

## Table of Contents

|             |                                                                  |           |
|-------------|------------------------------------------------------------------|-----------|
| <b>1.0</b>  | <b>Background</b>                                                | <b>4</b>  |
| <b>2.0</b>  | <b>JRL's Logistics Strategy</b>                                  | <b>4</b>  |
| <b>3.0</b>  | <b>The Project</b>                                               | <b>5</b>  |
| <b>4.0</b>  | <b>The Site and it's Environment</b>                             | <b>5</b>  |
| <b>5.0</b>  | <b>How we manage resources into and out of this site</b>         | <b>12</b> |
| 5.1         | Material Delivery Management                                     | 12        |
| 5.2         | Route Planning                                                   | 13        |
| 5.3         | Local Traffic Management and Vehicular Access and Egress         | 13        |
| 5.4         | Delivery Management System                                       | 14        |
| 5.5         | Vehicle and Driver Requirements                                  | 19        |
| <b>6.0</b>  | <b>Site Operations and Access Requirements</b>                   | <b>20</b> |
| <b>7.0</b>  | <b>Responsibilities</b>                                          | <b>24</b> |
| 7.1         | Organisational Responsibilities                                  | 24        |
| 7.2         | Site Operations Team Responsibilities                            | 24        |
| 7.2.1       | Logistics Management                                             | 25        |
| 7.2.2       | Site Traffic Coordinator [STC]                                   | 27        |
| 7.2.3       | Traffic Marshals [TM]                                            | 27        |
| 7.2.4       | Plant and Traffic Banksman [TB]                                  | 28        |
| <b>8.0</b>  | <b>Procedure</b>                                                 | <b>30</b> |
| 8.1         | Traffic Routes                                                   | 30        |
| 8.2         | CLoCS & FORS Compliance                                          | 30        |
| 8.2.1       | Vehicle Analysis                                                 | 31        |
| <b>9.0</b>  | <b>Site Set Up and Welfare Provision</b>                         | <b>31</b> |
| <b>10.0</b> | <b>Site Inductions, working hours and permit to work systems</b> | <b>31</b> |
| <b>11.0</b> | <b>Interface with Local Stakeholders and the Community</b>       | <b>32</b> |
| <b>12.0</b> | <b>Traffic Management Plan: Route to site</b>                    | <b>34</b> |

## Appendices

Appendix A: Phased logistics layouts,

Appendix B: Proposed Deliveries

Appendix C: Tower Crane Layouts

## 1.0 Background

As CLoCS Champions, we are committed to a responsibility for health & safety beyond the hoardings as well as on site, to drive down to zero, the number of harmful incidents within the local communities in which we work, around site access in particular.

The Construction Design and Management Regulations 2015 [CDM 15] Regulations (17, 27 & 28) require the Principal Contractor (PC) to control the access onto site, vehicles, the boundary of the site and the security and the traffic routes. As per our CLoCS commitment, the main aim of the regulations is to ensure that construction contractors, such as ourselves, give adequate consideration to the use of, and the movement of vehicles at the planning stage, reviewed regularly to protect pedestrians, vulnerable road users and other stakeholders.

The size and complexity of this project means that, for best practice, we should set out our Construction Logistics Plan (CLP) into a document that considers a local Traffic Management Plan (TMP) within it. This document includes a review process at the appropriate times and continues to be a live document throughout the many changing faces of this contract.

The Local Authority (London Borough of Haringey) requires a CLP and TMP, as do our commitment to both best industry practice, and the CLoCS protocol. By planning our logistics (and setting that plan out in a document), we enable adequate consideration to the use of and the movement of vehicles and pedestrians at the planning stage, many of the risks posed by site traffic can be minimised or avoided.

This document responds to Planning Condition B29.

## 2.0 JRL's Logistics Strategy

Our Construction Logistics Strategy (CLS) is set at Group level. Our Project focussed CLPs are expected to responding to the CLS, with a focus on direct delivery. By considering in this manner, we are able to deliver products to site more efficiently and accurately than similar sized construction companies.

At the project level, we develop a CLP to industry-leading standards, setting out exactly how, when, and where we will deliver our resources (Plant, People and Materials to site), ensuring we maximise build-off site opportunities in the process.

We follow the CLoCS standard ([https://www.clocs.org.uk/page/construction\\_logistics](https://www.clocs.org.uk/page/construction_logistics)) to maximise the safety of vulnerable road users around our site.

The CLP incorporates our Traffic Management Plan (TMP). [If we need to, we can pull out the TMP into a standalone document to share with the necessary stakeholders]. The CLP should be considered with other key documents in the construction planning suite, including:

- The Construction Environmental Management Plan
- The Construction Phase Health & Safety Plan
- The Fire & Emergency Plan

Later in the document we set out delivery timings and routes to be taken by hauliers and workers to ensure minimal disruption to local residents and businesses. This will include potential risk for noise disturbance as well as minimising additional traffic during peak periods.

We will be registered with the Considerate Constructors Scheme (<https://www.ccscheme.org.uk/>).

### 3.0 The Project

The Island Sites consist of three buildings; Buildings 1 & 2 on Ferry Island help to define a new public space to the south helps to define a new street-scape along Station Road with a series of active frontages and generous public realm. Building 1 consists of 2 towers, North and South with Buildings 1 & 2 being linked with a shared basement which frees up the ground and mezzanine levels for potential commercial space that responds positively to the adjacent public realm. The project has phased completions with Building 2 completing some 9 months ahead of Building 1, this section includes external areas along with a pavilion space, with the delivery of the pavilion not being part of the delivery.

Site Operating Hours are Monday to Friday 08:00 to 18:00 and Saturday 08:00 to 13:00. Works outside of these hours will only be taken after approval from LBH.

The project programme is 164 weeks. The project has 3 sectional completion dates, as set out in the table below:

| Section   | Event                       | Commencement Date | Completion Date |
|-----------|-----------------------------|-------------------|-----------------|
|           | Site possession & Enabling  | 15-08-22          | 19-09-22        |
| Section 1 | Building 2                  | 26-09-22          | 11-04-25        |
| Section 2 | Building 1 South            | 26-09-22          | 26-06-25        |
| Section 3 | Building 1 North            | 26-09-22          | 14-11-25        |
|           | Completion of Works on Site |                   | 14-11-25        |

### 4.0 The Site and it's Environment

Ferry Island is sited within the London Borough of Haringey (LBH). LBH are the Local Authority whose rules and regulations, in regards to interfacing with neighbours and other local stakeholders we must follow.

The site is bounded by the TfL Bus Station to the east, along with the Tottenham Hale tube station. With residential and business buildings located on the North side to Station Road. Station Road feeds the back of the building from the North and there is a cycle lane marked on Station Road. Ferry Lane to the South is a busy thoroughfare road with a retail park located to the South side. Leaving Station road on to Watermead Way, via traffic lights is a pinch point and requires the lifting of a no right turn on the green phase.

There are numerous residential properties in close reach of the site which will require considered approach and good communication.

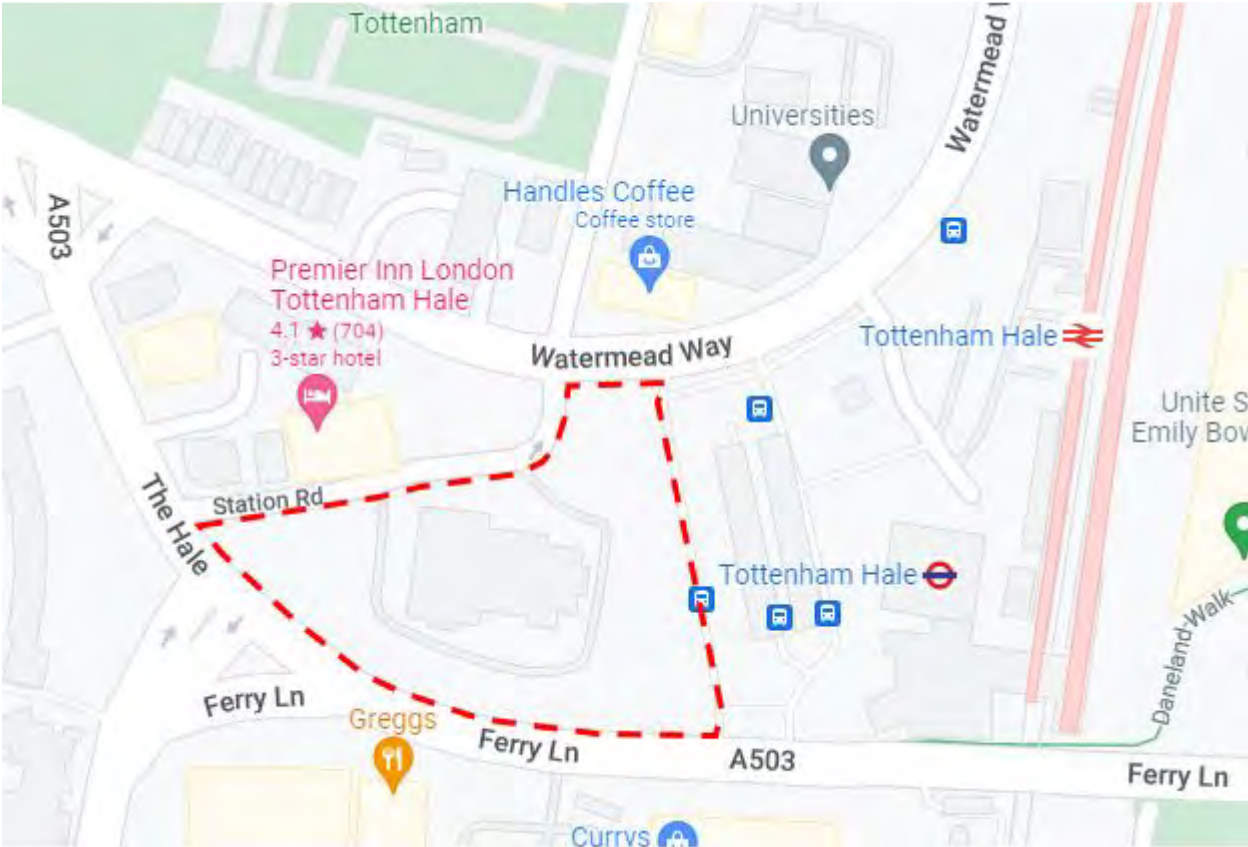


Figure 1: Site Location Plan

We are committed to encourage our employees to utilise active travel methods and to not travel via private car to work. There is no parking available in the nearby roads (adjoining the site) for any construction traffic related to the site.

Public Transport

There are a plethora of public transport options that support the project. None provide an immediate constraint on the project.

The development is well served by public transport, achieving a PTAL rating of 6B (an optimal rating, with convenient access to London Underground, National Rail services and a number of bus services. Our workforce will utilise these services to get to work.

Rail

The Victoria underground line runs within 50m of the East of the site, providing excellent links to Walthamstow Central in 8 minutes and Kings Cross / St Pancras in 10 minutes.

These key rail routes, supported by local stations within a two minute walk of the project, ensure that the project can be reached easily by many in the London work catchment area.

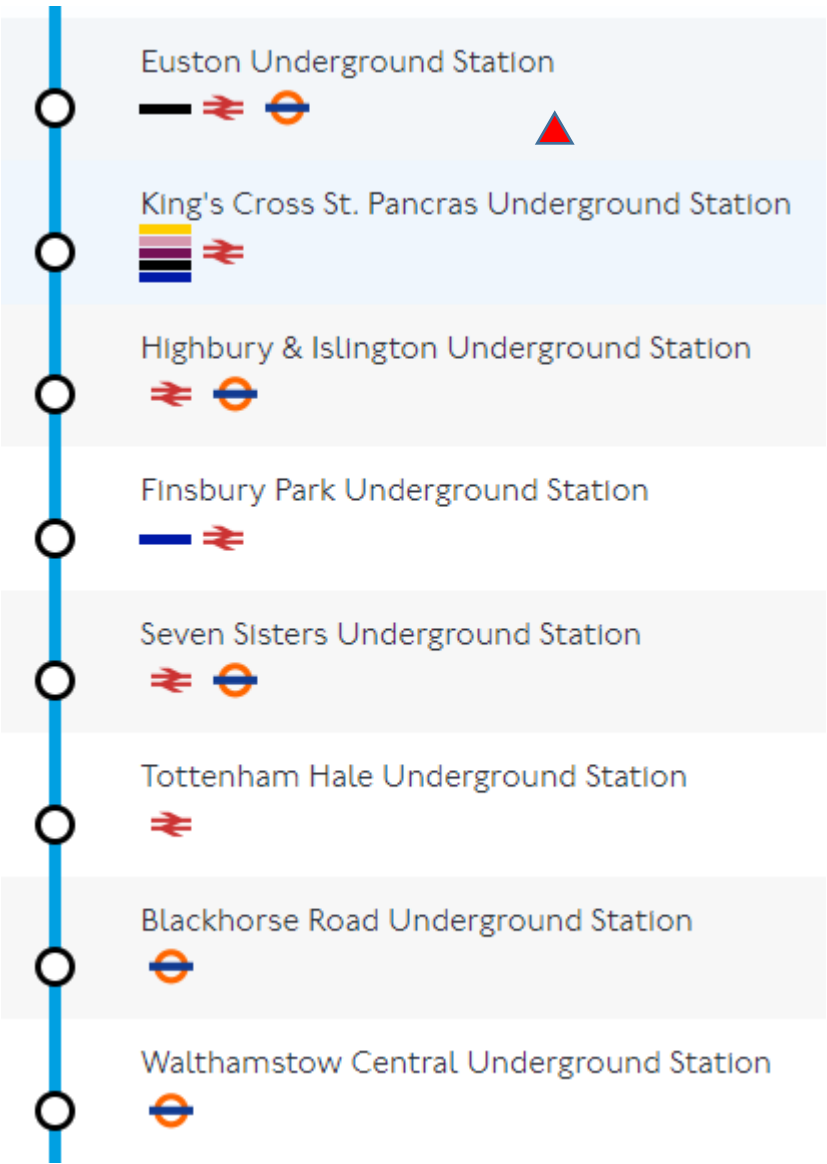
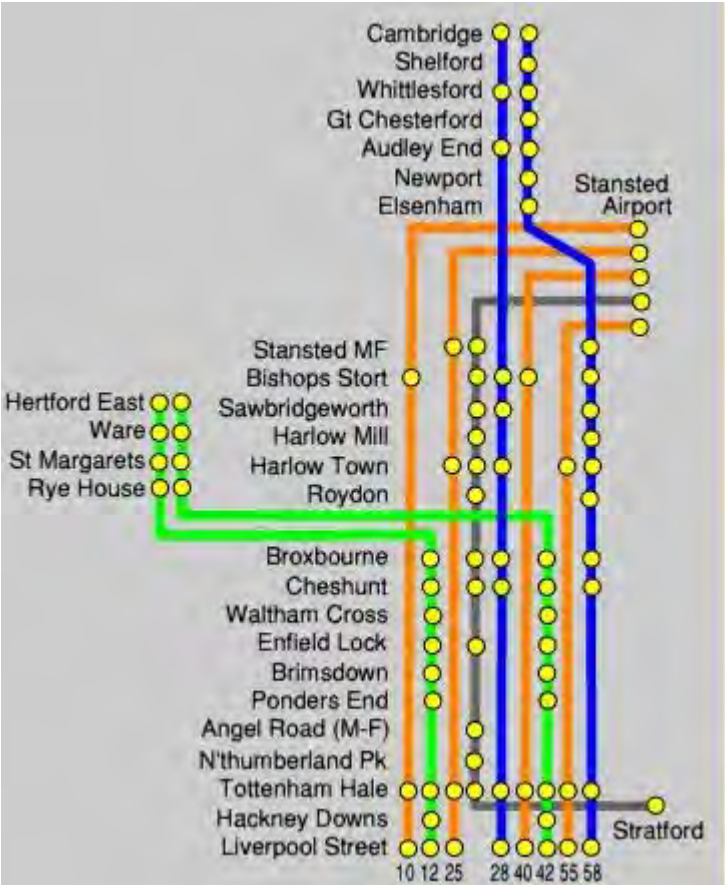


Figure 2: Underground lines in proximity to the site.

Rail services

Tottenham rail services operate from the station providing excellent links in to the area and are only 2 minute walk from the site. Below diagram summarises the availability and accessibility of Tottenham Hale for commuters and the project team that will construct the Ferry Island project.



Bus

In terms of Public Transport, the Tottenham Hale Bus Station is located to the East between the site and the Tube station.

There are many London bus routes that pass by the project from the main Bus station. The site is very well located and supported with options for accessing the project and onward travel.

# Tottenham Hale

(Zone 3)

Hide map

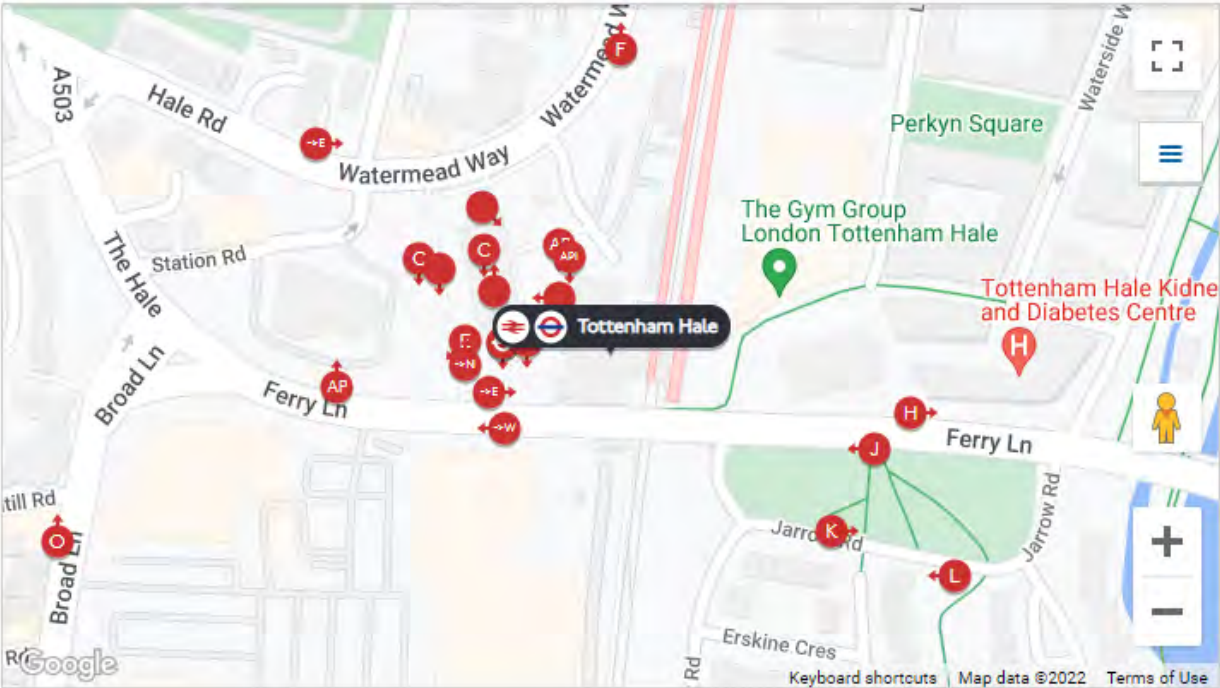


Figure 3: Local Bus Routes

Link below to the web page:

[Tottenham Hale - Transport for London \(tfl.gov.uk\)](https://tfl.gov.uk)

<https://tfl.gov.uk/bus/stop/HUBTOM/tottenham-hale>

Cycling

Cycleway C1 and C24 come within a 5 minute cycle ride of the project, making work commutes by bicycle particularly appealing.



Key:  
C: Cycleway;  
Red triangle: Project location

Figure 4: Local Cycle Routes

Safe and secure cycle parking will be provided to promote cycling to work. There are several local roads which have been designated by TfL as roads which are appropriate for use by cyclists in close vicinity to the site which include connections to the National Cycle Network.

### Road

The site is within the Ultra-Low Emission Zone (ULEZ) but not forming part of the zone for Transport for London (TfL)'s Congestion Charging Zone.

None of the other adjacent roads are on TfL's Strategic Road Network (known as the TLRN). The A10 runs close to the area of the site but does not directly interface.

All staff and visitors to the site will be expected to use public transport for their commute to site. Vehicles moving equipment and materials will be managed in using online Delivery Management Systems. There will be no parking permitted on site. There is no parking on adjacent roads that support a full day's parking for workers. We will not tolerate any attempts to park in an unregulated manner by our workforce on this site. If absolutely required, there are pay car parks in this area of London, for any roving manager or supply chain manager to use and we will instruct anyone who comes to site with their vehicle to use those, or leave the area.

### Pedestrians

Pedestrians accessing site will approach site from all directions. Site entry locations are controlled for access and egress. Please see phased logistics layout (appendix A) for the current logistics layout. The logistics layout consider both internal and external risks and altering the route to be the most appropriate at each stage of the project.

## 5.0 How we manage resources into and out of this site

Below, we set out how we organise our logistics at the JRL Group, a self-delivery construction business. It considers construction logistics and traffic management related hazards are identified, risks assessed and controls are defined.

Our works are completed aim of minimising impacts on local stakeholders, including the travelling public passing around the site. We consider how to ensure the safety of the construction workforce and the public at all times within the document.

### 5.1 Material and Delivery Management

Logistical control of vehicles serving the project will all be booked through Midgard's Delivery Management System (DMS) which is overseen by the Project Management team. For this project we will use a DMS by our supply chain partner, Datascope, which we have had specially adapted to suit our direct delivery model, working in partnership with one another.

For much of the contract period, we will have a dedicated Logistics Manager [LM], based at this project, who will be responsible for the commitment to fully utilising the DMS technology by the project supply chain. With this, performance KPIs and data reports within the system will be logged and made available to Haringey Borough.

Due to the limited space on site, deliveries will need to be pre-booked and "just in time" organised to further minimising the number of vehicles trying to gain access to the site throughout the day and avoiding congestion.

Vehicle Delivery Schedules will be reviewed on a daily and weekly basis with 30 minute timeslot intervals. Unscheduled deliveries will be turned away if sufficient space and resources are not available for off-road loading immediately and efficiently.

There will be no vehicles with planned waiting on the surrounding roads to the development. Upon arrival all deliveries will be checked against the DMS and logged in by the Traffic Marshal. Once vehicular traffic is on site the marshalling and direction is controlled by the Traffic Marshals and Banksman. The number of which will vary depending on the level of construction works and vehicle movements required at the time.

Part of our CLP will be a Traffic Management Plan (TMP) for the site. This will benefit the project in the following ways:

- By using our internal group transport infrastructure whenever possible, we can consolidate deliveries onto fewer vehicles and have greater flexibility than if using external companies. The use of the DMS gives us greater control over vehicle movements' further minimising disruption to our neighbours.
- We can ensure that any vehicles that deliver to the project are registered under the Fleet Operators Registration Scheme (FORS) Silver standard as a minimum. In turn this gives us greater peace of mind around the safety of members of the public and other road users, in line with our CLoCS Champion commitment

## 5.2 Route Planning

The project is to be serviced directly via the M25 and A1, and then on a more local scale the route will follow the A406 and Watermead Way.

Access from the East and West will generally have followed the M25 and then followed the A1, A406 and then Watermead Way. From the North it will be directly from A1 before reaching A406 as the key routes in. It may well be that the small amount of deliveries anticipated that come in from Southern England also move round London to access from the northern part of the M25, but this will be confirmed by Satnav technology, with the drivers being asked to use TFL's Strategic Route Network (SRN) to minimise being impacted by city congestion.

The largest proportion of vehicles arriving at site will have come from our depots to the North. Our depot at Biggleswade (also on the A1) is key to servicing the project and is 47 miles away. Travel time is 60-100 minutes and the route followed is to use the road: the A1. With this great benefit and use of our DMS we will ensure no lorries are parked up along the route to the project unless a specific area is located and designated by Haringey or neighbouring boroughs.

See section 12 for the local traffic routes we have selected to move material in to the site safely.

We will regularly review the traffic management plan and ensure that our works are organised in such a way that the traffic routes are suitable for the passage of vehicles using them with regard to locations and width of lanes.

Traffic routes will be altered if any of the tests below are not met:

- Vehicles can use the traffic route without causing danger to themselves or other road user.
- Pedestrian access or egress is sufficiently separated from vehicle routes as will enable the pedestrian to see any approaching vehicle or plant.
- There is sufficient separation between vehicles and pedestrians, or where this is not reasonably practicable or in an emergency there are other means for the protection of pedestrians;
- There are effective means of warning of the approach of any vehicle.

Material elements, such as Precast concrete, GRC panels are all sent down from our factories situated in close proximity to the A1 (and is often sent down to Biggleswade the day before) to ensure we can hit planned delivery slots very accurately. We have a large team of dedicated transport planners who manage this for us.

United curtain walling is also controlled by our transport planners in Biggleswade and this product generally comes from the factory to our depot here, before being sent in to site at the planned time.

## 5.3 Local Traffic Management Routing and Vehicular Access and Egress

Due to the location of the site and the limited access, a fully developed Traffic Management Plan (TMP) will be in place and maintained with enough fully accredited traffic marshals and banksman on hand at all times to maintain safe travel for site traffic, personnel and the public on the highway. The Traffic Marshalls will move on any idling or waiting vehicles as well ensuring adherence to designated routes.

Vehicles move material into site through Ferry Lane (using the entry and exit gate and the tower crane / hoist solution as an access/egress route and not a holding area).

There are material off-loading points / small short term laydown spaces within the site area. At the logistics entry points for materials, our teams will be focussed on ensuring that materials, plant & equipment go straight onto the floor plates from the off-loading points accessed via the entry gate located on Ferry Lane.

The site itself has minimal space for vehicles on-site throughout the construction period and as such all-vehicle movements both on site and at the access and exit gates will be closely controlled by the traffic marshalls when entering and leaving site.

The level of site traffic is relative to the sequencing of the work and level of concurrent construction activities ongoing with each Block. This will drop as the project nears the latter part of construction, where areas are nearing completion.

Vehicle gates and pedestrian routes can be seen on the CLP's layout (appendix A). Due to the nature of the surrounding area - there can be no vehicle waiting on the public highway outside of the designated delivery access gates.

Midgard will employ traffic marshals at the site entry and exit gates and traffic marshals for directly outside the site, including Station Road. At no time will the gates be left open and unmanned, when the gates are in the open position.

## 5.4 Delivery Management System

We will use our own bespoke Delivery Management System, which has been developed in collaboration between our own industry leading construction logistics experts and Datascope. We will also provide a specific delivery schedule which will be agreed with London Borough of Haringey.

The DMS tool is an online portal which allows for the dynamic management of all site deliveries through the project life-cycle into a smoothed, data driven schedule.

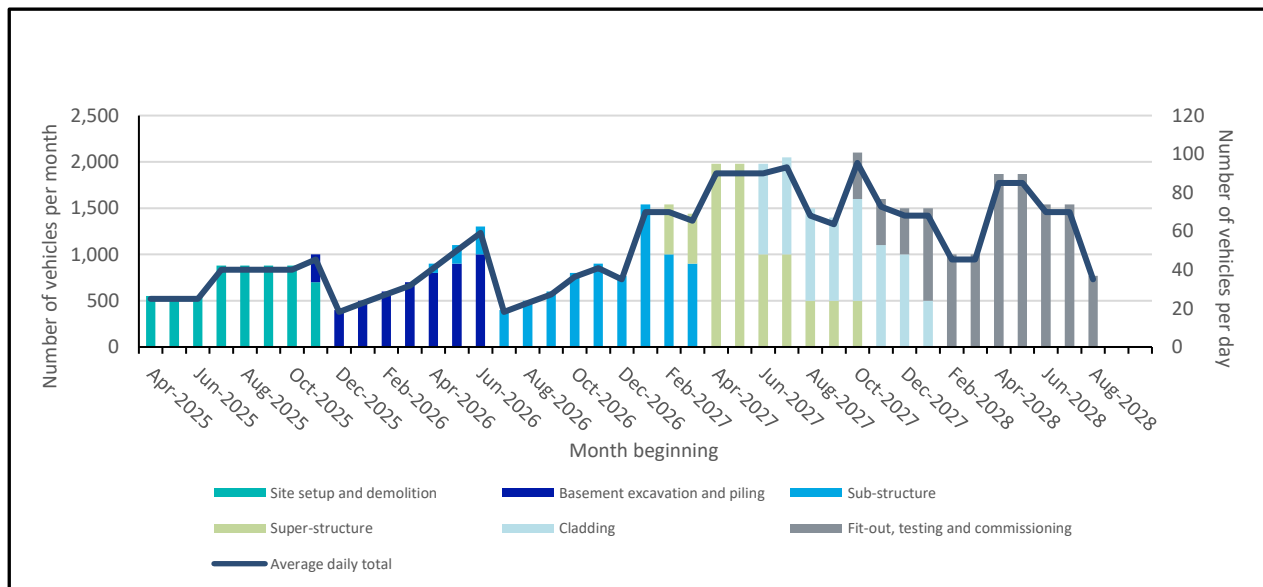


Figure 5: Example of planned delivery data for a project. See appendix B for the actual data for this project.

On a day to day basis we understand the restricted peak traffic hours in mornings and evenings and this data is factored in to all delivery scheduling. We will provide a schedule which will be regularly updated, communicated and reviewed with the team at LBH.

Anticipated traffic movements will vary throughout the programme period, as will the size and type of vehicle. As a general rule the number and size of vehicles will be greater during the earlier phases of the project whilst our scope of the ground and structural works are underway. Traffic will decrease as the internal and finishes works are carried out.

To quantify the possible impact we attach a matrix showing the anticipated traffic that will be generated by our various elements of the project, and the type of vehicles that might be expected to service each of these trades. (See appendix B)

The system enables us not only to plan and smooth resource flow through our gates, but also to assign mechanical handling equipment to offload and move it immediately around the build site.

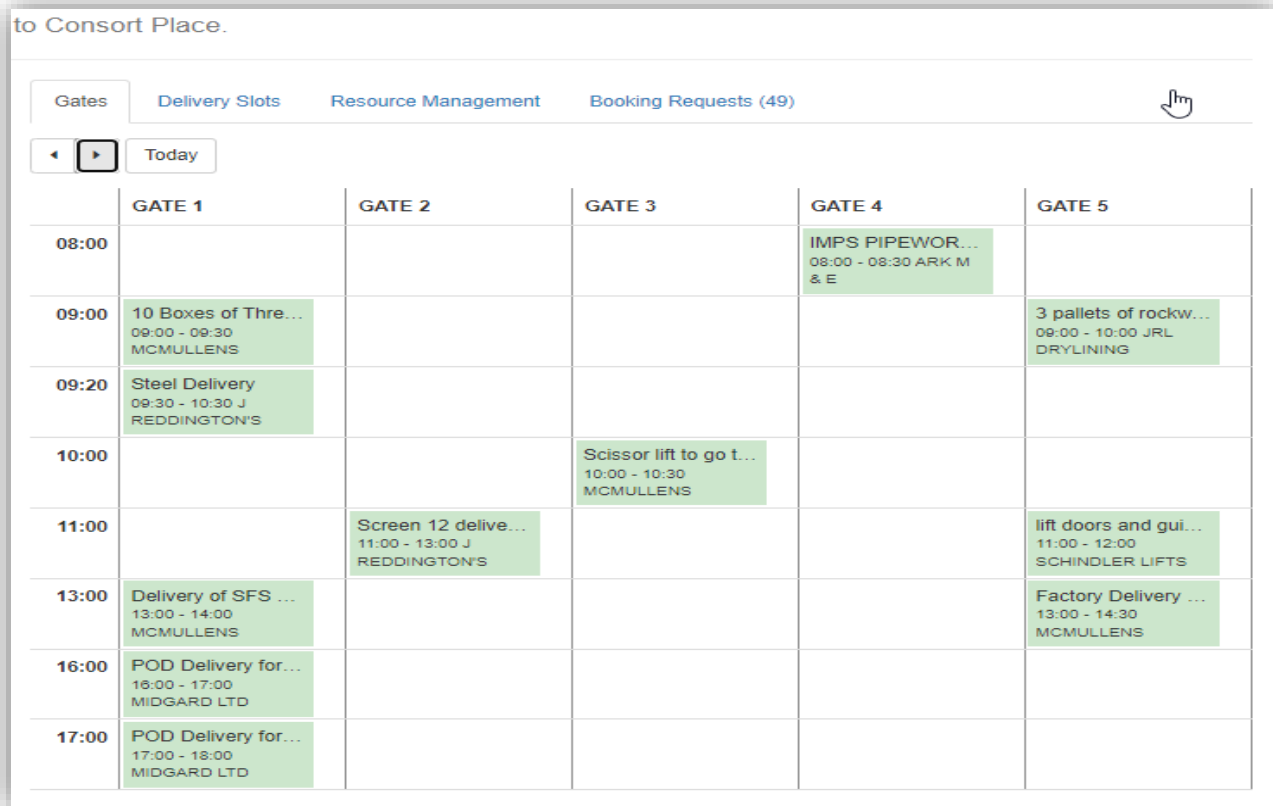


Figure 6: DMS System: (Example) Calendar View (by access gate).

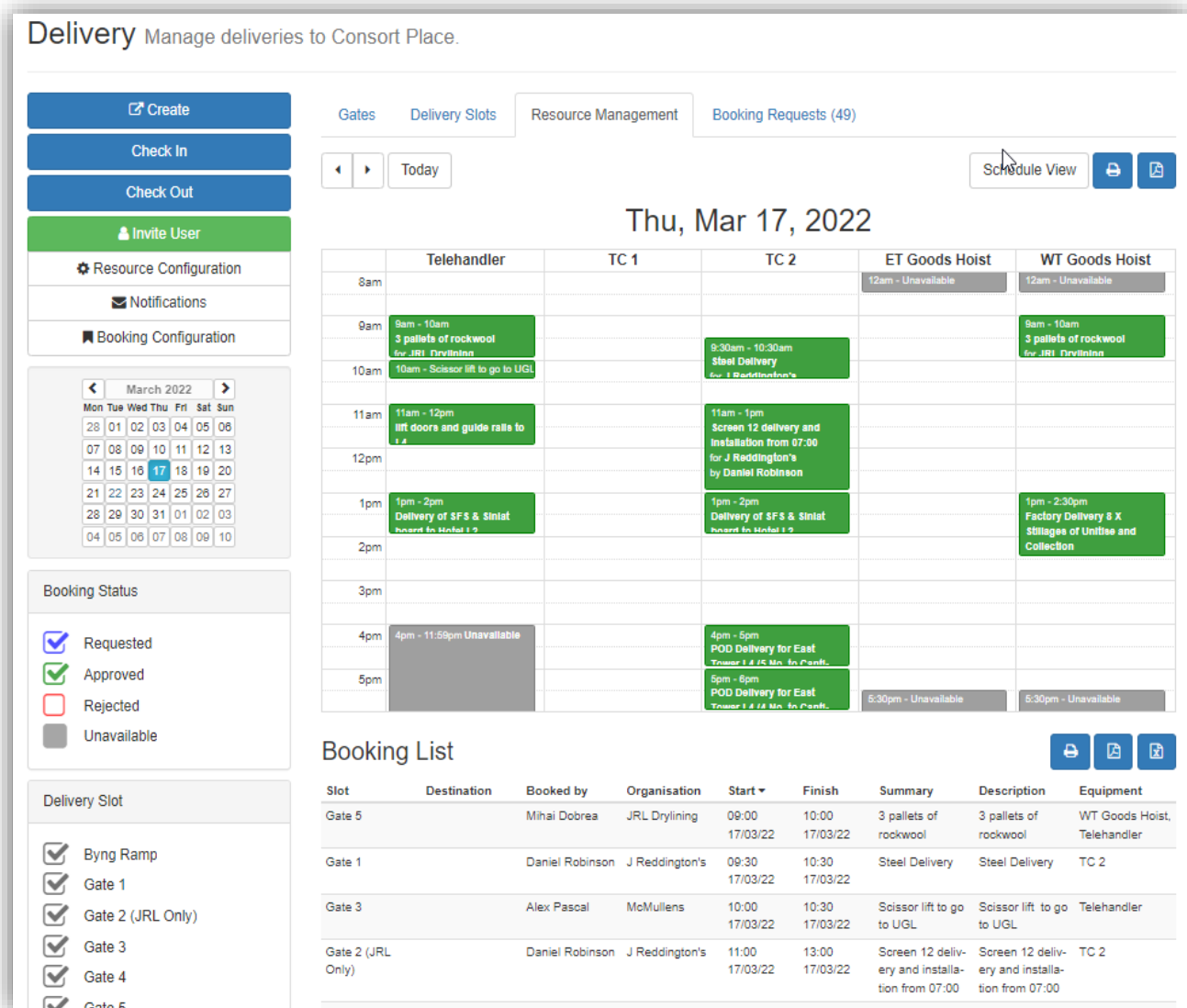


Figure 7: DMS System: (Example) Calendar View (by offloading equipment planned).

We track and manage our Materials, Plant and equipment around the site with the product, which has been built for the Group, so that incorporation within the building structure is achieved efficiently.

We configure the system for each project and it enables us to monitor accurate delivery scheduling, safety records, FORS compliance as well as collect CO<sup>2</sup> and environmental data to monitor against project targets. With this database we can react to emerging issues on the public highway and can see the efficiency of the site through powerful reporting tools. These reports are viewed by our logistics and transport managers, site and depot managers as well as our Executive team in real time.

The system allows us to block out time (from days down to minutes), should we need to support neighbours, CoL, or other authorities in quick response. It also ensures that (both internal and external) transport planners do not plan for deliveries to arrive outside of the times that the site is open.

The Delivery Management System is linking to further online, live IT products that run our Manufacturing (MMS), Fleet (FMS) and Transport Management Systems (TMS) that enable our transport managers to assess route challenges, communicate with our site logistics managers and for all parties to be able to safely communicate with our drivers.

**JRL**  
**MIDGARD**



Our site traffic marshals check-in deliveries when they reach the gate-line. We are also utilised geo-fencing

|                                    |               |                 |                  |
|------------------------------------|---------------|-----------------|------------------|
| RN: BO-JRLG-SM-HSP-PD-Z-0036       | Page 17 of 55 | Suitability: A1 | Rev: 02          |
| TN: BO-JRLG-BM-XX-FM-Z-0006 A1 C01 |               |                 | Security: Public |

Incoming *big data* is quickly analysed by the logistics systems and fed back to our control tower. We can identify safety issues, communicate alternative routes that will support efficient management of our drivers' hours, change anticipated access points, or enable us to alter our onsite resources to support challenges on the roads. As mentioned previously the project team will share the reports and data from the DMS with the team at Haringey Borough to assess KPIs throughout the project.

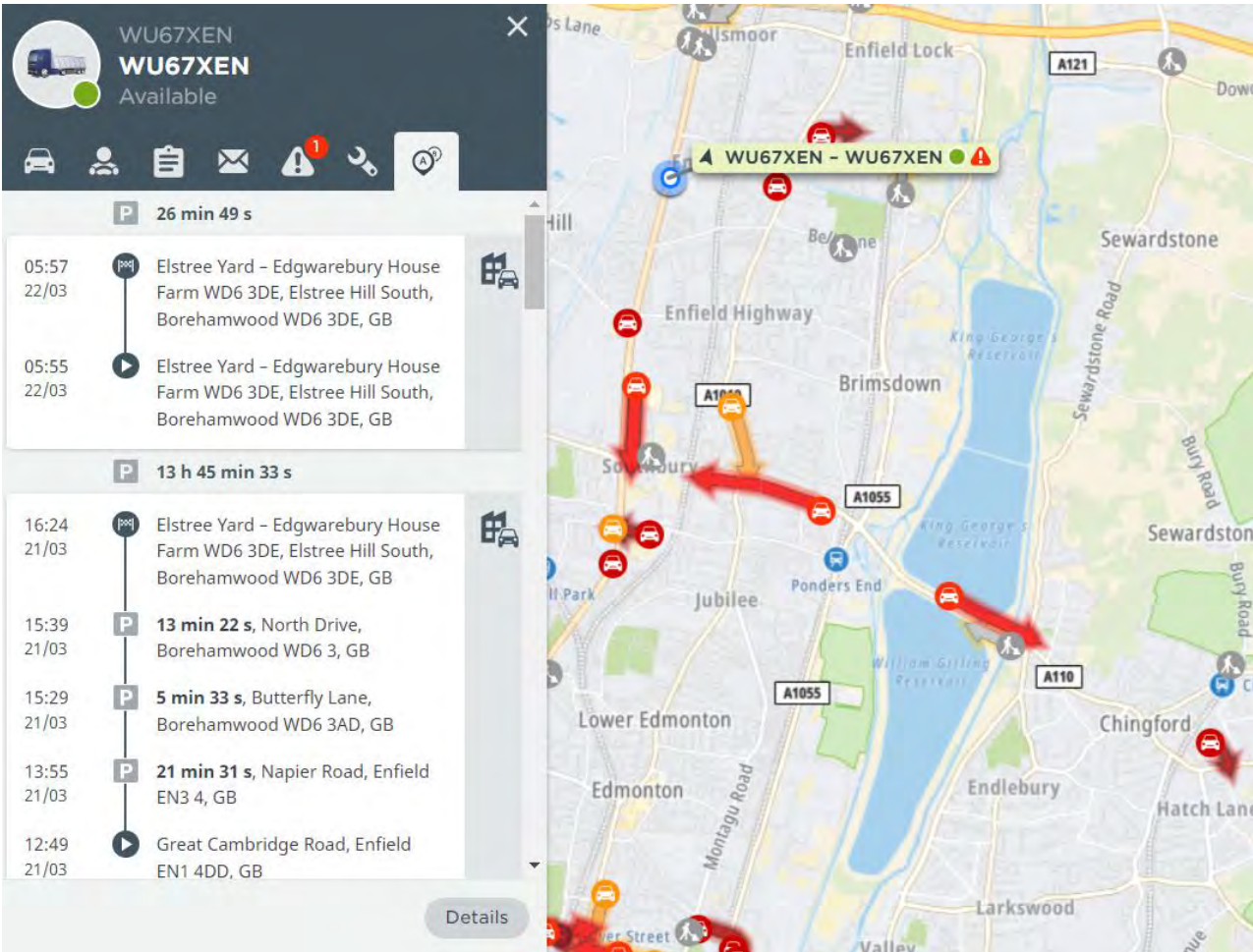


Figure 10: Historic routes can be checked against stakeholder feedback.

Further to this, any impacts are then communicated back to the depot, can be quickly addressed and effects reflected back into the MMS and depot loading schedules.

The connectivity of these systems is constantly being improved and updated by our teams as we use our unique position in the construction industry as a direct delivery organisation, with our own fleets and capabilities to drive a step change into the construction industry through our passion and experience.

All delivery vehicles will need to be booked in to the Datascope DMS and site will require at least 48 hours' notice of vehicles arriving to site.

The Datascope product is an online delivery management system that will be used throughout the project. The logistics manager will be the administrator for the system and can invite various sub-contractors to use the system, allowing them to book delivery slots for material and the use of any equipment, i.e. tower cranes and hoists.

Traffic will approach site from the North, using the A1 and M25. For all materials heading to the building (including all articulated loads) the vehicle will turn and be directed in to the access gate situated on Ferry Lane.

Again, always being met by a Traffic Marshal.

Vehicles will be controlled by traffic marshals, who will also direct them in the area of Station Road and ensuring that no more than 3 vehicles are located in this area at any one time.

## 5.5 Vehicle & Driver Requirements

Any vehicle being used for construction work will:

- Be driven in a manner that is safe.
- Be loaded in a way that it can be driven, operated or towed safely.
- Have suitable steps taken to prevent unintended movement of the vehicle.
- Have the person in control of the vehicle the capability to give adequate warning to any person liable to be at risk from the movement of the vehicle.
- Be fully aware of weight restrictions and exclusion zones on the site.
- Be fully aware of the TM plan speed restrictions on approach to the site and speed restriction on site - 5mph.

To that end no person shall;

- Be allowed to ride on, or in a vehicle unless a proper place has been provided for that purpose.
- Be required or permitted to remain on any vehicle during the loading or unloading of any loose material, unless a safe place has been provided for that purpose.

Where any vehicle is being used in the proximity of any excavation, pile-bores, edge of ramp or embankment, suitable and sufficient measures will be taken to prevent the vehicle overrunning the edge or falling in the bore.

All vehicles will comply with the rules of London's Ultra Clean Emission Zone. Vehicles which don't meet the criteria will be charged. All JRL vehicles will comply with the following criteria:

- Diesel – Euro 6 (VI) standard or better (roughly end of 2015 onwards);
- Petrol - Euro 4 standard or better (roughly 2006 onwards);
- Gas – Euro 6 (VI) standard or better;
- Fully electric or hydrogen fuel cell – all are compliant and avoid Clean Air Zone (CAZ) charges;
- Hybrid electric – the diesel/petrol engine must meet the relevant criteria above.

All delivery drivers must adhere to the site's 12 rules whilst within the project boundaries. These rules are as followed

1. You must wear full 5 point PPE before leaving the cab of your vehicle
2. Wait in your vehicle until instructed by a traffic marshal.
3. Always be aware of your surroundings.
4. Do not exceed the speed limit of 5mph
5. Always take notice of the traffic marshal
6. Never move your vehicle until instructed to do so
7. Never reverse your vehicle unless a banksman is in attendance
8. Make sure you can see the banksman at all times, if there is a blind side – Stop!
9. Before leaving your vehicle, check to see it is safe to do so
10. Ensure that your load is safe before unstrapping
11. You must have edge protection in place at all times.
12. Never assist with slinging operations, there are people on site to do that for you

Anticipated traffic movements will vary throughout the programme period, as will the size and type of vehicle. As a general rule the number and size of vehicles will be greater during the earlier phases of the project

whilst our scope of the ground and structural works are underway. Traffic will decrease as the internal and finishes works are carried out.

## 6.0 Site Operations and Access Requirements

### Site Logistics

Please review the description below alongside the layouts shown for phases (appendix B).

### Site Entrances and Security

There will initially one existing access gate located on Ferry Lane.

However, this location is insufficient to service the build programme and therefore we need a second gate installed on Ferry Lane to provide a one way vehicle entry and exit system into and from the site. This will allow vehicles to sweep into and from the front of the property along Ferry Lane.

Pedestrian access to the site is via a separate entrance gate with biometric controlled turnstiles. The pedestrian entrance will always be as close as possible to the welfare facilities to allow a safe access to these facilities for the operatives to change and ensure they have the correct Personal Protective Equipment on prior to entering the site itself. At the site entrance any visitors will be ushered through a safe segregated walkway to the site offices to meet with the site management for a site induction.

The gates will be controlled all the time by our fully accredited and monitored Traffic Marshals. When the gates are not in attendance then the gates shall be closed. They will actively monitor for any instance of idling or vehicles waiting on the highway, and in such cases will be immediately moved on. Further to this, they will ensure vehicles are following the correct routes to site and any vehicles not complying with designated routes will be turned away.

### Hoarding & Fencing

The site boundary will be secured to prevent unauthorised access by a plywood hoarding of a surface density of no less than 7 kg/m<sup>2</sup> of 2.4m high. Consideration will be given to the location of climbing aids, such as street furniture and utility boxes and hoarding extended where required. Hoarding licences will be obtained from the LBH. Where hoarding creates poorly lit walkways, Midgard will install bulkhead lights.

The hoarding & fencing will be maintained by Midgard throughout the duration of the project.

At all times Midgard will ensure a secure boundary is maintained to the site and will ensure surrounding public footways that are around its perimeter are clear of debris and obstructions that could arise from the project. Signage will be prominently placed and checked on a daily basis.

We expect to inherit hoarding, and site gates for materials at Ferry Island. The gates, crossovers plus others we will add in, and hoardings will be maintained during the construction period until such time that removal is required to allow external works to be completed. We will be adjusting hoarding lines to suit the agreed hoarding arrangements in accordance with the LBH licence agreement.

Staff and operatives arriving at the site offices will not be permitted access onto site until they have completed an induction and issued with their unique identifier codes, which are used in combination with our biometric access technology.

Access will be through full height turnstiles, supporting our perimeter focussed security strategy requirements that ensures that visiting personnel and stakeholders only gain access under controlled settings, and unauthorised cannot gain access at all.

The Logistics Manager will also ensure that the external perimeter of the site is regularly patrolled (twice a day) to ensure that any debris is kept clear of the pavements. All signs placed on the highway are to be

inspected twice daily and kept clean and in a good condition at all times. Where signs are damaged these are to be promptly removed and replaced.

Any planned alterations to the site boundary, associated hoarding, fencing and access gates will be reviewed and modified in line with the CLP, the Traffic Management Plan and only after consultation with the LBH.

## Dual Gate System

We intend to install a second gate along Ferry Lane to provide specific entry and exit gates for site vehicles. We have been in discussion with LBH on these and have approval in principle. Please see appendix A, for the build-up of the system on Ferry Lane. Vehicles access from the West side, in a straight line, through a manned gate. Vehicles travel in a straight line. Once offloaded on the site they exit out of the other gate 16A or Station Road egress gate depending on the phase of the project.

The employment of this system is key to our logistics strategy and a fundamental requirement for the safe delivery of the project. The project cannot feed resources in a sufficiently timely manner without it. The Ferry Lane access and egress system will be formed out of traffic barriers / fencing, signage and revised road markings, and will be used for access and egress only with no holding area permitted.

Our programme and logistics is based on this being approved by LBH.

We will work up detail on safety lighting and security arrangements to ensure that such protection does not attract criminal activity, consulting the LBH team in doing so. In line with discussions with the LBH team we will install RB 2000 type barriers to the central section of Ferry Lane between the 2 pedestrian crossings to ensure these crossings are used and the ability to “short cut “is removed.

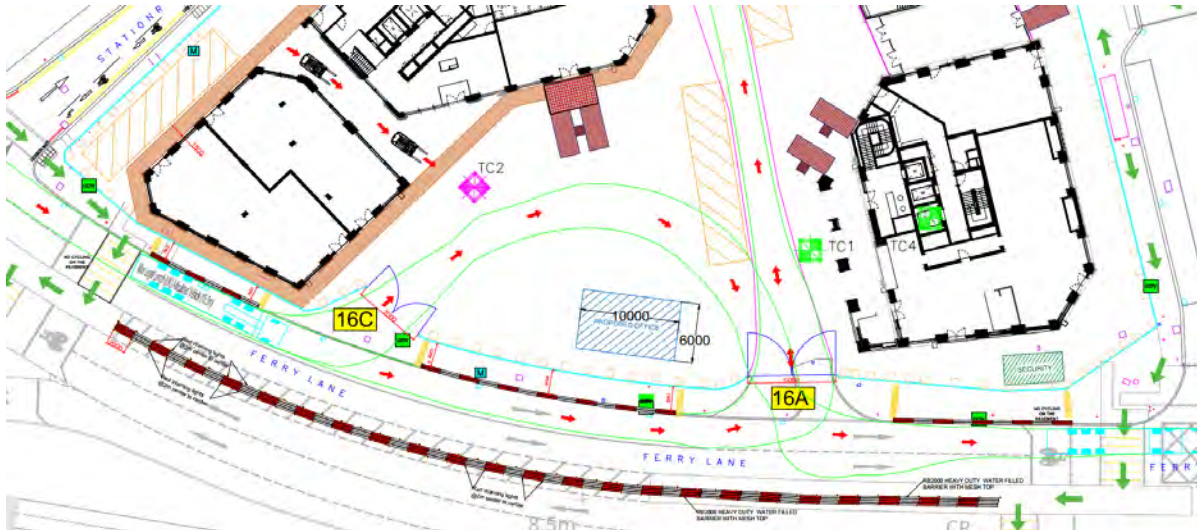


Figure 11: Extract of Logistics Plan showing Ferry Lane Access and Egress System

There is no use of the inside lane and the footpath is kept open. We display the second vehicle entry at 16A as later in the project programme this will become an entry gate, this is displayed in the time slice logistics plans.

To ensure the safe flow of traffic and pedestrians along the surrounding routes, traffic marshal will be in place with controlled concertina gates each side of the crossover. This is both on the access and egress vehicle gates who will ensure safe management of vehicle entry and exit with minimised disruption to natural pedestrian and traffic movement along Ferry Lane.



**Tower Crane**

We have allowed and programmed for the use of 3 no tower cranes at any one time (across four locations) as shown on the tower crane layout (appendix C). The tower crane will have a zoning control to manage the risk of over sailing.

## Hoisting

There is a twin (passenger and goods) hoist per tower to each building, including all the hoist run offs and co-ordination with the façade installation including any return to complete the façade infill to the hoist position.

## Lift Beneficial Builders Use

We will use lifts for beneficial builders' use as soon as we can within the programme, releasing the hoist to be used to it's maximum capacity and ultimately removed at the earliest opportunity.

## Internal Routes

The main site pedestrian route is illustrated on the Site Layout (appendix A)

Safe access routes are clearly designated in solid yellow, using our own products that our operatives instantly recognise. We use red pedestrian barrier adjacent to these routes to define what isn't safe for general circulation. As construction phase's progress additional safe routes of access are put into place as and when required. These will be indicated on updated site layouts that will be updated communicated regularly to the workforce via briefings and notification boards across the site and within the welfare facilities. They will be segregated from vehicular traffic using linked pedestrian barriers. Where required red access gates will mark entry into the construction zone where vehicles may be active.

As the construction progresses various zones will be setup for material storage, plant and fuel storage along with waste segregation and storage of same for collection. These zones will be marked up on plans and the workforce will be informed of this via safety briefings and bulletin boards across the site. At all times plant movements will be accompanied by a slinger/signaller and there will be no vehicles reversing without a banksman or trained Traffic Marshal in attendance.

## 7.0 Responsibilities

This section sets out the organisation to be informed consulted or permission gained to alter or manage routes to sites.

### 7.1 Organisational Responsibilities

- The site is within the London Borough of Haringey (LBH)
- We will consult only with the LBH on this project
- We will also consult with then Metropolitan Police & other emergency services, as well as with Transport for London (TfL).

### 7.2 Site Operations Team Responsibilities

All delivery vehicles will drive into site with the assistance of the traffic marshal to the designated loading/unloading area. Traffic marshals will take particular care to watch out for vulnerable road users (such as cyclists and pedestrians) moving around gates, while vehicles are entering and leaving the site. If they have any concerns, they will stop the construction vehicle until the vulnerable road users have past, or are in a safe space.

Once the vehicle is unloaded or loaded, the vehicle will leave site under the Traffic Marshal's guidance, in a similarly controlled manner.

As a general rule, construction vehicles will only be allowed to park on site for the purposes of loading and unloading. The Traffic Marshal will be responsible for the control and coordination of all aspects of material deliveries and movement. The tower crane is utilised to facilitate easy and quick unloading of delivery vehicles.

During groundworks phases, mud and debris on the road is one of the main environmental nuisance and safety problems arising from construction sites. Midgard will make provisions to minimise this problem. In the early stages of the project when ground works are being carried out, wheel washes at each exit point will be employed to manage this. The area outside the vehicle gates will be constantly swept and washed down. If necessary jet washers will be used to wash down all vehicles that enter/leave the construction site. We will also make provision for cleaning the adjoining roads daily and as required by an approved road sweeper. Any muck away Lorries be fully sheeted to minimise the risk of any mud over-spilling onto the highway.

We will consider spraying a fine spray to suppress dust on the following:

- Unpaved areas that are subject to traffic or wind.
- Sand, spoil and aggregate stockpiles.
- During loading/unloading of dust generating materials.

## 7.2.1 Logistics Management

The Construction Logistics Manager [LM] and Site Traffic Coordinator [STC] will be appointed by the project leadership team. These roles may be combined with one another, or with other roles in the team. The important part is that the roles' responsibilities are distinct, and must be discharged the appointee. Key features of the responsibilities are thus:

The Project Director is accountable for the discharge of LM and STC duties.

The LM is responsible for ensuring that resources can be delivered and moved through the project, so that they can be installed – without hindrance, in line with this CLP and other appropriate documents. Their responsibilities will be thus:

### Planning / programming

- o Plan site set-up to move labour, plant, and materials around site efficiently (eg hoarding, gates, site accommodation, cranes, hoists, security, temporary services, material delivery and waste management strategy, catering).
- o Plan internal and external logistics routes through the project phases focusing on separation of vehicles, machinery and people. Lay down areas and offloading points.
- o Pre-plan the usage of key assets such as hoists to ensure planned assets meet the needs of the programme.

### Mobilisation

- o Create a secure site
- o Responsible for all traffic management internally and externally, weighbridges and road network cleanliness.
- o Manage installation of site accommodation and manage these facilities
- o Create operational procedures and method statements
- o Organise site inductions, ensure induction records are securely stored.
- o Create a schedule of logistics meetings and ensure logistics is represented at site meetings.

### Supply chain management

- o Describe the characteristics of the site, including site access /egress, storage capacity and arrangement by programme, labour, hoists, cranes etc
- o Provide maps and logistics plans to all sub-contractors and supply chain members prior to starting on the project to ensure all key routes, entry and exit controls and specific gate locations are understood.
- o Use the description to produce daily, weekly and long term movement plans
- o Understand procurement arrangements
- o Control materials in and out of site.
- o Plan and integrate with key contractors to meet the needs of the planned programme and de-confliction of on site space and time where appropriate.
- o Assist in the evaluation of potential logistic suppliers and appropriate delivery management booking systems.
- o Be capable of managing sub-contractors to deliver their package of goods or services
- o Variation control and early communication of foreseeable change
- o Commercial/contract basic understanding
- o Utilise business management system procedures.
- o Record keeping and key performance indicator (KPI) production.

### Programme support

- o Embrace a delivery-focussed culture.

- o Organise resources to enable contract deadlines to be achieved.
- o Organise resources to work additional hours as required to meet project deadlines (eg extended site hours if required by client).
- o Responsible for ensuring logistics activities are not a constraining factor on the program, where deemed unavoidable ensuring the issues are communicated in order that de-confliction can occur.

## Safety

- o Ensuring the organisation's safety policies are followed
- o Creating of site-specific safety manual, ensure first aid cover and equipment is present
- o Responsible for ensuring that material movement to and from the workface does not cause damage to the works, the workforce or the public.
- o Complete safety inspections to company and client standards
- o Ensure team has safety training to the company and client's standard programme.
- o Create appropriate logistics awareness training and deliver to site workforce via presentation/TBTs as required.
- o Manage and maintain visitor PPE stocks to an agreed number.
- o Produce method statements, risk assessments ensure lifting plans are produced.
- o Safeguard vulnerable road users from traffic and transport created by the site.

## Fire

- o Create, maintain and update the Site Emergency Plan (including the Site Fire Plan) reporting to the appointed site fire officer.
- o Maintain fire points and all common life-saving equipment.

## Site communications

- o Create a system to communicate information around the site eg noticeboards, email distribution lists, monitor displays, web pages.
- o Update site safety performance and key project indicators to pre-agreed frequency.
- o Ensure local hospital data is regularly updated, communicated and routes are checked.
- o Manage the 'near miss' returns and project suggestion box. Collate and issue to management team.

## Signage

- o Define and organise all site signage to the agreed corporate standard.
- o Ensure that signage and signage symbols used are internationally recognised.
- o Ensure additional languages are used in signage to ensure messages are understood.

## Delivery management

- o Select a delivery management technique, process and system.
- o Provide logistics instruction to all project suppliers.
- o Manage all movements to and from site and keeping associated records.
- o Enforce the full use of the organisation's delivery management system.
- o Plan to and maximise load capacity on all vehicles arriving at site were possible, ensure suppliers use appropriate vehicles for delivery.
- o Ensure that drivers and vehicles meet the required standards before being accepted to site.
- o Vehicles, plant, equipment and vertical transport
- o Specifying and managing plant and equipment.
- o Maintain an asset register of all equipment.
- o Ensure vehicles and plant are operated safely by trained personnel and in a legally compliant manner

- o Ensure all equipment is inspected, maintained and tested to agreed frequencies
- o Have a knowledge of hoists and cranes, and create and agree booking system to manage their capacity.

## Security

- o Manage guarding resource including rotas and contingency.
- o Ensure compliance with the Private Security Industry Act (2001).
- o Ensure adequate training has been provided and certification is valid.
- o Actively police compliance with site rules.

## Workforce

- o Be capable of managing a team of operatives, including taking any necessary disciplinary action.
- o Ensure supervisors provide and record 'Tool Box Talks' to workforce.
- o Understand the roles of standard logistics operatives: labourer, waste operative, carpenter, hoist driver, handyman, traffic marshal, SIA guard.
- o Ensure operatives are assured of their roles and responsibilities.
- o Ensure competencies of own team are demonstrable.
- o Recruitment of operatives.

## Environmental

- o Complete environmental risk assessment.
- o Create, maintain and regularly update the Site Waste Management Plan to ensure the safe and efficient removal of waste from the project.
- o Update environmental reporting on site communications boards and other media.
- o Ensure duty of care certificates from all contractors are kept as required by project director.
- o Ensure Safety, Health and Environmental monitoring is completed.

### 7.2.2 Site Traffic Coordinator [STC]

The appointed STC for Ferry Island will report to the Midgard Logistics Manager. They will be a trained traffic marshal, and also oversee all other traffic marshals on the project.

The STC will implement and maintain the Traffic Management Plan (TMP) arrangements and makes sure that the TM scheme on the public highway complies with Chapter 8 of the Traffic Sign Manual. The STC will liaise with the consultee organisations (noted above) as and when the need arises.

The STC will be responsible for the implementation and maintenance of traffic management to fulfil the build, within the commitments and standards expected of both Midgard, our client, and CoL. The STC will ensure that all traffic management is compliant to Chapter 8 of the Traffic Sign Manual.

The STC will be identified by wearing a blue hardhat and yellow Hi visibility vest with 'Site Traffic Coordinator' written on the back. If this role is being undertaken by the Site Manager, or the Logistics Manager then the higher ranking Black hat will be worn to identify the supervisory figure.

The STC will brief all Gate Controllers and Traffic Marshals of the contents of the TM plan and any changes when they happen.

### 7.2.3 Traffic Marshals [TM]

Traffic Marshal(s) will be responsible to the STC for the policing of the gate and the control of movement of vehicles and mobile plant entering and leaving the site (ie the interface with the public highway and associated footways).

They will also inform the relevant site personnel of visitors and deliveries and direct them to the appropriate destinations on site, via the correct routes. TMs will be competent (ie given suitable training and instruction). The TM will be identified by wearing a yellow hardhat and an orange hi-viz vest or coat with the words 'Traffic Marshal' written on the back of it, to denote their role.

#### 7.2.4 Plant and Traffic Banksman [TB]

Traffic Banksmen will be responsible to the LM & STC for the control of all vehicles and mobile plant within the site. The TB will work closely alongside the TM to ensure the fluid and safe movement of traffic into, around and off the site.

They will be a competent Plant & Traffic Banksman (given suitable training and instruction). The TB will be identified by wearing a Red hardhat and an orange hi-viz vest or coat with the words 'Traffic Banksman' written on the back of it, to denote their position.



Plant movements are to be managed by the Midgard Logistics in the following way:

- All plant movements on site wherever possible shall operate a one-way system
- Whenever there is a need to reverse a vehicle then a fully competent 'Traffic Banksman' will be in attendance. The driver is to adhere to the Traffic Banksman instructions.
- If the driver cannot see the traffic banksman then the driver is to stop.
- All onsite vehicles are to have 'Flashing Amber Beacons' and an all-round vision aids such as extra mirrors like Frizzle mirrors [convex], reversing cameras or banks-men.
- All site personnel are to wear yellow Hi-Viz vest or coat unless they are traffic marshals/banksman where the Hi-Viz is to be orange with the words in black stating what they are (e.g. Traffic Marshall).
- The segregation of pedestrians on site will be by a segregated walkway route, there should be no pedestrian interface with vehicle traffic except authorised traffic marshals and slinger/signallers when loading/unloading a trailer.

- The walkway will be constructed from fixed scaffold tubes and debris netting.
- Only trained competent operators will operate mobile plant. Plant Operators will be identified by wearing a grey hard hat and a yellow hi visibility vest with 'Plant Operator' written on the back.



## 8.0 Procedure

### 8.1 Traffic Routes

The TM Plan requires that the works will be organised in such a way that the traffic routes are suitable for the passage of vehicles using them with regard to locations and width of lanes.

Traffic routes will not be approved unless:

- Vehicles can use the traffic route without causing danger to themselves or other road users.
- Pedestrian access or egress is sufficiently separated from vehicle routes as will enable the pedestrian to see any approaching vehicle or plant.
- There is sufficient separation between vehicles and pedestrians, or where this is not reasonably practicable or in an emergency there are other means for the protection of pedestrians;
- There are effective means of warning of the approach of any vehicle.

### 8.2 CLoCS & FORS Compliance

Any vehicle being used for construction work will:

- Be driven in a manner that is safe.
- JRL Group is a CLoCS Champion (<https://www.clocs.org.uk/>).
- All JRL vehicles are certified FORS Gold. Any other vehicles coming onto site, we will endeavour to reach FORS Gold
- All vehicles registered minimum FORS Silver are compliant with the Work Related Road Risk requirements (the CLoCS protocol, of which we are a CLoCS Champion.
- Be loaded in a way that it can be driven, operated or towed safely.
- Have suitable steps taken to prevent unintended movement of the vehicle.
- Have the person in control of the vehicle the capability to give adequate warning to any person liable to be at risk from the movement of the vehicle.
- Be fully aware of weight restrictions and exclusion zones on the site.
- Be fully aware of the TM plan speed restrictions on approach to the site and speed restriction on site - 5mph.

#### 8.2.1 Vehicle Analysis

To that end no person shall:

- Be allowed to ride on, or in a vehicle unless a proper place has been provided for that purpose.
- Be required or permitted to remain on any vehicle during the loading or unloading of any loose material, unless a safe place has been provided for that purpose.

Where any vehicle is being used in the proximity of any excavation, pile-bores, edge of ramp or embankment, suitable and sufficient measures will be taken to prevent the vehicle overrunning the edge or falling in the bore.

## 9.0 Site Set Up and Welfare Provision

It is widely accepted that a clean, tidy and carefully managed site translates itself to a safe working site. A feeling of good site planning and management transcends to the workforce and becomes apparent in the culture that we adopt. Strong site management and control of logistics have a beneficial effect on commercial effectiveness, quality, delivery of the project and the health and safety of the workforce.

In addition, it can increase a positive public perception of the works, of Midgard and our workforce as we aim to make this an exemplary project for the surrounding area. Success can be attributed to the approach that is taken on fundamental issues which include:

- Delivering the project in a considerate manner is one of the most important elements to it being a success for all parties (neighbouring residential properties, and the local business community);
- Being Considerate Contractors;
- Liaising with the residents and businesses of the local community;
- An effective logistic plan for the project minimising traffic to the local area where ever possible;
- Implementing a construction methodology to deliver the project in an efficient and sustainable manner while ensuring quality is delivered in all elements of the project

### Health and Welfare Facilities and Office Accommodation

During the mobilisation period the main project team will be working from our Borehamwood office until the offices and welfare cabins are established and connected.

We will create main office space on levels 1, of the adjacent building located on Ashley Road East (ARE), forming the space with our own walling product that allows us to form rooms more quickly than traditional techniques, and allowing us to get our teams onto site more quickly than our competitors..

Located within the site boundary itself good quality and well-maintained facilities for the site personnel will be constructed from a modular arrangement. This encourages operative colleagues to remain on site during rest periods limiting the outflow of pedestrians into the local area during the daytime, further helping to minimise our impact on the local community.

These facilities will include the following:

- Changing and drying room
- Toilets with washing and shower facilities
- Dining and rest area
- Offices

There will be separate site security /access control located at the gate-line.

Externally there will be spaces allocated for separate smoking and vaping areas that do not impact our neighbours.

These facilities will remain in place until the majority of the construction is completed and the size of the project workforce is reduced. This temporary setup will then be removed after Completion of Building 2 and we will relocate in to Building 1 North tower, either the basement or Ground floor area.

## 10.0 Site Inductions, working hours and permit to work systems

### Site Inductions

All site personnel will undertake a site-specific induction before being granted access to enter the construction zone. During this induction relevant credentials and training qualifications will be checked and site-specific hazards brought to their attention. Due to the changing nature of the site relevant safety updates

will be given throughout the project to all site staff. These will be carried out by either Midgard management team of the relevant subcontractors' supervisors.

### Working Hours

Unless otherwise specified by a section 61 consent granted under the Control of Pollution Act 1974, building operations required to carry out the development must only be carried out between 0800 to 1800 hours Monday to Friday and 0800 to 1300 Saturday.

As a matter of course we will seek to register for section 61 should there be a need to carry out any works beyond the prescribed times. During construction works there will be full cooperation with the Local Authority and the Environmental Dept. and the project team.

### Permit to Work Systems

We will operate a permit to work system on site for some activities and the list will be reviewed and added to as works require controls in place.

These permits will be used as a minimum but not limited to; Permit to Dig, Hot Works, and Confined Spaces, working on Live Services and Crane Lifting Operations. All operatives requiring a permit to work for designated activities will need to obtain them on a daily basis.

## 11.0 Interface with Local Stakeholders and the Community

### Considerate Contractors Scheme

The site will be registered with the CCS Code of Considerate Practice to demonstrate compliance that:

- We act as your ambassador for the project and take pride in the appearance of the site. In particular:
- We respect the community and endeavour to minimise the effect the works has on their daily lives.
- Our works are carried out in a manner that protects and enhances the environment
- Secure everyone's safety through our Plan Safe: Work Safe initiative
- Value our workforce
- Engage with businesses, community groups and educational establishments in the area, promoting construction site safety and in turn illustrating that Construction can offer a wealth of options for a future career path

In line with the CCS, our site entrances will make the construction purpose clear while displaying information on how, where and who to contact in the site management team should a need arise.

### Community Liaison

Midgard will seek to hold a meeting every quarter with the LBH and TfL, in regards to safety campaigns that will be promoted on site. These campaigns will be targeted at members of the public walking along the site boundaries, cyclists and vehicle user. We will engage with LBH on Social Value and employment opportunities.

It is of the utmost importance that that we put into practice and maintain throughout the duration of the project a positive and publicly visible Community Liaison. One of our team is appointed to be the Resident & Community Liaison Manager. This role oversees and supports the build team's engagement with the local community and businesses. Regular communications with contact details, phone numbers and emails will be drafted and distributed within the local community. Detail on communication types, regularity and their method is discussed in more detail in the CEMP. Appropriate levels of information will be posted on the outside of the site hoarding for Public Information, including contact details. Other information on the project

and upcoming works will also be updated on a regular basis on this Public Information Board. The intent is to keep all parties informed of site progress and any upcoming works that may impact on their daily lives. While at the same time offering the opportunity to ask questions relating to the project and its impact on the immediate locality and over a defined period of work.

Due to both the nature of the works and the location of the site a certain level of impact on those in the vicinity is unavoidable but manageable. Effective management of access and egress to the main site works will need to be implemented, maintained and effectively communicated to all site personnel. In a concerted effort to minimise disruption and its impact we will employ construction techniques such as off-site fabrication and construction wherever possible and in doing so reduce the number of vehicle movements to and from the site.

Midgard will have a nominated Site Liaison Officer who will be responsible for dealing with any queries raised by the local residents. They will also notify the local residents of any major activities or plant movements which may disrupt their daily routines by a 'letter drop' to the residents who may be effected should the event arise.

The Liaison Officers contact details will be clearly displayed on the site hoarding. Contact information for the site liaison officer is contained in the CEMP.

## Site Security and After Hours

The gate shall be manned at all times during site working hours. If the gateman has to leave his place of work then the gates are locked shut.

CCTV cameras will be installed around the perimeter of the site hoarding which will be monitored. Guarding operatives will protect the site.

Any breaches of the site boundary, please contact:

|                             |                  |                          |
|-----------------------------|------------------|--------------------------|
| • Operations Director       | Paul Mitchell    | Contact No: 07786 553474 |
| • Project Director          | TBC              |                          |
| • Logistics Manager         | TBC              |                          |
| • Traffic Logistics Manager | TBC              |                          |
| • Security Director         | TBC              |                          |
| • H & S Manager             | Hazel McNicholas | Contact No: 07823 348615 |

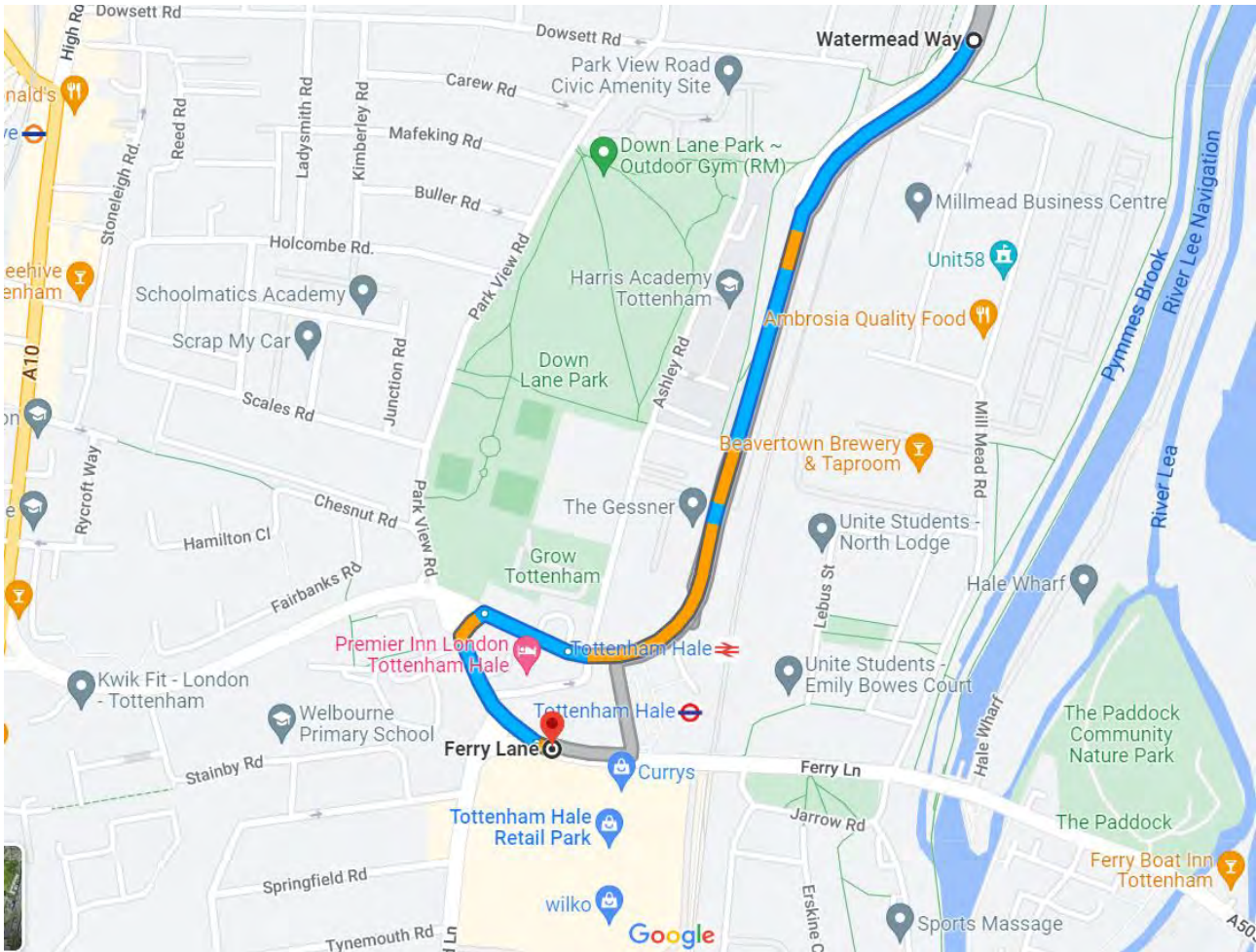
12.0 Traffic Management Plan: Route to site

The A1 and M25, A406 and Watermead Way will be used by all JRL Group businesses, based at or around our head office at Borehamwood. Our depots and factories, at Biggleswade, Peterborough and Nottingham are also situated on or close to the A1 so will take this direction to site.

External supply chain will be asked to follow the A1 and M25 route into central London where it's appropriate to do so, or use the Strategic Road Network where not. The last mile route (see below) will be used by all deliveries over 3.5 tonnes.



Local Traffic Routes (last mile)



**Appendix A – Logistics Phasing**  
**(Contained in Section 2.3 and of the CEMP)**



