

MANAGEMENT & LOGISTICS PLAN (M&LP)

Hayes Bridge Retail Park

Prepared for:
Colt Data Centre Services
September 2025

colt

Data Centre Services

LON6 DEMOLITION & ENABLING

COLT DATA CENTRE SERVICE

19.09.25

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MANAGEMENT & LOGISTICS PLAN

VERSION CONTROL

MANAGEMENT & LOGISTICS PLAN

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1. BACKGROUND INFORMATION

1.1. Overview of the Project

The London 6 (LON6) Data Park buildings are proposed to stand within the existing building footprint of Units 1-7 Hayes Bridge Retail Park, Bullsbrook Road, Hayes UB4 0UJ. The site is accessed from Uxbridge Road, acting as the Northern boundary. To the West are industrial units owned by a third party, and to the South Units 1, 3 and 4 owned by the applicant.

Further to the Southeast, Colt's London 4 (LON4) Building is currently under construction, and further still to the West of the site is the LON05 building permitted alongside LON04 under ref. 38421/APP/2021/4045.

This Management and Logistics Plan refers to the removal of hardstanding area and preparation of the ground to facilitate the construction of the LON6 project, including diversion of below ground services and construction of substation building

Demolition of all buildings onsite has already been approved through an application for prior notification of demolition which was permitted in March 2025 under ref. 1911/APP/2025/398. Colt's intention is to demolish all buildings under the terms of the prior notification of demolition before effectively using this permission to undertake further enabling works.

In order to understand any contamination across the site, both a Geo-environmental desk study and intrusive ground investigations have been undertaken. Both a Factual Report and Remediation Strategy have been prepared for review and agreement with the Regulators.

The ground investigations will also be used for geo-technical assessment of the site and to inform the substructure design. Trial pits have been undertaken to confirm the existing foundation depth. Alongside the remediation, all existing below ground obstructions encountered will be removed. A desktop utility report and Ground Penetrating Radar survey have been undertaken, and any redundant utility services can also then be disconnected and removed or diverted where necessary.

1.2. Location

Project Location;

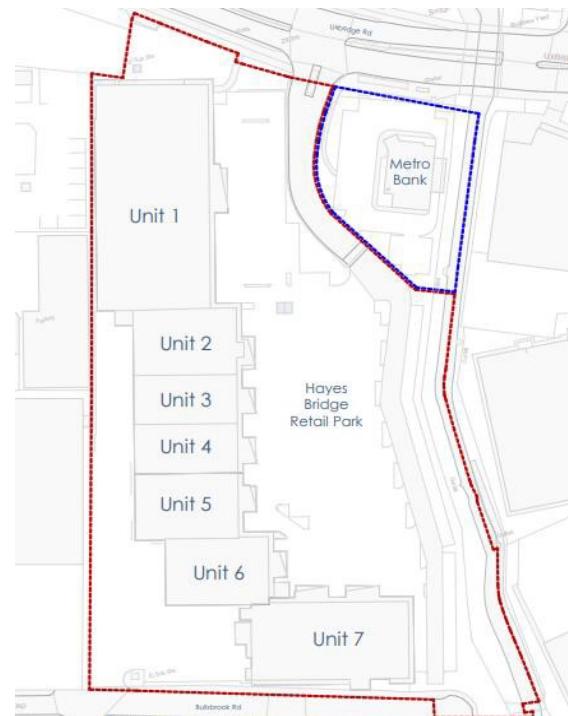
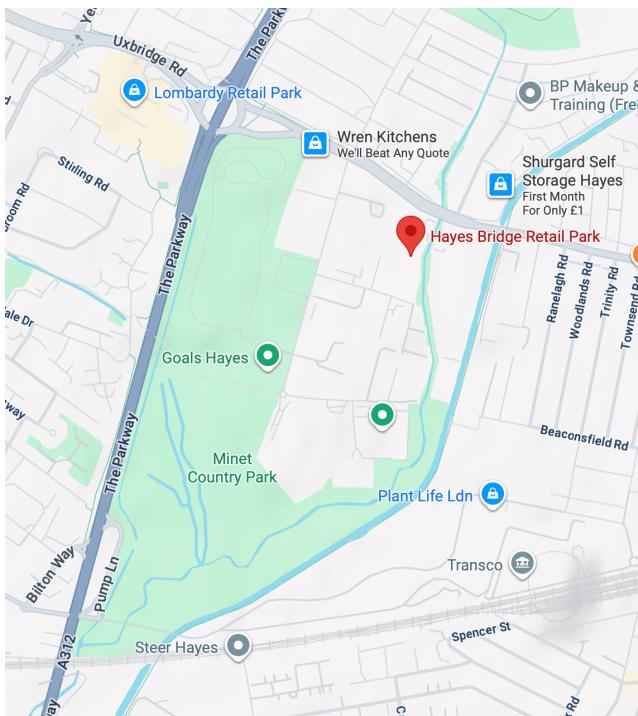
Colt Data Centre Services

Unit 1 Heathrow Interchange Park

Bullsbrook Road

Hayes UB4 0UJ

The site location is outlined below;



1.3. Highways, Carriageways and Footways

Colt's LON6 site is situated on Uxbridge Road, with an existing retail park roadway entrance leading onto the site via a gated entrance. This roadway entrance is owned by Colt, with free access is to be maintained to Metro Bank during the works at all times.

1.3.1. Railway / Underground / Bus / Cycling

The Nearest transport system to the site is Hayes & Harlington Station. The site can also be serviced by Southall Station on the Great Western Railway or TfL Railway. This is envisaged as the main form of operative transport to the project.

Nearby bus route 90, 140, E6, on Coldharbour Lane, Stop U alighting at Precinct Road. Routes 207 & 427 from Southall alighting at Stop I on Alexandra Avenue.

The cycle route on the development is approximately 8-10 minutes from either Southall Railway station or 9 minutes from Hayes & Hillingdon Railway. The cycle awareness will be communicated to the contractors arriving and delivering to the project.

1.4. Community Considerations

The Contractor will conduct 'Best Practicable Means' (BPM) and create a 'Scheme of Protective Works' for protecting neighbours. As part of this Scheme, the Contractor will liaise and consult with the neighbours to minimise the environmental impact of our works.

These have been fully considered below. Planned measures to mitigate any potential conflicts or challenges are discussed in Section 3.3.

1.4.1. Schools & Hospitals

Guru Nanak Sikh Academy is a mixed Sikh all-through school and sixth form. It is located on Beaconsfield Road within the vicinity that might be affected by the proposed works to a limited degree.

The nearest Emergency Services Division (ESD) or Accident & Emergency is located 4 miles away at Hillingdon Hospital, Pield Heath Rd, Uxbridge, UB8 3NN.

1.4.2. Public Relations / Good Neighbour Policy

A key aspect of the successful management of this project will be establishing and maintaining a good relationship with all the surrounding neighbours. This M&LP has prepared a strategy for preventing potential issues, however, any difficulties encountered during construction will be reported / recorded in a full log and resolved through phone or in person follow ups and liaison committee meetings.

The Contractor will subscribe to the “Considerate Contractors Scheme” and adhere to the guidelines set out by the scheme.

Community liaison will take place with residents to best accommodate their needs, confining disruptive works within the standard hours to short periods and avoiding particular times in their schedules wherever possible. It is not anticipated that significant amounts of dirt or dust will be spread onto the public highway. Adequate wheel washing facilities with robust dust suppression techniques will be adopted.

The Policy is to minimise any affect / impact to the local residents, businesses alike. The Contractor will endeavour to ensure that affected parties are fully informed in advance of known activities which may cause inconvenience.

Communication and liaison with these parties will be established prior to works commencing and will be ongoing throughout the project to ensure good relations are maintained. Contact details and information bulletins will be displayed on the site hoarding along with the adequate signage.

Emphasis to be placed upon maintaining the safe movement of the public and vehicles within the site.

Regular inspections of the access route and perimeter of the site will be conducted to ensure that obstructions are not created, and a clean, efficient presentation is maintained.

1.5. Aims and Objectives of the DM&LP

This Management and Logistics Plan (M&LP) provides a framework to ensure that environmental processes are in place to comply with relevant environmental legislation and to comply with the requirements of the Planning Decision Notice from Hillingdon Borough Council, particularly in relation to the mitigation of impacts of the development on the public highway and on the amenity of the surrounding area.

The Contractor's goal will be to ensure there are no environmental or safety incidents on the project.

1.6. Project Programme

Start Date: April 2026

Completion Date: October 2026

1.7. Environmental Records

Details of the documents that may be held onsite are listed below;

Environmental Records	Action By	File Ref
Pollution Prevention Plan	Project Team	
Environmental Permit / Waste Management Licence / Exemptions / Carrier Registrations (off-site)	Project / Site Manager	
Environmental Permit / Exemption Certificate (on-site)	Project / Site Manager	
Waste Transfer Notes	Project / Site Manager / Sub-Contractors	
Method statement and risk assessments	Project / Site Manager / Sub-Contractors	
COSHH Assessments	Project / Site Manager / Sub-Contractors	
Near Miss Reports	SHEQ Manager	
SHEQ / BSG Site Reports	Project / Site Manager	
Section 60 / 80 Notices	Project / Site Manager	
Section 61 / 81 Consents	Project / Site Manager	
Trade Effluent Consent	Project / Site Manager	
Controlled Water Discharge Permits	Project / Site Manager / Sub-Contractors	

1.8. Environmental Emergency Contacts

Emergency Contacts	Name	Contact No
Contract Manager	TBA	
SHEQ Manager	TBA	
Project Manager	TBA	
Environmental Specialists	TBA	
Environment Agency (Local Office)		0370 850 6506
Environment Agency Waters Pollution Hotline		0800 807 060
Local Water Company (Sewage Undertaker)	Thames Water	0800 316 9800
Lead Local Flood Authority (LLFA)	Hillingdon Borough Council	

1.9. Summary of Strategies to Reduce Impacts

The following planned measures have been identified to help the Contractor achieve the goals of the DM&LP and are discussed further in the following sections.

Higher impact Site Planned Measures Checklist	Committed	Proposed	Considered
Measures influencing construction vehicles and deliveries			
Safety and environmental standards and programmes	✓		
Adherence to designated routes	✓		
Delivery scheduling	✓		
Re-timing for out of peak deliveries		✓	
Re-timing for out of hours deliveries		✓	
Use of holding areas and vehicle call off areas		✓	
Use of logistics and consolidation centres		✓	
Vehicle choice – “<i>proposals for utilising vehicles with greater payloads to reduce vehicle movements and improve safety, efficiency and environmental impact but only if those vehicles meet the highest environmental and safety standards.</i>”			✓
Measures to encourage sustainable freight			
Freight by water*	n/a		
Freight by rail*	n/a		
Material procurement measures			
DfMA and offsite manufacture			✓
Re-use of material on site	✓		
Smart procurement	✓		
Other measures			
Collaboration with other sites in the area	✓		
Implement a staff travel plan		✓	

* If site, consolidation centre or holding areas are within 100m of foreshore of navigable waterway or rail freight siding.

2. PRELIMINARY SURVEYS / INVESTIGATIONS

2.1. Preliminary Ecological Assessment

An Ecological Considerations report was undertaken by Aspect Ecology in Jan 2025 to undertake an appraisal of Hayes Digital Park (Retail Park Site, Units 1-7) to inform the site clearance (demolition) and remediation, and based on the evidence obtained from the survey work undertaken, it is considered that the proposed demolition, if undertaken in line with the recommended safeguards set out within this report, will have no adverse effect on protected species.

A detailed visual internal and external inspection survey of Units 1-7 and associated buildings and structures was undertaken in July 2024, along with a high-level appraisal of the habitats within the site.

Units 1-7 and the seven associated buildings and structures within the site are considered to have negligible suitability to support roosting bats. The buildings are in good condition and no loft voids are present. A single on-site tree was identified to have suitability for roosting bats, albeit restricted only to the presence of ivy. As such, this species group is considered to be likely absent from the site and therefore the proposed demolition works are reasonably unlikely to cause an offence under Regulation 41 of the Conservation of Habitats and Species Regulations 2017. Accordingly, no specific mitigation or licensing is required to facilitate the demolition.

The buildings and surrounding vegetation have suitability to support nesting birds. To avoid a potential offence under the relevant legislation, no clearance of suitable vegetation should be undertaken during the bird-nesting season (1st March to 31st August inclusive). If this is not practicable, any potential nesting habitat to be removed should first be checked by a competent ecologist in order to determine the location of any active nests.

Any mitigation measures will however be implemented as per the Aspect Ecology, Ecological Appraisal provided, such as sensitive lighting (limiting light spill in areas not required) and Construction Safeguards. See section 5 of Aspect report.

2.2. Tree Survey, Arboricultural Technical Note

Aspect Arboriculture are instructed by Colt Data Centre Services (Jan '25) to prepare an arboricultural survey, assessment and tree protection strategy, to inform a prior approval application relating to the demolition of Units 1-7 Hayes Bridge Retail Park.

The purpose of the instruction is to provide the Demolition Tree Protection Plan enclosed to the rear of this document, which has been prepared to clearly identify trees and shrubs which need to be removed to facilitate demolition and to demonstrate how all remaining trees can be safeguarded during this phase of works.

Trees and shrubs to be removed are illustrated with a dashed red canopy outline within enclosure A and comprise a category C scrub and shrubs, identified as tree groups G1 and G4. It will be possible to mitigate for these losses as part of a future application for the redevelopment of the site. Accordingly, there will be no permanent harm to the amenity or green credentials of the application site or wider industrial area.

The protection of remaining trees can be achieved through the erection of BS5837:2012 specification protective fencing in the locations illustrated within the enclosed drawing (or a suitable alternative fence type). Protective fencing must be erected prior to the commencement of any works onsite and maintained to the Council's satisfaction once installed. Upon installation, photographic evidence will be issued to the Council's Arboricultural Officer via email. Hard surfacing and existing ground levels tree-side of protective fencing will remain undisturbed and in-situ until such time that a full planning permission for redevelopment has been granted.

The proposed demolition of buildings will be undertaken in accordance with the submitted Demolition drawings and Method Statement. No demolition work will be undertaken until the tree protection fencing shown on the enclosed drawing has been erected. This will be maintained for the duration.

N.B. none of the surveyed trees are protected by a Tree Preservation Order and the site is not within a Conservation Area.

3. MANAGEMENT OF THE WORKS

All demolition activities will be carried out in compliance with 'BS6187:2011 Code of Practice for demolition' and the code of practice issued by the NFDC (National Federation of Demolition Contractors) 'Guidance Notes'. The Contractor will undertake all demolition with specialist demolition plant for deconstruction and excavators equipped with multi processors/rotating grabs/pulverisers and shears for traditional demolition. Sufficient size excavators i.e. compact plant, 40T and 20T demolition rigs equipped with on board dust suppression will be resourced to undertake the works. All equipment will comply with current European Legislation.

Methodology sequence and pre-start works will be identified on the programme and will be inclusive of:

- BREEAM Demolition Pre-Assessment.
- UXO Desktop Study – forming part of GI surveys.
- Set up site welfare.
- Establish site traffic management plan.
- Installation of monitoring points near sensitive receptors.
- Protection of surrounding buildings, services, footpaths.
- Services Survey/CCTV drainage Survey/Independent Engineering Checks.
- Service disconnections including de-gassing and purging.
- Asbestos removal based on positively identified Asbestos Containing Materials ACM's.
- Soft strip all areas of deleterious materials and remove arisings from site.
- Mechanical Demolition of Structures using specialist demolition plant.

- Remove slabs and foundations.
- Process and remove arisings from site via appropriate waste stream.
- Remediation of the site as per the Remediation Strategy.
- Based on scope - Backfill site, fencing installation, builders work, reinstatement and making good where required.

3.1. Pollution Prevention

Construction activities can present a risk to the environment within the site location and also outside the site boundaries. The site and its activities will only cause a risk to the environment or people if all parts of the pollutant linkage are present i.e. a source, a pathway and a receptor.

Potential Sources;

- Spillage of oils or liquids.
- Run off from exposed ground /stockpiles.
- General Construction Waste.
- Dust.
- Noise.
- Vibration.
- Vandalism.
- Plant / vehicle emissions.

Potential Pathways;

- Surface water drains into a watercourse.
- Surface water into watercourse.
- Through soil into groundwater.
- Through the air.

Potential Receptors;

- Ground water.
- People.
- Air.
- Local Ecology.
- Adjacent Structures.

3.2. Roles

There are a number of roles that would be involved in the construction activities on site, all of which would be responsible for compliance with the DM&LP where it is applicable to their area of the construction process.

The project is run on site by the Project Manager who is empowered to control all facets of the work. They will be supported on site by a site manager(s).

Their roles are crucial in ensuring that safe environmental working practices are followed and that any examples of unsafe practice are halted immediately, recorded and rectification measures put in place before recommencing.

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The Contract Manager has a pivotal role in ensuring that fully qualified and resourced subcontractors are employed to deliver the various packages that make up the project, who will also comply with the requirements of the DM&LP.

Responsibilities of the (office based) Contracts Manager;

- Ensure adequate resources are applied to the project;
- Ensure that all identified environmental hazards have been fully considered;
- Ensure that all Contractors are competent and qualified for the planned work;
- Ensure that management control is maintained for all Contractors and that the work on site follows a sequential programme;
- Ensure that all Contractors plan their work with full consideration of the identified environmental hazards where applicable;
- Ensure that full investigations are undertaken into the causes of all environmental incidents.
- Ensure that all purchased hazardous material for the project is accompanied with material safety data sheets and a competent person undertakes the Coshh risk assessments; and
- Provide adequate support to the Project / Site Manager and the resources to undertake their roles properly;
- Ensure a Pollution Prevention Plan is in place prior to works commencing on site.
- Carry out monthly audit/reviews of the environmental management plan and pollution prevention plan.

Responsibilities of the Project / Site Manager;

- Ensuring the requirements of the DM&LP are fully implemented across the project.

- Ensuring that contractors are aware (through pre-let meetings and inductions) of the key environmental constraints within and adjacent to the project.
- Ensuring compliance with the CDM Regulations 2015.
- Day to day management of the project.
- Preparation of safety, health and environmental risk assessments for the construction works prior to commencement of construction activities.
- Ensuring sub-contractors risk assessments are relevant to the works and cover environmental issues as well as safety issues. Reviewing and approving these risk assessments.
- Ensuring control measures detailed within the DM&LP are in place prior to construction activities commencing on site.
- Liaising and obtaining all relevant consents, licenses, authorisations and permits required for any construction activities on site e.g. consents to discharge.
- Ensuring that all sub-contractor operatives on site receive a site-specific induction that covers all environmental aspects on the project.
- Ensure that the Pollution Prevention Plan is adhered to during construction activities.
- Undertake daily briefings and ensure through daily setting to work of the whole workforce that the controls required to adhere to the environmental management plan & pollution plan are reviewed daily.
- Undertake daily monitoring of the site controls.

Responsibilities of the Safety, Health and Environmental (SHE) Advisor;

- Ensuring that all incidents are thoroughly investigated and reported to the relevant persons / statutory bodies.

- Ensuring that the DM&LP is reviewed on a regular basis through Site Safety Inspections (SSI) carried out randomly across a four-week period.
- Undertake advisory visits on site to carry out a look ahead at the activities planned in the next period and to discuss review controls required.
- Provide training to workforce on environmental and safety strategies and procedures.
- Ensuring that emergency procedures are in place on the project for safety and environmental incidents and that regular drills are undertaken so that in the event of an incident the procedure is familiar to the workforce and team.
- Assisting the Environmental Manager with audits, reviews and any training.
- Ensuring that all sub-contractors have been approved through the pre-qualification process prior to commencing on site.
- Ensuring sharing of lessons learnt are disseminated to the whole work force.

Responsibilities of all other Project Team members and Sub Contractors;

- Understand and implement procedures relevant to the project and their role / activities.
- Conduct their work with a view to reducing the environmental impact of their works where possible and to raise any environmental concerns to the Project / Site Manager.
- Report all environmental incidents immediately to the Project / Site Manager.
- Ensure that all identified environmental hazards have been fully considered;
- Ensure that all Contractors are competent and qualified for the planned work;
- Undertake Toolbox Talks to keep the workforce informed.

- Undertake Point of Work Risk Assessments (POWRA) and “setting to work” briefings to ensure that just before commencing works the operatives are reminded of the environmental controls required.
- Undertake “drills” for emergency procedures such as spill kit use, wastewater controls and concrete washout procedures

3.3. General Working Arrangements & Phasing of the Works

3.3.1. Hours

Construction work will take place between 08.00hrs to 18.00hrs Monday to Friday and 08.00hrs to 13.00hrs on Saturdays (when required). Any work outside of these hours will be in emergencies only, where there is a significant health and safety or environmental risk or incident. Should this occur, the Council's Environmental Health team should be notified as soon as practicable.

School time restrictions will be implemented, not allowing deliveries between peak hours of 08:30-09:15 and 14:50 -15:30.

Otherwise works will not take place outside these hours unless required to meet specific demands of the programme or contract and approved in advance by the LPA.

3.3.2. Noise, Dust, Vibration & Light

No works audible at the site boundary are permitted before or after the above noted site hours. All noise levels must adhere to those stipulated within the Section 61 Agreement and therefore methods to minimise the impact on both site personnel and the general public will be used. Where this is not possible Construction controls will be employed utilising such control measures as baffles and ‘noise screens. Every effort will be made to reduce the noise at source. Only if all methods have failed to reduce the noise to an acceptable level (i.e., 85 dB(A) average over an 8-hour working shift).

Ear defenders should be regarded as the last line of defence and should be suitable for the job and for the person who has to wear them. The Contractor is to erect appropriate signage as required to inform interfacing Subcontractors of any noisy zones of the site.

The appointed Contractor will dampen down before sweeping the roads and footpaths on the local highway network as required on a daily basis in so far as is reasonably necessary to remove any spoil or debris deposited on the highway resulting from the construction period. Visiting road sweepers may be deployed at regular intervals or as determined by the project. Deposits will be

removed from the pavement and highway that may constitute a safety hazard. This would be done manually or through the use of mechanical sweepers if necessary.

Waste will be stored in enclosed skips and containers. Any fine materials will be stored within container units. Site management inspections will include the monitoring of all internal and external pavements and public highways surrounding the site.

Noise, Dust and Vibration monitoring points will be installed around sensitive areas of the site, such as adjacent to the Yeading Brook, local schools, football club and industrial estate. The monitoring stations will always be logged remotely and monitored. Where the levels of noise, dust or vibration begin to increase, works will cease, and another method will be utilised to carry out that element of work.

During demolition plant will have on board dust suppression to reduce the levels of dust. All works and monitoring equipment will comply with BS5228 – Parts 1 & 2:2009 “Code of Practice for Noise, Dust and Vibration Control on Construction and Open Sites”.

Road plates and vehicle ground protection mats will be utilised throughout all site activities where heavy plant and haulage is crossing. This will protect any retained ground or services that may still be live.

Various underground pits and tanks have been highlighted in the CPHSP, these will be marked up on site and an exclusion zone established around them until they have been removed and backfilled.

Trade contractors are to ensure that their activities do not produce any excessive amounts of noise, dust or smoke. To monitor and control noise Class 2 rated devices that are able to measure LAeq,t (Monitoring average noise) level over a period of time. The sound level meter will also be able to measure the highest level and this will be recorded as the Lmax or Maximum Hold. These will integrate logging sound level meters as are usually required by Local Authorities. Ensure that calibration is up to date and verified before, during and after all noise monitoring assignments.

Vehicle movements from the loading and unloading of replacement waste skips and containers and servicing of the project will be infrequent but may also cause the generation of noise and dust.

Artificial lighting will be required on the site for safe working and security purposes and the impacts of this on surrounding areas will be minimised and demonstrated by lux contour plans.

3.3.3. Site Set-Up (Activity 1)

Hoardings and Security;

Site security is extremely important, and it is imperative that the site remains secure at all times. This will be achieved by the erection of a fully sheeted, plywood hoarding where necessary (refer to detail), together with a dedicated vehicular access point. All personnel to arrive at the site entrance off Uxbridge Road.

Hoarding to be adequately lit to ensure pedestrian / vehicle safety at Uxbridge Road and shared roadway access location.

Pedestrian footpaths surrounding the site will remain open at all times with appropriate signage clearly visible. At the end of each working day the site will be given a final patrol and then secured.

A twenty-four-hour manned security regime is not thought necessary through the demolition works but CCTV coverage and other passive security measures to be confirmed.

Accommodation;

The site office and welfare accommodation will be established within the site parameters and should be stand-alone in terms of power. A water connection (only) will remain on site.

3.3.4. Service Diversions & Protection (Activity 2)

The first task to be undertaken will be a non-intrusive sub-surface utility survey. Radio frequency locators and ground penetrating radar will be utilised to accurately confirm the location and depth of all services that have been identified on the relevant service drawings. The survey will also help identify any potential unknown services not captured. The position of all services will be clearly marked up on site so the site team aware of their location throughout the works.

To remove any meters on site the relevant supplier will be contacted, the owner of the meter can be identified through the serial number on the meter. The meters will then clearly be labelled and stored in a safe location until they are collected by the supplier. If trial holes or disconnection points are required, then the following control measures are to be adopted to identify/expose the relevant services:

- Permit to dig to be issued by the site manager, this will be issued following the completion of a CAT scan and having referred to the nonintrusive survey and relevant service drawings.

- SSOW are to be issued to the relevant service provider and permission to proceed to be obtained before proceeding with the works.
- Suction/vacuum excavation to be used where practical to expose services, this is the process of removing soil around a service by the use of suction power, significantly removing the risk of damaging a service.
- All excavators to comply with the control measures detailed in HSG47 – Avoiding Danger from Underground Services.
- Insulated hand tools and appropriate PPE including fireproof overalls to be worn when hand digging around live services.

Any live services that are to remain during the demolition works will be clearly demarcated on site and will be barriered off to prevent unauthorised access. Where live services are retained or remain during demolition works, a designed protection solution will be utilised to prevent damage. The location of live services will also form part of the site managers induction and daily briefings. Control measures for working around live services will also be included in all risk assessments and method statements produced for the works.

3.3.5. Demolition & Site Remediation (inc. Plant & Equipment) (Activity 5)

Due to the size of the structure, the building is to be demolished with a high reach excavator. The high reach and its equipment is to be erected on a prepared area of level ground which has been checked for suitability for high reach plant loading (Temporary Works). The high reach arm will be fitted and commissioned by qualified plant engineers. The machine will be positioned within safe working parameters which are established by risk assessment, which has also considered the allowance for a drop zone into which the demolition arisings will fall. These arisings will be cleared progressively by a 360o excavator. Once the machine is in position the operator and banksmen will check the two-way radios. When completed the operator will ensure that the on-board dust suppression equipment is functioning properly. Dust suppression will also be applied by a 'Dust Boss' and water hose type arrangement.

The exclusion zone around the works will be delineated by means of a physical barrier Heras fencing with suitable signage. Only certified operators will use the demolition plant. The machines will be parked safely when not working with security screens fitted to prevent unauthorised use.

Following the carefull demolition of the building, the contractor will break up the existing ground floor slab (along with hard landscaping areas; car park etc.) and turn over the top 2m of the site. This will be done carefully allowing for the identification of potential contamination. Initial geotechnical and geo-environmental investigations will include sampling for hazardous materials, ensuring compliance with Part 2A of the Environmental Protection Act 1990. If contaminants are identified, they will be treated in accordance with the approved remediation strategy and best practices, including controlled disposal at licensed facilities. Risk assessments will be undertaken

to safeguard site workers and neighbouring environments, with appropriate PPE and control measures implemented.

The approved remediation strategy will be rigorously adhered to throughout the works. Measures will be taken to safely manage and mitigate any environmental risks, with site-specific procedures developed in accordance with the remediation plan. Any deviations or unforeseen conditions will be promptly reported to the Client and project team for approval and remedial action. Compliance with BS 10175:2011+A2:2017 Investigation of potentially contaminated sites will be maintained at all times.

3.4. Health and Safety

A Construction Phase Health and Safety Plan will be fully developed prior to commencing works on the project detailing fully how the project will be managed. This will be supported by a Traffic Management Plan, Risk Assessments, Method Statements and Emergency Procedures.

The Project / Site Manager will manage these arrangements during the Construction Phase on a day-to-day basis. The requirements of the Safety Health Environmental Management System (SHEMS) will also be strictly adhered to and monitored throughout the project.

A site-specific General Risk Assessment will be developed detailing known hazards and the controls required. This along with copies of the designer's risk assessments will be sent to all subcontractors so that they can develop fully informed risk assessments and safe systems of work.

All subcontractors will attend a pre-start health and safety meeting, typically held two weeks in advance of their commencement on site. A full review of the safety requirements of the site together with an initial review of the subcontractor's Risk Assessments and Safe Systems of Work will be undertaken at this meeting.

All visitors and workforce will receive a site induction where the site rules will be clearly explained. A check on the work force competency is undertaken, all workers will need to hold a current and relevant CSCS card.

The site will be bounded by a 2.4m high hoarding to public areas and 2.4 m high Heras fencing to secure areas.

The site will undertake a final close-down review at the end of shift to ensure all boundaries are secure, all access to height also being secure and all loose materials and tools are secured. Any plant left on site will also be left secured.

The site will be monitored by the site team on a daily basis, subcontractor supervisors will also undertake recorded monitoring of the site & their work areas. The safety team will undertake a full safety audit at least once a month and an advisory visit to look ahead at the upcoming works again at least once a month. Visible Leadership Tours will also be undertaken by members of the Senior

Management Team involving a safety review with the team.

3.5. Environmental Site Management Practices

The following section outlines the measures that will be implemented during the site construction operations with the aim of ensuring ecological and environmental protection.

The Environmental Hazards associated with this project are:

- Ecology
- Material management (including waste management)
- Oil, Fuel and Liquid Storage
- COSHH
- Nuisance (working hours, traffic movement, site parking, dust, noise, vibration and community)
- Water pollution prevention measures – wastewater management from excavations, concrete wash out and surface water management. Particular care will be taken to prevent contaminated water discharging into nearby water courses.

3.6. Storage of Oils and Fuels

The storage of oils and fuels will be kept to a minimum on site with sufficient fuel for the operations being undertaken on site being stored on a daily basis.

- Fuel for plant will be stored in a lockable bunded bowser, and all refuelling operations will be undertaken with a spill kit and plant nappy.
- All oils and fuels must be supplied with a COSHH assessment detailing the precautions for use, storage and spillage controls.
- All oils and fuels must be stored in a bunded area with 110% capacity of the stored contents. Where practical contractors are to remove oils and fuels from site at the end of each day. This

storage area is to be located away from any surface water drains.

- Details of OHES' contact details are available to ensure that contact is made after a significant incident.
- Spill Kit drills and Spillage incident drills will be undertaken at regular intervals to ensure familiarity with emergency procedures.

3.7. Materials and Waste Management

The selection of less hazardous materials will be investigated on site, where this is not possible then all hazardous substances can only be used on site if supported by the relevant Coshh risk assessment.

All materials deemed hazardous under the Coshh regulations must only be used on site under the control of a Coshh assessment (provided by the contractor using it with their risk assessments and method statements).

Contractors must provide details of hazardous substances, along with the associated Coshh assessment and supporting Material Safety Data sheet, prior to commencing works and for review by Site Management.

The following materials management measures will be employed:

- All hazardous materials will be kept within a locked storage area, and access to these materials will be restricted to those who have viewed the relevant Coshh assessment for any particular material. A full inventory of the Coshh materials being stored will be available.
- Other materials are to be stored in designated storage areas as agreed with the Site Management
- Materials are to be stored correctly to prevent damage and subsequent waste.
- The encouragement of "just in time" deliveries to the point of use to minimise waste through damage whilst stored on site.
- The following processes will be complied with to ensure compliance and best practice:

- CGMS P310 Waste management duty of care
- CGMS P311 Waste and WAC testing flowchart
- The contractor will hold a waste carriers' registration to enable movement of waste and materials and an Environmental Permit. The Contractor's Environmental Permits may include an urban quarry for processing and treatment of materials including treatment of hydrocarbon contaminated demolition arisings but due to site location external licensed facilities may be used.

The intention is to recycle at least 95% (by weight) of the buildings on a demolition project. Where possible they will be soft stripped back to the shell, ensuring that the brick and concrete hard-core isn't contaminated with deleterious materials. If the Contractor can't adequately strip a building pre-demolition, labourers will pick the material when it is on the floor. Soft strip works are organised into various phases that enable us to segregate:

- Timber
- Plasterboard
- Plastic
- Ferrous
- Non-ferrous metals

• There will be a section of the site used as a quarantine area where suspect materials will be stored in. The hazardous materials will be stockpiled in discreet locations for subsequent disposal to a suitably licensed facility. Materials will be loaded mechanically as much as is practicably possible. The site will be left secure, free of trip hazards and leading edges on completion.

Note: Prior to commencing any excavation works, a permit to excavate will be issued by the Site Manager. This permit will only be written once a full CAT and Genny scan has been completed, and all existing service drawings have been scrutinised. If any operative uncovers a service during excavation works, they will stop current activities and inform the Site Manager

Following the completion of the super structure demolition, the sub-structure is to be removed as part of a later enabling works phase.

3.8. Contaminated Land & Waste

Due to the historic uses of the site, it is likely that contamination will be encountered during the construction works. The geo-environmental ground investigations will identify the locality and levels of any contaminations, which will be assessed via a Detailed Qualitative Risk Assessment. This will allow the Remediation Strategy to be written and agreed with the Environment Agency. Any asbestos identified by the Refurbishment and Demolition survey will be removed prior to the works by a licensed contractor and disposed of accordingly.

3.9. General Waste Management

A Site Waste Management plan will be developed prior to commencing works on site to identify where waste minimisation can be achieved.

Segregated skips will be used on site and a Licensed Waste Contractor will remove the waste for recycling off site and provide a detailed breakdown of what has been recycled and what has been sent to landfill.

The Contractor will aim to recycle at least 95% of waste generated. Any hazardous waste generated from the works will be removed by a specialist waste contractor.

3.10. Ecological Mitigation and Enhancement Strategy

Where it is not possible to schedule demolition / vegetation removal during the period September to February, in order to ensure that offences relating to nesting birds are not committed, a check to confirm the absence of nesting birds will be carried out by a suitably experienced ecologist no more than 48 hours prior to the removal of any vegetation or demolition of buildings. This check will identify individual nests and life stages of the occupants (eggs, chicks, fledglings). Any active nests found will be appropriately protected until eggs have hatched and young fledged. Until the young have fledged, the nest will be subjected to regular monitoring to ensure that a second brood is not raised once the first brood has fledged.

3.11. Highways and Transportation

Vehicles will exit the site through the main vehicle access gates onto Uxbridge Road, under the control of a qualified traffic marshal. This arrangement will be sited / sized to ensure no back up of site traffic in front of Metro Bank. All vehicles will be turned on site.

Clear signage will be displayed on the site hoarding to direct construction traffic appropriately.

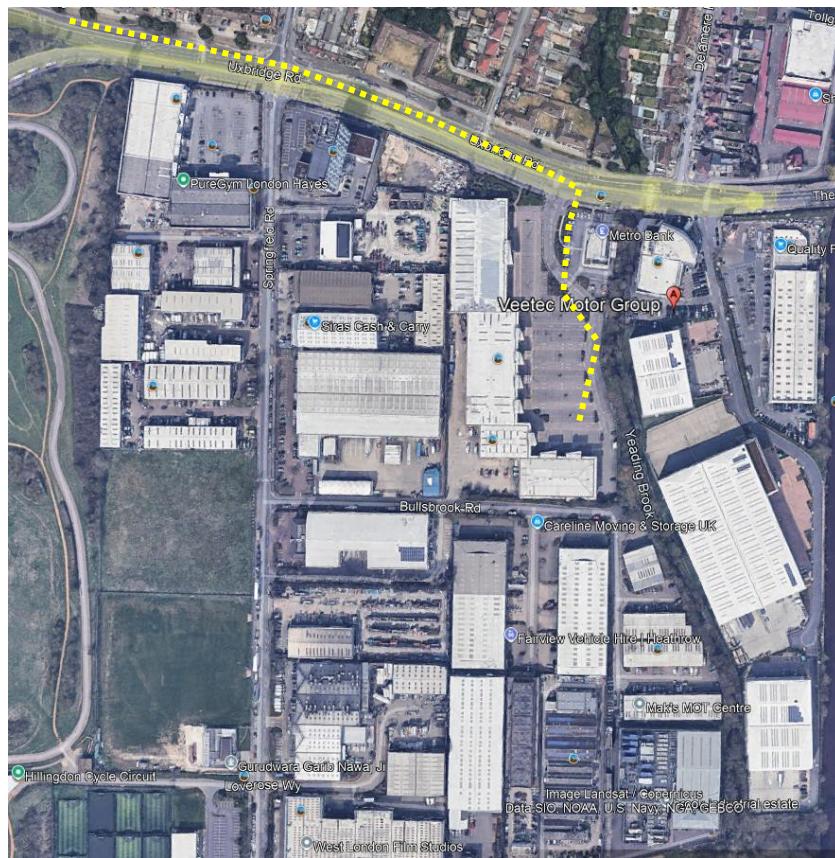
There will be on-site parking for operatives and visitors on the site which will be clearly marked and distanced from the demolition works area, utilising the existing car park areas. All deliveries need to be planned and booked in with the site management team and any delivery arriving without notice will be turned away.

All deliveries will be signed and escorted on to site by a qualified banksman.

All construction plant, equipment and vehicles will be parked on site with all road using vehicles staying on the hardstanding receiving a final check from the vehicle marshals prior to leaving site. Road sweeping / wheel washing will be used if required and during times of wet weather with plant leaving site, road sweepers will be employed.

Construction delivery vehicles and plant are not to be left idling with engines on where possible to reduce emissions.

The diagram below shows the vehicle routes to and from the site;



Site Vehicle Access Route (yellow)

The Contractor will undertake all demolition with specialist demolition plant for deconstruction and excavators equipped with multi processors / rotating grabs / pulverisers and shears for traditional demolition. Sufficient size excavators i.e. compact plant, 40T and 20T demolition rigs equipped with on board dust suppression will be resourced to undertake the works. All equipment will comply with current European Legislation. Demolition and remediation material being taken off site will be loaded into 8-wheel tipper lorries at a frequency of up to 3 per hour at peak operations.

3.12. Vehicular / Pedestrian Segregation

Regulation 27 of the Construction (Design and Management) Regulations 2015 Regulations requires that traffic routes must be suitable for the persons or vehicles using them, sufficient in number, in suitable positions and of sufficient size. Pedestrians or vehicles may use it without causing danger to the health or safety of persons near it. Any door or gate for pedestrians which leads onto a traffic route is sufficiently separated from that traffic route to enable pedestrians to see any approaching vehicle or plant from a place of safety; there is sufficient separation between vehicles and pedestrians to ensure safety or, where this is not reasonably practicable.

It is recommended that pedestrians and vehicles should not, wherever practicable, share access / egress points or circulation routes. Therefore, wherever vehicles and pedestrians / cyclists are required to utilise adjacent access into the works area, the vehicular and pedestrian routes will be isolated from site Pedestrians by the use of designated pedestrian routes.

This arrangement satisfies the requirements but will be reviewed as the project proceeds to ensure that any construction activity does not present any additional risks. Should any additional risk be subsequently identified then appropriate action will be taken to eliminate or minimize such risk.

The following measures will be introduced to make both pedestrians and vehicles aware of each other around the site.

- Traffic Marshals to ensure safe access / egress from site.
- All Traffic Marshals are to have appropriate training and will wear orange hi-visibility vests / jackets, trousers, and helmets.
- A strict, no parking or mounting of adjacent kerbs will be adopted for the purpose of waiting, loading, or offloading of materials/equipment/plant.
- Signage to warn pedestrians on the public areas of site entrances and fire exits to the public realm. External signage and directional notices will be in agreement with LBH highway dept.
- No uncontrolled pedestrian traffic to be allowed through site areas.

Neighbours;

The general area around the site has several potentially highly populated public interfaces which attract many pedestrians to the area on event days. These include:

- Metro Bank
- Bn Timber and Building Supplies
- Steeledge Scaffolding Ltd
- Bada Business Ltd
- Nature Delivered Ltd

All of this combine to raise the risk profile of the site in relation to vulnerable road users. To reduce work related road risk (WRRR) the following principles are to be adopted:

- The site will adhere to and ensure Construction Logistics and Community Safety (CLOCS) compliance.
- Cycle safety mitigation plans.
- Traffic Routing.
- All delivery arrangements will be given time slots to reduce the risk of congestion and potential collisions in the vicinity of the site.
- Fleet operators shall inform drivers of site access / egress constraints to ensure they are aware of the specified route, the circumstances (if any) of deviating from the route and the resulting consequences of not adhering to the route.
- Cycle Awareness / training. All employees that cycle to work are encouraged to undertake a cycle awareness training.
- Fleet operators shall ensure that all drivers undergo approved progressive training and continued professional development specifically covering the safety of vulnerable road users.

DEMOLITION MANAGEMENT & LOGISTICS PLAN

All vehicles over 3.5 tonnes must be fitted with audible warnings to indicate that the vehicle is turning left or reversing. Vehicle drivers must stay with their vehicles at all times. Signage showing site rules for drivers will be posted and verbally advised to the driver by the banks person/security prior to them entering site.

Where reversing of vehicles is unavoidable for vehicles accessing or leaving site, such manoeuvres will be kept to a minimum and consideration given to, amongst others, the space required for completing such manoeuvres, the exclusion of personnel from the area and the supervision, direction and control afforded to the manoeuvre. All reversing is to be supervised by a suitably trained and competent banks person, supplied by the appropriate sub-contractor, with hi visibility clothing denoting their role as a banksman on site.

4. MISC

- Collaboration amongst other sites in the area, including adjacent Colt sites.
- The Contractor will consult with the LBH, TfL, and another contractor / supply chain in the area to minimise disruption and undertake joint trip generation analysis. Should an adjacent construction site arise, the appointed Contractor will pursue the possibility of collaborating on holding areas and shared services when their works schedule is known.
- Implement a staff travel plan.
- There will be limited on-site parking provided for construction worker's vehicles. On street parking will be discouraged. As there are good transport options available, travel by public transport will be strongly encouraged, along with car sharing by each subcontractor.
- The number of staff on site for the demolition works won't exceed 10 operatives and so along with public transport and car sharing, any off-site parking will be low. There will be a commitment required from the Contractor via their contract that no parking will be allowed on Bullsbrook Road for their operatives.

AGREEMENT

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

It should be noted that any agreed DM&LP does not prejudice further agreements that may be required such as road closures or hoarding licence