

**Life and Mind Building – University of Oxford
Construction Traffic Management Plan**



CONSTRUCTION TRAFFIC MANAGEMENT PLAN			
Life and Mind Building (LaMB) – University of Oxford			
Company	Wates Construction Ltd;		
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Contact Information

Wates Construction Limited
 Wates House
 Station Approach
 Leatherhead
 Surrey
 KT22 7SW

+44 (0)1372 861000
 www.wates.co.uk

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1.0 Introduction

Wates Construction Limited have prepared this Tender Stage Construction Traffic Management Plan (CTMP) to supplement our tender proposal and set out our general approach to the management of construction traffic for the Life and Mind Building at the Science Park on the University of Oxford campus.

The works comprise the full redevelopment of the site currently occupied by the Tinbergen Building located on South Parks Road, Oxford.

The completed facility will provide approx. 25,000m² of laboratories, teaching spaces and new office accommodation over a basement and 6 upper floors. The completed development will enable a once-in-a-generation opportunity to provide an enhanced home for Zoology, EP and Plant Sciences.

1.1 CTMP Objectives

The overall objectives of this tender stage CTMP are to:

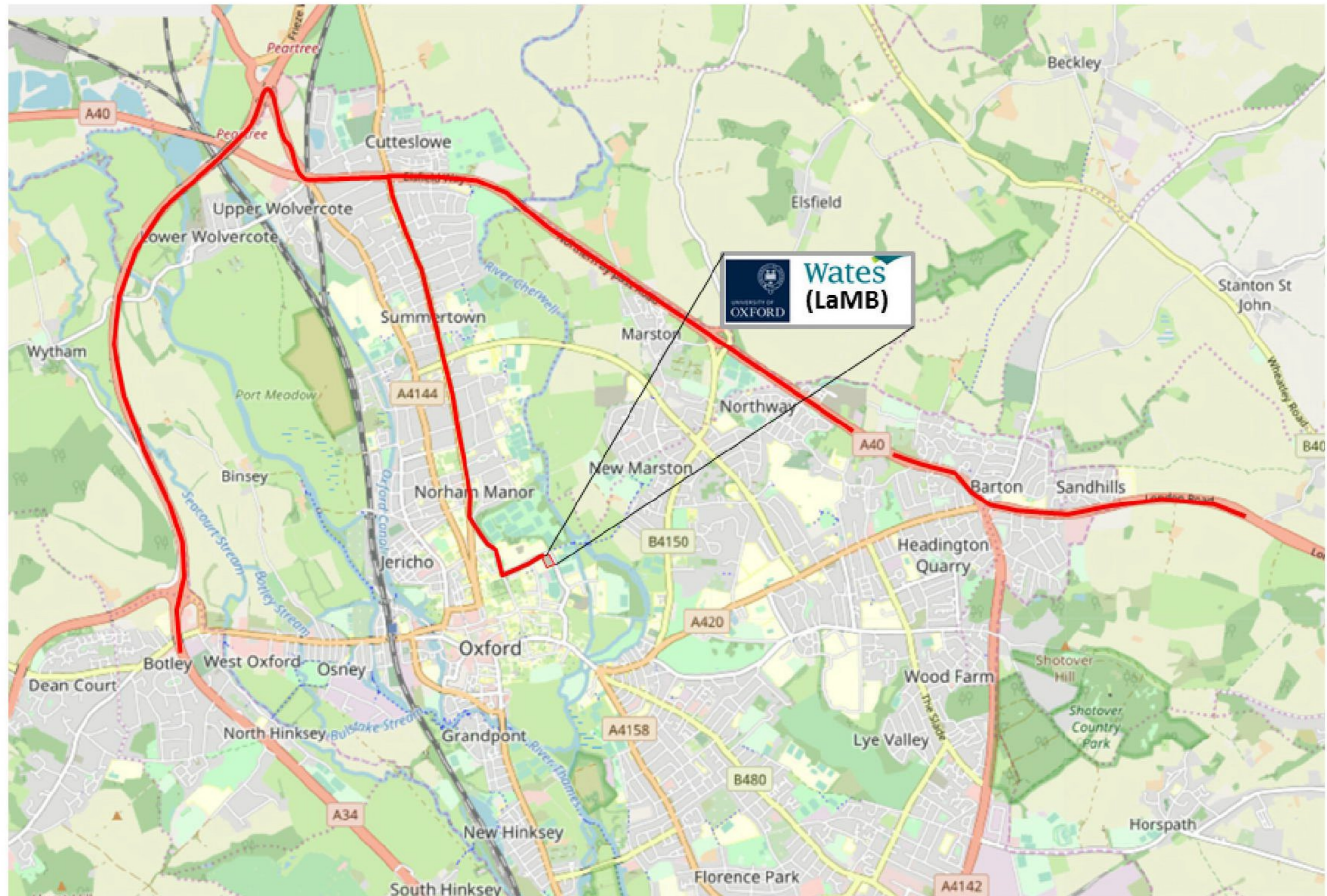
- Minimise disruption to traffic, residents, colleges and business in the north east of Oxford City Centre and the local environment surrounding South Parks Road.
- Specify processes for deliveries to site
- Encourage construction workers to travel to site by non-car modes and minimise impact on neighbouring parking.
- Identify the number of operatives working onsite and the timescales for each project phase.
- Establish procedures for good working relationships with key stakeholders and neighbourhood groups.
- Promote smarter operations that reduce the need for construction travel.
- Encourage the use of greener vehicles.
- Encourage the most efficient use of construction vehicles' servicing the site
- Reduce on site emissions
- Consider alternative means of river transport.

1.2 Site Location and Description

The site is located at 9, South Parks Road, Oxford, OX1 3RF and occupies the footprint of the existing Tinbergen Building which sits on the corner of South Parks Road and St Cross Road, within the Oxford City planning authority.

The existing site is currently being demolished to enable the construction of the new Life and Mind Building.

The new building abuts the existing occupied Chemistry Teaching Block (CLT) at the south side of the site which is to be retained.



Source: OpenStreetMap with WCL annotations, Oct 2019

1.3 Local Context

- 1.3.1 The site is bound to the North by South Parks Road, immediately South by CLT block and Balliol College recreational ground beyond; to the East by St Cross Road and New College recreational ground beyond. The existing Science Campus buildings and temporary accommodation block for the Zoology department lies to the West.
- 1.3.2 The site is within 20 mins walking distance of Oxford Rail Station.
- 1.3.3 Oxford Rail Station is served by buses from bus stops located in St Cross Road, South Parks Road and Keeble Road
- 1.3.4 Parking is restricted in South Parks Road and St Cross Road by yellow lines and cycle paths on both sides of the carriageway.
- 1.3.5 The M40 motorway junction 8 is approximately a 20 minute drive North East of the site via Banbury Road (A4165) and the A40.
- 1.3.6 Mansfield Road – road surface is unsuitable for large vehicles and is not available for construction vehicle access to the LaMB site.
- 1.3.7 Pedestrian access is to be provided to the CLT block at all times during the construction process.

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1.4 Main Considerations and Challenges

The site is subject to several challenges relating to its size, surroundings and local transport infrastructure. The following key issues have been taken into consideration, in developing this Construction Traffic Management Plan.

- Vehicular access to site
- Existing cycleways to South Parks Road and St. Cross Road
- Maintaining clear and safe pedestrian access to the public highways surrounding the site and users of the CLT block.
- Public consultation and liaison with local residents, stakeholders, local colleges and Oxford City Council. (OCC)
- Minimizing the impact of construction activities on the local environment and the adjacent university buildings to the West of the site
- Close proximity of sensitive research laboratories and university teaching buildings
- Delivery routing and the reduction of vehicle deliveries to the site.
- Operatives working on site
- Maintaining good working relationships with neighbourhood groups
- Minimising the impact on external traffic flows
- Details of any river transport or logistics provision

1.6 Hours of operation

We anticipate site working hours to be

- 08:00 to 18:00 hours Monday to Friday
- 08:00 to 13:00 hours Saturday

Deliveries to site may be restricted to site at peak times from 07.30 to 9.30 and 16.30 to 18.30.

All works will be undertaken within the agreed hours stated within the planning approval. Unless in the event of unforeseen or exceptional circumstances such as.

- Health and safety issues which require continuation of the works
- Works being carried out within the existing building envelope.
- Completion of operations that would otherwise cause greater interference to the environment or members of the public if not completed.
- Completion of concrete pours due to unforeseen overruns such as batching plant delays or traffic delays
- Delivery of abnormal loads i.e. large police advised loads requiring specific transport notification
- Operations that need to be undertaken outside of standard working hours which include tower crane erection and removal will be agreed in advance with Oxford City Council.

2.0 Planning Policy and Guidance.

Early during the preconstruction period and to close out any pre-commencement planning conditions this tender stage CTMP will be updated in accordance with current key national and local strategic planning policies.

2.1 National Policy

2.1.1 National Planning Policy Framework (NPPF)

The NPPF promotes the use of sustainable transport throughout the UK, safe road design, and the efficient and sustainable delivery of goods and supplies.

The NPPF sets out the long term strategy for spatial sustainable development.

2.1.2. The Traffic Management Act (2004)

The act makes 'provision in relation to the management of road networks; to make new provision for regulating the carrying out of works and other activities in the street'. It acknowledges that highways may be occupied due to construction activities and identifies appropriate changes levied for any extended occupation.

2.1.3 Designing for Deliveries, Freight Transport Association (2006)

Industry guidance for architects, planners and engineers designing and evaluating service areas and access roads for commercial vehicles'

2.2. Regional/Local Policy Guidance

- Oxfordshire Council Local Transport Plan 2017
- Oxford City Council Transport Plan
- Construction Logistics and Community Safety (CLOCS)
- Fleet Operator Recognition Scheme (FORS)
- Building a better future for freight. Construction Logistics Plans (CLP)

3.0 Construction Programme and Phases

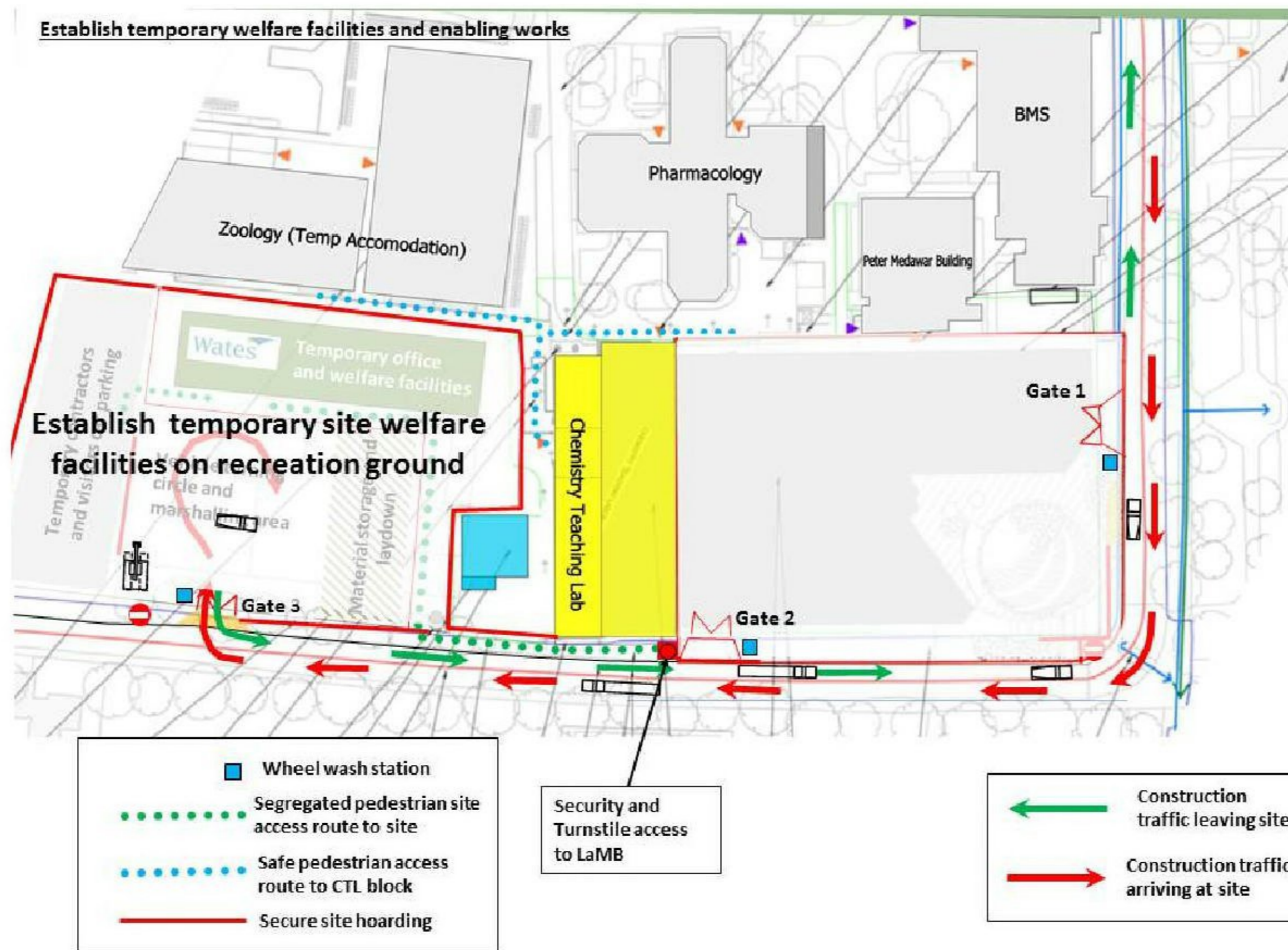
3.1 Works Programme

The overall construction period from commencing the Main Works to completion and project handover is anticipated to be in the region of 135 weeks. The table below summarises the construction sequence and approximate dates and durations for each section of work (excluding sequence overlap).

Construction Stage	Duration	Anticipated Start	Anticipated Finish
Site set – up and enabling work	4 weeks	Jun 2021	July 2021
Piling platform and sheet pile wall	11 weeks	July 2021	Oct 2021
Sub - structure to ground floor	21 weeks	Oct 2021	Feb 2022
Super- structure	35 weeks	Dec 2021	Aug 2022
External envelope	38 weeks	May 2020	Dec 2022
Internal fit out	74 weeks	April 2022	Aug 2023
Testing and commissioning	26 weeks	Jul 2023	Dec 2023

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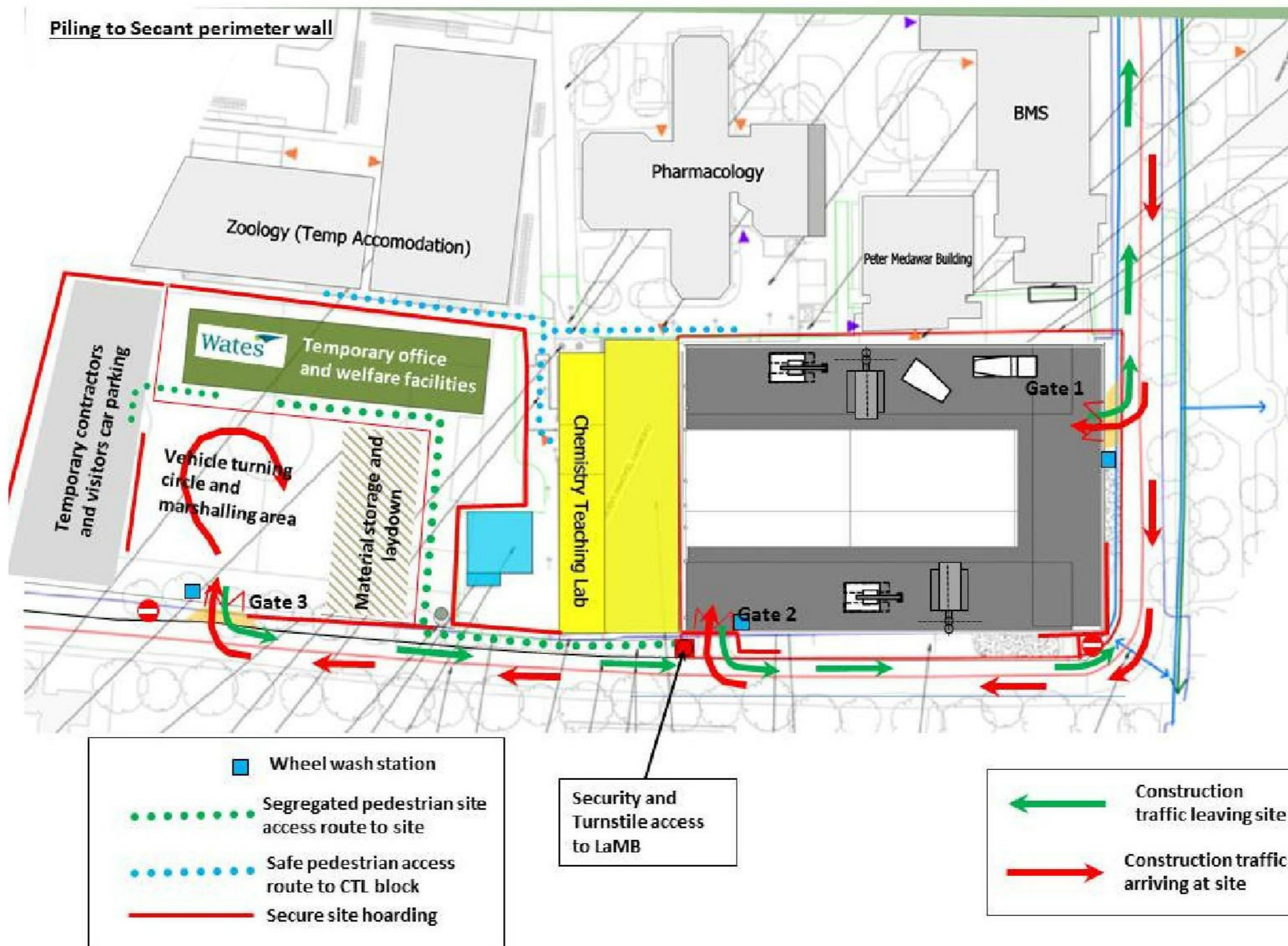
3.2 Site set – up and early enabling work



To enable the site welfare facilities to be established a temporary footpath crossover will be constructed off St Cross Road. This will provide access to construct the site compound.

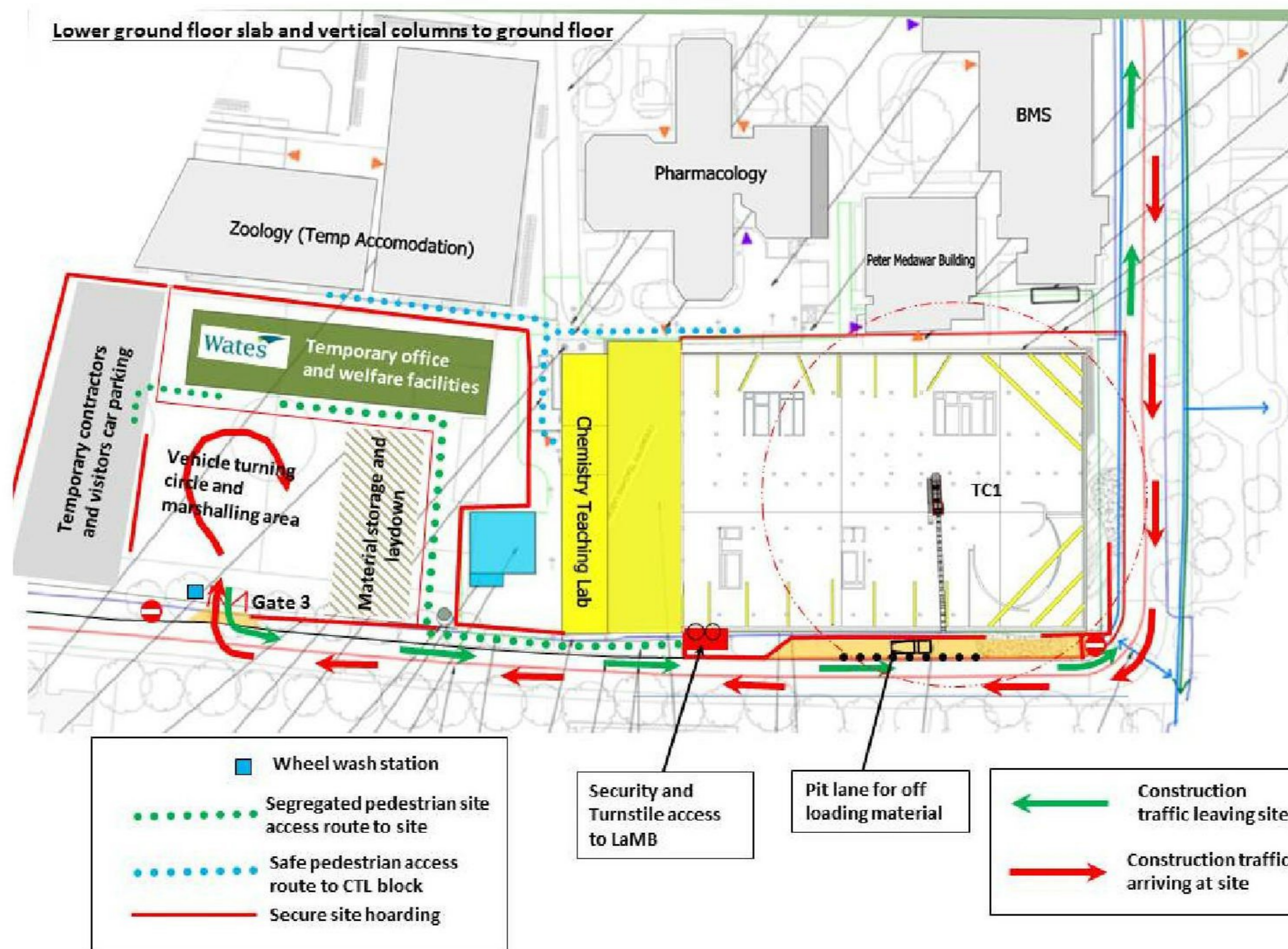
Access to the main site area during this stage will be via the existing site entrance gates used by Erith Contractors during the demolition stage.

3.3 Piling platform and sheet pile wall



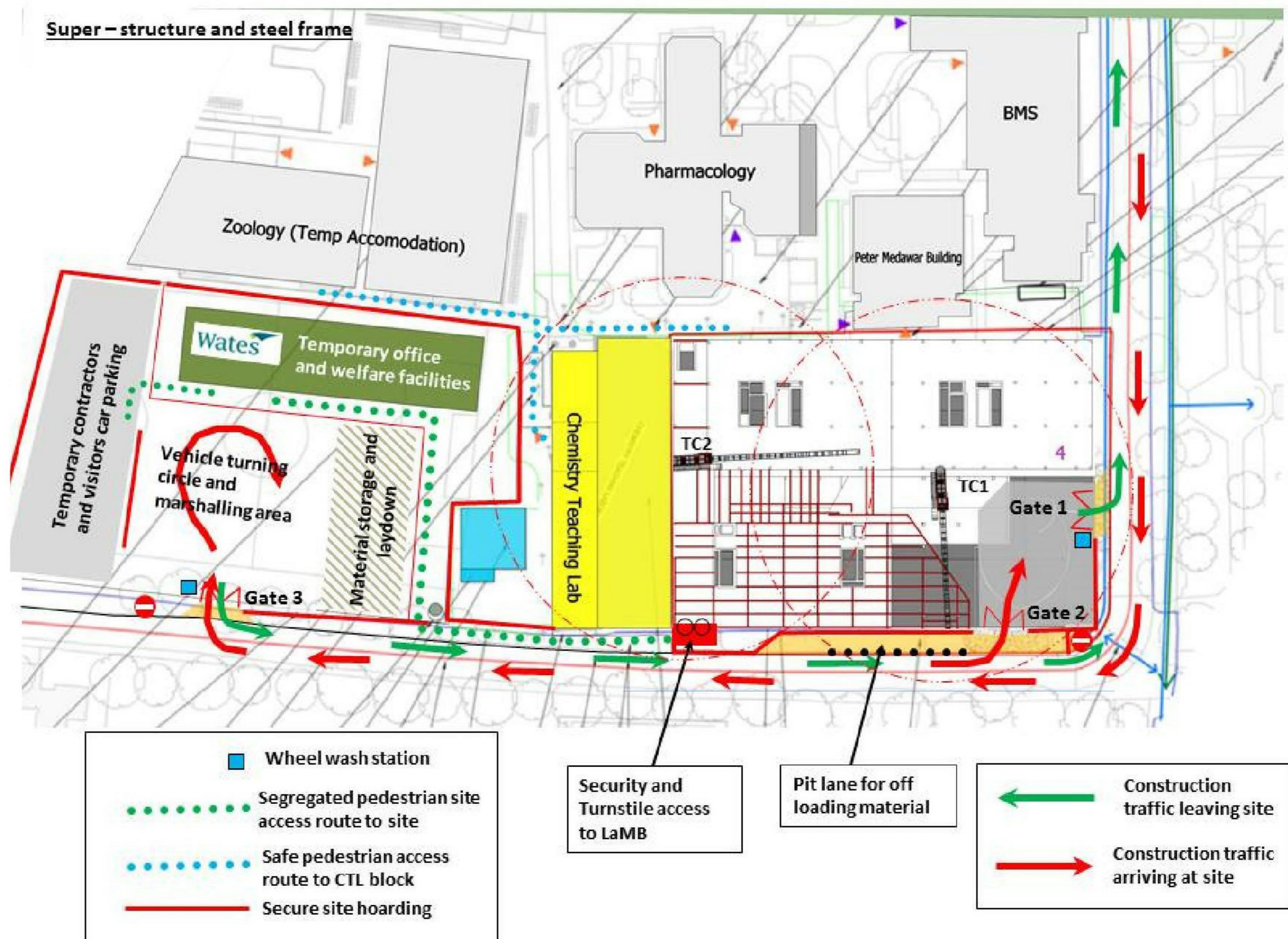
During the piling stage access to the site will be via the Gate 1 and Gate 2 previously used by Erith Contractors. Wheel wash stations will be positioned at all vehicle access and egress points to the site.

3.4 Substructure stage



As the lower ground floor raft is completed and the propping to the sheet piled wall capping beams is in place, we will install a pit lane in St Cross Road (following Highways approval). Consideration will be given to maintaining the existing cycle lane and the existing street light and signalised crossing (inc visibility of nearside signal head). At this stage all construction vehicle's will turn right into the site compound and turn around within the turning circle and turn left when leaving the site compound, into St. Cross road and enter into the pit lane. Relocation of the nearby bus stop will also be discussed with the local authority and operator.

3.5 Superstructure and steel frame

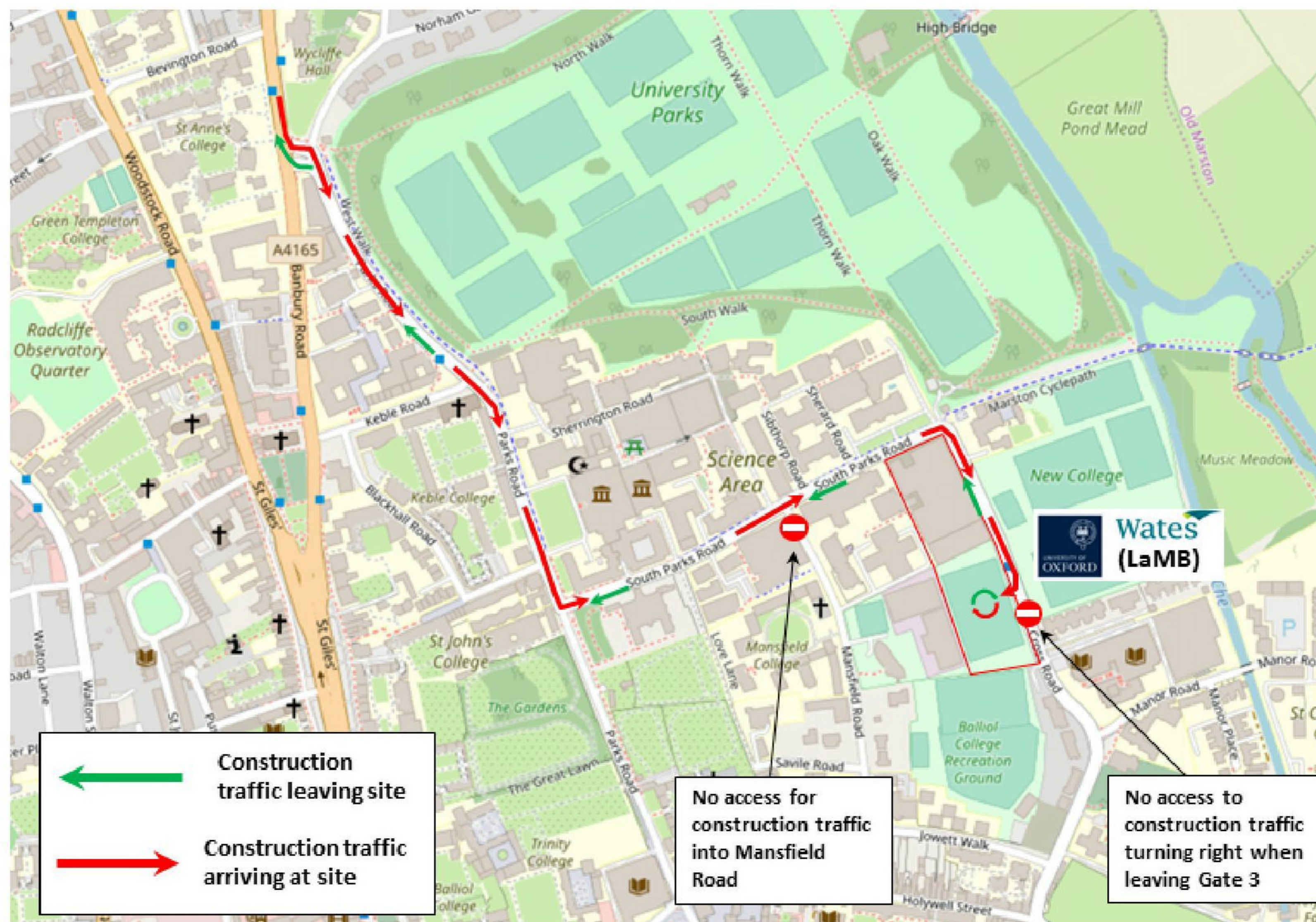


As the substructure works upto ground floor slab are complete, site entrance gates 1 and 2 will be added to enable construction traffic to travel onto the ground floor slab, via a temporary bridge across the the scoop. This arrangment will ensure that construction vehicles can be off loaded on site, and leave and enter the site in forward gear, removing the need to reverse and provide a safe and controlled flow of construction vehicles.

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4.0 Vehicle Routing and Access

4.1 Vehicle Routing



Construction traffic will approach from the North or South via the A34 or the A40 dependent upon the direction of travel.

Construction traffic approaching the site via the A40 or A34 will proceed southwards along Banbury Road (A4165) at the A40/Banbury Road roundabout and subsequently access the site via Park Road and South Parks Road.

For construction traffic exiting the site to the North, the route described above will be taken in reverse.

Construction traffic approaching the site from the South via the A34 will proceed northwards along the western edge of Oxford and exit onto the A40.

Once on the A40, construction traffic will follow the route southwards via Banbury Road (A4165), Parks Road and South Parks Road, as described above.

The route via Banbury Road has been chosen as opposed to more direct routes from the south as it avoids minor roads, schools, colleges and pedestrianised areas.

4.2 Construction vehicle holding areas.

We will arrange deliveries to site in a “just- in-time manner”, and use lay-by areas on the A34 and A40 to hold vehicle’s away from the site pending delivery. There is also provision to hold vehicles at the M40 Cherwell Valley Services JCT10 and Oxford Services JCT 8. Holding vehicles in these locations will be kept to an absolute minimum.

In addition there is provision to hold vehicle’s within the site compound marshalling area which will eliminate the need for vehicle’s to queue on the South Parks Road or St Cross Road.

4.3 Traffic regulation orders

Our initial review of the tender information indicates that the following traffic regulations will be required during the course of the works.

- Partial closure of footpath in St Cross Road to form the new temporary crossover into the site compound.
- Partial closure of footpath in South Parks Road to form the new vehicle access to site entrance gate 1.
- Partial closure of the footpath in St. Cross Road to form the pit lane and site entrance gate 2
- Partial closure of footpath/highway in St. Cross road for the connection of new statutory services i.e. Power/Water/Gas and New drainage connections.

5.0 Estimated vehicle movements and labour resource profile

5.1 Vehicle movement and frequency

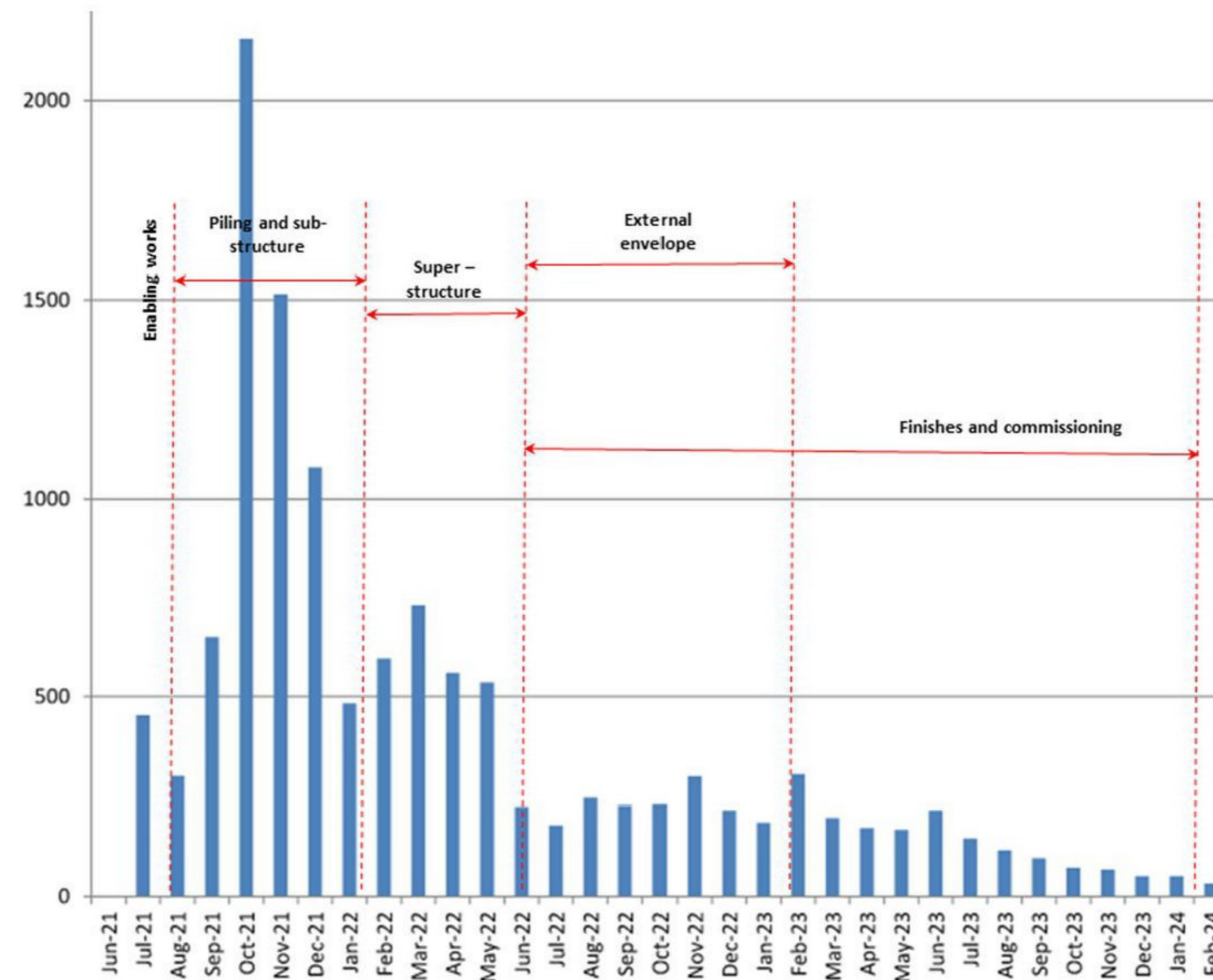
The number of construction vehicles accessing the site has been estimated for each phase of the project and are summarised below.

Construction Phase	Period	Ave no of vehicle movements (Monthly)	Peak average no of vehicle movements (Daily)
Enabling works	July 21 to Aug 21	550	40
Piling and Subs to Ground Floor	Aug 21 to Jan 22	1150	100
Superstructure	Jan 22 to June 22	457	40
External Envelope	June 22 to Feb 23	104	16
Finishes and Commisioning	June 22 to Feb 24	95	40

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The estimated number of monthly HGV movements is shown in the histogram below



Our assessment indicates that the peak of HGV movements will occur in October 2021. At this time the site will be receiving approximately 100 HGV deliveries per day during the excavation of the new basement.

Typical construction vehicles during this period will comprise, ready mix trucks, and muck away vehicles.

5.2 Indicative plant and equipment used during the construction period

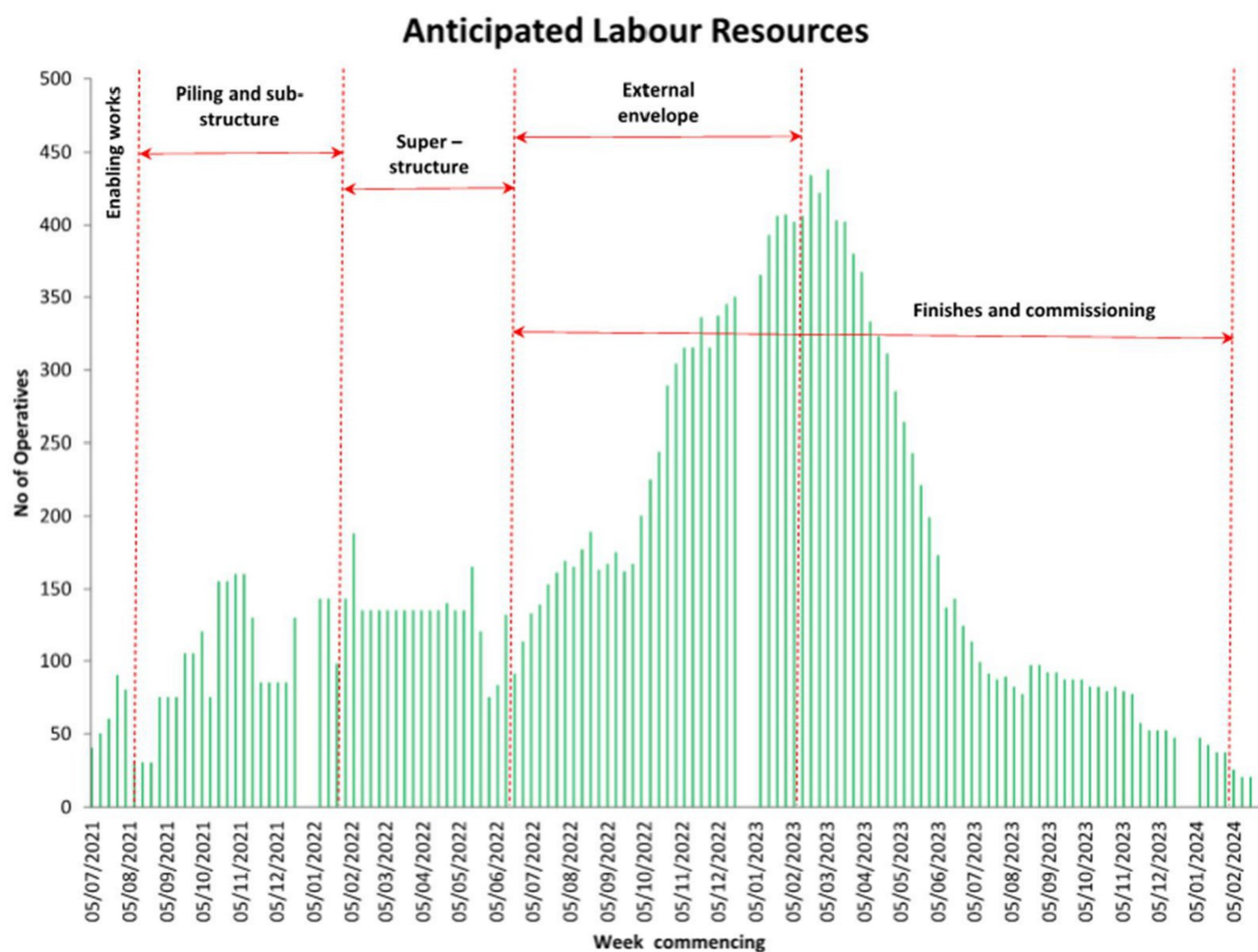
The table below indicates typical construction plant and equipment to be used on site for the duration of the project.

Plant and Equipment	Enabling works	Piling and Substructure	Superstructure	External envelope	Finishes and commissioning
360° tracked excavator	✓	✓			
Dumper	✓	✓			
Ready-mix concrete lorries	✓	✓			
Tower Cranes			✓	✓	
Piling rigs		✓			
Passenger and Goods Hoists			✓		✓
Concrete pump (mobile)		✓	✓		
Static boom concrete pump	✓		✓		
Cladding spider cranes				✓	
Cantideck retractable loading bays			✓	✓	
Pallet trucks			✓	✓	✓
Cutters, drills and small tools			✓		✓
Floodlights		✓	✓	✓	
Self-off-loading (HIAB) vehicle	✓	✓	✓	✓	✓
Hydraulic benders and cutters	✓		✓		✓
Delivery lorries / vans	✓	✓	✓	✓	✓
Low loaders	✓	✓	✓		
Mobile elevated work platforms (MEWPS)	✓		✓	✓	✓
Temporary props					
Mobile cranes	✓	✓		✓	
Jump core formwork					
Tipper lorries	✓	✓			
Independent scaffold			✓	✓	
Screed pumps					✓
Forklift trucks and telehandlers	✓		✓	✓	
Storage containers	✓	✓	✓	✓	✓
Scaffold delivery vehicles				✓	
Steel delivery vehicles			✓	✓	
Brick and block delivery vehicles			✓		

5.3 Operatives working on site

We anticipate labour resources to peak at about 400 personnel during the spring and early summer of 2023, when the fit out and finishes are well underway to both the Flex and Office buildings.

The histogram overlaid indicates our assessment of the labour resources over the construction phases of the project.



6.0 Strategies to Reduce Impacts

The following section identifies our planned measures and strategies to be used to achieve the CTMP objectives listed in section 1.1 and manage the challenges identified in section 1.5 including;

- Processes for deliveries to the site
- Impact on neighbouring parking and timescales
- Maintenance of local roads for residence
- Details of any river transport or logistic provision.

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6.1 Processes for delivery to the site

6.1.1 Construction Logistics Manager (CLM)

A dedicated CLM will oversee the operational planning and booking of deliveries to site through all the stages of the construction. The general duties of our Construction Logistics Manager includes:-

- Produce project outline logistics plans and site signage to ensure monitoring and the smooth operation of all logistical activities.
- Manage the web-based delivery management system
- Liaison with Local Police, Emergency Services, adjacent contractors, site wide logistics team and Statutory Authorities as required, providing safety and traffic management control.
- Assist with good neighbour policy in conjunction with the client, with particular emphasis on the employment of local labour.
- Instigate an effective security/access control regime.
- Maintaining a courteous liaison with members of the public.
- Recording of vehicle movements to site; collected through a delivery booking-in system
- Recording and reporting breaches and complaints including
 - Vehicle routing
 - Unacceptable queuing
 - Unacceptable parking
 - Supplier FORS silver accreditation
 - Low Emissions Zone (LEZ) compliance
- Recording and reporting safety
- Unauthorised vehicles will not be permitted on site and this will be controlled by the Logistics Manager and the traffic marshals.

Vehicle safety and load checks will be undertaken at the gates by Traffic Marshalls.

6.1.2 Delivery scheduling

A web-based delivery management system will be used to control the volume of deliveries to site. This system will work by defining the number of 'resources' a site has and thus can service in 30 minute intervals. It then limits the number of delivery bookings per half-hour, to the defined capacity.

Sub-contractors and hauliers must be booked in a minimum of 48-hours in advance in order to allow the request to be reviewed and subsequently approved/declined. This will prevent gate congestion and highways overspill during busy times.

6.1.3 Adherence to vehicle routing plans

Vehicle route plans will be provided to all suppliers and subcontractors when orders are placed to ensure drivers are fully briefed on routing requirements. The routing plan and delivery instructions are required to be followed at all times.

Routes to/from the strategic road network and vehicle holding areas will be updated during the PCSA period, to inform potential Construction Consolidation Centre (CCC) and central tool hire centres, with the aim of reducing the number of deliveries to site

Vehicle routing plans will be regularly assessed to establish any potential conflicts or hazards developing during the course of construction, with particular attention paid to pedestrians and cyclists around access points to the site and local road junctions.

Prior to commencing works on site Wates will agree a routing plan with Oxfordshire County Council (OCC) to ensure that all heavy construction traffic to and from site follows the appropriate route.

We will also issue vehicle identifier sheets with routing plans to all traffic marshalls and delivery drivers to help assist in the enforcement of routing. Driver information packs will also include guidance on site specific rules and local safety considerations.

6.1.4 Timing vehicle delivery slots to avoid local peak traffic times

Timing deliveries to avoid local peak traffic times will aid the operational efficiency of the construction site and minimise traffic nuisance to local residents.

HGV delivery times wherever possible will be scheduled between 9.30 and 16.00 hrs to avoid the school drop off and pick up times and busy commuting times in Oxford City Centre.

6.1.5 Use of holding and vehicle call off areas

The use of lay-bys and motorway service stations as holding areas and potential other Construction Consolidation Centres (CCC) will allow vehicles to arrive early and delay their final approach to site until the pre-arranged delivery time. This will lead to greater logistical efficiency and reduced disturbance in the surrounding area. We have detailed our proposed locations for these areas in 4.2 above.

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6.1.6 Compliance with Safety and Environmental Standards

We are committed to ensuring all contractor and sub-contractor vehicles arriving at site comply with sufficient safety measures and requirements relating to Work Related Road Risk and the current Direct Vision Standard www.tfl.gov.uk/direct-vision-standard appropriate for the classification of delivery vehicle.

It is a requirement for all vehicles and driver management practices to comply with the FORS and Construction Logistics and Community Safety (CLOCS) www.clocs.org.uk

All vehicles delivering to site are required to have a minimum FORS Silver accreditation. An up-to-date list of trained companies and drivers is available at www.fors-online.org.uk.

Non - compliant delivery vehicles will be turned away and not permitted to deliver to site. This will be controlled through the construction logistics manager and policed at the site entrances by the site traffic marshals.

6.1.7 Qualified Traffic Marshalls and Bankspersons

CSCS qualified traffic marshals' and bankspersons will be employed to control the access and egress of construction traffic to site entrances and will be directly managed by the Site Logistics Manager

Vehicle access points to site will be appropriately signed and managed to avoid conflicts between vehicles/cyclists and pedestrians.

6.1.8 Collaboration with other sites in the area

In conjunction with Oxford City Council, Wates will collaboratively work with neighbouring developers and construction sites, to realise potential benefits through consolidation of construction movements, common procurement and shared waste management, to increase efficiency and reduce negative construction impacts.

This will also include other University of Oxford Contractor Framework members.

Possible measures to be considered will include.

- Joint use of consolidation areas
- Shared holding areas
- Shared cleaning and traffic control services
- Driver training programmes
- Regular communication and community engagement.

6.1.9 Implement staff travel plan

Operatives will be incentivised to use Oxford Railway station and local bus routes into the city.

Local travel information will be displayed on the notice boards within the site canteen and use of public transport and other forms of sustainable transport such as

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car sharing schemes will be actively encouraged. Secure bicycle storage racks will be provided within the site compound.

6.1.10 Maximise onsite storage areas

There is a laydown area available within the site compound for materials, enabling bulk deliveries to be accommodated and avoiding the need for part load deliveries and reducing the number of vehicle movements.

6.1.11 Car parking and cycle provision

There will be limited parking on site and operatives will be instructed not to park in local residential roads.

The workforce will be incentivised to use public transport and local park and ride facilities into the centre of Oxford City.

Within the site compound ample space will be provided for secure cycle racks and the work force will be actively encouraged to cycle to work. In addition a visiting bike technician and provision of air filling points can support this facility.

6.1.12 River transport considerations

We have considered the potential of transport construction materials to site via the River Thames and are of the opinion that this is not feasible for the following reasons.

- Local bridges restrict headroom for large river traffic
- There is no direct river access to the site
- There are limited wharfs to off load construction material.
- Construction materials would have to be decanted onto smaller vehicles and increase the number of vehicles delivering to site.

6.2 **Maintenance of local roads**

6.2.1 Pedestrian site access routes and public footpaths

During construction, existing pedestrian routes and footpaths will be maintained. Where temporary closures and diversions of footpaths are required for new crossovers, incoming services connections, drainage connections to the LaMB project; traffic orders will be obtained in good time from Oxford City Council for the suspension and re-routing of pedestrian paths.

Within the site boundary, operatives, staff and visitors will be segregated from construction traffic at all times. A pedestrian footpath protected with crowd barriers will segregate site pedestrians from the roadway. Formalised crossings will be installed in key locations to prevent pedestrians assuming priority over vehicles and vehicles on site will have a 5mph speed limit imposed on them.

Clearly designated pedestrian routes will guide operatives from the site compound to the main site access in St. Cross Road.

6.2.2 Management of public highways.

The following measures will be employed to prevent mud and site run off from contaminating public roads and completed sections of the works;

- Provision of cleaned hard standings to all site access roads
- Provision of wheel washing facilities at all site exit points.
- Visits by road sweeping vehicles attending the site entrance areas, adjacent roads and approach roads to the site. Adequate sheeting of muck away vehicles
- Provision of welfare facilities for operatives to change before leaving site
- The site entrances will be regularly maintained with regular washing down at the site entrance.

Winter working – provision of road and footpath gritting and clearance services to site entrance roads and local roads to minimise potential delays at the site entrance.

6.3 **Design and material procurement to reduce impact on external traffic flow.**

6.3.1 Design for manufacture, assembly and off - site manufacture

Reducing delivery numbers and effective delivery management are key factors in successful delivery of the LaMB project. Off-site manufacture of pre-fabricated components have been considered through a smart design and procurement strategy and will include:-

- Unitised curtain wall and cladding components
- Prefabricated plant rooms
- Prefabricated MEP service risers
- Prefabricated horizontal service runs
- Consideration to Modern Methods of Construction (MMC) to maximise off site pre fabrication.

Our Wates owned and controlled off-site manufacturing arm, Prism, will be key to providing the very best in modular and pre-fabricated solutions, saving thousands of man hours, improved H&S, enhanced quality and efficiency and reducing deliveries therefore helping us achieve our sustainability goals.

6.3.2 Smart procurement strategy

The following will be considered as part of a smart procurement strategy when appointing suppliers and subcontractors.

- Minimisation of the number of vehicle movements.
- Promote collaboration with other suppliers to minimise the number of deliveries to site.
- Type of delivery vehicle – specification considering the safest and most suitable vehicle, with the most appropriate off-loading equipment.
- Efficient site off-loading process and distribution strategy
- Waste minimisation and reduction in packaging

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- Material collection and recycling by suppliers under a “take back scheme”.
- Focus on material scheduling to avoid over ordering and generation of waste material. Include materials that are pre-cut to size (off-site) rather than using standard sizes.

6.3.4 Waste minimisation

The key aim will be to minimise the impact on waste streams through elimination of waste by design, minimising waste at source and recycling waste where practical to the benefit of reducing construction traffic movements. It is also to ensure legislation and environmental best practice is adhered to in disposal of non-recyclable waste. Where the design permits, it will be the intention to have elements pre-fabricated and finished off-site to minimise packaging.

A site-specific Waste Management Plan (SWMP) has been prepared for the tender return and will be updated and controlled from the start of the pre-construction stage and sets out the procedures for managing and controlling waste through the construction period. The plan will specifically identify types of waste generated, how waste will be reduced, reused and recycled.

Wates will appoint contractors and suppliers ensuring that waste is correctly recycled and disposed of appropriately. The SWMP will set out monitoring procedures to measure waste generated through the project.

The site logistics manager will be primarily responsible for the effective removal of waste from site. Wherever possible all waste will be segregated into separate waste stream containers on site subject to available space. If this is not possible, waste will be transferred to recycling stations using established waste management and recycling contractors for separation into recyclable waste streams off site.

7.0 **Delivering good working relationships with neighbouring groups**

7.1 Neighbour and community liaison

Contact with various local stakeholders:

- Linacre College
- Peter Medawar Building
- CTL occupants and occupants of the current temporary University facility serving Tinbergen building.
- University of Oxford Estates Department
- Local Residents
- Local Businesses
- The project consultants

Will be established before we take possession of the site. The emergency services will be informed of the construction project prior to possession and will be invited to site for training opportunities.

The site’s construction team will deal with any queries and provide immediate response to any issues raised.

A site manager will be appointed to act as community liaison and Considerate Constructors Scheme (CCS) champion and will maintain an active dialogue with our neighbours.

Monthly project newsletters will be produced and agreed with the University of Oxford prior to distributing to local residents and businesses. Newsletters and project information boards will be used to communicate key project information, including site progress, future works, abnormal deliveries and possible road restrictions.

Prior to commencing onsite, we will engage with key local stakeholders and review key issues such as traffic management procedures, together with specific emergency procedures.

7.2 Considerate Constructors Scheme (CCS)

The site will be registered with the CCS and the project will comply with the “code of considerate practice”. The project will seek to achieve scores of greater than 40 from the regular CCS site inspections.

Wates are an associate member of the CCS scheme with average scores of greater than 40, which places us within the top 10% of UK contractors.

Monitoring of site standards will be continuous throughout the project by internal reporting and CCS inspections. We will actively engage with the CCS “Best Practice Hub”

We will adhere to a Code of Practice that includes the following principles:

- Be environmentally aware in the selection of resources. Pay particular attention to pollution avoidance and waste management. Use local resources wherever possible and keep to a minimum at all times noise from construction site activity;
- Be considerate to the needs of all those affected by the construction process and of its impact on the environment. Special attention to be given to the needs of those with sight, hearing or mobility difficulties;
- Be a good neighbour by undertaking full and regular consultation with neighbours regarding site activity from prestart to final handover. Provide site information and viewing facilities where practical;
- Promote respectable and safe standards of behaviours and dress. Derogatory behaviours shall not be tolerated under threat of the strongest possible disciplinary action;
- Be safe. All construction operations and vehicle movements to be carried out with care of the safety of passers-by, neighbours and site personnel;
- Be accountable to the public by providing site contact details and be available to deal with their concerns and develop good local relations;
- All contractors will be required to adhere to the requirements of the code of practice. Information about the scheme will be provided to all personnel at induction and as well as tool box talks as appropriate.

Life and Mind Building – University of Oxford Construction Traffic Management Plan

- The scheme will also be publicised to local residents etc by the use of appropriate banners and posters with contact details posted at the boundary of the site

7.3 Employment and Skills Plan

A project specific Employment and Skills plan will be produced in conjunction with Oxford University and Oxford City Council. This document will set out a framework for the delivery of the employment and skills opportunities arising from the project.

The strategy produced through joint working with Oxford City Council Employment and Training team, will set out formal proposals and targets for providing employment and upskilling opportunities, arising throughout the life-cycle of the project.

Wates Construction is a UK-wide family owned contractor specialising in maximising value for customers and the communities in which they work, with an uncompromising focus on safety and quality.

Leaving a sustainable legacy for the people in and around our projects is a key objective on each of our projects. Wates' approach to sustainability and community investment is delivered through our award-winning programme 'Reshaping Tomorrow'.

'Reshaping Tomorrow' focuses on the issues important to our business, customers, supply chain and wider stakeholders:

investing in the local communities where we work

- promoting a more diverse and inclusive workforce,
- ensuring everyone's health and safety
- having a positive impact on the environment and
- delivering efficient and sustainable buildings for the future