



## BIRD COLLEGE, SIDCUP DRAFT CONSTRUCTION MANAGEMENT PLAN



**SYSTRA**

# BIRD COLLEGE, SIDCUP

## DRAFT CONSTRUCTION MANAGEMENT PLAN

### IDENTIFICATION TABLE

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## 1. INTRODUCTION

### 1.1 General

- 1.1.1 SYSTRA Ltd (SYSTRA) has been commissioned by Hamilton Architects (the Client) to provide Construction Management Plan (CMP) in support of the redevelopment proposals at Bird College, Sidcup (the Site).
- 1.1.2 The Local Planning Authority and Local Highway Authority is the London Borough of Bexley (LBB) and the Strategic Highway Authority is Transport for London (TfL).

### 1.2 Proposed Development

- 1.2.1 The development proposals incorporate the demolition of three existing blocks and the construction of a three storey building providing a theatre, studio blocks and student accommodation. Construction of a further three classroom blocks to the rear, an external amphitheatre and increasing vehicle parking provision to 122 spaces and improved landscaping are also planned (the Proposed Development).
- 1.2.2 Proposed architect plans prepared by the Client are contained in the Transport Statement accompanying this report.
- 1.2.3 It is noted that LBB approved a planning application for a new two storey block (Reference: 19/02293/FUL, dated 13<sup>th</sup> November 2019) which will be implemented as part of the Proposed Development.

### 1.3 Construction Management Plan

- 1.3.1 This Construction Management Plan (CMP) has been prepared to support the planning application for the Proposed Development. It is noted that, due to the current stage of the project a construction principal contractor is yet to be appointed. As such, this CMP will remain in draft format, with certain assumptions having been made based on experience from similar schemes, until planning permission is granted and a construction contractor appointed, following which the CMP will be finalised with agreement from LBB prior to any works taking place.

### 1.4 Objectives

- 1.4.1 The primary objective of this CMP is to set out the principles of construction of the Proposed Development. It aims to ensure that the demolition, excavation and construction works are organised and delivered in a manner that minimises impact on the local highway network, residents, local business, pedestrians and cyclists, and that safety is maintained at all times.
- 1.4.2 The CMP has been developed in accordance with TfL's *Construction Logistics Plan Guidance – for Developers'* and the Mayor of London's '*London Best Practice Guidance - The Control of Dust and Emissions from Construction and Demolition'* Supplementary Planning Guidance document. In addition, LBB's Local Plan – Regulation 18 Stage

Consultation and Core Strategy documents have been taken into consideration when assessing and mitigating the construction impacts of the Proposed Development.

1.4.3 This CMP sets out the proposed construction routing strategy, details regarding the type of construction vehicles required to serve the Site daily, and operating procedures to be employed to help mitigate the impact of construction on the local highway network. Clear routes and procedures are outlined and will be adhered to at all times to limit the effect of construction, including the proposed construction methodology and anticipated timescales, and more importantly assesses the impact of construction on the local community giving consideration to issues such as traffic congestion, air quality impacts associated with dust and vehicle emissions, noise, hours of operation and Site security.

## 1.5 Report Structure

1.5.1 Following this introduction, the remainder of this CMP is set out as follows:

- **Section 2: Baseline Conditions** – Assesses the transport and highways characteristics of the area surrounding the Site.
- **Section 3: Construction Programme & Overview** – Provides an overview of the logistics of construction, including the anticipated construction programme, construction phases and core working hours.
- **Section 4: Construction Vehicle Logistics** – Details the proposed vehicular access routing and access strategy for the duration of the construction programme, alongside loading and unloading arrangements and anticipated vehicle frequencies, sizes and movements.
- **Section 5: Construction Personnel & Sustainable Transport Strategy** – Assesses the likely average and peak number of construction personnel to be working on-Site, and their likely travel patterns. Suggests ways in which the use of travel by public transport, on foot or by bicycle to and from the Site will be promoted.
- **Section 6: Construction Mitigation Measures** – Sets out the mitigation measures that will be employed during construction to minimise impact on local residents, businesses, pedestrians, cyclists and the local highway network;
- **Section 7: Summary and Conclusion** – Summarises the key points of this CMP, and provides a final conclusion.

## 2. BASELINE CONDITIONS

### 2.1 General

2.1.1 This section describes the existing transport conditions in the area surrounding the Site and is informed by desk-based research. The baseline conditions are identified so that the context of the construction of the Proposed Development and its potential impact on the local highway and transport network can be fully understood. It also provides an indication of the transport modes available to construction workers accessing the Site.

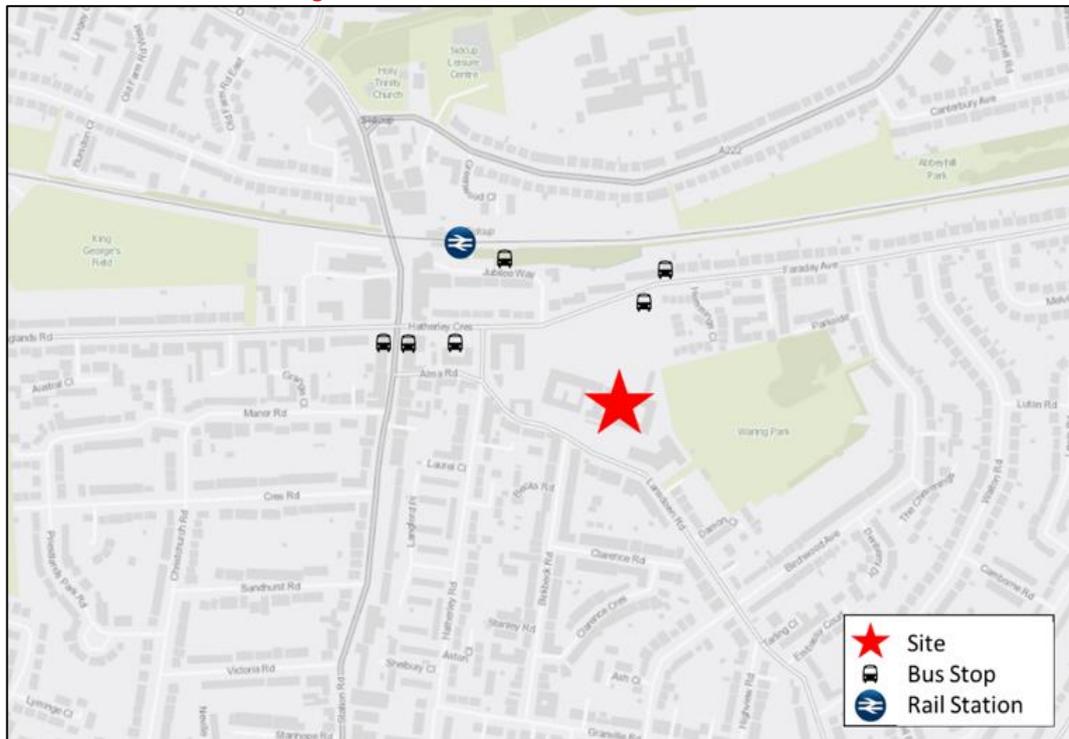
### 2.2 Site Location

2.2.1 Bird College is located in Sidcup, approximately 20 kilometres southeast of the centre of London. The Site currently consists of buildings forming part of an established college on Lansdown Road.

2.2.2 The Site is bound by Birkbeck Primary School to the west, playing fields to the north, Waring Park to the east and Lansdown Road and the Sydney Court Retirement Living Facility to the south. Vehicle access to two car parking areas, to the east and north of the main cluster of buildings, is from Lansdown Road.

2.2.3 A plan showing the location of the Site in the context of the surrounding area is shown in **Figure 1**.

**Figure 1. Site Location Plan**



Contains Ordnance Survey Data © Crown Copyright and Database Right 2021

## 2.3 Local Highway Network

2.3.1 It is noted that all roads discussed in this section are adopted by LBB as the Local Highway Authority. Streets in the vicinity of the Site are located within Controlled Parking Zone (CPZ) 5, which encompasses the area around Sidcup station. All roads are subject to a 30mph speed limit.

### Lansdown Road

2.3.2 Lansdown Road runs northwest to southeast along the southern edge of the Site and provides vehicular and pedestrian access to Bird College. It is primarily residential in nature with a single carriageway in each direction. Dropped kerbs and tactile paving is present to facilitate the crossing of the Site Access road. Speed bumps located outside Birkbeck Primary School prevent excessive vehicle speeds.

2.3.3 Double yellow lines are present on the north side of the road in the vicinity of the Bird College Site. Single yellow line restrictions are present on the remainder of Lansdown Road, prohibiting parking on weekdays between 13:00 and 15:00. Zig Zag “Keep Clear” markings, operational on weekdays between 08:00 and 16:30, are present adjacent to Birkbeck Primary school, located immediately to the west of the Site.

### Alma Road

2.3.4 Alma Road runs east to west and connects Lansdown Road with the A222 Station Road, which forms one of the two neighbourhood centres of Sidcup. The section between the junction with Hatherley Road and the A222 Station Road is one way, in the westbound direction only. Weekday parking restrictions are in force on both sides of the carriageway, prohibiting parking between 13:00 and 15:00. Resident permit holder bays are also present on the south side of the carriageway.

### Faraday Avenue / Hatherley Crescent

2.3.5 Faraday Avenue runs east to west along the northern edge of the Site, parallel with Alma Road. It connects Albany Park to the east with Station Road, via Hatherley Crescent. Parking restrictions are present on both sides of the carriageway, prohibiting parking between 13:00 and 15:00. Zig Zag “Keep Clear” markings, operational on weekdays between 08:00 and 16:30, are present adjacent to the Birkbeck Primary School car park access.

2.3.6 A pair of bus stops are present on Faraday Avenue, consisting of a flagpole with shelter and seating for the westbound direction and a flagpole only for the eastbound direction.

### Station Road

2.3.7 Station Road runs north to south and forms one of the two neighbourhood centres of Sidcup. It is a local distributor road, connecting Sidcup with the A20, a major London radial route, Chislehurst and Bromley.

2.3.8 Station Road provides a single carriageway running in each direction. A mix of double yellow line and single yellow line restrictions is present, with the single yellow line restrictions operational from 08:00 to 18:30, Monday to Saturday.

2.3.9 The junction with Hatherley Crescent comprises a signalised crossroads, with a pelican crossing provided on each arm. The T-junction with Alma Road is unsignalised, with dropped kerbs and tactile paving present to facilitate crossing of the Alma Road arm.

2.3.10 A pair of bus stops are located on Station Road, between the junctions with Hatherley Crescent and Alma Road. A flagpole, shelter and seating is provided at both stops.

## 2.4 Parking

2.4.1 Vehicle parking is provided within two areas on-Site, access to which is controlled by a barrier system operated by swipe card or use of an intercom. Only staff are permitted to access the car park during teaching hours. There are currently a total of 86 car parking spaces serving the Site across the two car parking areas. Of these, three spaces are sized and marked for use by disabled motorists and two are enlarged spaces for minibuses.

2.4.2 Double yellow lines restrict parking at approaches to most junctions in the vicinity of the Site.

## 2.5 Public Transport

2.5.1 The closest bus stops to the Site are on Station Road and Faraday Avenue, both approximately 450m walking distance from the Site's front entrance. These are served by routes 51, 160, 229, 233, 269, 286, 492 and 625. According to TfL standards, an accessible bus service can be reached within a maximum walk distance of 640m (an eight minute walk at 4.8kph).

2.5.2 Sidcup station is located 500m walking distance from the Site. The station serves National Rail routes to London Charing Cross and Cannon Street stations (both via London Bridge station) westbound and Dartford and Gravesend eastbound.

2.5.3 Additional information regarding public transport services operating in the area surrounding the Site is provided within the Transport Statement.

## 2.6 Walking & Cycling

2.6.1 Existing pedestrian infrastructure in the vicinity of the Site is of good quality. Footpaths are generally wide and smooth, with tactile paving and dropped kerbs utilised at the majority of junctions and pedestrian crossing points. A continuous footway is present along Lansdown Road and Alma Road, between the Site and Station Road.

2.6.2 TfL's Local Cycle Guide 11 describes Lansdown Road and Alma Road as quieter roads that are recommended for use by cyclists.

2.6.3 Bird College currently provides 12 covered Sheffield stands with space for 24 cycles to be parked, for both staff and students. All students and staff have access to locker storage facilities and showers within the Site.

## 2.7 Community Considerations

2.7.1 The impacts of construction projects and construction-related traffic are a key concern, particularly at a local level. As such, a review has been undertaken of local amenities, facilities and sensitive receptors in the vicinity of the Site that may be particularly

impacted by construction of the Proposed Development, allowing the resultant logistics strategy minimises impact to be developed in a way that minimises impact. These include:

- Birkbeck Primary School, located immediately to the west of the Site;
- Sydney Court Retired Living Facility, located immediately to the south east of the Site; and
- Sidcup High Street, located approximately 1km south of the Site.

2.7.2 The logistics strategy set out within the following sections of this Draft CMP has been developed taking into consideration community considerations in the vicinity of the Site, including sensitive receptors, and key pedestrian and cycle routes, with the objective of minimising impact for all users.

### 3. CONSTRUCTION PROGRAMME & OVERVIEW

#### 3.1 General

3.1.1 Local transport and traffic impacts are primary issues and concerns for all construction projects, particularly within Greater London. As such, managing the potential transport impacts of construction is a key priority. Potential impacts of construction include on-street congestion resulting in traffic delays, increased road hazards, noise associated with vehicles and construction works, and air quality impacts related to vehicle emissions and dust generation.

3.1.2 This section provides an overview of the logistics of construction at Bird College. It outlines the anticipated construction schedule and working hours. As previously detailed, a Principal Contractor has yet to be appointed, therefore detailed construction information is not available. As such, this Draft CMP is intended to provide LBB with an overview of the expected logistics activity during the construction programme.

3.1.3 The construction programme and associated construction traffic strategies set out within the Draft CMP have been developed using SYSTRA’s extensive experience in supporting planning applications of a similar nature. These may be subject to change following the appointment of a principal contractor. Any subsequent substantial changes to the CMP will be agreed with LBB Highways.

#### 3.2 Construction Programme

3.2.1 Construction of the Proposed Development is anticipated to last approximately 32 months and will start in January 2022, subject to the granting of planning permission. The programme has been split into the following six phases which are detailed in **Table 1**. These phases align with TfL’s Construction Logistics Plan Guidance document.

**Table 1. Key Construction Phases**

PHASE	POTENTIAL CONTENTS	LENGTH
Site Setup & Demolition	Establishing welfare accommodation, setting-up hoarding, demolishing existing buildings and clearing the Site of debris	4 months
Basement Excavation & Piling	Removing excavated material from the site and excavating the basement. As the basement is being dug, piling is required to form the basement walls and structural footings of the building	16 months
Sub-Structure	Below ground works include foundations and basement walls. Plant installation can also occur	
Super Structure	Above ground works including the structural elements of the building including floors	
Cladding	External elements of the building including the façade, roof and glazing	
Fit-out, Testing & Commissioning	All mechanical, electrical, and plumbing installation and testing of newly installed systems	12 months

3.2.2 It should be noted that the project programme may be subject to change prior to work commencing on-Site. Following the appointment of a construction contractor for the scheme, the build programme will be finalised.

3.2.3 As with the majority of construction projects, it is noted that there is likely to be periods of overlap between elements of construction contained within the six phases detailed above.

### 3.3 Site Set Up & Preparation

3.3.1 Site setup will be crucial to mitigating the impact of construction on surrounding residents, businesses and road users. Throughout the construction programme the frontage of the Site will be kept tidy and presentable.

3.3.2 Access to the Site is gained from Lansdown Road. Hoarding will be erected up to a height of 2.44m around the areas of construction activity within the Site boundary. The purpose of the hoarding is to provide additional security, both to prevent unauthorised personnel from accessing the Site, as well as to provide suitable segregation between staff, students and the work being undertaken.

3.3.3 The college’s existing 86 parking spaces will be retained as a minimum throughout the construction process. This allows all staff currently parking at the Site to continue doing so and avoid parking in the surrounding residential streets.

### 3.4 Site Office & Welfare Facilities

3.4.1 Welfare facilities for construction personnel can be positioned in a number of locations on-Site. During more intensive periods it is likely that the Site office will be located to the front of the main entrance, within the Site boundary. The Site office building / container will be sourced locally where feasible.

3.4.2 Such facilities will be secured to ensure they are not accessible by the general public. The final location of such facilities are anticipated to be located within the boundary of the Site and will be determined once a Principal Contractor is appointed. The contractor will ensure that such facilities are located in such a position that does not impact vehicle, staff and student movements, as the College will remain operational during construction.

### 3.5 Working Hours

3.5.1 In accordance with LBB guidance, all construction works will be conducted between the hours of 08:00 and 18:00 on weekdays and between 08:00 and 13:00 on Saturdays. No construction works will be undertaken at the Site on Sundays or bank holidays, unless agreed in advance with LBB.

3.5.2 Noisy works associated with construction (e.g. demolition, piling and earthworks) will be limited to weekdays from 08:00 to 18:00 hours, unless otherwise agreed in advance with LBB. No noisy works will take place on Saturdays.

3.5.3 For any noisy works where there is a direct impact upon surrounding properties within the specified times, the Site Manager will make contact with the neighbours to consult on the duration, extent and impact of the works to see if an informal agreement can be reached to minimise the duration of these works or carry them out at specific times.

## 4. CONSTRUCTION VEHICLE LOGISTICS

### 4.1 General

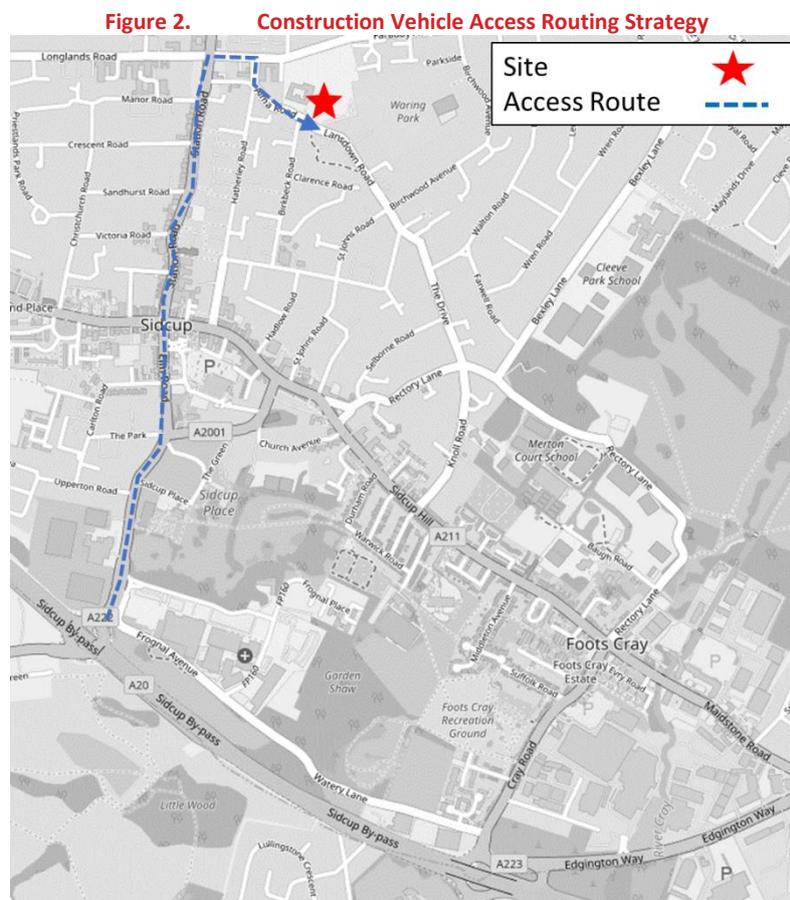
4.1.1 This section provides an overview of the logistics of construction, including vehicular access routes, anticipated vehicle frequencies, sizes and movements.

### 4.2 Construction Traffic Routing

4.2.1 The major road network within London is known as ‘Red Routes’ or the Transport for London Road Network (TLRN). Red Routes make up only 580km (5%) of London’s roads but carry a third of its traffic.

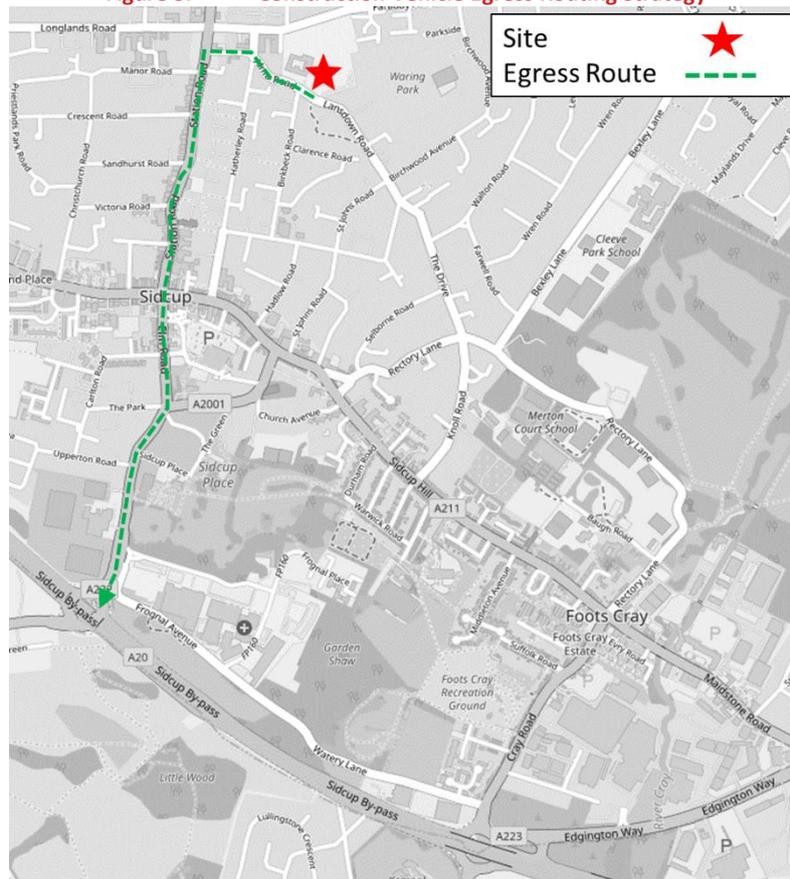
4.2.2 It is considered appropriate to avoid routes where vulnerable road users and construction vehicles could conflict. Likewise, it is considered appropriate to avoid routes where scheduled road works and construction vehicles could conflict.

4.2.3 The Site is located 3.5km north of the A20 Sidcup Bypass, which forms part of the TLRN. It is considered that the majority of HGVs associated with construction vehicles will travel to and the Site via the A20 Sidcup By-Pass and then subsequently Station Road, Heatherley Crescent, Alma Road and Lansdown Road. To exit the Site, vehicles will route towards the A20 Sidcup By-Pass via Lansdown Road, Alma Road and Station Road. The proposed construction vehicle access and egress routes are outlined below in **Figure 3** and **Figure 3** respectively.



Source: OpenStreetMap December 2021

**Figure 3. Construction Vehicle Egress Routing Strategy**



Source: OpenStreetMap December 2021

4.2.4 The proposed routing ensures that manoeuvres by construction vehicles avoid Sidcup High Street, the Sydney Court Retired Living Facility and are minimised on the residential roads surrounding the Site. It is considered that the proposed routing maximises the use of the major strategic roads where possible.

4.2.5 The source of construction materials and location of construction workers are not currently known, however, where possible the contractor will use local labour and local suppliers to minimise journey lengths.

**4.3 Route Compliance**

4.3.1 During the construction programme, all traffic associated with the Site will be advised of the appropriate transport routes that should be used, with all regular visitors provided with written notification of the agreed access and routing strategy.

4.3.2 A requirement to use the agreed construction vehicle route will be included as a contractual requirement of all external haulage or delivery firms to be employed by the Contractor and will be communicated to all individuals associated with the works. It is envisaged that this information will be communicated in the form of a leaflet or email and will include information with regard to times of operation, delivery routes, the call up procedure and delivery slot information. Any repeated non-compliance of the proposed construction route could result in disciplinary procedures or the termination of the workers /suppliers contract.

- 4.3.3 All construction workers and suppliers will be advised to use the [PIE Freight Journey Planner](#), which is designed to help freight operators plan their route for a specified size of vehicle, and identify where to stop legally.
- 4.3.4 The Site Manager will keep up to date on scheduled roadworks, events and incidents in the area using TfL's [London Register of Roadworks website](#) or One Network's [Roadworks website](#). Any major roadworks or events on the preferred route that result in the deviation of the preferred route will be agreed with officers at the LBB in advance where feasible.

#### **4.4 Construction Vehicle Deliveries, Management & Booking System**

- 4.4.1 Throughout the construction process, the Site will operate a delivery booking schedule to control deliveries, to ensure as far as reasonably practicable that construction related deliveries will be scheduled to occur outside of the start and end times of the College and the adjacent Birkbeck Primary School, to minimise conflict with staff, pupil, parent and minibus movements. Furthermore, as far as reasonably practicable, deliveries will not be undertaken during the standard network peak hours (08:00-09:00 and 17:00-18:00) to minimise impact on the surrounding highway network.
- 4.4.2 All construction related deliveries will be controlled by a delivery booking system to ensure that, as far as possible, construction related deliveries are equally distributed across the week and across construction working hours. The booking system will ensure that construction related deliveries are consolidated so that no more than one construction delivery vehicle is present at the same time. Construction related deliveries will not be accepted outside of their designated time-slot, and such these deliveries will be asked to re-book.
- 4.4.3 Unless there is capacity to accommodate on Site, unplanned construction related deliveries or those arriving outside of their designated time slot will not be accepted, and will be advised to return at a pre-arranged time. Suppliers will be informed of the booking system prior to the commencement of any contract and will be given details of a contact with whom construction related deliveries should be scheduled.
- 4.4.4 On a weekly basis the Site Manager will evaluate details of the daily profile of construction related deliveries proposed for the upcoming week. Hauliers will be required to contact the Site on a daily basis and indicate their delivery schedule for the following day. The proposed construction related deliveries will be checked against the weekly delivery schedule. This will be overseen by the Site Manager to ensure that no two construction HGV deliveries occur simultaneously at the Site, thereby ensuring that there is always space at the Site to accommodate the necessary plant and deliveries.
- 4.4.5 All loading/unloading will take place on-Site with no on-street loading permitted. It is not considered necessary to implement a holding area for construction related delivery vehicles on Site. However, to avoid stacking on the local highway, hauliers will be required to call or text the Site Manager before the expected delivery time to ensure that the delivery space and Banksmen are ready for their arrival on-Site.
- 4.4.6 Upon arrival of a delivery, Banksmen will be employed to oversee any manoeuvring as well the loading / unloading of construction related deliveries. As well as assisting the manoeuvring of vehicles, the Banksmen will also ensure that, during these times, appropriate pedestrian and road safety information is relayed to local users.

4.4.7 The appointed contractor and the project team will consider potential methods to reduce the number of vehicle movements to the Site through the following measures:

- Investigating the potential for consolidation of construction related deliveries;
- 'Backloading' vehicle operation, where Site delivery vehicles are utilised to remove waste materials from the Site as part of the same trip; and
- Practical re-use of any aggregates on Site and recycling of material.

4.4.8 With proper planning and an efficient delivery schedule, unnecessary vehicle trips to the Site for construction purposes will be kept to a minimum.

## 4.5 Vehicle Sizes & Frequencies

4.5.1 It is noted that construction vehicle frequencies are likely to vary between different periods of construction, with a range of vehicles anticipated to require access to the Site during the construction programme. A Principal Contractor has yet to be appointed and as such, precise vehicle numbers and types are yet to be confirmed.

4.5.2 It is likely that the vehicles requiring access to the Site will include six-wheel grab lorries (8.1 metres), rigid delivery vehicles (7.8 metres), six-wheel concrete pump lorries (7.7 metres) and delivery vans (5.6 metres). It is anticipated that the majority of construction vehicles accessing the Site will be less than 10m in length.

4.5.3 Should heavy equipment need to be transported to the Site by larger vehicles, prior consent will be obtained from TfL Highway Operation team in advance. Any such deliveries will take place during off-peak times or less busy periods such as on Saturdays.

4.5.4 It is noted that construction vehicle frequencies are likely to vary between different periods of construction. The vehicle sizes set out within this Draft CMP are subject to change following the appointment of a Principal Contractor. Final details concerning vehicle types and numbers will be provided to LBB prior to the commencement of construction works.

## 5. CONSTRUCTION PERSONNEL & SUSTAINABLE TRANSPORT STRATEGY

### 5.1 General

5.1.1 This section of the CMP outlines the management of construction personnel on-Site and suggests ways in which construction workers should travel to the Site to minimise further impact on the highway network.

### 5.2 Construction Worker Trips

5.2.1 A contractor has yet to be appointed for the scheme, and as such the exact number of construction workers that will be employed on Site is unknown and is subject to the appointed contractor's methodology. Based on experience of similar schemes it is anticipated that the construction process will require approximately 50 workers per day on average.

5.2.2 The contractor, where feasible, will seek to recruit construction workers from the local area. This will help maximise the potential for construction workers to walk and cycle to the Site.

5.2.3 As such it is likely that the construction workforce will reside in the local area and therefore, in most instances, the majority of construction staff will have the opportunity to arrive at the Site via public transport, bicycle or via foot. The contractor will ensure to promote sustainable transport modes for construction workers travelling to and from the Site.

5.2.4 Contractors will not be permitted to park on-Site. Furthermore, parking restrictions limit the opportunity for construction personnel to park on-street in the vicinity of the Site.

5.2.5 As identified in **Section 2**, the Site is within an accessible location. Multiple bus stops are located within a short walk of the Site served by eight daytime bus routes. In addition, Sidcup Station is located 500m walking distance from the Site with services available into south east and central London.

5.2.6 High quality pedestrian and cycle routes connect the Site with various residential areas and other public transport interchanges further supporting the accessibility of the Site for construction workers.

5.2.7 All contractors and suppliers employed at the Site will be members of the TfL Fleet Recognition Scheme (FORS). As such all contractors and suppliers working on the Site will be committed to safer and more efficient ways of working.

### 5.3 Construction Sustainable Transport Strategy

5.3.1 A sustainable transport strategy can be in the form of a package of measures aimed at promoting greener, cleaner travel choices and reducing reliance on the private car. This strategy seeks to address activities related to the construction and refurbishment works at Bird College which includes commuter journeys for construction workers, material supplies and deliveries. By successfully addressing these different types of journey by

promoting travel via sustainable modes and sourcing labour and goods locally, the strategy can help to reduce the impact of the construction project.

5.3.2 There is great potential for construction workers to travel to the Site by sustainable modes such as walking, cycling and public transport. It is therefore deemed appropriate to promote the local services available as well as the following measures to promote sustainable travel by construction staff;

- Include local public transport timetables and route maps within the on-Site compound for construction staff to review;
- Give construction staff the opportunity to change clothes within the Site compound if walking or cycling to the Site in inclement weather;
- Provide a safe and secure storage area for bicycles within the construction site; and
- Minimise where possible the number of contractors on Site at any one time to reduce trips generated.

5.3.3 The construction Site will provide facilities in accordance with requirements set out in the HSE guidelines. As such the Site will provide a drying area, storage facilities, toilets and offices. This will further encourage people to travel to the Site by sustainable modes such as walking and cycling whilst having the added benefit of reducing the number of trips made off Site during lunch breaks.

## 6. CONSTRUCTION MITIGATION MEASURES

### 6.1 General

6.1.1 This section of the CMP sets out the mitigation measures that will be employed during construction to minimise the impact of construction on local residents, businesses and the local highway network.

### 6.2 Measures Checklist

6.2.1 A planned measures checklist is detailed in **Table 2**, in line with TfL’s Freight & Servicing Action Plan (2019). Measures are identified as committed, planned or considered. Further information on relevant measures is provided within this section of the CMP.

**Table 2. Planned Measures Checklist**

MEASURE	COMMITTED	PROPOSED	CONSIDERED
Safety & Environmental Standards / Programmes	x		
Adherence to Designated Routes	x		
Delivery Scheduling	x		
Re-Timing of Deliveries (Out of Hours / Peaks)		x	
Use of Consolidation Centres		x	
DfMA and Off-Site Manufacture			x
Re-use of Materials on-site		x	
Smart Procurement		x	
Collaboration with other Developments			x
Staff Travel Plan		x	

### 6.3 Site Manager

6.3.1 A Site Manager will be appointed to deal with any complaints and enquiries from the general public and any other interested parties. The Site Manager will be appointed following the appointment of a construction contractor. Following the appointment of the Site Manager, their details (including a 24 hour phone number) will be provided to LBB and TfL. The Site Manager’s details will also be advertised at the Site entrance.

6.3.2 The Site Manager for the project will undertake the transport co-ordination role for the Site. In this respect, their main responsibilities will include:

- Managing the implementation of the CMP;
- Construction vehicle scheduling;
- Informing local residents, businesses and LBB of the commencement of demolition and construction works;
- Informing local residents and LBB of any major or noise intensive works associated with the construction of the Site to avoid / minimise disruption;
- Checking for scheduled road works, special events and incidents on TfL's [London Register of Roadworks](#) and One Network's [Roadworks](#) websites;
- Handling any complaints; and
- Acting as a point of contact for construction personnel, contractors, LBB, TfL and the general public.

6.3.3 The Site Manager will be responsible for keeping neighbours within the local area informed of the construction progress. In this respect, the Site Manager will ensure that there is adequate liaison between the following key stakeholders throughout the construction period:

- The Contractor;
- The Developer;
- Site neighbours;
- LBB;
- Other local stakeholders such as emergency services or local transport providers; and
- TfL.

## 6.4 Subcontractors

6.4.1 Individual contractors involved in such activities as demolition and waste removal will be required to incorporate the relevant requirements from the CMP into their activities as well as statutory requirements. Any potential sub-contractors will be required to show how they will comply with the CMP and how targets will be achieved and effects minimised.

## 6.5 Good Neighbours Policy

6.5.1 The contractor will strive to be 'Good Neighbours', with systems employed to ensure local issues are understood. As part of this the contractor will sign up to the Considerate Constructor Scheme (CCS).

6.5.2 Consultation and communication with local residents and businesses will begin prior to commencement of construction. Adjacent residents and businesses will be provided with information on the planned construction including times and contact details of Site Manager.

6.5.3 An induction specific to the Site will be provided to all personnel before construction commences. This will incorporate health and safety, on-Site construction works and issues and sensitivities in the context of the surrounding community. Operatives will be advised on how to behave on Site and whilst interacting with the local area, businesses, residents, pupils and staff.

6.5.4 As with all construction projects, there is potential for extenuating circumstances to occur that may require work to extend beyond core working hours (for example the break-down

of plant equipment). Such instances are beyond usual control of the contractor. Should this situation occur, the Client will speak to LBB's Environmental Health Officer in order to obtain their guidance on how best to approach out of hours working in extenuating circumstances.

6.5.5 All demolition work will be undertaken in accordance with the British Standard Code of Practice Demolition B.S.6187:2011 in accordance with the Health and Safety Executive guidance noted on demolition parts 1, 3, & 4.

6.5.6 Prior to demolition the Site Manager will ensure that all utility companies have been informed and that they have re-routed or temporarily disconnected their services. Companies will be required to have disconnection certificates on Site for inspection if required.

## 6.6 Complaints Procedure

6.6.1 Whilst the Site Manager will use reasonable endeavours to ensure that neighbours are informed of the construction project programme and associated impacts, it is possible that complaints may be raised by local residents about the programme of works. The Site Manager will therefore be available to meet and explore issues with concerned residents directly via appointment.

6.6.2 Complaints shall be taken seriously and addressed immediately by the construction team. All complaints that are received will be reviewed in weekly Site meetings to ensure that any required actions are communicated to all employees.

6.6.3 Where possible resident's views should be incorporated when arranging for deliveries. The Site Manager's contact details will be provided to LBB and TfL prior to work commencing on Site. Contact details for the Considerate Constructors Scheme (Tel: 0800 783 1423 / Email: [complaints@ccscheme.org.uk](mailto:complaints@ccscheme.org.uk)) will be displayed on the Site hoarding .

## 6.7 Noise & Vibration Control

6.7.1 The Client will endeavour to keep noise levels to a minimum at all times. Best Practicable Means, as defined in Section 72 of the Control of Pollution Act 1974, will be employed at all times to reduce and control noise and vibration.

6.7.2 The quietest / lowest impact processes that are reasonably practicable will be employed on Site to carry out the construction works. Other measures to be implemented to minimise noise are:

- No construction works, without prior approval from LBB, will take place outside the hours of 08:00 – 18:00 Monday to Friday and 08:00 – 13:00 Saturday;
- The quietest vehicles and plant shall be used as far as is reasonably practicable;
- Keeping voices and conversation outside the Site perimeter to a minimum and low in volume;
- No banging of doors, gates, scaffolding, or other objects;
- No machinery starting up on-Site before the designated start times;
- Locating plant, equipment, storage areas and worksites away from the Site's operational buildings and away from neighbouring properties, where reasonably practicable;

- Machines and equipment in intermittent use will be shut down or set at minimum power when not in use;
- The use of Site hoardings or portable acoustic enclosures/screens, where practicable;
- Fixed items of construction machinery will be electrically powered rather than powered by diesel or petrol (where feasible);
- The use of noise reducing shrouds during piling operations; and
- Maintaining and operating all vehicles, plant and equipment in an appropriate manner, to ensure that extraneous noise from mechanical vibration, creaking and squeaking is kept to a minimum.
- No engines left running whilst vehicles are unloading / loading on-Site;
- Construction personnel carefully placing waste into the skip / vehicles when loading;
- Using low impact and low volume machinery and tools where possible; and
- Local residents, college staff, college pupils, the neighbouring Birkbeck Primary school and the neighbouring Sydney Retire Living Facility will be advised of the start and finishing dates/times of particularly noisy works (e.g. demolition and piling) and these will be timed to minimise the disruption to local residents, employees and pupils.

6.7.3 Noise and vibration monitoring will be carried out at the Site during construction activity. In the event that a complaint or concern is raised by a local resident, business or LBB, an immediate review will be carried out to establish the degree of noise created and to establish how to best develop a solution.

## 6.8 Air Pollution, Dust and Dirt Control

6.8.1 The control of dust is a prime concern for all construction projects, particularly during periods of dry and windy weather. Best practice guidance contained within the Greater London Authority's 'The Control of Dust and Emissions from Construction and Demolition' and 'Dust and Air Mitigation Measures' guidance provided by the Institute for Air Quality Management will be utilised to control dust.

6.8.2 Dust emissions will be monitored visually throughout working hours. If dust is observed either in the air or deposited on vehicles or other sensitive receptors, works will be immediately suspended and working practice reviewed to determine a method to prevent the issue reoccurring.

6.8.3 During works the main air pollution emissions are the dust generated when building materials are broken up and the fumes from machinery. The contractors will use high pressure hoses to saturate all bulk materials with water during the process and whilst loading the waste materials for disposal. All spoil and waste materials stored on Site temporarily will be covered to avoid wind whipping. Enclosed rubble chutes will be used where feasible on Site to reduce the levels of dust generated during the demolition works.

6.8.4 Dust generating activities will be minimised and carried out a safe distance from adjoining properties and Site boundaries. Where possible, dust generating activities will be undertaken off-Site. Power tools used in dust-generating activities will be fitted with vacuum bags to minimise dust.

6.8.5 Machinery exhaust emissions will be kept as low as is practicable by using well maintained vehicles and machinery at all times. The three main instances of air pollution emissions

during construction works are the use of compressors, generators and portable petrol cut off saws. The compressor and generator will be of the latest design available with low emission ratings and will be sited as far from residential units as is practicable. All machinery will be switched off when not in use to minimise emissions as well as noise. Portable petrol cut off saws will be operated with an automatic water applicator. The water application is designed to dampen any arising debris and dust as well as reduce wear to the blade. Use of cut off saws without water attachments will not be tolerated under any circumstances.

- 6.8.6 Burning of materials on-Site will not be permitted to prevent smoke emissions. Special provisions as outlined in relevant legislation will apply for any materials containing asbestos, if found present on Site.
- 6.8.7 Mud and debris on the road is regarded as one of the main environmental nuisances and safety problems arising from construction sites. All HGVs removing spoil from the Site will be fully sheeted to minimise the risk of any mud over spilling onto the highway.
- 6.8.8 Further to this, all skips and storage area for cement, sand and fine aggregates will be sheeted / covered when not in use, with wheel washing facilities provided. The sections of footway and highway fronting the vehicular access being used for the demolition and construction will be swept daily, and the need for this will be continuously monitored throughout the day, in light of Site operations and weather conditions. Goods, waste material and wheelbarrows will be secured and covered prior to being transported to and from the Site to prevent the escape of debris and dust.
- 6.8.9 The Site Manager will undertake daily inspections of the Site and surrounding roads to ensure that dust control measures are complied with. The Site Manager will record and respond to all dust and air quality pollutant emissions complaints and will maintain a log of any complaints and any action taken to resolve the issues.
- 6.8.10 The frequency of Site inspections will increase when activities with a high potential to produce dust are being carried out as well as during periods of prolonged dry or windy conditions.

## 6.9 Fuel Consumption / Emissions

- 6.9.1 The contractor will strive to procure local contractors for the project, thereby minimising transport costs and impact on the local environment. The use of the booking system for deliveries will also help to ensure that the construction Site is serviced in an efficient manner which will help to minimise the number of vehicle movements that would be generated.
- 6.9.2 A further measure that will be employed is encouraging all delivery vehicles to switch off engines as they are waiting in the holding area or at the Site, thereby preventing unnecessarily idling vehicles.

## 6.10 Storage of Materials

- 6.10.1 Policies and procedures for the storage and handling of materials on-Site will be included as part of the CMP. These would include:

- Providing dedicated material storage areas and suitable containers and covers that prevent / minimize the risk of contamination from spilled materials, e.g. placement of covered containers on hard standing as well as prevent damage or loss through exposure to the elements;
- All liquids and solids of a potentially hazardous nature (for example, diesels, oils and solvents) will be stored in appropriate bunds over hard standing areas to prevent leakage to the ground and water regime, in compliance with legislation, Environment Agency standards and best practice;
- Using 'just in time' delivery regime and effective co-ordination between contractors and suppliers to prevent materials being spoiled, lost and / or wasted; and
- All material/fuel storage areas will be secured to prevent and dissuade vandalism.

6.10.2 The Site will be secured whenever construction personnel are not present. Site contact details and out of hours emergency contact details will also be prominently displayed on Site hoardings. Daily inspections will be undertaken in the vicinity of the Site and on footways to check for potential hazards (including blocked footways and the build-up of rubbish). Provision will be made for cleaning of the road when required.

## 6.11 Waste Management

6.11.1 Contractors will be required to minimise waste at source and maximise recycling and re-use of demolition and construction materials wherever possible and practicable; such arisings will be dealt with in a manner that reduces environmental effects and maximises potential re-use of materials. As such to reduce the number of HGVs that are generated, aggregates generated on-Site during the excavation phase of the development will be re-used wherever practical.

6.11.2 All wastes that cannot be reused or recycled, including contaminated soils and materials, will be disposed of in accordance with legislation and best practice. All waste materials will be collected and stored in suitable receptacles before they are taken off Site. Waste materials will not be allowed to accumulate because of the fire/vermin risk.

6.11.3 It is envisaged that Site waste will be sorted and segregated off Site. The supply chain will include specialist waste carriers that provide services off Site to separate waste into materials that can be recycled and who then deal with the segregated waste appropriately.

6.11.4 The control and handling of any contaminated materials will also be carried out in accordance with the relevant legislation. Any Asbestos containing material will be surveyed prior to demolition and removed by an appropriately licensed contractor in accordance with the Control of Asbestos Regulations 2006.

## 6.12 Efficient Freight

6.12.1 TfL's Freight & Servicing Action Plan details guidance relating to the efficient use of freight on Greater London's highway network. Construction Consolidation Centres are highlighted as offering the potential to store multiple bulk material deliveries and then transport to construction sites. They offer opportunities to improve operational efficiency, which results in reduced congestion and delays, and improved safety.

6.12.2 Two Construction Consolidation Centres are located within LBB, both in Belvedere, a distance of approximately eight miles from the Site. Where reasonably practical,

construction materials will be sourced from these facilities to minimise travelling times for construction related deliveries.

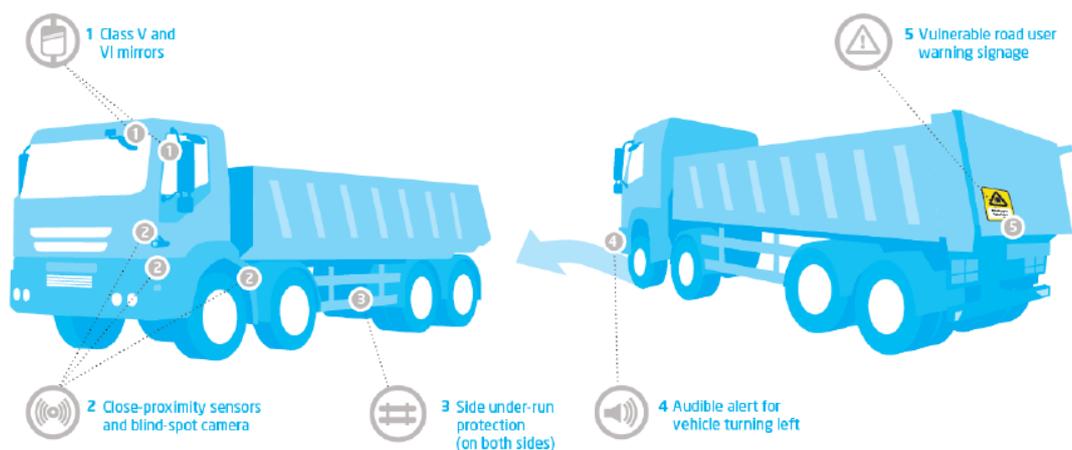
## 6.13 Construction Logistics and Cyclist Safety (CLOS)

6.13.1 The Construction Logistics and Cyclist Safety (CLOCS) Standard for construction logistics: Managing work related road risk (WRRR) is the direct result of collaboration between developers, construction logistic operators and industry associations. CLOCS aims to achieve a visionary change in the way the construction industry manages work related road risk. This is being achieved through three industry led work streams:

- Improving vehicle safety through design and manufacture of safer new vehicles and fitment of appropriate safety equipment to existing vehicles;
- Addressing the safety imbalance in the construction industry through ensuring road safety is considered as important as health and safety on Site; and
- Encouraging wider adoption of best practice across the construction logistics industry through taking best in class examples, developing a common national standard and embedding a new cultural norm.

6.13.2 The Site Manager will ensure that all contractors and fleet operators at the Site sign up to the CLOCS standards for managing WRRR. All vehicles over 3.5 tonnes accessing the Site will be required to have the vulnerable road user safety kit fitted, outlined in **Figure 4**.

**Figure 4. CLOCS Safety Measures**



6.13.3 The Site Manager or Banksman will undertake checks of vehicles accessing the Site. In the event that a vehicle arrives at the Site and is not fitted with the above safety kit then the vehicle may be refused entry and a non-conformance report completed.

6.13.4 The Site Manager / Contractor will ensure that all contractors and fleet operators accessing the Site have received the correct level of training and have had driver license checks.

## 6.14 Pedestrian Safety Measures

6.14.1 Pedestrian safety throughout the construction programme will be paramount. To ensure pedestrian safety during loading and unloading activity, a Banksman / traffic marshal will

be present to minimise the likelihood of conflict with pedestrians. Warning signage will be provided locally to the Site to ensure that vehicles, pedestrian and cyclists are aware that construction activity is taking place. The hoarding of the Site will help to ensure that pedestrians, staff, students and the general public cannot access the construction Site in an unauthorised fashion.

6.14.2 The CLOCS measures, outlined above, which will be installed on all HGVs accessing the Site will have added pedestrian safety benefits.

6.14.3 Site contact details and out of hours emergency contact details will also be prominently displayed on Site hoardings. Daily inspections will be undertaken in the vicinity of the Site and on footways to check for potential hazards (including blocked footways and the build-up of rubbish).

## 6.15 Fire Precautions

6.15.1 Prior to carrying out any hot work's the demolition supervisor will issue a hot works permit to the operative carrying out the works.

6.15.2 A fire marshal will also be appointed. The fire marshal will ensure that all fire escapes are signed and the appropriate extinguishers are in place and escape plan in place for all buildings being demolished. The fire marshal will inspect the areas at least once a day and report and put right any deficiencies.

6.15.3 The main firefighting equipment will be the existing fire hoses whilst still connected, when disconnected the equipment will revert to the fire extinguishers. The assembly point will be clearly signed and kept clear of materials.

## 6.16 Safety

6.16.1 All personnel will be required to wear safety helmets when on-Site, and safety instructions will be strictly adhered to. All precautions will be taken to ensure the safety of working personnel, visitors and the general public.

6.16.2 All relevant Control of Substances Hazardous to Health (COSHH) regulations will also be enforced together with manual handling regulations.

6.16.3 Plant operatives are to be fully aware of all hazards e.g. overhead cables, uneven ground, operatives and basements. Operatives are to work from a firm secure platform at all times, especially when working at height.

6.16.4 Roof ladders or crawling boards will be used when working on fragile roofs. Service drawings will also be available on-Site to make all personnel aware of potential hazards on-Site including any live services.

6.16.5 The existing building will be assessed for the presence of rodents prior to commencement of any construction works. Should any rodent / vermin issues arise an external contractor will be appointed to appropriately deal with these. Any Japanese Knotweed present on-Site will be dealt with using an approved environmental consultant.

6.16.6 An asbestos survey will be carried out on the existing building and any presence of asbestos will be dealt with using the appropriate health and safety measures.

6.16.7 A pre-start environmental survey will be carried out. If any other materials aside from asbestos are found that could potentially be hazardous, then work will stop immediately and the relevant bodies will be notified and the hazardous substances will be removed in the appropriate manner.

## 6.17 **CMP Monitoring**

The CMP will be regularly reviewed and monitored, with feedback provided to LBB where necessary. Further reviews will be discussed with LBB.

## 7. SUMMARY AND CONCLUSION

### 7.1 General

- 7.1.1 SYSTRA has been commissioned by Hamilton Architects (the Client) to provide Construction Management Plan (CMP) in support of the redevelopment proposals at Bird College, Sidcup. The Local Planning Authority and Local Highway Authority is the London Borough of Bexley (LBB) and the Strategic Highway Authority is Transport for London (TfL).
- 7.1.2 It should be noted that at this application stage a construction contractor is yet to be appointed. As such, this CMP will remain in draft format, with certain assumptions having been made based on experience from similar schemes. Following the appointment of a construction contractor, this CMP will be finalised with agreement from LBB prior to any works taking place.
- 7.1.3 The development proposals incorporate the demolition of three existing blocks and the construction of a three storey building providing a theatre, studio blocks and student accommodation. Construction of a further three classroom blocks to the rear, an external amphitheatre and increasing vehicle parking provision to 122 spaces and improved landscaping are also planned (the Proposed Development).
- 7.1.4 The construction of the Proposed Development is expected to last 32 months. It should however, be noted that the construction project programme and corresponding construction traffic strategy may be subject to change following appointment of a construction contractor and prior to work commencing on Site. Any significant changes in the build program will be communicated to LBB.
- 7.1.5 The largest vehicle is expected to measure no more than 10 meters in length. Should heavy equipment need to be transported to the Site by larger vehicles, prior consent will be obtained from TfL Highway Operation team in advance. Any such deliveries will take place during off-peak times or less busy periods such as on Saturdays.
- 7.1.6 A preferred routing strategy will be communicated to all delivery and servicing contractors, whereby vehicles will travel to and the Site via the A20 Sidcup By-Pass, which forms part of the Transport for London Road Network (TLRN) and then subsequently Station Road, Hatherley Crescent, Alma Road and Lansdown Road. To exit the Site, vehicles will route towards the A20 Sidcup By-Pass via Lansdown Road, Alma Road and Station Road. This will minimise the distance vehicles are required to travel on residential roads and Sidcup High Street.
- 7.1.7 All construction vehicles accessing the Site will book in advance with the Site Manager who will keep a record of the schedule and all deliveries. Banksmen will be on hold to oversee any manoeuvring that does need to occur as well the loading / unloading of deliveries. As well as assisting the manoeuvring of vehicles, the Banksmen will also ensure that, during these times, appropriate pedestrian and road safety information is relayed to local users and vehicle checks are made.
- 7.1.8 The construction process will be overseen by a Site Manager. The Site Manager will act or appoint a manger to act as a point of contact for the Local Authority, Stakeholders and members of the public. To control the impacts of the development measures such as provision for cleaning of the road whenever required, mitigation measures for noise,

employing local contractors and the implementation of a construction travel plan will be undertaken.

7.1.9 Overall it is considered that the measures and control processes outlined in this CMP are appropriate to overcome the impact of construction associated with the Site.

SYSTRA provides advice on transport, to central, regional and local government, agencies, developers, operators and financiers.

A diverse group of results-oriented people, we are part of a strong team of professionals worldwide. Through client business planning, customer research and strategy development we create solutions that work for real people in the real world.

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