

# **Appendix 7A**

## **Outline Construction Traffic Management Plan**

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Pennant Walters

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# FOEL TRAWSNANT

## Appendix 7A: Outline Construction Traffic Management Plan



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## Report for

Pennant Walters

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# 1. INTRODUCTION

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## 1.1 BACKGROUND

- 1.1.1 This Outline Construction Traffic Management Plan (CTMP) has been produced by WSP on behalf of Pennant Walters as part of the Environmental Statement (ES) for the planning application to construct and operate a proposed 66kV grid connection (herein after referred to as the 'Project' or 'Site') application. The Project will comprise 4.6km of overhead lines (OHL) and 5.1km of underground cabling (UGC) which will provide a connection between the Foel Trawsnant Wind Farm and the National Grid. The Project is mainly located within the planning authority area of Bridgend County Borough Council (BCBC) but the start and end of the connection fall within the area of Neath Port Talbot County Borough Council (NPTCBC).
- 1.1.2 This Outline CTMP sets out the principles for the management of construction traffic and mitigation requirements to minimise impacts. A full CTMP will be produced and submitted to the relevant local highway authorities (LHAs) (BCBC) and (NPTCBC) prior to commencement of construction. An Outline Public Rights of Way Management Plan (PRoWMP) has also been produced which deals with impact of the Project on PRoW. This is provided as **Appendix 7B** of the EIA Report.

## 1.2 SITE OVERVIEW

- 1.2.1 The Site is located in the vicinity of Maesteg. The proposed grid connection route starts west of the A4063 as OHL for approximately 1.5 kilometres (km). To the north of Nant-y-ffyllon, the route then transitions into UGC, mainly following the existing highway network south for approximately 5.1km. At Sychbant Farm, the highway network ceases; this is where the route transitions back into OHL and continues south for approximately 3.1km.
- 1.2.2 The northern section of the proposed OHL travels predominantly through improved grassland and marshy grassland, with some areas encroaching on bracken, broadleaved woodland and scrub. The southern elements of the OHL cross an area of mainly improved and poor semi-improved grassland, with some minor areas of broadleaved woodland bracken and marshy grassland. The majority of the UGC is contained within the existing built environment. There is a small section – approximately 250m in length – to the north of Nant-y-ffyllon which travels through poor semi-improved grassland and areas of bracken prior to connecting to existing tracks.

## 1.3 DESCRIPTION OF THE PROJECT

- 1.3.1 **Figure 7A.1** provides an overview of the Project's Site boundary, and a description of the construction works is provided below. During the construction phase the Project will have a direct effect on the local road and PRoW network due to construction traffic and where the Project crosses roads and PRoW.

## Underground Work

### Existing track and highways

- 1.3.2 The highway works will be mainly confined to the highways boundary and adhere to standard practice. The exact nature of underground cabling construction works is to be confirmed between the National Grid Electricity Distribution (NGED) and local highways authority, though an outline is provided below.
- 1.3.3 Underground cabling work will involve placing cables within ducts; the ducts themselves will be within a trench. An open cut method will be used, where the duct is laid directly into a trench of up to 1.5m depth (see Appendix 4C). The ducts are placed at the bottom of the trench, and the excavation around the cables is then filled with sand before the remaining excavation is backfilled with the excavated material. Cables are jointed at approximately 500m intervals. The joint boxes are generally 1-2m deep and 5m x 3m. Once the cable ducts are laid, the cable will then be pulled through.
- 1.3.4 The creation of trenches, laying of cable ducts and pulling of cable will be in accordance with NGED (2021) Standard Technique: CA6A/7<sup>1</sup>.

## Overhead Line Work

- 1.3.5 The exact nature of OHL construction works is to be confirmed between NGED and the local authorities, though an outline is provided below.
- 1.3.2 An OHL would be carried on wooden H-poles, consisting of two single wooden poles (most likely Scots Pine) joined by a crossarm with bracing. At the termination points only, two sets of H-poles will be located side-by-side. Terminal ends may be located at the start and end of the underground section of the connection.
- 1.3.3 Whilst the intention is for the route to be as straight as possible, there will be some deviation to avoid environmental features, such as trees. At points of deviation, angle poles will be used; these are likely to be H-pole structures. In all locations where the line deviates, there will be the requirement to provide cable stays to the poles. The poles are not typically stayed, and do not require concrete foundations. However, pre-cast kicking blocks will be installed below ground, to provide the poles with adequate structural support.
- 1.3.4 The height of the wooden poles will mostly be 12m above ground level, with a maximum height not exceeding 15m above ground (see Table 4-1). An assumed minimum clearance to trees from the conductors is 4m from the nearest part of the tree.
- 1.3.5 The poles are designed to carry the conductor wires. It is currently proposed to install a single circuit made up of one conductor per phase. Telemetry and monitoring capabilities, such as fault detection, will be provided by a microwave link. The poles will carry the cross arms onto which the insulators are attached. Poplar conductor wire will be used for all the OHL sections. Span length between poles will be between 90m to 130m. The actual span between poles will be influenced by topography and the surrounding environment.

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<sup>1</sup> NGED (2021) Standard Technique: CA6A/7, Relating to the Installation of Underground Cables. Available at: <https://www.nationalgrid.co.uk/documents/tech-info/underground-cable-construction/66000-volt>

- 1.3.6 The construction and maintenance of OHL will be in accordance with NGED (2024) Policy Document: OH6/4<sup>2</sup>.

## Project Programme

- 1.3.20 It is currently anticipated that construction will commence in January 2028 and is expected to be nine months in duration. The works have been assumed to take place between 07:00 to 19:00 hours on weekdays and 07:00 to 13:00 on Saturdays. In exceptions, there may be a requirement for a 7-day work week. This would be agreed with the local council as appropriate.

## 1.4 SCOPE AND OBJECTIVES OF THE CTMP

- 1.4.1 This Outline CTMP sets out the likely measures required to manage construction traffic to support the successful and safe construction of the Project.
- 1.4.2 As set out in **Chapter 7: Traffic and Transport** of the EIA Report, construction traffic is expected to have a minimal impact on the Local Road Network (LRN) (roads maintained by the LHA) throughout the construction period. However, the management, strategy and mitigation measures contained within this document have been developed to ensure that the impact of construction traffic on existing users of the public highway network is minimised.
- 1.4.3 Construction traffic is expected to comprise of mainly heavy goods vehicles (HGV) with some light vehicles (LV) traffic. This Outline CTMP will provide the basis for management and mitigation to minimise the impact of the Project's construction vehicles. It will be updated into a full CTMP, and submitted for approval with the relevant LHAs, once the contractor has been appointed and further construction details are known and prior to the commencement of construction.
- 1.4.4 The use of private vehicles (cars, small vans etc.) for the purposes of getting construction worker to and from site is considered insignificant in terms of an increase in volume for a project of this scale but is also extremely difficult to forecast as the home or temporary location for these workers is not known and is likely to vary through the different stages of the project. Sharing of vehicles and the use of minibuses will be promoted and adopted where practicable. The objectives of this CTMP are summarised as follows:
- Ensure that movements of people and materials are achieved in a safe, efficient, timely and sustainable manner.
  - Minimise construction trips where possible and minimise construction traffic during network peaks, or other sensitive times, to reduce the impact on the highway network during busy periods.
  - Minimise traffic and transport impacts including the impact and disruption to the local communities and tourists and on the Strategic Road Network (SRN) (roads maintained by the Welsh Government) and the LRN.
  - Ensure the continued monitoring, review and subsequent improvement of the CTMP and mitigation measures.

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<sup>2</sup> NGED (2024) Policy Document: OH6/4, Construction, Maintenance and Replacement of Low Voltage Overhead Services. Available at: <https://www.nationalgrid.co.uk/documents/tech-info/overhead-construction>

## 1.5 CONSULTATION

- 1.5.1 A CTMP is a live document which will be reviewed and updated as required as the Project progresses. This may include changes based on: further consultation; detailed design information and other changes to the Project that will affect the construction traffic routeing or construction traffic generation. It is anticipated that this Outline CTMP will be updated into a full CTMP and will be provided to the relevant LHAs to approve prior to construction.
- 1.5.2 Any further updates of the CTMP will be provided, by the planning authorities (BCBC and NPTCBC) as required.

## 1.6 CTMP STRUCTURE

- 1.6.1 The remainder of this CTMP is structured as follows:
- **Section 2** summarises relevant policies and procedure;
  - **Section 3** sets out details regarding the Project construction traffic and highways works;
  - **Section 4** sets out the roles and management structure for the CTMP;
  - **Section 5** outlines likely mitigation measures; and
  - **Section 6** presents a monitoring and review strategy.

## 2. POLICIES AND PROCEDURE

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### 2.1 INTRODUCTION

- 2.1.1 The CTMP will comply with the policies and procedures set out by the LHA for any traffic management works on the public highway.

### 2.2 NORMAL LOADS

- 2.2.1 The co-ordination and notification of accommodation works, traffic controls and temporary road closures is covered under the New Roads and Street Works Act of 1991. The Code of Practice for the Coordination of Street and Road Works (updated 2023) is based on this Act and sets out that at least three months' notice will be required for temporary road closures and traffic management procedures. This will allow the highway authority sufficient time to advertise and process the appropriate orders and notify the emergency services and other traffic authorities.
- 2.2.2 The full CTMP will set out the works required for the construction of the Project and the contractor will comply with the LHA procedures regarding traffic management and accommodation works.

### 2.3 ABNORMAL LOADS

- 2.3.1 There are no requirements for the use of Abnormal Indivisible Loads (AILs) on the Project. However, should it be determined that the use of AILs is necessary for any element of the construction of the Project actions should be taken including but not limited to the following:
- A review of current procedures for the movement of abnormal loads by road, and sources for further information and formal notifications. This must be undertaken prior to the movement of AILs to ensure that the correct procedures are followed and approvals obtained;
  - Appropriate assessment of proposed transport route for AIL deliveries to the Site; and
  - Early and continuous communication with the required stakeholders including the police and LHAs, to notify of the intention to transport an Abnormal Load and determine any mitigation measures including but not limited to escort vehicles.
- 2.3.2 The approved haulage contractor will be required to consult with the appropriate authorities to ensure that all relevant permissions are obtained prior to the transportation of any abnormal loads. The responsibility for ensuring that a route is suitable for the transportation of abnormal loads and ensuring the correct notifications are given rests with the haulier.

## 3. PROJECT CONSTRUCTION TRAFFIC, HIGHWAYS WORKS AND CROSSINGS

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### 3.1 CONSTRUCTION TRAFFIC GENERATION

- 3.1.1 **Chapter 7: Traffic and Transport** of the EIA Report sets out in detail the assumed traffic generation for the Project.
- 3.1.2 Construction traffic will consist of HGVs and LVs which will route to/from the Project construction compound and to/from the other Project access points, with some inter-site movements along the OHL and UGC corridor.
- 3.1.3 The anticipated types of vehicle for use during the construction phase will include:
- LVs – minibus, car, transit type van, 4 x 4, towed elements, mini HIAB, tractor, excavator, all-terrain vehicles.
  - HVs – crane, concrete mixers, truck with HIAB, flatbed HGVs and articulated HGV.

### 3.2 CONSTRUCTION TRAFFIC ROUTEING STRATEGY

- 3.2.1 The key considerations for developing the construction traffic routing strategy are: route choice between the Site and the SRN, based on:
- The hierarchy of road classes - 'A' roads being the preferred, then 'B' roads, then 'C' roads and lastly unclassified roads;
  - Avoidance of single-track roads where possible; and
  - Avoidance of sensitive receptors and settlements where reasonably practicable.
- 3.2.2 The proposed access routeing strategy has considered various access issues and constraints including: height restrictions; weight restrictions; road classification; traffic calming measures and presence sensitive receptors (such as schools).
- 3.2.3 The full CTMP will set out the construction routes for traffic in agreement with the LHAs.

#### Construction Traffic Access Points

- 3.2.4 A number of construction access points will be required during the construction phase of the Project. Currently the exact location and number of construction access points is unknown, with the exception of the construction compound access point and that it is likely that a construction access will be required from Kings Terrace, Maesteg.
- 3.2.5 The construction compound access point is located in the north of the Site and would be accessed via an access track from Neath Road (B4282), which is an existing access track used for the Foel Trawsnant Wind Farm. The location of the construction compound is shown on **Figure 7A.1**, as is the location of the proposed access from the LRN to the construction compound.

- 3.2.6 It is intended to use only existing access points from the LRN for the Project. It should be noted that there is anticipated to be some tree/vegetation removal in the vicinity of the Kings Terrace access point. It is The Project construction access points will be confirmed and included within the final CTMP to be agreed with the LHAs.

## Construction Traffic Routes

- 3.2.7 The proposed construction traffic routes are shown in **Figure 7A.1**. The proposed construction traffic routes on the LRN consist of:
- Primary access route – this route is proposed to be used by all construction traffic routing from the SRN to the Project Site. It provides the connection between Maesteg and the SRN via: M4 Junction 36 – A4063 – Neath Road (B4282);
  - Secondary access routes – these routes are routes proposed to be used by Project construction traffic to access the construction compound and other Project access points. Proposed construction routes include:
    - ▶ Neath Road (B4282) to access the construction compound via an existing forestry track;
    - ▶ Neath Road (B4282) – Heol Ty Gwyn – Garwen Road – Davies Terrace – Kings Terrace to access the northern section of the Project;
    - ▶ Neath Road (B4282) – unnamed road to Sychbant Farm to access the southern section of the Project;
    - ▶ Llan Road (north and south) – unnamed roads (west from Llangynwyd) 1, 2 and 3 to access the southern section of the Project; and
    - ▶ Unnamed road (near Green Meadow bus stop) – unnamed roads (west from Llangynwyd) 3, 2 and 1 to access the southern section of the Project.
- 3.2.8 It is anticipated that Project construction vehicles will route on this road network between:
- The SRN and the temporary construction compound;
  - The SRN and the other access points along the corridor; and
  - The temporary construction compound and the access points along the corridor.
- 3.2.9 It should be noted that differing routes on the proposed access route network may be required for access/egress trips to access points, for example Llan Road and connected unnamed road 1 have restricted visibility and space for turning movements within the settlement area approximately 850m west of Llangynwyd.

## 3.3 HIGHWAY WORKS

- 3.3.1 In addition to impacts relating to construction traffic movements the Project will impact on the LRN through highways works relating to the construction of the UGC element of the Project. The exact nature of underground cabling construction works is to be confirmed between NGED and LHAs.
- 3.3.2 It is anticipated the highway works will take between five to six months to complete. The works are assumed to take place between 07:00 to 19:00 hours on weekdays and 07:00 to 13:00 on Saturdays. In exceptions, there may be a requirement for a 7-day work week. This would be agreed with the local council as appropriate. NGED will agree either a road closure with the LHA and/or implement appropriate traffic management measures for the works associated with the highways. It is anticipated that road closures will be required for

some single-track roads affected by the Project and appropriate diversion routes will be provided.

### 3.4 PROJECT CROSSINGS

- 3.4.1 The Project route does not cross any navigable waterways or national rail railway lines.
- 3.4.2 The OHL route crosses one unnamed road that forms part of the LRN in the southern section of the Site. Appropriate crossing mitigation measures will be required at this location, mitigation measures are further detailed within **Section 5** of this Outline CTMP and mitigation at this location will be set out and agreed with the LHA within the final CTMP.
- 3.4.3 The Outline PRoWMP sets out the locations of all PRoW that could be affected by the Project and the principles for the management of the construction of the Project to minimise the impacts for the users of the PRoW, Other Routes with Public Access (ORPA) and Open Access Land (OAL).

## 4. RESPONSIBILITIES AND MANAGEMENT STRUCTURE

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### 4.1 CTMP RESPONSIBILITIES

- 4.1.1 This section outlines the proposed roles and responsibilities for implementing the CTMP during the construction of the Project. It is important that a strong management structure is in place to ensure the CTMP objectives are met and that continued monitoring and review of the CTMP is maintained. The finalised information will be provided to the relevant LHA's once finalised, likely within the final CTMP which will be submitted to the LHAs.

### 4.2 THE TRANSPORT CO-ORDINATOR

- 4.2.1 The Transport Co-ordinator (TCO) will be identified in the full CTMP. The TCO will be appointed prior to the commencement of the works and will have transport related responsibilities including:

- Ensuring the CTMP is implemented by the relevant and responsible parties;
- Liaising with LHA and the Welsh Government, as relevant; and
- Resolving issues and problems, and implementing agreed mitigation measures, through the liaison with relevant stakeholders and the client.

### 4.3 ALL SITE-BASED STAFF

- 4.3.1 In addition to any specific duties assigned by the TCO, all site-based staff shall be trained to:

- Ensure familiarity with the themes and requirements of the CTMP that relate to the activities they are directly involved with;
- Monitor and encourage colleagues to ensure compliance with the environmental requirements of the CTMP and intervene or request supervisory/HSE office intervention if environmentally damaging activities or actions that are non-compliant with any Project construction traffic are witnessed;
- Report any environmental incidents or concerns to the appropriate line manager.

### 4.4 SUB-CONTRACTORS

- 4.4.1 Any sub-contractors will be provided with copies of the CTMP by the TCO and will comply with it in full. Specifically, they shall:

- Ensure the nominated sub-contractor HSE Manager is fully familiar with the requirements and manages their implementation;
- Report directly to the TCO for all CTMP related issues;
- Comply with the responsibilities;.

- Advise the TCO of any activity or the need to deviate from any requirement within this CTMP; and
- Liaise with the TCO on a regular basis to ensure any changes in scope that have environmental implications, or new environmental requirements are accounted for and managed.

## 5. MITIGATION MEASURES

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### 5.1 INTRODUCTION

- 5.1.1 To minimise the impact of construction traffic on the LRN and local communities a number of mitigation measures will be developed to manage construction traffic.
- 5.1.2 This section of the Outline CTMP sets out likely mitigation measures to minimise the impact of construction traffic. It is anticipated that detailed mitigation measures will be set out within the full CTMP at the appropriate time prior to construction commencement.
- 5.1.3 As previously identified, mitigation measures specific to PRoW will be set out in a PRoWMP which is provided as **Appendix 7B** of the EIA Report.
- 5.1.4 Mitigation measures which are additional to those listed this section include the routing strategy set out in **Section 3**.

### 5.2 WORKING HOURS

- 5.2.1 Construction activities will occur within standard working hours, to be defined within the full CTMP, but likely to be between 07:00 to 19:00 hours on weekdays and 07:00 to 13:00 on Saturdays with the potential need for some extended working hours for certain activities subject to relevant agreements or for emergency works.

### 5.3 ESCORT VEHICLES

- 5.3.1 As set out in **Section 2.3**, no AIL movements are anticipated as part of the Project. However, the transport of some elements of the Project, namely the OHL terminal poles may be accompanied by escort vehicles, should this be deemed necessary.

### 5.4 TIMING OF MOVEMENTS

- 5.4.1 HGV movements to/from the Site and inter-Site will be occur throughout the day and will minimise the impact during the network peak hours. In the interests of road safety and reducing possible nuisance, where required due to sensitive receptors such as schools, HGV construction traffic will be subject to a timing restriction whereby vehicles will not be able to gain access into the proposed work area or depart from the proposed work area at certain times of the day. This may include, for example, peak congestion times on the LRN and local school drop off/pick up times where practical.

### 5.5 TEMPORARY TRAFFIC SIGNAGE

- 5.5.1 Temporary signage will be erected on the construction traffic route, where required to provide directional routing information for construction vehicle drivers.
- 5.5.2 Temporary signage will be placed in the vicinity of the Site accesses to warn other road users of the likely presence of construction vehicles. Temporary signage will be installed in accordance with Chapter 8 of the Traffic Signs Regulations and General Directives (TSRGD) and in agreement with LHAs.

- 5.5.3 If required, measures would be implemented at Site access points to ensure the Site accesses remains clear, such as the use of qualified personnel (banks person) with appropriate street works licences in place. This will provide efficient vehicular access to the Site and avoid vehicles blocking back onto the public carriageway.

## **5.6 WHEEL/STREET CLEANING**

- 5.6.1 If required wheel wash cleaning stations may be provided at Project access points to minimise the potential for mud and dirt to be transferred to the LRN.
- 5.6.2 Transfer of on-site debris onto the LRN will be monitored. If issues are identified with the transfer of site material onto the highway, then mechanical road sweeping will be engaged to remove this, where it is clearly linked to the Project.

## **5.7 CONSTRUCTION INFORMATION PACKS AND COMMUNICATIONS**

- 5.7.1 Information packs will be provided to all contractors/site staff which will form part of the contractual agreement between the contractors and the client. The information pack will contain the details of the CTMP requirements including:
- Construction traffic routes that have been identified and agreed with the LHA;
  - Non-compliance procedure including enforcement and corrective measures, as set out in Section 6;
  - Complaints procedure;
  - CTMP protocols and Code of Good Practice;
  - Guidance on standard communication procedures between contractors and site; and
  - CTMP contacts (emergency and non-emergency).
- 5.7.2 Information packs will be shared with the LHA ahead of any construction works.

## **5.8 ROAD CONDITION SURVEYS**

- 5.8.1 To establish if there is any damage to the roads along the construction vehicle route caused as a result of construction traffic movements, a road condition survey will be undertaken at locations agreed with the LHAs prior to construction.
- 5.8.2 To ensure any damage to the highway is attributable to Project construction traffic rather than general wear and tear, surveys will be taken at intervals throughout the construction period to the satisfaction of the LHA, at the agreed locations established in the initial survey.
- 5.8.3 A final survey will be undertaken post construction which will be compared to the original survey and surveys undertaken during the construction period. The outcome of which will be to identify areas where there has been a deterioration to the road surface and or edge which can be attributed to the Project construction traffic. This will be used to design a scheme that returns the road to its original state should such action be necessary. Consideration will need to be given to any other construction work in the study area which have vehicles using the routes.
- 5.8.4 An appropriate method will be identified for the process of the road condition surveys.

## **5.9 TEMPORARY TRAFFIC MANAGEMENT**

- 5.9.1 As set out previously, it is anticipated the Project highway works will take between up to six months to complete. For the highways works the client will agree either a road closure or and/or implement appropriate traffic management measures in agreement with the LHA. The agreed mitigation will be detailed within the final CTMP.
- 5.9.2 As previously outlined, the OHL route crosses one unnamed road that forms part of the LRN in the southern section of the Site, appropriate crossing mitigation measures will be required at this location likely including temporary traffic management measures. Mitigation at this location will be set out and agreed with the LHA within the full CTMP.
- 5.9.3 In the event that additional traffic management measures are proposed, for example at Site access points, these will be agreed with the LHA prior to construction and prior to the traffic management being implemented.

## **5.10 TRAFFIC DIVERSIONS**

- 5.10.1 It is likely that some road closures will be required for some single-track roads affected by the Project. Should this be the case, any traffic diversions be required for the Project construction, these will be consulted on and agreed with the LHA.

## **5.11 OFF SITE WORKS**

- 5.11.1 There may be a requirement for off-site works along the construction traffic routes to ensure safe and efficient construction traffic movements, for example this may include the construction of temporary passing areas on narrow single-track routes. The need for off-site works will be discussed with the LHA and detailed proposals set out within the full CTMP for approval.
- 5.11.2 There is a crossing of the LRN by the OHL and interactions between the Project and PRowS. Mitigation measures for interactions with the PRow network are outlined in the Outline PRowMP accompanying the ES. Suitable mitigation will be put in place for the crossing of the road by the Project. The form of mitigation will be agreed with the relevant LHA to ensure sufficient protection and safety.

## **5.12 SUSTAINABLE TRAVEL**

- 5.12.1 Contractors will be encouraged to minimise the impact of workforce travel by considering and promoting alternative modes of transport to the Site. Due to the rural location of the Site and nature of the Project it is anticipated that sustainable travel will be best achieved through the promotion of car sharing/minibus use.

## 6. MONITORING AND REVIEW

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### 6.1 INTRODUCTION

- 6.1.1 This section sets out the likely monitoring and review strategy for the CTMP, along with mechanisms for failure to comply with the requirements of the CTMP.

### 6.2 MONITORING AND REVIEW STRATEGY

- 6.2.1 The TCO will undertake monitoring as necessary to ensure compliance with the requirements of the CTMP and this will include the maintenance of records and traffic management measures.
- 6.2.2 The client will ensure that a suitable, qualified, member of staff is employed to conduct surveys and monitor construction vehicle activity at specific locations along the construction route network to ensure adherence to the CTMP. This will include the monitoring of construction vehicles on the LRN and speed enforcement monitoring.
- 6.2.3 The TCO will monitor and review the CTMP. These reviews are required to ensure that the CTMP delivers on the commitments and achieves the agreed goals as set out in the CTMP document.

### 6.3 COMPLIANCE

- 6.3.1 As part of the CTMP, a series of mechanisms will be established to provide all parties with a clear understanding of the enforcement procedures that will be applied if the requirements contained within the CTMP are not achieved. It is anticipated that these mechanisms will be determined at a later stage but are likely to include:
- Risk Assessment Method Statement (RAMS) procedures – the contractor, through the TCO, will implement the CTMP, adhere to the requirements and meet the goals through management practices. This will include site inductions for contractors, briefing on the obligations of standards, induction and adherence to RAMS procedures, Delivery Management System (DMS) briefing, driver inductions and compliance guidance;
  - Contractual conditions – to be employed as part of the CTMP compliance methodology and will be built into the contractors' contract, this will be subject to a performance review by the client; and
  - Actions – to be employed if the commitments of the CTMP are breached.

### 6.4 ENFORCEMENT AND CORRECTIVE MEASURES

- 6.4.1 The TCO will ensure that appropriate measures are taken to ensure that contractor behaviour and performance is monitored and where appropriate, corrective measures are taken to resolve, redress and enhance service performance which is in breach of the standards within the CTMP.

