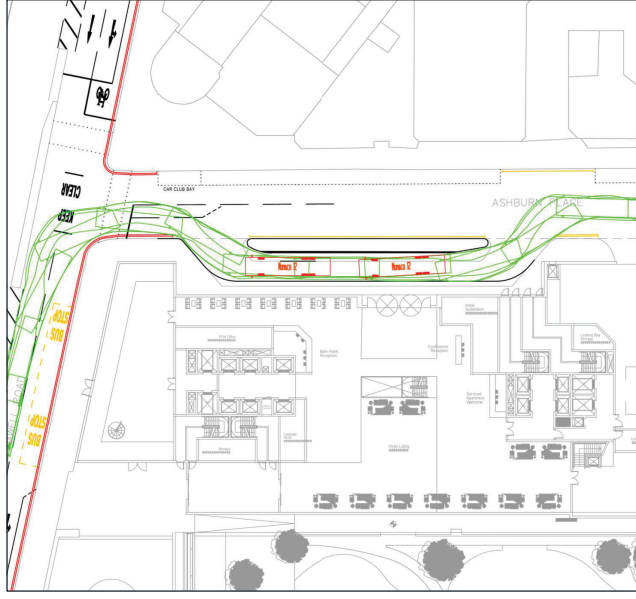


3. COACH PROVISIONS

3.1. COACHES

- 3.1.1. A parallel drop-off arrangement is provided as space for coaches to drop-off on Ashburn Place.
- 3.1.2. The coach drop-off is accessed and egressed via Ashburn Place, which is lightly trafficked. The coach drop-off would operate one-way northbound and the arrangement is designed to allow coaches to drop-off and pick-up from the hotel entrance. Based on a survey of the Park Plaza, Westminster the vast majority of coaches will be 12m or less, and can be accommodated on site.
- 3.1.3. Figure 3-1 demonstrates the coach drop-off / pick-up swept path analysis.
- 3.1.4. Future coach demand is expected to be low and a reduction compared to the current hotel, which is driven by contracts with airlines at Heathrow Airport. With reference to surveys conducted at Park Plaza Westminster, it is forecast that there will be around 10 coaches per day, with no more than one at any given time. This means that for most of the day the drop-off would be empty and can be used by pedestrians using the hotel entrance at Ashburn Place.

Figure 3-1 Coach Drop-off Arrangement



COACH ROUTING

- 3.1.5. It is expected that coaches travelling to and from the site will come from the north via A40 Westway, the east via Vauxhall Bridge, the south via Battersea Bridge and the west via the A4. It is likely that the majority of coaches will travel to and from the west, towards Heathrow Airport. On approach to the site, due to banned turns on the network, all vehicles will head westbound along Cromwell Road, before turning left into Ashburn Gardens and via Courtfield Road to access the coach parking on Ashburn Place.
- 3.1.6. For egress, vehicles departing from Ashburn Place will depart northbound along the road towards Cromwell Road. All vehicles will then turn left onto Cromwell Road heading westbound towards the A3220 from which they will head towards their destination.
- 3.1.7. With the exception of the roads immediately surrounding the site (Ashburn Gardens, Courtfield Road and Ashburn Place), all coach routes towards the site will take place on A roads.
- 3.1.8. Effects on other road users, such as pedestrians and cyclists, are managed as far as possible by providing the dedicated coach bay. Further measures will be considered and where possible embedded within the detailed design at a later stage.
- 3.1.9. Drawings detailing the coach traffic routes to and from the site are detailed in Figures 3-2 and 3-3.

Figure 3-2 Coach Access Routes

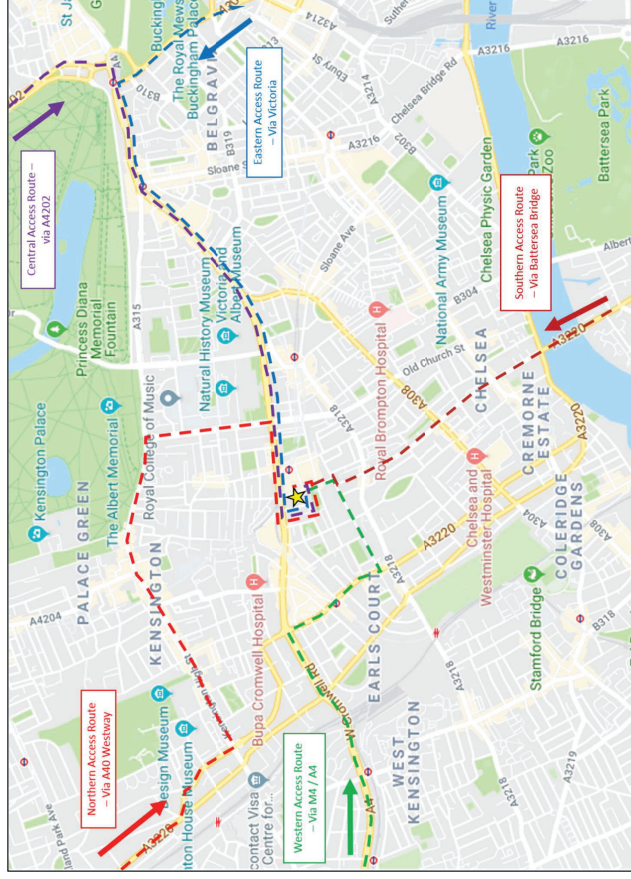
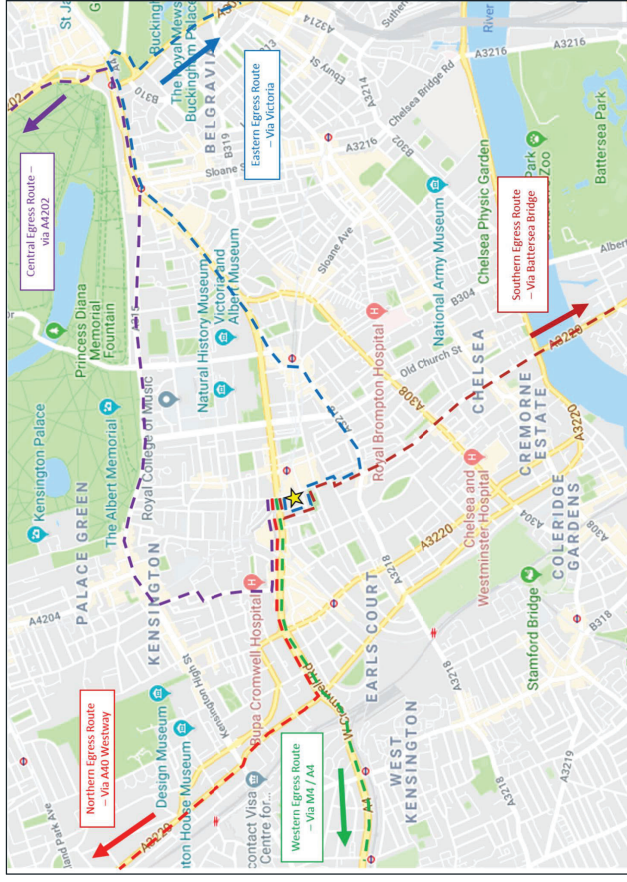


Figure 3-3 Coach Egress Routes



4. TAXI PROVISIONS

TAXI DROP-OFF AND PICK-UP AREA

- 4.1.1. The Proposed Development will generate taxi trips throughout the day. The zone at the northwest of the site has been designed to accommodate car and taxi drop-off and pick-up activity in a pedestrian friendly shared space zone using high quality surfacing materials.
- 4.1.2. Access is taken via Ashburn Gardens to the south of Cromwell Road as illustrated in Figure 4-1. This will reduce the likelihood of traffic making u-turns along Cromwell Road back towards Central London compared to the existing drop-off arrangement.
- 4.1.3. It is proposed to relocate the two existing on-street taxi spaces on Courfield Road to Ashburn Gardens, and also provide one additional on street taxi space. Space for two taxis is provided on site, similar to the existing arrangement.

Figure 4-1 Car and Taxi Access via Ashburn Gardens (everyday)



5. FUNCTION EVENT

- 5.1.1. The hotel will provide a function space within the basement that can host conferences and evening events. The facility would be typical of high quality hotels and the expectations of hotel customers.
- 5.1.2. The maximum event capacity is expected to be circa 1,500 persons for conferencing (theatre-style format) during the day. A banquet style set up would be typical for evening functions and the expected capacity is for circa 1,200 persons.

5.2. TRIP GENERATION

- 5.2.1. It is forecast that the peak drop-off and pick-up associated with an event would be as a result of an evening function, where the peak arrival and departure profile is more pronounced and a greater number of trips will be made by vehicle. The evening event travel demand assessment presented below has therefore been undertaken based on the banquet style capacity of 1,200 persons. Given that events would not be expected to always fill maximum capacity of the venue, this approach is considered to provide a robust assessment.
- 5.2.2. The TRICS database includes a survey of an event at Fairfield Halls in Croydon (a concert hall) which has been used to identify an arrival and departure profile for the evening. The event at Fairfield Halls was relatively short and finished early compared to typical events expected at the proposed development and therefore the departure profile has been extended to reflect a longer event. Depending upon the type of event the start and finish times may be earlier or later. A similar methodology was employed for the assessment of a proposed hotel at 30 Grosvenor Square (to replace the US Embassy).
- 5.2.3. Many guests are expected to stay at the hotel itself and therefore not make external trips immediately before and after an event. An internalisation factor of 25% was used in the assessment of the proposed hotel at 30 Grosvenor Square. In response to a request as part of pre-application scoping for the Proposed Development, this factor has been reduced to 15% and it is therefore a robust approach, considering the large number of bedrooms that would be available at the proposed development for guests.
- 5.2.4. The resultant trip generation profile is set out within Table 5-1.

Table 5-1 Forecast Evening Function Travel Demand

Hour Starting	Visitor Arrival / Departure Profile		Proposed Function Space External Travel Demand	
	In	Out	In	Out
17:00	13.8%	0.0%	141	0
18:00	35.9%	1.7%	366	17
19:00	47.6%	4.5%	485	46
20:00	1.2%	3.5%	13	36
21:00	1.3%	1.0%	13	10
22:00	0.2%	49.5%	2	505
23:00	0.0%	39.6%	0	404
00:00	0.0%	0.2%	0	2
Total	100%	100%	1,020	1,020

- 5.2.5. The busiest hours are expected to be immediately before and after an event with around 500 persons arriving and departing per hour.
- 5.2.6. The mode share of people leaving the event is expected to relate to the site location and surrounding transport network. There is limited information available within the TRICS database for comparable events and therefore alternative data sources have been reviewed and a number of assumptions have been made.
- 5.2.7. The proportion of guests that travel to and from an event by vehicle (black cab, private cab and private car) is expected to be around 35% of event arrivals and 45% of event departures. As part of the assessment of the proposed hotel at 30 Grosvenor Square (US Embassy) a survey was undertaken of an event at the Dorchester Hotel in 2015. This identified that of the vehicle trips, 51% were undertaken by black cab, 21% by private hire vehicle and 28% by private car.
- 5.2.8. There is a significant concentration of hotels locally in Kensington and some event guests can be expected to stay in nearby hotels and walk to and from the function space. It is assumed that 10% of trips would be undertaken on foot.
- 5.2.9. Gloucester Road is located a 3 minute walk from the site and provides access to the Piccadilly, District and Circle lines, which enables connectivity to major public transport interchanges such as Paddington, Victoria and Kings Cross St. Pancras stations as well as the wider Underground and rail networks. The Piccadilly line is part of the Night Tube on Friday and Saturday nights. Several buses operate locally including two night buses along Cromwell Road. Based on a review of the public transport network it is assumed that 5% of public trips are undertaken by bus, 65% by Underground and 30% by rail.
- 5.2.10. There are limited local car parking facilities and on street residential parking is restricted until 10:30pm on weekday evenings. Therefore it is assumed that there are no car driver trips.

5.2.11. The resultant forecast travel demand for a maximum occupancy event is set out within Table 5-2 for the busiest hours preceding and following an event.

Table 5-2 Forecast Evening Function Demand by Mode – Person Trips

Type	Peak Arriving Hour (1900-2000)			Peak Departing Hour (2200-2300)		
	In	Out	Total	In	Out	Total
Taxi	87	11	97	0	116	117
PHV passengers	36	4	40	0	48	48
Private car passengers	47	6	53	0	63	64
On foot	49	5	53	0	51	51
Bus	13	1	14	0	11	11
Underground	173	13	187	1	148	148
Rail	80	6	86	0	68	69
Total	485	46	531	2	505	507
				100%		100%

5.2.12. The Dorchester Hotel survey also identified an average occupancy rate of 1.77 persons per vehicle drop-off (inbound trips) and 1.63 per vehicle pick-up (outbound trips). Table 5-3 details the number of vehicle trips associated with the event function in the hours before and after an event.

Table 5-3 Forecast Evening Function Travel Demand – Vehicle Trips

Mode	Peak Arriving Hour (1900-2000)			Peak Departing Hour (2200-2300)		
	In	Out	Total	In	Out	Total
Passenger Trips (taxi, PHV passengers, private car passengers)	170	21	190	0	227	227
Persons per vehicle	1.77	1.63	-	1.77	1.63	-
Vehicle Trips	96	13	109	0	139	139

5.2.13. As demonstrated by Table 5-3, there are a greater number of vehicle trips in the hour following an event. As a robust approach, the assessment assumes separate vehicles for each inbound and outbound trip, i.e. a taxi dropping off a passenger does not pick-up a passenger too before departing, however as there is likely to be a proportion of overlap between drop-off vehicles and pick-up vehicles, it is noted that there would in operation be fewer vehicles than forecast.

5.2.14. To provide a robust assessment it has been assumed that across the peak event hour, 75% of trips would take place in the initial 30 minutes following an event. To gauge an overall trip profile and to stress-test the drop-off facilities on-site, these trips have been broken down into 15 minute segments post-event. Background hotel traffic has also been included, and the hourly profile has been added on a pro-rata basis. Table 5-4 details the maximum number of trips associated with all development uses during the peak 15 minute period.

Table 5-4 Forecast Travel Demand – Vehicle Trips by Mode – Peak 15 Minutes

Mode	Peak Collections – 15 Minutes (22:30-22:45)		
	In	Out	Total
Taxi	29	29	58
PHVs	12	12	24
Private Cars	16	16	32
Total Vehicles	57	57	114

5.2.15. As shown in Table 5-4, it is envisaged that there could be up to 57 vehicle collections in the 'worst' 15 minutes following an event. Table 5-5 details the proportional split of the 114 two-way vehicle trips across the wider transport network.

Table 5-5 Event – Forecast Arrival and Departure Proportions

Mode	Ashburn Gardens		Ashburn Place	
	Arriving	Departing	Arriving	Departing
WB	20%	20%	20%	10%
EB	30%	20%	10%	20%
NB	0%	0%	20%	0%
SB	0%	10%	0%	20%

5.2.16. As shown, only 20% of trips are envisaged to arrive from Cromwell Road to the Ashburn Gardens drop-off, a total of 11 vehicles. Meanwhile, 23 vehicles are envisaged to depart from Ashburn Gardens towards Cromwell Road across the 15 minute period, an average of 1.5 per minute. This is not envisaged to have a perceptible impact on the surrounding highway network.

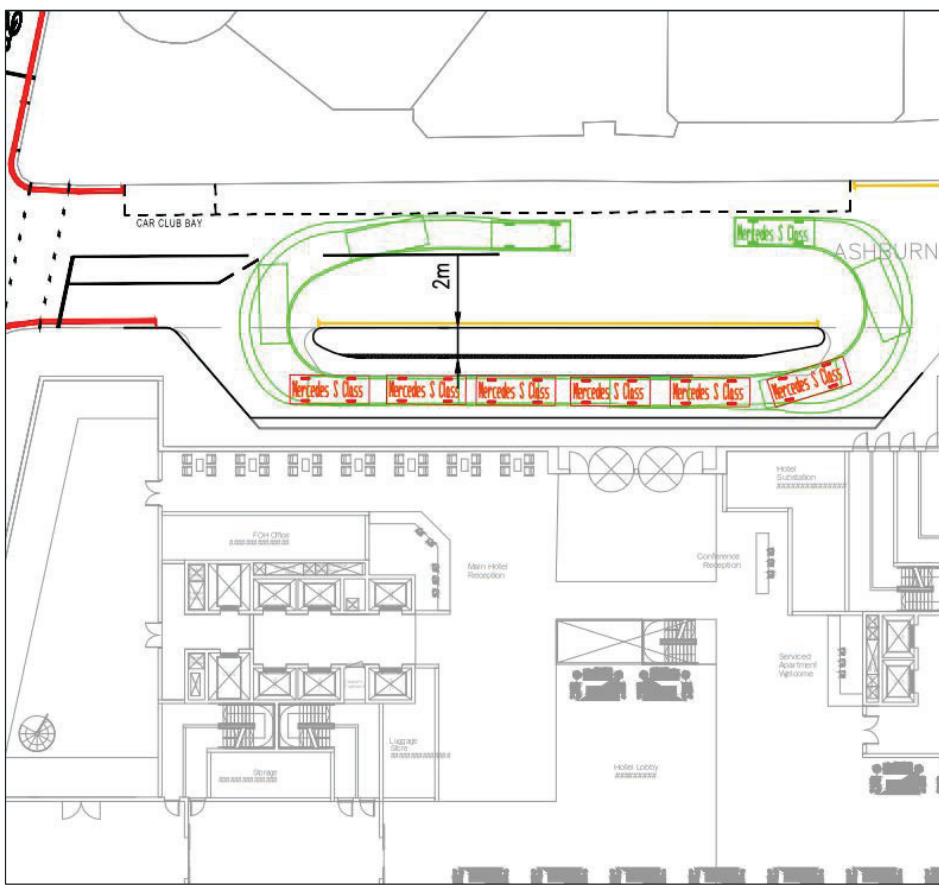
5.3. DROP-OFF / PICK-UP PROVISIONS

5.3.1. Drop-off and pick-up associated with an evening function will be situated at both the drop-off accessed via Ashburn Gardens and the drop-off accessed via Ashburn Place. As is demonstrated by the surveys conducted at the Dorchester Hotel, the split of vehicle trips between taxis and PHVs/private cars is approximately even. As such, the proposed arrangement will ensure that taxi

Figure 5-2 demonstrates that the drop-off along Ashburn Place can accommodate up to 6 large vehicles on-site.

- Figure 5-2 Ashburn Place Drop-Off – (Evening event)**

Figure 5-2 Ashburn Place Drop-Off – (Evening event)



- 5.3.5. Assuming 8 bays are used for loading with an average dwell time of 2 minutes per vehicle, 56 drop-offs / pick-ups can be made in a 15 minute period at Ashburn Gardens alone. There will also be an additional 9 bays available, of which 6 are located off-street at Ashburn Place for vehicles waiting to pick up guests. As such, the drop-off areas can 'process' up to 63 drop-offs / pick-ups off-street in any 15 minute period.
- 5.3.6. As stated in Section 5.2.15, a worst case scenario shows that there could be up to 57 vehicle collections in the 15 minute peak following an event. The above sections have demonstrated that 63 vehicles can be processed on-site in a 15 minute period and as such there is sufficient capacity available at the Proposed Development to accommodate an event of this size.
- 5.3.7. Nonetheless, an Events Management Plan will be put in place to ensure that event drop-off / pick-up is managed appropriately and efficiently.

6. COACH MANAGEMENT MEASURES

6.1. COACHES

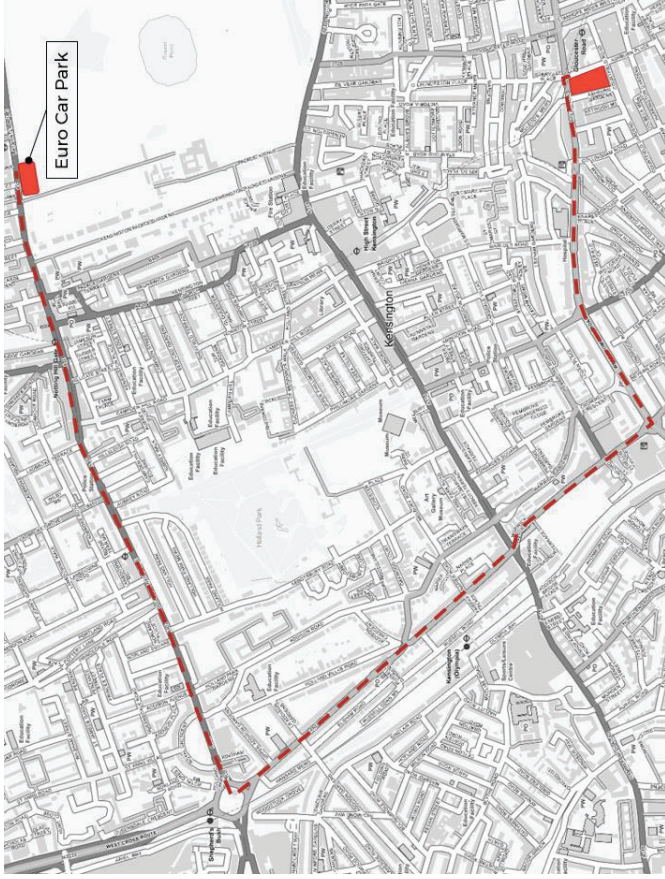
6.1.1. In order to effectively manage the activity of coaches in and around the site and to minimise the impacts of coach operation on the surrounding area, the following measures will be in place and adhered to:

- Coaches will be instructed to drop-off and pick-up in the coach drop-off area along Ashburn Place;
 - Coaches must not wait for longer than is necessary to set down or pick up visitors;
 - Coach dwell time will be limited to 10/15 minutes drop-off or pick-up only. This is to be signposted.
 - In the event of coaches needing to wait for a greater period of time, they will be directed to coach facilities in the local area;
 - In between drop-off and pick-up activity, coaches and minibuses will use facilities off-site at nearby coach facilities. (a map or postcode will be made available to drivers upon request);
 - Coach drivers will be asked to switch off vehicle engines while undertaking drop off and pick up;
 - Coach drivers will be asked to give way to residential traffic where appropriate;
 - The site management team will maintain a cross-referenced record of any concerns raised by local residents in relation to coach operation;
 - No more than 2 coaches will be allowed on site at any time;
 - An online booking system will be in place to ensure that there is sufficient capacity at all times. Coaches will not be allowed to stop at the site if they have not booked a specific slot.
 - Site management will co-ordinate an online booking system that coaches will be required to register with in order to drop-off / pick-up, to ensure that there is sufficient capacity.
 - Coordinate arrival times and liaise with nearby commercial car parks regarding layover requirements.
- 6.1.2. An Event Management Plan will be developed by the occupier that will aim to minimise impact on the transport network and distribute visitors to the different pick-up facilities.

6.2. OFF-SITE COACH PARKING

- 6.2.1. The nearest facility is Euro Car Parks at the north-west corner of Hyde Park, c.5km by road from the site. The location and route to this facility is shown in Figure 5-1.

Figure 5-1 Off-site Coach Parking



7. TAXI MANAGEMENT MEASURES

7.1.1.

The following provisions and measures are proposed following events to minimise the impact of taxi operation on the surrounding area:

- Taxis must not wait within the drop-off area for longer than is necessary to set down or pick up visitors;
- Taxis will not be allowed to wait in the drop-off area following set down of guests;
- The proposed development includes a drop-off arrival square at the northwest of the site, which can accommodate around seven vehicles;
- There will be three taxi bays on-street on Ashburn Gardens. This replaces the existing taxi arrangement for the Holiday Inn at Courfield Road;
- The proposed development also provides a coach drop-off at the east of the site accessed via Ashburn Place. In the late evenings no hotel demand for the coach drop-off is expected and instead it will be available as an additional pick-up facility after events finish. The coach Ashburn Place drop-off would accommodate 6 large vehicles. If a coach is being used to transport visitors to and from an event the coach drop-off would not be made available for other vehicles.



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Appendix H

OUTLINE FRAMEWORK TRAVEL PLAN



Queensgate Bow UK Holdco Ltd

KENSINGTON FORUM, CROMWELL ROAD
Framework Travel Plan



Queensgate Bow **UK Holdco Ltd**

KENSINGTON FORUM, CROMWELL ROAD

Framework Travel Plan

PUBLIC

OUR REF. NO. 70024917

DATE: JANUARY 2019



Queensgate Bow **UK Holdco Ltd**

KENSINGTON FORUM, CROMWELL ROAD

Framework Travel Plan

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QUALITY CONTROL

Issue/revision	First issue	Revision 1	Revision 2	Revision 3
Date	May 2018	June 2018	January 2019	
Prepared by	B Smith	B Smith	B Smith	
Signature				
Checked by	O Wickenden	R Turohan	R Turohan	
Signature				
Authorised by	T Mabelson	A Prince	A Prince	
Signature				
Project number	70024917			
File reference	\\uk.wspgroup.com\central data\Projects\700249xx\70024917 - Kensington Forum Cromwell Road\IC Documents\Reports\TRAVEL PLAN			



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3	BASELINE CONDITIONS	7
4	TRAVEL PLAN STRATEGY	15
5	RESIDENTIAL TRAVEL PLAN	17
6	HOTEL TRAVEL PLAN	23

1. INTRODUCTION

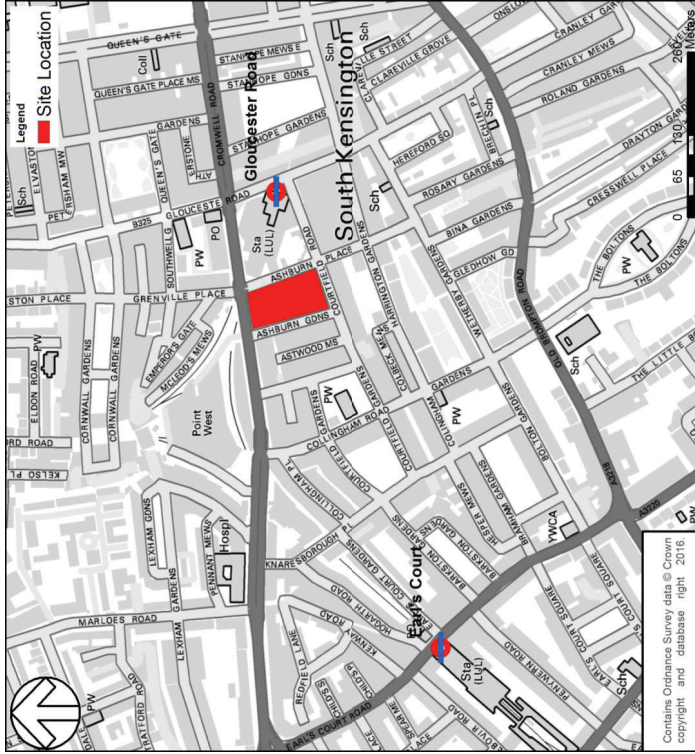
1.1. APPOINTMENT

1.1.1. WSP has been commissioned by Queensgate Investments Ltd and Rockwell to provide transport consultancy advice and prepare a Framework Travel Plan in relation to the redevelopment proposals at Kensington Forum, 97 Cromwell Road, within the Royal Borough of Kensington and Chelsea (RBKC).

1.2. SITE LOCATION

1.2.1. The site is bound by Cromwell Road to the north; Ashburn Place to the east; Ashburn Gardens to the west; and Courfield Road to the south. The site is located near to Gloucester Road Underground Station and has a PTAL 6a, demonstrating excellent public transport accessibility and suitability for high density development. The location of the site is shown in Figure 1-1.

Figure 1-1 Site Location Plan



1.3. EXISTING SITE

1.3.1. The existing Kensington Forum hotel is operated by Holiday Inn hotel and provides 906 bedrooms including retail, restaurants, meeting rooms and conferencing facilities. The existing building has a basement car park with circa 100 parking spaces.

1.4. PROPOSED DEVELOPMENT

1.4.1. The proposed development would replace the existing hotel with a new hotel of 1,089 bedrooms (749 hotel keys as well as 340 serviced apartments) and associated function/conference space, meeting rooms and restaurants as well as 62 residential apartments.

1.4.2. The proposed development would include a 48 car parking spaces for both the hotel and residential uses. The proposed scheme is therefore of comparable scale to the existing use at the site and will reduce car parking.

1.5. TRAVEL PLAN OVERVIEW

1.5.1. This Framework Travel Plan (FTP) has been prepared in accordance with TfL's Travel Plan Guidance. The report is structured as follows:

- Section 2: Relevant Planning Policy
- Section 3: Baseline Conditions and Site Assessment
- Section 4: Travel Plan Strategy
- Section 5: Residential Travel Plan
 - Objectives and Targets
 - Travel Plan measures – details the sustainable travel principles incorporating range of 'hard' (engineering) and 'soft' (marketing and management) measures that will be implemented; and
 - Monitoring and review.
- Section 6: Hotel Travel Plan
 - Objectives and Targets
 - Travel Plan measures – details the sustainable travel principles incorporating range of 'hard' (engineering) and 'soft' (marketing and management) measures that will be implemented; and
 - Monitoring and review.

2. PLANNING POLICY & GUIDANCE

2.1. INTRODUCTION

2.1.1. The national and local transport policies relevant to this development are well documented and this section does not seek to replicate them. Instead, the key themes in the relevant national and local policies are summarised briefly below, and where relevant, policies which relate directly to the development are addressed.

2.2. NATIONAL POLICY

NATIONAL PLANNING POLICY FRAMEWORK, 2018

2.2.1. An update to the NPPF was published in May 2018. The structure of the NPPF document has been revised, and with respect to transport policy, there are many similarities to the adopted document including a presumption in favour of sustainable development with development located and designed to give priority to pedestrian and cyclists movements, minimise conflict between traffic and cyclists or pedestrians and consider the needs of disabled people where practical.

GOOD PRACTICE GUIDELINES: DELIVERING TRAVEL PLANS THROUGH THE PLANNING PROCESS (DfT, 2009)

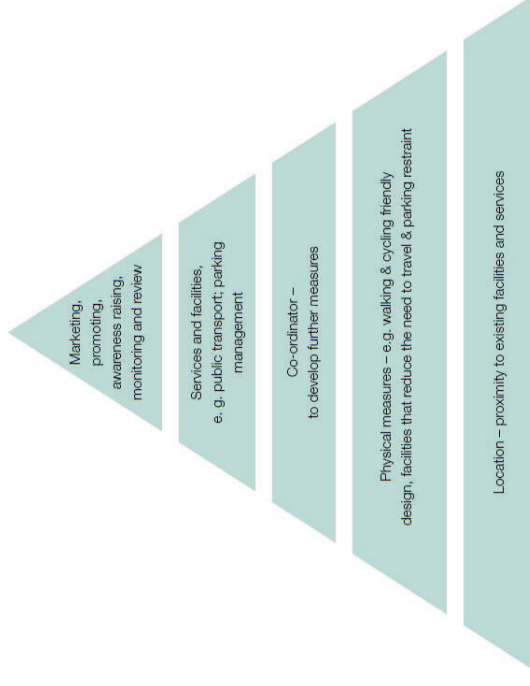
2.2.2. The DfT guidelines are intended to assist all stakeholders in determining when a Travel Plan is required, how it should be prepared and what it should contain within the context of an integrated planning and transport process. The guidelines also set out how Travel Plans should be evaluated, secured, implemented, monitored and managed in the longer term as part of this process. Travel Plans are important for major new developments in order to:

- "Support increased choice of travel modes;
- Promote and achieve access by sustainable modes;
- Respond to the growing concern about the environment, congestion, pollution and poverty of access; and
- Promote a partnership between the authority and the developer in creating and shaping 'place'."

2.2.3. The document recognises that it can be helpful to view a Travel Plan for a new development as a pyramid of measures and actions, which is constructed from the ground up, with each new layer building on the last all set within the context of the outcomes sought. This Travel Plan Pyramid is shown in Figure 2-1.

2.2.4. The DfT's Travel Plan Pyramid helps demonstrate how successful plans are built on the firm foundations of a good location and site design. Additional hard and soft measures should be integrated into the design, marketing and occupation of the site. In addition, parking restraint is often crucial to the success of the plan in reducing car use.

Figure 2-1 Travel Plan Pyramid



2.3. REGIONAL POLICY

THE DRAFT LONDON PLAN (DECEMBER 2017)

A new Draft London Plan was issued in December 2017 for consultation ahead of Examination in Public. It is not expected to be adopted until Autumn 2019. In the meantime the current 2016 London Plan remains adopted. The Draft London Plan provides useful context for the direction of future policy although no material weight is attached to its policies at this stage.

Policy T2 relates to Healthy Streets and seeks development that delivers patterns of land use that facilitate residents making shorter, regular trips by walking or cycling. The Healthy Streets approach recognises the importance of promoting and facilitating active modes of travel by making developments permeable and highly connected by foot and cycle with reduced vehicle dominance.

Policy T4 identifies that development proposals should reflect and be integrated with current and planned transport access, capacity and connectivity. Travel plans are noted as being able to help reduce negative impacts and bring about positive outcomes and are required in accordance with relevant Transport for London guidance.

Policy T5 sets out that development should encourage cycling and provides new cycle parking standards. Cycle parking and cycle parking areas should allow easy access and provide facilities for disabled cyclists. In places of employment, supporting facilities are recommended, including changing rooms, maintenance facilities, lockers and shower facilities (at least one per ten long-stay spaces is recommended).

THE LONDON PLAN (MARCH 2016)

2.3.5. The London Plan was initially published in July 2011 with subsequent alterations since adopted; Revised Early Minor Alterations to the London Plan in October 2013, Further Alterations to the London Plan (FALP) in March 2015 and Minor Alterations to the London Plan in March 2016 with a fix version in January 2017.

2.3.6. The London Plan sets out to ensure that London's transport is easy, safe and convenient for everyone and encourages cycling, walking and use of electric vehicles.

2.3.7. Policy 6.1 stresses the importance of closer integration of transport and development and hopes to encourage this by (inter alia):

- "Encouraging patterns of development that reduce the need to travel, especially by car;
 - Seeking to improve the capacity and accessibility of public transport, walking and cycling, particularly in areas of greatest demand;
 - Supporting development that generates high levels of trips only at locations with high levels of public transport accessibility, either currently or via committed, funded improvements;
 - Improving interchange between different forms of transport, particularly around major rail and underground stations, especially where this will enhance connectivity in outer London;
 - Facilitating the efficient distribution of freight whilst minimising its impacts on the transport network;
 - Supporting measures that encourage shifts to more sustainable modes and appropriate demand management;
 - Promoting greater use of low carbon technology so that CO₂ and other contributors to global warming are reduced;
 - Promoting walking by ensuring an improved urban realm; and
 - Seeking to ensure that all parts of the public transport network can be used safely, easily and with dignity by all Londoners, including by securing step-free access where this is appropriate and practicable."
- 2.3.8. Policy 6.3 states that: "workplace and/or residential travel plans should be provided for planning applications exceeding the thresholds in, and produced in accordance with the relevant TfL guidance".

TfL TRAVEL PLANNING GUIDANCE (NOVEMBER 2013)

2.3.9. In November 2013 TfL published a guidance document to combine and simplify the previous Travel Plan document 'Travel Planning for New Development in London: Incorporating Deliveries and Servicing' (January 2012).

2.3.10. One of the purposes of the guidance is to ensure that deliveries and servicing are taken into account from the earliest stage in the planning process. However, the document recognises that the level of detail provided in a Travel Plan about goods / servicing aspects will depend on the nature and scale of the development.

2.3.11. The guidance document sets out the core elements of a Travel Plan that are deemed essential. The essential elements are as follows: Objectives, Targets, Measures, Management, Action Plan, Securing, and Monitoring and Review.

3. BASELINE CONDITIONS

3.1. INTRODUCTION

3.1.1. Planning guidance highlights the emphasis being placed on the integration of land-use, transport, and planning decisions. In order to achieve good integration, high density development should be encouraged in areas with excellent levels of accessibility to public transport. This Section briefly outlines the existing transport environment in relation to the site.

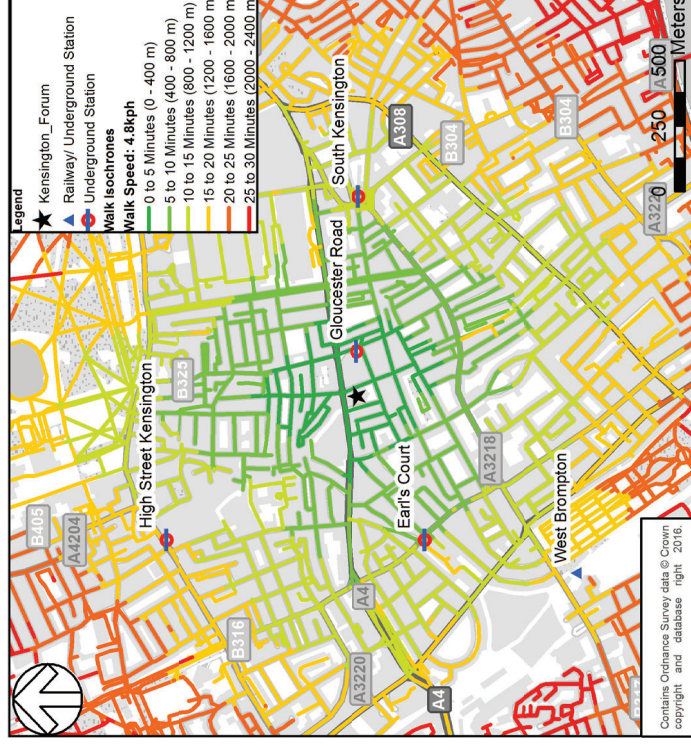
3.2. PEDESTRIAN NETWORK

3.2.1. There is an established network of footways and pedestrian connections surrounding the site.

Footways are provided along each of the adjacent roads. The network enables pedestrians to travel directly to and from the site and permeate through the local area to public transport nodes and other destinations.

3.2.2. Figure 3-1 illustrates the connectivity of the site by foot to surrounding areas by five minute walking time boundaries at a 4.8km/h travel speed. A significant area is accessible within a 30 minute walk.

Figure 3-1 Walking Isochrones

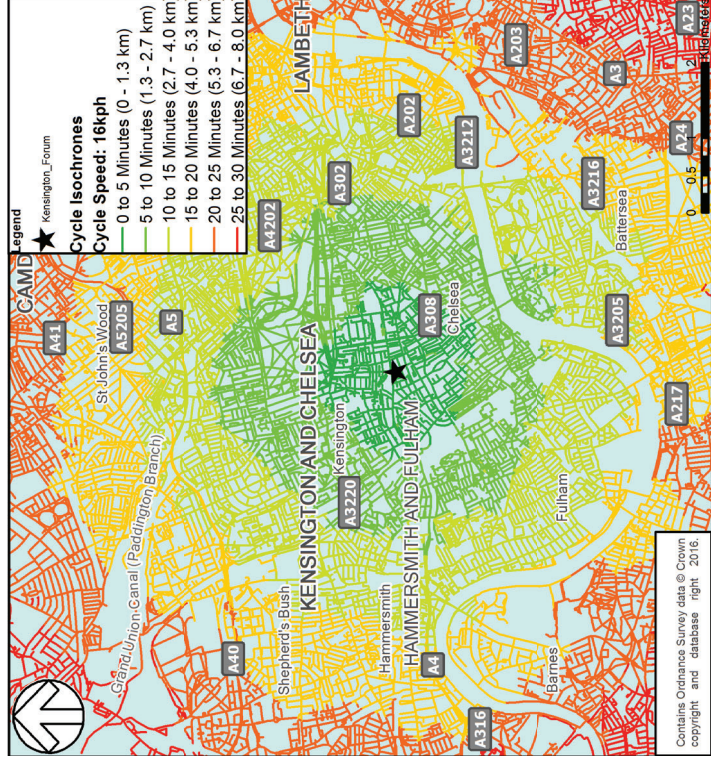


- 3.2.3. The site is located a 3 minute walk from Gloucester Road station (c.250m walk distance) which provides access to District, Circle and Piccadilly Line services on the London Underground.
- 3.2.4. Pedestrian access to the site is currently provided from Courfield Road, Ashburn Place and Cromwell Road. Signalised pedestrian crossings accommodate north-south pedestrian movement across Cromwell Road at the junctions with Ashburn Place and Ashburn Gardens.

3.3. CYCLING NETWORK

- 3.3.1. Most streets near the site are lightly trafficked and are suitable for cyclists. Ashburn Place is part of the 'Quietway' cycle network that provides signposted routes on quieter back streets for cyclists travelling at a more relaxed pace. The Quietway route provides a north-south priority cycle only route across Cromwell Road between Ashburn Place and Grenville Place. On Ashburn Place, to assist cyclists travelling northbound, a short cycle lane is provided along the right hand side of the northbound lane at the approach to Cromwell Road.
- 3.3.2. Associated with the Quietway route, recent improvements have been carried out along Cromwell Road by TfL. Cromwell Road includes on street cycle lanes in both directions with advanced stop lines at the junctions with Ashburn Place and Ashburn Gardens. There is a good level of provision for cycling on the roads immediately surrounding the site, and this connects well to the wider network.
- 3.3.3. Figure 3-3 illustrates the connectivity of the site by bicycle to surrounding areas by five minute cycle time boundaries at a 16km/h travel speed. A significant area of London is accessible within a 30 minute cycle with many journeys along dedicated and signed routes.
- 3.3.4. TfL Cycle Hire Docking Stations are located at Gloucester Road Station (150m walk distance, 15 stands) and Emperor's Gate (220m walk distance, 21 stands), both easily accessible from the site.

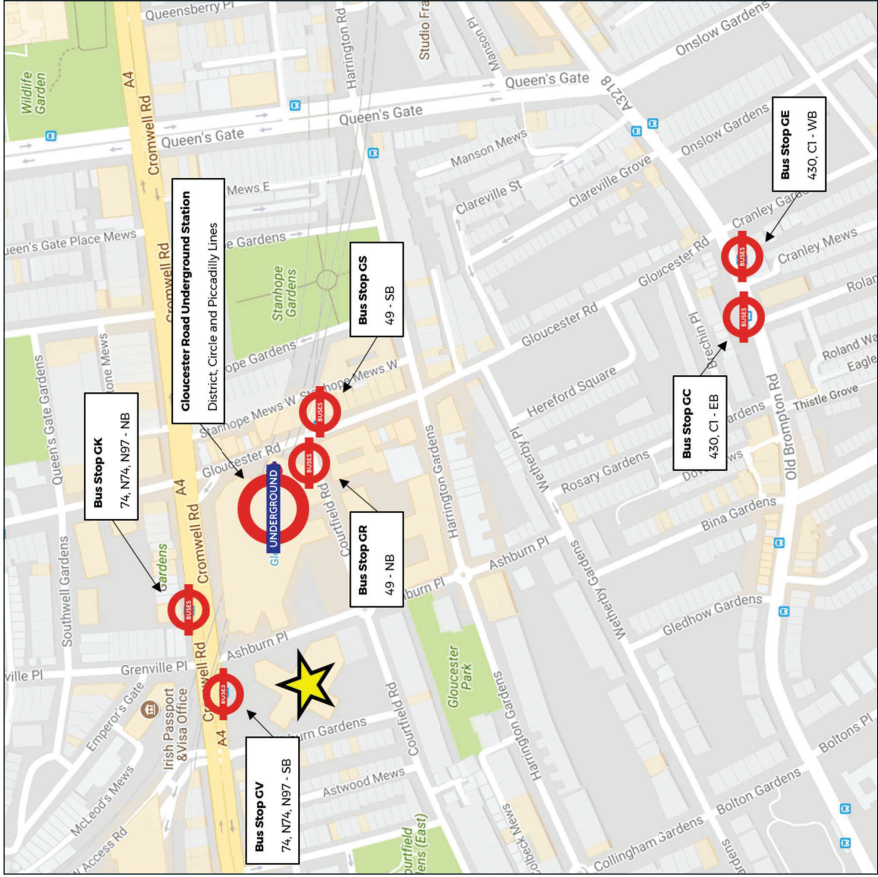
Figure 3-3 Cycling Isochrones



3.4. PUBLIC TRANSPORT ACCESSIBILITY

- 3.4.1. TfL's Web-based Connectivity Assessment Toolkit (WebCAT) shows that the Public Transport Access Level (PTAL) at the site is excellent. The PTAL Accessibility Index score is 37.14, with the site being located in one of the most accessible locations in RBKC (a score of 25+ is categorised as excellent). The surrounding public transport services are shown in Figure 3-4.

Figure 3-4 Surrounding Public Transport Services



3.4.2. Bus and London Underground services identified by the PTAL report are set out in Table 4-1 and Table 4-2. The bus stops for bus services 74, N74 and N97 are located on Cromwell Road adjacent to the site. Gloucester Road and Earl's Court stations are located within a 3 minute walk and a 9 minute walk respectively.

Table 3-1 Local Bus Services

Service No.	Bus Stop No.	Route	Direction	Approximate Frequency Service No.	
				AM Peak Hour	PM Peak Hour
49	Stop GR – NB	Clapham Junction – South Kensington – White City	NB	9	9
	Stop GS – SB		SB	9	9
74	Stop GK – NB	Putney – Earl's Court – Baker Street	NB	9	7
	Stop GV – SB		SB	8	7
430	Stop GC – EB	Roehampton – Putney – South Kensington	EB	8	7
	Stop GE – WB		WB	8	7
C1	Stop GC – EB	White City – Earl's Court - Victoria	EB	6	6
	Stop GE – WB		WB	6	6
N74*	Stop GK – NB	Danebury Avenue / Minstead Gardens – Baker Street Station		2 per hour overnight	
N97*	Stop GK – NB	Hammersmith Bus Station – Whitehall / Trafalgar Square		2 per hour overnight	
All services				54	49

*Night Service

Table 3-2 London Underground Services

Underground Line	Route	Approximate Frequency	
		AM Peak Hour	PM Peak Hour
Piccadilly*	Heathrow (westbound)	12	11
	Uxbridge (westbound)	4	7
	Cockfosters (eastbound)	18	18
Circle	Edgware Road (Clockwise)	6	6
	Edgware Road (Anti-Clockwise)	6	6
District	Wimbledon / Ealing Broadway / Richmond (westbound)	21	21
	Barking / Dagenham East / Tower Hill / Upminster (eastbound)	22	21
Total Services		89	90

*The Piccadilly Line operates a 24 hour service with trains running on average every 10 minutes between Cockfosters and Heathrow Terminal 5 on Friday and Saturday nights

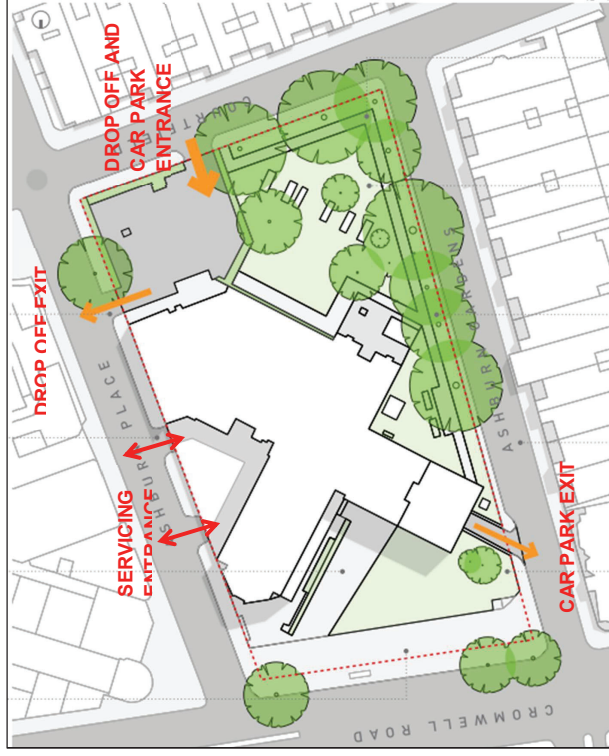
3.4.3. In addition to the London Underground stations that have been identified within the 960m PTAL distance threshold, West Brompton (20 minute walk) station is located near to the site and provides access to the London Underground network.

3.5. ROAD NETWORK

EXISTING ACCESS ARRANGEMENT

3.5.1. The existing vehicle access arrangements are summarised within Figure 3-5.

Figure 3-5 Existing Vehicle Access Layout



3.5.2. The existing hotel provides a drop-off area to the south of the hotel that accommodates cars, taxis and coaches. The drop-off operates one-way with access from Courtfield Road and egress onto Ashburn Place.

3.5.3. There is waiting space for three taxis on site within the drop-off area. These spaces are fed by a TfL taxi rank on Courtfield Road that accommodates two taxis.

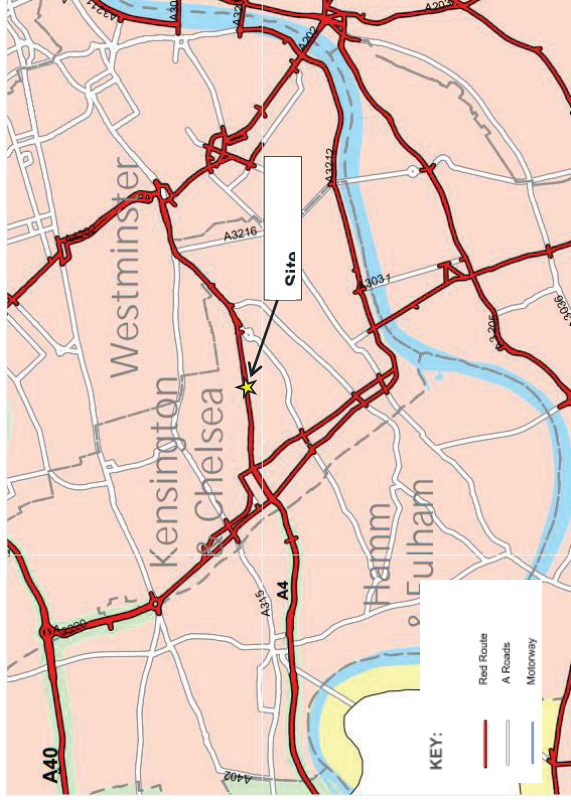
3.5.4. A basement car park is also accessed via the drop-off area. The basement car park exit is located to the west of the hotel and egresses onto Ashburn Gardens.

3.5.5. Two servicing entrances are located on Ashburn Place. These entrances are not connected internally and servicing vehicles reverse on or off the public highway across the footway to gain access. A survey of servicing activity identified that 15% of vehicles service the building on-street from the kerbside along Ashburn Place.

CROMWELL ROAD

3.5.6. Cromwell Road is part of the Transport for London Road Network (TLRN) and is a 'Red Route' with parking and loading activity prohibited. The TLRN and site location is shown in Figure 3-6.

Figure 3-6 TLRN Red Route Network



3.5.7. Cromwell Road has signalised junction with Ashburn Place and Ashburn Gardens at the northeast and northwest of the site respectively.

- The Ashburn Place junction is at a cross roads with Grenville Place. For vehicles, turning movements are restricted to left turns only. Cyclists are able to travel straight ahead between Ashburn Place and Grenville Place. The signal cycle time is 80 seconds. Informal pedestrian crossing facilities are provided.
- The Ashburn Gardens junction is a cross roads with Point West Access road forming the northern arm of the junction. Right turning from Cromwell Road is prohibited. Vehicles are permitted to turn right from Ashburn Gardens onto Cromwell Road.

3.5.8. Cromwell Road forms the northern boundary of the site and is a major arterial road with four lanes (two in each direction). It experiences high volumes throughout the day. The flows are tidal with slightly higher eastbound flows in the morning and higher westbound flows during the afternoon.

ASHBURN PLACE

3.5.9. Ashburn Place forms the eastern boundary of the site connecting Cromwell Road and Courtfield Place. It is a two-way road with on-street parking on either side of the carriageway. Traffic flows are

low with a peak of around 120 two-way vehicles per hour. Northbound traffic volume is higher than the southbound volume throughout the day.

COURTFIELD ROAD

3.5.10. Courtfield Road forms the southern boundary of the site, connecting east-west between Ashburn Place and Ashburn Gardens, parallel to Cromwell Road and provides vehicle access to the existing hotel development. There is on-street parking on either side of the carriageway. The peak hourly flow is around 400 two-way vehicles recorded in the afternoon.

ASHBURN GARDENS

3.5.11. Ashburn Gardens is located to the west of the site, connecting Courtfield Road to Cromwell Road. Traffic flows are low reaching around 140 vehicles per hour (two-way) and there is on-street parking on either side of the carriageway.

3.5.12. The existing on street parking provisions along the roads surrounding the site are shown in Figure 3-7. The majority of the on street parking spaces are allocated for pay and display and resident permit parking. The residential parking is restricted to permit holders only Monday-Friday, 8:30am-10pm and Saturday, 8:30am-1:30pm. There is a car club space along Ashburn Place and a rank for taxis along Courtfield Road, which feeds into the hotel drop-off.

Figure 3-7 Existing Street Parking Provisions

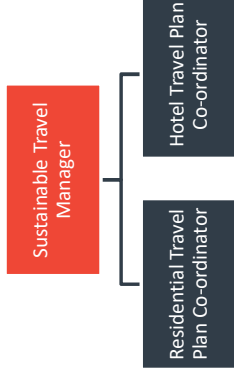


4. TRAVEL PLAN STRATEGY

4.1. MANAGEMENT

4.1.1. The structure of how the Travel Plans will be managed is set out in Figure 4-1.

Figure 4-1 Travel Plan Management



4.2. SUSTAINABLE TRAVEL MANAGER

4.2.1. A Sustainable Travel Manager (STM) will be appointed to take responsibility for the Site Wide management of the plan, and for ensuring its delivery. The Sustainable Travel Manager role for the Site will be fulfilled by an appointed consultant or the Site management company. It will be the responsibility of the developer to ensure that a Sustainable Travel Manager is appointed prior to the first occupation of the Site. The roles and responsibilities of the STM are set out below:

- Ensuring the structures for the ongoing management of the plan are set up and running effectively;
- Liaising with public transport operators and other service providers such as car club operators;
- Overseeing the monitoring and reporting of the Travel Plan including liaising with the Local Authority where appropriate;
- Monitoring and where necessary revising Travel Plan targets; and
- Administration of the Travel Plan, involving the maintenance of necessary systems, data and paperwork, consultation and promotion. These duties are permanent for the duration of the Travel Plan.

4.3. TRAVEL PLAN CO-ORDINATORS

4.3.1. To ensure that there is Site-wide adoption of the Travel Plan, the STM will be assisted in delivering the measures by Travel Plan Co-ordinators (TPCs). The STM will facilitate the appointment of TPCs for the residential land use and the Hotel, and work with them jointly to promote the Travel Plan. The TPCs role will involve:

- Giving a 'human face' to the Travel Plan, explaining its purpose and the opportunities on offer;
- Giving advice and information on transport-related subjects to residents and visitors;
- On-site co-ordination of data collection for the plan;
- Helping establish and promoting the individual measures in the plan;

- Providing on-site support to the STM, as required; and
- Implementing any additional measures.

4.4. MARKETING

It is recognised that a marketing and communication strategy is key to the success of the Travel Plan. The marketing strategy will aim to raise awareness of the key services and facilities implemented as part of the Travel Plan and disseminate travel information and notification of facilities provided.

Residents and tenants will be made aware of the Travel Plan, including its purpose and objectives, along with specific measures. Marketing will be undertaken between the point of sale and first occupation of each dwelling. Sales staff will be fully briefed on the Travel Plan.

Full details of the marketing strategy for the Site are contained within the individual measures chapters for the Travel Plan.

4.5. SECURING THE TRAVEL PLAN AND FUNDING

4.5.1. The Travel Plan will be secured by s106 agreement or by a planning condition.

4.5.2. Funding for the monitoring and management of the Travel Plan is to be secured by the developer. The costs will relate to the implementation of measures outlined within the Travel Plan and also for surveys and monitoring.

4.6. MONITORING

4.6.1. It is proposed that Travel Plan monitoring is coordinated between both elements of the Site, in order that the Sustainable Travel Manager will be able to manage the process and report findings in a single Monitoring Report. The coordination of travel plan monitoring will also assist the Local Authority in assessing the performance of the overall site-wide Travel Plan. The travel surveys for each element will therefore be carried out at the same time as each other, once trigger points have been reached.

4.6.2. Details of the monitoring schedules are shown within each component Travel Plan, detailed in Chapter 5, 6.

5. RESIDENTIAL TRAVEL PLAN

5.1.1.

The detailed methodology employed to forecast the trip generation is provided within the Transport Assessment. Travel surveys will be undertaken following occupation of the Proposed Development to update this but in the meantime the forecast travel demand provides a suitable indication of the likely mode share, summarised in Table 5-1.

Table 5-1 Residential Travel Demand

Mode	Mode Share	AM Peak (0800-0900)			PM Peak (1700-1800)		
		In	Out	Total	In	Out	Total
Underground	59.9%	1	8	9	5	1	5
Train	3.5%	0	0	1	0	0	0
Bus	6.9%	0	1	1	1	0	1
Taxi	1.3%	1	1	2	0	0	1
Motorcycle	2.5%	0	0	0	0	0	0
Car Driver	9.8%	2	7	8	3	2	5
Car Passenger	0.7%	0	6	6	2	1	2
Bicycle	3.3%	0	1	1	0	0	0
On Foot	12.0%	3	10	13	5	5	10
Total		6	33	40	16	9	25

5.2. OBJECTIVES

5.2.1. The objectives and principles for this Travel Plan have been drafted in the context of Department for Transport (DfT) guidance on residential Travel Plans, Mayoral policy and strategic guidance, local borough policy and guidance as follows:

- To raise residents' awareness of sustainable modes of travel available at the development;
- To raise residents' awareness of the health and fitness benefits of walking and cycling for short journeys; and
- To facilitate and encourage travel by sustainable modes.

5.3. TARGETS

5.3.1. Targets are tailored to deliver the objectives of the Travel Plan, and must be Specific; Measurable; Achievable; Realistic; and Timed (SMART).

5.3.2. Two types of targets could be considered. 'Action' type targets are physical actions that can be achieved by a set date, for example appointing a Travel Plan Co-ordinator (TPC), whilst 'Aim' type targets are those which relate to outcomes achieved through implementation of measures, for

example, achieving a change in mode split compared to a baseline. It is proposed to set both 'Action' type target and 'Aim' type targets.

ACTION TARGET

The following Action type targets are proposed:

- Appoint a Travel Plan Coordinator (TPC) prior to occupation;
- Cycle parking spaces will be provided prior to occupation;
- A travel pack will be produced, promoting the range of sustainable transport modes available, health benefits of active travel and the key services provided through the travel plan; and
- Travel surveys to be undertaken in years one, three and five after occupation.

AIM TARGET

5.3.4. Given the location of the site, it is expected that residents will naturally travel to and from the site via sustainable modes of transport.

5.3.5. The following Aim target is proposed:

- Achieve an AM and PM peak hour car driver mode share for residential uses not materially greater than that which is agreed through the planning application for the residential uses within five years of first occupation of the final phase of the development.

5.3.6. The mode split and the associated trip generation has been agreed as being realistic and achievable through the pre-application discussion process. This is therefore an appropriate target for the Travel Plan in the context of planning policy and practice. The target will be reviewed after the initial travel surveys have been undertaken at the Site.

5.3.7. Achieving this specific and timed target will be measured through monitoring travel surveys the results of which will be reported to the Local Planning Authority. This target links directly to all three objectives of the residential travel plan.

5.4. MEASURES

5.4.1. This section outlines the measures which will be implemented on site in order to achieve the objectives. These measures form the core of the Travel Plan. The measures have been grouped into three types as follows and considered in turn in the following sections:

- 'Hard' engineering measures incorporated into the design;
- 'Key services and facilities' provided; and
- 'Soft' marketing and management measures which ensure that sustainable travel behaviour is maximised.

HARD MEASURES

5.4.2. It should be recognised that many physical aspects of the design of the site will influence travel patterns, and will have a significant impact upon reducing dependence upon car. The hard engineering measures that will be incorporated into the design of the development are set out below. It should be noted that appropriate hard engineering measures will be provided during the construction of each building and landscaping within the development prior to occupation and will be funded by the developer.

5.4.3. The provision for alternative transport modes within the Site focus on making walking and cycling realistic alternatives to the private car for short journeys by ensuring good facilities and direct routes for each are provided.

Permeability

5.4.4. Within the Site, the pedestrian environment will be of high quality with the provision of the attractive garden square, which will provide well-maintained and legible pedestrian routes; and the use of quality materials. Pedestrians will feel safe and secure with a mixture of uses and ground level frontage ensuring the area is active both day and night, thus providing natural surveillance.

5.4.5. The pedestrian accesses are provided in suitable locations, connecting to convenient routes towards local facilities and public transport service access points, as outlined within Section 3 of this Travel Plan. The proximity of the site to local shops, services and facilities will provide the opportunity for residents within the Site to meet most of their daily needs on foot or bicycle, therefore reducing dependence upon the private car.

Car Parking Provision

5.4.6. A restrictive approach to parking has been taken with a provision of 0.37 spaces per dwelling. This will limit car ownership.

Cycle Parking Provision

5.4.7. Safe and secure cycle parking will be within the Proposed Development to meet the demands of residents and visitors to the Site in line with both TfL and RBKC minimum standards. The usage of cycle parking will be monitored as part of the overall monitoring strategy on the site.

KEY SERVICES & FACILITIES

5.4.8. A number of key services and facilities to complement the location and physical design of the Site will also be implemented to further encourage the use of sustainable transport modes.

Provision of Broadband Access in Homes

5.4.9. All residential units within the development will be broadband ready providing residents with the opportunity to sign up to an internet service provider. This will provide opportunities for both home working and home shopping, reducing the need to travel.

SOFT MEASURES

5.4.10. The location of the site, its design and proximity to public transport services within the surrounding area will create all of the conditions to make sustainable travel choices a natural option. However, it is also recognised that a communication strategy is key to the success of the Travel Plan. Details of the communication strategy for the site are set out below.

Travel Pack

5.4.11. Residents of new dwellings will be provided with a Travel Pack upon first occupation. The key role of the Travel Pack is to raise awareness of sustainable travel opportunities and initiatives available to occupants including:

- **Promotion of local sustainable travel networks:** including:
 - the **bus services** which are available; and
 - the **rail services** which are available;

- Links to relevant **public transport travel information websites** will be provided such as the TfL journey planner or citymapper.
- **Promotion of local amenities:** The Travel Pack will include the locations of many of the nearby key amenities which can facilitate many trips by foot.
- **Promotion of the cycle parking:** Making residents aware of the cycle parking which is available to them;
- Promote membership to the **London Cycling Campaign (LCC)**: Promote the LCC which is a cyclist organisation with local groups throughout London. Local LCC groups promote cycling locally, improve conditions for cyclists in their borough and organise leisure rides and social events and provide support for cyclists. The benefits on offer to LCC members include discounts at bike shops in London; exclusive cycle theft insurance packages; free third party insurance for damage or injury up to the value of £1 million; access to local LCC borough groups; and free legal advice. The details of the local LCC group together with membership information will be included within the resident Travel Pack.
- **Promotion of health benefits** associated with alternative modes of transport: The travel pack will provide details of the health benefits associated with walking and cycling regularly;
- **Details of carbon foot-printing:** provision of details of the established 'Act on CO2 carbon calculator' and provision of information to raise awareness of the environmental and cost saving benefits associated with sustainable travel and reducing car usage;
- **Promotion of car share schemes:** Details of car sharing websites will be included within the Travel Pack;
- **Promotion of key services and facilities:** Full details of the key services and facilities provided by the Travel Plan will be included on the Travel Pack including:
 - the availability of **broadband internet** and the benefits of home working and home shopping;
 - the availability of the **car club** spaces nearby and where to find information about using the service;
 - the **car parking management** regime in place; and
 - the availability of the Site management office to accept small, non-perishable **deliveries** during the day.

5.4.12. The Travel Pack also invites those persons wishing to raise specific transport-related matters to discuss them with the TPC for consideration.

5.5. MONITORING & REVIEW

5.5.1. A programme of monitoring and review will be implemented to generate information by which the success of the Travel Plan will be evaluated. This will establish whether the agreed targets are being met. Monitoring and review will be the responsibility of the Sustainable Travel Manager with assistance from the Travel Plan Co-ordinator.

MONITORING

Action Target Monitoring and Reporting

- 5.5.2. To measure progress against the Action target, the following monitoring regime is proposed:
- Annual reporting

- The number of dwellings completed and first occupied in each year will be reported to the approving authority together with confirmation that each occupier has been provided with a copy of the Travel Pack.

Aim Target Monitoring and Reporting

5.5.3. To measure progress against the Aim target, the following monitoring regime is proposed, unless agreed in writing to curtail:

- Year 0 Survey
- A TRICS SAM (Standard Assessment Methodology) compliant monitoring survey will be undertaken during the first reasonably practicable neutral month following 75% occupation and a monitoring report setting out the surveyed results will be submitted to LBN.
- Years 1, 3 and 5 Surveys
- A TRICS SAM compliant monitoring survey will be undertaken during the same neutral month as the year 0 survey in years 1, 3 and 5 and a monitoring report setting out the surveyed results will be submitted to the approving authority.

5.5.4. The monitoring surveys will allow the approving authority to understand emerging travel behaviour at the development and to make an informed decision about what, if any, actions should be taken.

REVIEW

5.5.5. The STM will report the results on monitoring to the approving authority within three months of monitoring being triggered. The approving authority, relevant stakeholders and the STM will then review the results and, if appropriate, revise targets accordingly. The results of the travel survey and revised targets will be included in subsequent revisions of this Travel Plan as required.

5.5.6. It is not anticipated that any remedial measures will be required following review of the travel plan after monitoring reports are provided to the approving authority. Any such remedial measures (if required necessary) should be secured and funded through a s106 agreement.

5.6. ACTION PLAN

5.6.1. The programme for the implementation of the Travel Plan measures is set out in Table 5-2 including intended implementation dates and responsibilities.

Table 5-2 Residential Action Plan

Action	Target (values)	Target Date	Funding	Indicator/measured by	Responsibility
Appointment of STM & TPC	N/A	Prior to occupation	Developer	Appointment of STM & TPC	Developer
Agree Travel Plan Objectives, Targets and Measures with RBKC	N/A	Prior to occupation	Developer	Agreement being reached with RBKC	STM / TPC
Provision of cycle parking	75 long stay and 2 short stay spaces	Prior to occupation	Developer	Installation of cycle parking	Developer
Availability of broadband access in homes	N/A	Prior to first occupation of each dwelling	Developer	Availability of broadband access in homes	Developer
Provision of the Travel Pack to each dwelling	One Travel Pack per dwelling	At first occupation of each dwelling	Developer	Dissemination of the Travel Pack to each dwelling	Developer
Undertake initial travel surveys	N/A	Within 3 months of 75% occupation	Developer	Receipt of survey results	STM / TPC
Agree target values for mode split with RBKC	Target subject to negotiations with RBKC	1 month after initial travel survey	Developer	Receipt of written agreement of targets	STM / TPC
Undertake travel surveys and analysis years 1, 3 and 5 and discuss results with RBKC	N/A	Every other anniversary of the initial travel surveys	Developer	Receipt of survey results	STM / TPC

6. HOTEL TRAVEL PLAN

6.1.1.

The detailed methodology employed to forecast the trip generation is provided within the Transport Assessment. Travel surveys will be undertaken following occupation of the Proposed Development to update this but in the meantime the forecast travel demand provides a suitable indication of the likely mode share, summarised in Table 5-1.

Table 5-1 Hotel Travel Demand (Staff and Visitors)

Mode	AM Peak (0800-0900)			PM Peak (1700-1800)		
	In	Out	Total	In	Out	Total
Underground	40	172	212	105	84	188
Train	17	74	92	45	36	82
Bus	12	50	62	31	24	55
Taxi	41	41	83	61	61	122
Motorcycle	0	0	0	0	0	0
Car Driver	3	1	3	1	2	4
Car Passenger	2	0	2	1	2	3
Bicycle	4	1	5	2	4	6
On Foot	34	140	174	96	75	171
Total	153	479	633	342	288	630

6.2. OBJECTIVES

6.2.1. The objectives and principles for this Travel Plan have been drafted in the context of Department for Transport (DfT) guidance on residential Travel Plans, Mayoral policy and strategic guidance, local borough policy and guidance as follows:

- To raise employees' and visitor's awareness of sustainable modes of travel available at the development;
- To raise employees' and visitor's awareness of the health and fitness benefits of walking and cycling for short journeys; and
- To facilitate and encourage travel by sustainable modes.

6.2.2. In relation to the hotel, the Travel Plan is designed to focus on employee travel choices as this is repeated daily activity. Travel behaviour of visitors to the hotel has also been considered however it is noted that there are fewer opportunity to influence travel choices of visitors. This is reflected in the targets and actions proposed.

6.3. TARGETS

6.3.1. Targets are tailored to deliver the objectives of the Travel Plan, and must be Specific; Measurable; Achievable; Realistic; and Timed (SMART).

6.3.2. Two types of targets could be considered. 'Action' type targets are physical actions that can be achieved by a set date, for example appointing a Travel Plan Co-ordinator (TPC), whilst 'Aim' type targets are those which relate to outcomes achieved through implementation of measures, for example, achieving a change in mode split compared to a baseline. It is proposed to set both 'Action' type target and 'Aim' type targets.

ACTION TARGET

6.3.3. The following Action type targets are proposed:

- Appoint a Travel Plan Coordinator (TPC) prior to occupation;
- Provide cycle parking spaces prior to occupation;
- A travel pack will be produced, promoting the range of sustainable transport modes available, health benefits of active travel and the key services provided through the travel plan; and
- Travel surveys to be undertaken in years one, three and five after occupation.

AIM TARGET

6.3.4. Given the location of the site, it is expected that employees and visitors will naturally travel to and from the site via sustainable modes of transport.

6.3.5. The following Aim target is proposed:

- Achieve an AM and PM peak hour car driver mode share for hotel uses not materially greater than that which is agreed through the planning application for the hotel uses within five years of first occupation of the final phase of the development.

6.3.6. The mode split and the associated trip generation has been agreed as being realistic and achievable through the pre-application discussion process. This is therefore an appropriate target for the Travel Plan in the context of planning policy and practice. The target will be reviewed after the initial travel surveys have been undertaken at the Site.

6.3.7. Achieving this specific and timed target will be measured through monitoring travel surveys the results of which will be reported to the Local Planning Authority. This target links directly to all three objectives of the residential travel plan.

6.4. MEASURES

6.4.1. This section outlines the measures which will be implemented on site in order to achieve the objectives. These measures form the core of the Travel Plan. The measures have been grouped into three types as follows and considered in turn in the following sections:

- 'Hard' engineering measures incorporated into the design;
- 'Key services and facilities' provided; and
- 'Soft' marketing and management measures which ensure that sustainable travel behaviour is maximised.

HARD MEASURES

6.4.2. It should be recognised that many physical aspects of the design of the site will influence travel patterns, and will have a significant impact upon reducing dependence upon car. The hard engineering measures that will be incorporated into the design of the development are set out below. It should be noted that appropriate hard engineering measures will be provided during the construction of each building and landscaping within the development prior to occupation and will be funded by the developer.

6.4.3. The provision for alternative transport modes within the Site focus on making walking and cycling realistic alternatives to the private car for short journeys by ensuring good facilities and direct routes for each are provided.

Permeability

6.4.4. Within the Site, the pedestrian environment will be of high quality with the provision of the attractive garden square, which will provide well-maintained and legible pedestrian routes; and the use of quality materials. Pedestrians will feel safe and secure with a mixture of uses and ground level frontage ensuring the area is active both day and night, thus providing natural surveillance.

6.4.5. The pedestrian accesses are provided in suitable locations, connecting to convenient routes towards local facilities and public transport service access points, as outlined within Section 3 of this Travel Plan. The proximity of the site to local shops, services and facilities will provide the opportunity for residents within the Site to meet most of their daily needs on foot or bicycle, therefore reducing dependence upon the private car.

Car Parking Provision

6.4.6. A restrictive approach to parking has been taken with a provision of 1 space per 40 bedrooms. This will limit car use.

Cycle Parking Provision

6.4.7. Safe and secure cycle parking will be within the Proposed Development to meet the demands of residents and visitors to the Site in line with both TfL and RBKC minimum standards. The usage of cycle parking will be monitored as part of the overall monitoring strategy on the site.

KEY SERVICES & FACILITIES

6.4.8. A number of key services and facilities to complement the location and physical design of the Site will also be implemented to further encourage the use of sustainable transport modes. Details of each of the proposed key services are set out in turn below:

Car Park Management

6.4.9. Car parking spaces will be controlled by on-site management and managed in such a way as to ensure that they are used for authorised parking only. Details of the car parking management strategy will be communicated within marketing material produced for the Site.

Deliveries

6.4.10. Sustainable delivery initiatives will be pursued where reasonably practicable. Such initiatives could include the synchronisation of deliveries from common suppliers therefore reducing both the number

of deliveries to the Site whilst simultaneously reducing the economic and environmental costs associated with Light Goods Vehicle (LGV) and Heavy Goods Vehicle (HGV) deliveries.

Cycle to Work Scheme

6.4.11. The national Cycle to Work Scheme enabling employees who wish to cycle to work to purchase a bike on a tax free basis will be promoted to all workplace occupiers for the benefit of their staff. The hotel operator will be encouraged to provide support for this scheme.

Cycle to Work Week

6.4.12. A cycle to work week will be organised by the Travel Plan Coordinator. The event will be held within 12 months of the opening of the hotel. The event will be co-ordinated with the National Bike Week, where timescales permit.

Interest Free Season Ticket Loans for Employees

6.4.13. The hotel operator would be encouraged to provide and promote the availability of employee interest free loans for the purchase of public transport season tickets. The provision of interest free season ticket loans will be publicised (if appropriate) within the Travel Pack.

SOFT MEASURES

6.4.14. The location of the site, its design and proximity to public transport services within the surrounding area will create all of the conditions to make sustainable travel choices a natural option. However, it is also recognised that a communication strategy is key to the success of the Travel Plan. Details of the communication strategy for the site are set out below.

Travel Pack

6.4.15. Employees will be provided with a Travel Pack as part of their induction. A copy of the Travel Pack will also be made available to visitors either as part of the information available in each room or at a central, public location in the hotel (e.g. reception) and travel information will be available on the hotel website, encouraging sustainable travel choices where possible. The key role of the Travel Pack is to raise awareness of sustainable travel opportunities and initiatives available to occupants including:

- **Promotion of local sustainable travel networks:** including:
 - the **bus services** which are available; and
 - the **rail services** which are available;
- Links to relevant **public transport travel information websites** will be provided such as the TfL journey planner or citymapper.
- **Promotion of local amenities:** The Travel Pack will include the locations of many of the nearby key amenities which can facilitate many trips by foot.
- Promotion of the cycle parking: Making residents aware of the cycle parking which is available to them;
- **Promotion of health benefits** associated with alternative modes of transport: The travel pack will provide details of the health benefits associated with walking and cycling regularly;
- **Details of carbon foot-printing:** provision of details of the established 'Act on CO2 carbon calculator' and provision of information to raise awareness of the environmental and cost saving benefits associated with sustainable travel and reducing car usage;

- **Promotion of key services and facilities:** Full details of the key services and facilities provided by the Travel Plan will be included on the Travel Pack including:
 - the availability of the **car club** on the site and where to find information about using the service;
 - **cycle to work schemes** and **national cycle to work week**
 - **interest free season ticket loans** for employees; and
 - the **car parking management** regime in place.

6.4.16. The Travel Pack also invites those persons wishing to raise specific transport-related matters to discuss them with the TPC for consideration.

Hotel Website

6.4.17. In addition to the Travel Pack, travel advice on walking, cycling and public transport routes to the site would be published on the hotel website and a link to this page included in booking confirmation for visitors.

6.5. MONITORING & REVIEW

6.5.1. A programme of monitoring and review will be implemented to generate information by which the success of the Travel Plan will be evaluated. This will establish whether the agreed targets are being met. Monitoring and review will be the responsibility of the Sustainable Travel Manager with assistance from the Travel Plan Co-ordinator.

MONITORING

Action Target Monitoring and Reporting

To measure progress against the Action target, the following monitoring regime is proposed:

- Annual reporting

- A copy of the Travel Pack will be provided to the approving authority.

Aim Target Monitoring and Reporting

6.5.3. To measure progress against the Aim target, the following monitoring regime is proposed, unless agreed in writing to curtail:

- Year 0 Survey

- A TRICS SAM (Standard Assessment Methodology) compliant monitoring survey will be undertaken during the first reasonably practicable neutral month following occupation and a monitoring report setting out the surveyed results will be submitted to LBN.

- Years 1, 3 and 5 Surveys

- A TRICS SAM compliant monitoring survey will be undertaken during the same neutral month as the year 0 survey in years 1, 3 and 5 and a monitoring report setting out the surveyed results will be submitted to the approving authority.

6.5.4. The monitoring surveys will allow the approving authority to understand emerging travel behaviour at the development and to make an informed decision about what, if any, actions should be taken.

REVIEW

- 6.5.5. The STM will report the results on monitoring to the approving authority within three months of monitoring being triggered. The approving authority, relevant stakeholders and the STM will then review the results and, if appropriate, revise targets accordingly. The results of the travel survey and revised targets will be included in subsequent revisions of this Travel Plan as required.
- 6.5.6. It is not anticipated that any remedial measures will be required following review of the travel plan after monitoring reports are provided to the approving authority. Any such remedial measures (if required necessary) should be secured and funded through a s106 agreement.

6.6. ACTION PLAN

6.6.1. The programme for the implementation of the Travel Plan measures is set out in Table 5-2 including intended implementation dates and responsibilities.

Table 5-2 Hotel Action Plan

Action	Target (values)	Target Date	Funding	Indicator/measured by	Responsibility
Appointment of STM & TPC	N/A	Prior to occupation	Developer	Appointment of STM & TPC	Developer
Agree Travel Plan Objectives, Targets and Measures with RBKC	N/A	Prior to occupation	Developer	Agreement being reached with RBKC	STM / TPC
Provision of cycle parking	N/A	Prior to occupation	Developer	Installation of cycle parking	Developer
Provision of the Travel Pack to each employee	One Travel Pack per employee	As part of induction	Developer	Dissemination of the Travel Pack to each employee	Developer
Publishing of travel advice to the site on the website	N/A	Prior to occupation	Developer	Creation of the website	Developer
Undertake initial travel surveys	N/A	Within 3 months of occupation	Developer	Receipt of survey results	STM / TPC
Agree target values for mode split with RBKC	Target subject to negotiations with RBKC	1 month after initial travel survey	Developer	Receipt of written agreement of targets	STM / TPC
Undertake travel surveys and analysis years 1, 3 and 5 and discuss results with RBKC	N/A	Every other anniversary of the initial travel surveys	Developer	Receipt of survey results	STM / TPC



WSP House
70 Chancery Lane
London
WC2A 1AF

wsp.com

Appendix I

OUTLINE CONSTRUCTION TRAFFIC

MANAGEMENT PLAN



CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Q1. Please confirm that you have read and understood the Council's guidance notes included at the end of the document and within the Transport and Streets SPD.

Please delete as appropriate

Y

PLAN IDENTIFICATION

Q2. Provide a date of issue for this document and, if relevant, a revision number.

June 2018 – Rev 1

Q3. What is the full postal address of the site?

97 Cromwell Road
Kensington
London
SW7 4DN

Q4. Please provide the planning permission reference number for the development. Otherwise please confirm this is a Draft CTMP to accompany a planning application.

Draft CTMP to accompany a planning application.

Q5. Please give a very brief description of the work.

It is proposed that the existing building (906 bedroom hotel with meeting rooms and restaurants) will be demolished and replaced with a hotel/residential use development. The existing basement would be retained with some extensions.

The proposed development is as follows:

- A hotel comprising 1,089 keys (749 hotel bedrooms and 340 serviced apartments) with restaurant/bar and function/meeting room facilities; and
- 62 residential apartments.

Q6. Please provide contact details for the person responsible for completing this form.

Name: Alec Prince

Address: 70 Chancery Lane, London, WC2A 1AF

Tel: 020 7314 5846

Email: alec.prince@wsp.com

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

PRE SUBMISSION NEIGHBOUR CONSULTATION

Q7. Please detail how neighbours have been involved in the development of this plan. Please confirm you have contacted the Residents' Association for the street (if there is one). Please identify whom you liaised with and where they reside.
Local people understand the local context and can provide constructive and valuable advice on how best to carry out a development given the context. Any consultation responses submitted to the Council in respect of a Draft CTMP must be responded to in the Final CTMP. Details of the Borough's Residents' Associations can be found [here](#).

A Transport Assessment Scoping Report has been issued to RBKC and TfL and pre-application meetings have been held with each party. Initial consultation with neighbours including the local residents' association has been undertaken. Further consultation will be held with neighbours prior to submission of the detailed CTMP, should the scheme be granted planning permission. It is expected that this will be secured via a condition attached to the planning permission.

ROUTING OF DEMOLITION, EXCAVATION AND CONSTRUCTION VEHICLES

Q8. Please describe the construction traffic route to be used to and from the site, showing details of links to the strategic road network (A and B roads) and highlighting any nearby cycling facilities (including roads with contraflow cycling) that would be affected. **Provide a plan** (numbered and dated with a revision number if necessary) illustrating these details. Construction traffic on other routes is not permitted. The route described must be adhered to.
The route should avoid residential side streets wherever possible and vehicles should, in most circumstances, approach the site from the left hand side of the road in two-way streets. It is useful to have a plan of the route to send to visitors and delivery companies. The route should be able to accommodate all vehicles visiting the site in terms of capacity, geometry and height. If necessary use 'autotrack' to demonstrate the suitability of the proposed route. Consider any sensitive sites or major trip generators (e.g. schools, offices, public buildings, museums, etc) on the route, and other planned developments and developments under construction - can they be avoided?

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Construction traffic to and from the site could come from various directions depending upon the contractor and locations of suppliers, waste disposal etc. Potential routes identified include from the north via A40 Westway, the east via Vauxhall Bridge, the south via Battersea Bridge and the west via the A4. On approach to the site, all vehicles are expected to travel westbound along Cromwell Road. Construction access will be focused to the north of the site, however there will be some access requirements at the south of the site. Vehicles requiring access along Courtfield Road will use the existing drop-off area, whilst vehicles along Ashburn Place will pull up on the west hand side of the road in a pit-lane formation.

For egress, vehicles will depart via Ashburn Gardens onto Cromwell Road.

With the exception of the roads immediately surrounding the site (Ashburn Gardens, Courtfield Road and Ashburn Place), all construction routes towards the site will take place predominantly on the strategic TLRN. Cycling facilities are not impacted.

Drawings detailing the construction traffic routes and the immediate construction access to the site are detailed to the end of this note.

Q9. Please confirm that all contractors, sub-contractors, delivery companies and visitors will be advised of and required to adhere to the specified route and all the other terms of this plan.

Please delete as appropriate

Y

PERMITTED CONSTRUCTION TRAFFIC HOURS

Q10. Deliveries and collections must be restricted to between 9.30am and 4.30pm, Monday to Friday. Where there is a school on route, then deliveries must be restricted to between 9.30am and 3pm, Monday to Friday, during term time. Please confirm your acceptance of these requirements and describe how they will be enforced. Any exceptions must be specified here (for example where the delivery of abnormal loads is planned).

Construction traffic will be limited to access and egress the site between 09:30 and 16:30, Monday to Friday during. No traffic will be permitted outside these hours or at weekends, except with special permission. A schedule of abnormal loads will be provided in the detailed CTMP.

SITE ACCESS

Q11. Please supply an accurate (to scale) numbered and dated site plan annotated with dimensions showing;

- all points of site access (vehicular and pedestrian);
- where materials, skips and plant will be stored;
- position of hoarding;
- position of nearby trees;
- where construction vehicles would wait to load/unload;
- surrounding properties and their accesses;
- parking bay suspensions;
- a minimum of 1.2m clear footway width to be retained at all times and;
- a minimum of 3m clear carriageway width to ensure that development activity does not block the road.

Please provide the relevant drawing number (s).

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

The placing of skips, plant and material should be on the site itself. Their placement on the highway in front of adjoining properties will be unacceptable.

The placing of skips, plant or material on the highway in a position that would hinder access to surrounding properties will be unacceptable.

A minimum of 1.2m clear footway width is required to allow wheelchair users and push chairs to pass. A minimum of 3m clear roadway width must be maintained to prevent the road becoming blocked. We will require the use of narrow body construction vehicles where 3m clear width cannot be achieved with larger construction vehicles.

In circumstances where 3m clear roadway width could be achieved by parking suspensions or the use of narrow body vehicles, we will require the latter.

Where the maintenance of 3m clear roadway width is impossible, temporary blockages will only be permitted subject to stringent controls (cf. Q16).

The figures included in the ES Chapter 5 Construction and Demolition, presented in conjunction with this note detail the demolition and construction phases of the development respectively. Access drawings reflecting the demolition and construction phases are presented to the rear of this note.

The drawings detail all access points and gates to the site, demonstrating sufficient road carriageway width. The Cromwell Road footway will be maintained within a gantry. The western footway along Ashburn Place will be temporarily closed during construction, with pedestrians diverted to the eastern footway.

Nearby trees, hoarding positions, pavement gantry, loading areas, construction accommodation, crossovers with banksmen and barriers, tower cranes, hoists and concrete booms are also outlined within the drawings.

Parking suspension is proposed on western side of Ashburn Place to enable demolition and construction of the site. There is potential to relocate some parking, including the car club, to the eastern footway.

Q12. Will vehicles enter and leave the site (Yes/ No)? If yes, please detail how vehicles will enter and leave the site?

If vehicular access is provided vehicles should be able to turn within the site and exit in a forward direction. Alternatively, vehicles may reverse in and drive out in forward gear. Suitably (LANTRA or similar) qualified banksmen MUST be provided at all times when vehicles are manoeuvring. The swept path of the chosen manoeuvre must be shown on the site plan. Trained site staff must assist when delivery vehicles are accessing the site, or parking on the highway adjacent to the site. Banksmen must ensure the safe passage of pedestrians and vehicular traffic in the street when vehicles are being loaded or unloaded.

All vehicles accessing the site during construction will enter and exit the site in a forward gear.

Within the site there is room for vehicles to turn around before departing in forward gear.

Suitably qualified banksmen will be situated on-site at all times that vehicles are manoeuvring, and will assist construction vehicles as well as pedestrians and other vehicular traffic.

Q13. What is your proposed method of spoil removal (wait & load, conveyor, grab, skip swap, etc.)?
We will not agree to the placing of skips on streets that experience saturated parking conditions overnight (90% occupancy on residents' parking bays) and where alternative methods of spoil removal could reasonably be carried out. We will only agree to a methodology that maintains 3m of

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

clear roadway width. Where the maintenance of 3m clear roadway width is impossible, temporary blockages will only be permitted subject to stringent controls (cf. Q16). The use of the wait and load methodology means that the kerbside is available for parking at times when any parking suspensions do not apply. The chosen method of spoil removal must avoid damaging any nearby trees.

The method of spoil removal will be confirmed as part of the detailed Construction Traffic Management Plan following planning permission and prior to commencing works on-site, once a contractor has been appointed.

The strategy will comply with the following:

- skips will not be kept on-street in areas that experience saturated parking conditions overnight (90% occupancy on residents' parking bays) where alternative methods of spoil removal could reasonably be carried out
- A minimum of 3m width of clear carriageway will be maintained
- The chosen method of spoil removal will avoid damaging any nearby trees.

Q14. How will concrete be supplied to the site, where will the delivery lorries be located and for how long? Where will concrete pumps be positioned? How will concrete be transferred across the footway? Please illustrate with a numbered and dated drawing annotated with dimensions.
We will only agree to the use of concrete wagons where a minimum of 3m of clear roadway width can be maintained. Otherwise concrete must be hand mixed on site. At all times safe pedestrian passage across the front of the site must be maintained.

Concrete will be supplied by daily deliveries, and the delivery lorries will be located on-site within the construction area or directly adjacent to the site via Ashburn Place during periods when the footway is closed. A minimum of 3m clear roadway width will be preserved at all times, and safe pedestrian passage across the front of the site will also be maintained and safe, convenient alternative route will be available when footway closure is necessary.

Q15. How will scaffolding be supplied to the site, where will the delivery lorries be located and for how long? If this question is not applicable please explain why. Please illustrate with a numbered and dated drawing annotated with dimensions.

We will only agree to arrangements where a minimum of 3m of clear roadway width can be maintained during scaffolding deliveries. If necessary parking bays must be suspended to achieve this. Where the maintenance of 3m clear roadway width is impossible, temporary blockages will only be permitted subject to stringent controls (cf. Q16).

Vehicle stopping locations can be seen in the figures included in the ES Chapter 5 presented in conjunction with this note and will be present for the minimum time necessary to delivery scaffolding to site.

Q16. On narrow streets, where there is no alternative to the street becoming blocked during scheduled deliveries, please detail the management measures to be followed to ensure:

- Pedestrian passage is maintained at all times.
- Vehicular access to adjacent properties is maintained at all times.
- Emergency Access is maintained at all times.
- Motorists are adequately forewarned of the blockage.

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

- Trees do not become damaged.
- We will only agree to road closures in exceptional circumstances. In most cases good traffic management should ensure that the frequency and duration of blockages is managed so that vehicular traffic can pass the site. We will only agree to blockages occurring between 9.30am and 3pm. The driver must stay with the vehicle at all times and be ready to move on request if vehicular access to a neighbouring property is required and no alternative is available or in the event of an emergency. Banksmen must be positioned on all approaches to the site to forewarn highway users and advise of alternative routes.*

Pedestrian passage, vehicular and emergency access will be maintained at all times, with all construction vehicles being situated on-site or within a 'pit-stop bay' along Ashburn Place. As such, motorists and pedestrians will not be blocked and can pass the site. Nonetheless, banksmen will be positioned appropriately to assist motorists and pedestrians and ensure blockages do not take place.

Trees will not be damaged as the construction access points are situated in a location where the trees will not pose an obstruction.

Q17. Please confirm that appropriate measures will be taken to protect the public highway from damage arising from construction related activity and to prevent concrete and other detritus from being washed into the public highway drainage system. In addition, please confirm that the Council will be informed promptly should any such damage to the highway occur and will be duly reimbursed for the cost of the repairs.

The Council will require reimbursement for any damage caused to the highway or drainage system. Under no circumstances should concrete residue or other detritus be washed into the drainage system. Consideration must also be given to protecting the road and pavement surfaces from HGV movements, skips, outriggers and other related plant, materials and equipment etc.

Please delete as appropriate

Y

Q18. Please confirm you accept the below requirements:

- The depositing of mud/detritus on the highway originating from the site or from any construction vehicle associated with the development is unacceptable.
- A wheel wash facility shall be provided at all vehicular access gates to the development site to ensure that mud/detritus originating from the site is not deposited on the public highway.
- Where the deposition of some dirt on the highway is unavoidable, any mud/detritus shall be expeditiously cleared using street cleansing vehicles or similar. No development dirt shall be evident on the highway at the end of any working day

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Please delete as appropriate

Y

SCHEDULING

Q19. In order to devise a robust scheduling strategy, the approximate number of construction vehicle movements necessary to complete the proposed development must be established. Please provide a breakdown of the number, type, capacity and dimensions of the construction vehicles that would service the site. Estimate the average daily or weekly number of vehicles per vehicle type **during each major phase of the work**. Please specify the maximum dwell time for each construction vehicle type. *The Council understands the exact number of construction vehicle movement cannot be known from the outset however the scheduling strategy must be sufficiently robust to satisfactorily deal with the construction traffic volumes that do arise. Accordingly maximum vehicle sizes and maximum dwell times for each construction vehicle type must be set to ensure conflicting deliveries never arise and to maintain highway operation (e.g. Grab Lorry 8.5m (L) 2.5m (W) 2.4m (H); 2 visits per day; 20 minutes maximum dwell time).*

It is forecast that the maximum number of two-way construction vehicle trips across the entire construction period would be 49 trips per day. A trip profile detailing the forecast vehicle trips throughout the construction phase is illustrated in the figures with the ES Chapter 5 Construction and Demolition.

The vehicles accessing the site will include the following and will be present for the minimum time possible. The maximum dwell time for vehicles will be 4hrs (excluding plant and machinery such as cranes or piling rigs).

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Table: Likely Plant and Machinery

Plant	Demolition	Excavation	Substructure	Superstructure	Fit-out	Roads and Landscaping
Bulldozers	✓	✓	✓			✓
Compaction plant			✓			✓
Tower Cranes	✓	✓	✓	✓	✓	
Platform Hoists				✓	✓	
Cutters, drills and small tools	✓		✓	✓	✓	
Crushers	✓	✓				
360° excavators	✓	✓				✓
Floodlights	✓	✓	✓	✓		✓
Fork lift truck	✓		✓	✓	✓	✓
Generators	✓	✓	✓	✓	✓	✓
Hydraulic benders and cutters	✓		✓	✓		
HGVs/lorries/vans	✓	✓	✓	✓	✓	✓
Piling rigs		✓	✓			
Scaffolding and mobile hydraulic access platforms	✓		✓	✓	✓	
Ready-mix concrete lorry			✓	✓		✓
Concrete pump & boom			✓	✓		
Mortar batching plant				✓		
Water pump		✓	✓	✓		✓
Temporary supports		✓	✓	✓		

Q20. Please confirm that no more than a single delivery vehicle associated with the development will be positioned on the highway in the vicinity of the site at any given time.
For basement extensions to residential properties we will not agree to there being more than a single vehicle on the highway servicing the site at any given time (save for when a concrete pump is being used in conjunction with a concrete wagon).

Please delete as appropriate

Y

For some large development schemes, and solely at the discretion of the Council, it might be appropriate for more than a single construction vehicle to be on the highway in the vicinity of the site at a given time. The maximum number of such vehicles simultaneously on the highway in the vicinity of the site must be specified and justified here.

VEHICLE CALL UP PROCEDURE

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Q21. Please confirm you accept the below requirements.

- All deliveries shall be pre booked and allocated set arrival times.
- Delivery instructions shall be sent to all suppliers and contractors including the maximum dwell times specified above.
- Suppliers shall call the site a minimum of 20mins before their vehicle arrives at site to confirm that the loading area is available.
- If the loading area is unavailable construction vehicles shall not proceed to the site.
- Vehicles shall not wait or stack on any road within the Royal Borough.
- The loading/collection area shall be clear of vehicles and materials before the next lorry arrives.
- Contractors' vehicles shall not park in any suspended parking bays or on suspended waiting and loading restrictions.
- The engines of contractors' vehicles shall not be kept idling.

Please delete as appropriate

Y

IMPACT ON OTHER HIGHWAY USERS

Q22. How will you protect pedestrians from the construction works, particularly vulnerable users?

Vulnerable footway users include wheelchair users, the elderly, people with walking difficulties, young children, people with prams, blind and partially sighted people, etc. A secure hoarding will be required to the site boundary with a lockable access. Any work above ground floor level may require a covered walkway adjacent to the site. A licence must be obtained for scaffolding and gantries. The adjoining public highway must be kept clean and free from obstructions. Lighting and signage must be used on temporary structures/ skips/ hoardings, etc. Appropriate ramping must be used if cables, hoses, etc. are run across the footway. A banksman must be in position on the footway during the transfer of materials across the footway to ensure that safe pedestrian passage is maintained.

A gantry will be in place along Cromwell Road with the footway remaining open. The gantry will be designed to accommodate the bus stop and waiting area.

The western footway on Ashburn Place will be temporarily suspended during construction as necessary however an alternative, footway is easily accessible on the eastern side of the road. There will be suitable signage to reach the eastern footway along Ashburn Place, with flush dropped kerbs in place to assist vulnerable users.

Banksmen will be present at all times to assist pedestrians when vehicles are manoeuvring around the site.

Q23. Confirm that you have assessed the risks to cyclists and pedestrians of the proposed construction traffic arrangements and accept the requirements related to safety bars, additional mirrors and advisory signage set out in London Council's and Transport for London's Consultation for a Safer Lorry Scheme.

Drivers must have undertaken cyclist safety awareness courses and construction vehicles must be provided with safety aids such as side information on how to implement these measures is included within the Transport and Streets SPD.

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

All construction vehicle drivers will have undertaken cyclist safety awareness courses and vehicles will be fitted with the appropriate safety aids.

The risks to cyclists and pedestrians have been assessed and it is expected that the risk will be negligible.

PARKING SUSPENSIONS AND HIGHWAYS LICENCES

Q24. The number of parking bay suspensions and the duration and frequency of those suspensions shall be the minimum necessary to carry out the development while maintaining at least 3m of clear roadway for vehicular passage.

Please specify any waiting/loading restrictions or parking bays that you will apply to have suspended and identify them on the site access plan. Please specify the frequency and duration of the suspensions and identify what they are for e.g. loading, access, storage. Please provide justification for all intended parking bay suspensions.

Consider existing waiting, loading and parking arrangements in the street. Parking bay suspensions are normally only permitted outside the property being redeveloped. Parking bay suspensions do not apply outside hours of parking control, except where an associated skip or hoarding licence has been issued. Once the CTMP is agreed you will need to apply to the Council's Parking Section to implement the waiting and loading restriction suspensions outlined in the CTMP.

8 parking bays along Ashburn Place will require long term temporary suspension. These include a car club bay which will be re-provided along the eastern side of the carriageway. There is also scope to temporarily re-provide a number of additional bays along the eastern side of the road during the construction phase. Parking suspensions and potential re-provisions are illustrated in the drawing accompanying this note.

Q25. Do you intend to apply for a licence to use the public highway for construction activity or for the storage of materials and will this include the diversion of an existing footpath?

Use of highway for storage or welfare facilities is at the discretion of the Council and is generally not permitted. If you propose such use you must supply full justification, setting out why it is impossible to allocate space on-site. We prefer not to close footways but if this is unavoidable, you should submit a scaled plan of the proposed diversion route showing key dimensions. Please provide details of all safety signage, barriers and accessibility measures such as ramps and lighting etc.

Diversion of an existing footway will be required along Ashburn Place. This will involve closing the western footway and diverting pedestrians to the eastern footway on the opposite side of the road. Signage and barriers will be in place to signify this.

Q26. Do you propose to install a traffic diversion during the construction period?

If so, you should submit detailed dated and numbered plans showing the impact on the surrounding highway network including the extent of the closure; the proposed diversion route for vehicular traffic and pedestrians; traffic management; the affected waiting/loading restrictions; affected parking facilities; emergency services access; public transport; refuse collection; deliveries; local businesses; etc. Temporary Traffic Management Orders and consultation will require an 8 week lead-in time. Road closures will require Councillor involvement and may need public consultation.

No traffic diversions are proposed during construction.

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Q27. Please confirm whether a temporary crossover licence is required to enable construction vehicles to enter the site?

The Borough's footways are not engineered to take heavy loading from construction vehicles. A temporary crossover licence must be obtained where either a new crossover is required for a temporary period for construction access or where construction vehicles are to cross the footway using an existing crossover. Under such a licence a suitable crossover can be provided for a temporary period after which the footway will be reinstated in traditional paving material by the Council at the expense of the licence holder.

Construction of the proposed development will use existing crossovers where possible and where future access is being provided. Temporary crossover may be required and will be confirmed in the detailed CTMP.

Q28. Do you intend to erect scaffolding on, over or adjacent to the public highway?

If so we will require full details and you will need to apply for a licence if it is on or over the public highway.

All obstructions and diversions on the public highway must be provided with temporary signage complying with Chapter 8 of the Traffic Signs Manual and/or the Code of Practice for Safety at Streetworks and Roadworks. Signage must be regularly inspected and maintained. TfL issues scaffold licences for developments adjacent to the TLRN.

Adjacent – along Ashburn Place and Cromwell Gardens. The scaffolding is an obstruction to the public highway though signage will be provided in line with the relevant requirements. A licence will be obtained before scaffolding is erected.

GENERAL MANAGEMENT ISSUES

Q29. Please confirm that you will make all reasonable efforts and always when specifically directed by the Council to coordinate the scheduling of construction traffic movement with other nearby developments and those on the construction traffic routes specified above. Please identify relevant development sites with which you will coordinate.

When more than one development is occurring on a narrow street or on cul de sacs where access is constrained, deliveries to development sites must be coordinated so as to maintain access at all times and minimise disruption.

Construction traffic movements will be coordinated with other nearby developments if the situation so arises. At this stage there are no other development sites within proximity to the site that require coordination.

Q30. Please confirm that you will ensure domestic and commercial waste collections are not disrupted.

You will need to establish the days and times of collections and ensure that there is no conflict. These can be viewed [here](#).

Please delete as appropriate	Y
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Q31. Please identify who is responsible for the day to day implementation of this CTMP and provide their contact details. This person must be responsible for the supervising, controlling and

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

monitoring vehicle movements to/from the site and coordinating and allocating time slots.
Notwithstanding the details given hereunder the developer/ owner will necessarily, as a condition of their planning permission, be responsible for ensuring this plan is adhered to in full.

TBC within detailed CTMP.

PROGRAMME/KEY DATES (FOR INFORMATION)

- Q32. Please supply a broad-brush programme and total timescale for the project, giving the duration of each major phase of the construction and the anticipated start date if known.
The Council understands the exact duration of the development works cannot be known from the outset. Nevertheless, an approximate programme is required to properly inform residents and to assist in the management of cumulative development impacts.

Demolition is forecast to begin in the last quarter of 2021, with construction to start in the third quarter of 2023. It is anticipated that the construction of the development will be completed within the third quarter of 2016. A construction programme can be found within the ES Chapter 5 accompanying this note.

Guidance notes

A Draft Construction Traffic Management Plan (CTMP) must be submitted with all planning applications for subterranean development or other developments, including major schemes, likely to generate significant volumes of construction traffic.

The Council's Planning Advice Service can be used to inform the preparation of a Draft CTMP. Details of the service are available [here](#).

Liaison with neighbours is also vital when developing a Draft CTMP in order to address potential traffic and access issues at an early stage.

The Draft CTMP will be subject to public scrutiny through the planning application process. All comments received in respect of the Draft CTMP must be duly considered and addressed within the text of the Full CTMP to be prepared by the lead contractor pursuant to a planning condition prior to implementation.

To implement the planning permission without discharging this condition could result in enforcement action being taken by the Council. The application form to discharge the condition can be found [here](#). The application is made to the Department of Planning and Borough Development who consult the Council's Transport team.

The condition will need to be formally discharged by the Department of Planning and Borough Development before any licences for temporary structures on the highway and parking suspensions will be granted.

You should be aware that developments that are on or adjacent to the Transport for London Road Network (red route) will require additional liaison with Transport for London (TfL) and some licences (such as scaffold licences) will be issued through TfL.

CONSTRUCTION TRAFFIC MANAGEMENT PLAN

Other than through the Planning Advice Service, it is not possible to meet contractors or review drafts of CTMPs before a formal application is submitted.

This form sets out the information required to process your CTMP. Please provide a response to all questions in the box provided. Questions or statements that you feel do not apply to your development should be marked 'not applicable' (N/A). Guidance notes are shown in blue.

Figure 5.3 Construction Works: Superstructure & Envelope

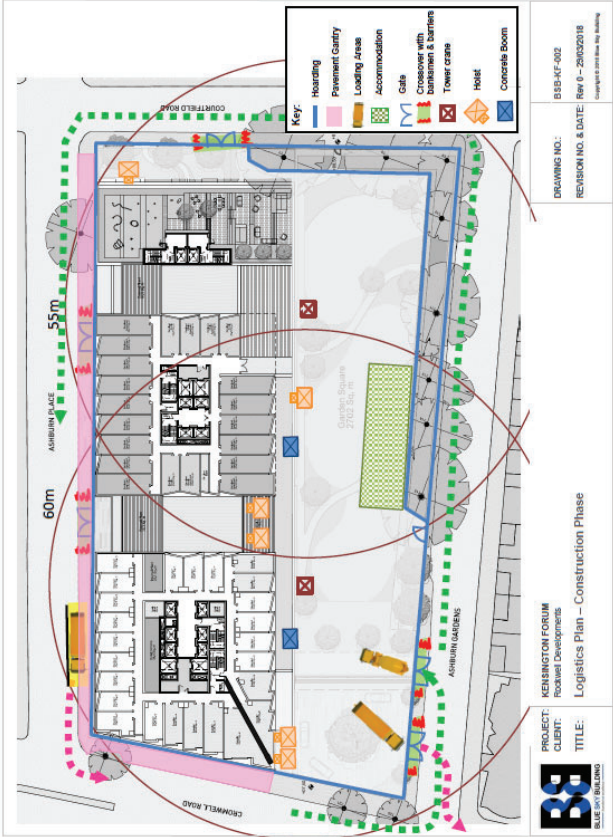


Figure 5.2 Construction Works: Substructure Phase

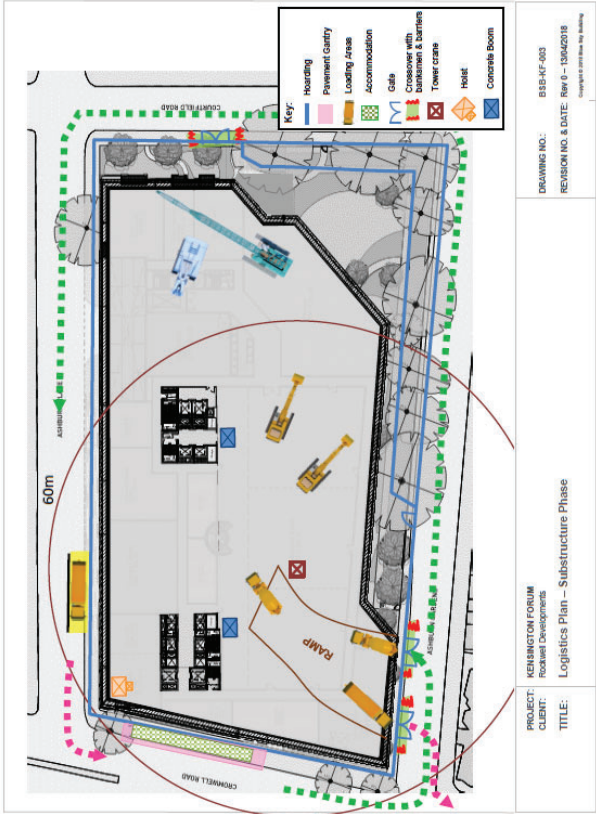
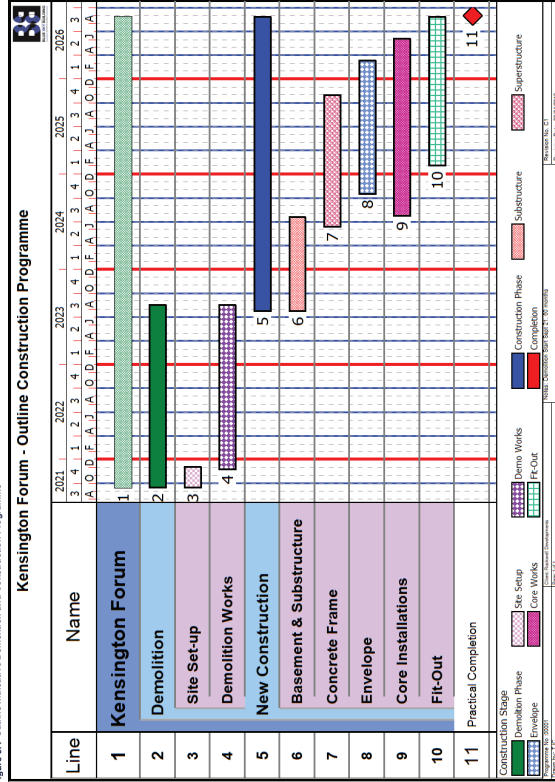


Figure 5.4 Outline Indicative Demolition and Construction Programme



DESCRIPTION OF WORKS

- 5.15** Discussions regarding demolition and construction logistics, and the environmental management of the RBC and other materials, were undertaken by the Transport for London (TfL) and the construction management team. The RBC was demolished by a contractor engaged in the construction management. Prior to the start of works a DMS and CMS will be produced and agreed with the RBC, as well as a full CTPP and SWMP. The CMS will include roles and responsibilities, the employment of Best Practicable Means (BPM), detail on control measures and activities to be undertaken to ensure environmental and safety management requirements.
- 5.16** In addition to the RBC, TfL will also be responsible for the management of the proposed construction management of the project will be the maintenance of good relations with all the neighbours and the general public. The Applicant is already engaged in consultation with a broad range of stakeholders and this will continue through the various phases of the project. The Applicant will also maintain close liaison with other TfL departments and TfL's external stakeholders. The Applicant will also continue to monitor Chapter 2 of the Environmental Statement (ES) and Chapter 3 of the ES. The Applicant will also continue to monitor Chapter 2 of the Environmental Statement (ES) in relation with demolition and construction activities.

Surveys, Investigations and Consents / Licenses

- 5.17** A number of surveys and investigations will need to be undertaken prior to the commencement of works on site, as identified below, although it should be noted that it is likely that some of the surveys and investigations will need to be undertaken once the building is vacated and the construction site is fully established to facilitate ease of access to the site for exploratory purposes. The following surveys and investigations are envisaged:

- Condition survey of boundary walls;

- Condition survey of perimeter roads;
- Condition survey of neighbouring buildings and gardens;
- Spatial and condition surveys of existing highway structures;
- Existing statutory services;
- Unexecuted ordnance; and
- Asbestos surveys of the building to be demolished (after close

- 5.18** All statutory, RBKAC consents and licences required to commence any on site activity will also be obtained ahead of the works commencing and give the appropriate notice period. The site is a Category 1 site under the RBKAC CoCP. Applications will include but not necessarily be limited to:
- Notices for works on the highway in accordance with the Highways Act 1980² and Road Traffic Act 1998³;
 - Hoarding and scaffold licences for works on the perimeter boundary;

- Construction notices;
- Section 80 Demolition Notice;
- Section 61 (noise) prior agreement application;
- Connections to existing statutory services and main sewers;
- Licence for discharge of water from the site into the public sewer; and
- Assessment of the CWS, DWS, CWSB, TPO and SHMP, and any other

- Approval of the CMS, DMS, CIMP, IPP and SW

- 5.19** One of the first activities will be to establish the area as a construction site. The working areas will be secure and the general public will be separated from the works prior to works commencing, with the use of solid and well maintained 2.4m high hoardings and screening where required. Temporary hoardings will be provided on short term boundaries and for highway works. Secure access points with wheel cleaning facilities will be established at all site access and egress locations. Pedestrian access points will generally be located close to the main vehicular access gates with separate pedestrian gates and footpaths provided.

² Her Majesty's Stationery Office (HMSO), 1980: *Highways Act 1980*. HMSO 1980: *Good Traffic Act*.

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- 5.20** Boundary hoardings will be augmented with tree protection measures in accordance with an agreed TPP which will be implemented as part of the site establishment works.

- 5.21** A protective gantry erected over the pavement of Cornwall Road to the kerb line will allow the footway to remain open throughout the works. The existing bus stop there may need additional protection or temporary relocation which will be discussed and agreed with TfL before any works commence.

- 5.2.2** The construction project offices and associated welfare facilities for the demolition work force will initially be located inside the existing building. As works proceed site accommodation will be relocated to temporary cabins located outside the construction boundary. The locations will be identified in advance and agreed with the RBKC as part of the detailed construction and demolition logistics programming. It is anticipated that further information and details on this will be submitted, pursuant to planning conditions in relation to construction and demolition management.

- 5.23** The site includes a UKPN substation which may be displaced by the rebuilding works. Enabling works for the site may include establishing a temporary substation or installing protection to the existing location depending on the development of the design and future negotiations with UKPN.

- 5.24** A tower crane and twin platform hoist will be erected as shown on the logistics drawing (Figure 5.1).

Demolition Works: Soft Strip

- 5.25** The soft strip stage will take approximately 10 months and will start at the beginning of the demolition period, as shown in Figure 5.4.

- 5.26** Soft strip as the removal of all non-structural elements so far as is reasonably practicable e.g. furniture, floor coverings, fixtures, fittings, partitions suspended ceilings, windows etc and will include the safe removal of asbestos within the existing building by a specialist contractor. Advanced building surveys will be carried out as part of the pre-demolition process following closure of the hotel, including a full Refurbishment & Demolition (R&D) survey of materials containing asbestos, in accordance with the Hazardous Waste Regulations 2005 (as amended) and the Control of Asbestos Regulations 2012².

- 5.27** Once an approved asbestos contractor has been appointed and the asbestos report has been issued the method of working shall be submitted to the HSE (ASBS notification).
- 5.28** Prior to any asbestos removal works commencing an off strip operation will proceed to clear the existing building and make it safe and expose, where safe to do so, the existing asbestos containing materials. The first operation will be to isolate any live services to working zones.

- 5.29** Once an initial soft strip, asbestos removal work, any other hazardous materials have been removed and any live services terminated and confirmed as such, the main soft strip of all fixtures and fittings within the existing structure will be carried out. Vigilance regarding the structural integrity of the building will be maintained at all times by operatives and site staff during the soft stripping works as parts of the building will be exposed for the first time.

- 5.30** Working from the highest level downwards soft stripping will be carried out by trained operatives using hand-held tools and small machines such as Brokk remote controlled demolition robots fitted with appropriate shear and grapple attachments in a continuous stripping exercise. The works will be accessed from the existing floor levels or from aluminium towers.

- 5.31** Combustible materials will be removed first, before ceiling hangers, trunking, conduit, pipework and other non-structural metalwork are cut out using oxygen/propane burning equipment, angle grinders or mechanical dismantling. A 'Hot Works' permit to work system will be enforced when any works of this nature are undertaken, and fire extinguishers will be prominent. Hot works will cease 2 hours before the end of a working shift and the area thoroughly checked prior to breaks or to leaving site. Oxygen and Propane bottles will be stored upright in a lockable cage.

- 5.32** By regularly removing the accumulated debris, the potential fire risk, that loose combustible material imposes, is minimised / removed. Rubbish arising from the soft strip will be dropped to ground level using the platform hoists, purpose made chutes inside the building or de-splanted lift shafts. The material will then be segregated into recyclable streams and deposited into skips / container lorries within the loading areas for removal from site.

⁴ HSWO, 2005; Hazardous Waste (England and Wales) (Amendment) Regulations 2006.
⁵ HSWO, 2012; The Control of Asbestos Regulations, 2012.

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Temporary enclosures will be erected to protect the demolition process from the public. All new cables and services will be clearly marked, located and identified.

Table 5.1 provides an estimate of the quantities of demolition material likely to be generated.

Materials	Estimated Quantity (m³)	Approximate Quantity (m³)
Concrete	1,000	1,000
Brickwork	1,000	1,000
Roofing	1,000	1,000
Timber	1,000	1,000
Other	1,000	1,000

5.01 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.02 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.03 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.04 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified.

Earthworks, Piling and Foundations Design

5.05 The existing basement extends to approximately 4.5m below the existing ground level at its deepest, with a maximum width of approximately 11.5m below existing ground level. This means that at the existing raft foundation plus the upper portion of the existing pile must be removed. The remaining portion of the existing pile will be re-used within the line of the current wall. The new basement is below the existing water table. Temporary dewatering will be required during construction and tension piles will be required in the more lightly loaded areas. The new raft foundation approximately 1000mm thick will be supported on varying pile diameters (750 to 1000mm) approximately 24m long, across the site. Larger piles will be located under Block A, intermediate size piles under Block B and smallest under podium and remainder of basement area. The new raft foundation will be supported on a concrete slab on ground level, which will comprise a concrete slab on ground level, supported by the structural steel trusses or pile grids.

5.06 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.07 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.08 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.09 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified. 5.10 The demolition process will be separated and taken away for recycling. It will be clearly marked, located and identified.

Structure Demolition

5.33 The overall structural demolition phase will take approximately 26 months and will progress alongside the other works. 5.34 Lower floors include a three-story podium and "riser", creating a cruciform shape up to eight floors high. The structure incorporates post-tensioned concrete beams and columns, which will be the subject of extensive survey and detailed planning. 5.35 While the site progresses, the entire building will be encased in traditional scaffolding with Monnex, or similar, fire rated sheeting to the outside face and multiple levels of protective net to afford protection to the public. The scaffolding will be phased and designed to allow access for long reach excavators to the lower levels of the building. 5.36 The encasement assists in the prevention of dust and noise escape to the surrounding area. 5.37 Long reach machines fitted with hydraulic breakers and appropriate shear and grapple attachments will be used to demolish the podium and cruciform ribs to clear access to the main tower which will be demolished using progressive floor-by-floor machine demolition. Construction techniques will be investigated to provide as much information prior to demolition commencing. 5.40 The immediate area around the demolition area will be barriered off and warning signs erected. Drop zone(s) within the demolition area will be established and further demarcation established. The scaffolding directly below the demolition area will be removed and the structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.41 Upper floors will be back propped prior to loading with machines. All plant and equipment required for the floor by floor structural demolition will be filled by lower cranes on to the roof. Debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.42 Where possible the structure would be broken out, removed piecemeal in large sections and lowered to the ground by crane. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.43 Smaller debris will be cleared using skid loader or similar and deposited loaded to skips for lowering to ground by crane. 5.44 The external concrete / brickwork will be carefully demolished into the site using the 360° excavators. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.45 The first 300° excavator will demolish the perimeter structural bay prior to lifting down to the slab below. The first bay will be broken out from the floor below. 5.46 The scaffold to the external elevations will be struck as the works proceed with the scaffold always being one level above the work. 5.47 Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be demolished prior to demolition commencing to ensure that they are maintained until structurally redundant. 5.48 Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground level. 5.49 Throughout the demolition process, noise levels will be controlled using Best Practiceable Means and by the use of noise barriers. The structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.50 Various utilities and services exist on the site, including the UKPN substation. To eliminate the risk associated with the demolition services, all services will be identified and removed prior to demolition commencing.

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5.51 The overall structural demolition phase will take approximately 26 months and will progress alongside the other works. 5.52 Lower floors include a three-story podium and "riser", creating a cruciform shape up to eight floors high. The structure incorporates post-tensioned concrete beams and columns, which will be the subject of extensive survey and detailed planning. 5.53 While the site progresses, the entire building will be encased in traditional scaffolding with Monnex, or similar, fire rated sheeting to the outside face and multiple levels of protective net to afford protection to the public. The scaffolding will be phased and designed to allow access for long reach excavators to the lower levels of the building. 5.54 The encasement assists in the prevention of dust and noise escape to the surrounding area. 5.55 Long reach machines fitted with hydraulic breakers and appropriate shear and grapple attachments will be used to demolish the podium and cruciform ribs to clear access to the main tower which will be demolished using progressive floor-by-floor machine demolition. Construction techniques will be investigated to provide as much information prior to demolition commencing. 5.58 The immediate area around the demolition area will be barriered off and warning signs erected. Drop zone(s) within the demolition area will be established and further demarcation established. The scaffolding directly below the demolition area will be removed and the structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.59 Upper floors will be back propped prior to loading with machines. All plant and equipment required for the floor by floor structural demolition will be filled by lower cranes on to the roof. Debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.60 Where possible the structure would be broken out, removed piecemeal in large sections and lowered to the ground by crane. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.61 Smaller debris will be cleared using skid loader or similar and deposited loaded to skips for lowering to ground by crane. 5.62 The external concrete / brickwork will be carefully demolished into the site using the 360° excavators. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.63 The first 300° excavator will demolish the perimeter structural bay prior to lifting down to the slab below. The first bay will be broken out from the floor below. 5.64 The scaffold to the external elevations will be struck as the works proceed with the scaffold always being one level above the work. 5.65 Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be demolished prior to demolition commencing to ensure that they are maintained until structurally redundant. 5.66 Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground level. 5.67 Throughout the demolition process, noise levels will be controlled using Best Practiceable Means and by the use of noise barriers. The structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.68 Various utilities and services exist on the site, including the UKPN substation. To eliminate the risk associated with the demolition services, all services will be identified and removed prior to demolition commencing.

Fit-Out and External Works

5.69 The overall structural demolition phase will take approximately 26 months and will progress alongside the other works. 5.70 Lower floors include a three-story podium and "riser", creating a cruciform shape up to eight floors high. The structure incorporates post-tensioned concrete beams and columns, which will be the subject of extensive survey and detailed planning. 5.71 While the site progresses, the entire building will be encased in traditional scaffolding with Monnex, or similar, fire rated sheeting to the outside face and multiple levels of protective net to afford protection to the public. The scaffolding will be phased and designed to allow access for long reach excavators to the lower levels of the building. 5.72 The encasement assists in the prevention of dust and noise escape to the surrounding area. 5.73 Long reach machines fitted with hydraulic breakers and appropriate shear and grapple attachments will be used to demolish the podium and cruciform ribs to clear access to the main tower which will be demolished using progressive floor-by-floor machine demolition. Construction techniques will be investigated to provide as much information prior to demolition commencing. 5.74 The immediate area around the demolition area will be barriered off and warning signs erected. Drop zone(s) within the demolition area will be established and further demarcation established. The scaffolding directly below the demolition area will be removed and the structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.75 Upper floors will be back propped prior to loading with machines. All plant and equipment required for the floor by floor structural demolition will be filled by lower cranes on to the roof. Debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.76 Where possible the structure would be broken out, removed piecemeal in large sections and lowered to the ground by crane. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.77 Smaller debris will be cleared using skid loader or similar and deposited loaded to skips for lowering to ground by crane. 5.78 The external concrete / brickwork will be carefully demolished into the site using the 360° excavators. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.79 The first 300° excavator will demolish the perimeter structural bay prior to lifting down to the slab below. The first bay will be broken out from the floor below. 5.80 The scaffold to the external elevations will be struck as the works proceed with the scaffold always being one level above the work. 5.81 Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be demolished prior to demolition commencing to ensure that they are maintained until structurally redundant. 5.82 Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground level. 5.83 Throughout the demolition process, noise levels will be controlled using Best Practiceable Means and by the use of noise barriers. The structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.84 Various utilities and services exist on the site, including the UKPN substation. To eliminate the risk associated with the demolition services, all services will be identified and removed prior to demolition commencing.

5.85 The overall structural demolition phase will take approximately 26 months and will progress alongside the other works. 5.86 Lower floors include a three-story podium and "riser", creating a cruciform shape up to eight floors high. The structure incorporates post-tensioned concrete beams and columns, which will be the subject of extensive survey and detailed planning. 5.87 While the site progresses, the entire building will be encased in traditional scaffolding with Monnex, or similar, fire rated sheeting to the outside face and multiple levels of protective net to afford protection to the public. The scaffolding will be phased and designed to allow access for long reach excavators to the lower levels of the building. 5.88 The encasement assists in the prevention of dust and noise escape to the surrounding area. 5.89 Long reach machines fitted with hydraulic breakers and appropriate shear and grapple attachments will be used to demolish the podium and cruciform ribs to clear access to the main tower which will be demolished using progressive floor-by-floor machine demolition. Construction techniques will be investigated to provide as much information prior to demolition commencing. 5.90 The immediate area around the demolition area will be barriered off and warning signs erected. Drop zone(s) within the demolition area will be established and further demarcation established. The scaffolding directly below the demolition area will be removed and the structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.91 Upper floors will be back propped prior to loading with machines. All plant and equipment required for the floor by floor structural demolition will be filled by lower cranes on to the roof. Debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.92 Where possible the structure would be broken out, removed piecemeal in large sections and lowered to the ground by crane. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.93 Smaller debris will be cleared using skid loader or similar and deposited loaded to skips for lowering to ground by crane. 5.94 The external concrete / brickwork will be carefully demolished into the site using the 360° excavators. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.95 The first 300° excavator will demolish the perimeter structural bay prior to lifting down to the slab below. The first bay will be broken out from the floor below. 5.96 The scaffold to the external elevations will be struck as the works proceed with the scaffold always being one level above the work. 5.97 Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be demolished prior to demolition commencing to ensure that they are maintained until structurally redundant. 5.98 Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground level. 5.99 Throughout the demolition process, noise levels will be controlled using Best Practiceable Means and by the use of noise barriers. The structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.100 Various utilities and services exist on the site, including the UKPN substation. To eliminate the risk associated with the demolition services, all services will be identified and removed prior to demolition commencing.

Construction Quantities

Materials	Estimated Quantity (m³)	Approximate Quantity (m³)
Concrete	1,000	1,000
Brickwork	1,000	1,000
Roofing	1,000	1,000
Timber	1,000	1,000
Other	1,000	1,000

Waste Volumes

5.101 The overall structural demolition phase will take approximately 26 months and will progress alongside the other works. 5.102 Lower floors include a three-story podium and "riser", creating a cruciform shape up to eight floors high. The structure incorporates post-tensioned concrete beams and columns, which will be the subject of extensive survey and detailed planning. 5.103 While the site progresses, the entire building will be encased in traditional scaffolding with Monnex, or similar, fire rated sheeting to the outside face and multiple levels of protective net to afford protection to the public. The scaffolding will be phased and designed to allow access for long reach excavators to the lower levels of the building. 5.104 The encasement assists in the prevention of dust and noise escape to the surrounding area. 5.105 Long reach machines fitted with hydraulic breakers and appropriate shear and grapple attachments will be used to demolish the podium and cruciform ribs to clear access to the main tower which will be demolished using progressive floor-by-floor machine demolition. Construction techniques will be investigated to provide as much information prior to demolition commencing. 5.106 The immediate area around the demolition area will be barriered off and warning signs erected. Drop zone(s) within the demolition area will be established and further demarcation established. The scaffolding directly below the demolition area will be removed and the structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.107 Upper floors will be back propped prior to loading with machines. All plant and equipment required for the floor by floor structural demolition will be filled by lower cranes on to the roof. Debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.108 Where possible the structure would be broken out, removed piecemeal in large sections and lowered to the ground by crane. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.109 Smaller debris will be cleared using skid loader or similar and deposited loaded to skips for lowering to ground by crane. 5.110 The external concrete / brickwork will be carefully demolished into the site using the 360° excavators. The debris will be broken down onto the ground by the medium sized excavators, processed and separated to increase the efficiency of debris removal. 5.111 The first 300° excavator will demolish the perimeter structural bay prior to lifting down to the slab below. The first bay will be broken out from the floor below. 5.112 The scaffold to the external elevations will be struck as the works proceed with the scaffold always being one level above the work. 5.113 Careful consideration will be given to the stability of the building at all times. Any load bearing walls will be demolished prior to demolition commencing to ensure that they are maintained until structurally redundant. 5.114 Dust emissions will be controlled at the working face and loading away area by a fine water spray. The quantity of water emitted by the sprays will be regulated and controlled to prevent any flooding at ground level. 5.115 Throughout the demolition process, noise levels will be controlled using Best Practiceable Means and by the use of noise barriers. The structure will be demolished out with timber. Access to the upper levels for operatives and tools etc. will be via the scaffold hoist. 5.116 Various utilities and services exist on the site, including the UKPN substation. To eliminate the risk associated with the demolition services, all services will be identified and removed prior to demolition commencing.

Figure 5.7 Vehicle Egress to the SRN

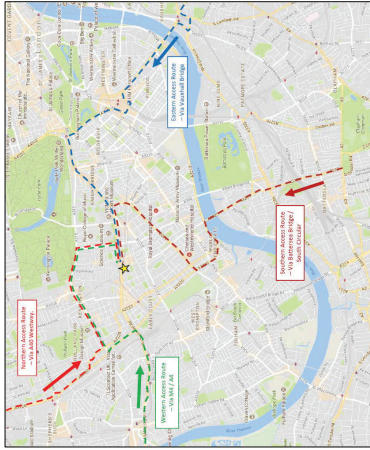
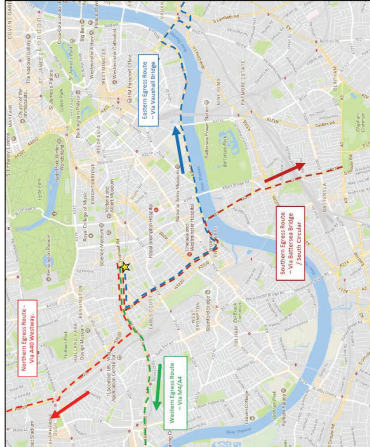


Figure 5.6 Vehicle Approach



Demolition & Construction Road Vehicle Movements

5.93 The anticipated number of demolition and construction vehicles serving the site has been reviewed over the duration of the demolition and construction programme.

5.94 The anticipated number of demolition and construction vehicles serving the site has been reviewed over the duration of the demolition and construction programme.

5.95 In order to maintain the core working hours defined by the RBKC, the Principal Contractor may require at least 40 vehicles per day (or 80 movements) in year 3 of the Proposed Development's build programme. This corresponds with the anticipated number of demolition and construction vehicles serving the site.

5.88 As the demolition and construction programme progresses, construction gate locations will be relocated around the site to ensure that the main vehicular access points are maintained (shown in Figure 5.1 to 5.3) and to minimise disturbance to existing surrounding sensitive receptors.

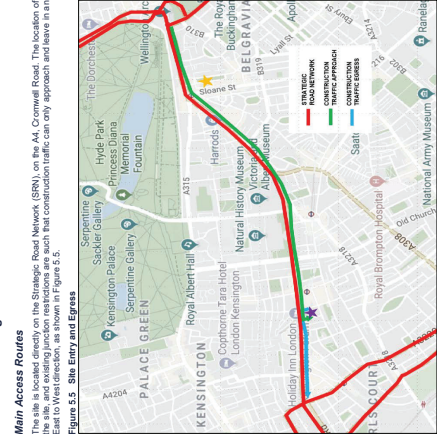
5.89 Secure access points with wheel cleaning facilities will be established at all construction gate locations. Pedestrian access points will be located separately to the main vehicular access gates with separate turnstiles.

5.90 Construction traffic will be limited to 09.30 and 16.30 (15.00 in winter) in accordance with RBKC restrictions. No traffic will be permitted at weekends, except with special permission.

5.91 To minimise the likelihood of congestion during the demolition and construction period, strict monitoring and control of delivery and collection vehicles will be implemented. Construction deliveries will be carefully controlled in order to ensure that the main vehicular access points are maintained. Construction deliveries will be produced in order to look at the profiles of up and coming deliveries, and to regulate deliveries and eliminate bottlenecks.

5.92 The Principal Contractor will give further consideration to the potential use of off-site Consolidation Centres to limit the number of vehicles delivering directly to site. Specific time slots will be allocated to the subcontractors and suppliers for the use of cranes and hoists, to ensure that the main plant will be utilised efficiently, and that deliveries are not queued.

Figure 5.5 Site Entry and Egress



5.86 Construction traffic will be directed to enter the site by turning left into Ashburn Gardens and to leave via Ashburn Place. Existing gates and entrances to the site will be maintained and used to take vehicles into the site area for as long as practicable, as shown in figures 5.1, 5.2 and 5.3. Local traffic management around the site will be implemented to ensure that the main vehicular access points are maintained. Construction deliveries will be produced in order to ensure that the main vehicular access points are maintained. Construction deliveries will be produced in order to ensure that the main vehicular access points are maintained.

5.87 The A4 Cromwell Road at Hyde Park Corner, Epsom Road to the site are indicated in figure 5.6.

Table 5.3 SMARTWaste Benchmark

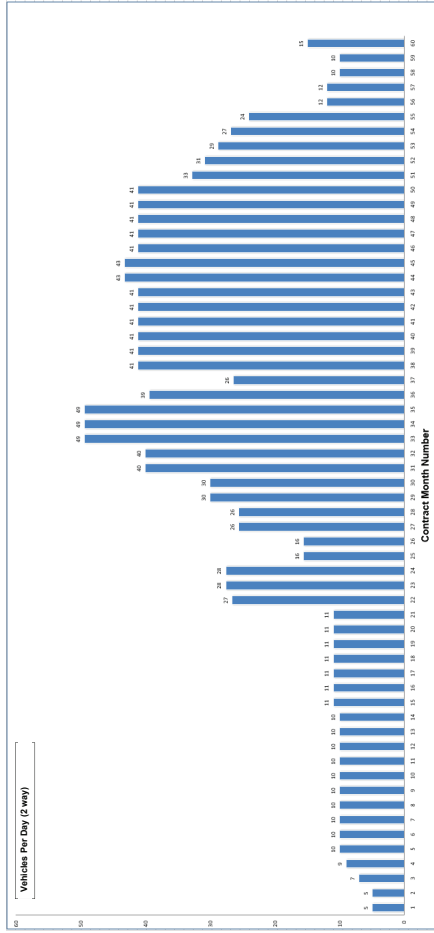
Project Type	EPH (m3/100m2)	KPI (m3/100m2 Project Value)
Residential	18.1	12.3
Public Buildings	20.4	10.7
Industrial Buildings	13.0	10.8
Healthcare	18.1	9.1
Education	20.7	10.0
Commercial Office	17.4	9.7
Commercial Retail	19.4	9.3
Other	20.9	15.0

Table 5.4 Proposed Development's Predicted Construction Waste Arisings

Use	Floor Area	EPH (m3/100m2)	Waste Arisings (m3)
Residential (20 Residential Units)	5,000	18.1	1,000
Public Buildings (100m2)	10,000	17.4	1,740
Healthcare (100m2)	1,000	18.1	181
Education (100m2)	1,000	20.7	207
Commercial Office (100m2)	1,000	17.4	174
Commercial Retail (100m2)	1,000	19.4	194
Other (100m2)	1,000	20.9	209
Total			13,950

5.84 Based upon the average EPHs of Table 5.3, Table 5.4 provides an estimate of the potential waste arisings during construction of the Proposed Development at the site.

Figure 5.8 Forecast Vehicles per Day



Plant and Equipment

5.96 Consideration has been given to the types of plant that are likely to be used during the demolition and construction works. The plant and equipment associated with the enabling works, demolition and construction process is set out in Table 5.5.

5.97 Where required, consents will be obtained from existing and new adjoining owners for tower crane overall. Consents will also be obtained from the Local Highways Authority (LHA) where tower cranes overall the public highway.

Table 5.5 Plant & Equipment Associated with the Demolition and Construction Stages of Work

Plant	Dismantle	Excavation	Substructure	Superstructure	Fit-out	Roofs and Landscaping
Bulldozers	✓	✓	✓			✓
Compaction plant						
Power Crawler	✓	✓		✓	✓	
Grading machine						
Crane, static and small loads					✓	
Cranes		✓				
300T excavators		✓				✓
Frontloaders		✓		✓		
Front lift truck		✓		✓	✓	
Generators		✓				
Hydraulic breakers and cutters		✓				
RTG's cranes		✓				✓
RTG's cranes		✓				✓
Ballasting and mobile hydraulic systems platforms			✓		✓	
Reactive concrete bry			✓			✓
Concrete pump & boom			✓			
Thermal spray plant						
Welding supports		✓	✓			✓

Hours of Works

5.98 The anticipated core working hours for construction will be as follows:

- 08:00 – 18:00 hours Monday to Friday;
- No working on Sundays, Bank or Public Holidays, unless otherwise agreed with the RBKC; and
- High Impact activities including demolition and concrete breaking will be further limited to: 09:00 to 12:00 and 14:00 to 17:30, Monday to Friday.

5.99 In order to maintain the above core working hours, the Principal Contractor may require at certain times a period of up to one hour before and after core working hours to start and close down activities (this will not include works that are likely to exceed any pre agreed maximum construction works noise levels). Specialist construction operations and deliveries may also be required to be carried outside these core hours in agreement with the RBKC and other relevant parties.

Chapter 5: Demolition and Construction

Mitigation Measures and Management Controls

5.100 Details of the specific demolition and construction mitigation measures are discussed within the relevant technical chapters of this ES (**ES Volume I Chapters 6 – 12 and ES Volume II**). Within the following sections of this chapter, however, a summary of the demolition and construction mitigation measures is presented.

Demolition and Construction Method Statements

5.101 The Applicant will appoint Principal Contractors for demolition and construction works. The Principal Contractors will develop and implement a DMS and CMS, through which compliance with the UK's 'Considerate Contractors Scheme' and local Code of Construction Practice requirements will be achieved.

5.102 The DMS and CMS will be contractual documents outlining the different procedures to be undertaken in order to complete the various works. Individual trade contracts will incorporate requirements for environmental control, based on good working practice, such as careful programming, resource conservation, and adhering to health and safety regulations and quality procedures. In this way, those involved with the demolition and construction works, including trade contractors and site management, will be committed to adopt the agreed best practicable means and environmental/vsound methods.

5.103 The DMS and CMS will be prepared in consultation with the RBKC and will be presented to the RBKC for approval prior to the commencement of demolition and construction works.

5.104 The DMS and CMS will include (but not be limited to) the following main items

- The Demolition and Construction Programmes,
- A broad plan of the construction works, highlighting the various stages and their context within the project, including a full schedule of materials and manpower resources, as well as plant and equipment schedules,
- Details of proposed routes for heavy goods vehicles (HGVs);
- Detailed site layout arrangements, (including requirements for temporary works), plans for storage, accommodation, vehicular movements, delivery and site access and egress;
- Detailed or restricted operations (locations, hours, noise etc.);
- Details of operations that are likely to result in disturbance, with an indication of the expected duration of each activity with key dates, including a procedure for prior notification of the RBKC and relevant statutory and non-statutory (including neighbour) parties so that local arrangements can be agreed;
- Site working hours;
- A procedure to ensure communication is maintained with the RBKC and the local community to provide information on any operations likely to cause disturbance (e.g. through meetings and newsletters);
- Provisions for affected parties to register complaints and the procedures for responding to complaints;
- Provisions for reporting on work progress and environmental performance to the Applicant and the RBKC;
- Roles and responsibilities for management and control of environmental impacts; and

5.105 It is standard practice to allow the appointed contractor substantial input into the DMS and CMS (and into the supporting documents and plans). Even though it is likely that the contractor will not be appointed until after the grant of planning permission, the likely content of the DMS and CMS (and their supporting documents and plans) can nevertheless be predicted with a reasonable amount of certainty having regard to legislative and best practice guidance, and the requirements of the RBK. In addition to the Applicant's own experience of overseeing the preparation of these types of documents on other schemes, Aspinall is considered that the required level of mitigation are identifiable (and so assessable within this ES) at this stage of the demolition and construction planning.

Emergencies and Environmental Incidences

5.106 Protocols to be implemented on site in instances of emergencies and environmental incidences will be set out within the CMS for approval by the RBKC.

5.136 Appropriate use of Personal Protective Equipment (PPE) will be enforced and implemented, in adherence to Health & Safety Protocols, Plans and Procedures. Demolition and construction workers will remain vigilant of ground conditions at all times and will report to the Principal Contractor, any suspect areas of potential contamination.

5.13.7 Oils and hydrocarbons will be stored in designated locations with specific measures to prevent leakage and release of their contents, including the siting of storage areas away from surface water drains, on impermeable bases with impermeable bunds that have no overflow and are of adequate capacity to contain 110% of the contents. Valves and trigger guns will be protected from vandalism and kept locked up when not in use. Details of accidental storage and handling measures will be presented within the CMS and the phase specific CMSs.

5.138 Selection of appropriate methods to dewater excavations will be selected to ensure that groundwater levels do not drop below the critical level.

5.139 A Phase 1 Preliminary Risk Assessment has been undertaken and will inform the Foundation Works Risk Assessment, which will define the appropriate piling methods and foundation design to mitigate risk.

Unexploded Ordnance (UXO)

5.140 Screening for UXO, in areas not covered in any previous munitions clearance surveys, will be undertaken by the contractor/s. A watching brief for UXO will be maintained during excavation works.

Archaeology (Buried Heritage Assets)

5.141 An Archaeological Desk Based Assessment was undertaken of the site (ES Volume II: Appendix EIA Methodology). Buried heritage assets that may be affected by the Proposed Development comprise foundations of late Victorian terraced buildings. The strip of land along the northern border of the site held a terrace of Victorian buildings. These were demolished when the hotel was built in the 1970s, but the strip of land was not developed. There is high potential for these footings to remain below ground, and would be impacted by the Proposed Development. However, any such remains would be of low significance.

5.142 A watching brief may be required and if so would be undertaken which would determine the presence / absence, extent, depth and significance of any previously unknown archaeological remains that may survive within these parts of the site. The results would inform the requirement for any further mitigation measures in the form of conservation by record.

Protection of Water Resources

5.143 Surface drainage, ground water seepage, and any de-watering will pass via settlement tank facilities to the foul water sewer. Discharge arrangements into the foul water sewer will be agreed with Thames Water Utilities Limited (TWUL).

5.144 All liquids and solids of a potentially hazardous nature (e.g. diesel fuel, oils and solvents) will be stored on surfaced areas, with bunding, in accordance with the EA's requirements.

5.145 The Principal Contractor will ensure that any water that may have come into contact with contaminated materials, will be disposed of in accordance with the Water Resources Act (1991)¹⁴ and other relevant legislation, and to the satisfaction of the EA and/or TWUL.

- Implementation of staff based initiatives such as turning off taps when not in use, both on site and within site offices;

- Use of recycling water systems such as wheel washes; and

- Use of a rainwater harvesting system, for use in equipment and vehicle washing, will also be investigated.

5.147 The water consumption of the project will be monitored, either through sub-metering or reading of utility bills, to allow comparison against best practice benchmarks and improvements to be made.

Waste Management

5.148 The Site Waste Management Plans Regulations 2008¹⁶ stipulated that all construction projects in England worth more than £300,000 must have a SWMP. However, following a comprehensive government review of

W H&A 1001: Water Resources Act 1991

© HMSO, 2008. The Site Waste Management Plans Regulations 2008

¹⁰ DEFRA, 2013; Waste Management Plan for England 2013

Energy Usage

Energy Usage

5.154 All relevant contractors will be required to investigate opportunities to minimise and reduce the use of energy, such as:

- Use of alternatives to diesel / petrol powered equipment where possible;

- The incorporation of sources of renewable energy, to offset the use of main utilities, will be considered;
 - Selection and specification of energy efficient plant and equipment wherever viable; and
 - Implementation of staff based initiatives such as turning off plant and equipment when not in use, both on-site and within site offices.
- The energy consumption of the project will be monitored, either through sub-metering or loading of utility bills.

5.155 The energy consumption of the project will be monitored, either through sub-metering or reading of utility bills, to allow comparison against best practice benchmarks and improvements to be made.

Ecological Protection

5.156 Phase I Site Habitat Survey and Ecological Preliminary Appraisal was undertaken on the site in August 2017 to establish the ecological baseline of the site (ES Volume II: Appendix E1A Methodology). The main habitats present included amenity grassland, species-poor non-native hedgerows, introduced shrub and scattered trees/freelands. Habitats present are considered of value within the immediate vicinity of the site only. The site is not subject to any statutory or non-statutory nature conservation designations.

5.157 It is intended to retain existing trees where possible and supplemental tree planting will be carried out as part of the Proposed Development's landscaping strategy.

5.158 Should any of the existing trees require removal, in order to mitigate against potential impacts on breeding birds, the trees will be removed outside the bird breeding season (i.e. between August and February inclusive). If it is necessary to undertake these works between the months of March to July inclusive, then a survey by an experienced ornithologist will be undertaken to check for the presence/absence of any bird nests prior to removal.

5.159 In the event that any further ecological issues are identified during the course of the project activities, consultation with the relevant statutory and advisory bodies such as Natural England and the EA will be undertaken.

Deconstruction of Proposed Development

5.160 The Proposed Development has been designed for repurpose and independent replacement of individual elements. The design life periods for the components of the development are shown in Table 5.6.

5.161 The structures would be designed to the current British Standards which have an indicative design life of 50 years (see below). Routine maintenance/replacement is assumed e.g. repainting of exposed steelwork.

Table 5.6 Indicative Design Working Life

Drainage working life category	1	2	3	4	5	Indicative design life working life (years)	Examples
		10 to 30	15 to 25	50	120	10	Temporary structures e.g. quarry pits
							Pre-cast culverts, structures e.g. gully covers
							Asphalt and concrete roads
							Buildings, pavements and other low cost structures
							Advanced structures e.g. concrete in this table
							Advanced building materials e.g. reinforced concrete
							Relined pipes, and other civil engineering structures

*Structures or parts of structures that can be demonstrated with a view of being re-used/rebuilt are considered to be sustainable.

5.162 The building envelopes would be designed for a minimum 60 years for the finished primary cladding system and a minimum 30 years for secondary components.