Construction/Demolition Management Plan

pro forma



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Revisions & additional material

Please list all iterations here:

Date	Version	Produced by
15/02/2024	1	Caneparo Associates

Additional sheets

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

Date	Version	Produced by
09/01/2024	1	Appendix A – Existing Highway Arrangement
15/01/2024	1	Appendix B – Proposed Construction Arrangement Plan
15/01/2024	1	Appendix C – Swept Path Analysis



Introduction

The purpose of the **Construction Management Plan (CMP)** is to help developers to minimise construction impacts, and relates to all construction activity both on and off site that impacts on the wider environment.

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

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

This CMP follows the best practice guidelines as described in the <u>Construction Logistics and Community Safety</u> (**CLOCS**) Standard and the <u>Guide for Contractors Working in Camden.</u>

Camden charges a <u>fee</u> for the review and ongoing monitoring of CMPs. This is calculated on an individual basis according to the predicted officer time required to manage this process for a given site.

CMP development sites will be inspected by Camden's Site Planning Inspectors or nominated officers to assess compliance with the CMP. These inspections will be planned and unplanned site visits for the duration of the works. Developers/contractors are required to provide access to sites for inspection and cooperate fully throughout the inspection process ensuring compliance with the CMP.

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

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

If your scheme involves any demolition, you need to make an application to the Council's Building Control Service. Please complete the "<u>Demolition Notice</u>."



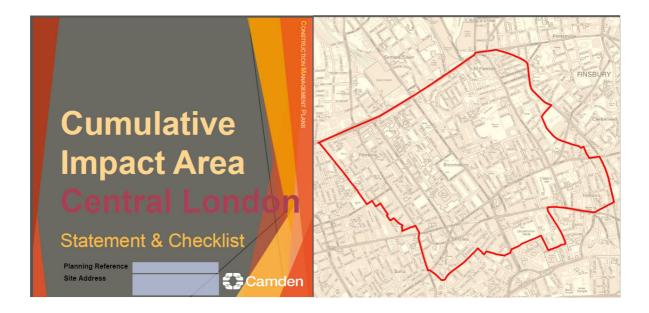
Please complete the questions below with additional sheets, drawings and plans as required. The boxes will expand to accommodate the information provided, so please provide as much information as is necessary. It is preferable if this document, and all additional documents, are completed electronically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

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

Revisions to this document may take place periodically.

IMPORTANT NOTICE: If your site falls within a Cumulative Impact Area (CIA) you are required to complete the CIA Checklist and circulate as an appendix to the CMP and included as part of any public consultation – a CMP submission will not be accepted until evidence of this has been supplied.

The CIA Checklist (editable pdf) can be found at https://www.camden.gov.uk/about-construction-management-plans

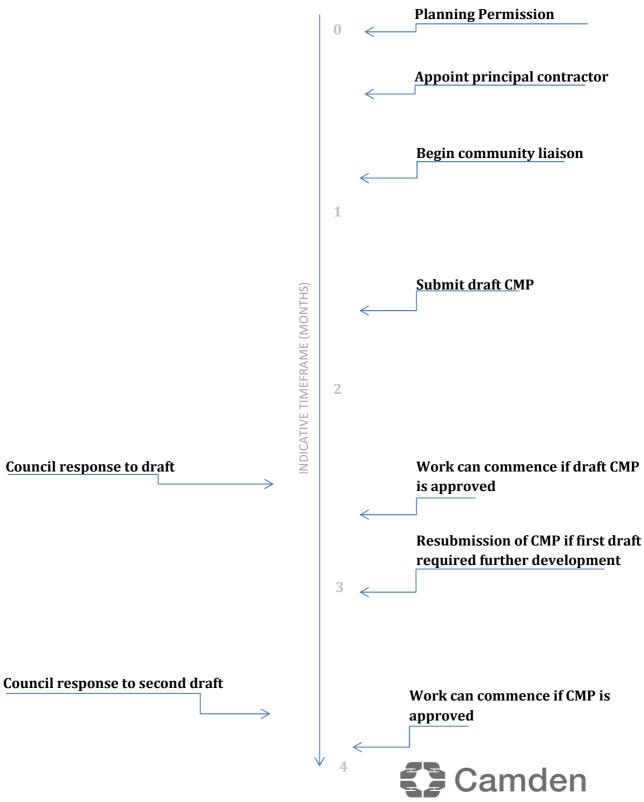




Timeframe

COUNCIL ACTIONS

DEVELOPER ACTIONS



Contact

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

Address: 45-54 Saffron Hill and 3 Saffron Street, EC1N 8UN

Planning reference number to which the CMP applies: To be confirmed.

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

Name: George Irving / Josh McEvoy

Company: Radcliffes Construction Consultants Ltd

Address: 6-8 Cole Street, London, SE1 4YH

Email: girving@radcliffescc.com / jmcevoy@radcliffescc.com

Phone: 020 3146 9386

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

Name: To be confirmed following appointment of contractor.

Address: To be confirmed following appointment of contractor.

Email: To be confirmed following appointment of contractor.

Phone: To be confirmed following appointment of contractor.



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

Name: To be confirmed following appointment of contractor.

Address: To be confirmed following appointment of contractor.

Email: To be confirmed following appointment of contractor.

Phone: To be confirmed following appointment of contractor.

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

Name: To be confirmed following appointment of contractor.

Address: To be confirmed following appointment of contractor.

Email: To be confirmed following appointment of contractor.

Phone: To be confirmed following appointment of contractor.



Site

6. Please provide a site location plan and a brief description of the site, surrounding area and development proposals for which the CMP applies. Please fill up <u>Cumulative Impact Area (CIA) checklist form</u> if site fall within the CIA zone (Central London)

The Site is bounded by Saffron Street to the north, St Cross Street to the south, Saffron Hill to the west and neighbouring commercial properties to the east.

The Site is located circa 270m north-west of Farringdon Station, which offers access to London Underground (Circle, Hammersmith & City and Metropolitan Lines), Elizabeth Line and Thameslink services. Additionally, Chancery Lane London Underground station is located circa 570m south-west of the Site, providing access to the Central Line. The location of the Site with respect to the local transport network is shown in **Figure 1** below.

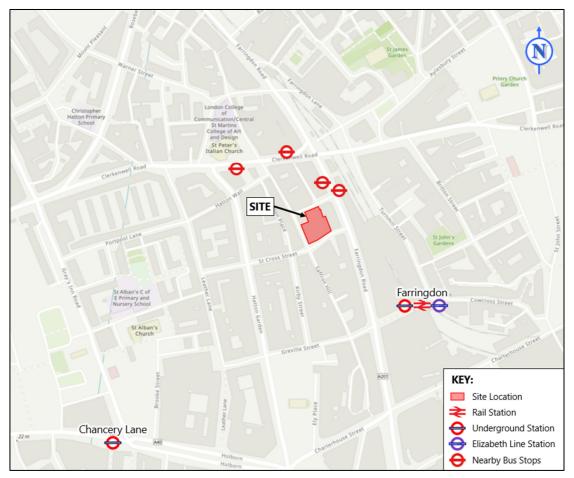


Figure 1: Site Location Plan Source: ArcGIS Pro 2023



The planning application seeks the:

"Demolition of existing car park and offices, and erection of a new building providing Class E Commercial floorspace and Class E café/restaurant space, along with associated landscaping and works."

The site falls within the CIA zone and therefore the CIA checklist form has been considered while preparing this document, particularly in relation to transport matters. The full checklist will be completed upon submission of the final CMP pro-forma under condition.

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

The construction works will comprise the demolition of an existing 9 storey building (ground and floors 1-8), comprising a multi-storey car park with office space at floors 7 and 8, the excavation of basement space and the construction of a new office development to be 9 storeys in height (basement, lower ground, ground and floors 1-8).

The main issues and challenges associated with the demolition and construction comprises the requirement for on-street construction vehicle activity on St Cross Street, along with vehicle routing requiring the use of a relatively narrow local highway network to reach the Site, with egressing vehicles then doing so via the A201 Farringdon Road, which is a cycle route and will require driver care and caution to prevent conflict between construction vehicles and cyclists.

Residential properties are also located within the immediate vicinity – with the flats at 1 Saffron Street and Alan House (55-59 Saffron Hill) to the northwest of the site sharing party walls with the site, as well as numerous local commercial properties. However, through the provision of hoarding around the Site and mitigation measures for noise and vibration, any potential impact will be significantly reduced.

8. Please provide the proposed start and end dates for each phase of construction as well as an overall programme timescale.



A contractor has yet to be appointed to finalise the programme of construction. However, based on other project examples, consideration has been given to an indicative timeline for the construction process to occur.

Currently the proposed construction timeframe is from March 2025. The exact start and end dates will be informed by the timing of granting planning permission and selection of a contractor:

- Strip Out / Demolition Works March 2025 January 2026
- Main Contractor Mobilisation February 2026
- Piling, Substructure, Super-structure and Cladding Phase timings TBC by Contractor
- Fit-out & commissioning April 2027

As such, based on the above, the proposed construction could be expected to take 27 months in length, upon commencement.

- 9. Please confirm the standard working hours for the site, noting that the standard working hours for construction sites in Camden are as follows:
 - 8.00am to 6pm on Monday to Friday
 - 8.00am to 1.00pm on Saturdays
 - No working on Sundays or Public Holidays

This is Camden's standard times. However, the times operated should be specific to the site and related to the type of work being carried out, and the proposed working hours will be considered on a case-by-case basis.

If the site is within the Cumulative Impact Area (CIA), then Saturday working is not permitted, unless agreed with Camden.

Camden's standards working hours will be adhered to as set out above.

Given the Site is within the CIA, Saturday working will not take place.



Community Liaison

A neighbourhood consultation process must have been undertaken <u>prior to submission of</u> the CMP first draft.

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

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

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

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

Cumulative impact

Sites located within high concentrations of construction activity that will attract large numbers of vehicle movements and/or generate significant sustained noise levels should consider establishing contact with other sites in the vicinity in order to manage these impacts.

The Council can advise on this if necessary.



10. Sensitive/affected receptors

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

The key affected receptors will be the residential properties close to the Site, particularly to the northwest due to the presence of party walls, as well as this the Site has a number of commercial properties in close proximity. Notwithstanding this, there will be an appropriate hoarding installed with protection sheeting on scaffolding to manage dust. This will assist in reducing noise and vibrations.

Further details on how the Site will be set up will be included within the final CMP once a Contractor has been appointed.

11. Consultation

The Council expects meaningful consultation. For large sites, this may mean two or more meetings with local residents **prior to submission of the first draft CMP**. Please ensure that any changes to parking and loading on the public highway are reflected in the consultation. Please agree highways set up plans in advance with Camden if there is any uncertainty with this.

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

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

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

It is recognised that consultation is a key part of a draft CMP that is prepared following the granting of planning permission as indicated in the timeline outlined towards the beginning of this CMP. The need for community liaison is identified as being required following the granting of planning permission and the appointment of a contractor which has yet to occur.



Upon the granting of planning permission and the commencement of preparing a final draft CMP, the Contractor will undertake a full review of local stakeholders and neighbours to be consulted, with the following initial stakeholders recognises as key consultation groups:

- Occupiers of the dwellings to the northwest of the site (1 Saffron Street and at Alan House, 55-59 Saffron Hill).
- Occupiers of the neighbouring commercial properties.

12. Construction Working Group

For particularly sensitive/contentious sites, or sites located in areas where there are high levels of construction activity, it may be necessary to set up a construction working group.

If so, please provide details of the group that will be set up, the contact details of the person responsible for community liaison and how this will be advertised to the local community, and how the community will be updated on the upcoming works i.e. in the form of a newsletter/letter drop, or weekly drop in sessions for residents.

A construction working group will not be set-up for this scheme. Contact details of the Main Contractor will be provided at the Site entrance on St. Cross Street / Saffron Hill so that any local residents/businesses can get in contact to discuss any queries.

13. Schemes

Please provide details of your Considerate Constructors Scheme (CCS) registration. Please note that Camden requires CCS site registration for the full duration of your project including additional CLOCS visits for the full duration of your project. Please provide the CCS site ID number that is specific to the above site. A company registration will not be accepted, the site must be registered with CCS.

Be advised that Camden is a Client Partner with the Considerate Constructors Scheme and has access to all CCS inspection and CLOCS monitoring reports undertaken by CCS.

Contractors will also be required to follow the <u>Guide for Contractors Working in Camden</u>. Please confirm that you have read and understood this, and that you agree to abide by it.

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14. Neighbouring sites

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

It is noted that the following planning application will likely result in a construction programme that could potentially interfere with that of the site:

2023/3122/P – "Erection of single-storey roof extension with roof terrace. Erection of external lift at rear. Associated external alterations and refurbishment works."

Once a contractor has been appointed, they will liaise with the contractor associated with the 2023/3122/P site and ensure no cumulative impacts occur. Additionally, the works associated with 2023/3122/P are insignificant in nature and are therefore unlikely to lead to any cumulative impacts.

Transport

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

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

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

Checks of the proposed measures will be carried out by CCS monitors as part of your CLOCS monitoring visits through CCS and possibly council officers, to ensure compliance. Please refer to the CLOCS Standard when completing this section.

Please contact CLOCS@camden.gov.uk for further advice or guidance on any aspect of this section.



Please note that this section may also be referred to as a Construction Logistics Plan in the context of the CLOCS Standard.

CLOCS Contractual Considerations

15. Name of Principal contractor:

To be confirmed following receipt of planning permission.

16. Please submit the proposed method for checking operational, vehicle and driver compliance with the CLOCS Standard throughout the duration of the contract.



The Appointed Contractor will only use Sub-contractors and Suppliers that are members of the Fleet Operator Recognition Scheme (FORS) and accredited with a minimum of Sliver standard. The contractor will work with organisations that are CLOCS compliant.

The contractor will ensure the following checks are put in place:

1. Contractual

- At tender stage, we stipulate the requirement for contractors to be members, of FORS and have a minimum of Silver Standard.
- At mid-tender interviews, the CMP is reviewed and the need for FORS accreditation and evidence of compliance with the CLOCS Standard
- Non-compliance with the CLOCS Standard and a lack of evidence that a contractors' vehicle fleet is FORS accredited at Silver will result in the contract not being awarded.

2. Site Set Up

The CMP will be communicated to the sub-contractor(s) and supplier(s) at pre-contract
order meeting and pre-commencement meeting to ensure that they are aware of
specific constraints of the Site in connection with, access routes, delivery times, booking
deliveries, compliance with the traffic marshals' instructions and only parking in the
designated loading and unloading areas.

3. Site Operations

- There will be continued reinforcement of the requirements of the CMP in connection with delivery times and routes and non-compliance will be policed with a warning system and result in persistent offenders being barred from the Site.
- When there are requirements for any special deliveries to Site such as early mornings or out of hours then permission will be sought from Camden.
- All vehicles arriving at Site will be checked to be at FORS Silver as a minimum, the Project Manager will keep a log of all deliveries with compliance checks to ensure that delivery lorries are FORS registered and will be made available on request.
- A delivery booking system will be used which will meet all of the requirements under CL
 OCS. All deliveries will have minimum of FORS Silver standard which is a prerequisite
 under the procurement for the entire supply chain on the project.



4. Vehicle and Vehicle Operator Check

The Appointed Contractor will implement the following procedures to check for compliance during the project:

- A Qualified Traffic Marshal shall be employed on St Cross Street to manage deliveries.
- Spot checks will be carried out to monitor compliance throughout the project by following the CLOCS HGV Gate Check Poster shown in **Figure 2** below.
- Drivers of vehicles over 3.5t requirements shall include completing a Work-related Road risk (WRRR) training - Safe Urban Driving (HGV Drivers)
- Any vehicle over 3.5t GVW shall have the following safety kit fitted to conform to the CLOCS Standard:
 - Class V and VI mirrors
 - Working camera and proximity sensor system with in-cab audible alarm (and rear camera for +7.5t rigid vehicles)
 - Side under-run protection (both sides)
 - Externally audible alert for vehicle turning left and reversing
 - Vulnerable road user warning signage



Figure 2: CLOCS HGV Gate Check Poster



17. Please confirm that you as the client/developer and your principal contractor have read and understood the CLOCS Standard and included it in your contracts.

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

The contractor once appointed will confirm that all contract orders for this project will abide by the CLOCS Standard. Confirmation will also be provided for the formal sign up and registration for the CLOCS community.

Please contact CLOCS@camden.gov.uk for further advice or guidance on any aspect of this section.



Site Traffic

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

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

Routes should be carefully considered and risk assessed, taking into account the need to avoid where possible any major cycle routes and trip generators such as schools, offices, stations, public buildings, museums etc.

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

a. Please show vehicle approach and departure routes between the site and the Transport for London Road Network (TLRN). Please note that routes may differ for articulated and rigid HGVs.

Routes should be shown clearly on a map, with approach and departure routes clearly marked. If this is attached, use the following space to reference its location in the appendices.

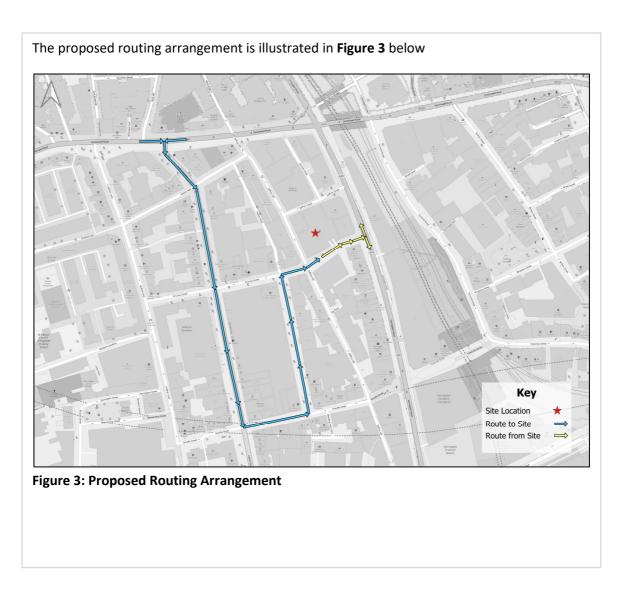
It will be confirmed that all deliveries / vehicles will access the Site via the following route:

Clerkenwell Road – Hatton Gardens – Greville Street – Kirby Street – St Cross Street / Loading Bay

Vehicles will exit the loading area via the following route:

Loading Bay / St Cross Street – Farringdon Road





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



The contractor once appointed will ensure that all sub-contractors and suppliers will be informed of the routes to and from Site at the tender enquiry stage, at pre-order meeting and pre-start workshop to reinforce the need to use the prescribed routes. The routes will also be included in all sub-contracts to ensure there is a comprehensive contractual requirement to arrive at Site via the proposed routes.

Drivers will be made explicitly aware of the potential risk to cyclists as well as pedestrians associated with construction movements in this busy area of London ahead of any deliveries being undertaken. In particular, drivers will be made aware of the high volume of pedestrians and cyclists expected during deliveries.

Construction Site workers and contractors will be told that parking will not be allowed on Site.

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

Construction vehicle movements should be restricted to the hours of 9.30am to 4.30pm on weekdays and between 8.00am and 1.00pm on Saturdays. If there is a school in the vicinity of the site or on the proposed access and/or egress routes, then deliveries must be restricted to the hours of 9.30am and 3pm on weekdays during term time.

Vehicles may be permitted to arrive at site at 8.00am if they can be accommodated on site. Where this is the case they must then wait with their engines switched off.

A delivery plan should ensure that deliveries arrive at the correct part of site at the correct time. Instructions explaining such a plan should be sent to all suppliers and contractors.

a. Please provide details of the types of vehicles required to service the site and the approximate number of deliveries per day for each vehicle type during the various phases of the project.

For Example:

32t Tipper: 10 deliveries/day during first 4 weeks Skip loader: 2 deliveries/week during first 10 weeks

Artic: plant and tower crane delivery at start of project, 1 delivery/day during main

construction phase project

18t flatbed: 2 deliveries/week for duration of project 3.5t van: 2 deliveries/day for duration of project



Numerous types of vehicles will be used to bring materials to and from the Site. The main vehicle types will include:

- 8.2m Medium Tipper Lorries;
- 8.2m Flatbed Lorries;
- 8.4m Concrete Mixing Lorries;
- Transit Van Tipper;
- 7.5t Box Van;
- 7.5t Panel Van; and,
- 4.6t Panel Van.

Demolition Phase:

- 8.2m Medium Tipper Lorries;
- 8.2m Flatbed Lorries;
- Transit Van Tipper;
- 7.5t Box Van;
- 7.5t Panel Van;

Construction Phase

- 8.2m Flatbed Lorries;
- 8.4m Concrete Mixing Lorries;
- 7.5t Box Van;
- 7.5t Panel Van; and,
- 4.6t Panel Van.

Allocated time slots will be given 48 hours before planned delivery. All construction delivery movements will be controlled via a Logistics Framework / 'Booking In' system.

The anticipated number of construction vehicle movements per demolition and construction phase will be provided in detail as part of the final CMP, to be delivered prior to commencement on-site, once a contractor has been appointed.

b. Please specify the permitted delivery times.



The Site is located within the vicinity of St Alban's C of E primary school and nursery. Therefore, deliveries will be restricted to the hours of 9.30am to 3.00pm on weekdays. No vehicles will be scheduled in a way that will require the driver to wait outside the Site before 8am, with vehicles also not allowed to circulate the highway to avoid this requirement.

In certain circumstances it is anticipated that there will be a requirement for vehicles to arrive and depart outside of usual construction hours to allow specialist construction activities to be undertaken. Any special dispensation with regards to out of hours vehicle activity will require prior agreement with the local authority and stakeholders.

Routing instructions and the contents within this plan will be included within the tender documents and pre-start meetings.

c. Cumulative effects of construction traffic servicing multiple sites should be minimised where possible. Please provide details of other developments in the local area or on the route that might require deliveries coordination between two or more sites. This is particularly relevant for sites in very constrained locations.



The only construction project in the area that may require coordination is 2023/3122/P, which is yet to be granted permission at the time of this report preparation, and comprises the erection of a single storey roof extension and external rear lift at 7 Bleeding Heart Yard, EC1N 8SJ.

If new information comes to light, the appointed contractor will coordinate activities with the current developments and any future developments where coordination might be required to minimize the cumulative effects of deliveries. While the above Site is not in the immediate vicinity of the Site, it is likely that it will share immediate construction vehicle routing.

Strict delivery/collection scheduling and booking systems will be imposed on the project to ensure that congestion is avoided. All deliveries will be pre-booked with each delivery allocated a time slot with only one vehicle attending the Site at any given time. This will be controlled and managed by the appointed Site Manager and will be achieved via the use of sub-contractor coordination meetings where the Site Manager will implement short term look-a-head programs that will include the booking of deliveries.

The Site Manager will maintain a delivery log throughout the construction process which specifies the type of vehicle arriving at the Site, its purpose, vehicle registration number and the amount of time it spends at the Site. This will be maintained online and will be updated at a minimum weekly.

The appointed contractor will issue all sub-contractors with the agreed vehicle route prior to arrival on Site and will have a permanent Traffic Marshall/s in place to receive the planned deliveries. Any other information on Site restrictions will also be provided prior to them undertaking delivery bookings.

Should contractors not adhere to this rule warnings will be issued. Drivers who miss the appointed time within the booking system will be directed to leave the area and reorganize a new delivery time. If the problem continues suppliers will be removed from the project based on a 'three strikes' basis.

d. Please provide swept path analyses for constrained manoeuvres along the proposed route.

Included at **Appendix A** is the existing highway arrangement plan, with **Appendix B** providing the indicative proposed construction arrangement for the Site. The Swept Path Analysis included at **Appendix C** shows the arrival manoeuvre for the largest anticipated vehicles expected to visit the Site, routing along St Cross Street for on-street loading.



e. Consideration should be given to the location of any necessary holding areas/waiting points for sites that can only accommodate one vehicle at a time/sites that are expected to receive large numbers of deliveries. Vehicles must not queue or circulate on the public highway. Whilst deliveries should be given set times to arrive, dwell and depart, no undue time pressures should be placed upon the driver at any time.

Please identify the locations of any off-site holding areas or waiting points. This can be a section of single yellow line that will allow the vehicle to wait to phone the site to check that the delivery can be accommodated.

Please refer to question 24 if any parking bay suspensions will be required to provide a holding area.

No off-site holding areas or waiting points will be required for this project.

f. Delivery numbers should be minimised where possible. Please investigate the use of construction material consolidation centres, and/or delivery by water/rail if appropriate.

Due to the stringent delivery schedule that will be adhered to throughout the project, the Contractor is not expected to require consolidation centres.

The design of the scheme will incorporate an element of "off-site manufacture" which by its nature will reduce the levels of construction traffic.

g. Emissions from engine idling should be minimised where possible. Please provide details of measures that will be taken to reduce delivery vehicle engine idling, both on and off site (this does not apply to concrete mixers).

Instructions will be issued to all contractors and subcontractors setting out the requirements they must abide by throughout their contract. This will include instructions to ensure that vehicles are not idling for any material length of time i.e. engines must be switched off when vehicles are stationary. Signage will be placed in clear view of drivers, and the rule will be enforced by the banksmen and Site management.

20. Site entry/exit: "Clients shall ensure that access to and egress from the site is appropriately managed, clearly marked, understood and clear of obstacles." (P18, 3.4.3)

This section is only relevant where vehicles will be entering the site. Where vehicles are to load from the highway, please leave this section blank and refer to Q21. Where loading is to take place from a dedicated pit lane located on the public highway, please use this section to describe how vehicle entry/departure will be managed.



Vehicles entering and leaving the site should be carefully managed, using gates that are clearly marked and free from obstacles. Traffic marshals must ensure the safe passage of all traffic on the public highway, in particular pedestrians and cyclists, when vehicles are entering and leaving site, particularly if reversing.

Traffic marshals, or site staff acting as traffic marshals, should hold the relevant qualifications required for directing large vehicles when reversing. Marshals should be equipped with 'STOP – WORKS' signs (not STOP/GO signs) if control of traffic on the public highway is required. Marshals should have radio contact with one another where necessary.

a. Please detail the proposed site	e entry and exit points on a	n map or diagram. I	f this is attached,
use the following space to refer	ence its location in the ap	pendices.	

N/A		

b. Please describe how the entry and exit arrangements for construction vehicles in and out of the site will be managed, including the number and location of traffic marshals where applicable. If this is shown in an attached drawing, use the following space to reference its location in the appendices.

N/A			

c. Please provide tracking/swept path drawings for vehicles entering/exiting the site if necessary. If these are attached, use the following space to reference their location in the appendices.



N/A			

d. Provision of wheel washing facilities should be considered if necessary. If so, please provide details of how this will be managed and any run-off controlled. Please note that wheel washing should only be used where strictly necessary, and that a clean, stable surface for loading should be used where possible.

N/A			

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

This section is only relevant if loading/unloading is due to take on the public highway and it has been agreed with Camden that a dedicated pit lane is not viable/necessary. If loading is taking place on site, or in a dedicated pit lane, please skip this section.

a. Please provide the location where vehicles will stop to unload. If this is attached, use the following space to reference its location in the appendices. Please outline in question 24 if any parking bay suspensions will be required.

All vehicle loading / unloading will take place from a construction loading bay on St Cross Street, to be provided adjacent to the Site, requiring the removal of an existing motorcycle parking bay from on-street. Vehicles will only access and egress this loading bay in a forward gear.

Appendix A demonstrates the location of the on-street loading bay. Swept path analysis of the largest vehicle that will utilise this bay included at **Appendix B**.

b. Where necessary, Traffic Marshalls must ensure the safe passage of pedestrians, cyclists and motor traffic in the street when vehicles are being loaded or unloaded. Please provide detail of the way in which marshals will assist with this process. Please note that deliveries should pause where possible to allow passage to pedestrians.



No vehicle movement, loading or offloading will be permitted without the qualified and trained Traffic Marshall in place to prevent any conflict between the public and construction activities. They must ensure the safe passage of all traffic on the public highway, in particular pedestrians and cyclists, when vehicles arrive or depart the loading/off-loading area.

Traffic marshalls, or Site staff acting as traffic marshalls, should hold the relevant qualifications required for directing large vehicles when reversing. Marshalls should be equip ped with 'STOP – WORKS' signs (not STOP/GO signs) if control of traffic on the public highway is required.



At all times a Traffic Marshall/Banksmen with at least one year of experience in the role, with all operatives have the appropriate training for the role in a busy, central London environment.

All Site operatives will wear clothing that is easily identifiable to the public, such as a uniformed colour of work jackets with branding / fluorescent strips.

During loading/unloading on-street, a gantry and covered walkway will be installed to allow for a spoil to be removed via a conveyor belt and for off-loading to occur over the footway. This is to ensure pedestrian access along the footway is maintained at all times whilst onstreet loading it occurring. Banksmen will be positioned near to the loading bay to assist with vehicles manoeuvring, whilst traffic marshals will monitor pedestrians and cyclists travelling along St Cross Street.



Site set up

Full justification must be provided for proposed use of the public highway to facilitate works. Camden expects all options to minimise the impact on the public highway to have been fully considered prior to the submission of any proposal to occupy the highway for vehicle pit lanes, materials unloading/crane pick points, site welfare etc.

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

Please note that there is a four week period required for the application processing and statutory consultation as part of the TTR process. This is <u>in addition</u> to the CMP review period.

If the site is on or adjacent to the TLRN (red route), please provide details of preliminary discussions with Transport for London (TfL) in the relevant sections below. Please note that TfL are the highways authority for such routes and all permits will be issued by them.

Consultation with TfL will be necessary if the site requires the use of temporary signals on the Strategic Road Network (SRN), or impacts on bus movement, then TfL will need to be consulted.

Consultation with TfL will be necessary if the site directly conflicts with a bus lane or bus stop.

22. Site set-up and occupation of the public highway

Please provide detail drawings of the site up on the public highway. This should be presented as a scaled plan detailing the local highway network layout in the vicinity of the site. This should include details of on-street parking bay locations, cycle lanes, footway extents, relevant street furniture, and all relevant key dimensions. Please note that lighting column removal/relocation may be subject to UKPN lead times and is outside of our control. Any gantries will require a structural assessment and separate agreement with the structures team.

a. Please provide details of any measures and/or structures that need to be placed on the highway. This includes dedicated pit lanes, temporary vehicle access points/temporary enlargement of existing crossovers, occupied parking bays, hoarding lines, gantries, crane locations, crane oversail, scaffolding, scaffolding oversail, ramps, barriers etc. Please use this space to justify the use of the highway, and to state how the impacts have been minimised.



Please provide drawings separately in the appendices and reference their location below. Please provide further details of any changes to parking and loading in section 23.

The public highway will not be used for storage, Site accommodation or welfare facilities.

On St Cross Street, Saffron Hill and Saffron Street, scaffold will be grounded on the footpath, however the footway will remain operational throughout for pedestrian passage with a minimum clear width of 1.2m retained. If a closure is required, approval will be sought from the local authority. A carriageway width of 3m will remain with an HGV parked in the loading area.

Any temporary closures affecting the highway or footpath for the safe construction of planned works on the boundary will be communicated well in advance and will only proceed following consultation and subsequent council approval.

To facilitate demolition and construction, a construction vehicle loading bay is proposed on St Cross Street adjacent to the Site. To provide this and enable all manoeuvres in forward gear, the existing solo motorcycles parking will be removed.

Hoarding will be provided on all Site boundaries and a gantry level with covered walkway will be provided where necessary to facilitate the transfer of spoil and goods to and from the Site whilst retaining pedestrian use of the adjacent footways.

b. Please provide details and associated drawings/diagrams showing any temporary traffic management measures needed as part of the above site set up. Alternatively this can be shown as part of the above drawings if preferred. Please note that this must conform to the <u>Safety at Street Works and Road Works Code of Practice</u>.

Demonstrated on the proposed construction arrangement plans at **Appendix A**.

23. Parking bay suspensions and temporary traffic orders

Parking bay suspensions should only be requested where absolutely necessary and these are allowed for a maximum period of 6 months only. Information regarding parking suspensions can be found here.. For periods greater than 6 months, or for any other changes to the parking/loading/restrictions on the highway, a <a href="https://example.com/here.com/



A space cannot be suspended for convenience parking, a <u>trade permit</u> is available for trade vehicle parking. Building materials and equipment must not cause obstructions on the highway. Building materials may only be stored on the public highway if permitted by the Street Works team.

Please provide details of any proposed such changes on the public highway which are necessary to facilitate the construction works. Where these changes apply to parking bays, please specify the type of bays that are to be impacted and the anticipated timeframes.

The suspension of the motorcycle parking area on the northern side of St Cross Street will be necessary to provide a loading bay in this location for the duration of the demolition and construction works at the site.
CONSTRUCTION WORKS at the Site.

24. Motor vehicle/cyclist diversions/pedestrian diversions

Pedestrians safety must be maintained if diversions are put in place. Vulnerable footway users must be considered as part of this. These include wheelchair users, the elderly, those with walking difficulties, young children, those with prams, the blind/partially sighted. Appropriate ramps must be used if cables, hoses, etc. are run across the footway.

Please note that footway closures are not permitted unless there is no alternative. Footway access must be maintained using a gantry or temporary walkway in the carriageway unless this is not possible. Where this is not possible, safe crossing points must be provided to ensure that pedestrian access is maintained. Where formal or controlled crossing points are to be suspended, similar temporary facilities must be provided. Camden reserves the right to require temporary controlled crossing points in the event of any footway closures.

Please provide details of any diversion, disruption or other anticipated use of the public highway during the construction period. Please show locations of diversion signs on drawings or diagrams and provide these in the appendices. Please use the following space to outline these changes to and to reference the location of any associated drawings in the appendices. Please show diversions and associated signage separately for pedestrians/cyclists/motor traffic.



Pedestrian access will be retained throughout construction with pedestrian safety being managed by qualified Traffic Marshalls on duty.

Scaffolding will be placed next to the Site frontage on the footway of St Cross Street, Saffron Hill and Saffron Street. Sufficient space will be left to allow pedestrians of all abilities to navigate these footways without crossing the road.

A Site hoarding is illustrated within the Site Construction Arrangement Plan at **Appendix A**. The Site hoarding will consist of 2.4m high plywood hoarding system. This will secure the Site from unauthorized access to all the exposed elevations of the Site. The finish will be to a high standard. The scaffold structure above will be fully wrapped in sheeting to screen of the work activities and protect passersby and the receptors from any dust or debris arising from the works. The hoardings will be well lit and kept secure. No vehicle movement will be permitted without a banksman in place to prevent any conflict between the public and construction activities.

Scaffold and hoarding licenses will be obtained before works commence. Detailed and scaled drawings will be submitted during the application process.

The appointed contractor will deploy and use all necessary and appropriate safety signage and barriers to ensure that the public are protected, and so that Site operatives always work safely. In addition, relevant lighting, security measures and escape routes will be provided to the proposed structures in accordance with best practice standards. All necessary licences for hoarding will be applied for following appointment of the contractor.

No motor traffic or cyclist diversions are expected. All necessary highways licenses and or traffic orders will be submitted and approved in advance of any occupation of the public highway.

Banksmen will be positioned either side of the proposed Phase B loading area, furthermore, the covered walkway will ensure that pedestrians walking along the southern side of Acton Street can continue to do so without disruption.

25. Services

Please indicate if any changes to services are proposed to be carried out that would be linked to the site during the works (i.e. connections to public utilities and/or statutory undertakers' plant). Larger developments may require new utility services. If so, a strategy and programme for coordinating the connection of services will be required. If new utility services are required, please confirm which utility companies have been contacted (e.g.



Thames Water, National Grid, EDF Energy, BT etc.) You must explore options for the utility companies to share the same excavations and traffic management proposals. Please supply details of your discussions.

Full investigations will be required to be undertaken prior to the development of the final CMP following the granting of planning permission. These will be set out in more detail once the main Contractor has been appointed.



Environment

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

28. Please list all noisy operation_ and the construction methods used, and provide details of the times that each of these are due to be carried out.

Noisy working shall include:

- Cutting using power tools;
- Breaking out using power tools;
- Moving of materials on Site;
- Loading of material into waste removal vehicles; and
- Delivery of materials and vehicle movements.

The timings of works will be developed upon the appointment of a Contractor. No noisy work will take place on Saturday under any circumstances.

29. Please confirm when the most recent pre-construction noise survey was carried out and provide a copy. If a noise survey has not taken place, and it has been requested by the local authority, please indicate the date (before any works are being carried out) that the noise survey will be taking place, and agree to provide a copy.

A noise survey has been undertaken and has been submitted alongside this CMP as part of the planning application. This is the most recent pre-construction noise survey which has been prepared.

30. Please provide predictions for noise levels throughout the proposed works.

Predictions for noise levels will be made available once the plant list has been reviewed from the main contractor.

Vibration levels throughout the proposed works are innately impossible to predict to any degree of certainty. Owing to the nature of construction works it is inevitable that a temporary increase in vibration will be experienced during this time. A vibration survey will be undertaken ahead of any construction works at the Site. It is acknowledged that there will be a need to comply with the recommendations of BS 5228-1, in particular clause 7.3, to minimise noise levels during the execution of the works.



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

Noise and vibration monitoring will be undertaken by the main Contractor.

Fit compressors, percussion tools and vehicles with effective silencers of a type recommended by manufacturers of the compressors, tools or vehicles.

Dust monitoring will also be undertaken by the main Contractor.

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

This will be provided once the main Contractor is appointed, with a copy of the Code contained within the Site office.

33. Please provide specific details on how air pollution and dust nuisance arising from dusty activities on site will be prevented. This should be relevant and proportionate to activities due to take place, with a focus on both preventative and reactive mitigation measures.

This will be provided as part of the final CMP pursuant to condition/obligation if LBC grant permission. The Site hoarding that will be installed is expected to prevent the vast majority of dust from reaching the public highway. Measures for dust suppression will be investigated as required including water spray techniques and best practice, including regular road sweeping.

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

This will be provided as part of the final CMP pursuant to condition/obligation if LBC grant permission.

35. For medium or high impact risk level sites, please provide details describing arrangements for monitoring of noise, vibration and dust levels, including instrumentation, locations of monitors and trigger levels where appropriate.



Baseline monitoring will be carried out prior to the works commencing. Following the commencement of the works, Noise, Dust and Vibration monitoring will be carried out on a weekly basis at the sensitive receptors of the project. Further details will be provided in the final CMP.

36. Please confirm that an Air Quality Assessment and/or Dust Risk Assessment has been undertaken at planning application stage in line with the GLA policy The Control of Dust and Emissions During Demolition and Construction 2014 (SPG) (document access at bottom of webpage), and that the summary dust impact risk level (without mitigation) has been identified. The risk assessment must take account of proximity to all human receptors and sensitive receptors (e.g. schools, care homes etc.), as detailed in the SPG. Please attach the risk assessment and mitigation checklist as an appendix.

Details of dust and emissions will be confirmed as part of a detailed CEMP pursuant to condition/obligation if LBC grant permission. The Risk Assessment and Mitigation Checklist should be provided as part of the input by an appointed contractor and would be premature at this stage.

37. Please confirm that all of the GLA's 'highly recommended' measures from the SPG document relative to the level of dust impact risk identified in question 36 have been addressed by completing the GLA mitigation measures checklist. (See Appendix 7 of the SPG document.)

Details will be confirmed as part of a detailed CEMP pursuant to condition/obligation if LBC grant permission. The Risk Assessment and Mitigation checklist will be completed with the input of an appointed contractor and will be appended to the final CMP.

38. Please confirm the number of real-time dust monitors to be used on-site.

Note: <u>real-time dust (PM₁₀) monitoring with MCERTS 'Indicative' monitoring equipment will</u> <u>be required for all sites with a high OR medium dust impact risk level</u>. If the site is a 'high impact' site, 4 real time dust monitors will be required. If the site is a 'medium impact' site', 2 real time dust monitors will be required.

The dust monitoring must be in accordance with the SPG and IAQM guidance, and <u>the</u> <u>proposed dust monitoring regime (including number of monitors, locations, equipment specification, and trigger levels) must be submitted to the Council for approval. Dust monitoring is required for the entire duration of the development and must be in place and operational <u>at least three months prior to the commencement of works on-site</u>. Monthly</u>



dust monitoring reports must be provided to the Council detailing activities during each monthly period, dust mitigation measures in place, monitoring data coverage, graphs of measured dust (PM_{10}) concentrations, any exceedances of the trigger levels, and an explanation on the causes of any and all exceedances in addition to additional mitigation measures implemented to rectify these.

In accordance with Camden's Clean Air Action Plan, the monthly dust monitoring reports must also be made readily available and accessible online to members of the public soon after publication. Information on how to access the monthly dust monitoring reports should be advertised to the local community (e.g. presented on the site boundaries in full public view).

<u>Inadequate dust monitoring or reporting, or failure to limit trigger level exceedances, will</u> be indicative of poor air quality and dust management and will lead to enforcement action.

The need for robust and appropriate dust management and monitoring is acknowledged and understood.

This CMP has been prepared to support the planning application process and the start date on Site is not yet fixed or agreed. Consideration will be given to the need for appropriate monitoring that will need to be agreed by LBC to ensure appropriate timing is allowed for in the construction programme.

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

It is envisaged that the appointed contractor will utilise bait traps to prevent rodents spreading out from the Site. This will be confirmed as part of a detailed CMP pursuant to condition/obligation if LBC grant permission.

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

An asbestos survey will be undertaken prior to any construction works taking place and submitted as part of the detailed CMP.

A contamination survey will also be undertaken of the existing ground where appropriate as part of the post-permission works and will be included as part of the CMP prepared accordingly.



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

In the event of a complaint from a neighbour, a member of the public or Camden Pollution Control Team in relation to any Site activity, it will be recorded in a designated logbook, stating the nature of the complaint, the cause and, where appropriate, the remedial action taken. Sub-contractors shall immediately notify the Main Contractor should they receive any complaints.

Should complaints about odour, noise, dust or vibration be received, they will be addressed directly by the Main Contractor to enable results at the time of the complaint to be reviewed, and where appropriate immediate actions employed to rectify the problem.

All complainants will be contacted by the Main Contractor or their representative for further discussion and identification of a mutually acceptable resolution if the problem persists. Where a valid grievance is raised, measures will be put in place where practicable to avoid recurrence of the complaint.

The Main Contractor will provide regular updates to the Project Manager with regard to complaints received and subsequent resolutions.

42. If you will be using non-road mobile machinery (NRMM) on site with net power between 37kW and 560kW it will be required to meet the standards set out below. The standards are applicable to both variable and constant speed engines and apply for both PM and NOx emissions. See the Mayor of London webpage 'Non-Road Mobile Machinery (NRMM)' for more information, a map of the Central Activity Zone, and for links to the NRMM Register and the NRMM Practical guide (V4):

https://www.london.gov.uk/what-we-do/environment/pollution-and-air-quality/nrmm Direct link to NRMM Practical Guide (V4):

https://www.london.gov.uk/sites/default/files/nrmm practical guide v4 sept20.pdf

From 1st September 2015

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

From 1st September 2020

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



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

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

- a) Construction time period (March 2025 April 2027): To be confirmed following granting of planning permission and appointment of a Contractor.
- b) Is the development within the CAZ? (Y/N): Y
- c) Will the NRMM with net power between 37kW and 560kW meet the standards outlined above? (Y/N): Y
- d) Please confirm that all relevant machinery will be registered on the NRMM Register, including the Site name under which it has been registered: Y
- e) Please confirm that an inventory of all NRMM will be kept on Site and that all machinery will be regularly serviced and service logs kept on Site for inspection: Y
- f) Please confirm that records will be kept on Site which details proof of emission limits, including legible photographs of individual engine plates for all equipment, and that this documentation will be made available to local authority officers as required: Y

The above will be confirmed by the appointed contractor in due course, and all requirements will be met.

43. Vehicle engine idling (leaving engines running whilst parked or not in traffic) produces avoidable air pollution and can damage the health of drivers and local communities. Camden Council and the City of London Corporation lead the London **Idling Action Project** to educate drivers about the health impacts of air pollution and the importance of switching off engines as a simple action to help protect the health of all Londoners.

Idling Action calls for businesses and fleet operators to take the **Engines Off pledge** to reduce emissions and improve air quality by asking fleet drivers, employees and subcontractors to avoid idling their engines wherever possible. Free driver training materials are available from the website: https://idlingaction.london/business/

Please provide details about how you will reduce avoidable air pollution from engine idling, including whether your organisation has committed to the Engines Off pledge and the number of staff or subcontractors who have been provided with free training materials.



Instructions will be issued to all contractors and subcontractors setting out the requirements they must abide by throughout their contract. This will include instructions to ensure that vehicles are not idling for any material length of time i.e. engines must be switched off when vehicles are stationary. Signage will be placed in clear view of drivers, and the rule will be enforced by the Traffic Marshall and Site management.

The appointed contractor along with all sub-contractors will commit to the 'Engines Off' pledge and the Site Manager will ensure the distribution of the free 'Idling Action' driver training materials.



Mental Health Training

44. Poor mental health is inextricably linked to physical health, which in turn impacts performance and quality, and ultimately affects productivity, creativity and morale. Workers in the construction industry are <u>six times more likely to take their own life than be killed in a fall from height.</u>

We strongly recommend signing up to the "Building Mental Health" charter, an industry-wide framework and charter to tackle the poor mental health in the construction industry, or joining Mates In Mind, which providing the skills, clarity and confidence to construction industry employers on how to raise awareness, improve understanding and address the stigma that surrounds mental health.

The Council can support by providing free Mental Health First Aid training, publicity resources and signposting to local support services.

Please state whether you are or will be signed up to the Building Mental Health charter (or similar scheme), and that and appropriate number of trained Mental Health First Aiders will be available on site.

The appointed contractor will sign up to the Building Mental Health charter or a similar scheme while also ensuring that an appropriate number of trained Mental Health First Aiders are always available on-site.

SYMBOL IS FOR INTERNAL USE



Agreement

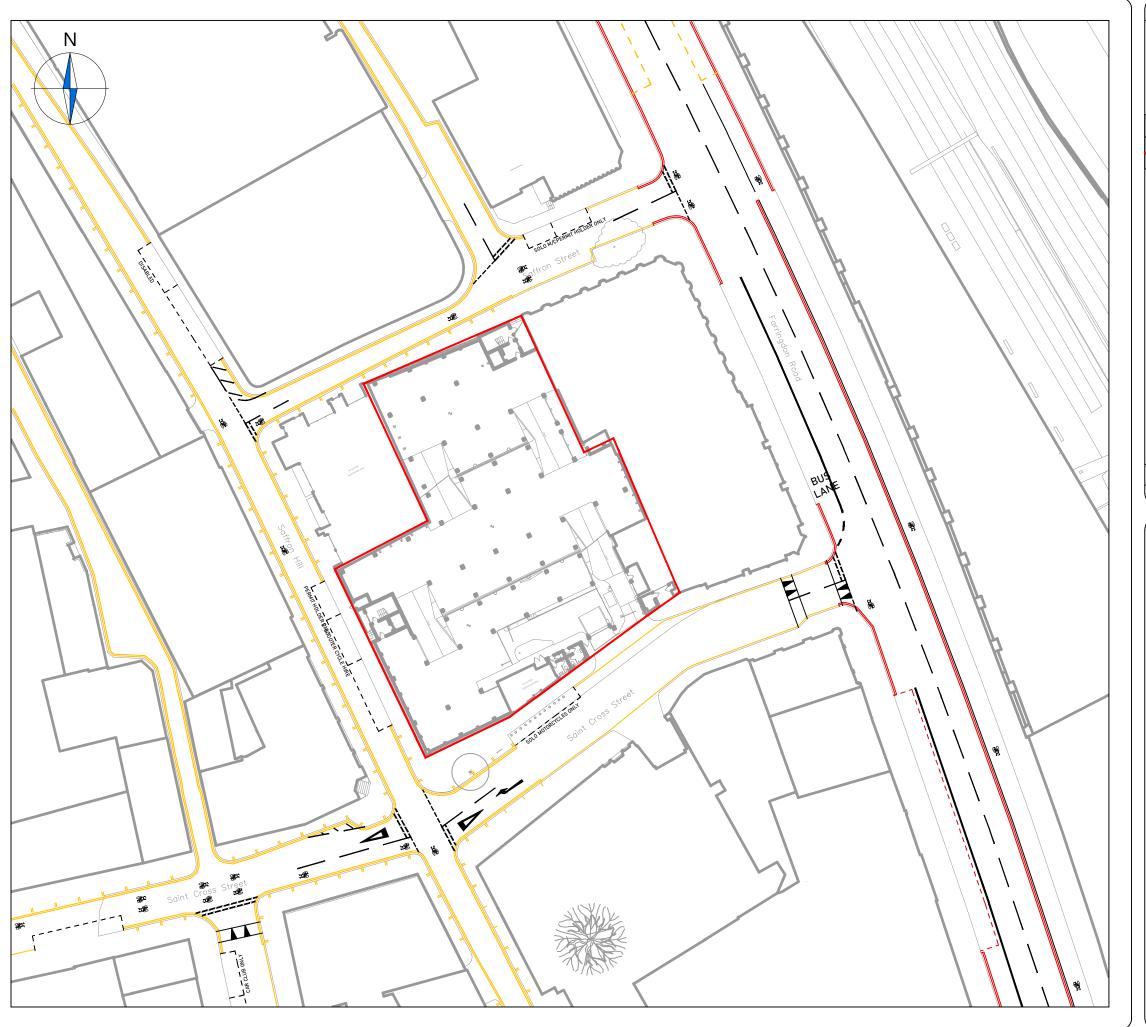
The agreed contents of this Construction Management Plan must be complied with unless otherwise agreed in writing by the Council. This may require the CMP to be revised by the Developer and reapproved by the Council. The project manager shall work with the Council to review this Construction Management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

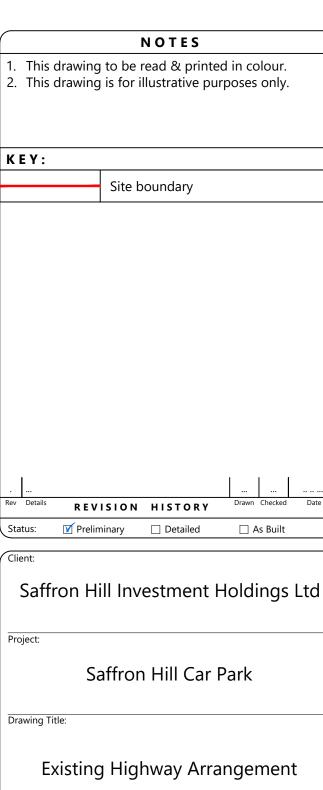
It should be noted that any agreed Construction Management Plan does not prejudice further agreements that may be required such as road closures or hoarding licences.

Signed:
Date:
Print Name:
Position:
Please submit to: planningobligations@camden.gov.uk
End of form.
V2.9



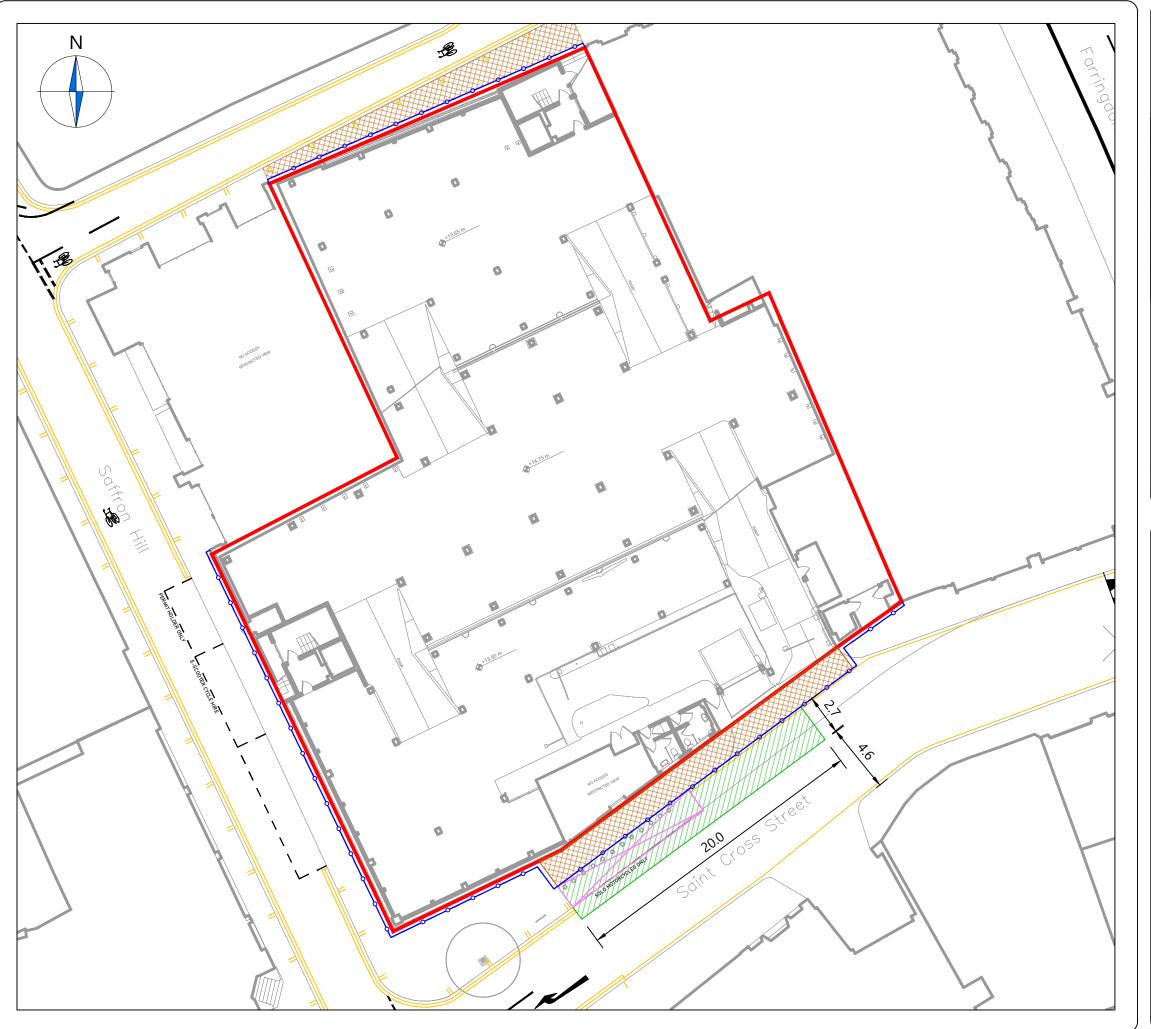
Appendix A

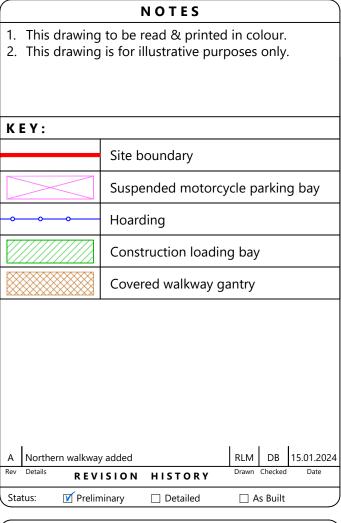






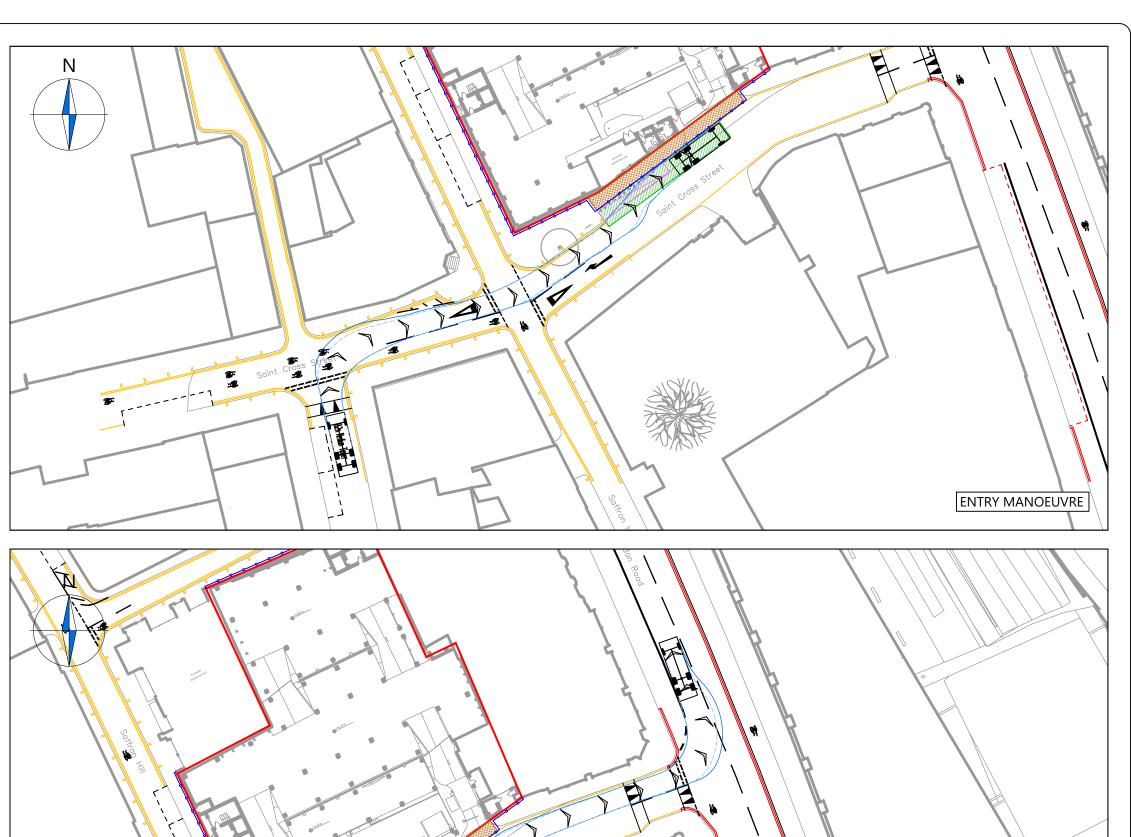
Appendix B



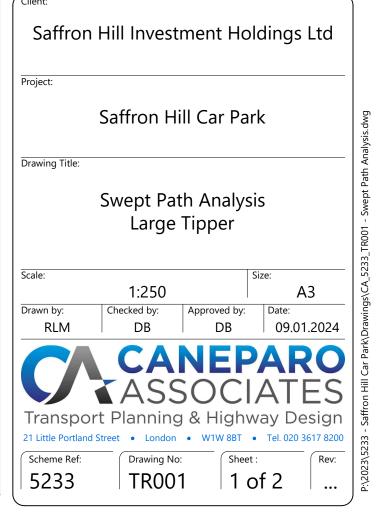




Appendix C



NOTES



EXIT MANOEUVRE

