

Neath Town Centre

Leisure and Retail Facilities – Phase 2

Construction Methodology / Management Plan

Client: *Neath and Port Talbot County Council*

Principal Contractor: *Kier Construction Western and Wales*
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Neath Town Centre
LEISURE AND RETAIL DEVELOPMENT

Kier Construction
Western and Wales

Document Control

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1.0 Project Summary

1.1 Location and Description

This *Method Statement* provides full details of the proposed works by Kier Construction at *Neath Town Centre* for the design and construction of retail units and leisure facilities – Phase 2

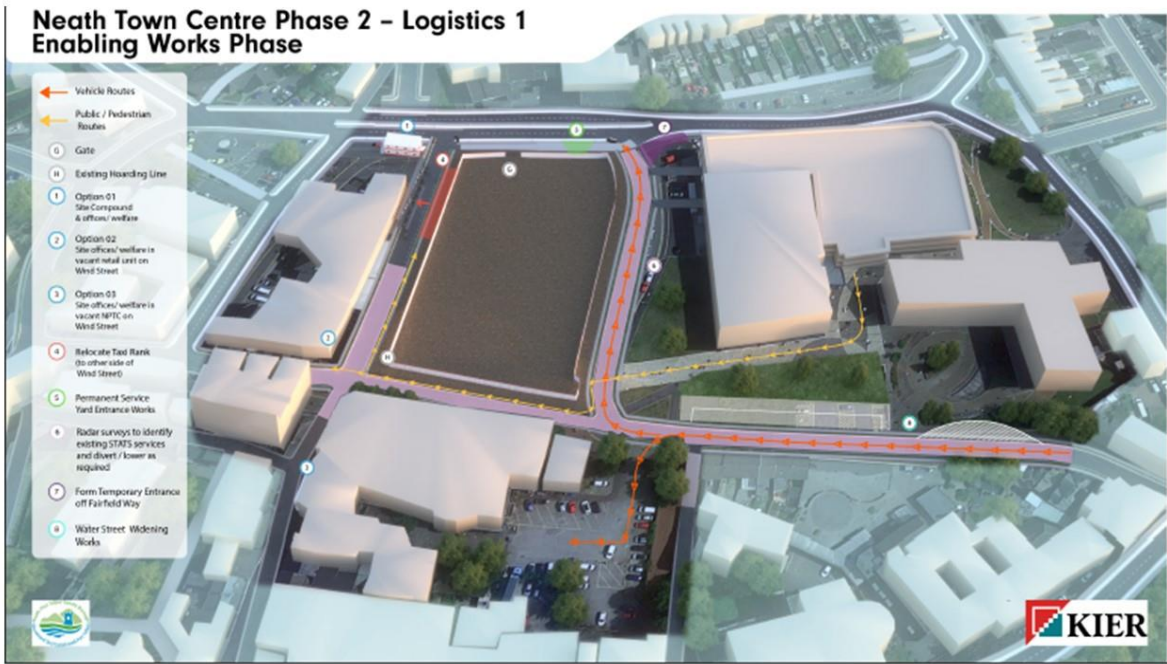
The development is located within the centre of *Neath Town Centre* and is bordered by existing live shops / businesses and commercial and residential properties. The work will involve the reconfiguration of existing roads and footpaths, construction of retail units and leisure complex along *Water & Wind Street* and associated public realm areas (car parking and landscaped areas).

Main access to the site will be via the *Prince of Wales Drive* and secondary entrance formed of *Water Street*. The delivery access for *Wilkinson's* will be via a temporary road and this will be kept clear at all times during construction.



The Phasing Plans below indicate the access and site logistics proposed for the new Leisure and Retail Units development within Neath Town Centre.

See **Appendix A** on the enclosed abstracts below:





See **Appendix A** on the enclosed abstracts below:

2.0 Project Information and Constraints:

The *Construction Method Statement* is based upon the utilisation of vehicular access along *Prince of Wales Drive* for all construction traffic. The method statement that follows contains details of the proposed routing and frequency / timing of vehicle movement.

2.1 Site Boundaries, Security and Access

The boundary of the site will be secured with solid hoarding, with the main site entrance / vehicle gates managed by a gateman at all times. Pedestrian access will be by a biometric turnstile to restrict any unauthorised persons onto the contractor's compound / site. Personnel will only be able to access the site after they have received a *Kier Site Induction* and had their biometric data installed on the system.

A *Traffic Management Plan* for the site will be developed to indicate vehicle and pedestrian routes on site. This plan will be continually updated as the works proceeds and in line with programme / sequence changes. We shall maintain plant / equipment and pedestrian segregation as is far as is reasonably possible at all times. We will incorporate designated 'cross over' points within those limitative situations.

The site accommodation and site offices will be within the site boundary entrance adjacent to *Prince of Wales Drive*. We would also enquire with *Neath Port Talbot County Council* on the possibility of providing a temporary pedestrian 'cross over' point during the construction period.

The arrival and deliveries of personnel and materials will need to be planned and managed carefully and communicated on a regular basis to the neighbouring properties / businesses. Kier Construction will hold regular logistics meetings with the relevant parties including two weeks look ahead plans that can be communicated to other third parties. We will engage through the correct procedures and protocols via the **Project Manager** and / or his **Appointed Representative**. These meetings will provide an excellent opportunity to discuss / review the forthcoming critical construction activities planned for the coming weeks, such as any major deliveries; cart away of the excavated / reduced levels and setting up the site accommodation / welfare cabins, large vehicle deliveries – formwork and reinforcement, concrete pours (Sub-structure activities), structural steelwork, external cladding / façade materials and curtain walling systems etc.

All construction traffic and deliveries will exit the site off the *Prince of Wales Drive*. This access will avoid vehicles entering the main pedestrian / traffic flow routes into the town centre.

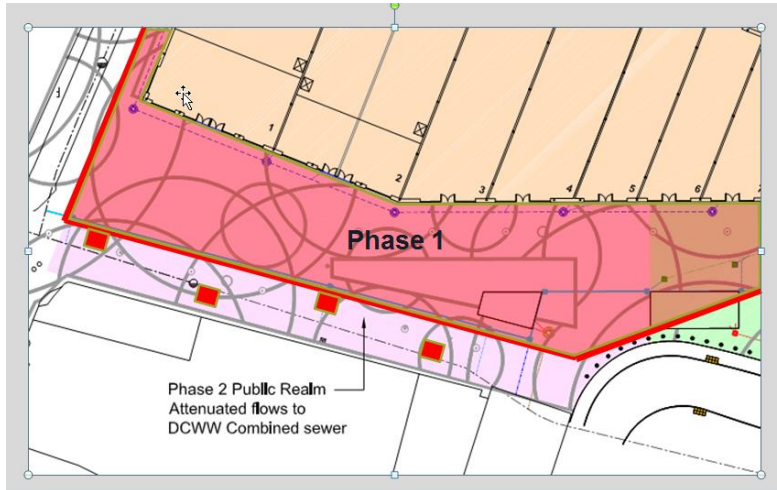
2.2 Site Logistic Plans / Strategy

See enclosed our proposed *Site Logistics Plans* for our site accommodation and welfare facilities in conjunction with the traffic management plans

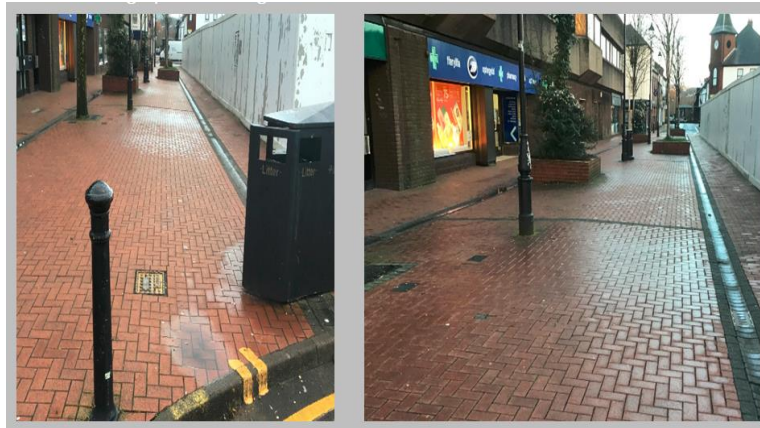
Locate the Kier site set up (office and welfare accommodation / facilities) within the existing boundary footprint.

We envisage the Kier site set-up will comprise of 5 on 5 cabins, with additional space allocated for the sub-contractors site accommodation and storage containers for the major / specialist supply chain packages – such as, M&E services, curtain walling and swimming pool specialist contractor)

Sequence of the Perimeter Hoarding – Sequence (1)



The 'New Perimeter Hoarding' will be set out in approximately the same line as of the existing drainage channel – The new drainage channel will be formed / constructed within the site boundary (Sequence 1) to enable the hoarding to be repositioned following completion of the drainage channel and 'part' of the Plaza public realm area – reference layout shown in sequence 2 below.



Existing hoarding will be dismantled and replaced with new – the new drainage channel will be positioned within the site boundary



Perimeter Hoarding (re-positioned during the construction period) – Sequence (2)



Perimeter Hoarding (re-positioned following the completion of the Plaza external landscaping works adjacent to the Retail Units) – Sequence (2)

Typical Kier Site Accommodation and Welfare Facilities – 5 x 5 Cabins



Typical site accommodation and welfare setup

Site parking

There will be limitative space on site for vehicle parking. The majority of sub-contractors vehicles will be directed to the adjacent pay and display parking facilities located within the neighbouring town centre.

Material deliveries will be pre-booked and given designated time slots. Unplanned deliveries may be sent away if causing congestion. These deliveries then be scheduled for a specific time slot.

Deliveries to Wilkinson's will not be affected by site operations at any time during the construction works

Site Deliveries Procedures

All delivery drivers will enter the site off Prince of Wales Drive. They will report to the main (Kier) site entrance and report to the Kier gate / security man for brief induction on the site logistics / protocols.

Deliveries to site will be managed in accordance with our delivery procedure plan. This procedure and site directions will be communicated to our supply chain suppliers and contractors. Restrictions to parking on site and within the town centre will also be advised to all of our supply chain contractors / visitors.

Kier Construction / Sub Contractors will abide by the site speed limit of 5mph at all times.



Speed limit on site

2.3 Key Constraints and Challenges:

Neath Town Phase 2 Constraints & Challenges



Key Constraints and Challenges:

1. Working within a Town Centre
 - 1.1 **'Live'** Premises and Residential Areas
 - 1.2 **'Live'** Service Yard – Shared Access (Wilko)
 - 1.3 Ground Conditions – Site and Ground Investigation Surveys to be further developed
2. Confined Site (storage restrictions)
3. Diversion of existing services (***maintaining existing services***)
4. Traffic and Pedestrian Management
 - 4.1 Interfaces with the General Public
 - 4.2 Interfaces with third party business deliveries
5. Material storage Limitations
6. Maintaining fire escapes and evacuation procedures
7. Manual handling requirements / heavy lifts – cladding units
8. Noise and Dust Pollution
9. Vibration Pollution

3.0 Ecology and Pollution Control

Considerations will include the value for wildlife and in-habitats on site. A Site Investigation report / Surveys will be undertaken to establish the defined scope for the specific control measures. Prior to commencing works on site Kier will provide a **Site Specific Environmental Management Plan** which will include the following:

- Carry out a site specific impacts and aspects assessment
- Prepare, monitor and manage the site Specific Site Waste Management Plan
- Align and link our Emergency Response Procedures and advise neighbouring buildings through the Project Manager and / or his Representative
- Aligning the works to any ecological timing and constraints where this is appropriate.

All of the above would then be fed into the **Construction Phase Plan** and be regularly monitored and managed throughout the duration of the works.

As part of the site induction, Kier Construction staff and supply chain subcontractors will be briefed on the content of the documents and instructed to abide by any specific controls set out by Kier Construction.

Support will also be provided by Kier dedicated Environmental Advisor (Chris Grimes) who will be involved in the early stages of the project to ensure that good environmental practices are adopted at the beginning and maintained throughout the project duration. Chris will also assist with the completion of the site specific Environmental Impacts and Aspects Register.

3.1 Dealing with Groundwater

Precautions will be taken when excavating to ensure silts are not allowed to migrate to any watercourse within the site boundary. A method statement will be produced to include a de-watering solution for excavating of drainage and substructure ground works. This will also be closely developed with the groundworks specialist.

Cut off ditches or geotextile silt fences will be installed as and when deemed necessary around excavations in order to prevent migration of silts into watercourses.

The silt buster (or similar precautionary wash out systems) will be used to filter out any contaminants from the ground / excavation activities to a suitable level and directed to a settlement area within the compound prior to any controlled or permissible discharge.

All earth moving plant will be controlled to reduce the risk of construction silt combining with any site run off.

The construction methodology has been based upon the recent ground and site investigation reports with no knowledge of ground contamination present. We shall produce a procedure / protocol for the control and movement of any such likelihood of contaminated material, in advance of any sub-structure works commencing for formal approval / acceptance by the relevant parties.



Silt-buster example

Washout into silt-buster

3.2 Fuel / Oil Storage

To minimise the risk of contamination from spills of oil, fuels and chemicals, they will be stored within a safe / designated area on the site. (**See site logistics plan**). Operatives will be trained in the refuelling of vehicles and attendance to spillage and spill procedures. These designated areas will be away from any draining points. Suitable bunds and drip trays will be used to collect material and prevent ground contamination. Fuel oil will be stored within a bund fuel bowser that will hold 110% of its capacity. Chemicals will be stored in a designated COSHH storage area also on site.

A spill kit will be located within a specific area of the site and will be clearly marked. All operatives will be made aware of this and other site specific controls at induction stage and within subcontract orders.

In the event of a spillage, an emergency spill response will be adhered to as set out within Kier Construction Environmental Plan procedures.

3.3 Dealing with Contaminated Land / Arising Materials.

A detailed investigation of the site will be carried out to determine if there are any contaminants or hazards in the ground by specialists. If anything is discovered before and during construction works will cease for the issue to be dealt with and any contaminants disposed of in the proper manner. This could be anything from asbestos or hydrocarbons to dirty needles as these sorts of things have been found on brownfield sites in the past.

The management of findings and material will fall in line with the established SEMP and procedures therein.

During excavation works, all method statements will cover the possibilities of discovering unknown contamination and detail all procedures for dealing with it by the specialist ground worker as and when identified.

Further material testing will be undertaken to determine the 'nature' of the arising's.

Risk reduction method will be put into place by breaking the pollutant links as follows:-



A material management plan will be produced to demonstrate an appropriate methodology for removing storing and treating contaminated material if 'hot spots' are discovered – currently this information is unknown until further site and ground investigations are undertaken.

If unexpected contamination is encountered the appropriate authority will be notified in accordance with the conditions set out as part of the planning consent. All works will stop, and the management / remediation plan amended for approval in advance of any works re commencing within these areas.

3.4 Working Hours

Normal site working hours will be between the hours of 08:00 am – 17:00 pm Monday to Friday and 08:00am – 13:00 pm on Saturday – (Sundays working by agreement of the *Environmental Health Officer*).

Working on Sundays will be limitative and only undertaken by prior agreement with the *Environmental Health Officer*. We do not envisage any Sunday working during the sub and super structure programme of works. We shall review Sunday working as work proceeds and advise with notice to the *Environmental Health Officer* of any such planned works.

3.5 Adjacent buildings and features

During the construction works it is essential that the adjacent buildings, in particular those commercial and residential properties along *Wind and Water Street* are taken into consideration.

Close monitoring of the site boundaries and activities will be undertaken on a regular basis to ensure that there is no compromise's to the general public and that access to the neighbouring shops and commercial / residential properties are not interrupted at any stage of the construction works.

Kier Construction will regularly liaise with the local residents and shop owners / supervisors via newsletters, notice boards and community meetings throughout the project duration.

Kier will work collaboratively with neighbours and local residents to ensure that they are kept informed of the critical site activities and that the proposed *Traffic Management Plan* is not compromised at any stage of the works. The plan will be reviewed on a regular basis to ensure that we meet the traffic and delivery challenges demanded on a project of this size and magnitude.

During the enabling works, *Kier* will install noise and vibration monitoring devices to monitor the ambient levels in advance of any sub-structure works commencing. This will be closely monitored by *Kier Project Manager* to ensure that these levels are not exceeded and therefore causing a nuisance to local residents / neighbouring buildings.

We shall liaise with Neath Port Talbot County Council at an early stage of the contract of the re-location of the existing taxi rank

3.6 Control of Dust, Emissions and Odours

The control of dust and emissions forms part of the environmental plan. Controlling dust is deemed as important for health reasons, emissions from plant and machinery must also be controlled as they can be a major contributor to pollution.

Throughout the project *Kier* will monitoring the creation of dust and adopted a strategy to minimise the amount of dust generated. The preventative actions taken will include:

- Water Damping / suppression if deemed required
- Extraction of dust from source where possible
- Tarmac access routes adjacent gate entrances. Wheel-wash facilities to prevent dust / granular fill being taken out onto the link roads and / or the public highway
- Cover waste skips

3.7 Control of Noise and Vibration

As well as being a major hazard for site operative's noise can also be an annoyance for neighbours and disturb local wildlife. Due to the site being in close proximity to residential and commercial properties, it is important that noise is monitored and reduced as much as possible.

Vibration will also be monitored and steps taken to reduce such activities. Vibration monitoring points will be set up at various locations in advance of the sub-structure and super structure works commencing, This will monitor the levels and record findings, should any levels reach the action rate then works will be ceased and methodology going forward will be discussed prior to activities re-commencing.

The following steps will be considered:

- Careful selection of equipment
- Use of noise control equipment
- Locate noisy operation as far from receptors as possible
- Maintain all plant and machinery

Control of noise and vibration will form part of our site wide environmental plan.

4.0 Community Engagement and Liaison

As part of the project it is important to identify the key stake-holders. As previously mentioned all local businesses, residents and other university buildings will be kept informed and a constant dialogue upheld to ensure all queries and concerns are addressed and resolved promptly.

Further information on the 'Community Engagement' will be contained within the 'Community Engagement Plan'.

The Kier Construction community engagement officer (Amanda Swoboda) will be assigned to the project to provide links with the local community, schools & colleges and identify employment opportunities for the local people. The project will give opportunities for apprenticeships and work experience.

The site will be registered with the Considerate Constructors Scheme.



CCS Logo

5.0 Public Safety

A great emphasise will be placed on public safety as with all projects undertaken by Kier Construction. A number of procedures will be implemented to ensure the safety of the general public is not compromised at any time:

- Maintain a fully enclosed site to the Leisure and Retail Units – see site logistics plan
- Good housekeeping to be maintained outside the site boundary, all adjacent roads will be inspected on a daily basis and cleaned as and when required.
- Deliveries to be controlled effectively to ensure minimal disruption to the general public and residents and businesses.
- Visitor's inductions to be undertaken.
- Timed deliveries to minimise gridlock on 'Prince of Wales Drive' and co-ordinated with the Traffic Management Plan.
- Dust, noise and vibration monitoring and mitigation to take place throughout the project.
- Complaint logging and resolution to be in place to ensure any comments are dealt with promptly.
- Good informative signage to identify all hazards on site to the public and operatives

5.1 General Site Rules

1. The site is a non-smoking site; there will be a designated smoking area assigned within the site boundary.
2. Subcontractors to provide a quality control plan within their method statement prior to commencing 'the works'
3. All inductions will require signature and identification prior to allowing personnel onto site
4. All operatives to be CSCS qualified
5. All subcontractors are responsible for protecting their materials and works from others
6. All contractors on site are responsible to segregate their waste into the skips
7. Method Statements and Risk Assessments are required minimum of 1 week in advance of their works commencing; no works will commence without approval of the method statement / risk assessment
8. Material delivery to site is on a time required basis unless specifically agreed otherwise i.e. no materials to be stored in excess of one week ahead of planned works commencing unless agreed by Kier Construction
9. No parking permitted on site (limitative access), contractors to utilise local pay and display parking facilities
10. All contractors must comply with the WRAP and BREEAM requirements
11. Toolbox talks to be carried out by the subcontractors supervisors as works proceed on site; All records of training to be issued to Kier Construction on a weekly basis
12. Local labour to be employed wherever possible – see community engagement plan for detail
13. Daily labour records to be issued to Kier Construction on a weekly basis (information to include labour and plant resource levels, material deliveries and weather records)
14. Minimum PPE requirements are listed as follows:-
 - i. Hi vis
 - ii. Helmet
 - iii. Steel Toecap & sole boots
 - iv. Gloves-appropriate to task being undertaken
 - v. Safety Glasses
15. O&M information to be issued as works proceed and are completed. ALL information to be issued a minimum of 4 weeks in advance of project completion.
16. Material storage requirements on site are to be agreed with Kier Construction prior to works commencing and approval of the method statements
17. Permits to work will be operational and will include the following:-

See Kier Construction 'Minimum Health and Safety Standards'

 - i. Permit to Locate/ Dig
 - ii. Hot works
 - iii. Confined spaces
18. All operatives on site will require CSCS qualification, PASMA, CPCS etc.
19. All CSCS cards are to be presented to Kier Construction staff at site induction for acceptance
20. Site inductions will be planned on a daily basis
21. All site electrical equipment must have current PAT certification
22. Interface with the general public to be polite and courteous at all times
23. All materials to be sustainable & locally source where possible with support documentation issued to Kier Construction to support the BREEAM credit.
24. All visitors must report to the Kier site office

6.0 Existing Services

Identification and protection of buried services is extremely important in particular during the groundwork phase. A radar survey has been previously undertaken to establish / identify the location of the existing services. A *Service Master Plan* will be produced identifying all those existing services or proposed new installation will be recorded and closely monitored throughout the construction of the works. During the works a 'permit to locate / dig' will be in place, where the site managers / supervisors will review the dig position and any relevant survey information recorded on the *Service Master Plan*.

An *Investigation Trench* will be dug around the perimeter of the site to check for untraceable services and in advance of the permanent hoarding being installed during the project commencement.

All existing drains will undergo a *CCTV* survey in advance of any construction works commencing and all new proposed drainage being tested during the construction process and later within the final stages of the project receiving a *CCTV* survey for quality control measures.

7.0 Site and Construction Logistics

During the construction of the Leisure and Retail Units, Kier Construction will employ a Site Manager who will be responsible for logistics; controlling all material delivery, storage and movement in conjunction with the gate man. As well as managing all plant on site to ensure their safe operation.

The Kier Construction Office and Welfare Set Up will be contained within a designated 'safe' area. This controlled environment will not require initial PPE and no work will take place within these restricted / controlled areas. All personnel and / or visitors can do so safely at all times. The compound will be segregated from the main working area by solid fencing panels. All authorised persons will be granted a security tag / pass for gaining access onto the construction site through the designated turn-style, following a site safety induction by Kier Construction.

7.1 Deliveries, Offloading, Lifting and Storage

All deliveries will be co-ordinated and pre-booked giving 24hrs notice.

Deliveries will only be permitted to the site between the hours of 08.00 and 17.00 , Monday to Friday

This key element of planning will be implemented during the enabling works and throughout the project duration to avoid gridlock situations occurring at critical times along 'Prince of Wales Drive'. The gate man will be informed of all pre-booked deliveries and times coming to site. Two way communication systems will be used by Kier Construction (gateman) to keep in constant communication with all relevant parties, in particular the banks and slinger man and sub-contractors site supervisors for offloading and distributing of materials.

Reversing is only permitted under guidance from a trained banksman. The site compound is limitative and will require strict traffic management controls by Kier Construction at all times – Vehicles will access the site off 'Prince of Wales Drive' and be held within a designated area on the site by the gate man.

All delivery drivers will be required to sign in and be made aware of the site rules, given a delivery / drivers induction and directed to the correct area of the site. All delivery drivers will require appropriate PPE.

All offloading will be undertaken in the designated offloading bay area within the site boundary. If access is required onto the trailer then a fall prevention system will be in place. Any mechanical offloading example; crane's, hi-ab, forklift and / or moffit's will only be permitted upon receiving a risk assessment and method statement. Any slinger / signaller duties must be undertaken by a competent certified person.

All lifting operations will be subject to an approved lifting plan (*Contract Lifts Only*) devised by a competent person and approved by Kier Construction. This will include all crane lifts and fork lift operations. Any lifts undertaken outside of the lifting plan will be subject to a 'revised' method statement and risk assessment. All lifting equipment will require six / twelve monthly thorough examinations.

The hoisting of materials using material hoists will only be undertaken when a trained / competent person is available to operate the machinery.

Storage of materials is only permitted within the designated areas and subsequently agreed with Kier site management. All materials **must** be stored neatly and stacked appropriately and accessible when required for use due to the adjacent buildings and confines of the site. Kier plan to utilise "Just-In Time" Deliveries on site and do not plan to store materials any longer than required without being installed.

Waste materials will also be stored within a designated area in line with the site waste management plan. Hazardous materials will be stored in lockable skips. Materials will be segregated in line with our strict targets for this scheme to comply with BREEAM requirements. Chemicals will be located in designated storage areas and gas bottles in suitable cages away from site accommodation and buildings.

7.2 Plant and Machinery

Deliveries of plant will take place on a hardstanding area and will require the presence of a banks man throughout the offloading procedure. All plant and machinery will be subject to weekly inspections by the operator. Any lifting equipment will require up to date thorough examinations. Upon delivery - all plant and machinery will require to have a pre-use inspection undertaken by the competent operator.

7.3 Temporary Accommodation and Welfare

The site offices and welfare facilities – (See Site Logistic Plans) The proposed layout will be fully segregated from all of the construction site activities. This will act as a safe zone and operate as non *PPE* area.

The welfare facilities will comprise of a toilet block, canteen and shower facilities. Cleaning of these facilities will be undertaken daily, with regular inspections being scheduled to ensure that standards are always maintained.

The site compound and site entrance will be controlled by a turnstile as shown on the site logistics plan adjacent to the welfare set up. Each operative will be issued with access onto site following a site specific health and safety induction in the form of their finger print. The turnstile system will allow the operative access as well as allowing Kier site team to be aware of who is on site at any time of the day. All operatives will be required to hold a CSCS Card and have the necessary documentation to demonstrate their training and competence.



100% CSCS Compliant

CSCS Card Compliance

Access to welfare facilities will be via a shared public access adjacent to the ISM Smart Building (eastern elevation) The route onto site following the induction will enter the welfare / drying and canteen area to gain access through the turnstile. As the works progress, pedestrian routes will change to align with the construction sequence, but at all times the pedestrian and site vehicular traffic segregation will be in place at all times.

7.4 Waste Disposal

Within the confines of the site, there will be a specific waste segregation area set up. This area will be completely enclosed with access only granted to authorised persons (approved operatives, forklift driver and skip lorry drivers).

The waste compound will have an appropriate number of skips in order to segregate as much waste as possible to reach the target of 95% of waste diverted from landfill.

All targets for waste management will be outlined in the site waste management plan (SWMP). The waste management contractor will be selected dependent on their recycling figures and service offered. The Kier Construction environmental advisor (Kat Rolle / Chris Grimes) will audit all waste management and ensure good practice is maintained at all times as an independent adviser to the site team.

On site we will use wheelie bins to provide adequate waste management and collecting facilities.

Our waste management and targets will be monitored to meet the strict requirements set out in BREEAM process for this scheme.



7.5 Roles and Responsibilities – Environmental Controls

The roles and responsibilities for the personnel who could affect the environmental and energy management of the project are summarised as follows:

POSITION	ROLES & RESPONSIBILITIES
Construction / Contracts Manager	- Responsible to the Operations Director for the environmental and energy performance of the project and the site. - Provide adequate resources (personnel, financial and technological) to ensure effective development, implementation and review of the Project Environmental and energy Plan and compliance with all applicable environmental and energy legal and contractual requirements. - Establish and maintaining site environmental and energy operational controls, procedures, monitoring and reporting systems. - Ensure that all work is conducted with the minimum of risk to the environment and with a view to improving energy performance. - Ensure that all staff are trained and competent to discharge their environmental and energy duties. - Establish, as appropriate, regular consultation with neighbours on environmental and energy matters, ensuring that notifications are made to neighbours when the works may create a nuisance. - Ensure that site environmental and energy meetings are recorded with staff, clients and subcontractors as and when required. - Ensuing that environmental and energy inspections are conducted at the required intervals.
Kier Group Tech. Services Project / Site Manager	Responsible to the Board of Directors for ensuring that the Sustainability Management System (SMS) is developed, implemented and maintained. - Maintenance of the SMS, including Procedures, Registers and Forms as appropriate. - Point of contact for all environmental and energy related matters relevant to the development. - Review and assessment of the performance of all major subcontractors. - Undertake management of the environmental and energy audits of the project and site. - Assist in the identification and delivery of training needs.
Environment & Energy Management System Adviser (Chris Grimes)	- Provide guidance on the significance of environmental and energy performance. - Provide guidance on objectives, targets and management programmes for each significant environmental and / or energy related aspects. - Provide guidance to employees regarding the SMS. - Train staff with respect to the SMS as detailed by the management representative. - Ensure information relating to performance indicators is collected as required by the management representative. - Undertake or assist with internal audits as instructed by the management representative. - Provide assistance as required to management, including data collection. - Ensure that employees are following their documented SMS work instructions

POSITION	ROLES & RESPONSIBILITIES
Project / Site Managers and Supervisory Staff	Responsible to the Contracts Manager for the performance of the project, and site, including the maintenance of site controls, procedures, monitoring and reporting systems. Developing, implementing and reviewing the Project Environmental & Energy Plan. Ensure all employees and subcontractors are aware of their responsibilities and fully comply with the requirements of Kier Construction SMS and the Project Environmental and Energy Plan. Ensure all environmental and energy regulations, codes of practice and contractual requirements are understood and observed. Co-ordinating Environmental and Energy matters on site. Ensure supervisors and operatives are adequately trained and properly instructed and that no person commences work unless he has received appropriate induction training. Promote and maintain a safe and tidy working environment. Ensure that subcontractors work in accordance with agreed procedures and working methods. Undertake routine inspections of the site. Ensure all accidents and incidents, including spillages, are investigated and reported to the Construction Manager and the 'Environmental Adviser' (Kat Rolle).
All staff	All staff will have a responsibility for their own environmental and energy performance and the impact that they have on Kier performance. Undertake all activities in accordance with the agreed procedures and working methods. Know who to contact regarding environmental and energy matters. Report any activity that has resulted, or has the potential to result, in an environmental incident or deviation from expected energy use. Attend environmental and energy training as required.

7.6 Internal Communication

Effective internal communication of relevant issues pertaining to the project shall be achieved through:

- Routine foreman's / supervisor's meetings
- Monthly management meetings, with environmental and energy management as an agenda item.
- 'Tool Box' talks focusing on environmental and energy management awareness and other related issues for all site staff.
- Site / location notice boards, on which such items such as the Environmental & Energy Policy and Kier Construction Newsletters.
- Formal memos and notices issued to staff as required detailing any changes to site procedures and methods.
- Compliance with Neath Port Talbot County Council Procedures and Protocols on lines of communication through their 'Project Manager' and / or his representative.

7.7 External Communication

Receiving and Recording Complaints:

In the event that an environmental complaint being received the **Project / Site Manager** shall document and record the details of the complaint. A separate sheet shall be used for each source of complaint unless the complaint is the same or very similar in nature.

The **Project / Site Manager** shall communicate the complaint to the:

- Contracts Manager (Peter Stanton)
- Group Technical Adviser (Chris Grimes)

Responding to Complaints:

The **Project / Site Manager** shall ensure that an investigation into the complaint and if appropriate arrange for corrective action to be taken to rectify the situation and undertake preventive action to avoid future occurrence of the complaint. The Complainant shall be advised where possible of the results of the investigation and the nature of any corrective action being taken. The complainant shall also be advised if the investigation identifies that no corrective action is considered necessary.

The **Contracts Manager**, with the assistance of the **Group Technical Adviser**, shall formulate the responsive action to remedy the complaint and shall record the remedial actions in the lower section of the appropriate Complaints Form. The details entered should include the actions to be taken, the person responsible for taking the action and the time-scale of implementation.

Public Liaison

Local residents and other interested parties shall be kept fully informed of all current and planned activities that may have a direct impact upon them. This shall be undertaken in accordance with the Considerate Constructors Scheme through:

- Routine residents liaison meetings as and when deemed necessary
- Provision and regular update of information boards
- Encouraging feedback and communication from interested parties
- Regular engagement with local businesses and commercial retailers'
- Regular engagement with End Users and Stake Holders through the 'Project Manager' and / or his appointed representative

Emergency Response Plan

An *Emergency Response Plan* for the site will be developed. All contractors working on site shall be made aware of the requirements of the emergency response plan at their site safety induction. The **Project / Site Manager** shall ensure that the emergency response plan is routinely tested.

7.8 Emergency Contacts

Nearest Hospital - <i>A & E Department:</i>	Morrison Hospital Heol Maes Eglwys SA6 6NL 01792 702222 (999)
Police – Neath Town Centre	999
Ambulance – Neath Town Centre	999
Fire (central command)	999
HSE	0845 345 0055
Environment Agency	0800 80 70 60
Welsh Water	0800 052 0130
Western Power	0800 052 0400
Wales and West Utilities	0800 111 999

All emergency contact numbers will be displayed within the site office and canteen areas.

8.0 Construction Sequencing Strategy

■ Early works

- Setting up the site: to commence September 2020
- Highway Works: to commence September 2020

■ Main Works

Pool

- Sub Structure Works: to commence Mid October 2020
- Super Structure Works: to commence End November 2020
- External Facades: to commence Mid-March 2021
- Steel Pool Installation to commence Mid July 2021
- Pool Finishes to commence Mid-September 2021
- Internal Finishes: to commence early July 2021
- Commissioning: to commence End November 2021
- Client run in : to commence Mid-March 2022

■ Retail units

- Sub Structure Works: to commence early November 2020
- Super Structure Works: to commence Mid-January 2021
- External Facades: to commence Mid May 2021
- Internal works (Unit 7): to commence early July 2021
- Client fit out : to commence early Aug 2021

■ External Work

- Phase 1: to commence early August 2021
- Phase 2 : to commence early October 2021
- Phase 3: to commence End November 2021
- Phase 4: to commence End December 2021

Critical activities:

1. Ground and Site Investigation Surveys
2. Enabling Works and preparing of the site
3. Site Accommodation and Welfare Facilities
4. Permanent Hoarding to site boundary
5. Pad foundations and ground beams (including retaining wall structures)
6. 1st Fix Swimming pool tanks and pipework
7. Underground drainage and service ducts
8. Ground floor slab
9. Structural Steel work
10. Pre-cast concrete floors with in-situ concrete topping
11. Roof finishes
12. External facades and envelopes
13. Internal finishes (including specialist swimming pool fixtures and fittings)
14. Snagging
15. Pre-commissioning
16. Commissioning / witnessing / training
17. Post Commissioning
18. Fit-Out / Re-Commissioning
19. De-Snag
20. Handover

8.1 Site Establishment and Preparatory Works

Site commencement is programmed to commence within the month of September 2020 (Site Set Up) – The first activity will be to undertake the scope of enabling works in order to ensure that the site boundary is fully secured at all times for setting up the site and accommodation. An oasis unit / temporary accommodation will be provided for the initial preliminary activities such as the enabling and sub-structure work packages and ground investigation surveys.

8.2 Material Distribution and Storage (including Fuel, Chemical and Plant Storage)

Heavy plant will be off-loaded within the designated hardstanding area. A banksman will be in attendance as outlined in our 'deliveries to site procedures'

All plant will be stored within the designated compounds. All refuelling points will have bunds to prevent spillage within the ground / water courses. Spill kits will be set up within the compound along with notice boards displaying emergency contact numbers should there be a spillage incident.

All fuels, oils and chemicals will be stored within these '*Plant Compounds*'. Gases stored in locked cages away from the site set up / welfare facilities. .

During the frame / super structure works, materials will be distributed as near to the work areas as possible via forklifts and / or mobile cranes. Materials for the internal finishes will be distributed via a goods hoist and / or a forklift situated within the site boundary of the site.

As construction of the structural steel frame develops and works commences on the external facades – perimeter scaffolding and 'MEWPs' will be utilised throughout the scheme for access to the external facades / envelopes.

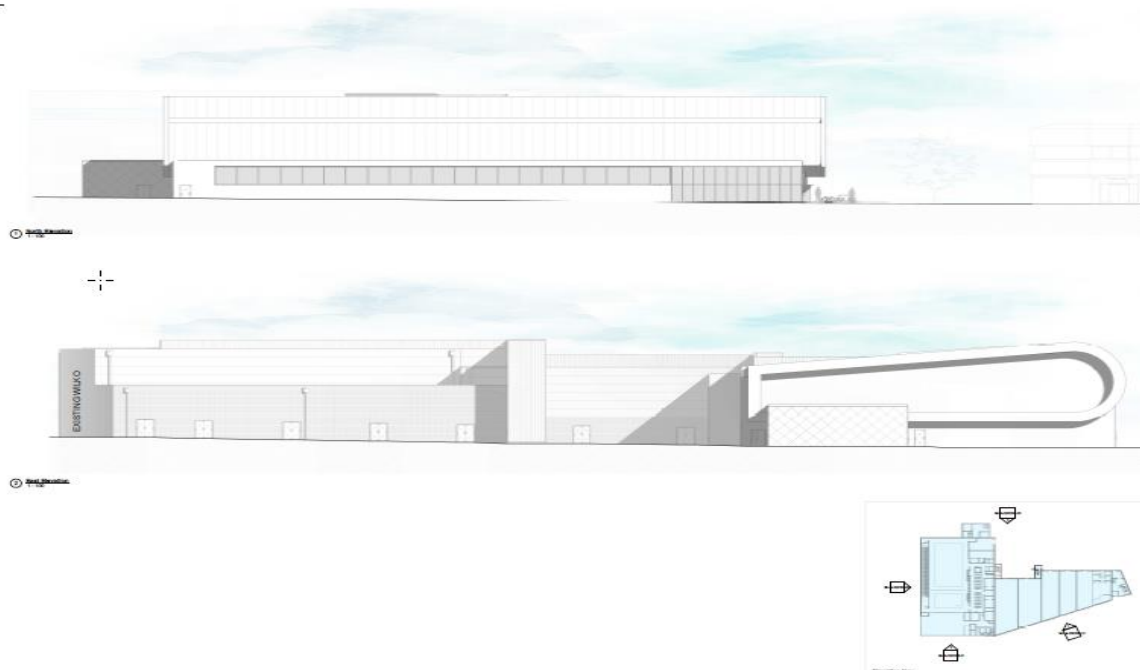
During the initial weeks of the elevations / facades progressing, the internal floor slabs will also be serviced by forklift. Materials will be distributed by forklifts to the designated areas. From these designated access points, the materials will be distributed horizontally from the loading areas by pallet trucks.

In advance of the external facades / envelopes being 'closed up', large materials required for the internal finishing trades will be distributed wherever possible onto the floor slabs via a combination of; hoist and / or telescopic forklift as deemed appropriate.

Sequencing:

The sequence of works will commence as follows:-





The existing ground will be reduced to formation level to all areas - Critical activities being the completion of the concrete pad foundations and the retaining wall structures within the plant / basement areas and the pad foundations within proximity of the swimming pool. These works will allow the structural steel work to commence initially from the plant / basement areas and working in a clockwise rotation. The stair enclosures and lift pit construction will progress early within the ground works programme.

The underground drainage will commence after the completion of the structural steelwork frame and floor slabs installed. The ground floor (swimming pool) slab will progress in a 'piece meal' fashion to accommodate and coordination with the specialist swimming pool contractor – The concrete slab will be 'part' poured to receive the swimming pool support framework. These works will enable 1st Fix services and pipework to be installed by the specialist contractor.

Super Structure: Leisure Complex (Retail Units being Shell and Core Only)

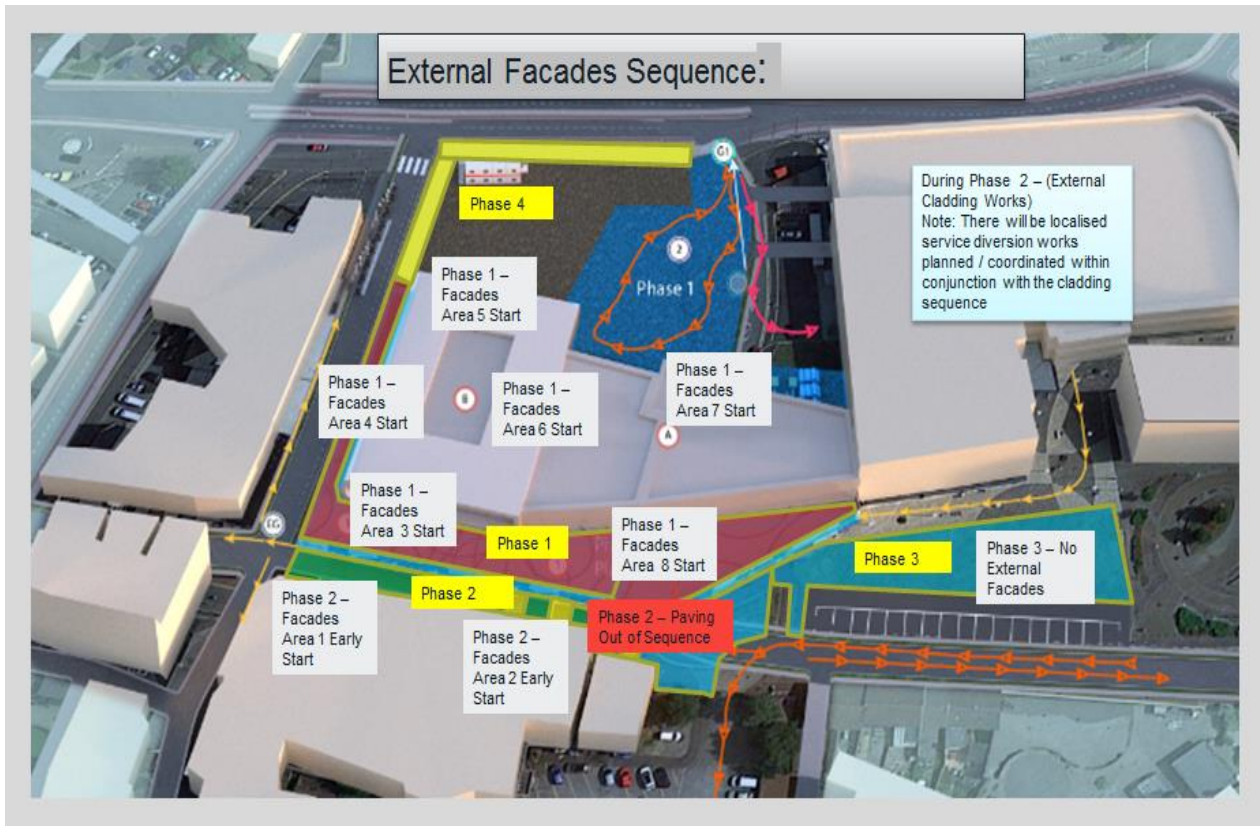
The building framework has been designed for structural steel work. The structural floors will comprise of pre-cast concrete planks to receive in-situ concrete slab topping. The steelwork will transfer the loads onto the sub-structure pad foundations. Secondary steelwork will be connected to the steel framework in order to form the supports and profiles for fixing the external cladding facades. The roof finishes will commence in advance of the envelop due to the safety handrails initially obstructing these zones. The internal stair cases will be coordination with the steel frame installation.

Curtain walling will be coordinated with the cladding programme sequence – see site logistic plans above

External Finishes: Leisure Complex (Retail Units being Shell and Core Only)

The external elevations will mainly consist of proprietary cladding panel systems. Upon completion of the roof parapet upstands, the scaffolding to the roof perimeter will be dismantled of all safety handrails and netting. This will enable the external façade works to progress. These activities will initially commence along *Water Street* and working in a clock wise rotation towards *Wind Street* – see site logistic plans above.

External cladding on the Retail Units will commence from Unit (1) and progress towards Unit 7 – see site logistic plans above



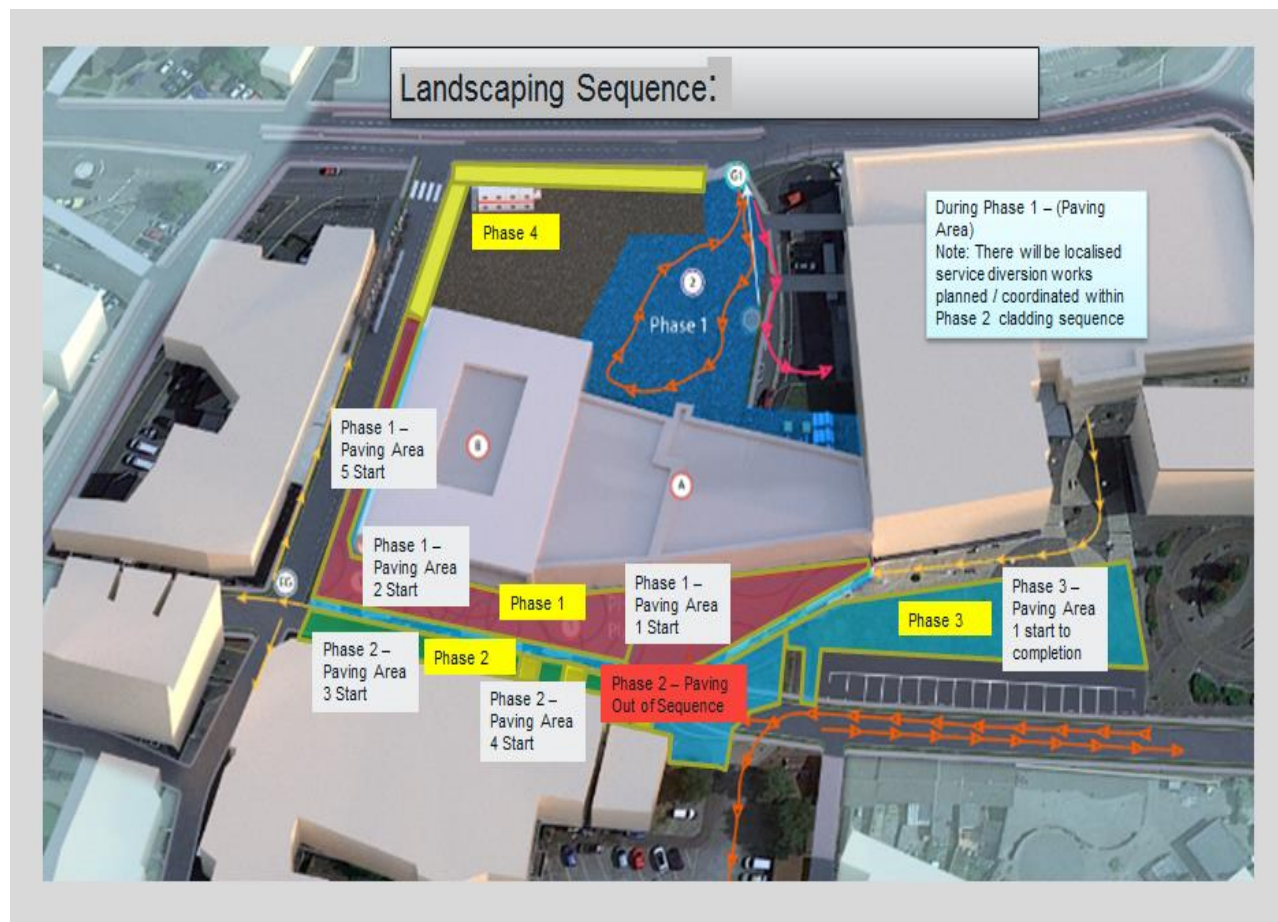
Internal Finishes: Leisure Complex (Retail Units being Shell and Core Only)

The internal finishes of the leisure complex will commence when the structure is substantially watertight and the completion of the enabling works for the swimming pool 1st fix services and pipework / tanks has been installed, tested and backfilled by the specialist contractor. These works will enable the internal block walls / dry lining (ground to soffit levels) to be finalised and sections of the ground floor slab to be poured. The block work partition walls to the swimming pool will be on the critical path as these activities will require detail sequencing and planning for the coordination of independent scaffolding and the plant / machinery to distribute the relevant materials to these specific areas.

Upon completion of the perimeter block walls (*Swimming Pool Areas*) will enable the swimming pool metal support framework to commence. These activities are programme for approximately 12 weeks. During the construction of the swimming pool, the adjacent leisure rooms will progress 1st Fix activities and then continue throughout the upper floor level. The plant and boiler rooms being on the critical programme, in order to complete as soon as possible for the pre-commissioning works to commence

The 1st fix dry-lining and M&E services will be the initial packages to commence the watertight milestone date. , Critical areas such as the M&E risers, plant & boiler rooms will be targeted in conjunction with progressing activities on the second floor in order to promote early pre-commissioning where ever possible.

Sequence of the external public realm / plaza area



Project Completion:

Project completion planned for Mid-March 2022.