hours should be varied.

A Tower Crane will be used to construct the buildings in Middle Yard and erect the Market Hall roof trusses. The crane will have approximately a 40m luffing jib, with sufficient capacity to carry out the required tasks. Due to the relative close proximity of the railway line, the crane will have to be de-rated. Details will be firmed up once there is more detailed design and added into the Construction Management Plan.

Network Rail will be contacted and the necessary method statements and schematics produced and asset protection agreements entered into.

The crane will be removed using a mobile crane at times to be agreed with LBC when the full programme is known. There may be the need for other tasks to be carried out using smaller mobile cranes. These will be added to the Construction Management Plan when and if the need is identified.

With Regent's Canal on the southern boundary of the site, we believe that the canals should be used as much as possible. This will cut down on the numbers of vehicle movements in what is already a very congested area and be a very ecologically friendly means of transporting a variety of materials from and to the development. There are also inlets into Middle Yard and Dead Dog Basin that can be utilised for mooring barges during the works. We have held preliminary discussions with The Canal & River Trust who are extremely keen on the canals system being used for this type of work.

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Traffic management for  
the Site

### Traffic Routes – Approaching the Site

Due to the location of the Site and the one-way system in operation in that part of Camden, the most feasible way onto Site will be to approach along Chalk Farm road from the south-east. This allows vehicles to turn into the Site without crossing any oncoming lanes of traffic and provides a direct route from the south and west (via the A501 and the A400). This will be the preferred route for all road traffic.

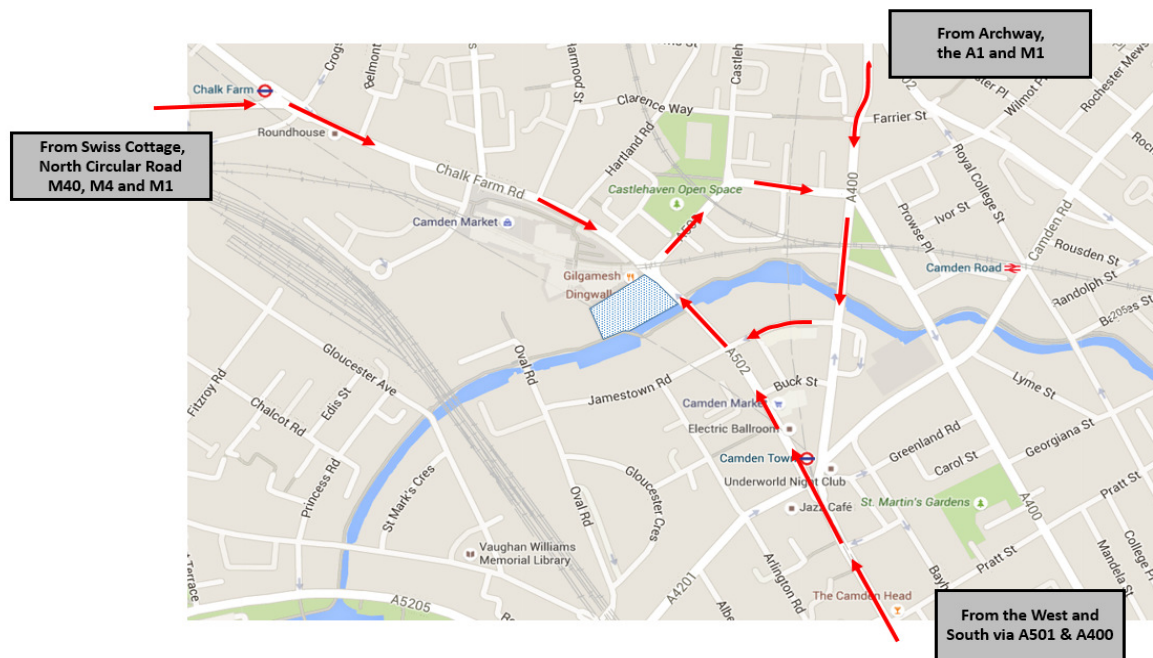
However, if vehicles approach from the north using the A1 or M1 to come into London, then the one-way system will have to be navigated. This will be done by coming down the A400 Kentish Town Road, turning left at Hawley Crescent and then onto Camden High Street at the lights with the junction of Jamestown Road.

There is however, the possibility that vehicles from the north could approach from the A502 (Haverstock Hill), then along Prince of Wales Road to the A400 (Kentish Town Road).

Any vehicles approaching from the west will travel from Swiss Cottage to Chalk Farm Road and enter the one-way system at Castlehaven Road, turn into Hawley Road and then turn left onto Kentish town Road before heading towards the site along Hawley Crescent then Camden High Street.

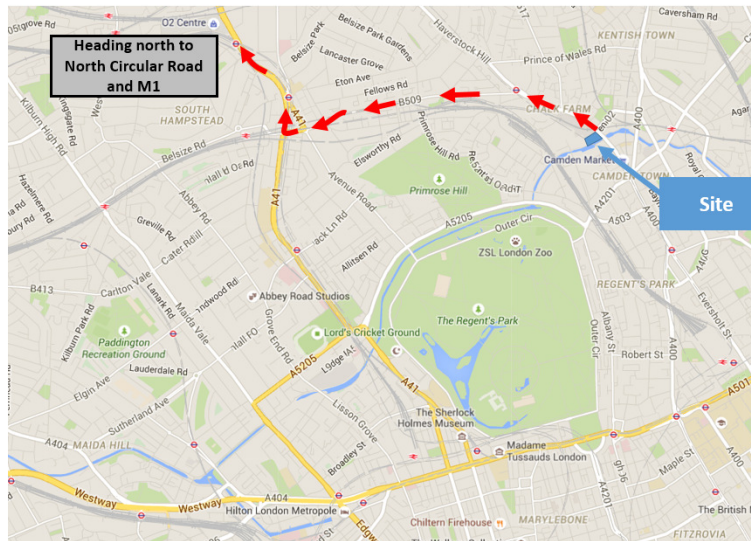
This poses the following issues which will have to be addressed through a Traffic Management Plan by the Main Contractor:

- Vehicles crossing Regent's Canal via the bridge.
- Turning left into the Site adjacent to the traffic island under the railway bridge.

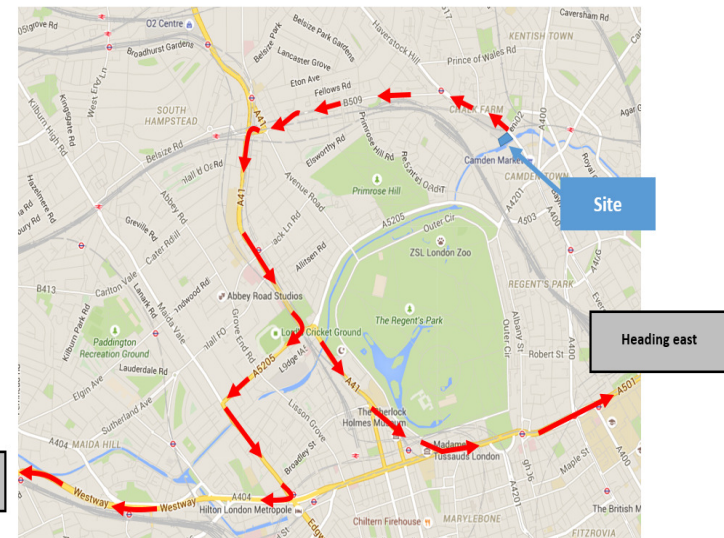


### Traffic Routes - Exiting the Site

The Site is just on the edge of the one-way system, with a large traffic island under the railway bridge directly outside the site entrance. This means that vehicles will turn left out of the Site, along Chalk Farm Road. The preferred route for vehicles will then be to take the left fork at Chalk Farm Tube Station, along Adelaide Road to Swiss Cottage where the major roads system will allow vehicles to head to the North Circular Road and the M1 motorway.

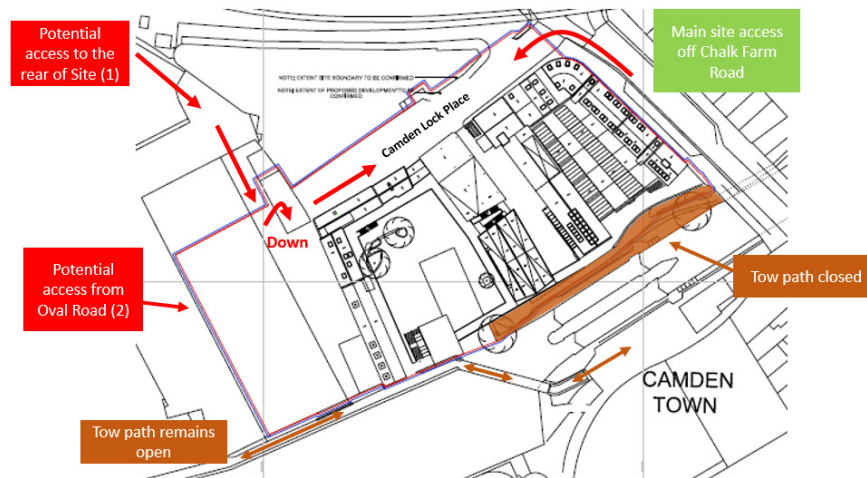


If vehicles need to go either towards the east or the west and southwest, then they will still leave the Site and head towards Swiss Cottage where they can then head south along Wellington Road towards St. John's Wood and the roundabout at Lord's Cricket Ground. Vehicles heading east will continue along the A41 Park road to Baker street where they will pick up Marylebone Road. If they wish to head west towards the M25 and M4 motorways, then they will take St. John's Road to the Edgware Road and onto the A40 Westway at Edgware via the flyover.



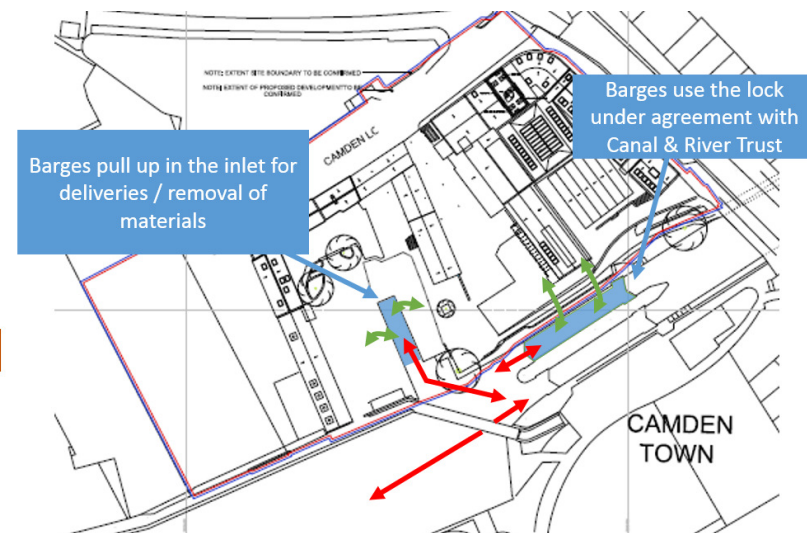
## Site Accesses

The main vehicle site access will be from Camden High Street / Chalk Farm Road onto Camden Lock Place at the eastern (front) end of the Site. This will take Heavy Duty Vehicles, mainly during the initial construction phase of the project when bulk deliveries of materials will be required which will be used for the main structures. Camden Lock Place will be split with a hoarding down the roadway, allowing pedestrians to access the shops and restaurants to the north. The vehicles can be driven into Middle Yard to be loaded or unloaded and then backed out into Camden Lock Place before being driven out of the Site. All vehicle movements would be controlled by Traffic Marshals.



Regent's Canal could also be used as a means of delivering / removing materials to / from Site. It's primary advantage would be in taking materials off-site during the demolition and excavation of the basement and bringing materials to Site for areas of the Middle and West Yard works.

As there are two working locks directly adjacent to the Site, the nearest lock could be closed to river traffic for a period of time and used to assist in removal of demolition arisings and excavated materials. This would reduce the numbers of vehicle movements to and from the Site during this phase of works. This has been discussed in principal with the Canal & River Trust, but would have to be explored in more detail once a Main Contractor has been appointed and to ensure that canal business is not affected.



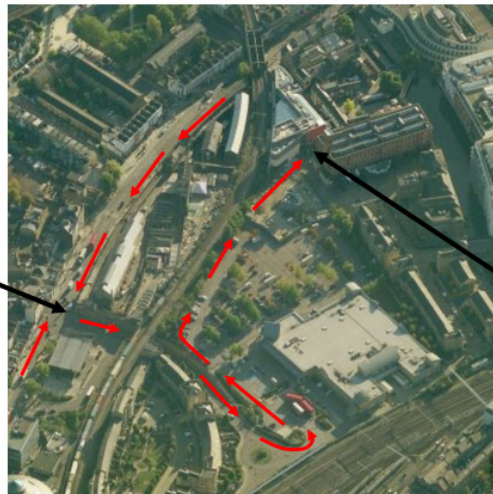
There is the potential for secondary accesses to be formed to the north west corner of the site. There are two options, both of which would require negotiation and agreement with 3<sup>rd</sup> Parties. They would be more suitable for smaller vehicles, so would not remove the requirement for the access off Chalk Farm Road for larger vehicles.



## Potential access to the rear of the Site (1)

### Morrisons Car Park

There is the possibility of accessing the rear of the Site under agreement using Morrisons car park. The car park can be accessed off Chalk Farm Road in either direction, going under the railway bridge, past the bus terminus and to the rear of the Site via the north eastern corner of the Interchange Building.



Vehicles approach  
via underpass &  
Morrison's car park

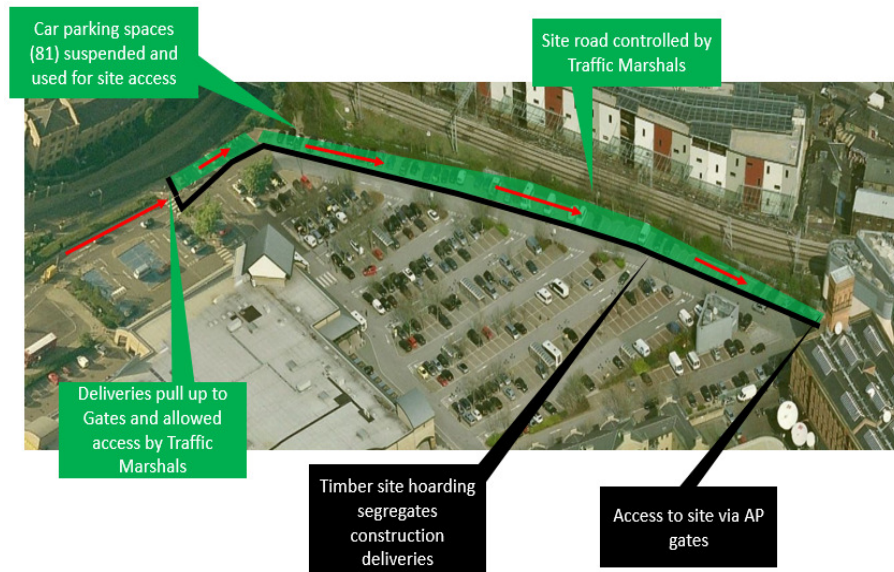
Access to site via AP  
gates

This would require agreement with Morrison Supermarkets; Transport for London and Associated Press (who are tenants in the Interchange Building). This access would not be suitable for Heavy Duty Vehicles (HDV is assumed to be over 3.5 Tonnes), but could be used for most Light Duty Vehicles.

A temporary access road would have to be formed by means of closing off the perimeter parking spaces and separating them from the general public using a secure timber hoarding. This roadway would run to the gates at the corner of the Interchange Building. Careful consideration would need to be given to how access was provided to the UKPN sub-station in the vicinity, and any fire escapes that may be in existence from the buildings in the area.

The main considerations that would need to be resolved are:

- Separation of construction traffic, buses and general traffic.
- Differences in levels around the Interchange Building.
- General security.



Car parking spaces  
(81) suspended and  
used for site access

Site road controlled by  
Traffic Marshals

Deliveries pull up to  
Gates and allowed  
access by Traffic  
Marshals

Timber site hoarding  
segregates  
construction  
deliveries

Access to site via AP  
gates

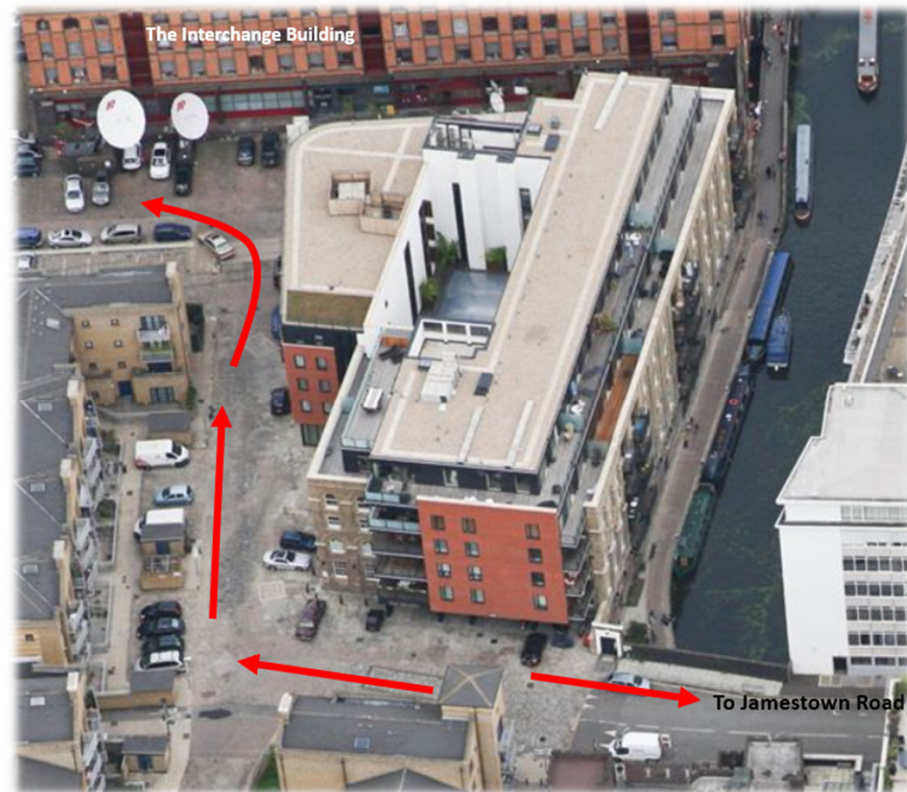
## Potential access to the rear of the Site (2)

### Gilbeys Yard

There is a potential vehicle route to the rear of the site along Jamestown Road and then into Oval Road and Gilbeys Yard, taking vehicles to the rear of the site near the Interchange Building. This is only suitable for small delivery vehicles and intermittent use, as the route is through a residential development with the possibility of problems with parked vehicles and lack of segregation. It should only be viewed as a secondary access at best.

The main considerations that would need to be resolved are:

- Separation of construction traffic and general traffic.
- General security.



### Potential access to the rear of the Site (3)

#### Dead Dog Basin

Dead Dog Basin sits below the Interchange Building and is part of the Site. It could be used to bring materials in and waste out whilst the East Vaults and (to a lesser extent) the East yard are being refurbished.





### **Traffic Management**

Delivery vehicle movements to and around the site is the most significant public interface risk that the project presents. Maintaining the safety of the general public is of paramount importance and with a series of robust controls and proactive measures the risk of this key interface can be mitigated. The following measures should be adopted around the perimeter of the project for security and protection purposes:

- All site access will be well lit, clean, robust level hard-standings, well signed and controlled by experienced gatemen. Doors and gates will be closed at all times when not providing access.
- Installation of a barrier system across the footpath while vehicles are delivering to or leaving the site, providing a definitive demarcation between site traffic and the general public.
- The traffic management team will be clean and well presented at all times.

A Logistics Plan will be provided by the Main contractor and included within the Construction Management Plan.

Wherever vehicles and pedestrians should utilise adjacent access during construction around the project, suitable physical segregation with signage shall be installed to demarcate safe pedestrian routes. The entrance gate points will be isolated from site pedestrians by use of designated pedestrian routes and physical barriers. This arrangement will be reviewed as the project proceeds to ensure that any construction activity do not present any additional risks. Should any additional risk be subsequently identified then appropriate action will be taken to eliminate or minimise such risk.

Appropriate signage will be fixed to the gates and all areas where it is possible for vehicles to come into contact with pedestrians and to denote vehicle and pedestrian crossover areas. If they cannot reasonably be avoided Traffic Marshalls will be in attendance.

It is essential that care is taken over keeping pedestrians and vehicles apart. The vicinity of the site is very busy with the general public visiting the markets, bars and restaurants in the area.

An important part of safely segregating the public from construction traffic will be through the site induction process where the workforce will be briefed and also during subcontractor meetings when the Supply Chain will be briefed. Regular updates should be carried out with the workforce through daily briefing sessions before starting work where any changes to the traffic system will be picked up.

Phase 1a will see the main market closed with the units fronting Chalk Farm Road open. Construction traffic will need to use Camden Lock Place to access the site, with a hoarding installed down Camden Lock Place allowing visitors to access Stables Market. Advanced warning signage of the changes will be required as will directional signage. The canal tow path will be closed from the east of the bridge and additional signage will be added to direct the public. Discussions will take place with the emergency services (Fire Brigade, Police and Ambulance) to ensure that access can be provided to Stables Market whilst the works are going on.

In Phase 1b the Main Market and East Vaults will be open to the public and the units along Chalk Farm Road closed for refurbishment. This will require the majority of the hoarding along Camden Lock Place to be removed, with changes to signage carried out to notify and direct the public. With the units fronting Chalk Farm Road being refurbished, the footpath along Chalk Farm Road will need to be temporarily closed and a hoarding provided along the edge of the footpath.

### **Delivery Management**

Delivery vehicles arriving to site unannounced, failing to adequately book deliveries or 'booking in' of deliveries in an ad-hoc manner, will lead to traffic congestion and safety risk to the general public, local businesses and the local authority in addition to the chaos and risk caused to the construction team.

To prevent such problems, electronic delivery management systems such as 'Datascope' would be used to manage the deliveries to site. This provides an efficient and effective means of controlling all deliveries. Its implementation will ensure that all deliveries arrive at the right time and ensure that the space available is used as effectively as possible.

Delivery bookings would need to be submitted at least 48 hours in advance to allow sufficient time to co-ordinate delivery vehicle movements and the associated use of on-site materials handling equipment. Regular delivery meetings will be held between all parties and the Logistic Manager to make any adjustments and ensure that the delivery schedules are pre-agreed. The system should be able to be read remotely to allow suppliers to view delivery schedules, crane bookings, hoist / goods lift bookings.

The system should be able to be read remotely to allow suppliers to view delivery schedules, crane bookings, hoist / goods lift bookings.

Daily delivery schedules should be displayed in prominent locations (notice boards, hoists, goods lift, etc.) and distributed to relevant parties (Logistic Manager and his distribution team, contractors, Main Contractor's team, etc.). These schedules will incorporate contractor information and contact details to ensure that the recipient may be contacted promptly when a delivery arrives.

For the delivery management systems to operate correctly the information needed from the Sub -Contractors is as follows:

- Delivery Forecast
- Types of Materials
- Volume of packaging (area)
- Types of Stillage/Pallets
- Weights of Products
- Specific lifting locations
- COSHH Information
- Fragile Goods To Be Identified
- Identify what is Reusable / Returnable

Sub-contractors will also need to identify what is reusable and returnable so as to reduce waste removal and ensure the main contractor is aware of these other vehicle movements by booking collections on the delivery management system.

These requirements will develop as the project develops and the sub-contractors needs become better understood.

The main benefits of the system are:

- More efficient operations
- Avoids congestion on adjacent streets which if uncontrolled can be the cause for complaint or a safety issue for emergency vehicles
- Daily allocation of banksmen and plant
- Enables suppliers to request their preferred delivery time and receive confirmation of their allocated slot
- Greater visibility to all application users
- Advanced notice to gate personnel allowing for a more efficient flow of site traffic

Through the system, the following information should be able to be provided to assist with the BREEAM requirement for the scheme:

The number of deliveries

- The mode of transport, and with minor additional input
- The mileage travelled for all deliveries

From this data the main contractor can calculate and monitor CO2 or energy arising from transport to and from site.

An important part of the traffic management will be the continued engagement with the community throughout the project. As set out further in Section 6.0, the Contractor's Community Engagement Manager will be responsible to liaise with the community and liaison groups, providing regular monthly newsletter updates on the scheme which will be distributed locally and via email. There should also be regular updates displayed on the perimeter hoardings at prominent locations.

Frequent updates will be provided to neighbouring businesses and residents, detailing any changes to traffic flows and the duration of such changes. The timely publishing of such information will allow neighbours (both residential and commercial) to plan for the changes and so minimise disruption.



5.0

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Environmental issues

As the Construction Management Plan is a live document, details and times of noisy operations will be introduced into the plan by the Main Contractor as the information becomes available.

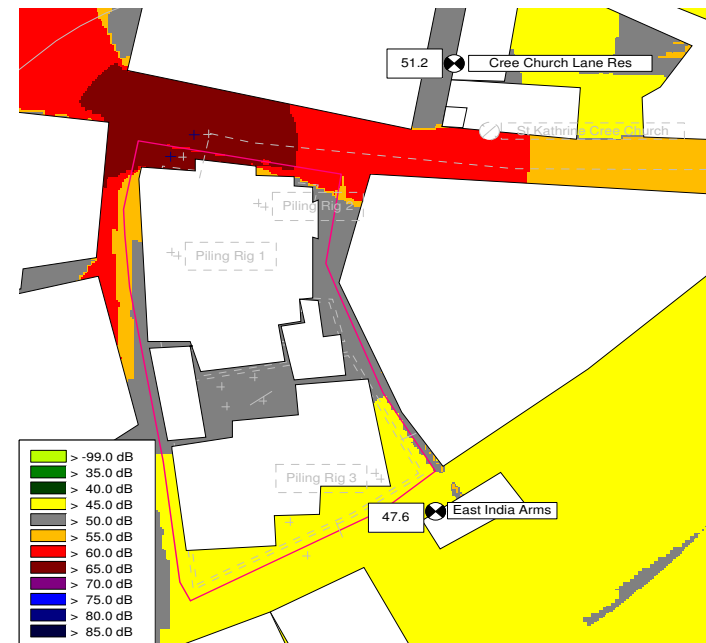
### Noise, Vibration and Dust Management

To minimise impacts due to noise, vibration and dust, site-specific best practice measures will need to be implemented by all contractors involved in the project. These will need to be formulated by the Main Contractor upon appointment and added to the Construction Management Plan. The framework of this will include a detailed review of the mitigation measures that should be in operation during the demolition and construction works, but a summary of likely measures and actions is provided below:

- Careful selection of demolition / construction methods and plant to be used in order to minimise noise and vibration impacts at source, as far as reasonably practicable;
- Switching off of plant and vehicle engines when not in use;
- Regular maintenance and servicing of vehicles, equipment and plant;
- Appropriate handling and storage of materials;
- Operational hours (to be agreed with Camden);
- The use of temporary acoustic barriers where appropriate;
- Breaking out of concrete structures will be undertaken using concrete 'munching' equipment where possible, if percussive breaking has to be used then it will be used during agreed hours;
- Damping down surfaces during dry weather;
- Implementation of measures to reduce dust emissions during transport (for example, sheeting the sides of vehicles carrying fine material);
- Use of dust screens and covers and the appropriate location of dusty materials storage;
- Use of wheel washing facilities at site exits;

- Use of water sprayers and proprietary dust inhibitors;
- Restriction of drop heights onto lorries;
- Use of the canal during the demolition and substructure works to minimise the effects on road transport.

Prior to the commencement of the works on site, the Main Contractor will undertake a background noise survey to assess the current ambient noise levels around key areas of the site and noted in a detailed record document. Threshold Noise Action Levels (NALs) will be agreed with Camden, as part of any Section 61 application and noise levels will be monitored during the construction phase. Noise mapping exercises can be undertaken using proprietary computer software. This can calculate, assess and predict noise exposure, allowing noise reduction measures to be planned. An example can be seen below.



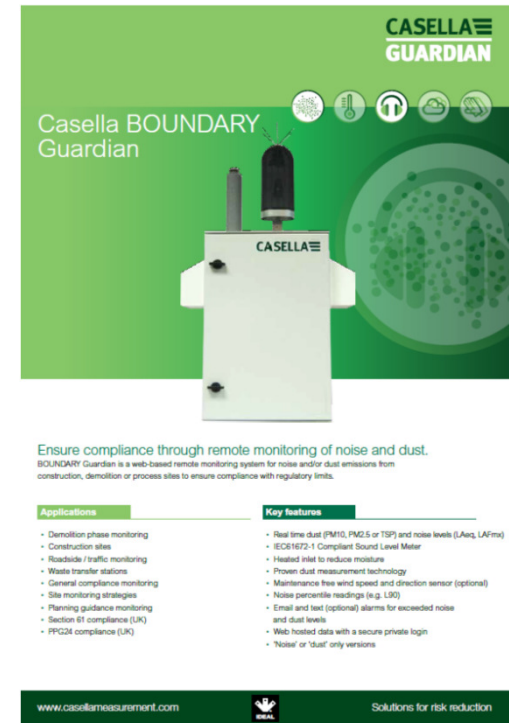
All work activities will be planned to reduce noise emissions to an acceptable level to protect the workforce in the first instance, which in turn will benefit neighbours by reducing the overall noise levels within the site. If the action levels are exceeded the activity will cease and rectification measures implemented.

The final measures implemented to mitigate and control noise and vibration will be determined by the final design decisions and be in accordance with the requirements identified within any planning conditions.

Dust monitoring will be undertaken during all of the construction phases. A safety method statement will outline the control measures necessary to minimise the risks to an acceptable level, and all statutory notices will be placed with the Health and Safety Executive (HSE).

Monitoring of dust, vibration and noise will be undertaken using proprietary monitoring units such as Casella Monitoring units, placed at strategic locations. In addition to this wheel washing at the boundary will prevent dirt from being transferred to the surrounding streets which could create dust.

A degree of vibration associated with the major structural works are inevitable due to the nature of works to be undertaken, however this nuisance will be carefully controlled, if it cannot be eliminated altogether. A vibration and movement strategy monitoring strategy can be produced, which sets limits with British Standard 5228 and 7385. The effect of vibration is often subjective and dependent upon the structures adjacent to the works.



The prediction of vibration levels and the likely effects are often difficult to foresee. However we can predict the activities that are likely to cause vibration:

- Movement of heavy vehicles across uneven ground
- Breaking out of below ground concrete obstructions
- Compaction of sub bases to ground slabs and external roads and footpaths

## Waste Management, Recycling and Disposal

An unavoidable by-product of demolition and construction activities is the generation of waste. Major sources of waste within the construction process are:

- Demolition spoil - concrete, brick rubble, steel, aluminium, plastics, wood etc.;
- Packaging - plastics, pallets, expanded foams etc.;
- Waste materials generated from inaccurate ordering, poor usage, badly stored materials, poor handling, spillage etc.;

Main contractors should strive to drive-out waste from its own activities and from those of the supply chain. This can be done in a variety of ways:

- Using 'Lessons Learnt' reports from other projects
- Engaging with product and materials suppliers to review value stream
- Carrying out specific studies
- Shared Systems and Processes

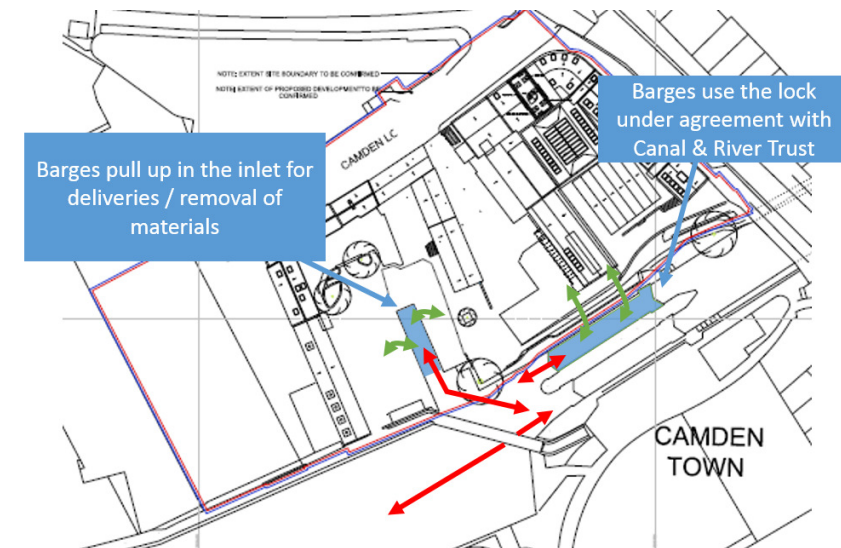
Upon appointment of the Main Contractor, a Site Waste Management Plan will be instigated on the project. All relevant contractors will be required to investigate opportunities to:

- Eliminate waste at source; i.e. avoiding un-necessary packaging;
- Reducing waste; cutting back on packaging, ordering materials to fit where traditionally brought in standard sizes, i.e. plasterboard;
- Maximising re-use of packaging; i.e. returning packaging to source for re-use;
- Recycling where we are unable to eliminate, reduce or re-use;
- Where waste generation is unavoidable, to maximise the recycling and reuse potential of demolition and construction materials.

Wherever feasible, arising's will be dealt with in a manner that reduces their environmental impact and maximises potential re-use of materials. Recycling of materials will largely take place off-site where noise and dust are less likely to result in impacts to the occupants of surrounding properties.

It is envisaged the canals will be used as much as possible during the project. There is an inlet into Middle Yard and Dead Dog Basin under the Interchange Building and these can be used to provide access to the site for barges.

It is anticipated that the main use of canal transport will be during the demolition and excavation phases. The barges can be loaded directly from Site and then taken away to waste transfer stations for recycling in the case of the demolition waste. Excavated material will have to be taken away from the waste transfer station to landfill.



There is the opportunity for some construction materials such as reinforcing steel, bricks etc. to be brought to site on barges, reducing the reliance on vehicular deliveries. This would be investigated in more depth once a Main Contractor has been appointed. We also understand that the sole use of one of the locks could be negotiated with the Canal & River Trust.

The destination of all waste or other materials removed from site will be notified to the relevant authority by the Contractor / Construction Manager for approval. Loads will only be deposited at authorised waste treatment and disposal sites. Deposition will be in accordance with the requirements of the Environment Agency, the Environmental Protection Act 1990, Controlled Waste Regulations 1992, Controlled Waste (Amendment) Regulations 1993, the Special Waste Regulations 1996, Special Waste (Amendment) Regulations 1996 & 1997, and the Duty of Care Regulations 1991 and with due regard for the London Borough of Camden's environmental and waste management strategies.

The Site Waste Management Plan will be maintained, compiled with the aid of the logistics and other contractors, and regularly monitored. To prove the correct depositing of excavated material and to prevent the occurrence of fly-tipping, a docket system/waste monitoring system off-site will be used. The Contractor / Trade-contractor will operate a sequentially numbered docket system, to confirm that each load is received at the approved disposal site. Copies of the dockets are to be provided to the nominated manager, and available for inspection on site. Waste targets (and the use of early indicators) will be set for each trade/trade-contractor, based on measurements taken from previous experience.

No burning of demolition or construction waste will be undertaken on the site.

Building materials containing asbestos will be fully assessed in advance of any demolition works commencing. All asbestos materials will be removed in a controlled manner in accordance with current legislation and approved codes of practice and guidance.

In addition to the usual waste associated with a 'normal' construction project, due to the site's early industrial use there may be quantities of contaminants or hazardous materials found during demolition and excavation. This is thought to be unlikely but the control, handling and disposal of these materials will require special attention and the Site Waste Management Plan will detail the necessary requirements following a more thorough pre-commencement geotechnical investigation.

### **Safety and Security**

Due to the location of the site and the nature of the surrounding premises it is important to address the issue of safety and security around the site boundary. The strategy is to combine CCTV perimeter monitoring, including the recording of all 'events' on a hard disc drive to assist in any Police investigations. The CCTV system will be monitored by a site based security guard. The monitoring operative will be able to safely challenge intruders where appropriate, or call the Police if necessary. Prominent signage will warn all potential intruders of the monitoring in progress. As with all security systems, regular reviews will be undertaken to challenge the efficiency of the system, and additional measures such as canine support may be implemented if required.

The key factors to consider are:

- Security guards will be required to provide site entrance and perimeter control during the Demolition and new Construction works, supported with a monitored CCTV system.
- A 2.4m perimeter hoarding will be maintained in order to establish a secure site boundary and to segregate the public from the construction area;
- The perimeter hoarding will require amendment as areas of the market development are handed back for use and taken out of use for redevelopment. At all times the hoarding will be maintained to provide a secure site boundary segregating the public from ongoing construction operations;
- Security gates installed at access points to control site access and movements; Public safety around the site perimeter must be considered and measures put in place to control vehicle access and unloading;
- All safety and security provisions will be undertaken in accordance with Camden's code of practice.

The hoardings on the development will be maintained to comply with the following requirements:

- Hoarding positioning is to ensure that there are no instances where people can hide or drug deal;
- All hoardings will be lit to comply with LBC requirements with respect to red lights on interfaces with traffic, pedestrian lighting in dark corners, etc.
- The hoarding will include way-finding and community information;
- The project will be registered under the Considerate Contractor scheme;
- Public routes will be re-opened as soon as is practically possible.

If one of the locks is used to moor barges and load / unload materials, some form of security provision will be needed to prevent people accessing the site by climbing along the lock-gates. This will be discussed with Canal & River Trust to ensure that the appropriate methods are used.

### **Pest Management**

The control of pests in and around the site is a key responsibility when planning works and caring for the workforce and neighbours. The crucial factor in pest management is investing in prevention and restricting the opportunities for pests such as rats and mice to thrive. This should be achievable by eliminating food sources and nesting sites which can be achieved through good housekeeping and management. During the demolition and clearance element of each phase, as many as possible of the resident rodents and other pests can be caught. The remaining pests will be driven from site prior to the commencement of the main works, meaning the task of control should provide an opportunity to instigate control measures from a position of strength.

### **Dust**

During the works dust will be controlled in line with SPG 8 "The Control of Dust and Emissions during Construction and Demolition, Supplementary Planning Guidance" dated July 2014. Once a Main Contractor has been appointed, the Construction Management Plan will be updated with the Contractor's proposals.



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**Monitoring, compliance,  
Reporting and consultation**

### **Response to Complaints & Community Engagement**

The Main Contractor should undertake a programme of positive community engagement in addition to membership of the Considerate Constructors Scheme. They would fully engage with any Liaison Groups set up by Castlehaven Row Limited, and in addition to this will issue regular monthly newsletter updates on the scheme which will be distributed locally and via email. There should also be regular updates displayed on the perimeter hoardings at prominent locations.

At Camden Lock Market, a Community Engagement Manager should be appointed who will be the single point of contact for complaints and comments on any aspects of the scheme and is tasked with ensuring all matters are responded to and dealt with as expediently as is possible. They will be site based during the life of the scheme and contactable via the site office main number which will be advised once connection of phone lines are established in the site office. They will liaise directly with the Project Director on all received complaints and comments, in addition to the organisation of local community engagement initiatives. Prior to the full connection of telephone lines, they should be contacted via a specially arranged email address.

A Community Plan will be produced for Camden Lock Market by the Community Engagement Manager to capture key information, potential performance measures and sharing insights relating to the surrounding area. The plan is multi-dimensional, including how the supply chain is engaged, the local community, local authorities and other stakeholders such as schools, colleges and employment providers.

The Community Plan helps underpin commitments made through planning obligations and identifies key stakeholders to understand their perspective and enables better working

relationships during the construction period. This in turn helps wider community buy-in for the project, helps the project staff make a difference in the community and leaves a local legacy.

The Contractor's Community Engagement Manager will work very closely with the Developer to create a positive image of how construction sites can be good neighbours. Community events such as cycle safety events with the Metropolitan Police should be held. These events offer free bike marking and registrations for cyclists, free bike maintenance checks, get advice from the Metropolitan Police and see the road from an HGV lorry driver's perspective.

### **Noise Monitoring**

Monitoring of noise levels should be undertaken to determine the noise levels being generated. Depending upon the requirements of the project the levels of monitoring will vary considerably but the principles remain the same.

Where the project does not have specific noise monitoring requirements it is still necessary to determine that levels are not exceeding the standard 75dB at site boundary. In order to measure environmental noise a minimum of a Class II noise level meter that has been calibrated will be needed. The set points are determined around the project boundary where the readings will be taken from. These set areas must provide a significant representation of the project and are usually in line with the receptors outside of the site boundary.

Prior to works commencing the background noise levels should be taken using a Sound Level Meter mounted on a tripod. This should be a reading of ten minutes usually at locations around the proposed works area. Make a log of times, duration, readings and detail what the noise consists of.

When works commence, set up a Sound Level Meter placed upon a tripod at set monitoring locations with a weather shield in place over microphone. Locations should take account of the receptors and be made at one meter from the façade of the receptor or where not possible, at the site boundary in line with the receptors (from works areas). The meter should be set to record the LAeq level for a minimum of 15 minutes to give a representation of the works being undertaken. This should be done whilst works are being undertaken and repeated over a number of days. Records should be kept of time, duration and levels achieved. Depending on the results of the readings will dictate the action required. If works are exceeding 75dB (over 10hr period (calculation required) the Project Director will need to discuss the results with the Sustainability Manager and LBC's Environmental Health Officer to agree what controls will need to be employed. Where readings are below the required level, ad-hoc readings should be taken when new plant or equipment is brought to the project.

### **Social Inclusion**

A social inclusion programme (SIP) aims to create a sustainable construction workforce, provide local communities with employment and transferable skills, and to be exemplary in achieving community involvement, local labour training and development excellence. The overall objective is to close the "skills gap", a well-publicised and serious issue in the industry and in doing so it aims to reduce the burden on the local community. In particular, the SIP should provide new opportunities for people with barriers to employment. Construction projects can deliver a substantial increase in local employment; these opportunities improve economic activity and address high levels of unemployment in areas of the UK.

Whenever appropriate, a SIP is established aimed at forging links with local communities, offering relevant employment, training and supply opportunities on our projects. A 'workplace coordinator' facilitates the scheme bridging the gap between the public and private partners and local communities and construction employers. The programme should focus on both individuals and local companies, ensuring all opportunities are identified. It will also address those facing barriers to employment; the socially excluded, the long term unemployed, those with few or no skills, women, lone parents and people from local ethnic minority communities.

The Contractor will engage with LBC to develop a programme of employment training for apprentices and ensuring targets are agreed for employment of Camden residents and the use of local enterprises on the scheme. As part of this engagement process there should be a planned coordinated approach with the Kings Cross Construction Centre for the engagement and placement of apprentices resident in the London Borough of Camden.

This solution includes the drafting and agreement of an Employment and Skills plan to document and strategically plan this important approach to the scheme delivery. In addition to this the Contractor will engage with local Social Enterprise bodies to deliver as much local community engagement as possible.