

Construction  
Management Plan  
Pro-forma for Vinegar Yard  
London



PRO-FORMA

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## **Construction Management Plan**

### **Introduction**

**Construction Management Plan (CMP)** should help developers minimise the impact of their construction on the surrounding community, both for the construction on site and the transport arrangements for servicing the site.

The completed and signed CMP should address how any impacts associated with the proposed works will be mitigated and manage the cumulative impacts of construction in the vicinity of the site. The level of detail included in a CMP will depend on the scale and kind of development.

This CMP follows the best practice guidelines in [Transport for London's](#) Standard for Construction Logistics and Cyclist Safety scheme (**CLOCS**) and the Fleet Operator Recognition Scheme (**FORS**).

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

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

**If your scheme involves any demolition, you need to make an application to the Council's Building Control. Please complete the "[Demolition Notice](#)"**

**Please complete the questions below with additional sheets, drawings and plans as required. The boxes will expand to accommodate the information provided, so please provide as much information as is necessary.**

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

## **Section 1 – Site Contacts**

**Q1. Please provide the full postal address of the site and the planning reference relating to the Construction works.**

Site Address: Land bounded by St Thomas Street, Fenning Street, Vinegar Yard and Snowfields, including **Nos. 1-7 Fenning Street and No.9 Fenning Street, SE1 3QR**

Planning application reference: **GLA reference number: GLA/6208/S2**

**LB Southwark reference number: 18/AP/4171**

Type of CMP – **Condition discharge / Section 106 planning obligation**

**Q2. Please provide contact details for the person responsible for submitting the CMP.**

Name: **Andrew Jones**

Address: 155 Moorgate, London EC2M 6XB

Tel: +44 (0)20 3522 4588

Email: Andy.Jones@macegroup.com

**Q3. Please provide the registered contact address details for the main contractor responsible for undertaking the works.**

Name: **Mace Ltd**

Address: 155 Moorgate, London EC2M 6XB

Tel: 0203 322 3000

Email: n/a

**Q4. Please provide full contact details of the site and project manager responsible for day-to-day management of the works and who will be available on site.**

Name: **Graham Barter**

Address: 155 Moorgate, London EC2M 6XB

Tel: 07801 214 022

Email: Graham.Barter@macegroup.com

**Q5. Please provide full contact details of the person responsible for dealing with any complaints from local residents and businesses, etc. In the case of a Southwark development please provide contact details of the responsible Southwark officer.**

Name: **Graham Barter**

Address: 155 Moorgate, London EC2M 6XB

Tel: 07801 214 022

Email: Graham.Barter@macegroup.com

**Q6. Please provide full contact details of the person responsible for community liaison if different to above.**

Name: **Lynne Potter**

Address: 155 Moorgate, London EC2M 6XB

Tel: 07881 377 792

Email: lynne.potter@macegroup.com

**Q7. Please provide full contact details including the address where the main contractor accepts receipt of legal documents for the person responsible for the implementation of the CMP.**

Name: **Andrew Jones**

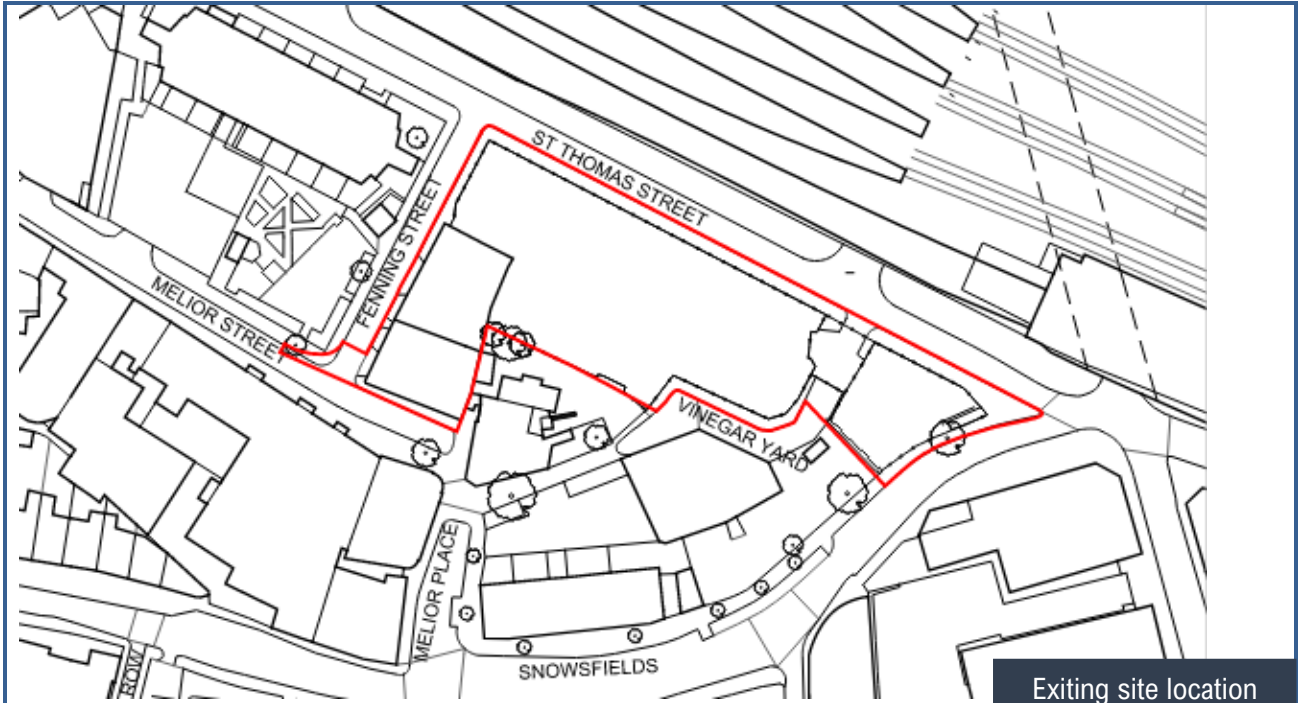
Address: 155 Moorgate, London EC2M 6XB

Tel: +44 (0)20 3522 4588

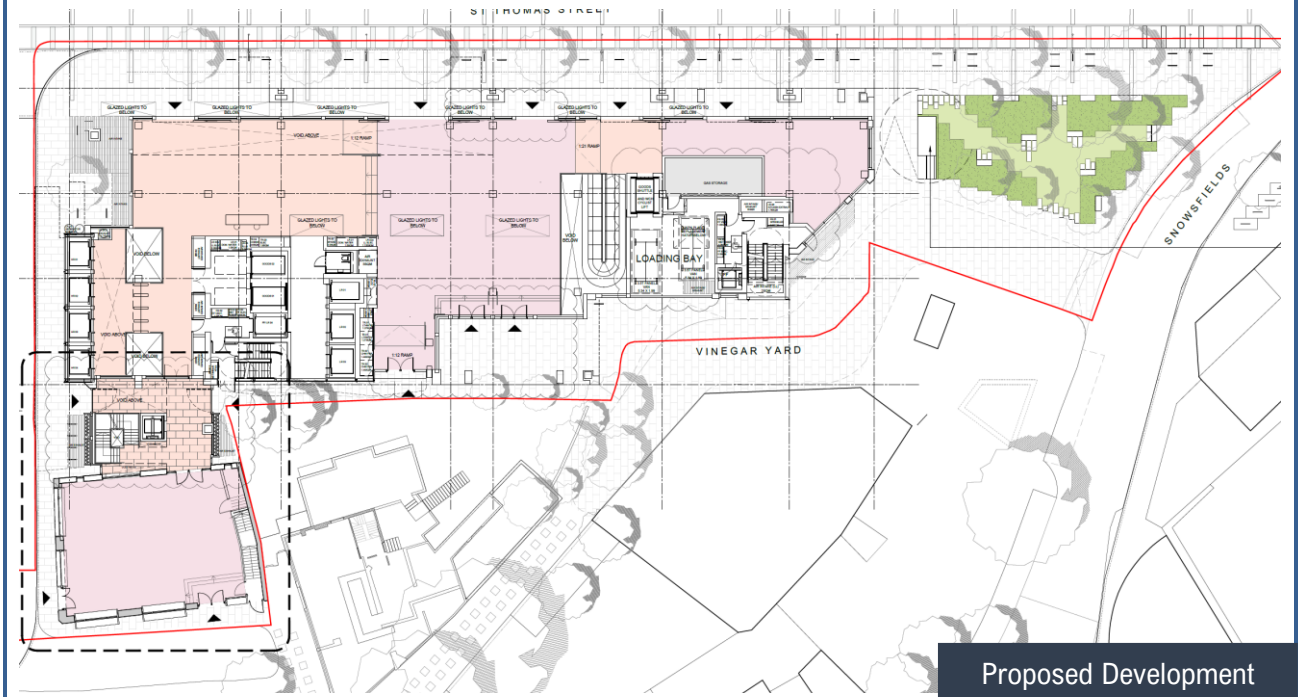
Email: Andy.Jones@macegroup.com

**Section 2 – About the Site**

**Q8. Please provide a site location plan and a brief description of the site, surrounding area and development proposals for which the CMP applies.**



The site has been subject of demolition works to clear the existing buildings to provide logistic space for the works in connection with the London Bridge Rail Station redevelopment. With exception to a number of existing warehouse party walls, the remaining buildings / structures on site will be demolished and removed.



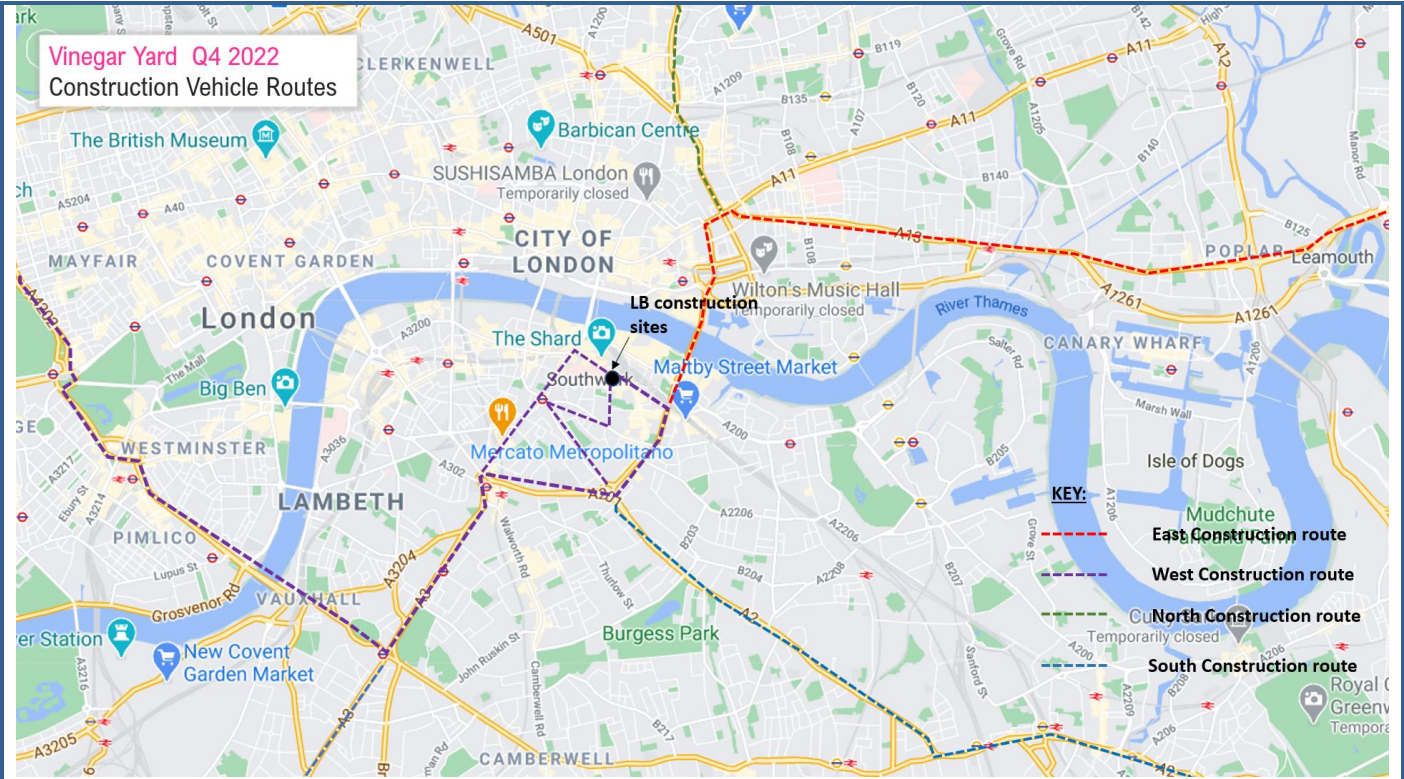
**Q9. Please provide a very brief description of the construction works including the size and nature of the development and details of the main issues and challenges (e.g. narrow streets, close proximity to residential dwellings).**

Redevelopment of the site to include the demolition of existing buildings, retention of the existing party walls and refurbishment of the warehouse and the erection of a ground, mezzanine and 18 storey building (with plant at roof) and 3 basement levels, comprising of café and community space within the warehouse and within the new building office, flexible medical and research and development, and flexible retail and affordable workspace, alongside cycle and disabled car parking, servicing, refuse and plant areas, public garden (including soft and hard landscaping), highway improvements and all other associated works.

The site is surrounded by narrow streets, one-way systems, and red routes, it has a mixture of businesses such as office buildings, public houses, and some residential buildings within its proximity. The challenges of the build will be the number of interfaces and how best to manage these as a collective. Traffic and logistical management will be key to manage safely throughout the duration of the build.

Effective communication, collaboration and coordinated construction deliveries with all immediate surrounding St Thomas Street East Development Framework construction projects is paramount for successful construction vehicle coordination and management.

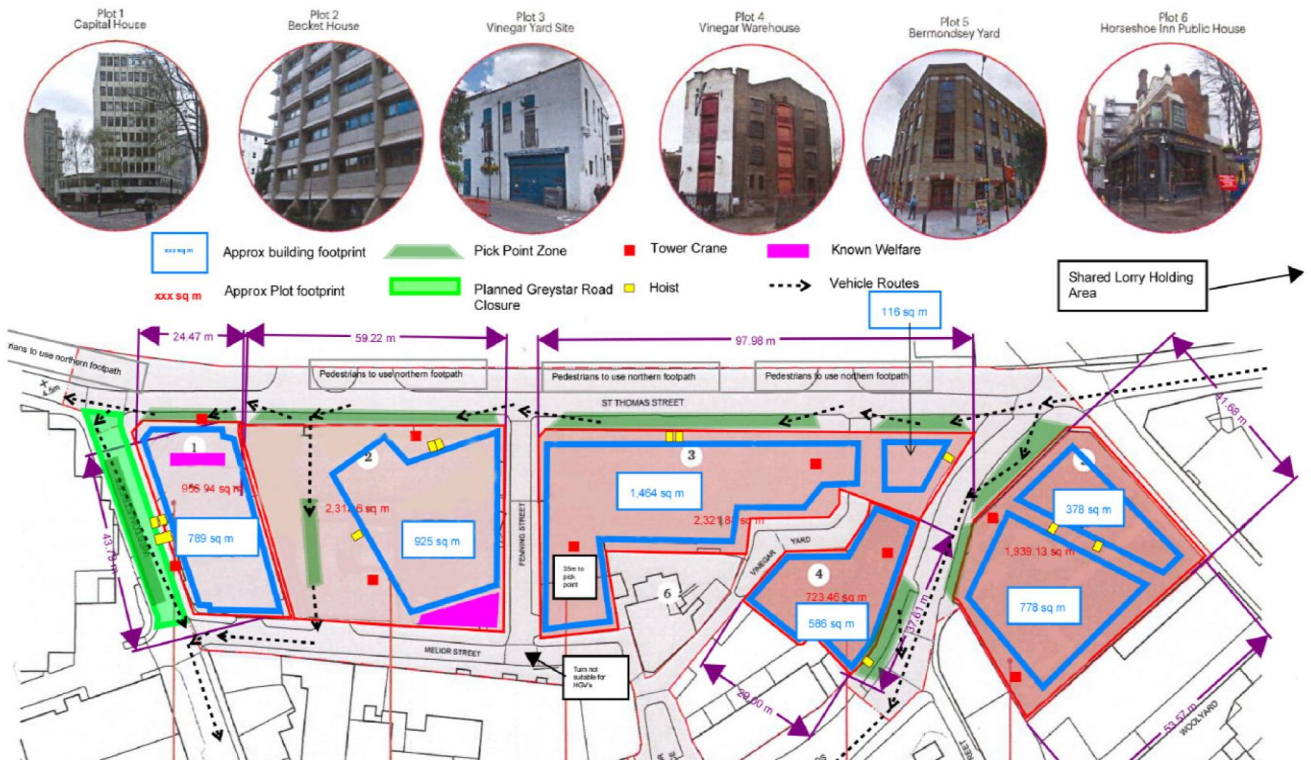
**Q10. Please provide a scaled plan detailing the local highway network layout in the vicinity of the site. This should include details of on-street parking bay locations, cycle lanes, footway extents and proposed site access locations.**



Plan updated in Q4 2021 to reflect the current London Bridge and Bishopsate temporary traffic orders. Routes to be reviewed through development of the main contractors detailed vehicle, pedestrian and cycle assessments at preconstruction stage.



Vinegar Yard West View



East framework construction vehicle routing options presently being developed by The St Thomas Street Development Cluster Group, charied by Michael Barrat, MBE



Vinegar Yard East View

### **Site Access**

Safe site access route onto Snowfields through existing car park will be established and egress into St Thomas Street via Vinegar Yard to create a one-way system during Phase 1 Substructure works. During Phase 2 Substructure works and Phase 1 Superstructure works (subject to approval by LBS / TfL) a gantry is proposed to be installed (early in year 2) over the St Thomas Street footpath and a pit lane created using a portion of the existing carriage way for materials deliveries and unloading remaining in place for the fitout period and progressively removed for external works completion.

The site entrances will have specific Health and Safety signage. Additional signage will be provided for pedestrians / visitors and vehicles to ensure they are segregated and use the correct gates. The required Considerate Constructors boards will also be displayed with the emergency contact information.

No car parking will be available on site for construction staff. With excellent and local transport links, the assumption is that staff members will access the Site via public transport.

**Q11. Please provide the proposed start and end dates for each phase of construction as well as an overall programme timescale. (A Gantt chart with key tasks, durations and milestones should be provided).**

Start on site date is currently 1<sup>st</sup> October 2022, with a 156 working week duration. Planned completion date of the project is 30th September 2025.

See below programme:

Construction Task / Activity	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Site Establishment				■												
Demolition				■												
Substructure				■	■	■	■	■								
Superstructure						■	■	■	■	■	■					
Envelope									■	■	■	■	■	■	■	■
Fit-Out (Shell & Core)										■	■	■	■	■	■	■
Landscaping & Public Realm													■	■	■	■
Works to Existing Warehouse													■	■	■	■

Construction Task / Activity	Duration	Start Date Inc. Quarter & Year	Completion (Quarter & Year)
Site Establishment	4 Weeks	Q4 2022	Q4 2022
Demolition	6 Weeks	Q4 2022	Q4 2022
Substructure	48 Weeks	Q4 2022	Q4 2022
Superstructure	52 Weeks	Q3 2023	Q2 2024
Envelope	52 Weeks	Q1 2024	Q4 2024
Fit-Out (Shell & Core)	78 Weeks	Q2 2024	Q3 2025
Landscaping & Public Realm	36 Weeks	Q1 2025	Q3 2025
Works to Existing Warehouse	78 Weeks	Q2 2024	Q3 2025

**Q12. Please confirm the standard working hours for this site, noting that the standard working hours for construction sites in Southwark are as follows:**

- 8.00am to 6pm Monday to Friday
- 9.00am to 2pm Saturdays
- No working on Sundays or Public Holidays

Confirmed that the construction project will strictly adhere to the hours stated above for all standard activities. Abnormal activities requiring works to be undertaken outside of the hours stated above will be submitted for LBS review through formal approval route and by exception.

**Q13. Please indicate if any changes to services are proposed to be carried out that would be linked to the site during the works (i.e. connections to public utilities and/or statutory undertakers' plant). Larger developments may require new utility services. If so, a strategy and programme for coordinating the connection of services will be required. If new utility services are required, please confirm which utility companies have been contacted (e.g. Thames Water, National Grid, EDF Energy, BT. etc.) You must explore options for the utility companies to share the same excavations and traffic management proposals. Please supply details of your discussions.**

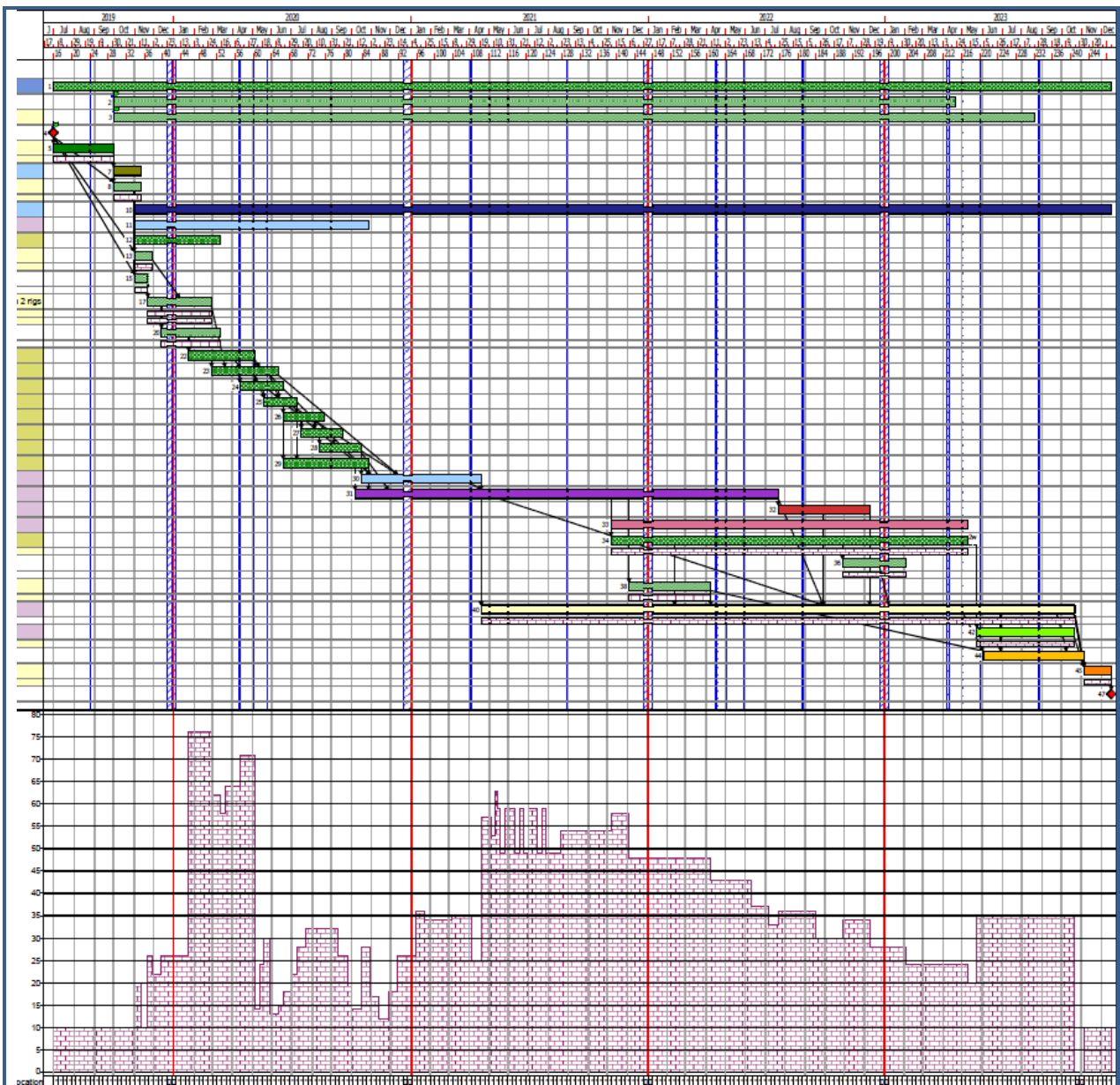
No discussions have taken place with utilities providers to date. The scheme will aim to coordinate with other live construction projects within the local framework to maximise efficiencies and reduce disruption to the local community.

### **Section 3 - Transportation Issues Associated with the Site**

**Q14. Please provide a brief description of the proposed working hours within which vehicles will service the site during the construction period. Construction vehicle movements are generally acceptable between 9.30am to 4.30pm on weekdays and between 9.00am and 2.00pm on Saturdays. If there is a school in the vicinity of the site or on the proposed access and/or egress routes, then deliveries must be restricted to between 9.30am and 3pm on weekdays during term time. Construction vehicles must be managed and prevented from causing obstructions to the highway.**

Mace confirms that vehicle access will be permitted between 9:30am to 4:30pm Monday to Friday and 9:00am to 2pm on Saturday

**Q15. Please provide details of the typical sizes of all vehicles and the approximate frequency and times of day when they will need access to the site, for each phase of construction. You should estimate the average daily number of vehicles during each major phase of the work, including their dwell time at the site. High numbers of vehicles per day and/or long dwell times may require vehicle holding procedures. You will need to consider whether the roads on the route(s) to and from the site are suitable for the size of vehicles to be used. Please provide details of other known developments in the local area or on the route.**



The above shows a histogram of number of vehicles throughout the duration of the project. The data on road vehicle movements has identified periods which represent where there is a peak in the onsite works, across the demolition and construction programme, as follows:

- Months 5-7: which represents the overlap of Excavation & Phase 1 Substructure works
- Month 20-31: which represents the overlap

A variety of types of delivery vehicles will be used

- Articulated Lorries
- Flat Bed lorries / wagons
- Muck away wagons
- Concrete delivery and skip Lorries
- Smaller Vans & Trucks

Where possible, peak times will be avoided for deliveries. The restrictive nature of the surrounding infrastructure will demand careful planning and control of deliveries to avoid

congestion. A Construction Logistics and Interface Manager will manage all deliveries and ensure the coordinated flow of vehicles to and from the Site. Deliveries will be managed by a system of timed / booked deliveries, which will be implemented and controlled by the Construction Logistics and Interface Manager. This will ensure that access and adjoining roads do not become congested. The intent with all deliveries is to unload them from within the agreed areas. Strict control to prevent temporary parking on kerbsides in the vicinity of the Site will also be enforced.

To ensure the timely management of deliveries to the site, the following key considerations will be enforced:

- No stopping or parking on the adjoining roads to the site;
- All deliveries are to be made during the stipulated site working hours;
- All deliveries must be booked in advance (i.e. at least a week) with the Construction Logistics and Interface Manager. Unscheduled deliveries will not be accepted; and
- The size of and type of delivery vehicles will be stipulated where necessary to suit the construction process and access available.

To further minimise the likelihood of congestion, strict monitoring and control of all vehicles entering, exiting and travelling across the site will be maintained, including the adoption of the following measures (where appropriate):

- The setting of specific delivery and collection times;
- Consolidation of deliveries wherever possible;
- A system of 'just in time' deliveries; and
- The requirement for prior authorisation when visiting the site by vehicle, which will be managed by the Construction Logistics and Interface Manager. Delivery schedules will be agreed with management at least a week in advance of delivery.

The opportunity to mitigate further the potential for congestion by delivery vehicles by providing parking off-site will be explored when detailed planning for the construction works and logistics is undertaken.

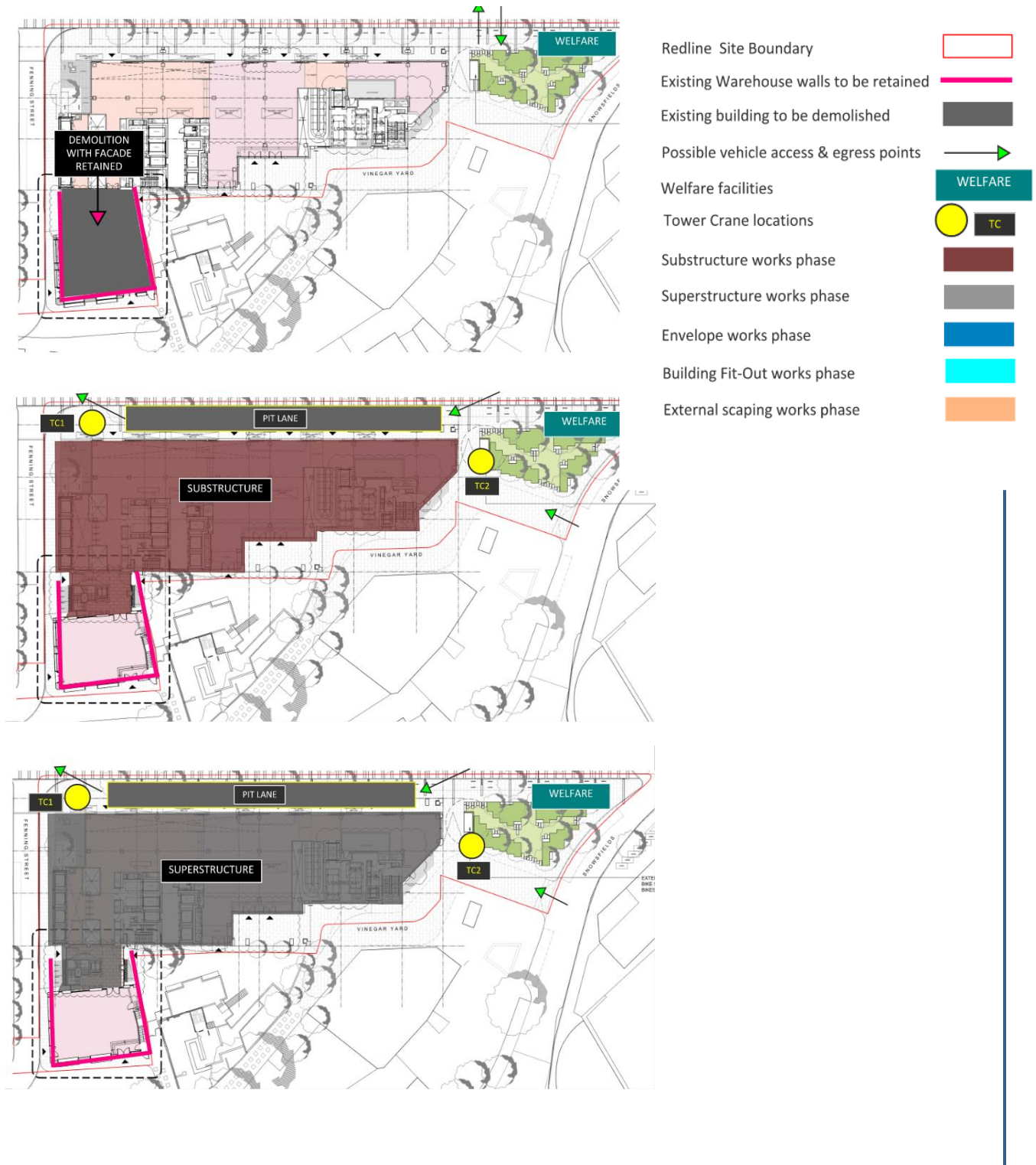
The St Thomas Street Development cluster group, chaired by Michael Barratt MBE, are looking at the use of a consolidation area for all the buildings within the cluster group remit (Capital House, The Edge, Vinegar Yard and the Sellar properties further to the East). A consolidation centre will considerably reduce the number of vehicles accessing St Thomas Street from the East. Local lorry holding areas will be utilised for all of the projects, currently Druid Street and Great Dover Street are being reviewed and these are active existing holding areas within a few minutes from the project.

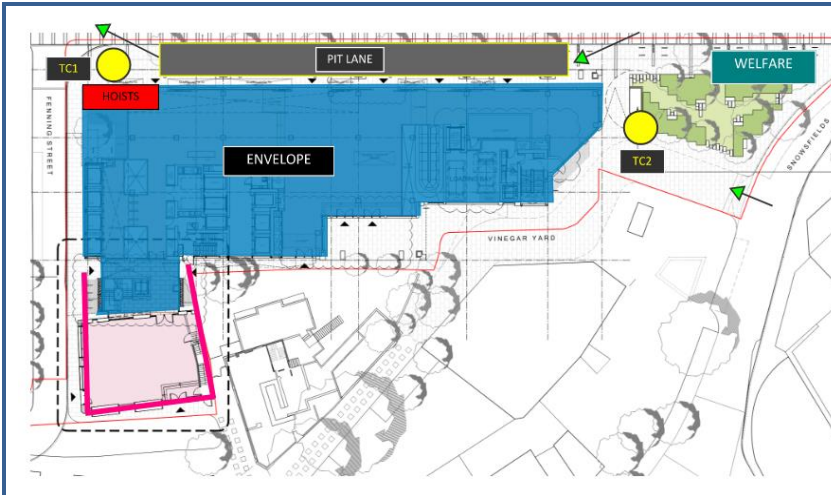
This would allow vehicles to be held until the time they are required on-site. Should delivery vehicles be managed by parking off-site, the details will be outlined within the CEMP and approved prior to works commencing.

The Construction Logistics and Interface Manager will be assisted by trained banks men and entrance security personnel to ensure vehicles arriving and leaving the Site are coordinated with the works on site.

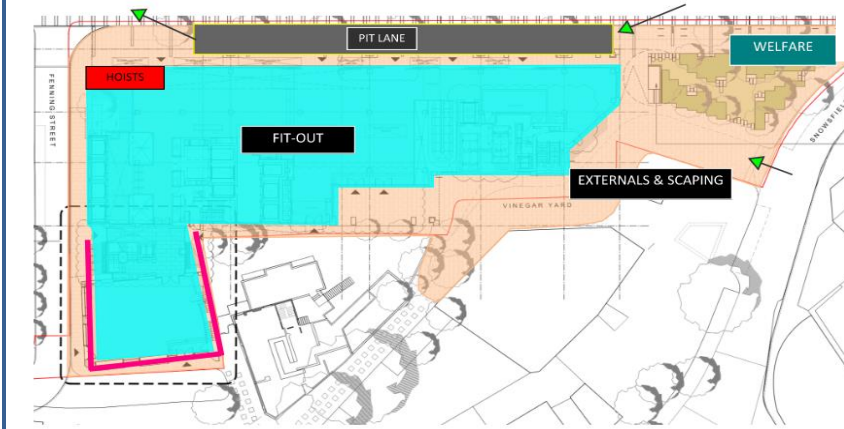
**Q16. Please provide details of any temporary structures which would overhang the public highway (e.g. scaffolding, gantries, cranes etc.)**

The above shows the temporary structures and positions of both tower cranes which will over sail the public highway.





- Redline Site Boundary
- Existing Warehouse walls to be retained
- Existing building to be demolished
- Possible vehicle access & egress points
- Welfare facilities
- Tower Crane locations  TC
- Substructure works phase
- Superstructure works phase
- Envelope works phase
- Building Fit-Out works phase
- External scaping works phase



**Q17. Please provide details of hoarding requirements or any other occupation of the public highway.**

The hoarding will be 3m high timber founded on either 900mm x 900mm concrete blocks, timber posts concreted in the ground or fixed to scaffolding. The hoarding will be painted and graphically covered. Vision panels and lighting will be positioned to suit the project and client branding related to the development.

The hoarding will incorporate project information boards which will include site contact names and telephone numbers, site programme and information on any programmed changes to pedestrian walkways.

All site hoardings will be reviewed and maintained on a daily basis to ensure full security is maintained. The hoarding structure will also be checked for stability on a regular basis to comply with all current legislation on the installation of temporary works.

All lighting in the vicinity of the hoardings will be reviewed to ensure no dark or shadow areas are created as a result of the hoarding installation.

A scaffold gantry may be considered along St Thomas Street & Fenning Street as the works progress above the ground floor level and the proximity of the building with the footpath.



Example of construction security hoarding

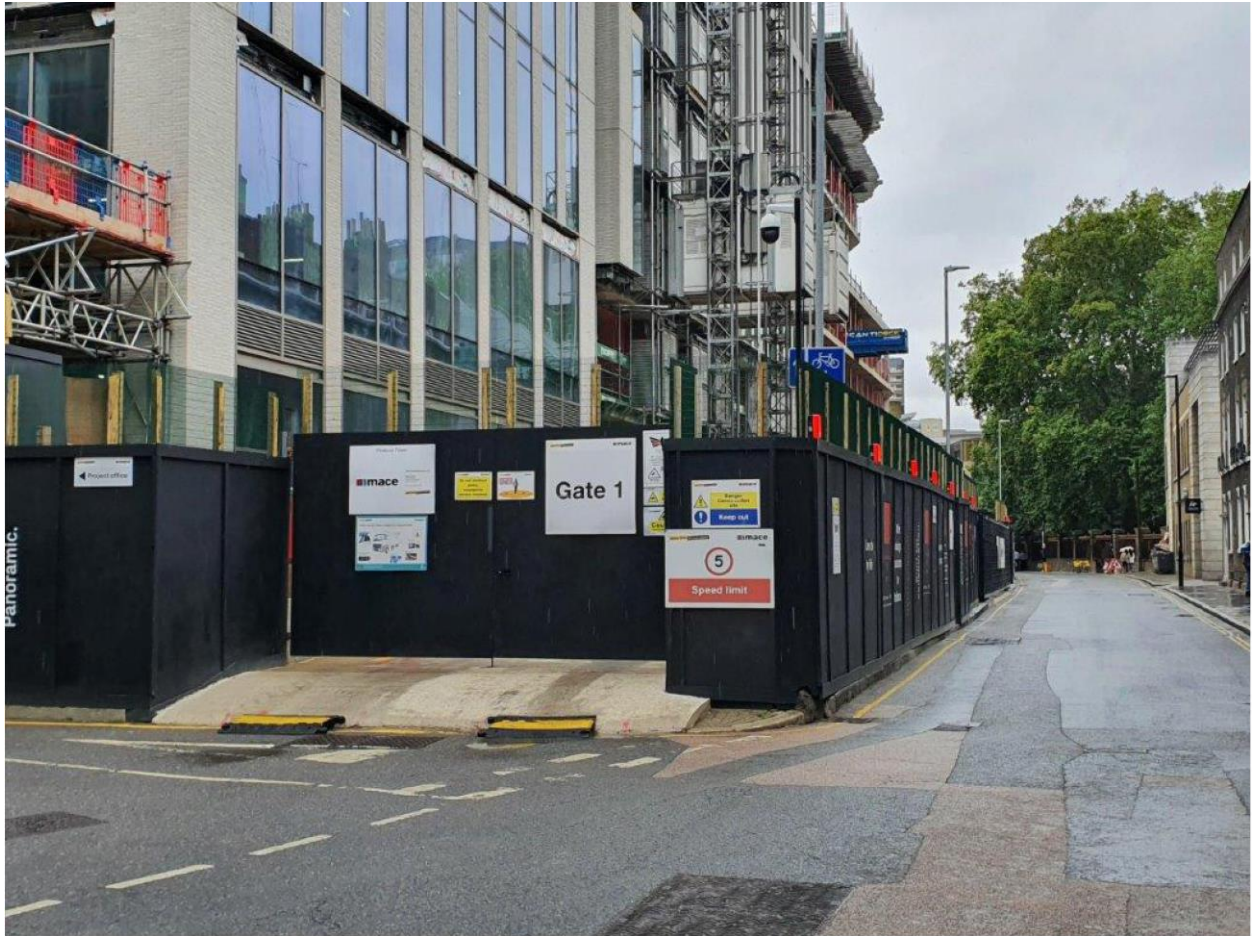
**Q18. Please provide accurate scaled drawings of any highway works necessary to enable construction to take place (e.g. construction of temporary vehicular accesses). Use of the public highway for storage, site accommodation or welfare facilities is at the discretion of the Council and is generally not permitted. If you propose such use you must supply full justification, setting out why it is impossible to allocate space on-site. You must submit a detailed (to-scale) plan showing the impact on the public highway including; the extent of hoarding, pedestrian routes, parking bay suspensions and remaining road width for vehicle movements. 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.**

Segregated area for the safe loading and unloading of road vehicles will be implemented on-site and traffic marshals will direct vehicles on to and off-site Loading and unloading of materials and equipment will occur within the Site boundary as far as practicable during the substructure works, thereby minimising congestion on the adjacent highway network. Following Substructure completion deliveries will be via the pit lane in St Thomas Street.

Short-term closures of St Thomas Street may be required in order to establish and remove tower cranes and to deliver large items of building plant. The requirement for short-term road closures will be discussed and agreed with TfL prior to the commencement of works requiring the road closure in question.



Existing crossovers to be used for vehicle access were possible (access from Snowfields)

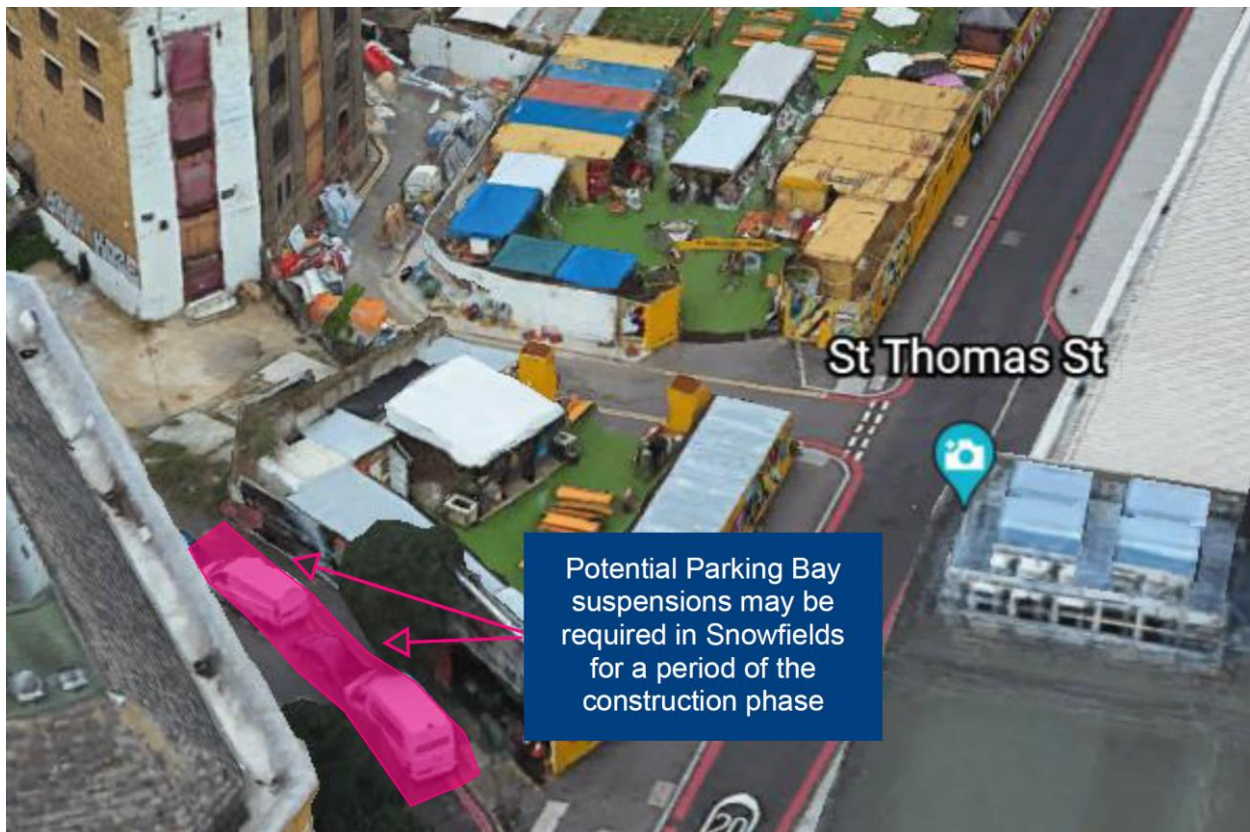


Typical site entrance and signage

The CMP will be developed along with detailed plans showing the exact requirements for the project these will form the bases of the discussion with LBS. A series of workshops will be organised to hold detailed discussions and reviews.

**Q19. Please provide details of any proposed parking bay suspensions and temporary traffic management orders which would be required to facilitate construction. If construction vehicles cannot access the site, details are required on where they will wait to load/unload.**

It is not envisaged that any parking bay suspension is required at this stage however there may be a requirement subject to the final design to suspend the parking bays in Snowfields at the junction of St Thomas Street, for a period to keep the traffic free flowing.



A segregated area for the safe loading and unloading of road vehicles will be implemented on-site and traffic marshals will direct vehicles on to and off-site loading and unloading of materials and equipment will occur within the site boundary as far as practicable during the substructure works, thereby minimising congestion on the adjacent highway network. Following substructure completion deliveries will be via the pit lane in St Thomas Street.

#### Closures and Diversions

Short-term closures of St Thomas Street may be required in order to establish and remove tower cranes and to deliver large items of building plant. The requirement for short-term road closures

will be discussed and agreed with LBS prior to the commencement of works requiring the road closure in question.

### Deliveries

The restrictive nature of the surrounding infrastructure will demand careful planning and control of deliveries to avoid congestion. A Construction Logistics and Interface Manager will manage all deliveries and ensure the coordinated flow of vehicles to and from the site. Deliveries will be managed by a system of timed / booked deliveries, which will be implemented and controlled by the Construction Logistics and Interface Manager. This will ensure that access and adjoining roads do not become congested. The intent with all deliveries is to unload them from within the agreed areas. Strict control to prevent temporary parking on kerbsides in the vicinity of the site will also be enforced.

To ensure the timely management of deliveries to the site, the following key considerations will be enforced:

- No stopping or parking on the adjoining roads to the site;
- All deliveries are to be made during the stipulated site working hours;
- All deliveries must be booked in advance (i.e. at least a week) with the Construction Logistics and Interface Manager. Unscheduled deliveries will not be accepted; and
- The size of and type of delivery vehicles will be stipulated where necessary to suit the construction process and access available.

To further minimise the likelihood of congestion, strict monitoring and control of all vehicles entering, exiting and travelling across the site will be maintained, including the adoption of the following measures (where appropriate):

- The setting of specific delivery and collection times;
- Consolidation of deliveries wherever possible;
- A system of 'just in time' deliveries; and
- The requirement for prior authorisation when visiting the site by vehicle, which will be managed by the Construction Logistics and Interface Manager. Delivery schedules will be agreed with management at least a week in advance of delivery.

The opportunity to mitigate further the potential for congestion by delivery vehicles by providing parking off-site will be explored when detailed planning for the construction works and logistics is undertaken. The possibility of identifying a holding area will be investigated along the traffic routes. This would allow vehicles to be held until the time they are required on-site. Should delivery vehicles be managed by parking off-site, the details will be outlined within the CEMP and approved prior to works commencing.

The Construction Logistics and Interface Manager will be assisted by trained banks men and entrance security personnel to ensure vehicles arriving and leaving the Site are coordinated with the works on site.

#### **Section 4 – Traffic Management for the Site**

**Q20. Please provide details describing how pedestrian and cyclist safety will be maintained, including any proposed alternative routes (if necessary), and any Banksman and/or Traffic Marshall arrangements. You should supply details of any diversion, disruption or other anticipated use of the public highway during the construction period (alternatively a plan may be submitted). 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 generally 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 should be used on temporary structures/ skips/ hoardings, etc. Appropriate ramping must be used if cables, hoses, etc. are run across the footway.**

Pedestrian and cyclist safety will be considered and maintained throughout the whole of the development programme.

All pedestrians will be considered should be alternations to pedestrian access be required and when gantries are installed the lighting will be sufficient to ensure no dark areas.

At temporary crossover points for vehicle access these will be managed by our traffic marshals and physically barriers will be used to ensure pedestrians cannot walk across during movements and stop & go boards for cyclists and other road users – any ramps into this area will be graded to take into account wheelchair users, elderly, partially sighted & blind, and young children and users with prams.

The immediate areas surround the site boundary will be maintained and managed to ensure no trip hazards or debris cause any obstruction to the public and this will include the immediate road areas also. Hoarding and gates will be located to provide the maximum practical visibility for both pedestrians circulating the site and vehicles accessing the project. Pedestrian movements to be managed as necessary to maintain the existing flows with a banksman being stationed at the vehicle access gates at all times. Hoardings must be maintained throughout the contract and left clean and in good order

We will ensure that all our suppliers and deliveries which come to site are accredited to at least FORS Silver level.

We will engage with the local area and community and run cycle safety sessions to promote this throughout the development also engaging our supply chain.

We will also aim to where possible have it so we have no vehicles reversing at any point and utilise one way systems



## Traffic Management & Logistics Plan

### *Camden Lock Village*

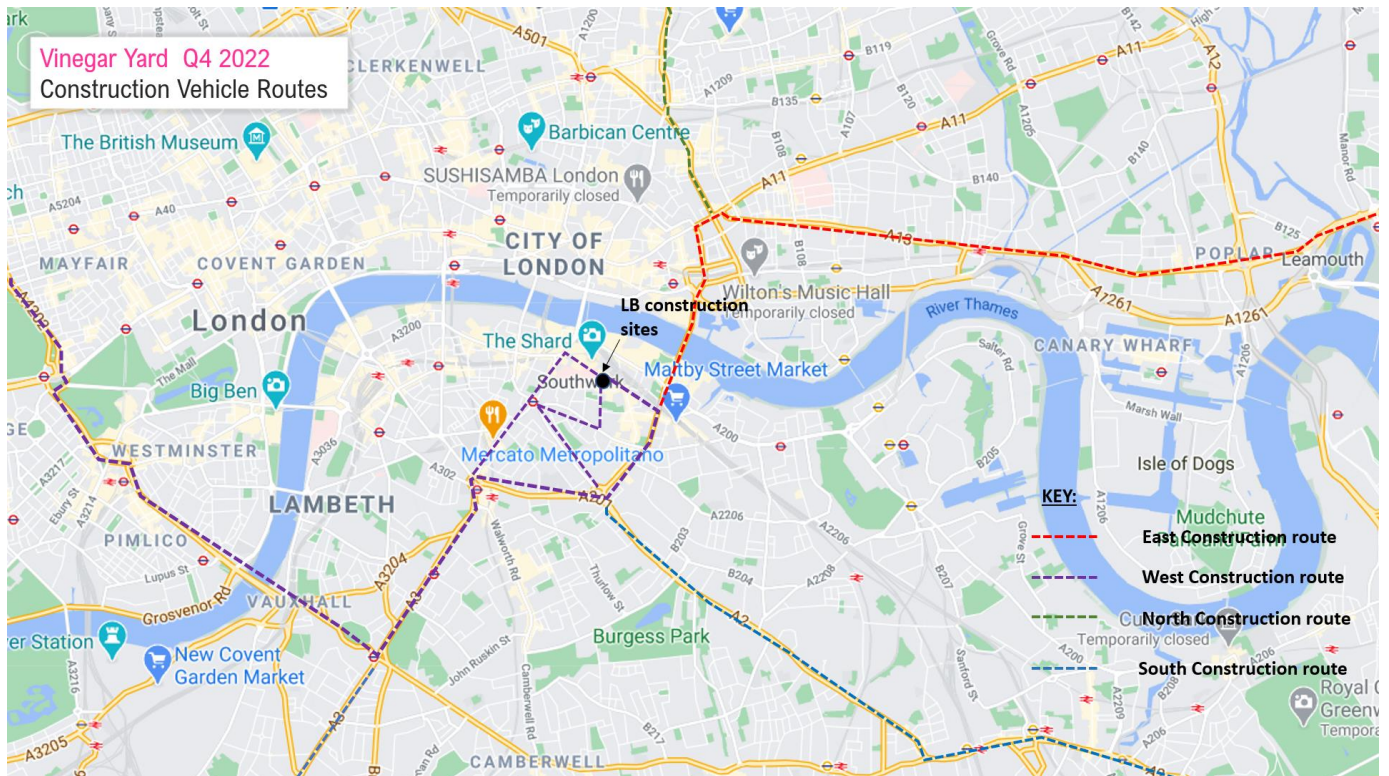
Traffic Management & Logistics Plan Submission to Client		
Date: <b>01<sup>st</sup> September 2015</b>	Rev: 01	Mace Signature: MS
Traffic Management & Logistics Plan Reviewed & Satisfactory		
Date: <b>08<sup>th</sup> November 2016</b>	Rev:09	Client Stanley Sidings Rep: Matthew Stevens                      Signature:
Construction Commencement		
Date:	Mace Signature:	

A detailed Traffic Management and Logistics Plan will be developed in due course and submitted to LBS, as per the above example.

**Q21. Please detail the proposed access and egress routes to and from the site, showing details of links to the [Transport for London Road Network](#) (TLRN). Detail the location of suppliers and/or where muck away will be transported to. Such routes should be indicated on a drawing or diagram showing the public highway network in the vicinity of the site. Consideration should also be given to weight restrictions, low bridges and cumulative impacts of construction (including neighbouring construction sites) on the public highway network. Consideration should be given to any major trip generators (e.g. schools, offices, public buildings, museums, etc.) on the route, and how any problems can be avoided or mitigated.**

The below diagram shows the traffic routes to and from site.

Detail of the location of suppliers and/or where muck away will be transported to will be developed once design is complete and the supply chain is appointed.



**Q22. Please describe how the access and egress arrangements for construction vehicles will be managed. Confirm how contractors, delivery companies and visitors will be made aware of the route (to and from the site) and of any on-site restrictions, prior to undertaking journeys.**

Site vehicle access and egress will be managed with a series of physically barriers and traffic marshals with signage.

Before vehicles enter or exit the site the traffic management team will close the walk ways either side of the entrances with concertina barriers while other members of the team stop the traffic with stop and go boards on either side of the road to allow the vehicle to manoeuvre into the project while under the control of a vehicle traffic marshal at all times.

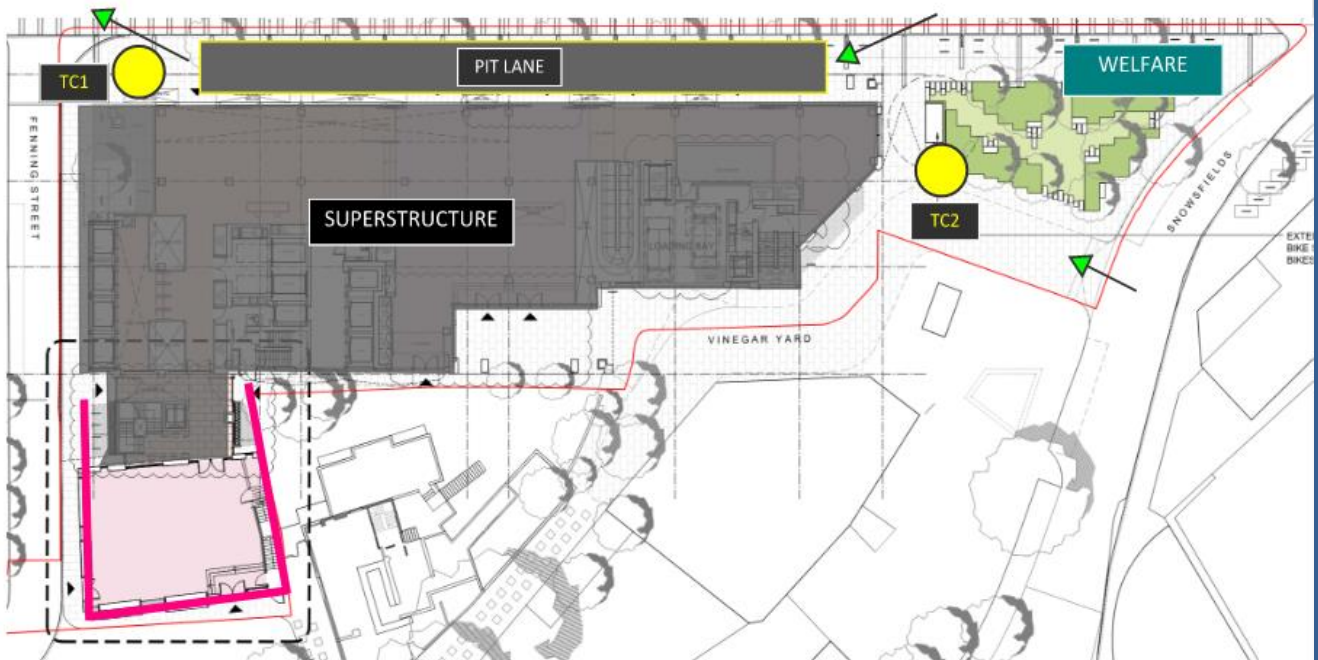
Once the vehicle has entered into the site the gate will be closed and the pedestrian barriers to the footpath will be opened.

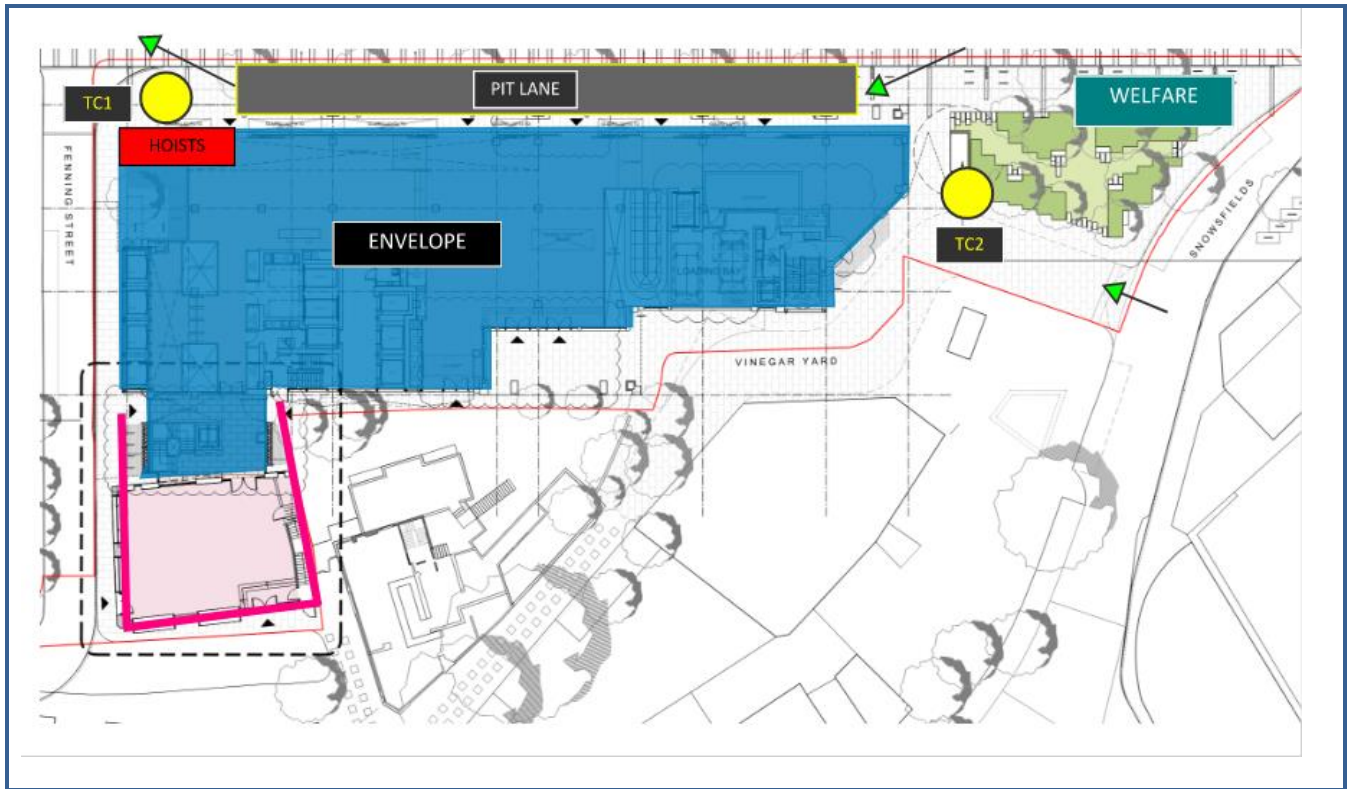
All deliveries will be planned and booked in a minimum of 24 hours before they arrive on site via an online delivery management system and once the proposed routes have been signed off and finalised our supply chain will have this information written into their contract documentation and issued to them at pre-start meetings.

Should any of the routes or restrictions change then these will be emailed to the companies or posted via the online delivery booking in system.

**Q23. Please provide details of the parking and loading arrangements for construction vehicles with regard to servicing and deliveries associated with the site (e.g. delivery of materials and plant, removal of excavated material). This is required as a scaled site plan, showing all points of access and where materials, skips and plant will be stored, and how vehicles will access and egress the site.**

Please refer to the below access routes, detailed sequence to be developed as the design is developed. Exact placement of skips and plant will be decided as the plans progress.

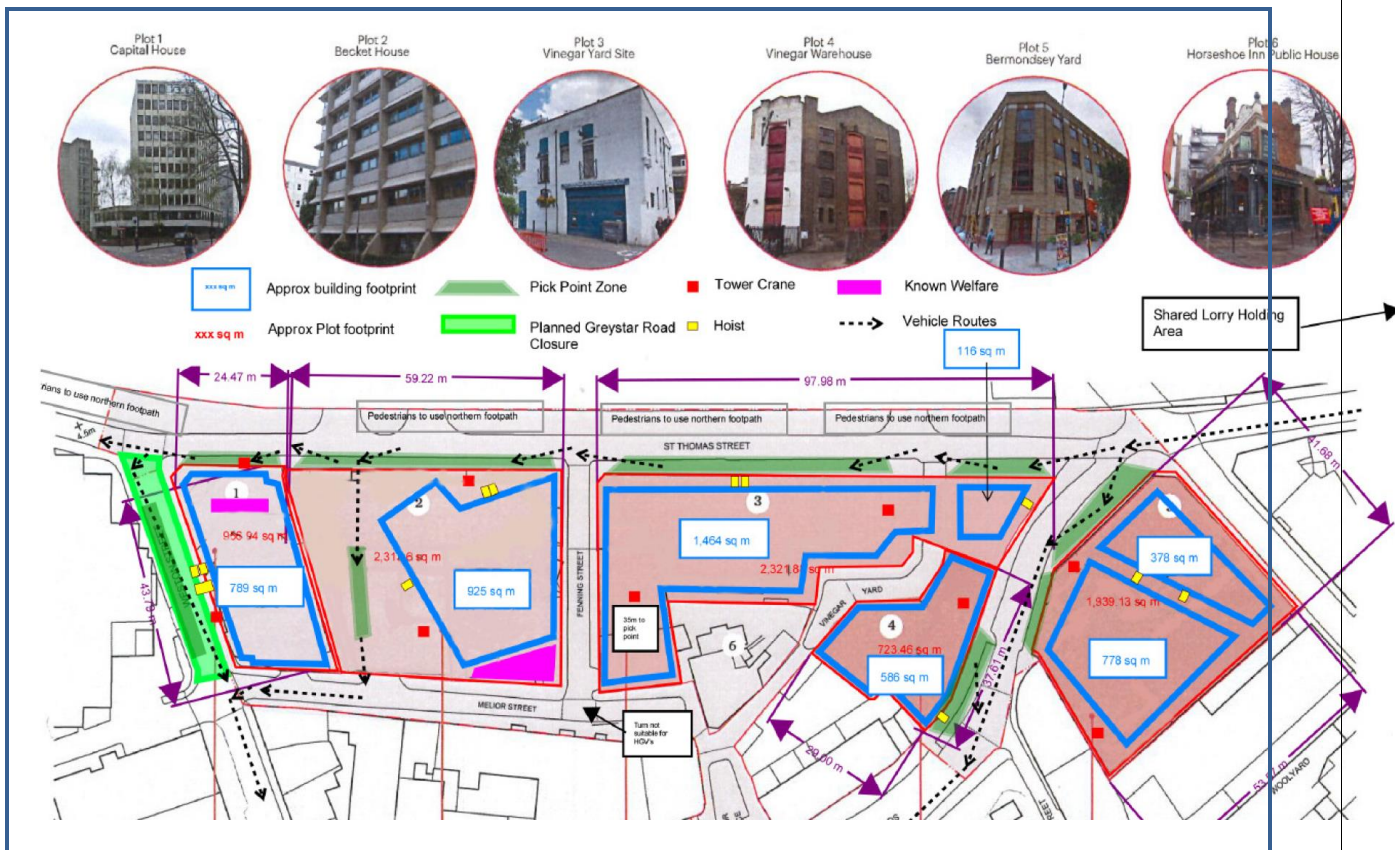




**Q24. Please provide swept path drawings for any tight manoeuvres on vehicle routes to and from the site including proposed access and egress arrangements at the site boundary (if necessary).**

Detailed space analysis is currently being carried and developed with TfL as part of The St Thomas Street Development cluster group, chaired by Michael Barratt MBE.

The vehicle types will be from articulated vehicles to vans. It is further anticipated that the site side footpath will be closed to enable minimum impact upon the road. This is currently being worked through with TfL and the cluster group. It is acknowledged that this road must remain open at all times. Momentum-Transport have been engaged to review a traffic, Pedestrian, cycle and vulnerable road user audits. The vulnerable road user data is available, and the balance will be prepared after Covid restrictions have been lifted.



**Section 5 – Monitoring, Compliance, Reporting and Consultation about Traffic Activities related to the Site**

**Q25. Please provide details describing how traffic associated with the development will be managed in order to reduce/minimise traffic congestion. Deliveries should be given set times to arrive, dwell and depart. Delivery instructions should be sent to all suppliers and contractors. Trained site staff must assist when delivery vehicles are accessing the site, or parking on the public highway adjacent to the site. Banksmen must ensure the safe passage of pedestrians, cyclists and motor vehicular traffic in the street when vehicles are being loaded or unloaded. Vehicles should not wait or circulate on the public highway. An appropriate location outside the borough may need to be identified, particularly if a large number of delivery vehicles are expected.**

Just in time deliveries will be in place for all trades these will be managed via an online delivery management system. This will ensure that not more than the allowable amount of deliveries which can be managed will come at any one time.

Deliveries which turn up before their allocated time will be asked to leave as no idling will be allowed.

The control of vehicles and pedestrians will be as per the response to Question 22.

**Q26. Please provide details of any other measures designed to reduce the impact of associated traffic (such as the use of [construction material consolidation centres](#)).**

Off-site fabrication to reduce the amount of deliveries will be considered for this project.

Examples of this could include;

1. Prefabricated risers
2. Unitised Façade

Other options will be reviewed and considered to reduce the amount of deliveries required on site.

**Q27. Staff Travel – how will staff, including sub contractors, be encouraged to travel to site using public transport? Will cycle parking, showers, secure lockers for equipment be provided on site to facilitate this? Where on-street parking impacts the road network or residential areas the Council will enforce parking restrictions and all costs to be covered by the applicant.**

All staff and subcontractors will be encouraged to utilise the public transport links located in the immediate proximity of the site.

The site welfare will provide ample cycle storage and showering facilities to enable the workforce to use these should they wish to cycle or run along with secure storage for personal belongings.

The project will provide no parking on site.

**Q28 Please provide details of consultation on a draft CMP with local residents, businesses, local groups (e.g. residents/tenants and business associations) and Ward Councillors. Details should include who was consulted, how the consultation was conducted and a summary of the comments received in response to the consultation. In response to the comments received, the CMP should then be amended where appropriate and where not appropriate a reason should be given. The revised CMP should also include a list of all the comments received. Developers are advised to check proposed approaches to consultation with the Council before carrying it out.**

#### St Thomas Street East Framework consultation

The development proposals for Vinegar Yard have progressed alongside plans for three other neighbouring sites along St Thomas Street East between Bermondsey Street to the east, Weston Street to the west and Melior Street to the south. These three sites comprise Capital House, Becket House, and the Leather Warehouse on Snowsfields & 2 adjacent buildings on Bermondsey Street.

Together, the four landowners have produced a joint masterplan for the ground floor across their respective sites (“the Framework”). This masterplan sets out how each of the four schemes will contribute to the successful social and economic regeneration of the area, in line with LBS’ and the local community’s priorities.

The landowners organised their own public consultation programme in support of the Framework, including a public exhibition which was held at Science Gallery London, Great Maze Pond, London, SE1 9GU on Saturday 29 September and Monday 1 October 2018. Topics presented and discussed at the exhibition included the delivery of the individual developments, consolidated servicing, transport and access during construction and once development was complete.

The comments received at the joint exhibition, at separate meetings with key stakeholders and local groups, and at individual landowners’ consultations on their respective schemes were incorporated into the Framework as it developed. The result is a refined Framework plan, within which the applicant’s proposals for Vinegar Yard are situated.

#### Vinegar Yard-specific consultation activity

To deliver the individual public consultation on their proposals for the Vinegar Yard site, the

applicant appointed Four Communications, a specialist public affairs and community engagement agency. Consultation activities for this application were carried out in conjunction with the applicant's project team and in parallel to their extensive engagement with the LBS' planning officers, the Greater London Authority and other statutory consultees.

During consultation on the proposals for Vinegar Yard, the future delivery of the scheme was presented by the applicant and discussed with local groups, residents and elected representatives. Consultation activity has included:

- Public exhibition on the plans for Vinegar Yard. The applicant organised a public exhibition at Team London Bridge's exhibition space, 1 Melior Place, SE1 3SZ on Saturday 10 November and Monday 12 November 2018. Approximately 75 people attended the event over the two days.
- c. 5,100 newsletters. A newsletter was distributed by hand to neighbours around the site to introduce them to the plans and to invite them to the Vinegar Yard public exhibition. Hard-to-reach areas were sent copies of the flyer via Royal Mail.
- Stakeholder one-to-one meetings. 44 local stakeholders were offered personal briefings including elected representatives (eg ward councillors), local residents associations, community groups and immediate neighbours. To date, five meetings have been held.
- The creation of a project website. A website has been available throughout the project (<http://www.vinegaryardcit.com/>), advertised on public communications and materials, from which local residents can access further information about the plans, find details of consultation events, and download content on display at the public exhibitions for both the Framework and the applicant's development proposals for Vinegar Yard.
- Residents' enquiries. A telephone number and project e-mail address have been made available to the local community, where residents can have their questions answered about the proposals. They were included in correspondence with stakeholders and in newsletters that were distributed to the local community. Comments and feedback received by email, telephone and feedback forms was collated by Four Communications and, where relevant, passed to the project team for consideration.

#### Emerging themes

The response from local residents, community groups, nearby businesses and elected politicians has generally been positive, with consultees largely in favour of the development of the site and the coordinated design with neighbouring landowners. Feedback that is particularly relevant to the construction management plan includes:

- **Timeline.** Local people were interested to understand the likely timescales for the construction and completion of the project, and how it fitted with other development schemes coming forward nearby.

- **Nearby developments.** Attendees at the exhibition wanted reassurance that neighbouring schemes coming forward in the area were designed with each other in mind. This included the other projects within the Framework area, alongside a further application submitted for the site on the corner of Melior Street and Melior Place.
- **Transport & traffic.** There were concerns about the width of St Thomas Street and surrounding roads, and the ability of the existing road network to accommodate more traffic coming to and from the site and surrounding developments.
- **Servicing.** A number of local people and businesses raised concerns about how the schemes coming forward within the St Thomas Street East Framework wouldn't cause excessive strain on local roads and transport. Most of these consultees wanted reassurance that the landowners would be working together to minimise deliveries and disturbance.

**Q29. Please provide details of community liaison proposals including any Construction Working Group that will be set up, addressing the concerns of the community affected by the works. Please confirm how the contact details of the person responsible for community liaison will be advertised to the local community and how the community will be updated on the upcoming works i.e. in the form of a newsletter/ letter drop, or weekly drop in sessions for residents. Southwark run construction logistics groups for key areas of development i.e Elephant & Castle, Blackfriars and Bankside which should be attended by a site representative.**

#### Neighbour and Public Relations

A key aspect of the successful management of the project will be the maintenance of good relations with key neighbours within the vicinity of the site and the general public. The contractor will endeavour to communicate with all those affected by the works and wherever possible give notice of forthcoming activities on site, particularly those that may have an impact.

Engagement with the community could be achieved by:

- Facilitating community group regular meetings;
- Providing specific notices, emails and warning letters for ad hoc construction activities, for example, wide loads to be delivered out of hours;
- Providing quarterly newsletters on progress and forthcoming activities
- Vision panels through hoardings for the public to have the opportunity to see operations as they happen is encouraged.
- Engaging with local schools or youth groups to promote joint activities for education on Health and Safety and also site based learning activities and / or career advice.

Dedicated community liaison team contact details will be provided at key focal points on our construction hoardings and shared in all project correspondence and newsletter updates. We

will monitor public engagement levels to ensure we are receiving healthy levels of feedback and are positively connected and available to the local community.

To ensure that any comments or feedback from the public or neighbours are captured and effectively responded to, a complaints register will be implemented. The register will be held at the Site office. All complaints will be recorded for action in the register. The tracker will be rigorously maintained and shared across the project team and will generate trends for use in reporting and improving process and procedures. All communications will be allocated a response deadline by which time a complaint or enquiry will be fully handled. All complaints will be logged as “closed” once a response has been submitted and no further follow-up action is required.

Chelsea Barracks Complaints Tracker

Serial	Date	From	Contact Details	Issue	Type	Category	Action	Response Deadline	Closed
103	03/04/2018	Rhianne Berger	45 Chelvalmore House	Hi Peter, Many thanks for your call earlier in relation to the complaint. This email is confirmation of our discussion in relation to site staff and some activities (drinking and/or smoking in front of the entrance to Chelvalmore House and by the adjacent building Edgerton House. The drinking is related to poor shift and has been happening on and off since the works on the site began however the smoking is a recent occurrence and still since the introduction of the sign at the back of Sanbury's on Garfield Road particularly since the introduction of the sign at the back of Sanbury's on Garfield Road. Should you require anything further please do let me know. Kind regards, Rhianne No update on this incident. Please refer to our document in case sent by WSP Group initially I thought it was sent directly by Westminster Council because of the logo but actually it's from their contractor. Made a complaint online to the Council several weeks ago (which they have not responded to) about the misleading use of language which highlighted the fact that they were proposing to build 2 vehicle crossovers over the public right of way which isn't at all about to anyone who reads the cover note. There is also no context given as to why these vehicle crossovers are required - I have had to research this myself. Having been pointed to the Council's Chelsea Barracks planning applications (of which there are about 30 documents) by the contractor I found a reference to a letter with an accompanying plan and a short description mentioning the purpose was as a drop off point, big enough for limousines to park there, for a boutique hotel. Other needs in the Barracks development are specified for rubbish collection and recycling but not the letter which isn't joined to the external road network. Some here after I saw a reference to a bike hire docking station on Public f'd without specifying a location. Hence the enquiry to you to find out the status of any of those plans in relation to the proposed letter and whether they have changed or been approved? I have already given some feedback to the contractor in the 2 emails above but feel the letter, which was part of a public consultation process, should never have gone out simply because it is misleading. I have mentioned some concerns about the joining of the letter entrance with the entrance to Dovehill Lane, highlighting the issue of tenants who live in Dovehill Lane (or attempting to do so) but I feel without knowing the location of the letter entrance I can't do much more. I'll refer you to the 2017/18 Independent Chair of our Community Futures Group (ICF) to your distribution list please. Teresa Whitlam teresa@huckham.com. On a separate note, last week we were experiencing some issues with a number of builders, claiming to be from your site, congregating on the Ebury Bridge Regeneration Proj. I know the weather was pleasant however a number of them were smoking cannabis (or something similar in smell), others were just having their lunch in the sunshine. As we had a range of cameras on the estate, our community Engagement Team were able to witness this influx of builders from a short distance. Then, until the end of lunchtime, across these days last week. The group that are congregating appear quite intimidating to residents and when asked for the staff to leave they refused to do so. My apologies if you are not the correct person to report this to, however it would be grateful if you could point me in the right direction. It is important that we can work together to register in the bud now, ahead of the beginning of winter.	Complaint	Behavioural	Move 'No Smoking' signs to be positioned.	03/04/2018	Closed
104	04/04/2018	Ora Money	33a Pimlico Road, Dovehill Lane	Hi Peter, I am writing to you to find out the status of any of those plans in relation to the proposed letter and whether they have changed or been approved? I have already given some feedback to the contractor in the 2 emails above but feel the letter, which was part of a public consultation process, should never have gone out simply because it is misleading. I have mentioned some concerns about the joining of the letter entrance with the entrance to Dovehill Lane, highlighting the issue of tenants who live in Dovehill Lane (or attempting to do so) but I feel without knowing the location of the letter entrance I can't do much more. I'll refer you to the 2017/18 Independent Chair of our Community Futures Group (ICF) to your distribution list please. Teresa Whitlam teresa@huckham.com. On a separate note, last week we were experiencing some issues with a number of builders, claiming to be from your site, congregating on the Ebury Bridge Regeneration Proj. I know the weather was pleasant however a number of them were smoking cannabis (or something similar in smell), others were just having their lunch in the sunshine. As we had a range of cameras on the estate, our community Engagement Team were able to witness this influx of builders from a short distance. Then, until the end of lunchtime, across these days last week. The group that are congregating appear quite intimidating to residents and when asked for the staff to leave they refused to do so. My apologies if you are not the correct person to report this to, however it would be grateful if you could point me in the right direction. It is important that we can work together to register in the bud now, ahead of the beginning of winter.	Enquiry	Traffic Management	Placed to Convoys who are undertaking the work.	03/04/2018	Ongoing
105	09/04/2018	Delina Mervile	Ebury Bridge Regeneration Proj	Hi Peter, I am writing to you to find out the status of any of those plans in relation to the proposed letter and whether they have changed or been approved? I have already given some feedback to the contractor in the 2 emails above but feel the letter, which was part of a public consultation process, should never have gone out simply because it is misleading. I have mentioned some concerns about the joining of the letter entrance with the entrance to Dovehill Lane, highlighting the issue of tenants who live in Dovehill Lane (or attempting to do so) but I feel without knowing the location of the letter entrance I can't do much more. I'll refer you to the 2017/18 Independent Chair of our Community Futures Group (ICF) to your distribution list please. Teresa Whitlam teresa@huckham.com. On a separate note, last week we were experiencing some issues with a number of builders, claiming to be from your site, congregating on the Ebury Bridge Regeneration Proj. I know the weather was pleasant however a number of them were smoking cannabis (or something similar in smell), others were just having their lunch in the sunshine. As we had a range of cameras on the estate, our community Engagement Team were able to witness this influx of builders from a short distance. Then, until the end of lunchtime, across these days last week. The group that are congregating appear quite intimidating to residents and when asked for the staff to leave they refused to do so. My apologies if you are not the correct person to report this to, however it would be grateful if you could point me in the right direction. It is important that we can work together to register in the bud now, ahead of the beginning of winter.	Complaint	Behavioural	Increase security patrols	16/04/2018	Ongoing

## Social Inclusion

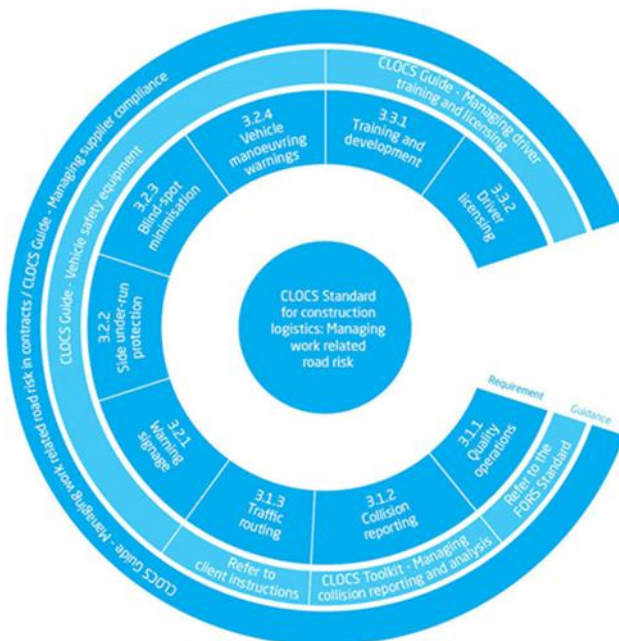
A social inclusion programme (SIP) aims to create a sustainable construction workforce, provide local communities with employment and transferable skills, and to be exemplary in achieving community involvement, local labour training and development excellence. The overall objective is to close the “skills gap”, a well-publicised and serious issue in the industry and in doing so it aims to reduce the burden on the local community. The main contractor will engage with LBS to assist with employment training for apprentices and ensuring targets are agreed for employment of residents and the use of local enterprises on the scheme. Such programmes will align with any S106 requirements.

It is not unusual for construction to take place on one site in proximity to another that may be under construction at the same time as the Proposed Development. The Principal Contractor will meet with neighbouring developers of other construction schemes, the LBS and other key stakeholders (as required) as part of a construction working group prior to works being undertaken on-site to discuss potential clashes and to mitigate the impact, if necessary. The Principal Contractor will consult neighbouring developments on the programme and local impacts of the construction with stakeholders comprising the working group to ensure that works are planned so as not to cause unnecessary disruption.

**Q30. Please provide details of any schemes such as the ‘Considerate Constructors Scheme’, the ‘Freight Operators Recognition Scheme’ or ‘TfLs Standard for construction logistics and cyclist safety – [CLOCS scheme](#)’ that the project will be signed up to. Note, the [CLOCS standard](#) should be adhered to and detailed in response to question 33. Such details should form part of the consultation and be notified to the Council.**

Our supply chain have signed up to the CLOCS standards for construction logistics. This sets out a set of standards for items such as traffic routing; warning signage; side under-run protection; blind-spot minimisation; vehicle manoeuvring warnings; driver training, development and licensing; collision reporting; control of site access and egress; vehicle loading and unloading on site. Each requirement has been developed to reduce the risk of a collision between heavy goods vehicles in the construction sector and vulnerable road users such as cyclists and pedestrians. The standard sets the detailed minimum requirements to create a consistent baseline, but is written in a way that encourages road safety to be managed ever more rigorously as new best practice emerges.

The CLOCS standard is a key step to demonstrate the commitment of construction logistics industry organisations to improve road safety throughout the supply chain



The CLOCS standard for construction management is set out above.

We actively promote the TfL cyclist awareness Fleet Operators Recognition Scheme (FORS). There are 3 levels of accreditation, Bronze; Silver and Gold. Differing contractors will have different requirements for accreditation, but all vehicles serving the site should be FORS registered to Bronze standard as a minimum.

Any vehicles attempting to deliver to site without the correct registration or vehicles without cyclist protection measures fitted will be turned away from site. Our contractor(s) will be required to carry out the works in accordance with the following:

- The ICE Demolition Protocol
- Southwark's Environmental Code of Construction
- GLA Best Practice Guidance
- Transport for London Construction Guidance Document for Contractors
- Construction Logistics and Cycle Safety (CLOCS)
- Fleet Operator Recognition Scheme (FORS)
- Considerate Constructor's Scheme



Traffic marshals and cycle safety awareness on our sites



**Safety first. Second nature.** **mace**

**All vehicles over 3.5 tonnes visiting our sites require FORS silver certification**

**Quality operation:**  
FORS silver certification

**Blind-spot minimization:**  
e.g. Fresset lens

**Class V or VI mirrors**

**Vehicle manoeuvring warnings:**  
Audible warning of vehicle turning left

**Side under-run protection:**

**Warning signage:**

**In the event of non-compliance, vehicles may be refused entry and issued with a non-compliance report.**

**FORS CLOCS**

**Q31. Complaints often arise from the conduct of builders in an area. Please confirm steps being taken to minimise this e.g. provision of suitable smoking area, tackling bad language and unnecessary shouting.**

The welfare facilities such as canteen and smoking area where large groups of construction operative congregate will be kept inside the project footprint. This will minimise the amount of workers who will be outside the site.

Bad language and horseplay will not be tolerated and this will be set out in the site induction and site rules from the beginning.

The site will maintain and portray the good image and ensure it complies with the best practise guidance set out by the Considerate Constructor's Scheme and aim to achieve an above compliance standard.

The main contractor will also implement site rules which operatives must abide by, any operative not complying with the site rules will have to be re-inducted and any further breach will mean access to site being refused.



The site will be registered with the Considerate Constructors Scheme. This scheme ensures that the project team and our contractor(s) carry out their operations in a safe and considerate manner, with due regard to passing pedestrians and road users.

Our contractor will ensure they align site activities with the CCS code of practice:

- ☐ **Consideration:** showing positive consideration of neighbours at all times
- ☐ **The environment:** minimising disturbance from noise and dust and using sustainable materials
- ☐ **Cleanliness:** maintaining a clean and tidy site
- ☐ **Good Neighbouring:** through ongoing communication
- ☐ **Respectfulness:** ensuring no rude behaviour/language
- ☐ **Safety:** providing due care for workers and the public

□ **Responsibility:** taking personal responsibility to work

**Q32. Please provide a plan of existing or anticipated construction sites in the local area and please state how your CMP takes into consideration and mitigates the cumulative impacts of construction in the vicinity of the site.**

There are several construction projects planned to be undertaken concurrently in the St Thomas Street East Framework vicinity.

Our contractor will responsively collaborate with the adjacent Greystar, Edge and Simten projects and agree a coordinated strategy that effectively controls and mitigates the cumulative impact of combined construction works. Examples for development include:

- Central and shared material delivery scheduling system that coordinates and permits a controlled number of construction vehicles delivering and coming into the vicinity at anyone time
- Full coordination of all disruptive activities, such as utility services or street works with adjacent projects. This would include consideration for both spreading the works to avoid compounding affect, but also undertaking activities concurrently and efficiently through completing works at the same time within traffic managed windows
- Stagger construction personnel start and finish times
- Collaborate with Community Liaison and positive engagement activities
- Strict noise and vibration measurement will be constantly monitored to ensure levels are being sufficiently controlled
- Shared road cleaning
- Exemplary communication and local engagement events

Through their extensive local experience our contractor can lead the above collaboration and mitigation strategy development if required.

A detailed plan will be formulated and included with in the Traffic Management and Logistics Plan. In addition, our contractor will attend TfL and Network Rail working groups to ensure that planned works and events are co-ordinated. The working group will assist with the coordination of the number of vehicle movements and aim to minimise the number of partially loaded vehicles. It will also provide a forum to share project information with wider stakeholders and understand key planned activities each period.

**Q33.** Please provide details to confirm that all contractors and sub-contractors operating large vehicles over 3.5 tonnes will meet all of the following conditions, as outlined in the [CLOCS Standard](#)

#### **OPERATIONS:**

- **Quality operation:** accreditation via an approved fleet management audit scheme e.g. [Fleet Operator Recognition Scheme \(FORS\)](#) or equivalent.
- **Collision reporting and analysis:** of any collision involving injury to persons, vehicles or property, ideally including use of the [CLOCS](#) Manager collision reporting tool.
- **Traffic routing:** any route specified by the client is adhered to unless otherwise specified.

#### **i. [VEHICLES:](#)**

- **Warning signage:** warning cyclists of the dangers of passing the vehicle on the inside
- **Side under-run protection:** fitted to all vehicles over 3.5 tonnes which are currently exempt
- **Blind spot minimisation:** front, side and rear blind-spots completely eliminated or minimised as far as is practical and possible
- **Vehicle manoeuvring warnings:** enhanced audible means to warn other road users of a vehicle's left hand turn or other manoeuvres

#### **ii. [DRIVERS:](#)**

- **Training and development:** approved progressive training and continued progressive training especially around vulnerable road users (including for drivers excluded from Certificate of Professional Competence requirements)
- **Driver licensing:** regular checks and monitoring of driver endorsements and that drivers hold the correct licence for the correct vehicle

#### **STANDARD FOR CONSTRUCTION CLIENTS**

- **Construction logistics/management plan:** is in place and fully complied with – as per this document.
- **Suitability of site for vehicles fitted with safety equipment:** that the site is suitably prepared for vehicles fitted with safety equipment to drive across.
- **Site access and egress:** should be carefully managed, signposted, understood and be clear of obstacles.

- **Vehicle loading and unloading:** vehicles should be loaded and unloaded on-site as far as is practicable.
- **Traffic routing:** should be carefully considered, risk assessed and communicated to all contractors and drivers.
- **Control of site traffic, particularly at peak hours:** other options should be considered to plan and control traffic, to reduce traffic at peak hours.
- **Supply chain compliance:** contractors and sub-contractors throughout the supply chain should comply with requirements 3.1.1 to 3.3.2.

**Q34. Please provide details of any other relevant information with regard to traffic and transport (if appropriate).**

N/A

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

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

**Signed:** 

**Date:** 02.11.21

**Print Name:** Andrew Jones

**Position:** Managing Director (Mace Major Projects)

**Submit to: [stuart.riglin@southwark.gov.uk](mailto:stuart.riglin@southwark.gov.uk)**

End of form