

NEW CITY COURT

Construction Management Plan

Gardiner & Theobald

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Draft Construction Management Plan

March 2021
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Gardiner & Theobald

CONTENTS

1. INTRODUCTION.....	3
2. SCHEME OBJECTIVES	4
3. KEY PROJECT CONTACTS.....	6
4. CONSIDERATE CONTRACTORS SCHEME.....	7
5. WORKING HOURS	8
6. HEALTH AND SAFETY	9
7. SITE RULES..	14
8. PRE-START WORKS.....	17
9. SITE ACCOMODATION AND WELFARE	24
10. WASTE AND SITE CLEANLINESS.....	26
11. TRANSPORTATION STRATEGY.....	30
12. CONSTRUCTION LOGISTICS AND CYCLE SAFETY	34
13. TRANSPORT LEGISLATIVE COMPLIANCE.....	36
14. CONSTRUCTION CONSTRAINTS	37
15. SITE SECURITY AND EMERGENCY PLANNING	37
16. FIRE PREVENTION AND CONTROL.....	38
17. DEMOLITION AND CONSTRUCTION WORKS.....	39
18. POTENTIAL IMPACTS DURAING CONSTRUCTION	49
19. THIRD PARTY LIAISON.....	53
20. ECOLOGY.....	55
21. UNEXPLODED ORDANANCE	56
22. ARCHEAOLGY.....	56

APPENDICES

APPENDIX A VEHICLE NUMBERS

1. INTRODUCTION

This Outline Construction Management Plan (CMP) has been prepared by Gardiner & Theobald LLP (GTMS) on behalf of the GPE (St Thomas Street) Ltd to supplement the planning application for the construction of a new commercial property at the following address, in the London Borough of Southwark.

New City Court
4 – 26 St Thomas Street
London
SE1 9RS

1.1. Objectives

This initial outline CMP identifies and summarises the outline arrangement relating to the management of the enabling, demolition and construction works for the redevelopment of the existing building. This plan is to become the basis of the Construction Contractors CMP which will be agreed with the Council or LBS and implemented immediately upon taking possession of the site. The CMP is a living document and will be continually updated and bettered throughout the duration of the Project Works. This will ensure the safe execution of the works, adherence to the London Borough of Southwark Technical Guidance for Demolition and Construction, and the effective management of environmental and safety issues relating to the project.

The CMP describes in high-level how the Construction Contractor will manage the following activities related to their site:

- Site Setup
- The Environment
- Works Methodology
- Existing surrounding communities
- Local residents and businesses

The proposals are also intended to assist & enable third parties to clearly understand the nature of the works related to the site, specifically the construction and the management of the interface between the site and the public.

The CMP and its continual development will assist in creating a good working relationship with Council or LBS, local communities, visitors & occupants of nearby residential & commercial properties to make sure they are kept fully informed of current progress and of contractor key activities. It will also allow third party feedback to allow activity dates or nature be honed to minimise the risks, and disturbances to the locality as far as is safe, reasonable, and practicable.

As the design develops and contractors are procured this report will be assessed and altered accordingly. The baseline for the analysis is the London Borough of Southwark Technical Guidance for Demolition and Construction, Publication London Plan Policy SI 1 for

air quality and the TFL construction logistics planning guidance. These have been viewed as the minimum standards to be achieved.

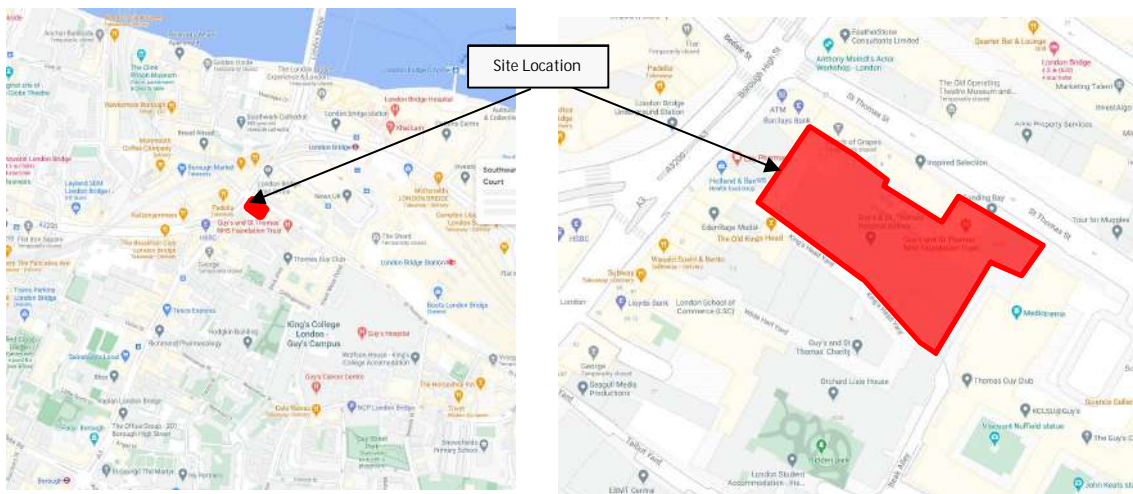
1.2. Personnel

This report has been prepared by Paul Robinson, Planning Partner in Gardiner & Theobald, with over 25 years construction experience. He has worked on both the Client side and Contractor side on many large scale developments within London.

2. SCHEME OVERVIEW

2.1. Existing Building

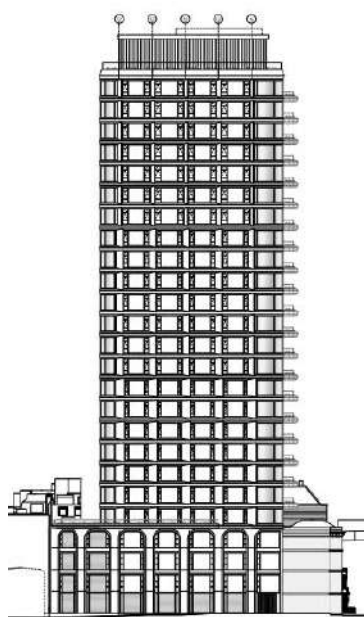
The site is located within the London Borough of Southwark, to the north of the site is St Thomas Street. To the south is Kings Head Yard, a small access road not suitable for large vehicles.



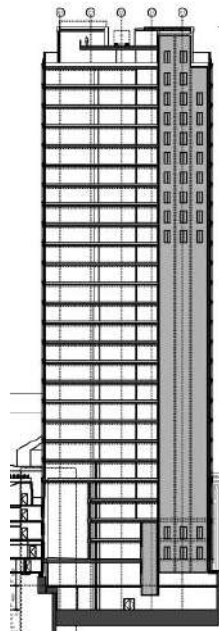
The existing building comprises of a 5 storey building, with a single basement, mainly consisting of office accommodation. To the roof there is a significant number of roof plant that is required to be removed.

2.2. Proposed Development

The proposed development has been carefully designed by all, taking consideration of the surrounding area and the existing buildings. The redevelopment includes the demolition of the 1980s office buildings and erection of a 26-storey building (plus mezzanine and two basement levels), restoration and refurbishment of the listed terrace (nos. 4-16 St Thomas Street), and redevelopment of Keats House (nos. 24-26 St Thomas Street) with removal, relocation and reinstatement of the historic façade on a proposed building, to provide office floorspace, flexible office/retail floorspace, restaurant/café floorspace and a public rooftop garden, associated public realm and highways improvements, provision for a new access to the Borough High Street entrance to the Underground Station, cycling parking, car parking, service, refuse and plant areas, and all ancillary or associated works.



East Elevation



Section A-A

3. KEY PROJECT CONTACTS

The Key Contacts are those known at the issue date of the CMP. On contracting of a suitably qualified Construction company, the CMP will be updated and reissued for Information and be maintained live until such time that the Construction Contractor has formed and agreed the final CMP with the London Borough of Southwark

3.1. Initial Key Contacts

Role	Company	Contact Name	Contact No.
Client	Great Portland Estates	TBC	TBC
Principal Designer	AHMM	TBC	TBC
Architect	AHMM	TBC	TBC
Structural Engineers	AKTII	TBC	TBC
Mechanical Engineers	Chapman BDSP	TBC	TBC
Electrical Engineers	Chapman BDSP	TBC	TBC
Public Health Engineers	Chapman BDSP	TBC	TBC
Employers Agent (EA)	G&T	TBC	TBC
Local Authority (LA)	London Borough of Southwark	TBC	TBC
Principal Contractor (CONTRACTOR)	TBA	TBC	TBC
CONTRACTOR Emergency Contact	TBA	TBC	TBC

3.2. Health and Safety

The following table contains the address of the pertinent H & S bodies including the local hospital.

Body	Address	Postcode	Telephone No.
HSE	151 Buckingham Palace Road London	SW1W 9SZ	
Guys Hospital	Great Maze Pond London	SE1 9RT	020 7188 8801

4. CONSIDERATE CONTRACTORS

The scheme requires contractors to adhere to a code of practice that includes the following principles:

- Be environmentally aware when selecting resources, paying particular attention to pollution avoidance and waste management. Use local resources wherever possible and keep noise to a minimum at all times
- Be considerate to the needs of all those affected by the construction process and its impact on the environment. Special attention to be given to the needs of those with sight, hearing or mobility difficulties
- Keep the site and surrounding areas clean and in good order and ensure that all access routes are unhindered at all times
- Be a good neighbour by undertaking full and regular consultation with neighbours regarding site activity from pre-start to final completion and handover. Provide site information and viewing facilities where practicable
- Promote safe standards of behaviour and dress code. Derogatory behaviour will be dealt with under threat of the strongest possible disciplinary action
- Be safe. All construction operations and vehicle movements to be carried out with care for the safety of passers-by, neighbours and site personnel
- Be accountable to the public by providing site contact details and be available to deal with their concerns and develop good local relations



The contractor undertaking the works must gain a score of 35 or above and this is to be displayed to the public on a site notice board.

5. WORKING HOURS

5.1. General Site Working Hours

The General site working hours will be in line with the requirements of the control of pollution act 1974, section 61, and will obtain a consent (which will include noise limits and vibration limits where relevant for noisy out of hours work).

Noisy works associated with a development (e.g. demolition, piling and earthworks) will generally be limited to weekdays from 0800 to 1800 hours, unless otherwise agreed. This is accordance with the LBS technical guidance.

The developer will ensure that the contractor adheres to these working hours unless otherwise agreed with the Council. As far as reasonably practicable and where feasible, operations anticipated to cause disturbance would be limited to these hours, except in the case of an emergency.

The developer or contractor will apply for consents from the Council under the Control of Pollution Act 1974, Section 61, and will obtain a consent (which will include noise limits and vibration limits where relevant) and noisy out of hours work. The applications for consent will include details of the work to be undertaken, including proposed hours of work.

All construction related traffic will abide by the agreed hours of working for each site unless otherwise agreed with the Council.

5.2. Hours of work

- Monday to Friday 8.00 am to 18.00 pm
- Saturday 8.00 am to 13.00pm
- Sunday and Bank Holidays : No working

5.3. Out of Hour Works

Out of hours work applications will only be undertaken upon agreement after a formal application has made.

Where working is required outside of the above hours due to unforeseen circumstances or planned work that can only occur outside of the core hours e.g. road closure requirements, mobile crane lifts, then these will be undertaken following communication with the Local Authority and residents /businesses advising the reasons for the work, likely impact, if any, and estimated time to start and complete the work.

6. HEALTH AND SAFETY

6.1. Site Induction

All persons employed on or visiting site will be subject to a health and safety induction so that they are aware of the hazards present on the site and the restrictions imposed under the Principal Contractor's health and safety management procedures. These will be conducted by the contractor in control of the site. These inductions will differ in respect of the reason for visiting, being employed on site.

All visitors will be accompanied around the site by a representative of the employer (generally the contractor) unless previously agreed otherwise. All health and safety inductions will be recorded on a site-specific register that will be available for the Council to review by appointment.

6.2. Covid19

Due to the current Government restrictions and the rapid changes related to the present pandemic, the Principal Contractor will ensure that they remain up to date with all legislation and regional variations to that on a timely basis and appoint a senior representative to manage all separation and shielding issues.

The contractors Representative will ensure that all relevant updates are passed to the contractors and sub-contractors by appropriate means and toolbox talks, and any changes that may affect the general public will only be instigated in full knowledge of the Council.

The Principal Contractor will abide by all the Council's requirements related to the pandemic without exception unless otherwise agreed with the Council.

6.3. Health and Safety: General

All site work must be carried out in accordance with the provisions of the Health and Safety at Work Act 1974 to the satisfaction of the HSE or its local officer.

The Principal Contractor will ensure that mechanisms are in place to ensure that the employers, employees and the self-employed, are not exposed to risks to their health and safety. And that every employee while at work will take reasonable care of the health and safety of themselves and of other persons, and to cooperate with their employer or any other person about any duty or other statutory requirement.

The Principal Contractor will ensure that all statutory regulations made under the 1974 Act e.g. provision of personal protective equipment, ladders, lighting, signs, electrical equipment, manual handling are complied with during all construction works.

The developer's nominated representative will ensure that appropriate industry standards for health and safety are applied, and that continuous improvement in safety performance is sought, in accordance with the principles of HSG65 "Successful health and safety management", published by the Health & Safety Executive.

The Principal Contractor will abide with the below Summary of Duties under Construction (Design Management Regulations 2015 (CDM 2015)

Principal contractor – A contractor appointed by the client to coordinate the construction phase of a project where it involves one or more than one contractor.

Plan, manage, monitor, and coordinate health and safety in the construction phase of a project. This includes:

- liaising with the client and principal designer;
- preparing the construction phase plan; and
- organising cooperation between contractors and coordinating their work.

Make sure:

- suitable site inductions are provided;
- reasonable steps are taken to prevent unauthorised access;
- workers are consulted and engaged in securing their health and safety; and
- welfare facilities are provided.

Contractors – Those who carry out Plan, manage and monitor construction work under their control, so it is carried out without risks to health and safety.

For projects involving more than one contractor, coordinate their activities with others in the project team – in particular, comply with directions given to them by the principal designer or principal contractor.

For single contractor projects, prepare a construction phase plan

Workers – Those working for or under the control of contractors on a construction site.

Workers must:

- be consulted about matters which affect their health, safety and welfare
- take care of their own health and safety, and of others who might be affected by their actions
- report anything, they see which is likely to endanger either their own or others' health and safety
- cooperate with their employer, fellow workers, contractors, and other duty-holders

6.4. Health and Safety Management System

The contractor will produce a health and safety management system in accordance with the principles of the Occupational Health and Safety Advisory Service's 18001 "Occupational health and safety management systems". This system will include documentation defining the nominated undertaker's internal arrangements for managing health and safety on the project and the specific requirements for health and safety applying to all designers, contractors and sub-contractors appointed to work on the project.

The arrangements for health and safety will include a system for the management of risks. This will include all hazards being identified, and suitable and sufficient assessments made of the risk, followed by adoption of appropriate measures to eliminate the risk or to control the risk, so far as is reasonably practicable.

Where risks to the public are involved, these will be reduced to as low as reasonably practicable and will be managed in accordance with the guidance in HSG151 "Protecting the Public" published by the Health and Safety Executive.

The developer's nominated representative will continuously monitor the work of contractors and sub-contractors and will conduct a programme of audits and inspections to ensure compliance with the requirements of this Code and other project health and safety requirements.

6.5. Safety Objectives for the Project

This project involves demolition & construction works adjacent to a number of public interfaces and 3rd party assets, and it is the aim of the project team to eliminate or minimise risk and to prevent ill health and injury to all the site employees, subcontractors, site visitors, site neighbours and the general public.

To meet these objectives the contractors will work diligently towards:

- Maintain zero notifiable accidents and incidents.
- Maintain and improve lost time accident record.
- Move away from safety legislation governance to a safety behavioural culture promoted via communication, coordination and training.
- To comply with the procedures detailed within this document to achieve and maintain a safe working environment for everyone on site.
- Evaluate & measure performance against this plan through regular safety and environmental inspections and audits.
- To eliminate or minimise risk and control the residual risks.
- Prevent ill health to all those on site through health surveillance.
- Promote proactive safety management and reduce reliance on reactive safety management.

The Principal Contractor will regard the above as principal objectives and these objectives can only be achieved by the cooperation of the company employees, subcontractors, the Client and his representatives. Cooperation shall be at all levels within these organisations through the structures established under the Construction (Design and Management) Regulations. The Principal Contractor will collaborate with all parties to provide the organisation, advice and resources to meet this commitment as far as is reasonably practicable.

6.6. Principles of Prevention:

The general principles of prevention as per the Management of Health and Safety at Work Regulations 1999 shall be adopted in addition to the above that will be to:

- avoid risks;
- evaluate the risks which cannot be avoided;
- combat the risks at source;
- adapt the work to the individual especially regarding the design of workplaces, the choice of work equipment and the choice
- of working and production methods, with a view, in particular, to alleviating monotonous work, work at a predetermined work rate and to reducing their effect on health;
- adapt to technical progress;
- develop a coherent overall prevention policy which covers technology, organisation of work, working conditions, social
- relationships and the influence of factors relating to the working environment;
- give collective protective measures priority over individual protective measures; and
- give appropriate instructions to employees.

6.7. Management Procedures

The contractor will supply a Safety Advisor, will visit site on a weekly basis, or more frequently if deemed necessary, to carry out site inspections and produce the safety audit.

In addition to the safety audits, the following techniques will be used for monitoring compliance with:

- Legal requirements – Inspection and reporting arrangements as laid down in Principal Contractors Site Management Systems (SMS).
- The health and safety requirements contained within this plan.
- The health and safety site rules.
- Regular safety advisors' inspection / directors' safety tours / quarterly safety reviews / sub-contractors meeting.
- Special requirements for public interfaces.
- Principal Contractor's Engineering Safety Management System.

6.8. Work-Place Inspections

Workplace inspections will be carried out by the Principal Contractor's supervisor in control of the specific workplace, or subcontractor supervisor. Inspections will be recorded on the standard SMS Inspection Form provided within the Safety Management System and filed in the site office.

Where subcontractors are required to carry out such inspections, the responsible Principal Contractor's manager will have a system in place to ensure the adequacy of the inspection process involving random inspection checks.

Inspections of temporary works will be carried out and recorded within a temporary works register that will be provided for review by the Council at their behest in a timely manner:

- Welfare Facilities
- Site Perimeter/Public interface areas for trip hazards, rubbish and clear routes
- Site hoardings and lighting
- Scaffolding and alarm systems
- UKPN Substation Protection
- Exclusion and Restriction zones
- Site Temporary Services i.e. water and electricity and any relevant meter readings
- Floor loadings and back-propping
- Temporary works structural retention systems

This list is not exhaustive

The Temporary Works Co-ordinator (TWC) will maintain a list of personnel involved in the Temporary Works Process within the Temporary Works Register.

The Principal Contractor's supervisor will record, and file inspections carried out by the Temporary Works Team.

6.9. Compliance Monitoring

Compliance monitoring will be carried out to verify that agreed procedures and methods are being implemented and are producing the required results.

Compliance monitoring will be carried out by:

- The Principal Contractor's Project Manager
- The Principal Contractor's manager/supervisor controlling the area in which work takes place.

- Visiting personnel, including the allocated Safety Manager, Operations Manager and Directors. All of these will be supplied by the main contractor.

Observations and actions arising from monitoring will be tabled at the weekly planning meetings, minutes written and filed, and actions allocated to the responsible persons.

6.10. Ensuring Safe Places and Systems of Work

The CMP will ensure that the project achieves and maintains Safe Places of Work and Safe Systems of Work through following the below guidance:

- 45001: 2018 Occupational Health & Safety Management Standard;
- ISO 14001:2015 Environmental Management Standard;
- ISO 9001:20015 Quality Assurance Management Standard;

This CMP details the perceived safety risks and relevant control measures particular to this project and is also intended to meet or exceed the requirements of the CDM Regulations 2015, local authority standards and Clients expectations.

The project will adhere to the following published guidance and British Standards:

- BS 6187:2011 Code of practice for full and partial demolition
- London Borough of Southwark technical guidance for demolition and construction – September 2016
- Mayor of London's 'The Control of Dust and Emissions during Construction and Demolition SPG July 2014
- The GLA's 'The Control of Dust and Emissions from Construction and Demolition: Best Practice Guidance
- In accordance with Policies 5.18, 6.3 and 7.14 of the London Plan 2011 and Policies DM J1, J6, H5, H8, H9, H10 and H11 of the Development Management Local Plan 2013.

7. SITE RULES

7.1. General Rules

The site rules may vary from contractor to contractor on site, which is reasonable, however a base line set of rules will be agreed as below;

- All personnel shall undergo safety induction training;
- Appropriate Personal Protection Equipment shall be worn at all times;
- Every accident and near miss event must be reported to the Site Manager immediately;

- Any person found to be interfering with or misusing fixtures, fittings or equipment provided in the interest of health, safety and welfare shall be excluded from site;
- Smoking will only be permitted in designated areas;
- Visitors must report to Security and will be allowed entry at Site Manager's entrance. Whilst on site visitors must wear the appropriate PPE;
- Vehicle drivers must wear the appropriate PPE (when outside vehicle). Vehicles are not to be reversed on site unless under the control of an authorized banksman;
- Vehicle drivers must remain with their vehicle during loading / unloading;
- Safety signs and notices must be followed;
- The public must be protected from hazards associated with this work;
- No alcohol or illegal drugs are to be brought onto the site;
- No person who is under the influence of alcohol or drugs is allowed on site;
- Offensive or inappropriate language and provocative gestures are not allowed;
- No gambling, threatening or violent behaviour;
- No personnel shall indulge in fighting, horseplay or practical jokes within the site or its perimeter;
- Toilets and washrooms must be kept in a clean and hygienic state after use;
- Refuse must not be allowed to accumulate; work areas are to be kept tidy;
- Combustible materials are to be removed on a regular basis and disposed of in an appropriate manner;
- Transistor radios or personal audio devices are not to be used;
- Permission must be obtained from the Site Manager prior to any work on site on site;
- All site personnel, for their own safety and for the safety of others, are required to fully comply with their employer's statement of safe working method;
- Site fire and emergency alarms, equipment and instructions are designed to protect life.

7.2. Mobile Phone Usage

Mobile phone usage is generally banned on site, except for designated areas that will be protected to allow safe usage.

7.3. Smoking and Vaping

Smoking and vaping are generally banned on site, except for designated areas that will be separate and protected to allow the relevant activities. The smoking area will have a fire point located adjacent to the area, and suitable cigarette bins for stubs and discarded cigarettes.

7.4. On Site Fuel Management

All fuel will be stored in bunded tanks away from any surface water drains or gullies. Emergency spill kits will also be available on site. The Council will be notified of any dangerous materials that may be necessary on site to complete the works, and correct signage will be employed on all storage areas.

The London Fire Brigade will be advised of all emergency plans and temporary works relating to combustible materials and potentially explosive canister periodically as best suits the changing anatomy of the site.

7.5. Flammable or Explosive materials

Flammable and explosive materials will be managed off site generally and only brought to site on an as required basis. Where storage is necessary all materials will be held in suitable containers and stored in designated areas with the correct identifying markings to ensure the safety of all. A schedule of materials and storage locations will be held by the contractor and identified to the London Fire Brigade either in advance or in attendance depending on the LFB requirements for each item.

8. PRE-COMMENCEMENT WORKS

Prior to commencement on site the Client will ensure that the F10 Notification for the project is submitted to London Borough of Southwark and received by the contractor who will post the F10 on the site Board.

Prior to commencement of any works on site, the Contractor will undertake the development, issue and receive acceptance as necessary for all documentation required for the commencement of the works. These will include:

- Preparation of all Safety & Environmental documentation including the DMP, CMP and all work package method statements and risk assessments.
- Meet the Contractor' engagement meeting (Community Days) to agree Works Charter and practicalities such as lighting, security, provision of pathways and protected routes and nuisance issues. And then follow on liaison meetings, consultations and newsletters as required.
- Organisation of sub-contract and consultant work packages, including Hoarding, Scaffolding and Service
- Installation/Isolation Contractors. Drafting of RAMS for approval once scope is agreed.
- Detailed Temporary Works designs for Hoarding, Scaffolding and back-propping specifically for the Network Rail, TFL and Local authority approvals.
- Production of drawings, survey reports, licences, agreements etc.
- R&D Surveys, Haz Mat Surveys and Utility Services Surveys See Information, Surveys and Reports 8.1.
- Asbestos Notifications (if required) to the HSE.
- Establishment of all emergency procedures and the requirements of the Fire / Emergency Plan on site.
- Development of the Site Traffic & Pedestrian Management Plan.
- Organisation and delivery of initial site plant, and equipment.
- Establishment & commissioning of all environmental monitoring equipment in line with the approved Demolition & Environmental Management Plan (DEMP).
- Application for Fire Hydrant License.
- Network Rail, TFL, LUL, Crossrail and London Borough of Southwark Approvals and licences to facilitate the Works.
- Provide information to the Employer to discharge the applicable Pre-Commencement Conditions

8.1. Information, Surveys and Reports

The following surveys will be required prior to the commencement of works on site:

Survey	Description	Survey Owner	Notes
Demolition Asbestos Survey	Site Hazardous Waste Survey	Contractor	Required
Below Ground Services Survey	Radar Surveys / slit trenches of existing below ground services	Contractor / Client (Design Team)	Required
Above Ground Services Survey	Trace existing services within the building back to the meters / heads.	Contractor	Required
Pre-demolition materials audit	Pre and Post Demolition Materials Audit (ICE Demolition Protocol).	Contractor	Required
Site Structural investigations to inform demolition methodology	Structural investigations into the form and condition of the existing structure.	Contractor	Required
CCTV Drainage Survey	Pre and Post Demolition Materials Audit (ICE Demolition Protocol).	Contractor	Required
Condition Survey	Pre-start condition photographic survey of the site, adjacent buildings, roads, pavements, and street furniture.	Contractor	Required
Geotechnical Report / SI	Investigations into existing ground conditions and contamination.	Client / Design Team	Required
Ecological Reports	Reports and recommendations of environmental constraints and required mitigation / protection measures required.	Client / Design Team	Required
Ordinance Survey (UXO)	Investigations into the probability of unexploded ordnance within the construction area.	Contractor	May not be required

8.2. Temporary Works Design Management

8.2.1. Design Requirements

The design and detailing for all temporary works and other required designs to facilitate the works will be carried out by qualified and experienced temporary works engineers.

All design management will be undertaken in accordance with BS5975 and established company procedures using QA systems SMS020 for Temporary Works.

To deliver the construction works successfully with the highest level of safety considered, early site investigations are critical to verify the existing site conditions under the guidance of our in-house structural engineering department. Proceeding onsite findings, calculations, calculation checks and drawings will be prepared to substantiate the conclusions provided ahead of works commencing.

In line with our procedures, when designing due cognisance is given to:

- The proximity of third-party assets, public footways and roads;
- The protection of adjacent third-party assets and structures;
- Obtaining agreements for oversailing scaffold;
- Management of traffic on external and internal roads;
- Services and utilities that are to remain in place.

The temporary works requirements for the site will include designs for –

- Construction of hoardings;
- Construction of protective decks / screens & debris fans etc.
- Demolition scaffolding to the perimeter facades, to include fans and Monaflex type safety systems and materials;
- Pedestrian walkway scaffold if required both on and off site;
- Formation of Pit Lane to St Thomas Street using hoarding
- Back-propping and or strengthening of the floors and walls facilitate the plant and machinery required for the demolition;
- Mobile crane out-rigger pads to facilitate lifting demolition plant and other materials and equipment;
- Suitable temporary welfare structure for the project.
- Manhole and access chamber's steel plate covers to enable the movement of heavier vehicles for the project.

The list is not exhaustive but representative of the typical temporary works required for the site.

8.2.2. Design Risk management

All designers' risks will be rated and recorded on a standard risk matrix proforma using a scale of impact and severity.

Remaining risks that are not able to be eliminated through design shall be clearly marked on drawings.

Method statements with risk assessments and designs for the installation of the temporary works will be produced prior to the works commencing for comment and approval by the Client design team. To ensure only up to date design information is in use all issued design information will be controlled by that information being recorded in the site drawing register

8.2.3. Design Installation Management

All design management will be undertaken in accordance with the contractors Safety Management System procedures and best practice for Temporary Works and all associated design documentation.

An appointed Temporary Works Coordinator (TWC) will have overall responsibility for managing the installation of temporary works and this will be managed on site by an appointed Temporary Works Supervisor (TWS). The role of the TWC and the TWS may be combined depending on works.

Works progress will be checked regularly by the structural engineer against the Temporary Works Register.

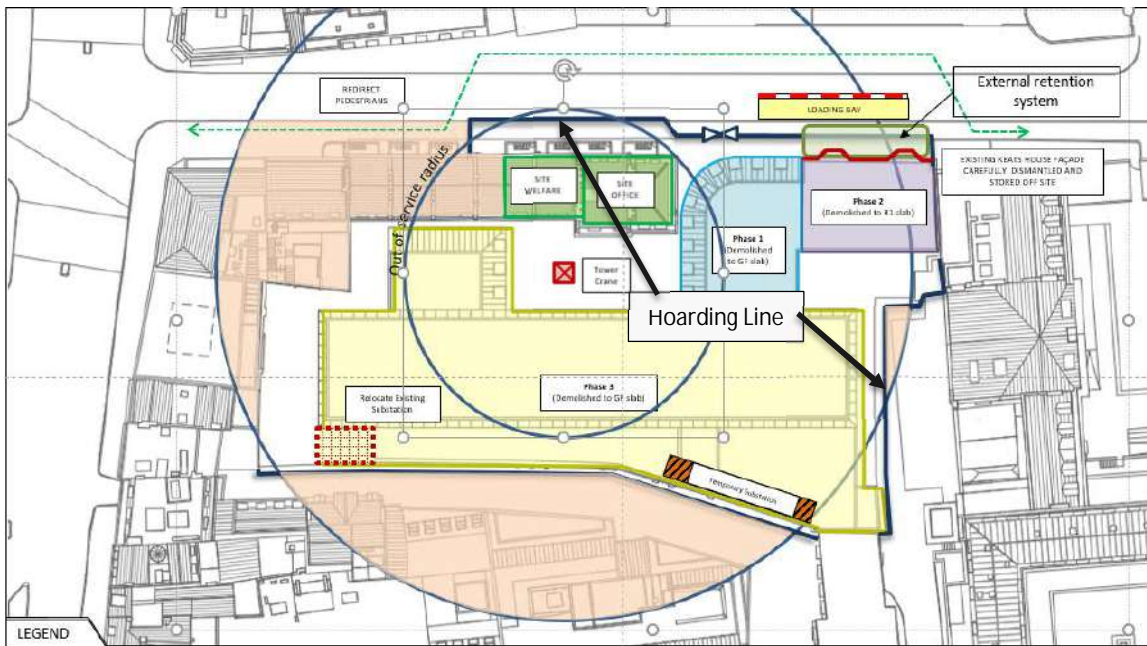
8.2.4. Exchange of Design Information

The names and contact details of all participants in the design process will be placed on a Temporary Works (TW) Directory so that all of the relevant parties are invited and included in all TW communications or at least receive the minutes of each meeting.

The exchange of design information will be accomplished by holding regular design information exchange and approval meetings at predetermined times with the Client design team and other interested parties such as the Temporary Works Coordinator and Temporary Works Supervisor and the Temporary Works Designer. The outcome of the meetings will be emailed to all relevant parties, through email or other electronic data transfer systems as agreed (such as "Drop Box", "One Note" etc.).

8.3. Hoarding

The following layout is proposed of the site during demolition and construction. This may be adapt as work proceeds by the contractor however agreement will be reached prior to instigating any changes.



8.3.1. Standard Hoarding

All work sites will be completely fenced to prevent public access with lockable gates, using LFB accepted locking systems.

All hoarding will comply or better BS476 part 6 and 7 with class 0 certification for fire rating.

The standard hoarding will be 2.44m minimum height, plywood faced, timber framed boundary hoarding, of a surface density of not less than 7kg/m² for normal security and noise limitation requirements.

Non-standard height hoarding may be required for the surrounding of stockpiles and or high-level construction works that are not easily scaffolded and or dust is a high risk. Where hoarding is to raise above the 2.44m height prior agreement will be sought with the Council to ensure compliance with guidance on over height hoarding is maintained.

Through discussion with the Council, the contractor may at the behest of the authority move to recycled (and recyclable) PVC hoarding in a 2.44m height, fire rated to BS476 part 6 and 7 with class 0 certification.

Where local terrain or structures would allow the fence to be scaled by potential intruders, the height will be increased reasonably to protect the site.

All hoarding will be designed to minimise opportunities for anti-social behaviour and rough sleeping.

The Contractor will ensure that all hoardings are painted in a plain uniform manner but will have contrasting markings at projecting angles (to assist the visually impaired) to the satisfaction of the Council. Where the Contractor / Developer requires specially designed exterior decorations they will request the council's approval and, where necessary seek consent under the Control of Advertisements Regulations.

Signage will be displayed on the hoarding for health and safety purposes, Considerate Contractors and general site signage. All signage will be agreed with the Council in advance of installation.

The Developer will design a commercial brand signage for use on the hoarding and agree the signage with the Council prior to instigating its installation.

All solid-state hoarding and site fencing and barriers will be maintained using controlled wet methods for cleansing and avoiding water runoff from the activity.

8.3.2. Special Circumstances

It is not considered that special hoarding will be required due to the nature of the area, however the Developer accepts the special nature of the area on the human level. The developer will accept guidance from the Local Authority in relation to:-

- Incorporation of artwork visualising the proposed development or photographic views of the local area or incorporating artwork, mounted onto standard well-maintained hoardings.
- Incorporation of viewing windows into standard well maintained hoardings to preserve important views and provide opportunities to observe construction activity.
- Incorporation of a full cover of climbing plants, with the plants trimmed back only to allow for essential lighting and health and safety signage.

8.3.3. Hoarding Gates

Gates in the fencing or hoarding should, will be, as far as is practicable, be positioned and constructed to minimise the noise transmitted to nearby noise-sensitive buildings. This will take account of noise emerging directly from the construction site direct and noise from plant entering or leaving the site.

All Gates will be designed such that they open inwards onto the site or slide within the site lines.

All access gates are to be located at least 10 m from receptors where possible

All gates will be of a suitable standard and size for vehicles accessing and egressing the site.

8.3.4. Hoarding Lighting

All hoarding will be reviewed for lighting requirements at onset and throughout the seasons with the Council (at their behest) and where and when it is reasonably deemed that additional lighting is required, this will be provided by the contractor.

At a minimum, all hoarding on all roadside areas will be lit with an unobtrusive red/ orange marker light.

Generally lighting to site boundaries will be provided as standard. On the Transport for London Route Network the Contractor will consult with Transport for London.

Illumination will be designed to meet the minimum sufficient to ensure the safety of the passing public, including disabled people, and security, when on surrounding footpaths, roads and amenity areas.

8.3.5. Scaffolding

During the initial stages of the demolition, a full height scaffold will be erected to encapsulate the building where the height of the walls of the building or structure to be removed rises above Ground Floor level, and this is covered fully in the demolition contractors DEMP.

Typical hoarding with sheeting and fall arrest fans

Where full height sheeted scaffolding is required this will be suitably designed including ventilation and dust extraction or capture as practicable.



8.3.6. Hoists / Lifts

External hoisting positions will be required for use during the construction. It is envisaged that hoists will be situated on multiple sides of the building creating at least two lifting points.

It is envisaged that a third hoist may be required on the taller buildings for staff. The passenger/goods hoist will serve all floors by leaving out section of cladding on each floor that will be in filled when the hoist is removed.

As the works progress and the internal operations develop, internal hoists will be installed to allow the removal of the external hoists. These internal hoists will be situated in the cores.

Consideration will be given to early beneficial use of the new goods lifts enabling timely removal of temporary hoists.

9. SITE ACCOMMODATION AND WELFARE

The contractor will endeavour to maintain all accommodation within the curtilage of the site. Where there is a need to explore external accommodation either over the highway, pavement or public open space, the developer will consult fully with the Council and the Highways Authority to ensure that suitable solutions are formulated and acceptable to all parties. The developer will ensure that all appropriate licences are in place prior to installation of external accommodation.

The contractor will ensure that full topographic survey is undertaken and skips, or heavy equipment will be situated away from vaults and basements, or that suitable supportive works are undertaken to accept the proposed load.

It is generally anticipated that the site accommodation for the project will be located on site within the existing townhouses that front onto St Thomas Street. This will provide, in line with the general guidelines and best practice:

- Contractor management offices
- Meeting rooms
- Client and design team office space, if required.
- Welfare facilities including canteen and kitchen, changing and drying rooms, toilets and showers.
- Induction room.
- Security office
- Sub-contractor offices (these may be located elsewhere within the building during construction)

9.1. Living Accommodation

No living accommodation will be permitted on site during the works.

9.2. Site Lighting

Site lighting will be positioned and directed so as not to unnecessarily intrude on adjacent buildings, wildlife sites and other land uses, or to cause distraction or confusion to passing traffic on adjoining public highways.

The design will ensure that any artificial light emitted from premises will not be prejudicial to health or be a nuisance as required by the Environmental Protection Act 1990.

The lighting will be designed to comply with the provisions of BS5489, Code of Practice for the Design of Road Lighting, and Guidance Notes for the Reduction of Light Pollution, GN01, 2005, or later revisions published by the Institute of Lighting Engineers.

The Contractor will discuss any lighting issues or concerns with the Council's Lighting Compliance Officer, including where a hoarding, scaffold or temporary structure is to be installed upon the highway in close proximity to a lighting column or illuminated street signage (less than 2m).

9.3. Good House Keeping

The contractor will ensure that all those working on site follow a 'good housekeeping' policy at all times. This will include, but not necessarily be limited to the following:

- Ensuring considerate site behaviour of all those working on a site;
- Ensuring that all operatives are in a medically fit state to conduct their works, and maintain an auditable alcohol and drugs policy;
- Prohibiting open fires;
- Ensuring that appropriate provisions for dust control and road cleanliness are implemented;
- Removal of rubbish at frequent intervals;
- Maintaining a clean and tidy site;
- Frequent inspection, repair and maintenance of site hoardings;
- Removal of illegal all flyposting;
- Removal of graffiti to the site;
- Maintenance of site facilities and cabin areas;
- Removal of food waste from site;
- Frequent cleansing of wheel washing facilities; and
- Prevention of vermin and other infestations (and prompt and effective action to deal with any that do arise);
- Undertaking all loading and unloading of vehicles off the highway wherever this is practicable and;
- Ensuring that tunnels beneath gantries are always well lit.

10. WASTE & SITE CLEANLINESS

10.1. Waste General Principals

The contractor will be encouraged to propose solutions that reduce waste e.g. to have materials delivered with reduced packaging and/or delivery companies take their packaging away with them.

Due to the risk of dust and debris being drawn on to the public highway, wheel wash facilities will be included at all exits from the site. All wagons will be netted and screened to avoid building detritus falling from the wagon on to the highway.

The contractor will be required to provide a Waste Management Control Plan for the works and submit to all relevant parties for comment and information.

The efficient clearance of site waste will be key to a successful construction project and to portray the image to the surrounding neighbours and passing public of a well-controlled site especially in this high-profile location.

The use of skips will be the primary way of removing waste from the site.

Regularly rotating skips to ensure no overspill will be important. The site has limited areas to consistently provide a consistent skip location, however the creation of a planned skip strategy is yet to be formulated and will be covered in the temporary works strategy.

10.2. Food Waste

All site food waste and consumables will be deposited in closed bins and removed from site at regular intervals of no more than a week to minimise rodent and insect infestation on site. Generally, food is prohibited on site except within designated areas.

10.3. Battery Waste

All batteries will be gathered to a central area and removed from site for disposal / recycling at a suitable facility. Batteries will not be mixed with general waste. In accordance with UK Government guidance all batteries will be separated into appropriate type and disposed of in accordance with the suitable Approved Battery Treatment Operator (ABTO):

- Automotive (ignition battery)
- Industrial (specifically designed power bank over 4kg)
- Portable (Traditional sealed power pack under 4kg / Domestic)

10.4. Contaminated Waste

Waste is generally considered hazardous if it (or the material or substances it contains) are harmful to humans or the environment. Examples of hazardous waste include:

- asbestos
- chemicals, such as brake fluid or print toner
- batteries
- solvents
- pesticides
- oils (except edible ones), such as car oil
- equipment containing ozone depleting substances, like fridges
- hazardous waste containers

Contaminated waste will be removed by specialist contractors and disposed of off-site by them to a licensed location in suitably designed and managed vehicles.

In accordance with UK Environment Agency Guidance note (4 April 2014), hazardous waste must be treated separately from all other waste including other contaminated materials.

10.5. Construction Waste

Construction arisings will be drawn to a central removal point and where possible sorted into material types, with timbers and metals being stowed in skips, with spoil being stock piled for direct removal. Due to the proximity of the site to occupied buildings, crushing may not be considered feasible. As such all spoil will be managed in line with the Dust Management Plan and removed from site on suitably sized muck away wagons on a daily basis.

Where spoil can be reused as fill, or piling mat these materials will be maintained on site to minimise material road journeys.

10.6. Biological Waste

Biological waste will be damped down where appropriate and bagged for specialist or suitable removal as required. Sharps will be removed by specialist contractors and removed in approved containers. A specialist Sharps policy will be agreed with the Council in advance of construction works.

10.7. Prohibition of Incineration

The developer will prohibit the use of bonfires or other methods of incineration of waste on site.

10.8. Stockpiles

Stockpiles may be utilised to manage either waste or imported construction materials.

Stockpiles will be maintained only as necessary and will not be encouraged for long durations due to the size and shape of the phases.

10.9. Dust Management

Develop and implement a Dust Management Plan (DuMP), which will include measures to control other emissions, approved by the Local Authority. The level of detail will depend on the risk and should include as a minimum the highly recommended measures in this document. The desirable measures should be included as appropriate for the site. In London additional measures may be required to ensure compliance with the Mayor of London's guidance. The DuMP will include monitoring of dust deposition, dust flux, real-time PM10 continuous monitoring and/or visual inspections – assume this is not separate plan and contents covered in CMP.

10.10. Site Monitoring (in relation to Dust)

Undertake daily on-site and off-site inspection, where receptors (including roads) are nearby, to monitor dust, record inspection results, and make the log available to the local authority when asked. This should include regular dust soiling checks of surfaces such as street furniture, cars and windowsills within 100 m of site boundary, with cleaning to be provided if necessary.

Carry out regular site inspections to monitor compliance with the DuMP, record inspection results, and make an "inspection log" available to the local authority when asked

Increase the frequency of site inspections by the person accountable for air quality and dust issues on site when activities with a high potential to produce dust are being carried out and during prolonged dry or windy conditions.

Agree dust deposition, dust flux, or real-time PM10 continuous monitoring locations with the Local Authority. Where possible commence baseline monitoring at least three months before work commences on site or, if it a large site, before work on a phase commences.

Further guidance is provided by IAQM on monitoring during demolition, earthworks and construction and the Dust management Plan and monitoring methodology will be developed in line with the design development.

10.11. General Basics of Site and Surrounding area Dust and air Management

Record all dust and air quality complaints, identify cause(s), take appropriate measures to reduce emissions in a timely manner, and record the measures taken in an agreed format within a formal Complaints and Issues Log for provision to the Council in a timely basis, and on demand within 48 hours of instigation of request.

Record any exceptional incidents that cause dust and/or air emissions, either on- or offsite, and the action taken to resolve the situation in the logbook.

Hold regular liaison meetings with other high-risk construction sites within 500 m of the site boundary, to ensure plans are co-ordinated and dust and particulate matter emissions are minimised. It is important to understand the interactions of the off-site transport/ deliveries which might be using the same strategic road network routes.

10.12. Rodents and Vermin

The contractor will ensure that the risk of infestation by pests or vermin is minimised. Adequate arrangements for disposing of food waste or other material attractive to pests will be implemented.

If infestation occurs the contractor will ensure that such action to deal with it as required by the City Council's Environmental Health Officer is taken.

To minimise the potential of infestation, the existing buildings will be assessed for the presence of rodents and vermin prior to construction. Should any rodent or vermin issues be present, an external contractor will be appointed to eradicate these.

The contractor will ensure that periodic reviews of the site are undertaken by a specialist contractor to ensure that rodent infestations are minimised and can be removed quickly to avoid the associated health issues affection the workforce and the neighbouring properties and occupants.

To minimise the adverse impacts from pests and rodents the following control measures will be implemented on site in the following order

- All drainage systems and access points will be kept secure to prevent rodent access
- All generated rubbish particularly food waste will be cleared as it is generated and placed into secure containers and removed off site for disposal on a continuous basis
- A high level of good housekeeping will be maintained on site and in all facilities
- Site rules will be implemented to prevent the feeding of such pests as pigeons and seagulls
- All food stuffs brought on site will be within storage containers
- Where all other control measures have been actioned then pest control management will be implemented on site by a reputable pest control company

10.13. Pigeon Waste

It is anticipated that certain areas of the buildings on site will require prior cleansing and decontamination of pigeon waste. This area of concern is covered within the CEMP.

10.14. Road Cleansing

A water assisted road-sweeping machine will be periodically employed as required to either brush clean the roads around the site or in periods of dry weather wet down the highway to control the dust. The frequency and nature will be agreed in advance with the Council and if necessary, 3rd party stakeholders. The timing of the cleansing will be managed to avoid peak times except by exception, such as a spill or on request of the Council.

Dry sweeping will be avoided in sensitive and or large areas where dust and particulate pollution could cause an issue both on and off site.

Road cleansing may also require water-assisted cleansing plant on the access and local roads, to remove, as necessary, any material tracked out of the site. Where this is required, the developer will ensure that surplus water is collected and contained for removal from site by appropriate measures.

10.15. Wheel Wash Management

The site will have designated hard standing loading areas. These areas will also serve as wheel wash areas for vehicles leaving the site. All access and egress points will be monitored and cleaned as required to prevent site materials tracking on to the road.

Where possible the contractor will ensure there is an adequate area of hard surfaced road between the wheel wash facility and the site exit, wherever site size and layout permits.

The contractor may implement a wheel washing system with rumble grids to dislodge accumulated dust and mud prior to leaving the site where reasonably practicable. To improve cleansing, the exact methodology will be agreed with the Council on allocation by location basis.

All ground or surface water run-off will be strictly controlled in line with environmental legislation and best practice to prevent pollution of drains and watercourses.

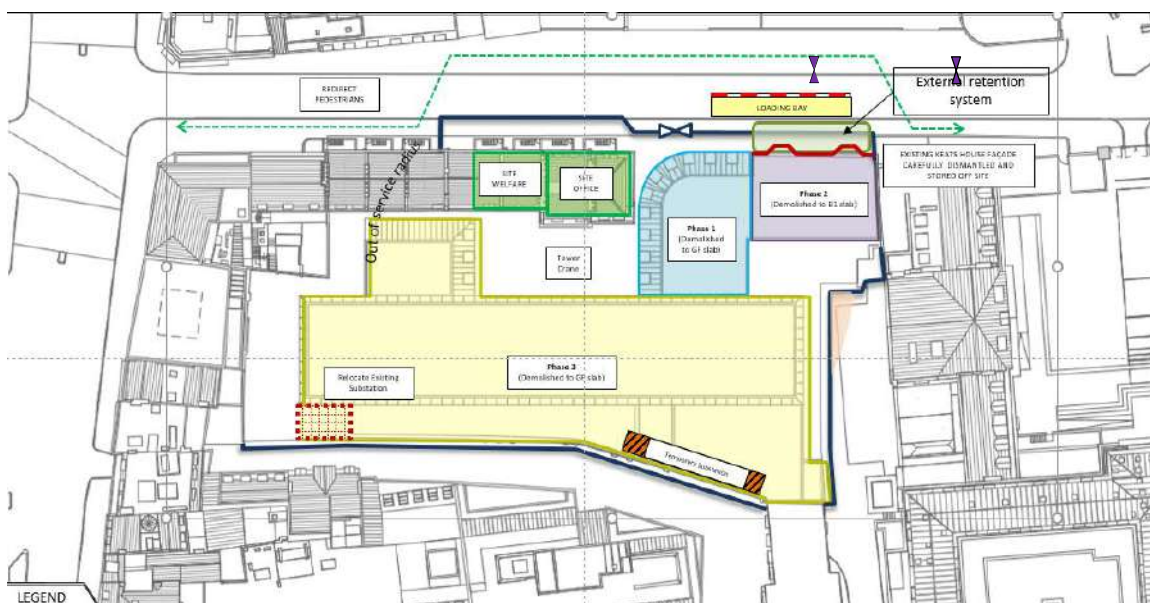
All vehicles will be inspected before leaving site for cleanliness.

11. TRANSPORT STRATEGY

The transport strategy to be instigated on site will be continually developed up to commencement of works on site. The main contractor once procured will finalise all site logistics, ensuring all relevant approvals and consent have been achieved.

11.1. Site Access

The public pavement to St Thomas Street is to be closed for the duration of the works.



It has been considered that an on-road pit lane, on St Thomas Street, for a maximum of one HGV is necessary for the scheme. Also a site logistics slab will be formed on site early in the programme to allow vehicles to pull off the road.

HGV's will enter the pit lane on St Thomas Street, using the gate to the East and exit the exit to the west

11.2. Ingress and Egress from site

The site will at all stages have vehicle segregation to maintain a safe distance between people and vehicles on site.

A pedestrian gate will be installed on St Thomas Street, which will be controlled by a digi pad and turnstiles to segregate personnel access, protected from vehicles by a suitable barrier.



All vehicles will be met by traffic marshals. All manoeuvring on to site will be directed by the marshals which may include reversing manoeuvring on to the site with the traffic marshals using concertina barriers to stop traffic to maximise safety to both those on site and third parties.

All egress from site will be undertaken in forward motion, with a prohibition on reversing on to the roadway.

11.3. Management of the site gate(s)

The site gate will be managed by both traffic marshals and site security, the site gate will only be opened just prior to deliveries, and then maintained open until such time that it is safe to close the gate after the delivery. The standard position of the site vehicular gate is closed.

11.4. Management of Deliveries / Pick ups

Deliveries & collections (mainly of refuse) to site will be required on a regular basis and sizes of vehicles will vary.

Due to the constrained access into and on the site as well as the close proximity of the public and with the site being near a major arterial route into London, careful and close management of deliveries to site will be required.

The cross over from the pavement to the property will be managed / marshalled to prevent any major disruption to pedestrians passing by.

The Principal Contractor will be required to implement a managed system of material movements to and from the site to ensure that there is no congestion of vehicles on the highways.

It is considered that generally loading and offloading will be conducted on site and within the confines of the hoarding line.

Where offloading is to occur on the roadside, permissions will be sought on a need-by-need basis and a full Method Statement detailing delivery details, size, timing, durations, special lifting requirements etc. and request their approval to proceed.

11.5. Electronic Booking System

All deliveries to site should be undertaken through an electronic “booking-in” system, managed by the security organisation, and with all deliveries allocated a specific time slot. Typically, failure to adhere to their time slot may result in a sub-contractor’s delivery being denied access to the site. There will be no waiting on street for access to the site.

11.6. Traffic Marshals

All deliveries will be met by a suitably sized team of traffic marshals to ensure safe passage into site, and safe manoeuvring on site.

11.7. Schedule of Deliveries

A schedule of predicted size and frequency of vehicles will be finalised by the contractors.

Vehicle movements/deliveries will be reduced during weekday highway peak hours

- Peak Hours: 0800hrs-0930hrs.
- School Hours: 1500hrs -1600hrs
- Note other hours may be requested by the Council and will be adhered to.

Vehicular movement for site deliveries outside of the normal working hours will need to be agreed.

11.8. Out of Hour Deliveries

Consideration should be given to early and late deliveries and collections to reduce any traffic congestion during the peak periods, subject to agreement with TfL and / or the Council. Where out of hour deliveries are considered, the contractor will ensure that the correct number of traffic marshals are available.

11.9. Vehicle Manoeuvring on Site

The contractor will endeavour to:

- Maintain safe manoeuvring on site all vehicle paths will be detailed out to provide best practice segregation from the site operatives;
- Ensure all on-road vehicles comply with the requirements of the London Low Emission Zone and the London NRMM standards, where applicable;
- Reversing operations will be minimised as far as is practicable;
- Traffic marshals will be used on site to assist manoeuvring;
- All vehicles will be maintained correctly within the cab to ensure that no objects or personal effects can obscure the driver's vision;
- All vehicular windows and mirrors will be maintained correctly and in a clean state and window wash will be made available on site to ensure compliance;
- For vehicles with generically poor visibility such as straddle carriers and large shovel loaders either mitigation measures such as extra mirrors, radar and CCTV will be installed in the cab or the vehicle will be accompanied by a suitably trained traffic marshal.
- Where vehicle manoeuvring cameras are used, these will be inspected for cleanliness and drivers will be trained in their usage so as to ensure that changes in lighting areas etc. do not confuse the driver.
- Impose and signpost a maximum-speed-limit of 10 mph on surfaced haul roads and work areas;
- Install hard surfaced haul routes, which are regularly damped down with fixed or mobile sprinkler systems, or mobile water bowsers and regularly cleaned.

11.10. Vehicle Numbers

It has been estimated that during the construction sequence a maximum average of 30 HGVs will be required on a daily basis.

12. CONSTRUCTION LOGISTICS AND CYCLIST SAFETY

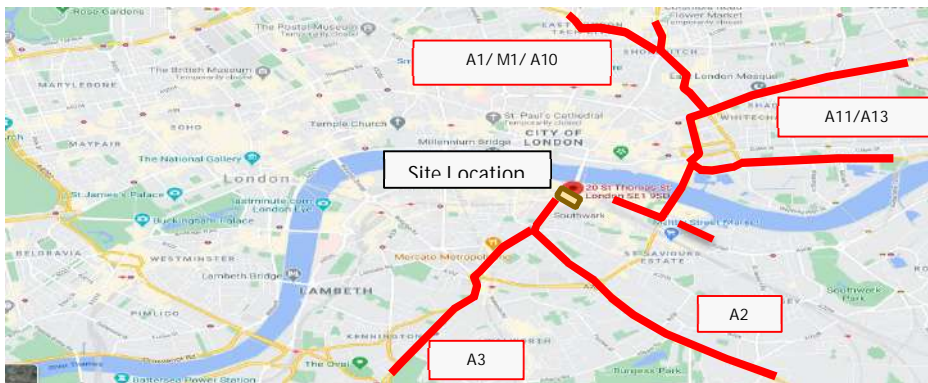
The contractor will be required to operate both the:

- Fleet Operator Recognition Scheme (FORS); and
- Construction Logistics and Cyclist Safety (CLOCS) safety.

12.1. Macro and Micro Traffic Routes

The sketches provided as shows anecdotal routes to the key roads and motorways that should be considered for large vehicle movements, as well as local routes through the project area and surrounds. This is not an exhaustive list. These roads include:

- M1/A1
- M40/A40
- M4/A23/A24
- A10
- A11/A13



Macro traffic routes



Micro traffic routes

12.2. Access Management Staff

A team of traffic marshals will be utilised to assist vehicular movements on and off site. The marshals are specifically trained in vehicular safety management.

The marshals will also be trained in the use of safety equipment that can be used from time to time, such as concertina crown barrier etc. to stop any interaction between vehicles and pedestrians.

All Traffic marshals will be qualified for their role and their qualifications registered for periodic inspection by the Local Authority.

All traffic marshals will wear full PPE including:

- Helmet
- Safety Glasses;
- Hi Visibility coats or Vests;
- Hi Visibility trousers;
- Gloves; and
- Protective footwear

12.3. Car Parking on Site

Due to the tightness of the site in relation to its build / deconstruction complexity and the local environment car parking is prohibited except for pick up and drop off. This should not affect transportation to site with most workers considered to use the local public transport infrastructure.

12.4. Transport General Introduction

The Client (through the design team) will ensure that the works are designed and carried out in such a way as to minimise disruptions to traffic flows causing inconvenience to the public or undermining the safety of road users. Disruptive effects of construction traffic on designated routes are to be minimised by consideration of a number of mitigations in advance of construction, to be agreed with the Council.

Except by exception, all, existing public access routes and rights-of-way during construction will be maintained or protected in agreement with the Council and other associated bodies. Where this cannot be achieved the developer will agree mitigations, including alternative routes and signage solutions.

Through the creation of a "Construction Liaison Group", Where construction activities are planned on a number of sites in proximity to one another, contractors will where possible coordinate their requests for road / lane closures, access routes, lorry movements, etc. in order to reduce the impacts on the surrounding area for residents, businesses and other development projects and contractors.

13. TRANSPORT LEGISLATIVE COMPLIANCE

The Client (through the design team) and the contractor will ensure that their planning advisors and design engineers are familiar with the Highways Act 1980 (particularly Part IX also ss.79-82 regarding nuisance¹⁴⁸⁻¹⁵¹ highway spoil) and the New Roads and Street Works Act 1991 (particularly S.50) where project works are on, intrusive or adjacent to the public highway.

13.1. Staff Journeys to Site

The developer will implement a Travel Plan that supports and encourages sustainable travel (public transport, cycling, walking, and car-sharing).

In order to support efforts to minimise the effects of construction traffic on the surrounding highway network, there will be no formal car parking provision on site for construction workers. Construction personnel would therefore be encouraged to use other forms of transport to travel to the site.

Given the site's proximity to excellent public transport services, it is envisaged that most construction personnel would travel to the site by public transport including:

- Train;
- Tube lines;
 - London Bridge
 - Borough
- Bus.

Certain trades may require short-term parking for vehicles due to the transportation of specialist equipment/ plant requirements. Limited drop off / pick up parking will be provided on site, but only for this purpose.

14. CONSTRUCTION CONSTRAINTS

The building is to be constructed within a busy commercial area of the borough and the developer should be aware that high levels of foot traffic may be generated periodically by the:

- The area is also a local hub with shops offices, hotels and local eateries within the area;
- Potentially other “third party” building sites will also be located within the area;
- Traffic management related to the works and manoeuvring;
- Large Spoil Removal; and
- Maintaining “Business as Usual” for adjacent properties.

For further constraints, a full review will be required to be carried out in direct relation to each phase.

15. SITE SECURITY & EMERGENCY PLANNING

15.1. Security General

The sites security for the project will be in operation from the outset. Initially they will be manned during the working hours and extend either side of the working-day by approximately 1 hour (aligned with the fire inspection policy).

It is anticipated that during the development works the sites will need to be provided with 24-hour 7 day a week security by either a mix of static or mobile security personnel with CCTV backup covering all aspects of the site hoarding as a minimum.

Site security cameras, where used, will be sited in locations which will not cause nuisance or offence to local residents.

Hoardings and temporary structures will be designed to minimise opportunities for rough sleeping and the behaviours associated with this, as well as anti-social behaviour. Where such issues do arise, the PC aligned with London Borough of Southwark guidance will review and revise the hoarding alignment in a timely manner.

15.2. Rough Sleepers

Where rough sleepers are encountered the developer's, nominated representative will refer the rough sleeper (s) to Streetlink on www.streetlink.org.uk. The PC will ensure that the nominated representative is suitably trained (in line with LA guidance) to work with Streetlink to enhance the contractor to work proactively with the local teams to address any issues.

15.3. Emergency Planning and Response

The contractor's nominated representative will ensure that emergency procedures are developed, implemented and updated where necessary. The emergency procedure will include emergency pollution control measures that will take into account current relevant Environment Agency and government guidance relating to pollution. The emergency procedures will be produced in consultation with the emergency services.

The emergency procedure will contain emergency phone numbers and the method of notifying the London Borough of Southwark and other statutory authorities. Copies of the procedures will be issued to the London Borough of Southwark, London Fire Brigade (LFB), the Police, the Ambulance Service and other relevant authorities etc. Emergency telephone numbers for developer's/contractors key personnel will also be included.

15.4. Emergency Access

The PC will ensure that the requirements of the London Fire and Emergency Planning Authority (LFEPA) will be followed for the provision of site access. Where appropriate, the accesses to the site will be designed to the requirements of the London Fire Brigade Note 'Access for Fire Appliances' which addresses the road widths required for fire apparatus. The accesses may vary over time and will also be suitable for ambulances.

16. FIRE PREVENTION & CONTROL

The contractor will ensure that all construction sites and associated accommodation or welfare facilities will have in place appropriate plans and management controls to prevent fires. The site fire plans will be prepared and will have due regard to the following documents:

- Fire Safety in Construction (HSG 168);
- Fire Prevention on Construction Sites (CFPA Europe).

16.1. Fire Precautions

All fire precautions will be taken, and fire checks made at the end of each working day before personnel leave the site. Fire points will be set up within easy reach of the work areas, storage points and hot works locations. Throughout the works, "hot works permits" will be required as standard for all hot works. The process will be managed by the main contractor.

16.2. Fire Alarm

Each building will be temporarily fire alarmed back to separate security monitoring areas on site. The contractors on all phases will co-operate to agree fire communication, evacuation strategies, drills for both themselves and relevant third parties.

16.3. Fire Assembly Points

Due to the no. of phases and the changing anatomy of the site, a fire assembly strategy will be drawn up to reflect the special dynamics of the site and may need to look to offsite locating. If the area allocated assembly is off site, the contractor (s) will initiate discussions prior to the phase of works commencing with the Local Authority.

17. CONSTRUCTION WORKS

17.1. Highway Works in Principal

17.1.1. Road & Lane Closures

The only area that will require logistics is to be located on St Thomas Street.

This will require one lane of traffic to be removed and gates and hoarding erected. Each end of the pit lane will be supervised with a Traffic Marshalls ensuring safe access and egress at all times.

The only other road closures anticipated, are on a temporary basis as dictated by the works, e.g. for the erection of the tower crane. All considerations relating to potential road or lane closures will be considered well in advance to enable full and meaningful discussions with the Local Authority.

17.1.2. Temporary Structures on the Highway

It is not envisaged that there will be a need for temporary structures on the highway. However, in accordance with best practice and if the need arises, the Developer will agree the extent with the Local Authority.

Where Fenced storage areas, scaffolding gantries, loading/unloading bays, skips and other temporary structures on the highway are required, established and maintained, this will be in accordance with all appropriate licences and conditions thereof issued by London Borough of Southwark or TfL by the Developer. Due to the nature of temporary works and associated risks, the developer will ensure that the designers are suitably qualified and aware of temporary works as defined in BS5975:2008.

When locating storage areas, temporary structures, etc. the developer's nominated representative will consider the particular needs of and the vulnerability of pedestrians in order to provide a safe and direct route for them. In particular, this will ensure adequate highway is available throughout the period of the works, particularly where there are high volumes of pedestrians. All barriers, clutter, and storage of materials and equipment within the footway will be minimised to ensure safe pedestrian movement.

In view of the potential impacts faced by both traffic and pedestrians, temporary structures etc. will only be applied for in exceptional circumstances. Where they are permitted, the principal contractor will pay particular attention to the safety of pedestrians as well as

ensuring that any revision to traffic cyclist or pedestrian flows are properly controlled by signs, lights, banksmen etc. as necessary.

17.1.3. Clearance of Off-Site Temporary Works

On completion of works in or on third party areas the Principal Contractor will clear away and remove from the highway all plant, surplus materials, rubbish and temporary works and structures.

The site will be left clean and in a condition to the satisfaction of London Borough of Southwark., TfL the Highways Authority and other third parties with an implicit interest to the area.

Any potentially hazardous defects to the highway will be made good. It is accepted that the provisions of S278 Highways Act 1980, which may require landowners to make financial contributions towards the carrying out of highway works, may also be applicable. This would require agreement of the process and the need for prior inspection to be agreed before works commence.

17.2. Construction Method Statement (outline scope of works)

17.2.1. Demolition

Structural demolitions will commence on the two areas concurrently:

- The main building will be demolished starting roof and working down to the ground floor slab. The works will be subject to the detailed method statement from the demolition contractor. The lift will be removed early in the programme and the shaft will be used to drop debris to ground floor. All debris will then be removed using plant to an awaiting wagon or skip and removed from site. No crushing will be allowed on site due to noise and the proximity of the residents
- The Keats House facade, being a historical building, is to be retained externally within the footpath St Thomas Street. The façade will be relocated once the frame is completed sufficiently to provide stability

Temporary works will be installed to back prop the existing ground floor back to basement level, to ensure the existing slab has safe capacity to support the demolition plant and construction vehicles.

In addition, and to assist the programme of works, it is anticipated that the footpath adjacent to the site will be closed from pedestrians, and new crossing may be sited at either end of the site to allow safe access to the opposite side.

All construction traffic entering and leaving the loading bays will be closely managed by the project Traffic Management Team/Traffic Marshalls.

Detailed below is a typical sequence of operations for floor by floor for a mini machine demolition method, which will need to be developed specifically during the mobilisation period.

- During the on-site establishment and soft strip phase, trial holes will be broken out in the roof and upper floor slabs of the building, to investigate/confirm floor spans and construction. The existing drawings and any existing trial hole information will be used in conjunction with these findings
- Install, and maintain Vibration and Noise monitoring equipment, located within adjacent buildings around the site
- Continuous noise and vibration monitoring equipment is to be located at the site boundary for the duration of the works by the contractor
- Load testing will be carried out and the permissible floor loadings ascertained. Machine sizes and any necessary back propping requirements will then be determined
- In addition, the condition of the structure and construction techniques will be investigated to provide as much information prior to deconstruction commencing
- Only one machine is to be used in any one bay at any given time (a bay being a floor area usually between four existing columns). The floors are to be examined for any inconsistencies before use (openings through the floors, changes in construction, existing cracks/damage or signs of previous repairs). Any such items are to be reported to the Temporary Works Engineer prior to using the machines on these floors
- The soffits are to be inspected regularly and frequently (at least twice daily) and any signs of distress / sagging / cracking are to be reported to the Temporary Works Engineer (and any machine use immediately suspended)
- The immediate area around the deconstruction area will be barriered off and warning signs erected. The controlled drop zone within the deconstruction area will be established and further demarcation established. The staircases directly below the working level will be closed off and lower levels will be temporarily decked out with timber. Access to the upper levels for operatives and tools etc. will be via a designated stair case away from the controlled drop zone
- The demolition tower cranes will be used to lift the required demolition plant onto the roof level. The cranes will also be used to lift any heavy rooftop plant down to the external loading bay, for removal from site and installed during the Stage 01 works
- Ensuring that only one 360° excavator is in any one bay at any one time the roof structures will be demolished using a combination of 360° excavator fitted with hydraulic breaker attachment and hand held pneumatic tools. The debris will be broken down onto the floor slab below processed and separated to increase the efficiency of debris removal
- Marks will be painted on the floor slab to indicate to each machine operator the permitted track locations. Each operator will be inducted specifically to his tasks and

instructed to remove the keys when leaving the machine to prevent unauthorized use of machine

- Resultant demolition debris will be cleared using skid steer Bobcat or similar and deposited via the purpose build scaffold chutes (controlled drop zone) before being processed off site
- Steelwork will be progressively exposed and severed using oxygen / propane burning equipment. This operation will be executed in a controlled manner, ensuring the column being pulled over is not excessive in size and weight
- Once the internal columns and walls have been demolished the working level slab will be broken out using 360° excavators, fitted with hydraulic breaker attachments, in a bay by bay sequence working towards controlled drop zone
- The debris will be broken down onto the floor slab below, either onto layers of “core matt boards”, air bags and insulation material to reduce noise/vibration levels
- Work areas adjacent to adjoining Party Wall properties will be lined with acoustic quilts and a 10 metre area will be barriered off with a warning sign - “permit to work zone – noise controlled
- Immediately upon reaching the new level, the demolition arising’s will be loaded away via the well hole to reduce the imposed loading on the slab at the earliest opportunity. The arising’s will then be cleared from all other floor areas using skid steer loader
- The scaffold to the external elevations –will be struck as the works proceed, with the scaffold always being one lift above demolition level at all times. Scaffold to retained facades will remain in place
- Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be identified prior to deconstruction commencing to ensure that they are maintained until structurally redundant
- Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground floor level

Once the building deconstruction has reached the 2nd floor level large 45 tonne machines fitted with muncher attachments will take over and complete the works down to the existing ground bearing slab. All demolition works will be dust suppressed with water sprays to ensure that dust nuisance is not caused to any neighbouring property.

Temporary works propping will be required to be installed to retain the existing basement walls before or in conjunction with the basements structural demolition.

To enable piling works to the perimeter, the existing basement slab will be marked out and the perimeter cut using diamond drilling plant. The concrete will then be broken out using methods that provide the highest level of noise mitigation.

Once a sufficient area of the basement slab has been released by the demolition works the existing ground bearing slab will be broken out, this will be followed by pile probing to a depth of 3m at the perimeter for the new perimeter retaining wall structure.

17.2.2. Construction

17.2.2.1. Removal of subsurface structures

Once the building has been demolished and the basement slab removed, the contractor will ensure all existing substructure obstructions will be extracted to an appropriate depth and either removed from site or crushed on site and recycled as piling mat and infill for the voids created.

17.2.2.2. Basement Formation Strategy

To avoid using an extensive propping system to support the roads, services in the pavements, and also to overcome the possible impact on foundations to adjacent buildings. It is expected to utilise embedded retaining walls along the boundary of the site, by using secant pile walls within the existing wall line. Piling to start from approximately just above the existing basement level, off an engineered piling mat.

Several temporary works strategies have been explored with the structural engineers in preparing this report, with regards to the temporary works associated with the construction of the substructure basement levels and it is envisaged that a “top-down” strategy could be adopted using, where possible, the permanent works construction of slabs to provide lateral support to the perimeter walls as the basement is excavated. This method allows the mitigation of any utilities movements around the building.

The piling line will be set such that adequate clearance to the adjacent structures is maintained from the centre line of the pile to the adjacent high level obstruction (as required by the contractor). The vibration induced by piling and the movements arising from piling and excavation will be assessed against agreed specified limits.

The final construction sequence adopted must ensure that both in the short term (before the permanent construction is complete) and in the long term, ground movements are controlled to acceptable limits.

With the buildings demolished down to existing basement level and raking props installed where necessary to the perimeter walls, the guide walls, with secant piled walls and capping beam works to perimeter can now progress.

Due to the restrictive site constraints, piling rig and associated plant access, will be via St Thomas Street and piling will commence at basement level from the South West corner working – south to north.

Once the entire ground floor slab is removed, a logistic slab is constructed, due to limited areas for storage and laid down areas, adjacent to St Thomas Street. This will be supported on plunge columns and designed by a qualified temporary works engineer.

Once all the piling has been completed, both load bearing and secant, the crane base installed. This will remain in place until the completion of the works with a second introduced later in the programme. Concurrently the capping beam will be installed allowing the excavation to progress.

Excavation of the new base 2 level will be undertaken and props installed as according to the temporary works engineer instructions. Excavation rates will be around 3 wagons per hour based on an 8 hours shift. Loading will be undertaken from the ground floor slab which has been constructed on plunge columns.

A second mole hole is also used to the south of the site for ancillary access to the basement.

Once the ground floor slab is sufficiently constructed, the core is then formed, again supported on plunge columns. This will allow the core to be constructed to roof level; however some hold points may be required to ensure the integrity of the structure.

Set out below is the proposed sequence and is highlight in appendix B, showing the sequence and logistics.

- Piling from B1
- Install capping beam and form ground floor slab
- Excavate down to new B2 level and cast B2 slab
- Cast structure to B1 slab and install B1 slab
- Cast B1 structure up to new ground floor slab, infilling mole holes as work proceeds

17.2.2.3. MEP Services Installation (Substructure)

Initial thoughts on the construction methodology for the basement areas which contain the majority of the primary plant and equipment are as follows:

- Construct plant bases to an agreed sequence
- Deliver packaged plant and equipment and protect immediately
- Install all high level horizontal services first
- Build Blockwork walls
- Connect up equipment and complete room fit-out works
- Fit permanent doors and decorate

The Basement plant delivery will be sequenced in line with the programme requirements, and will be distributed by crane via the existing moiling holes onto cantilevered loading platforms in the basement.

17.2.2.4. Superstructure

The current design shows the building will be constructed around concrete stability core, with a concrete frame and in situ concrete slabs. The core will house the lifts stairs and primary landlord service risers. Traditional RC slabs will be utilized at Ground Floor level and below, the priority will be to release the main core as quickly as possible and considering the building height and potential weather impacts, a “Jumpform/ACS” formwork system for the cores has been adopted.

The concrete frame works are due to commence once the core is sufficient installed to allow full access.

Superstructure floor slabs are generally reinforced concrete flat plates, sat on insitu/ precast concrete columns. The frame will span from the external elevation to the core. Propriety reinforcement, such as Halfen Qwikstrip, will be installed into the core walls to allow the starter bars for the structure.

Once the frame is sufficiently complete, the Keats House façade will be relocated to the new location and tied back for stability. The external façade retention will then be removed.

17.2.2.5. Envelope

Installation of the new glazing panels will be carried out from each slab level, with the use of floor mounted manipulator cranes with fixed traverse arms / sucker frames and tower crane for the top most panels.

Material (panel) distribution to all levels will be by means of a large mammoth hoist site to the south east corner to the building. Brackets will be installed early in the programme once the full floor plate is free from any temporary propping deemed required.

The cladding panels will be commenced once the structure is complete to level 6. This should ensure the cladding never clashes with the structure.

The method of installation of the panels requires more detailed assessment when more information is available and a specialist contractor is appointed, but a solution combining both methods could result in significantly less disruption from the weather.

Flat roofing works to roof and terrace levels is assumed to be an inverted roof will commence once the structure concrete slab is complete and has had sufficient curing period.

17.2.2.6. Fit-Out to CAT A

It is envisaged that all elements of the building will be fitted out to shell and core however certain floors will be taken further. A mid-level and high level floor will be fitted out to full CAT A and two lower floors will be completed to CAT B to be used as co-working space.

Work to the risers start on completion of the frame to level four. Access to the Upper floors will then be released in line with the frame cycle. The main M&E carcasses to the floors are installed followed by progressive fit-out of the offices, cores and lobbies.

To this end, the installation of a good temporary waterproofing strategy is essential to allow early services installation and first stage fit-out works to commence, in addition to maintaining programme momentum. This is to consist of two levels of protection (such as bundling) at levels 10, 20 and roof to prevent water ingress to risers from floor plates.

In the cores, further investigations are required to determine if prefabrication/pre-assembly of MEP risers is of any benefit.

Lift Installation to the cores will commence once the frame structure is complete. The “lifts” will be installed as early in the programme as possible to allow for early beneficial use to facilitate logistics, during the final stages of construction.

17.2.2.7. Commissioning

As each system is completed throughout the building, they will be tested in accordance with the mandatory specifications and codes. No enclosed spaces will be closed such as ceiling areas and service shafts until such tests are completed, snagged and signed off. Fire sprinkler systems will be tested and inspected as required under national regulations.

On completion of all works, the building systems shall be subject to statutory inspections and testing, and witnessed before finally being handed over to the building owners/Client.

The method of installation of the panels requires more detailed assessment when more information is available and a specialist contractor is appointed. This will ensure the floors are made watertight to allow commencement of the CAT A installations.

Flat roofing works to roof and terrace levels will commence once the structure concrete slab is complete and has had sufficient curing period.

17.2.3. Programme

17.2.3.1. Number of Staff

The number of construction workers on-site at any one time will vary and correlate to the different phases of the development. The current assumption is that the site could reasonably manage up to 500 resources through the construction period, but that will fluctuate depending on phasing, operations and the nature of construction activities.

17.2.3.2. Plant & Equipment

The contractor will take all reasonable precautions to ensure that equipment is operated in a manner so as not to cause nuisance to surrounding residents and occupiers.

Permission will be obtained from the Highway Authority by the contractor before any plant, compressor, cement mixer, tar pot or other machinery can be stored or operated on the public highway.

The contractor will ensure all large plant delivery, such as tower cranes, will be planned in accordance with best practice and routes and timings agreed with the London Borough of Southwark Council and TfL prior to transportation to site.

In the early stages of the project there will be a variety of vehicles and plant and equipment requiring access to the site. Some of the vehicles will be coming through the site on a regular turnover basis and some on a “one off” or infrequent basis.

The table below is not exhaustive but to assist in clarifying the key delivery vehicles.

VEHICLE TYPE	TYPICAL SIZE	USE	DISTRIBUTION
Rigid Heavy Goods Vehicle	10m (l) x 2.5m (w) x 3.64m (h)	Demolition Excavation material removal	Strategic road network to motorway
Small Articulated Vehicle	15.4m (l) x 2.5m(w) x3.7m (h)	Plant, steelwork, bricks, cladding panels, Mechanical and electrical plant, roofing materials	Strategic road network to motorway
Rigid Heavy Goods Vehicle	9.4m (l) x 2.5m (w) x 3.71m (h)	Concrete deliveries	Strategic road network to motorway
Specialised articulated HGV	16.5m (l) x 2.5m (w) x3.7m (h)	Tower crane erection and dismantle	Strategic road network to motorway
Specialist equipment low loader	16.63m (l) x 2.5m (w) x 3.4m (h)	Occasional delivery of plant	Strategic road network to motorway
Vans	5.7m (l) x 2.4m (w) x 2.7m (h)	Plant service, materials and other suppliers	Distributed to local and strategic road network
Cars	4.94m (l) x 1.9m(w) x 1.85m (h)	Occasional deliveries, couriers etc.	Distributed to local and strategic road network

On site plant, termed as “non-road mechanical machinery”, will comply with the NRMM practical guide v.4. All plant will conform with emission Stage IV as a minimum. The NRMM LEZ only applies to machines on construction/demolition sites, with rated power outputs between 37-560kW. All this plant must be registered on the GLA NRMM website (section 3.2). If, at any point, machinery is required that does not comply with guide, the contractor will need to apply for exemption.

Plant	Demolition and enabling	Substructure	Superstructure	Envelope	MEP installation	CAT A installation	External works	Testing and commissioning
Bulldozers	✓	✓						
Dumper trucks	✓	✓					✓	
Compaction plant	✓	✓					✓	
Tower cranes		✓	✓	✓		✓		
Mini cranes/ Manipulators			✓	✓				
Platform hoists			✓	✓	✓	✓		
Cutters, drills and small tools	✓	✓	✓		✓	✓	✓	✓
Crushers	✓	✓						
360° excavators	✓	✓					✓	
Floodlights	✓	✓	✓	✓	✓	✓	✓	
For lift truck			✓	✓	✓	✓	✓	✓
Generator	✓	✓	✓		✓	✓	✓	
Hydraulic benders and cutters	✓	✓	✓		✓	✓	✓	
HGV's, lorries, vans	✓	✓	✓	✓	✓	✓	✓	✓
Piling rigs		✓			✓			
Scaffolding and mobile hydraulic access plant	✓		✓	✓		✓	□	
Ready Mix concrete lorry		✓	✓				✓	
Concrete pump and boom		✓	✓				✓	
Water pump	✓	✓	✓					
Temporary supports	✓	✓	✓	✓		□	✓	

Also the NMRR will be subject to Publication London Plan Policy SI1 Part D, to reduce the impact on air quality during the construction and demolition phase development proposals must demonstrate how they plan to comply with the Non-Road Mobile Machinery Low Emission Zone and reduce emissions from the demolition and construction of buildings following best practice guidance.

18. POTENTIAL IMPACTS DURING CONSTRUCTION

A review has been undertaken of the potential source of adverse impacts, which can be associated with carrying out de-construction and construction works. The results of this are presented in the table below:

Issue	Potential Impacts	Mitigation
Noise	Increased road noise levels from vehicles. Increased noise levels from plant during excavation, and general de-construction works (e.g. from the use of air compressors and diamond cutters).	Defined working hours, baffles to certain plant, local acoustic screening Vehicle routing. Beepers, radios etc. to be silenced. Engines turned off and all measures outlined in the considerate constructor's scheme
Vibration	Increased vibration levels from vehicles.	Defined working hours. Selection of appropriate plant and work procedures
		Phased deliveries to minimize numbers of vehicles attending site
	Increased vibration levels from plant during de-construction,	Vehicle routing
		Engines to be switched off when vehicles are idle or on site
Dust / Air Quality	Windblown dust from ground surfaces, stockpiles, vehicles, work faces and cutting and grinding of materials.	Cover all open backed vehicles; 'Water down' de-construction activities
	Exhaust emissions from lorries and plant delivering and removing materials including dust and particulates.	Regular and controlled monitoring of air quality, including agreement; Implementation of trigger and action levels
		Switch off vehicle engines when parked
Waste	Waste generation and its disposal.	Instigate Site Waste Management Plan and re-cycling programme
		Minimise packaging to site
		Engage predominantly with suppliers who utilize recyclable packaging
		Ensure deliveries to site are required at the time of issue to minimise damage to stored goods
Water	Increased sediment loadings to storm water system.	Do not allow direct discharge of water into sewerage collection system.
	Potentially contaminated storm-water runoff.	Ensure site water is pumped into vessels for removal from site in a safe manner

Traffic	Traffic congestion caused by site traffic.	Phased deliveries to minimise numbers of vehicles attending site, switch off vehicle engines when parked, minimise abnormal loads.
	Local traffic diversions will be required for tower crane erection and dismantle and mobile crane lifts.	
	Increased vehicle movements mainly consisting of Heavy Goods Vehicles (HGVs).	Vehicle routing.
	Nominal levels of transfer of mud and material from vehicles onto the public highway.	
	Disruption from abnormal or hazardous loads.	Regular cleaning of surrounding roads
	Exhaust emissions.	Jet washing of site pit lanes and cleaning of road gullies
Storage of fuels and construction materials	Accidental spills, discharges to drains/storm-water systems. Contamination to ground.	All fuel tanks etc. to be banded, no discharge allowed into the sewerage collection system.
Pedestrian access	Restrictions on pedestrian access to walkways, footpaths and roads.	Closed footpaths
		Erect protective gantries
Hazardous and contaminated materials	Exposure of the workforce to deleterious / hazardous materials and contaminated land, mobilization of any source contaminants and creation of pathway from source to groundwater receptor.	Site investigation reports to indicate if any contaminated fill is present. COSHH assessments and careful implementation of associated working method statements to ensure that no hazardous materials find a path to groundwater source.
Ecology	Water / mud run off into the drains.	Do not allow direct discharge of water into sewerage collection system, utilize interceptors where necessary.
Energy usage	Indirect impacts associated with energy consumption such as CO2 emissions, depletion of natural resources, air pollution etc.	Site environmental plan to implement.
Views	Views impacted and/ or impeded from construction equipment, particularly cranes	Tower crane to be positioned to have minimal impact upon adjacent views

The below sections deal in increased detail to the table and will be reviewed and updated throughout design development, and with the contractor to ensure that the best mitigations can be in place prior to commencement on site to look to exceed the standards set by the Council.

18.1. Mitigation Measures

Industry accepted practical means of preventing, reducing and minimising noise generation will be adopted in agreement with the Council.

Appropriate procedures need to be followed in order to mitigate noise, vibration and air pollution (e.g. through dust and fume generation) impacts.

18.2. General Mitigations

No works will be undertaken outside the specified working hours; except in cases of emergency, where safety is an issue, or where conditions of dispensation apply.

18.3. Plant Mitigations

The contractor will comply with the requirements of the COPA 1974, with reference to Part III of the Environmental Protection Act 1990, The Control of Noise at Work Regulations 2005 and the Health and Safety at Work Act 1974;

Ensure all vehicles switch off engines when stationary - no idling vehicles.

Avoid the use of diesel or petrol-powered generators and use mains electricity or battery powered equipment where practicable.

Ensure all on-road vehicles comply with the requirements of the London Low Emission Zone and the London NRMM standards, where applicable.

All plant and equipment to be used for the works will be properly maintained, silenced where appropriate to prevent excessive noise and switched off when not in use and where practical;

Hydraulic machinery and plant will be used in preference to percussive techniques where practical;

Plant will be certified to meet relevant current legislation and Noise and Vibration Control on Construction and Open Sites (BS 5228). All subcontractors will be made familiar with current noise legislation and the guidance in BS 5228 (Parts 1 and 2), and this CTMP which will form a pre-requisite of their appointment.

18.4. Noise Mitigations

As part of the construction work the Contractor will liaise with the Local Authority with regards to a possible Section 61 agreement which will outline noise levels to be adhered to and as a result will dictate the mitigation measures chosen by the Main Contractor.

To control noise at the source, the Contractor will consider the use of temporary acoustic fencing or enclosures in the form of Echo Barriers which will be employed to reduce noise transmission from the site to adjacent buildings. The Contractor will employ a number of other noise mitigation applications so that noise will be kept to a minimum; this will be via the use of attenuators / mufflers fitted to plant and equipment. Also the positioning of plant and equipment will be carefully considered to reduce the impact on surrounding buildings. Noise monitoring will be carried out if required following discussions with the Local Authority.

18.5. Dust (and other particulate) Mitigations

Specific Dust measures should be considered as:

- Dust levels be controlled by the constant monitoring of air quality levels;
- Positioning of monitoring equipment will be agreed with the Council prior to installation;
- All vehicles entering and leaving sites will be covered to prevent escape of materials during transport;
- Agreed trigger levels for Dust and other particulates will be agreed with the Council in advance of construction;
- Plan site layout so that machinery and dust causing activities are located away from receptors, as far as is possible;
- The contractor will erect and maintain throughout the construction period temporary hoarding around all working areas to assist in the screening of noise and dust generation from low-level sources;
- Vehicles transporting materials capable of generating dust to and from site will be suitably sheeted on each journey to prevent the release of materials and particulate matter;
- All solid-state hoarding and site fencing and barriers will be maintained using controlled wet methods for cleansing and avoiding water runoff from the activity;
- Fully enclose site or specific operations where there is a high potential for dust production and the site is active for an extensive period;
- Remove materials that have a potential to produce dust from site as soon as possible, unless being re-used on site;
- Where materials are being re-used on-site, they should be covered and protected according to best practice in a manner agreed previously with the Council;
- Only use cutting, grinding or sawing equipment fitted or in conjunction with suitable dust suppression techniques such as water sprays or local extraction, e.g. suitable local exhaust ventilation systems.
- The contractor will avoid scabbling (roughening of concrete surfaces) if possible, to minimise dust
- Ensure an adequate water supply on the site for effective dust/particulate matter suppression/mitigation, using non-potable water where possible and appropriate.
- Use enclosed chutes and conveyors and covered skips.
- Minimise drop heights from conveyors, loading shovels, hoppers and other loading or handling equipment and use fine water sprays on such equipment wherever appropriate.

- Install hard surfaced haul routes, which are regularly damped down with fixed or mobile sprinkler systems, or mobile water bowzers and regularly cleaned.
- Ensure equipment is readily available on site to clean any dry spillages and clean up spillages as soon as reasonably practicable after the event using wet cleaning methods.

Dust Mitigation is a key factor as the area, with the publication of the London Policy, the demolition contractor and the Main Contractor will insure that:

- All skips and muck away lorries will be covered prior to leaving site to ensure dust spread is kept to a minimum
- Skips to be securely covered and drop heights to be minimised for redundant materials to reduce dust arising when loading
- All cutting equipment to use water as suppressant or suitable local exhaust ventilation systems where applicable
- When demolition is taking place areas to be dampened down to reduce dust arising
- All vehicles will be washed down before leaving
- All vehicles will switch off engines – no idling vehicles
- Spill kits are available and will be used where required

19. THIRD PARTY LIAISON

19.1. Public Information

The site hoarding will display Up-To-Date information on the construction schedule (as a minimum these will include start and estimated time periods such as “summer and year”). The signage will also display telephone contacts for within and out of hour’s usage for the developer’s nominated representative (s) and other key personnel for reporting of issues and incidents.

The contractor will also affix a sign board to hold all necessary certification, statutory notices, safety information and HSE details. The board will also identify the key contractor names and addresses, the web site address and the contact numbers for complaints.

19.2. Community Liaison Group (CLG)

To assist in communication, and a more formal approach, the contractor’s liaison officer (this is appointed on site and may be the Site Assistant Manager) will set up a Community Liaison Group (CLG) with a set agenda to work with the local community to be agreed.

19.3. Construction Forum

To assist in communication, and a more formal approach, the contractor's liaison officer will set up a Construction Forum Group (CFG) with a set agenda to work with the adjacent and regional construction sites that are affected or affect the Project works.

Key Items on the agenda will include:

- Environmental issues:
 - Dust;
 - Noise; and
 - Vibration.

Transport Logistics:

- Outsized deliveries;
- Crane deliveries;
- Cycle safety initiatives;
- Vehicle educational measures (including school visits);
- Vehicle delivery no's actual and envisaged; and
- Site worker transport preferences.

Security:

- Fire management / site evacuation policy;
- Fire escape areas; and
- High Cost items / security risks as appropriate.

19.4. Access by Neighbours to their Buildings

In line with good neighbour relations, the contractor will conduct full negotiations with the adjacent landlords and tenants to ensure that there is a shared philosophy to deliveries, pickups, and access. An agreed route for good communication with all parties will be agreed and be bespoke where necessary for individual needs.

20. ECOLOGY

20.1. Tree Protection

Prior to commencement of works, the contractor shall agree with the Local Authority a strategy for tree protection immediately on site, adjacent and within the local area that may be affected by the works and require protection. This need for protection will be agreed on an identifiable risk to a tree from direct contractor activities, such as turning of vehicles, crane usage, local storage, and traffic related activities.

20.2. Bats

To minimise disruption to Bats there will be no night-time working during demolition and construction.

A bat policy will be agreed with the contractor prior to commencement of construction (including demolition activities) in consultation with the Council's ecological officers.

To minimise visual disruption to the bats, Lighting of buildings will adhere to good practice guidance: Bat Conservation Trust and the Institution of Lighting Professionals, (2018); 'Bat Guidance Note 08/18 Bats and artificial lighting in the UK. Bats and the Built Environment series'.

A Bat Survey will be conducted within the area, and will cover natural bat environments, local buildings and bat boxes.

Where bat boxes are installed or there are bat access points to adjacent buildings or natural flora and fauna, the contractor will minimise light levels as far as is practicable to minimise the disturbance to the bats.

The key guidance for the protection of bats directs that:

- All luminaires should lack UV elements when manufactured. Metal halide, fluorescent sources should not be used;
- LED luminaires should be used where possible due to their sharp cut-off, lower intensity, good colour rendition and dimming capability;
- A warm white spectrum (ideally <2700 Kelvin) should be adopted to reduce blue light component;
- Luminaires should feature peak wavelengths higher than 550nm to avoid the component of light most disturbing to bats;
- The use of low-level downward directional luminaires to retain darkness above can be considered;
- Column heights should be carefully considered to minimise light spill;
- Only luminaires with an upward light ratio of 0% and with good optical control should be used;

- Luminaires should always be mounted on the horizontal, i.e. no upward tilt;
- Any external security lighting should be set on motion-sensors and short (1min) timers; and
- As a last resort, accessories such as baffles, hoods or louvres can be used to reduce light spill and direct it only to where it is needed.

21. UNEXPLODED ORDNANCE

The Client (through the design team) will undertake all necessary due diligence surveys to ensure that there are no unexploded bombs, shells and incendiary devices buried in sites.

The Clients nominated representative will ensure that all operatives are warned of this possibility on handover of the site, with issue of all survey information. Should any such item be uncovered during the works the contractor will ensure that there is a set procedure to take emergency evacuation of the site, which will be included within the site induction, and contact the Metropolitan Police immediately?

On contact with the Police the Principal Contractor will undertake all and action as directed by them make the site safe.

22. ARCHAEOLOGY

All architectural works are to be undertaken in alignment with the accompanying Environmental Statement (ES) which describes the likely significant effects of the Proposed Development on archaeology. It outlines the methodology, the baseline conditions and the likely significant archaeological effects associated with the construction, existence and operation of the Proposed Development. Mitigation measures which would be implemented to reduce the effects of the Proposed Development on archaeology are also described, where relevant.

APPENDIX A

VEHICLE NUMBERS

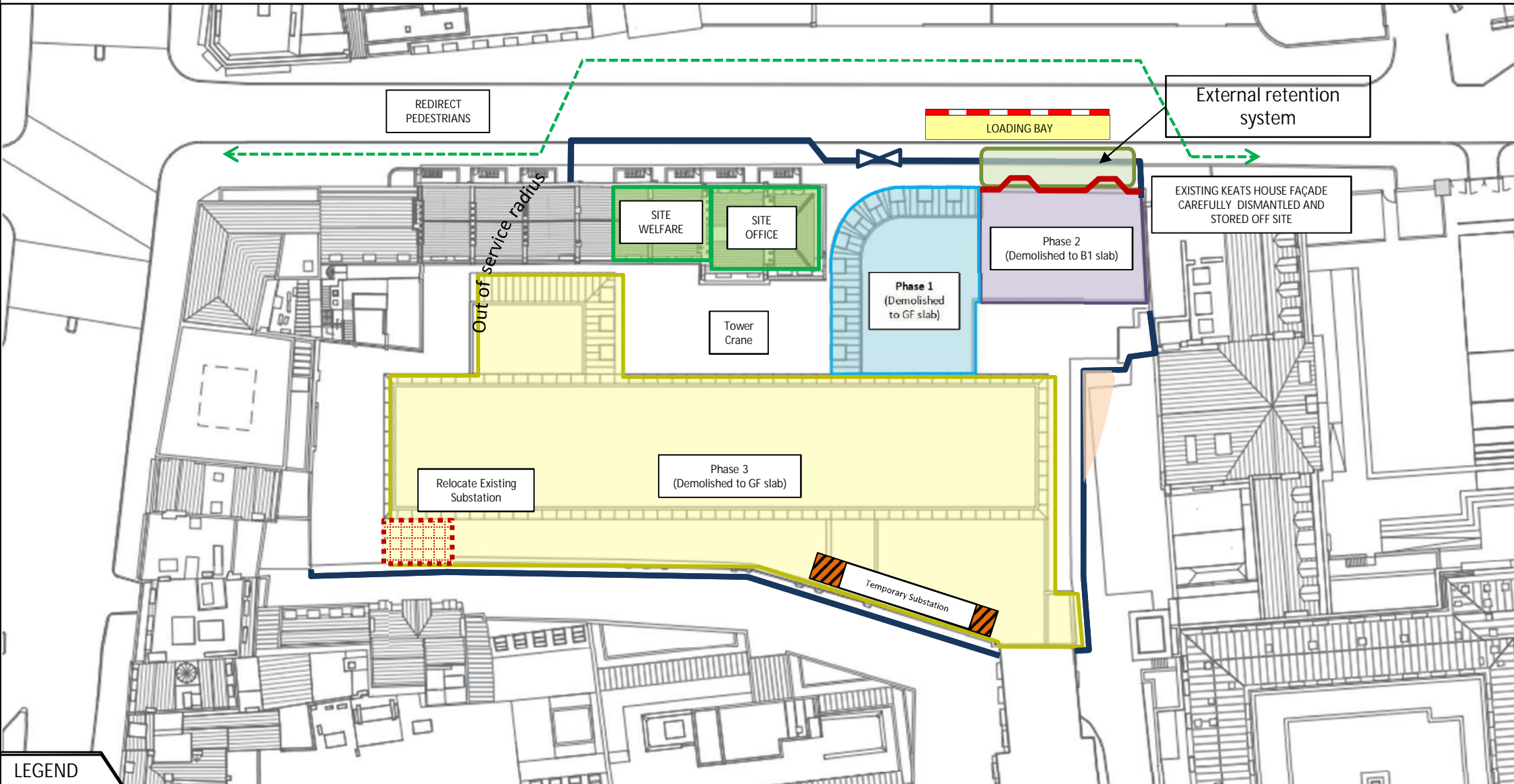
GT &

Vehicle Movements per day

Year	Month	total vehicles per day
2023	Jun	12
2023	Aug	12
2023	Oct	8
2023	Dec	8
2023	Feb	36
2023	Apr	27
2023	Jun	28
2023	Aug	62
2023	Oct	24
2023	Dec	40
2024	Feb	20
2024	Apr	20
2024	Jun	20
2024	Aug	20
2024	Oct	20
2024	Dec	28
2025	Feb	28
2025	Apr	28
2025	Jun	12
2025	Aug	12
2025	Oct	12
2025	Dec	12

APPENDIX B

Phasing Diagrams

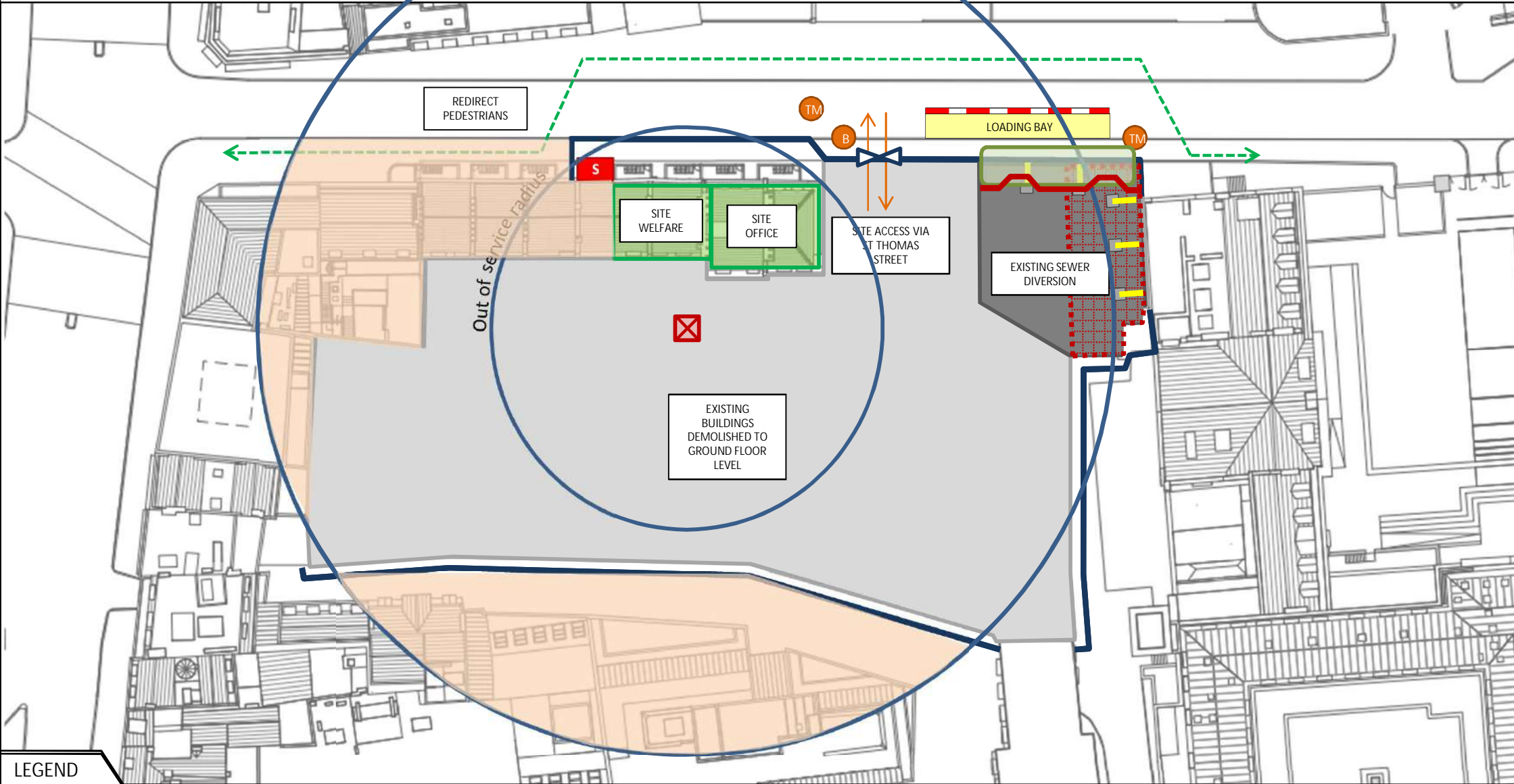


LEGEND

- TM Traffic Marshall
- B Banksman
- S Security
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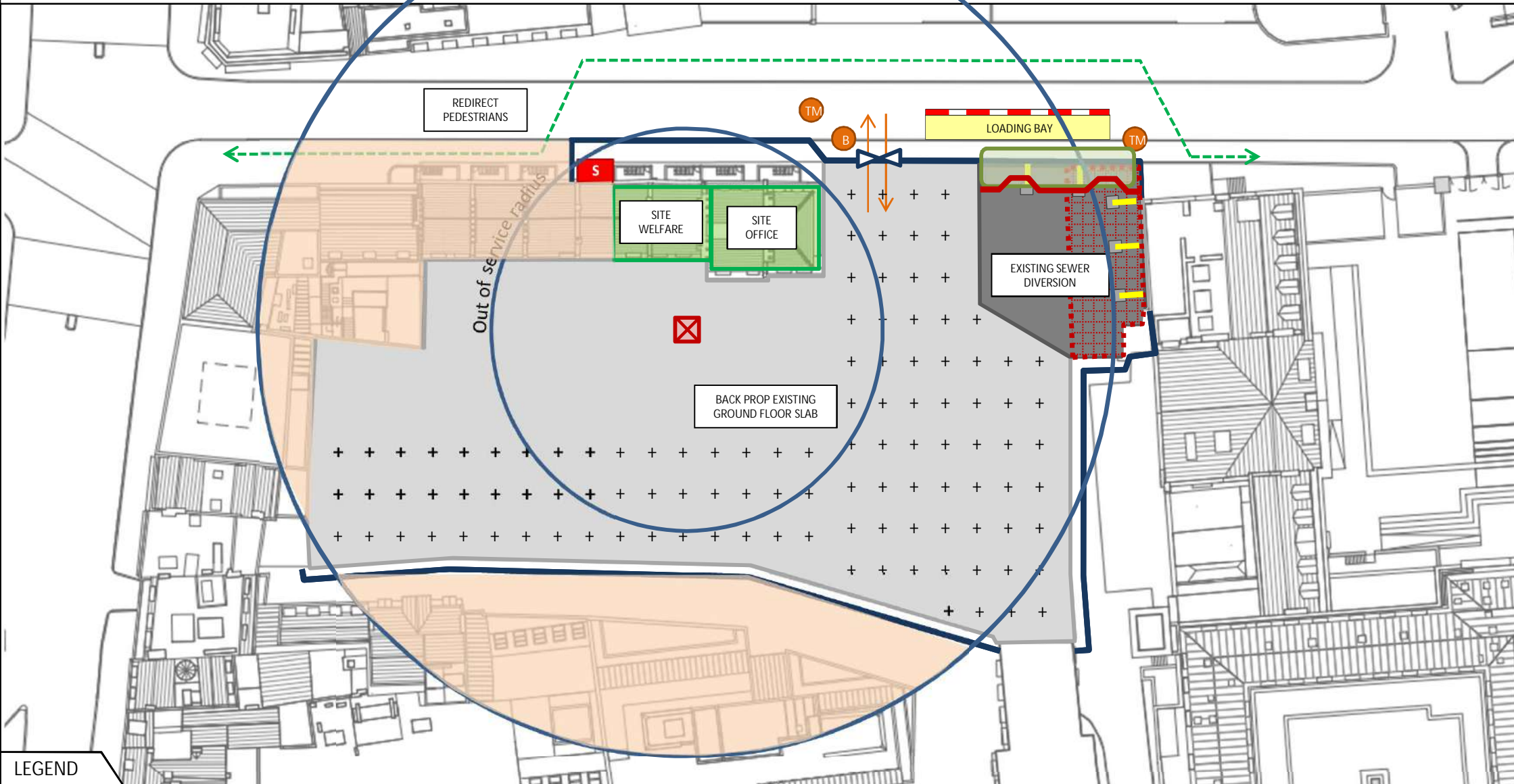


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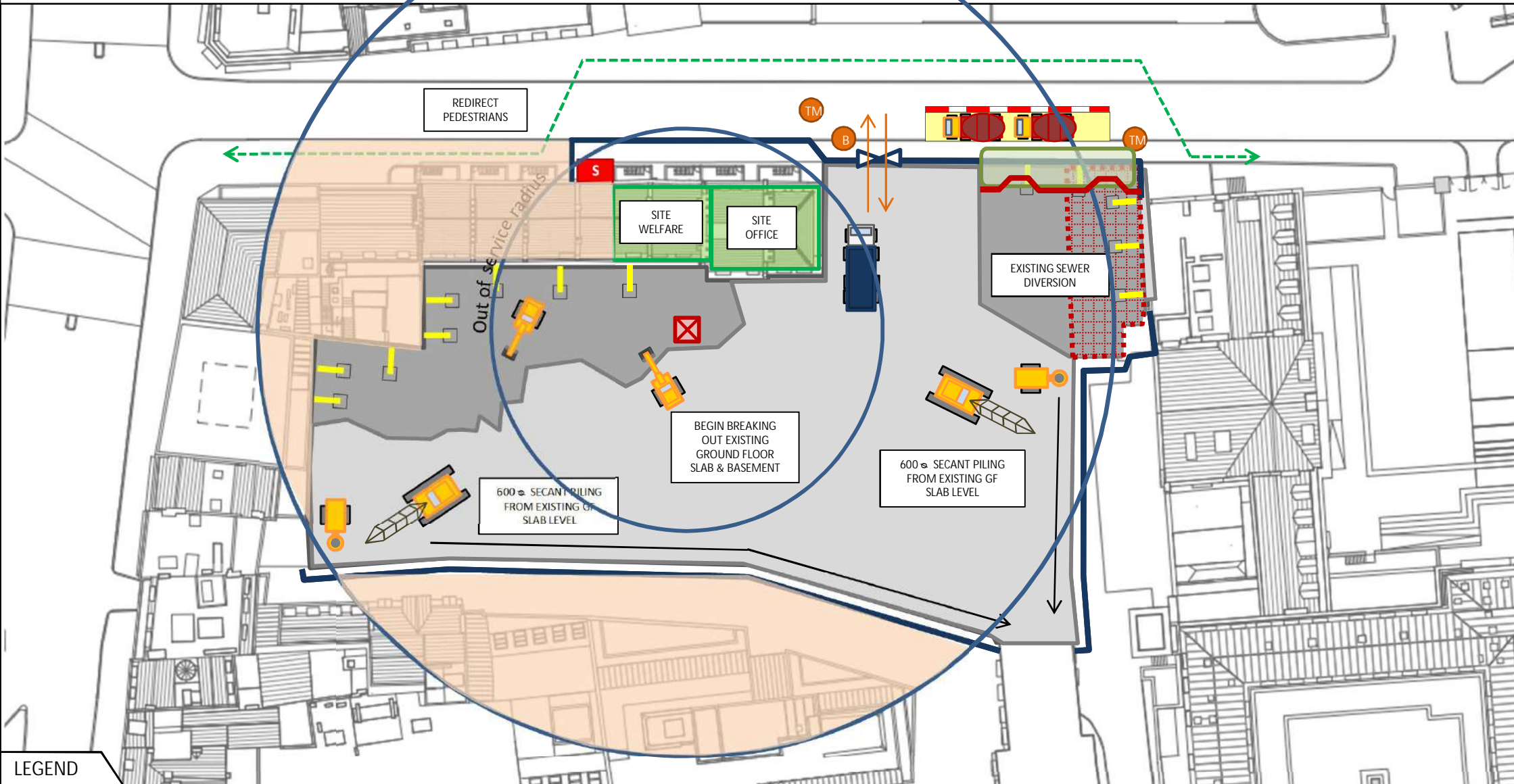


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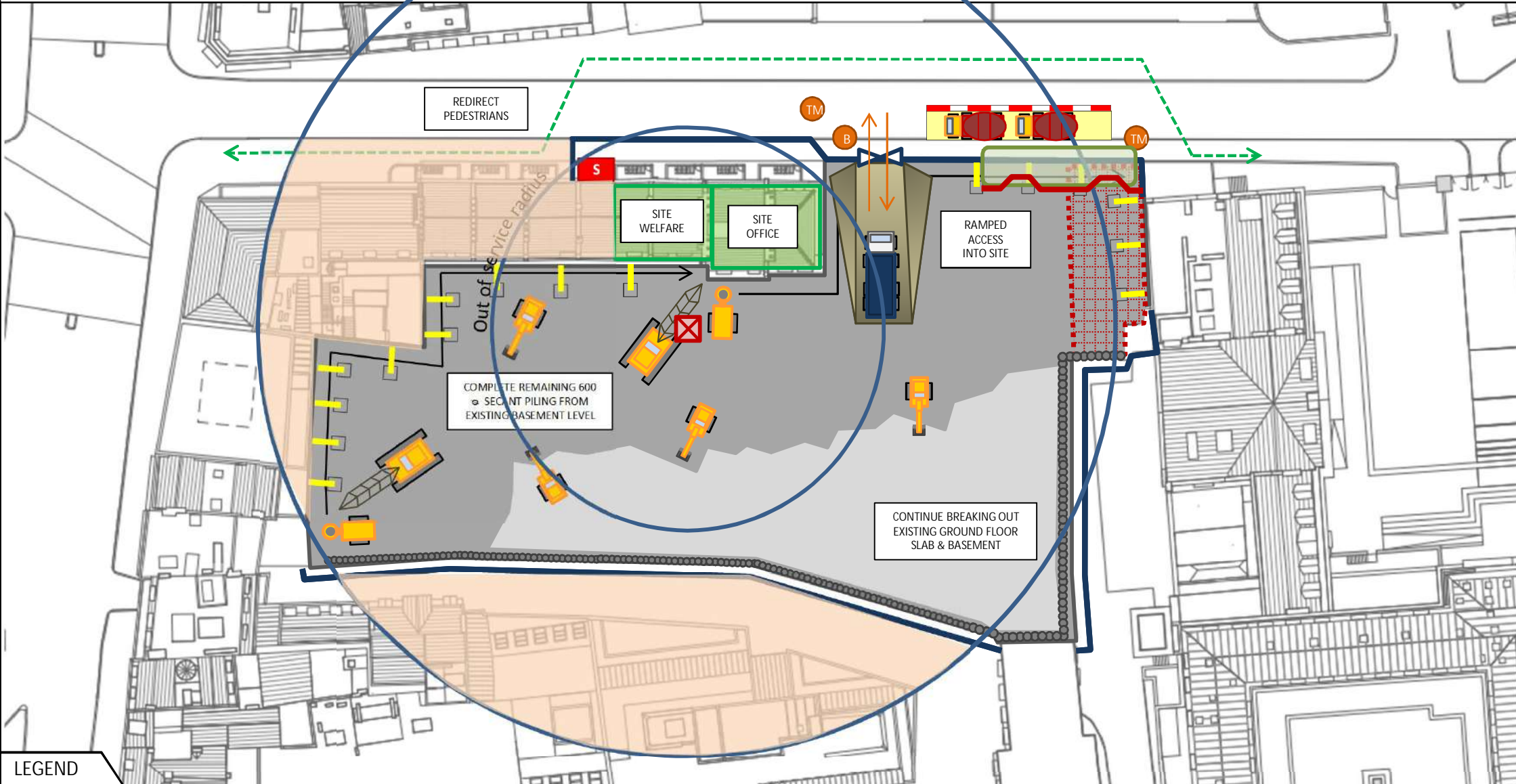


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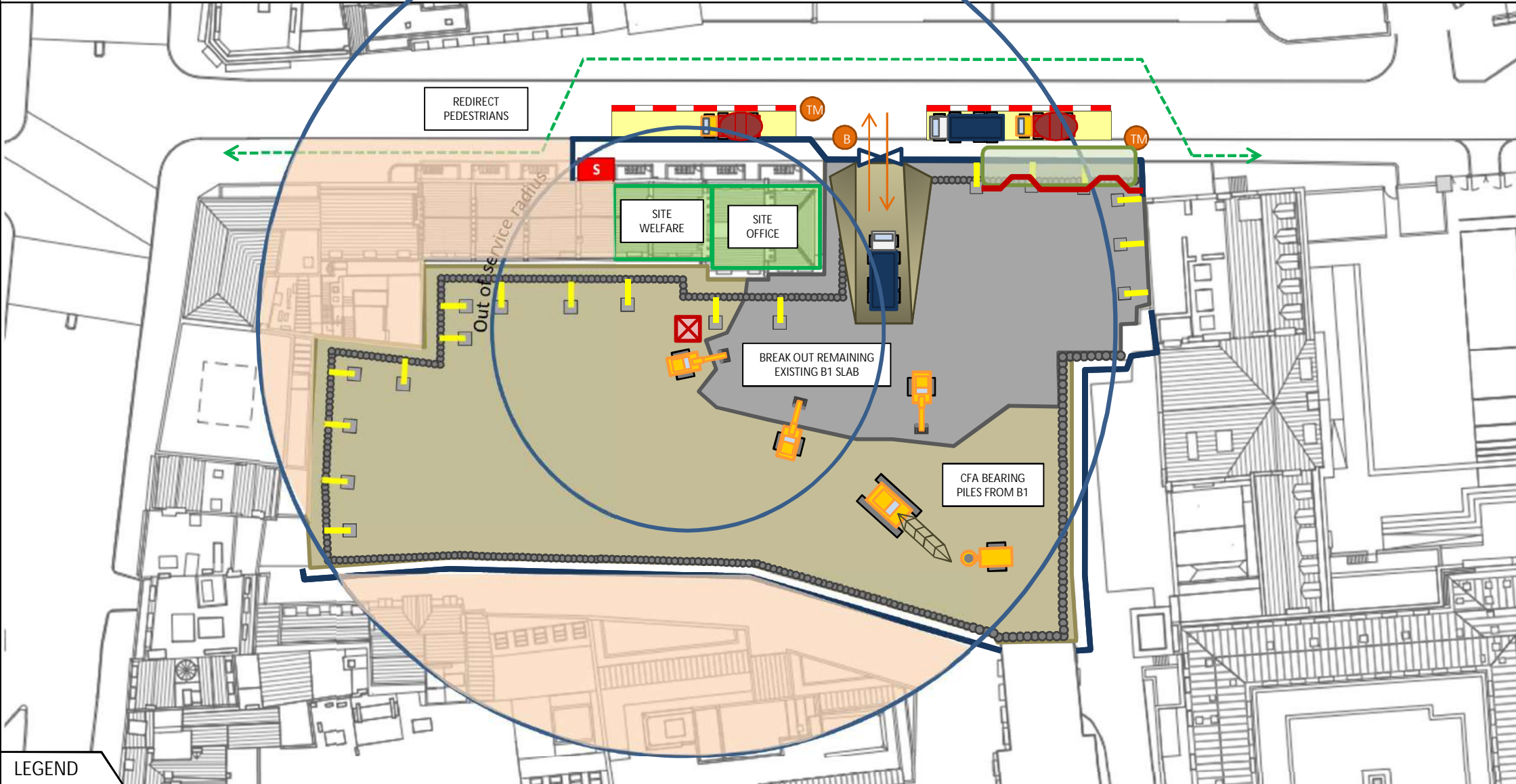


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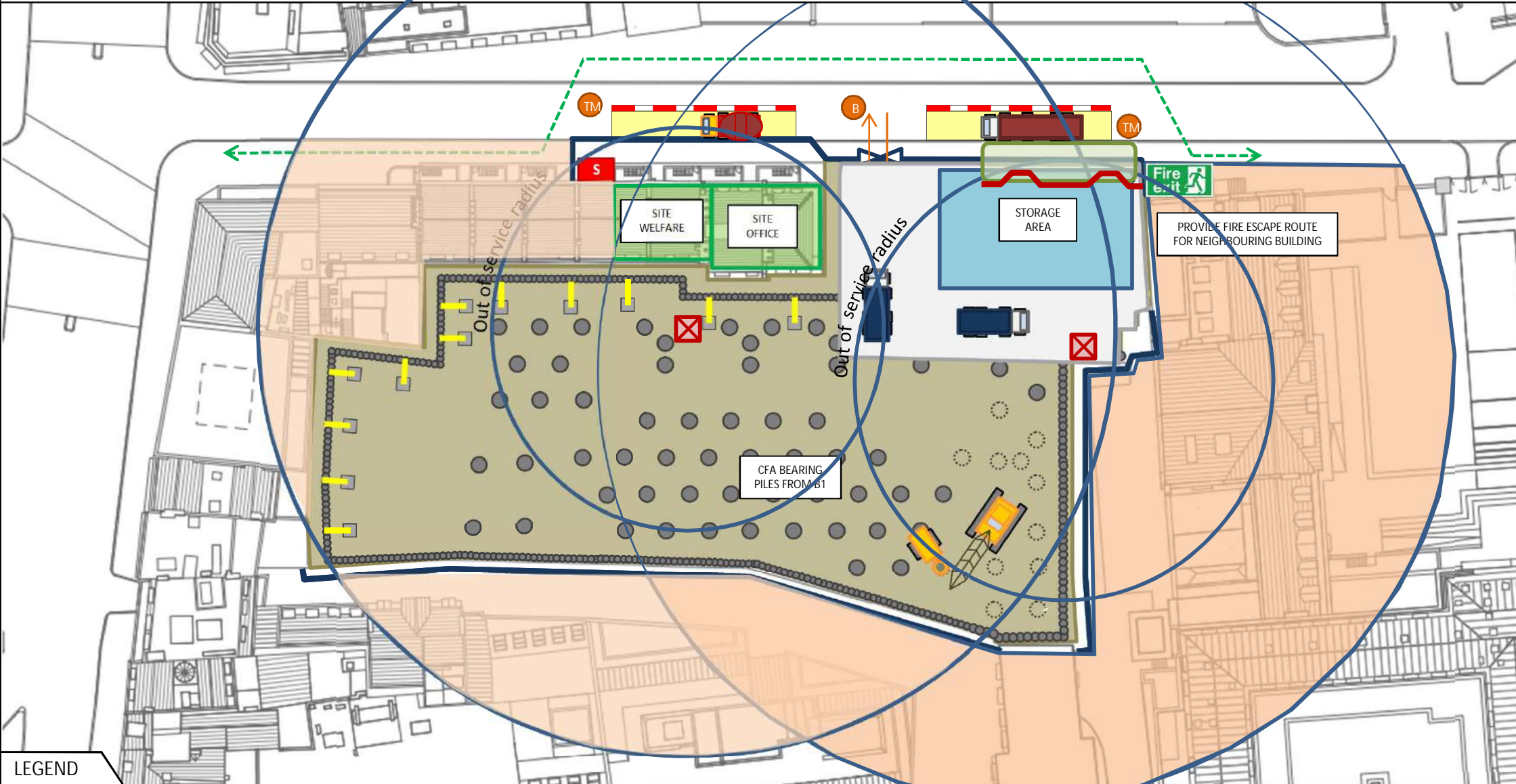


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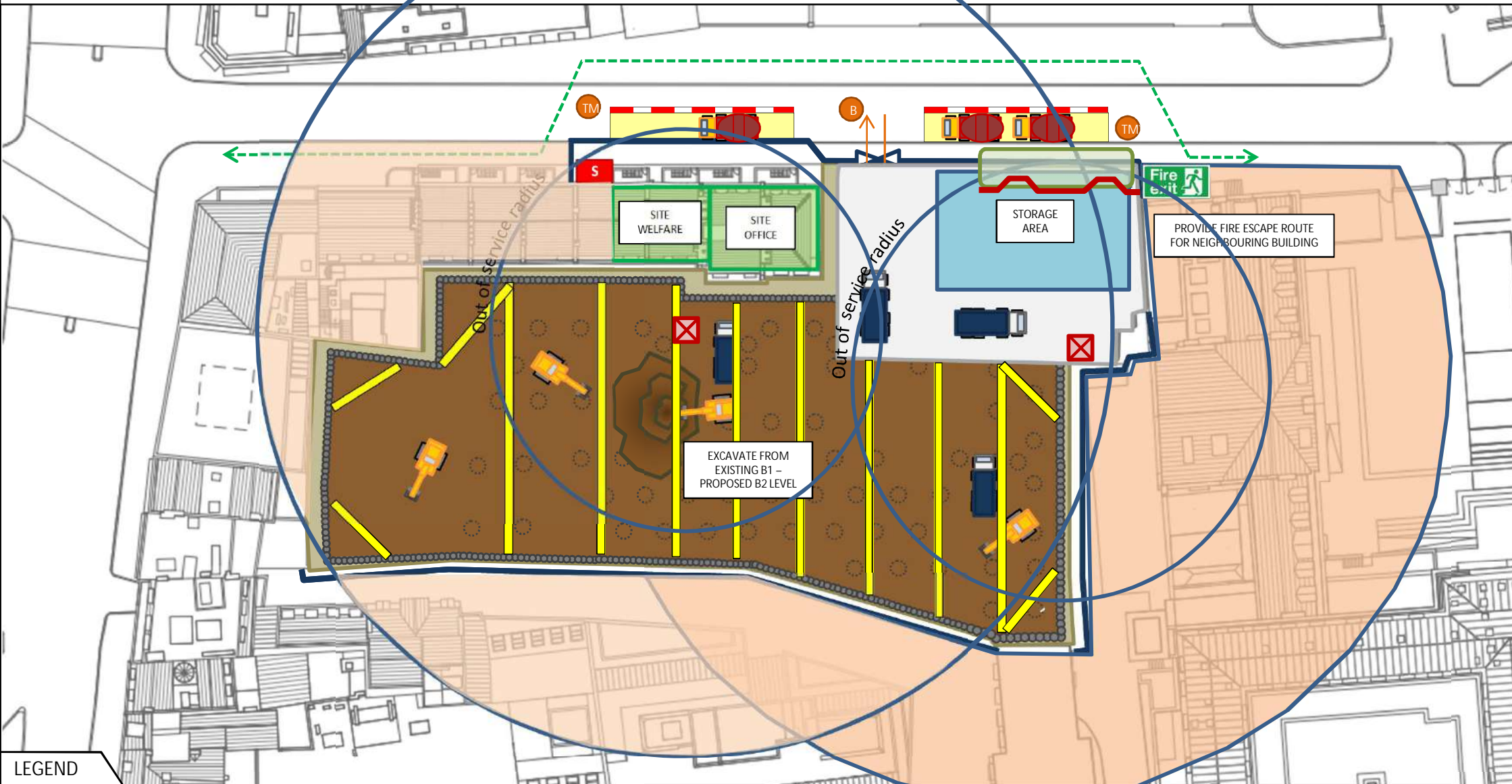


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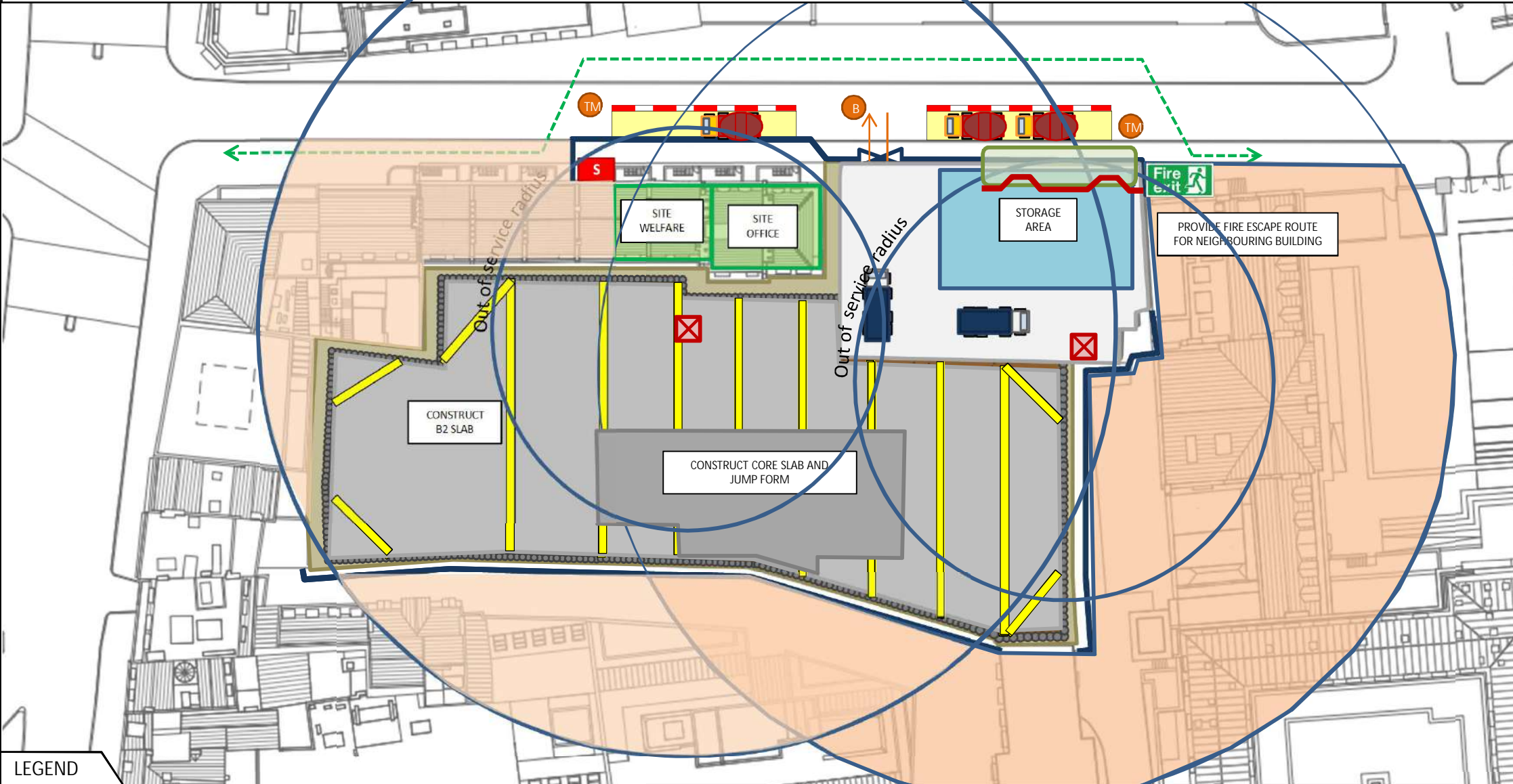


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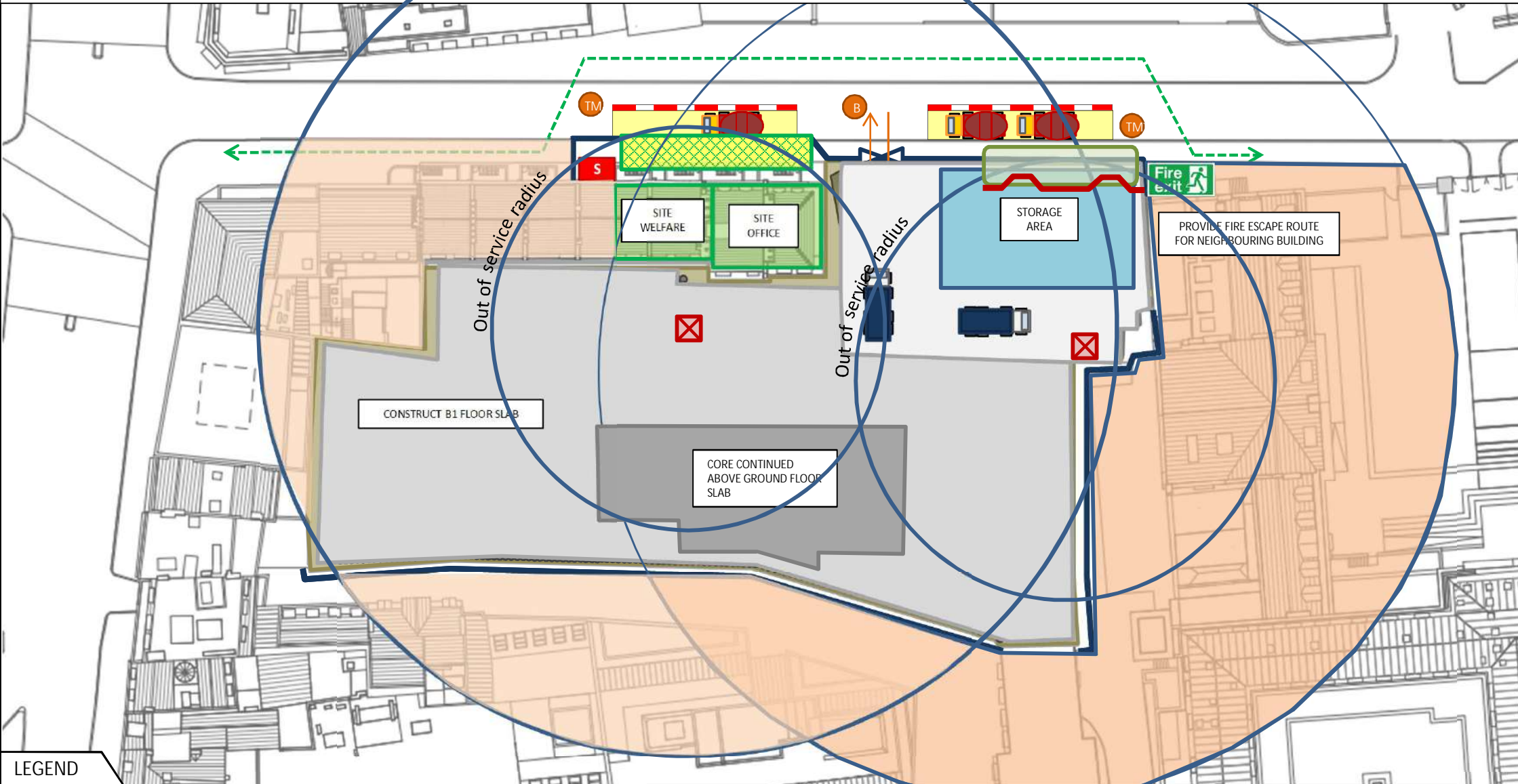


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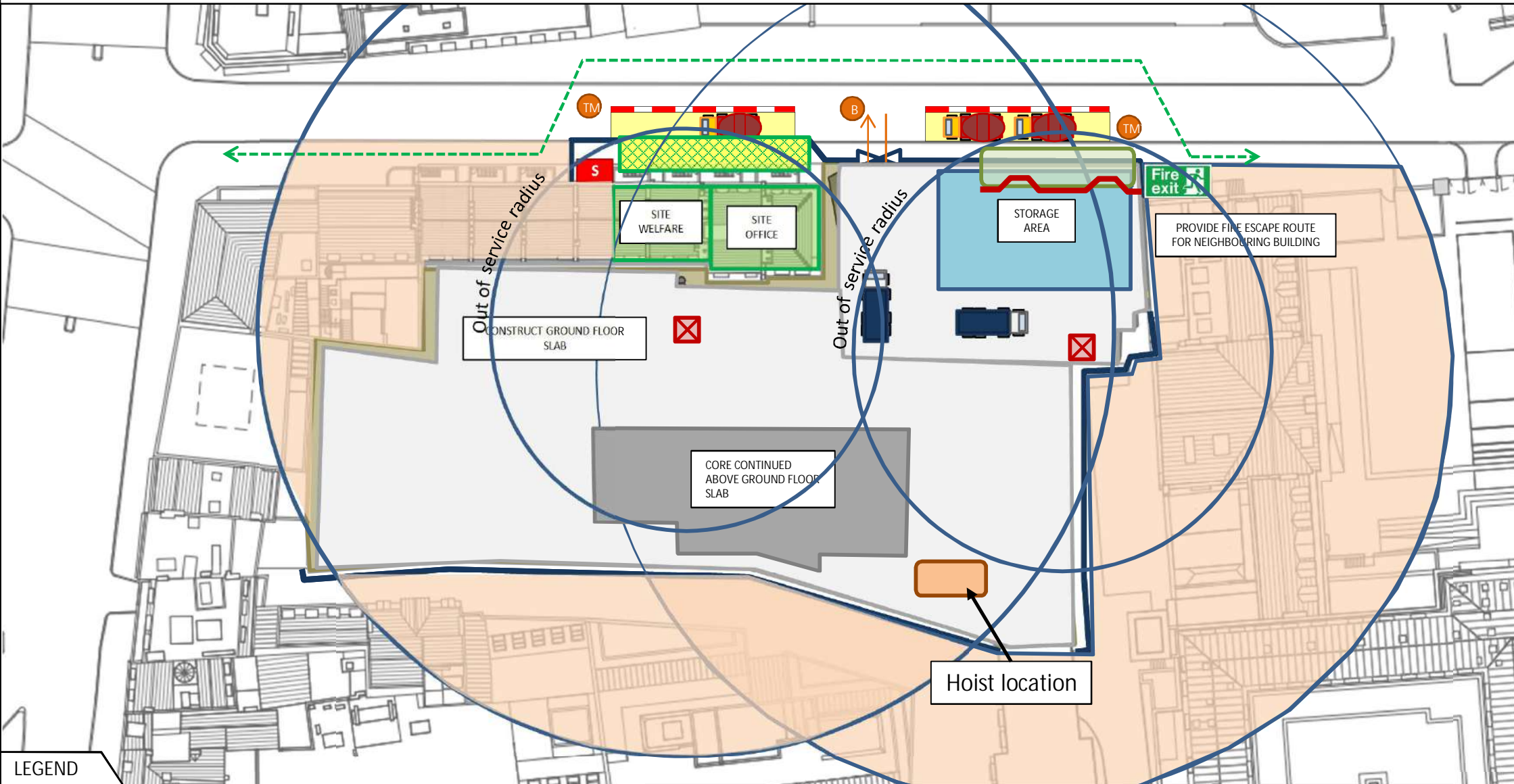


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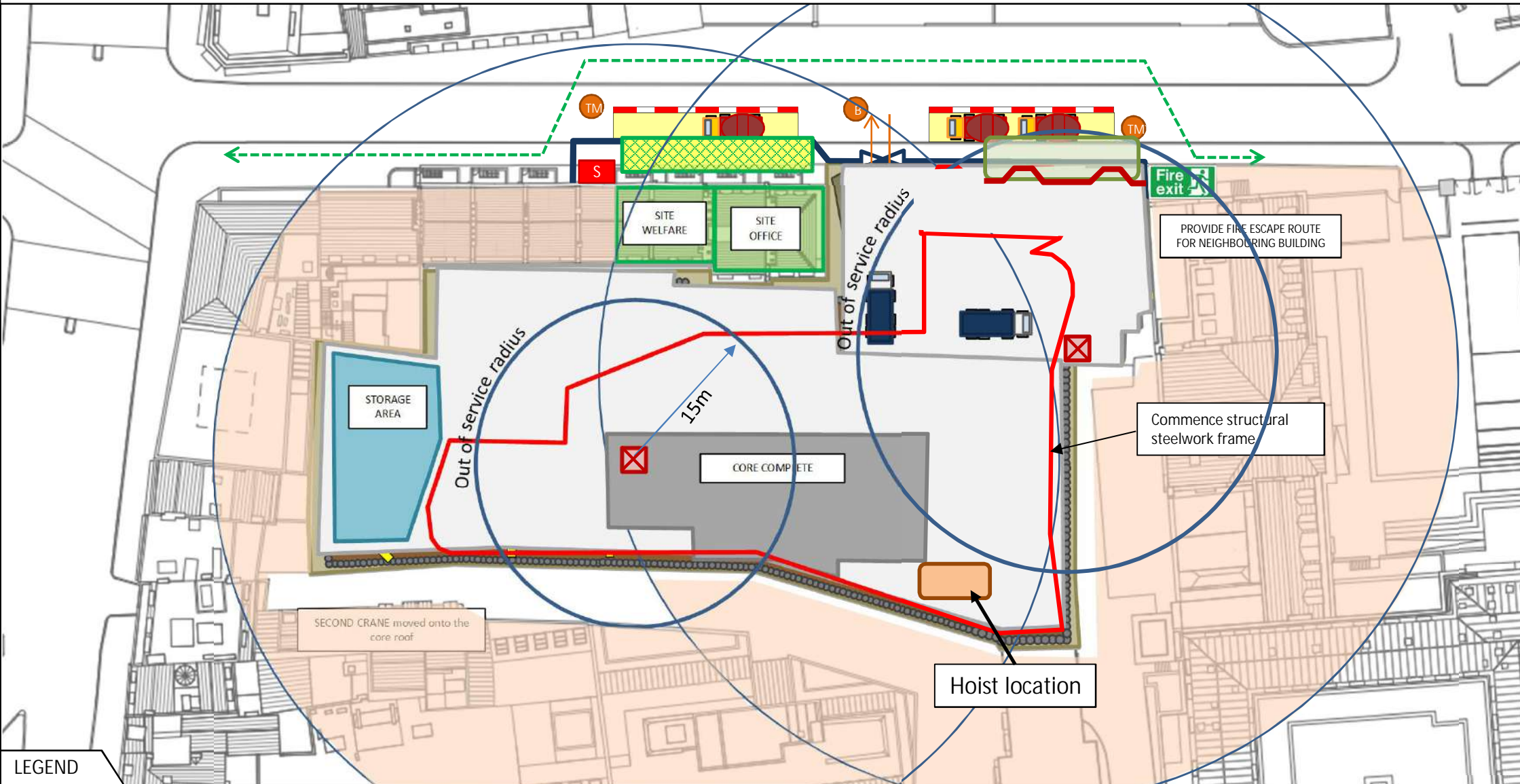


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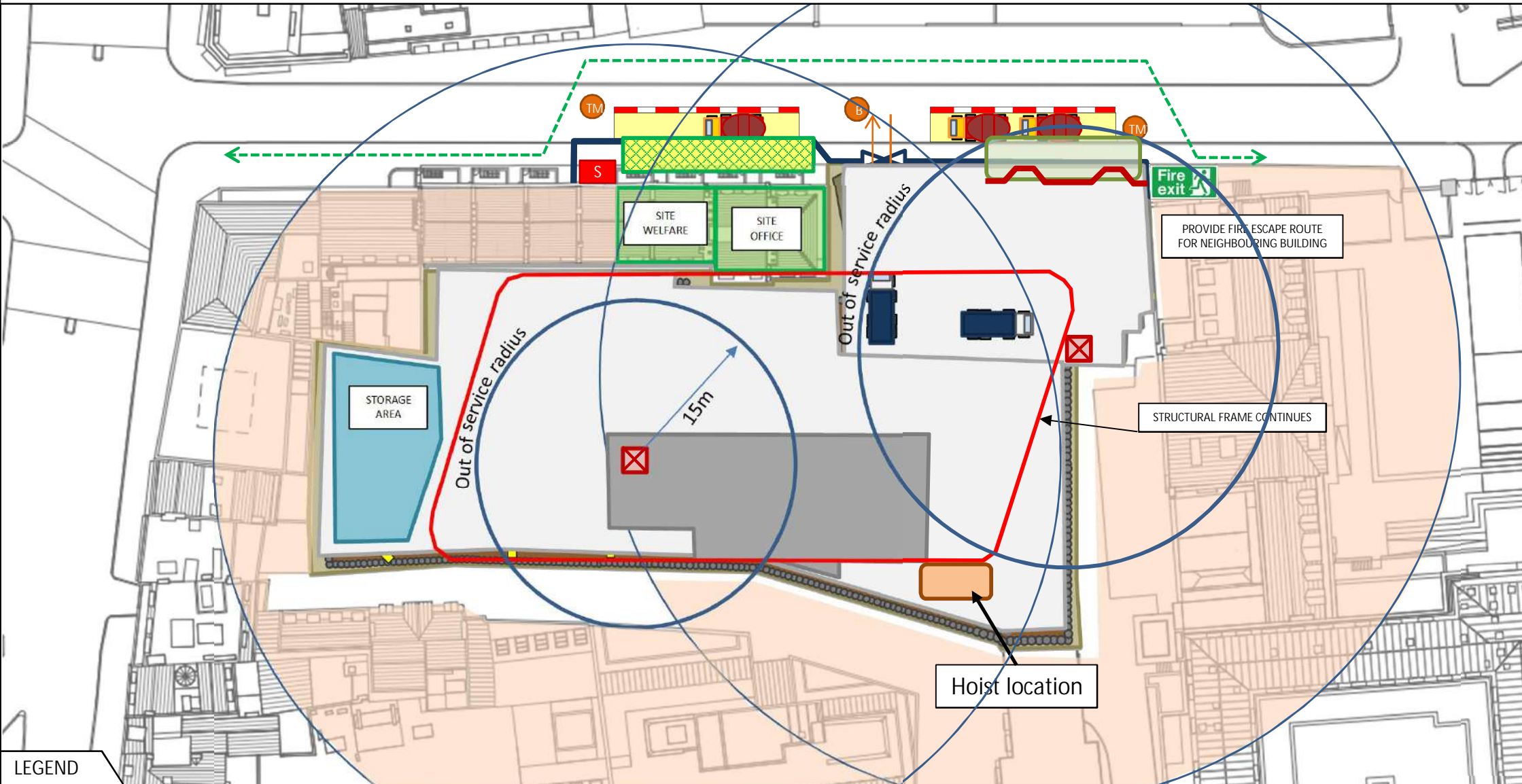
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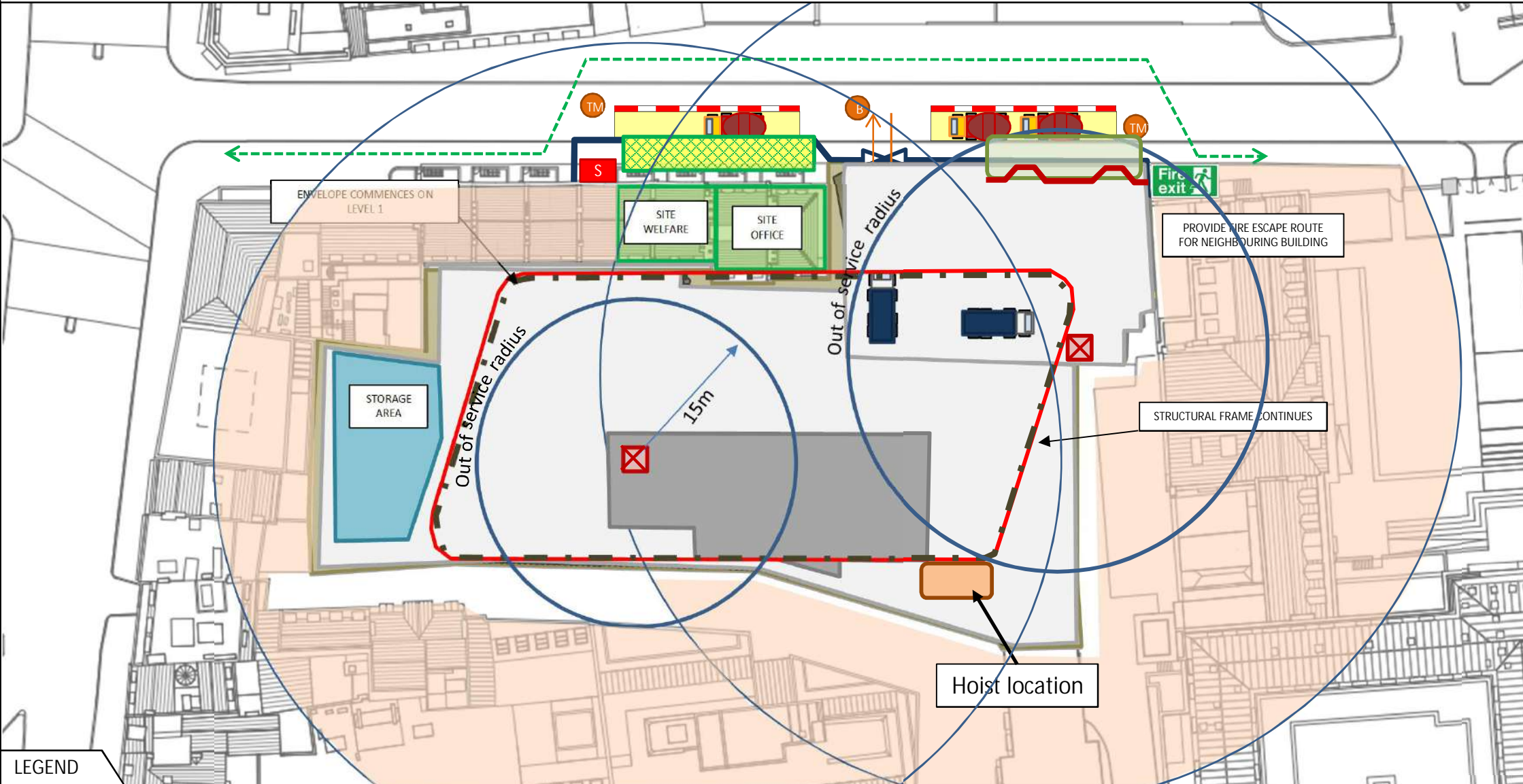


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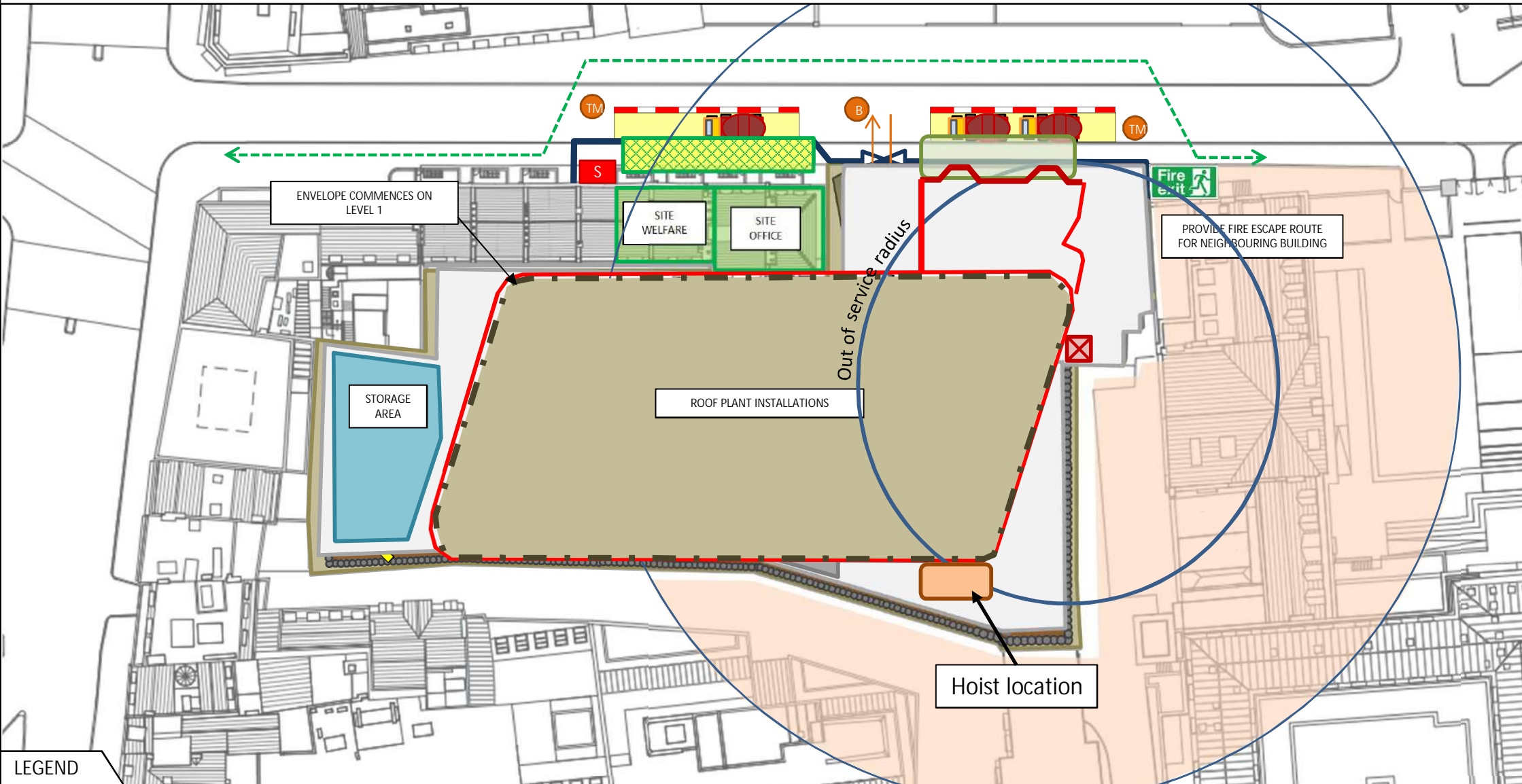


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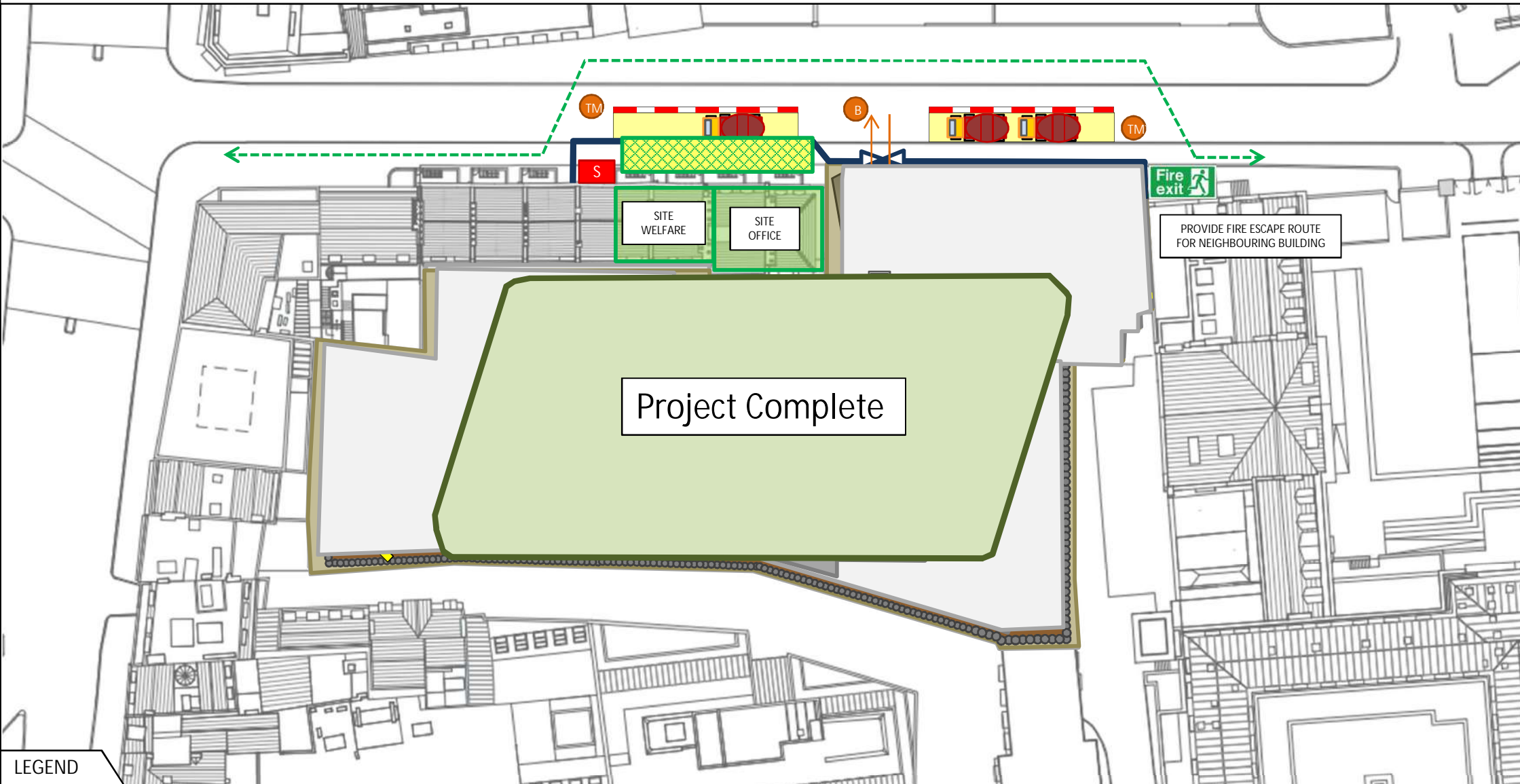


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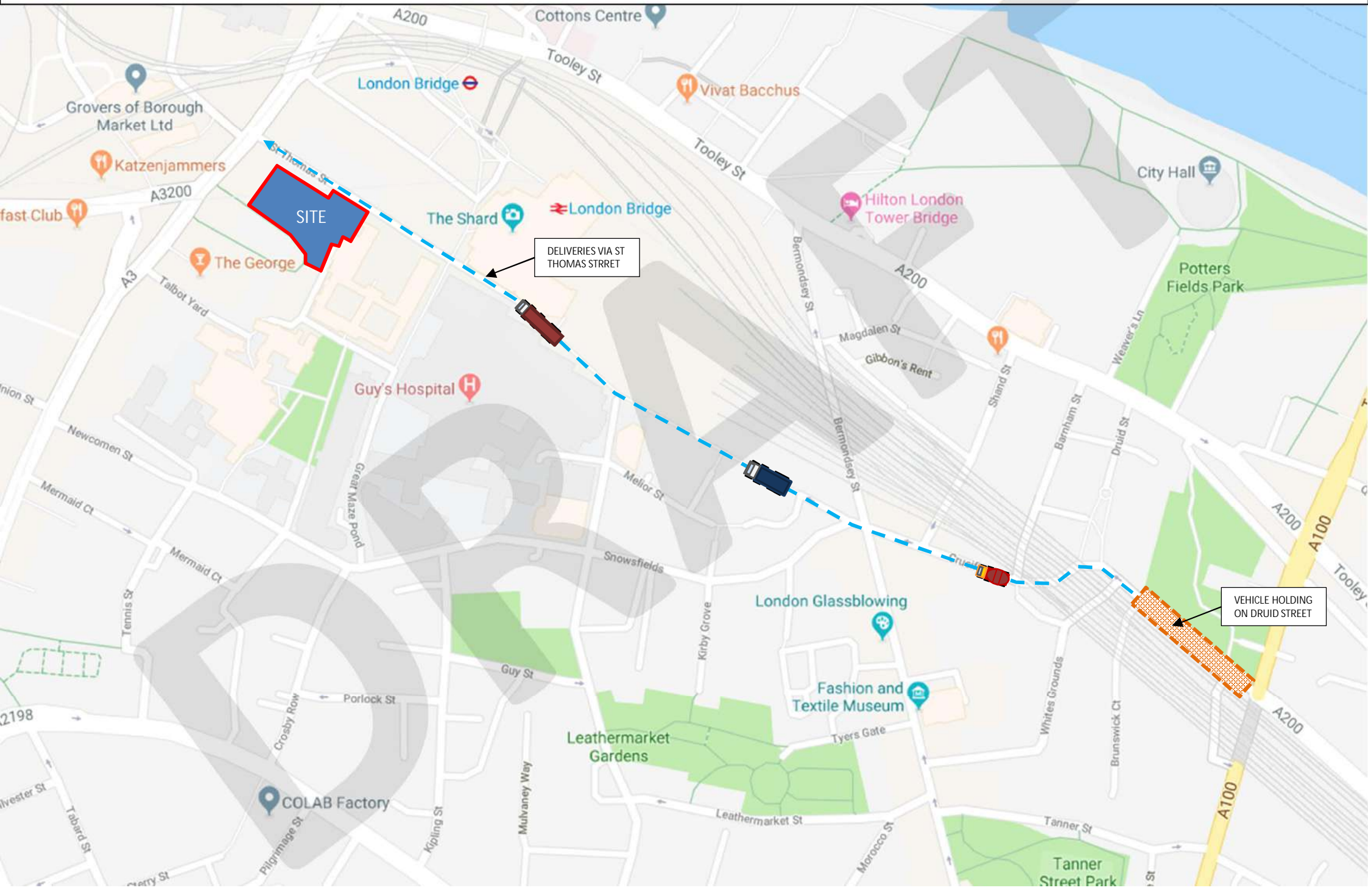


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