



LEJ Properties

Construction Traffic Management Plan

Nuralite Industrial Estate, Higham

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RSK



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Author	R Jackson	Technical Reviewer	Ian Wickett
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Project Manager	Ian Wickett		
Date:	29.04.2026		

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1 INTRODUCTION

The following Construction Traffic Management Plan (CTMP) has been prepared for LEJ Properties as part of a Matters Specified Conditions planning application to discharge Condition 9 of Gravesham Borough Council (**ref: 20250721**) for the consented redevelopment of Nuralite Industrial Estate, which includes two key phases:

- Phase 1: remediation and demolition
 - The importation of inert material to cap and landscape the historic asbestos landfill, containing its contamination risk;
 - To demolish the existing buildings of the Nuralite Industrial Estate;
 - Deal with the existing contamination, through capping and removal of areas of hydrocarbon pollution;
- Phase 2: construction
 - The laying of new services and utility infrastructure;
 - The construction of 11 new purpose built light industrial type units; and
 - Construction of a site office.

The client, LEJ Properties, will be represented by Erith Haulage Ltd (“Erith”) as the Principal Contractor for Phase 1 of the works with a separate Principal Contractor (yet to be appointed) for Phase 2 of the works.

1.1 The document

This CTMP develops the original outline CTMP prepared in support of the outline planning application. It is a working document and will be developed in consultation with Gravesham Borough Council Planning Department, Kent County Council Highway Authority, and other relevant stakeholders such as the Walk Wheel Cycle Trust and Kent Police.

The process of remediation of the former landfill site, demolition of existing buildings and construction of new buildings will require the movement of large equipment, and materials to/from the site as well as staff movements. The purpose of this document is therefore to outline how these movements will be managed to reduce negative impacts on the surrounding road network during the different stages of the process.

Although the two phases of the project will involve separate Principal Contractors, the need to control transport movements on the public highway and the measures to be adopted will be consistent for both phases. This document therefore covers both phases with some information for phase 2 being less detailed, such as programme and vehicle movements, as these will be dependent on the design of the buildings, materials used and the method of construction. Such information will only be confirmed once the Phase 2 Principal Contractor has been appointed, at a later date.

1.2 Objectives

The key objectives of this CTMP shall be to:

- Establish responsibility for the management of HGVs throughout the project duration;
- Ensure safe vehicular and pedestrian access and egress at all times;
- Prevent pedestrian and work traffic interaction from developing;
- Minimise the impact of traffic by identifying clear controls on routes for large goods vehicles, vehicle types, vehicle quantities and hours of site operations and delivery times;
- Identify such Traffic Management measures and controls that will be necessary to accommodate traffic; and
- Minimise the number of private car trips to and from the site by encouraging alternative modes of transport (See Travel Plan).

The ongoing commitment of the CTMP will be achieved through the following key actions:

- Regularly monitor and review the Traffic Management Plan as part of an established management process and at each stage of the project;
- Inform and update the supply chain and local community, residents and businesses to raise awareness and present the Principal Contractors commitment to using safe and efficient vehicle operation practices;
- Issue the Traffic Management Plan to all supply chains and third parties to enable them to familiarise themselves with the required controls and routing of vehicular traffic; and
- Present the Traffic Management Plan at site inductions for new personnel.

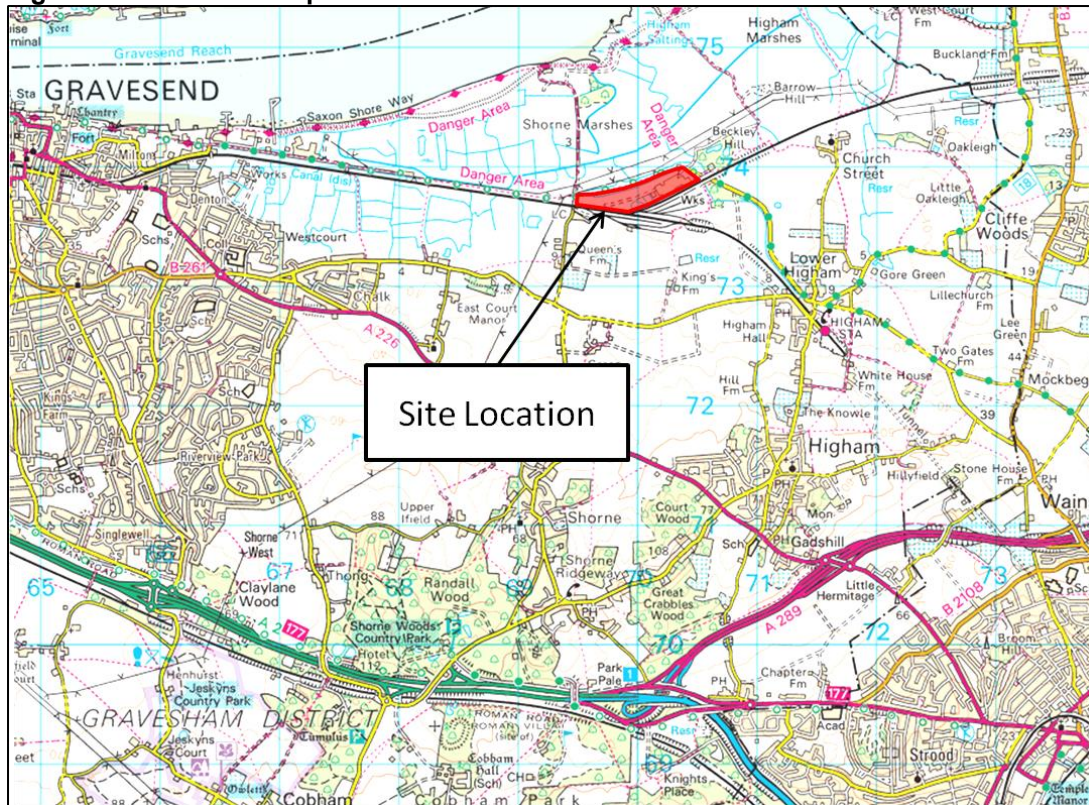
1.3 Site context

The Site covers approximately 18 hectares (ha), which includes a 3 ha portion of land to the north which will not be developed. The site in general comprises of:

- Historic industrial estate first developed as an asbestos works in the early 20th century, which remains active, with businesses occupying various structures associated with the works. Many of the buildings are in poor condition, with others unoccupied;
- Overgrown scrubland is present above the former asbestos landfill on the western side of the Site;
- The industrial estate area is located in the eastern side of the site;
- Two ponds are present within the scrubland;
- Two abstraction wells are present in the southern section of the industrial estate side of the site;
- A section of the now disused Thames and Medway canal is present along the northern site boundary.

The Site is located approximately 3.5 km north of Higham, Kent and will continue to utilise the site access from Canal Road which terminates on site. The location of the Development is shown in Figure 1.1.

Figure 1.1 Site location plan



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1.4 Development

The phased redevelopment of the current industrial estate, to comprise the sequential demolition of the existing buildings and removal asbestos containing material will be removed by a licensed contractor. Then the construction of 24,000 square metres of new, B1 and B3 space, provided over eleven flexible business units and associated outside space, alongside a small site office/canteen/amenity complex. This will comprise of 11 new units over the existing hardstanding to the east. This will involve filling in the easter lake (c. 5,500 m²) to extend the industrial estate to extend the new hardstanding area.

1.5 Health and Safety

The CTMP will provide for the management and control strategy of pedestrians, cyclists and vehicular movements, both on and off site, to ensure the safety of all members of the general public and workforce at all times throughout the construction work period in accordance with all requisite Acts and Regulations, including, but not exhaustive, the:

- Health and Safety at Work Act 1974
- Management of Health and Safety at Work Regulations 1999
- Construction (Design and Management) Regulations 2015
- Supply of Machinery (Safety) Regulations 1992
- Provision and Use of Work Equipment Regulations 1998

1.6 Communication of the CTMP

The CTMP will be available on the LEJ Properties' project website and electronic copies will be provided to the Kent County Council (KCC), Gravesham Borough Council (GBC), Medway Council (MC) and all relevant project liaison groups where necessary.

The Principal Contractor will establish and maintain a circulation list of key stakeholders to facilitate effective communication of periods of high activity, temporary closures/diversions and abnormal load deliveries. Details of these activities will be included on the project website.

The CTMP will be included in all construction contracts covering the base works. Principal contractors will be contractually obligated to ensure that they and their subcontractors shall comply with all sections of the CTMP relevant to their works.

The Principal Contractor will manage public relations with local residents and businesses that may be affected by noise or other amenity aspects caused by decommissioning activities upon the application site. This will necessitate the appointment of a Transport Coordinator (TC) from within the Principal Contractor's staff to liaise with all stakeholders to ensure that the CTMP will be compatible and effectively managed alongside local authority policies. Full details are provided in Section 8.

1.7 Roles and Responsibilities

1.7.1 Erith (Phase 1 Principal Contractor) and Phase 2 Principal Contractor

As Principal Contractor (under The Construction (Design and Management) Regulations 2015), Erith has ultimate control over works undertaken on the site.

- Ensure that suitably controlled (demarcated and signed) work areas are set up within site.
- Ensure that suitable internal haul roads are constructed.
- Provide safe segregated pedestrian access onsite.
- Ensure all plant and machinery used is maintained and operated by trained staff.
- Ensure site rules are adhered to, including vehicle access and speed limits.
- Provide inductions for all personnel.
- Provide a banks person for vehicles entering the site.

1.7.2 Client (LEJ Properties)

- Provide site access requirements to Erith.

1.7.3 Waste transport companies

- Provide the vehicles and trained drivers required to remove the waste material from site.

- Provide Erith with daily information on the expected waste collection vehicles (number and vehicle schedules).
- Provide the necessary site support to manage and control vehicle movements.
- Provide Erith with the required documentation related to waste transport and disposal of waste material.
- Provide appropriate RAMS for the collection of waste and haulage operations onsite.
- Adhere to any site HSSE controls defined by Erith (including controls defined in this Traffic Management Plan).
- All vehicles must adhere to the nominated access routes.
- Complete a delivery driver briefing on arrival.

1.7.4 Delivery companies

- All drivers must wait until clearance to enter the site has been provided.
- All drivers must follow instructions given by site staff.
- All drivers must wear nominated PPE defined for the site.
- A pre-agreed Lifting Plan must be provided prior to unloading/loading (if required).
- Complete a delivery driver briefing on arrival.

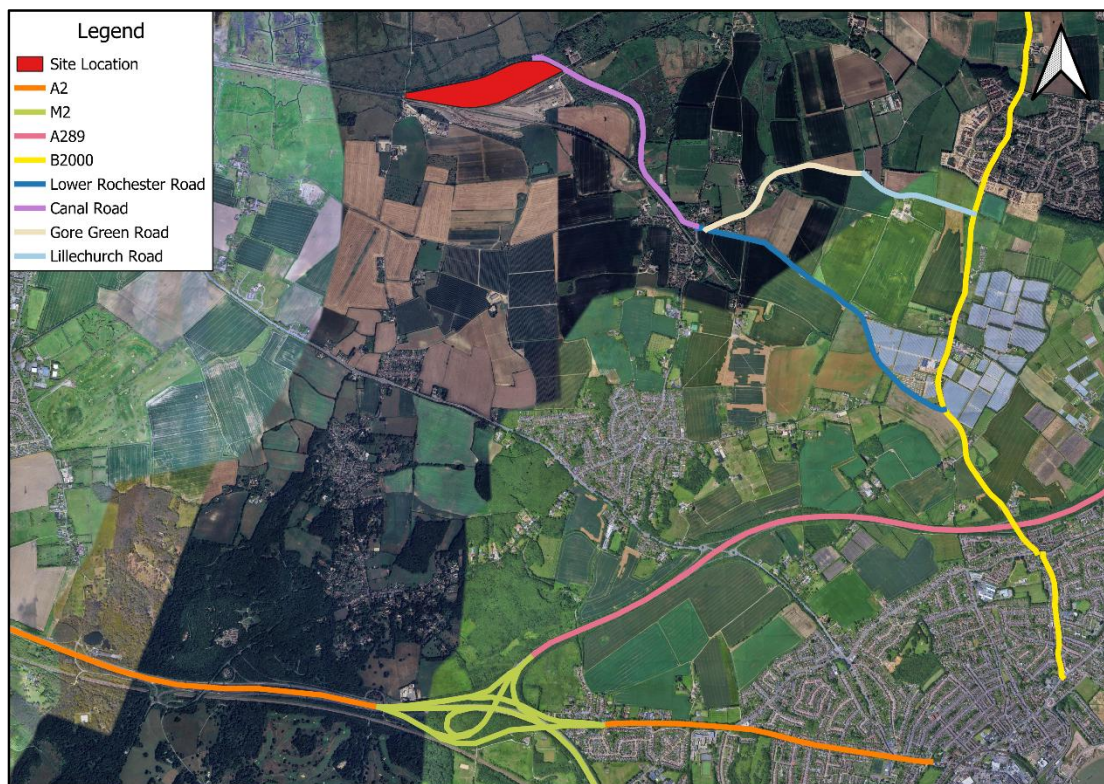
2 EXISTING CONDITIONS

2.1 Existing road network

The following sections summarise the existing transport network in the area, as well as conditions of the links to be used by construction traffic to access the site. Further detail on the routing of construction and operational traffic is provided in Chapter 0.

The site is located in a predominantly rural area. Figure 2.1 highlights the site location in the context of the surrounding road network which is described in further detail in the subsequent sections.

Figure 2.1 local road network



Source: QGIS (Contains © OpenStreetMap map data)

2.1.1 M2

The M2 is a motorway extending approximately 40km from the A2 in Strood to the A299 in Faversham. It is adopted and maintained by National Highways and is subject to a posted speed limit of 70mph. A small section of the M2 would be utilised by construction traffic to access the A289.

2.1.2 A2

The A2 is a dual carriageway linking London to Canterbury in a generally northwest to southeast direction. The road is subject to varying posted speed limits, including 50mph and the national speed limit, along its approximate 116km length. The A2 is adopted and maintained by multiple parties including National Highways and Kent County Council.

2.1.3 A289

The A289 is a dual carriageway approximately 14km in length, that traverses in a generally northwest to southeast direction connecting Strood and Gillingham. The road is adopted and maintained by Kent County Council and is subject to the national speed limit. Construction traffic would utilise a section of this road between M2(J1) and the junction with the B2000 Lower Rochester Road.

2.1.4 B2000 Lower Rochester Road / B2000 Town Road

The B2000 is a wide single carriageway road linking Strood to Cliffe travelling in a generally south to north direction over approximately 6km. The road is subject to varying posted speed limits along its length and is adopted and maintained by Kent County Council and Medway Council. Construction vehicles travelling from the site would utilise the Town Road and Lower Rochester Road sections and would be subject to a varying speed limit of either 30mph or 40mph.

2.1.5 Lower Rochester Road

Lower Rochester Road is an unclassified single carriageway road extending in a generally east to west direction for approximately 2km linking the small settlement of Lower Higham to the B2000. It is subject to the national speed limit and is adopted and maintained by Kent County Council. This road is narrow and includes informal passing places to allow vehicles travelling in opposing directions to pass safely.

2.1.6 Gore Green Road

Gore Green Road is an unclassified single carriageway road extending in a generally west to east direction for approximately 1km. It is subject to the national speed limit and is adopted and maintained by Kent County Council. This road is narrow and includes informal passing places to allow vehicles travelling in opposing directions to pass safely. Construction vehicles and general traffic will utilise Gore Green Road for one-way routing travelling in an easterly direction only.

2.1.7 Lillechurch Road

Lillechurch Road is an unclassified single carriageway road extending in a generally easterly direction for approximately 800m as an extension of Gore Green Road. It is subject to the national speed limit and is adopted and maintained by Kent County Council and Medway Council. This road is narrow and includes two passing places to allow vehicles travelling in opposing directions to pass safely. Construction vehicles and general traffic will utilise Lillechurch for one-way routing travelling in an easterly direction only.

2.1.8 Canal Road

Canal Road is an unclassified single carriageway road extending in a generally southeast to northwest direction for approximately 2km. It is subject to the national speed limit and is partially adopted and maintained by Kent County Council with the western section, beyond the built-up area, owned by Network Rail. This road is narrow and includes informal passing places to allow vehicles travelling in opposite directions to pass safely. Construction traffic would utilise the entire length of this road between the junction with Lower Rochester Road and the site access.

2.2 Considerations

It is anticipated that the main traffic impacts will occur during the remediation, demolition and construction phases of the project.

The site is accessible from the road network and the routes to the site have been assessed on the principle that construction vehicles will use the major road network where possible and only use minor roads where higher classified roads are unavailable. The final section of the route between the B2000 and the site has been considered in detail due to the width restrictions and sensitivity as it passes the frontage of residential properties, acknowledging that the minor road network provides daily access to a range of users. Further details about the implementation of the one-way system are explained further in Chapter 0.

As part of this CTMP, appropriate signage will be considered to aid construction traffic and general traffic. There are no specific weight restrictions along the prescribed construction traffic route, however a railway bridge immediately before the site restricts height to a maximum of 4.1 metres, which requires further traffic management consideration.

2.3 Site Constraints

2.3.1 Site neighbours

The neighbours in the surrounding area of the site are formed primarily of commercial tenants and the Hoo Junction railway sidings operated by DB cargo.

There is also a public right of way across the Canal Road site access for members of the public using the canal path located to the north of the site, which includes NCN route 1.

2.3.2 Site boundary constraints

The site is bound by the following constraints:

- To the north and north west, the disused Thames and Medway Canal and beyond to the Shorne Marches which extend from the edge of the site to the River Thames located over 1 km north of the site;
- To the north east, the site is bordered by a drainage ditch and the disused Thames and Medway Canal. Beyond this is Beckley Hill Works, a commercial development, and limited woodland;
- To the south and south east, a mainline and freight railway line runs parallel to the site boundary, with the Hoo Junction rail yard;
- To the west, Queens Farm Road borders the west of the site, with Filborough Marshes beyond.

3 CONSTRUCTION PROGRAMME AND OPERATION

3.1 Construction Programme

The CTMP is a live document which shall be regularly reviewed as changes are made in the work programme. The current indicative programme is as follows:

- Commence: 2026
- Duration: (3 years)
- Completion: 2029

It is anticipated throughout this period that circa 500,000 tonnes of waste material will be required to cap the land in order to remediate to a standard for a new development. The existing industrial estate will be demolished with the majority of the material expected to be exported from the site although, where it is possible to do so, material will be reused on site to reduce the number of HGV movements.

For the duration of the works there will be an average of up to 50 vehicle movements per hour. If there is a higher quantity beyond normal fluctuations the relevant authorities will be notified. Traffic Marshals will control vehicle movements on and off site. No vehicle movements will be planned outside of site operating hours with the exception of abnormal loads.

Construction working hours will be 0800 hours to 1800 hours Monday – Friday with occasional working on Saturdays, 0800 hours to 1300 hours. If necessary, weekend work will be dictated by construction activity and programme along with the specific requirements of the contractor.

Some works may be required outside the hours. This will be limited to:

- Works which by their nature may need to be taken out of hours to minimise disruption to the local community or rail/road transport infrastructure. These may include delivery of abnormal loads or actual construction activities and will be agreed with the relevant statutory authorities and stakeholders.
- Plant testing or commissioning, these are unlikely to involve high numbers of operatives or use of heavy plant or machinery.
- Start up and close down activities one hour either side of the core working hours to enable efficient mobilisation of construction activities. This would be limited to:
 - The arrival of construction staff and their vehicles and the preparation of materials at the construction compound; and
 - The return of materials at the construction compound and the departure of construction staff and their vehicles.
- Critical programme recovery works; this is not anticipated but may be required due to unforeseen circumstances to maintain programme' and
- The completion of operations commenced during the core working hours which cannot be stopped for safety or efficiency reasons. No normal activities (with the

exception of the above) will be planned to intentionally run beyond the normal working hours as stated above.

The programme will comprise of the following phased works:

- Phase 1: remediation and demolition
 - Vegetation removal
 - The importation of inert material to cap and landscape the historic asbestos landfill, containing its contamination risk;
 - Deal with the existing contamination, through capping and removal of areas of hydrocarbon pollution;
 - Site clearance
 - Demolition of the existing buildings;
- Phase 2: construction
 - The laying of new services and utility infrastructure;
 - The construction of 11 new purpose built light industrial type units; and
 - Construction of a site office.

3.2 Site access and internal layout

The existing site access through Canal Road will be retained. For vehicular access there will be a secure gate installed at the entrance of the site. A security guard will control and have knowledge of the ingoing and outgoing HGVs visiting the site during construction each day. Once in the site, the internal access track will be clearly marked and provide a main spine road through the centre of the site providing direct access to each of the areas being remediated, demolished and units that are being constructed.

A maximum speed limit will be in place around the site with clear signs indicating this and vehicles manoeuvring within the compound will have a clear line of sight. Where appropriate, passing places will be provided. If at any point there is potential for restricted view, vehicles will be assisted by a banksperson. There will also be a holding area within the compound, which will be a space for where HGVs can wait in the event of an incident or obstruction, such as a large load being delivered.

The compound and welfare facilities will be located wholly within the boundary of the site and not require the use of the road or other public areas to load or store materials.

3.3 Size of construction and delivery vehicles

In consideration of the type and volume of expected materials to be delivered, delivery vehicles will not be restricted, aside from the legal limits of size and weight. The vehicles used will include small and medium size vans, self-tipping, off-loading, HIAB, HGV and grab vehicles, articulated vehicles, mobile cranes and concrete mixers.

The use of abnormal loads for the delivery of components/equipment is not anticipated, though they should not be excluded from the CTMP as these could occur in exceptional circumstances.

To reduce the number of construction vehicles over the programme, a detailed schedule has been developed to maximise each of the loads brought onto site and therefore minimise the frequency of trips. Chapter 4 provides a summary of construction vehicle movements throughout the programme.

3.4 On-Site Parking Requirements

During the various phases of remediation, demolition and construction, parking for the existing users of the industrial estate will remain largely unchanged. A temporary car park will be provided within a construction compound on the site for those involved with remediation, demolition and construction activities for the development on the former landfill.

Once construction of the industrial estate on the western half of the site is complete, it is anticipated that all occupants will relocate to the new units where car parking will be provided within the curtilage of each unit. The demolition and construction on the eastern side of the site will then commence, with parking provided in a temporary car park in this area.

4 CONSTRUCTION VEHICLE MOVEMENTS

4.1 Construction traffic

4.1.1 FORS (Freight Operators Recognition) Gold Accredited Vehicles

As a minimum, Erith will ensure that all HGV Tipper Lorries are FORs gold accredited, given that these will represent the vast majority of vehicles associated with the remediation and demolition phases of the development. FORs is an accredited scheme that aims to improve freight delivery throughout the UK. The purpose of FORs is to improve safety and reduce the environmental impact and due to the sites exclusive location it is fundamental to the scheme that all HGV Tipper Lorries are accredited. These vehicles will also be compliant with the Construction Logistics and Community Safety (CLOCS) standard.



Figure 4.1 FORs Gold Accredited Vehicles

4.1.2 HGV traffic

The current construction phase programme extends for approximately 36 months, commencing in 2026. HGV traffic movements will predominantly occur between the hours of 0800 hours to 1800 hours Monday – Friday with occasional working on Saturdays, 0800 hours to 1300 hours. As noted previously, some works/activities may take place outside these core times.

All freight will arrive by the local road network as river and rail freight is not deemed sustainable for the various stages of the project.

The remediation of the site will generate a large number of HGV movements. These will be routed via the proposed route as set out in chapter 5, and it is assumed that 100% of HGV movements associated with the site are assigned to this routing.

All vehicles on approach to the site or leaving site will do so with hazard warning lights and roof light on, warning other road users that they are about to carry out an unusual manoeuvre and will do so under the guidance of dedicated traffic marshals who are suitably competent, trained and experienced.

Table 4.1 summaries the two-way traffic generated by activity, per each month of construction. These estimates are based on assumptions of HGV capacity as well as client given information.

Table 4.1 construction traffic estimates per activity

Activity	Expected Duration (month)	Average two-way movements per month	Average two-way movements per day
Capping and demolition			
Site Establishment	1.5	440	20
1A Capping Layer	5	1605	73
1B Capping Layer	4	772	35
1C & 1D Veg Removal	4	1112	50
1C Capping Layer	4	772	35
1D Capping Layer	15	1708	78
1E Veg Removal	1	1112	51
1E Capping Layer	3	1235	56
Phase 2 Clearance	5	2001	91
Phase 2 Capping	13	1781	81
Phase 3	1	440	20
Site Demobilisation	1.5	440	20
Construction			
Site Establishment	1.5	440	20
Construction	18	880	40
Site Demobilisation	1.5	440	20

*2 fuel deliveries per month

** Some activities overlap with others

4.1.3 Construction staff

It is anticipated that the number of construction staff would vary depending on the construction programme with a variety of activities taking place. During the peak construction periods 133 staff are expected on-site. During the off-peak construction periods it is expected that 100 staff will be on-site. Staff are likely to travel to/from different origin/destinations and hence spread their movements across the local road network.

The location of where construction staff will travel from is unknown at this stage, as it will depend on the appointed contractor. All staff are anticipated to arrive to and leave the site around the working hours of 0800 hours to 1800 hours Monday – Friday and 0800 hours to 1300 hours on Saturdays.

As the development is in a rural area, it is recognised that there will be limited opportunities for sustainable travel via public transport and/or active travel. However, cycle parking will be provided within the site compound.

5 VEHICLE ROUTING AND TRAFFIC MANAGEMENT

5.1 Vehicle Routing

A preferred route for vehicles was agreed with officers of the Kent County Council (KCC) and Gravesend Borough Council (GBC) to apply during the remediation and construction phases of the site. The routing of these vehicles will be restricted to specific routes to minimise residential amenity impacts. The designated vehicular access route for all materials and plant deliveries to the site will utilise the M2, A289, B2000 and local unclassified roads. The proposed vehicle routing is shown in Figure 5.1. A section of the vehicle routing will be subject to a temporary one-way system, between the B2000 and Lower Higham. HGV movements associated with the Development and general traffic will be subject to this one-way system.

Figure 5.1: HGV proposed traffic route



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To facilitate the HGV movements that will occur across the crossroads junction at the eastern end of Canal Road, there will be a junction improvement comprising conversion of the layout into a mini roundabout.

5.1.1 One Way Routing Strategy

To minimise the potential risks of two-way HGV traffic on rural lanes, an alternative routing system has been strategised which will restrict the use of Lower Rochester Road to westbound vehicle movements while eastbound vehicle movements would only use Gore Green Road and Lillechurch Road. The proposed route is shown in Figure 5.1 and would apply to all traffic using these routes including all HGVs associated with the development site during remediation, demolition and construction. Staff will be able to travel using a wider variety of routes from Lower Higham due to their limited impact on amenity.

5.1.2 Canal Road

This road is already used by HGVs frequently visiting the former industrial estate as well as other premises and has operated without incident for a considerable period of time. Although there are some narrower sections, particularly towards the eastern end, the forward visibility is good along the rural section of this road.

At the eastern end of Canal Road, there is a narrowing close to residential properties where forward visibility to oncoming vehicles is restricted such that large HGVs would be unable to pass and could require reversing manoeuvres. During remediation and construction, the risk of opposing vehicles meeting will be reasonably high and therefore temporary traffic signals will be used to control this section of Canal Road.

5.2 Vehicle Tracking

The Principal Contractor will track all fleet vehicles, and will monitor, record and investigate any road accidents, incidents, near misses, or non-compliances with the HGV routing occurring across the group.

5.3 Delivery Management System

A Delivery Management System will be managed on site at all times and briefed daily to the Traffic Marshal team. This will be managed by the logistics team with information regarding deliveries. Deliveries will be booked in advance and where reasonably practicable will avoid 'Peak' hours, spreading deliveries across the day, in particular any large deliveries which may require specialist lifting capabilities. Vehicles arriving outside their allotted slot or outside of the agreed delivery periods will be turned away. All traffic management arrangements at the site entrance will be arranged and installed as required by the Traffic Marshals.

5.4 Traffic Management

Best practice will be applied to traffic management on the route to the Site and this will be controlled directly by the Site Manager. Traffic management practices on site will be reviewed weekly. If necessary, safety officers working with the various subcontractors will be invited to site for meetings and site reviews.

Overall, the management of construction traffic will ensure that:

- The preferred route for construction vehicles is used at all times by construction traffic unless otherwise agreed with KCC and GBC.
- All vehicles accessing the site meet their legal obligations for safe operation and obey any traffic signs, road markings, traffic signals and traffic marshals; and
- All contractors and subcontractors avoid deliveries during peak periods of traffic flow and periods of congestion and, wherever possible, smoothing the flow of delivery vehicles over the working day.

During peak periods of construction traffic, it may be necessary to implement traffic management measures to control vehicle movements in order to avoid two-way conflicts on the roads. This can take several forms, including the following:

- Control of the timing of deliveries with suppliers.
- Holding a vehicle at a specific location.
- Temporary traffic signals.
- Stop/Go boards.
- Traffic marshals; and
- Short durations (15 minute) road closures.

These measures can be adapted to suit the appropriate circumstances and traffic volumes. The available options will be discussed with the local highway authority, and any implementation agreed prior to the commencement of construction in line with standard street works processes.

Dedicated traffic marshals will control all traffic movements on to and off site and will be equipped with STOP/GO boards, handheld whistles and 2-way radio contact at all times during site manoeuvres.

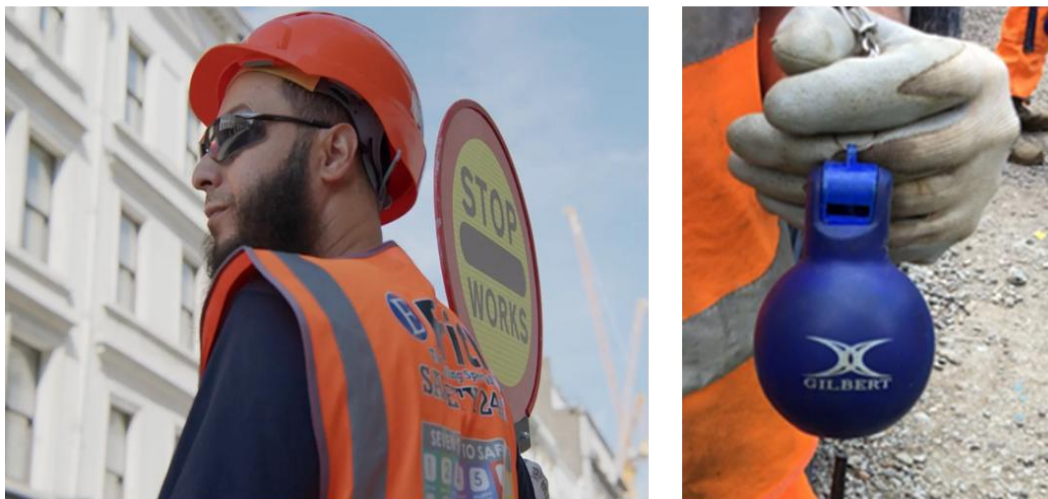


Figure 5.2 Traffic marshal equipment

5.5 Control of unauthorised access to compound and construction-only routes

Access to the site will be controlled by the following measures:

- Secure gated fence around the construction compound.
- Gate to the construction compound will be supervised by a Traffic Marshal; and
- Compliant signage to be erected outside of the site to warn traffic and pedestrians of permitted access and routes.

Where unauthorised access to the construction compound occurs during site working hours, the following protocol would be adopted:

- Traffic Marshal or Site Manger would instruct the relevant aspect of the construction works to cease if necessary.
- Traffic Marshal or Site Manger would explain the access restrictions in place to maintain health and safety; and
- Traffic Marshal or Site Manger personnel would escort the unauthorised person out of the construction compound, directing them to the nearest alternative route or information sign.

This protocol would be incorporated into the site induction, required to be completed by all construction personnel when they first commence work at the site. Compliance with this protocol would be monitored by regular spot-checks.

Dedicated traffic marshals will control all traffic movements on to and off site will be equipped with STOP/GO boards, handheld whistles and 2-way radio contact at all times during site manoeuvres

5.6 Construction vehicles – restricted delivery times

Deliveries will only take place using the agreed upon vehicle routing during site working hours. No other roads are anticipated to be affected by deliveries to the site. Any deliveries which require to be delivered outside of working hours for logistical/safety reasons will be only take place once agreed with KCC and GBC.

5.7 Signage Strategy

Temporary traffic signs are provided in accordance with the Traffic Signs Regulations and General Directions Manual (2016) and the Traffic Signs Manual (2009) chapter 8, with locations to be agreed with National Highways, KCC and MC

Given the duration of the construction works the temporary traffic management signs will be permanently installed for the duration including mounting on passively safe posts and concrete footings, the design of which will be approved by the relevant road authority.

Manufacturing and installation of the signs are to be carried by a local highway authority approved traffic management contractor.

There is a height restriction of 4.1 metres at the railway bridge immediately outside of the site. All construction material suppliers will be made aware of the height restriction and ensure that any large items can be assembled on site if they would otherwise exceed the available height, including the foul water treatment plant. Additional signage will be erected on the approaches to the new mini roundabout to raise awareness of this. For those drivers who ignore or don't see the signage, a swept path analysis has been undertaken to demonstrate that an articulated vehicle can turn within the entrance to the Network Rail yard, in advance of the bridge.

Canal Road will include additional signage to be erected, in agreement with Network Rail, to highlight the private ownership/unadopted status, presence of walkers, cyclists and speed humps.

5.8 Temporary road closures

No road closures are expected for the general construction works. A temporary traffic regulation order will be in place for the duration of the remediation and redevelopment of the site to implement the required one-way system. Any other road closures or diversions that may be required will be agreed upon with KCC.

5.9 Impact on cyclists

To minimise the potential risk between cyclists and construction vehicles, it will be advised that all contracted vehicles will be equipped with sidebars, blind spot mirrors and detection equipment. Additionally, all vehicles are accredited with FORs and CLOCs.

5.10 Site information pack

Before attending site, all subcontractors will be issued with a routing pack, this will inform the drivers for the subcontractor of the site access and transport routes if they have never attended site before. All new personnel attending site for the first time will also be given an induction, this will be provided by the Site Manager or another appointed person.

6 ROUTE MAINTENANCE, CLEANING AND WASTE MANAGEMENT

6.1 Road maintenance and cleaning

The public highway and the section of Canal Road under the ownership of Network Rail will be cleaned regularly using road sweepers and cleared of snow / gritted, when required. These will complement the provision of on-site wheel washing facilities, where appropriate. The extent and frequency of road sweeping will be reviewed regularly and agreed with KCC to ensure highways are kept clear of mud.

Pre-construction and post-construction condition surveys, under a section 59 agreement, and any required ongoing associated maintenance, will be carried out in discussion with KCC and MC for the network between the B2000 and the Site.

The maintenance of Canal Road throughout construction will be coordinated with Network Rail as owners of the majority of the road.

Where defects occur on the KCC/MC road network, the Principal Contractor will ensure that they maintain a stockpile of road repair material on site to undertake road repair works quickly and efficiently, when authorised by the local highway authorities to undertake interventions.

Any damage to road infrastructure caused directly by construction traffic would be made good, and street furniture that is temporarily removed would be fully reinstated following construction. All works carried out will be recorded and reported on as part of the post-construction survey condition survey report.

The contractor will use reasonable endeavours to keep roads, accesses free from mud and other loose materials arising from the importation of materials to the Site.

6.2 Procedure for the cleaning of vehicles/plant on site

The traffic marshal will inspect all vehicles before they are released from the site onto the public highway.

Wheel wash provisions will be provided adjacent to the access to the site. Any cleaning will be conducted within the site in the wheel cleaning area to prevent detritus and deposits being transferred from the site onto the public road. A road sweeper will be provided weekly to clean the access road in and out of site. In addition, an appropriate wheel washing facility will be located to avoid used water running onto the road, such as a closed loop system which recycles the water it uses (see Figure 6.1).

The specific wheel wash will be subject to the requirements of the ground condition, materials used on-site and any need to prevent contamination. The wheel wash will be maintained in good working order during the period of construction.

Figure 6.1 Example closed loop wheel wash



Source: Wheelwash Ltd

6.3 Building materials and waste

Laydown areas will be managed for storing materials according to the progress of the construction programme. Where possible, the contractor will work with subcontractors and suppliers to encourage collaboration to reduce the number of separate deliveries to the site. Consolidation of deliveries before they reach the site will benefit all parties through reduced transportation costs.

Laydown areas will have provision for all deliveries to be able to enter the site to be offloaded or wait within the construction compound, to avoid the occurrence of HGVs waiting on the external access road.

A waste compound will be designated within the site. To avoid the stockpile of waste materials and ensure that all materials are disposed of in strict accordance with relevant regulations, the Principal Contractor shall schedule waste removals in a timely manner. The laydown and waste compounds will be gated and managed by the yard operative who will coordinate the movements. The compound will also be locked with 24-hour security.

7 ON SITE TRAFFIC SAFETY MEASURES

7.1 Road Safety Initiative

The relevant Principal Contractor will adopt a safe driving initiative that applies to all personnel and any person deviating from this plan may incur sanctions resulting in the driver and company being refused access to site. Everyone involved with each of the Principal Contractors, including suppliers and deliveries, will be issued with a Road Safety Initiative leaflet. Posters of the Road Safety Initiative will be displayed throughout the site. The project induction will highlight:

- The dangers along Canal Road, which include narrowings and the junction onto Church Street;
- Unique local conditions such as agricultural movements and seasonal work on the land e.g. silage spreading; and
- Increased HGV traffic in the surrounding area associated with the Lower Thames Crossing, should the construction stages coincide.

7.2 Speed limits

Signage indicating the speed limit will be placed within the site. An appropriate speed limit of 10 mph for main traffic routes and a speed limit of 5 mph in areas near pedestrian routes shall be set and informed. Speed limits on the surrounding local network will be defined by highway traffic signage.

7.3 Delivery driver briefing

All delivery drivers will be briefed at the entrance gate or nominated point. A briefing sheet will also be signed. The drivers will be briefed on the following:

- Site Rules including the Personal Protective Equipment requirements
- Onsite traffic route
- Unloading/loading area
- Unloading/loading procedures

7.4 Traffic Briefings

The project will deliver monthly briefings reminding project personnel of the seasonal adjustments required for safe driving.

In addition, periodic briefings will take place that will highlight any learning events and learning opportunities.

The Principal Contractor will provide daily security to monitor for local traffic accidents, along with changing weather reports to communicate these to the workforce before leaving in peak time.

7.5 Bankspersons

All vehicles entering or leaving the site must do so under the guidance of a dedicated banksperson who is suitably competent, trained and experienced. The banksperson will ensure the access road is clear before vehicles are permitted to leave site. Plant and vehicles will be banked onsite during works.

The bankspersons roles and responsibilities are as follows:

- Banksperson 1 / gateperson is responsible for control vehicular movements around the main entrance gate including deliveries and ensuring the gate is secure when not in use.
- Banksperson 2 is responsible for controlling plant movements around laydown areas.
- Banksperson 3 is responsible for controlling plant movements around work areas.

7.6 Plant and personal segregation

Segregation of the public and site vehicles/personal is achieved by ensuring a clearly defined site boundary/entrance point. A gateperson will be positioned at the main entrance gate to prevent personal and vehicles meeting each other during site entry/exit.

Plant and pedestrian walkway interfaces often occur around site, especially as the site develops and pedestrian walkways are relocated or re-routed. The works supervisor and Site Manager will take into consideration how and where plant and pedestrian walkway interfaces with existing plant routes.

Pedestrian walkways around the site will be segregated by pedestrian barriers and erected when required during the works to ensure segregation of plant and personal. Working zones and exclusion ones will be implemented and maintained as per the Safe Systems of Work.

All site plant/vehicles are banked and signs indicating vehicle routes will be posted onsite.

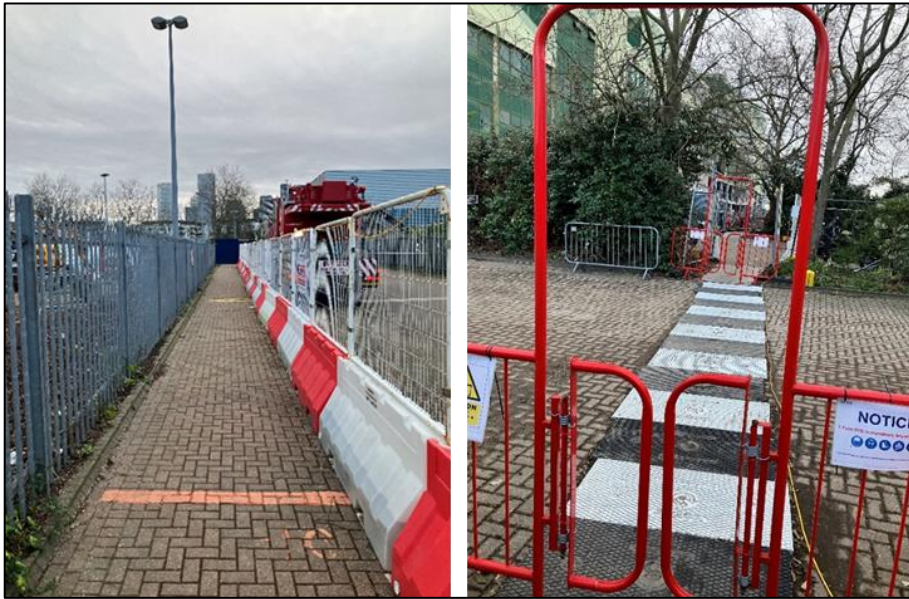


Figure 7.1 typical example of external walking route & plant crossing route

Internally, particularly on the ground floor, where demolition arisings need to be removed so they can be processed, loaded and removed, pedestrian routes will often be crossed by plant.

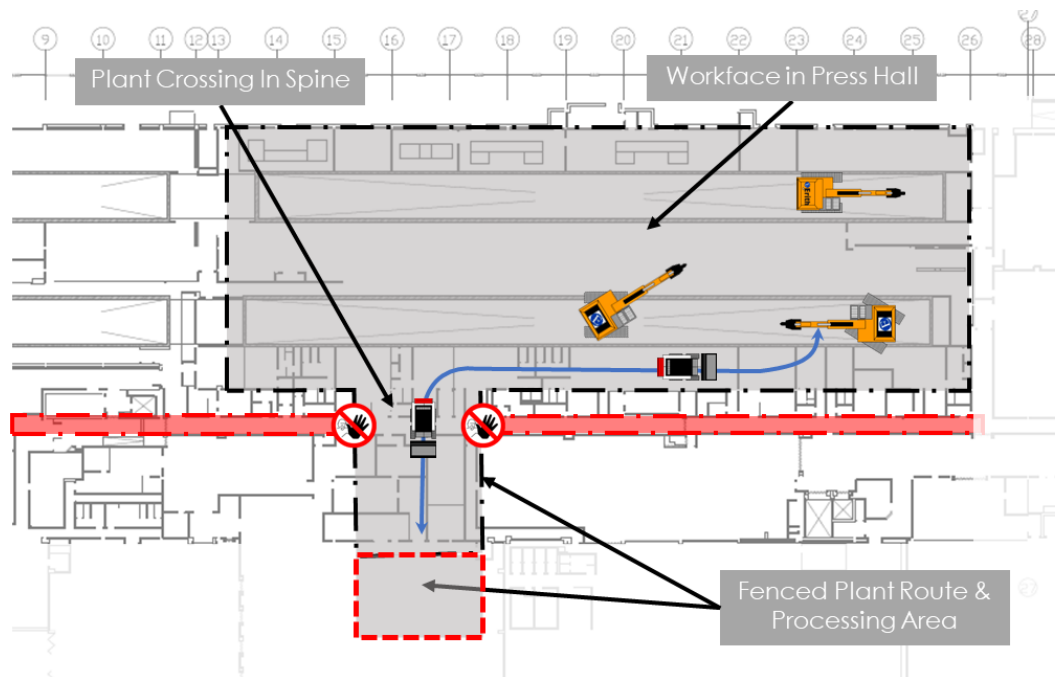


Figure 7.2 Typical example of an internal plant crossing point

Where a crossing point is required, pedestrians will need to pass through gates that will be positioned at either side of the crossing, along with appropriate signage relating specifically to that crossing point.



Figure 7.3 Pedestrian walk through gates & signage

7.7 Communication

The communication between vehicles accessing site and the site itself will be maintained to minimise congestion around the site and any possible stacking, either inside or outside of the site. The use of suitable communication devices, e.g. mobile phones externally / two-way radios internally, will be utilised to ensure communication is maintained between site management, delivery companies, drivers and bankspersons prior to arrival and while on-site.

7.8 General work practices

- All vehicles are to be registered with the FORS and CLOCS scheme. This is to be checked by site management prior to any delivery and by the banksperson during the works.
- Bankspersons will be dressed in high visibility jackets and will escort all lorries into the site.
- Exclusion zones will be formed to segregate working areas.
- Warning signs will be displayed in prominent positions around the site and work area indicating 'Caution Construction Site Traffic'.
- Prior to works starting all personnel will be given a site-specific induction and orientation to the site.
 - This will be conducted by the Site Manager who will advise personnel on any specific safety requirement that are required during the project.
 - Regular refresher toolbox talks will be undertaken onsite.
- All delivery drivers will be briefed on the site rules at the entrance gate. A briefing sheet will be signed.

- All vehicular traffic will take extra precaution to all other road users and pedestrians.
- An appropriate speed limit of 10 mph for main traffic routes and 5 mph in areas near pedestrians (e.g. car parks) shall be set and enforced.
- Plant equipment will be offloaded within site area only.
- Site plant i.e. excavators etc, will only be driven by persons that are trained and competent with the appropriate qualifications.
- All flat back lorries will have edge protection for operatives' safety should they have to mount the back of the lorry.
- Audible reversing warning devices will be fitted to all vehicles and be directed by a banksperson when reversing.
- All vehicles loaded with arisings will be fully sheeted before leaving site.
- All walkways/pavements will be kept clear of debris and/or material to prevent slips, trips and fall hazards.
- Should the need arise a road sweeper will be utilised to clean the exit to the site and surrounding roads.
- The delivery of heavy plant will be coordinated with the local police via movement orders; the delivery of these are typically during out of hours to avoid presenting disruption to local traffic.
- Should there be a requirement for emergency vehicular access, these vehicles will be given priority right of way either on or off site.
- No tipping to be undertaken unless a sufficient stop block is in place (if required by Safe System of Work).

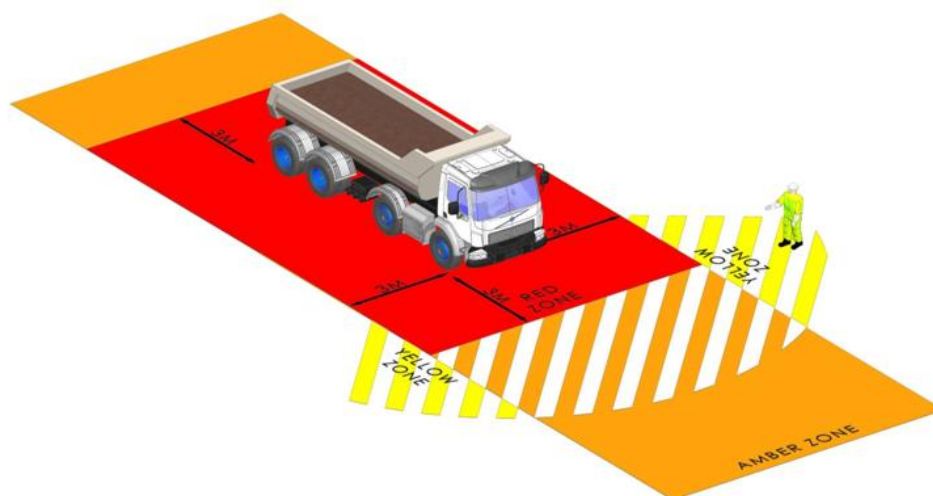


Figure 7.4 Tipper lorry exclusion zones

8 MANAGEMENT AND MONITORING

8.1 Principal Contractor – Site Manager

LEJ Properties will appoint the Principal Contractor who will be responsible for the CTMP. The Site Manager, on behalf of the Principal Contractor, will manage all construction traffic and will ensure that the preferred routing for construction vehicles as identified under section 5.1, is always used unless it is otherwise agreed with KCC to use an alternative road network.

The Site Manager will be responsible for enforcement and control of issues relevant to the CTMP with delegation of specific actions to Traffic Marshal/s

The various roles of the Principal Contractor's Site Manager are briefly described below.

- Overall management of construction traffic.
- Ensuring that the preferred routes for construction vehicles are always used by construction traffic unless otherwise agreed with KCC as the Local Highway Authority.
- Ensuring that all vehicles accessing the site meet their legal obligations for safe operation and obey any traffic bankspersons, signs, road marking, traffic signals and Traffic Marshals.
- The provision of safe and adequate vehicle loading/unloading areas.
- Ensuring that there is no parking in the road during site operating hours; and
- Requiring all suppliers and hauliers to hold the Fleet Operator Recognition Scheme (FORS) accreditation .

8.1.1 Management within the public realm

The Site Manager will be responsible for the promotion and management of measures to minimise the impact of the construction works on public roads and public rights of way in the vicinity of the site. These measures will apply to all contractors and subcontractors throughout the development.

The Site Manager will be responsible for the management, notification and authorisation, implementation and control by all contractors and subcontractors for the general provisions and measures within the public realm as presented, but not limited to, within the following:

- All temporary measures will be provided, installed and maintained in good condition throughout the extent of the construction activity for which they have been provided.
- Provision of measures to minimise the effects of nuisance from construction traffic noise, vibration, dust and air quality.
- The correct loading of vehicles and sheeting of loads where necessary to avoid spillage during deliveries.
- Any part of the road or a public right of way that is damaged or disturbed by any activities associated with the implementation of the project will be made good by the Principal Contractor at their own cost.

- The operation of plant and equipment will only take place during the agreed construction hours which are 0800 hours to 1800 hours Monday – Friday and 0800 hours to 1300 hours Saturdays; and
- Management of on-site access and movement.

The Principal Contractor will ensure that the management and the interface control between the public road and construction site is managed by bankspersons. Vehicles on site shall be managed and controlled to ensure that the site is always safe through planned interventions and segregation. The management and control strategy will include, but not be limited to, the following:

- The provision of relevant information from the construction plan to enable the establishment of safe systems of work and method statements.
- The planning, managing and monitoring of transport movements within the site and the establishment of site rules and regulations that will be used to enforce these movements.
- The systems and monitoring regime to be implemented will ensure that subcontractors make adequate and appropriate provision within their methodology and method statements to maintain compliance with the construction plan; and
- The consolidation of deliveries and smart procurement through the reduction of the number of suppliers and consequently trips to the site. The opportunity to produce several items and materials from one supplier will be investigated and pursued if viable. Where possible, suppliers will be asked to collect materials on their return journeys for recycling.

8.1.2 Management and control of construction logistics

The Principal Contractor will ensure that all contractors and subcontractors undertake the works in accordance with the approved routings, plans and measures presented in this CTMP. Where necessary, they will identify and address any requirements to achieve this; this will include, but is not limited to, the following:

- Identification of approved routes to all contractors and subcontractor construction vehicles and implement a monitoring regime to ensure compliance.
- The phasing and timing of deliveries to ensure that previously identified working hours and any subsequently agreed restrictions on delivery times are maintained to avoid unnecessary congestion.
- The timing and notice periods for abnormal load deliveries, where applicable.
- Will ensure that road opening notice procedures and periods for approval are provided.
- Implement restrictions on both on and off-site parking space within the construction site, vicinity of the site, on the public road and public parking areas and implement a monitoring scheme to ensure compliance.
- Provision of a timely efficient delivery system to avoid the stockpile of waste materials on site and the restriction of burning of waste materials on site; and

- Ensuring the sealing of all hazardous materials including chemicals, cleaning agents, solvents and solvent containing products in containers at the end of the working day before storage in suitably protected and bundled areas. Finally, ensuring the waste materials are disposed of in strict accordance with the relevant regulations.

8.1.3 Management of contractors

All contractors must adhere to the CTMP, and any other conditions imposed by KCC and GBC. The principal contractor will ensure that prior to leaving the Site, all vehicles must:

- Display a unique identification number shown on a plate clearly visible.
- Be securely sealed.
- Be driven in a safe and courteous manner with due care and consideration for other road users both vehicular and pedestrian.
- All drivers should be aware and alert whilst driving through towns and villages particularly at school times.
- Strictly adhere to the hours of operation detailed by the CTMP; and
- Vehicles shall not wait or stack on any public road.

All operators must maintain a management system whereby the following records are kept and are available to KCC/GBC/MC:

- The number of vehicles leaving and their destination.
- All complaints received regarding transport and action taken; and
- All instances where protocol has been breached and action taken.

All operators must supply the following information to KCC/GBC/MC, which will be treated in confidence:

- Action to be taken when protocol is breached; and
- Keep a log of vehicle movements.

If an operator requires to use an alternative route because of circumstances out of their control, the operator shall contact the Local Highway Authority as soon as practicable to agree temporary re-routing. Where the Local Highway Authority is aware of any circumstances which may require temporary re-routing, the Authority shall contact the operator to agree such changes.

8.2 Transport Coordinator

The Transport Coordinator will be responsible for the day-to-day management of the CTMP and will be the first point of contact for site issues.

The role will also involve liaising with organisations that have or express an interest in the site and how the development is progressing. These bodies, groups and individuals

may include the planning and highways authorities, local residents, businesses and community groups.

The Transport Coordinator will respond to any questions or queries about the development and instigate such responses and, if deemed necessary, such mitigation measures to resolve traffic issues connected with the construction work.

8.3 Compliance

8.3.1 Implementation of measures

The Principal Contractor will implement and enforce the CTMP. The client and Health & Safety Advisor will monitor, implement and check the vehicle delivery log on their site visits.

8.3.2 Procedure to ensure all drivers, subcontractors, suppliers and visitors sign a copy of the site-specific travel rules

The CTMP will be sent out with all subcontractors and material purchase orders. It will also be introduced to the driver and signed at the induction during a visiting driver's first visit on site.

Before attending site, all subcontractors will be issued with a routing pack, this will inform the drivers for the subcontractor of the site access and transport routes if they have never attended site before. All new personnel attending site for the first time will also be given an induction, this will be provided by the Site Manager or another appointed person.

8.4 Monitoring

An important part of this CTMP will be the continual monitoring and review of its effectiveness. Regular monitoring and review by the Principal Contractor will help to gauge progress towards the objectives, and, if necessary, enable CTMP to be refined and adapted to improve its progression and enhance the effectiveness of subsequent CTMPs.

The CTMP will be reviewed and, if necessary, updated as the construction works progress.

The Principal Contractor will include a provision for monitoring and review which will cover workforce, construction deliveries and waste to ensure that as much waste as possible will be recycled.

Monitoring and review of the procedures proposed in this plan will be conducted monthly or as required during the Health and Safety inspection conducted by the Health and Safety manager. The inspection report will identify failures to comply with this plan and, in consultation with the Project Manager, detail actions and responsibilities to ensure ongoing compliance.

The monitoring of the plan is important for the following reasons:

- It will demonstrate to the local authority the effectiveness of the measures implemented, and the progress being made towards the aims and objectives of the CTMP.
- It justifies the commitment of the contractor and of other resources.
- It helps to identify any deficiencies within the CTMP, including any measures that are not effective; and

- The data can be shared with any other stakeholders as well as inform the local authority of logistics patterns and common issues.

Pre/post construction condition surveys

Upon completion of construction activities, a follow-on condition review will be undertaken, and defects list prepared. Works required to reinstate the road back to its original condition would be undertaken at LEJ Properties expense.

Data monitoring

An important part of this CTMP will be the continual monitoring and review of its effectiveness. Regular monitoring and reviewing by the Principal Contractor will help to gauge progress towards the targets and objectives, and, if necessary, enable the CTMP to be refined and adapted in order to improve its progression and enhance its effectiveness.

The following data will be collected to achieve specific targets (in brackets) for this scheme:

- Number of vehicle movements to site (delivery/collection accuracy compared to schedule)
- Breaches and complaints
 - Community concerns about construction activities (ensure good relationships with the neighbours).
 - Vehicle routing (100% compliance with agreed vehicle access route).
 - Unacceptable queuing or parking (zero penalty charge notices issued for delivery vehicles on roads adjacent to the site).
 - Compliance with safety and environmental standards and programmes (no complaints from Environmental Health or Health and Safety Executive); and
 - Anti-idling.
- Safety
 - Logistics-related incidents.
 - Record of associated fatalities and serious injuries.
 - Methods staff are travelling to site; and
 - Vehicles and operators not meeting safety requirements (all suppliers and hauliers registered with the appropriate authorities).

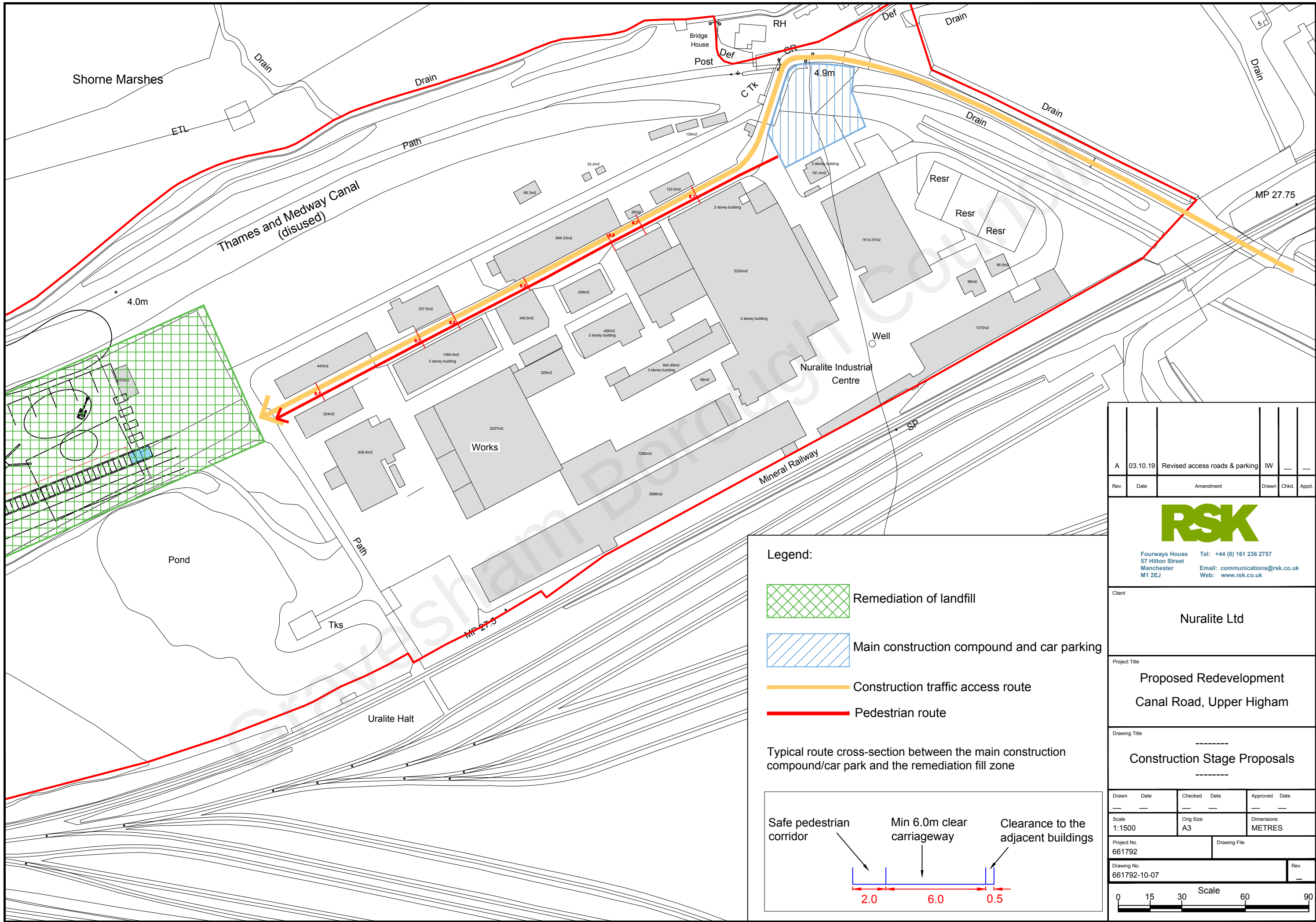
8.5 Response to complaints

Any damage or traffic concerns on site will be reported over to LEJ Properties and investigated in accordance with Health and Safety Procedures.

Any complaints should initially be directed to the Site Manager, whose number will be detailed at the main entrance gate, with points raised considered and alterations made where possible. Any further complaints should be directed to Head Office and the Client's Public Relations Team.

APPENDIX 1

CONSTRUCTION LAYOUT PLAN



A	03.10.19	Revised access roads & parking	IW	—	—
Rev.	Date	Amendment	Drawn	Chkd.	Appd.



Fourways House
57 Hilton Street
Manchester
M1 2EJ

Tel: +44 (0) 161 236 2757
Email: communications@rsk.co.uk
Web: www.rsk.co.uk

Client	Nuralite Ltd
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Project Title	Proposed Redevelopment Canal Road, Upper Higham
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Drawing Title	Construction Stage Proposals
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Drawn	Date	Checked	Date	Approved	Date
—	—	—	—	—	—
Scale	1:1500	Orig Size	A3	Dimensions	METRES
Project No.	661792	Drawing File			
Drawing No.	661792-10-07	Rev.	—		

