

This document outlines a draft operational plan for Phase One of Castlefield Viaduct, June 2022 - July 2023 (13 months)

1. Overview

1.1 Headline vision: To run a temporary 'micro park' at Castlefield Viaduct that explores what might be possible and tests elements of design and operation. The pilot will seek input from local audiences and partners so we can decide together how the main scheme will ultimately look and feel.

1.2 Objectives:

- To create a relationship with local communities and to co-design the look, feel and use of the space for the main scheme
- To test design elements and make sure the urban park becomes a high-quality nature and heritage space
- To explore commercial and partnership opportunities so that the site can showcase local initiatives and support the people of Manchester for the long term
- To test programming elements, including community growing spaces, plots to showcase local art and culture, Research & Development strands and educational workshops
- To test sustainable delivery models and principles of re-use

>> All feeds into viable Phase Two main scheme

2. Operational Headlines

2.1 When: The scheme will be open daily for 32 weeks and weekends only for 13 weeks between 1 June 2022 – 30 June 2023 (13 months). As this is a pilot scheme designed for testing and learning, we will review the operation to suit demand.

2.2 Opening Hours:

Term	Month	Frequency	Hours	Events
#1	June - Sep 2022	Daily	0900-1700	3 per month (12)
#2	Oct - Dec 2022	Sat / Sun	0900-1700	
#3	Jan - 17 Feb 2021	Closed	-	
#4	18 Feb - June 2021	Daily	0900-1700	3 per month (12)

2.3 Walk ups: Members of the public can walk up and access the Welcome Area to speak to our staff, find out more and book onto a tour if space is available.

2.4 Tours: Tours will accommodate 20 people and last 50 minutes. They can be pre-booked but also option to turn up and take chance for free slot or cancellation. We will operate 5 tours a day, with half an hour turn around between tours, subject to review depending on demand.

2.5 Events: We will hold weekly 'special events' that will accommodate 50 people. These will last 2 hours maximum and will take place after the 5pm closing to the public.

Tour	Time
1	0930-1020
2	1100-1150
3	1230-1320
4	1400-1450
5	1530-1620

2.6 Total public access:

Tours:

Daily opening for 32 weeks:

100 people per day (20 per tour, 5 tours) x 7 a week x 32 weeks = **22,400**

Weekend opening for 13 weeks:

100 people per day (20 per tour, 5 tours) x 2 a week x 13 weeks = **2,600**

Events:

50 people x 24 events = **1,200 people**

Total: **26,200 people over 13 months**

2.7 Staffing and volunteers

2.7.1 Structure: We propose that the viaduct sits within a wider property portfolio to fit into the wider National Trust systems, processes and governance. For strategic and geographic reasons, we recommend that the viaduct sits underneath Dunham Massey as a parent property and the staffing, systems and processes feed up into their senior management structure. The outline below assumes all resources to cover operations are additional and slotted into the structure of the parent property in such a way that doesn't pull on their time but merely supports the systems and governance of the site.

2.7.2 Staffing: Proposed 3 NT staff on site 0900-1700 Mon-Sun (enhanced by volunteers, partners and external service providers as required):

- 1 FTE Operations Manager
- 0.2 FTE Gardener
- 0.6 FTE Supervisor
- 3.4 FTE Visitor Welcome Assistants
- = **5.2 FTE staff**

NB We are committed to working with the Work and Skills Team to ensure that employment opportunities resulting from Castlefield Viaduct are made available to Manchester residents through the existing recruitment offer and allow hard to reach groups equal opportunity to be successful in applying. We will work with Peter Norris and Anthony Humphreys at Manchester City Council on this, supporting MCC's Core Strategy Policy EC1.

2.7.3 Volunteers: Proposed volunteering model to support visitor experience, operations and garden maintenance on site. Volunteers will be managed by the NT staffing team on site and follow National Trust volunteer processes.

2.8 Food & Beverage: Due to access arrangements with the car park adjacent to the proposed site, we do not plan to operate a full-time F&B concession on site. Rather, as part of the test and learn nature of the pilot we intend to try different delivery mechanisms for hot and cold drinks and snacks, sold at the welcome area, the partner plots or the event space, but these would be operated as discreet 'pop ups' with a stand-alone operation. The required licences and food hygiene standards would be met.

2.9 Visitor Experience:

2.9.1 Tours We will run a supervised tour model to bring the public onto the viaduct. National Trust staff and/ or partners will give a scripted guided tour introducing the history of the structure, its gradual decline, and a look to its future.

Tour groups can experience the structure from the guided footpath, move to the edge at highly secure 'viewing points' and stop to take in the aspects of the city.

Advanced tour bookings will be available and can be managed through NT online booking systems. Following the cut off time for on-line booking, the on-site team would be able to 'top-up' any spaces on the tours with people approaching on the day. Given a percentage of pre-booked visitors may not subsequently attend, we can experiment with a degree of over-booking if we felt it advantageous. All visitors will register

on arrival, before being taken onto the viaduct itself as part of a supervised tours. Visitors will be counted in and counted out by attending staff.

2.9.2 Partners At the halfway point, tour groups will be invited to move around the central zone at their leisure. They can experience our six demarcated 'partner plots' that showcase installations from different partners and community groups across the city. Visitors can also enjoy the nature-rich, densely planted 'secret garden' and the green-clad studio building that showcases proposed designs for the main scheme, giving us their own thoughts, ideas, feedback and comments.

2.9.3 Feedback and consultation Throughout the tour visitors will be asked for their thoughts and opinions in a number of different ways, including through observation (what they choose to do), conversation, artistic/ visual approaches, informal written feedback (postcards, post its, chalk boards) and more formal surveys and voting systems.

2.10 Physical Infrastructure: Very little physical infrastructure will be added to the viaduct for the pilot scheme, but this may reasonably include:

- **A temporary building** in the middle of the site will be modular and light-touch, so it can be easily reconstrued once more is known about the main scheme. This will be secured overnight with heavy-duty storage facilities for necessary screens, installation boards and essential equipment.
- **A very light touch welcome kiosk** at the front of the site. This will be a self-contained functional kit of parts, to provide shelter for our staff and technical equipment required to facilitate tours. Any equipment will be locked in the temporary building overnight or removed to our office on Oxford Road.
- **Full DDA access and compliance with the Equalities Act 2010.** The welcome zone, central footpath and main building are all wheelchair accessible and National Trust standards of inclusive practice will be followed for any visitors facing any seen or unseen challenges of access.
- **Orientation and interpretation at the Welcome Zone** will be available for anyone unable to book onto a tour through physical signage, conversations with our staff and links to digital assets and further information. We intend to have a digital tour available online for anyone unable to visit in person.
- **Any catering** for evening events will be brought on site by external contractors and removed following the event.
- **All payment transactions** will be strongly encouraged via card or app and where cash is taken it will not be stored on site overnight.
- **Only essential equipment will be left on site overnight to minimise risk of vandalism and desirability.**

2.11 Services

2.11.1 Lighting A lighting concept that embeds layering, playfulness, movement and tranquillity has been designed to meet the complex brief for a light touch, sensitive yet interactive solution. A "lantern strategy", that distributes handheld re-chargeable lanterns to visitors and staff, will enable a functional but also atmospheric and safe, proportional lighting experience.

2.11.2 Electricity A new single LV supply is required for the site with less than 60kVa, connecting from the local ENWL network. A metered LV cut out will be housed in an external feeder pillar near the site entrance to supply the site, supplying the welcome kiosk, external lighting, events space and the partner plots.

2.11.3 Internet A 4G / 5G connection is deemed to be sufficient for welcome kiosk and event space facilitation.

2.11.4 Heating Given the temporary nature of the scheme, local, electric heating will be provided in the event space, and necessary ventilation requirements will be incorporated. At the welcome kiosk where staff may be stationed for periods of time, infrared heating panels are recommended.

2.11.5 Toilets Sanitary WC provisions will be dry compostable Kazuba toilets that require external servicing twice a year. Handwashing will be via antibacterial gels. Any water required for cleaning or sanitation will be brought up in a small mobile tank filled from a mains water supply at ground level, metered via United Utilities.

2.12 Site boundary and wayfinding

2.12.1 Site Boundary To ensure safe and efficient visitor access, we propose to take the stairwell and lift into our red line for the duration of the pilot scheme. We will operate and maintain these facilities to ensure a high-quality entrance and exit to the site.

The site boundary will be demarcated with hoarding that clearly signposts the viaduct and welcomes visitors. To screen the site from other construction traffic in the car park, we propose that the hoarding extends to greet users from the staircase and continues close to the lift (see Phase One masterplan).

2.12.2 Signage and wayfinding Signage to the site will be made visible from the lower pedestrian area of Castlefield Park and also from the nearby tram stop. We are keen to explore wayfinding from other transport hubs, cultural destinations and also from high footfall areas in collaboration with Manchester City Council.

2.12.3 Sustainable travel We will encourage people to travel to the site sustainably by foot, tram, train and bike, with 3 secure bicycle storage units available on the viaduct deck for 6 bikes.

We also want to attract people from other places in the city, whether at our partner venues, popular visitor destinations and allied attractions, so we would like to operate a 'pop up' offer at these locations that raises visibility of the viaduct and engages people at other locations.

2.13 Waste Management

2.13.1 Waste Management Plan

General The design and operation of the pilot scheme has been designed with sustainability in mind. 80% of materials will be demountable and reused, either in the Phase Two scheme or elsewhere in the National Trust. Materials will be sourced to meet National Trust criteria for responsible procurement and commissioned as accurately as possible to avoid wastage.

Construction There will be very little construction on site and as much of the build as possible will be preassembled, to improve accuracy and efficiency of operations. What is surplus to requirement on site will be recycled wherever possible as detailed in the construction management plan.

Operational Sustainable waste management is integral at all of our National Trust sites and recyclable materials are used wherever possible. There will be very few public consumables available on site without a permanent Food & Beverage or retail offer, and our ticketing, feedback and surveys will all prioritise digital options to minimise use of paper and printing. Where the public may have waste materials brought onto site, such as coffee cups or plastic food waste, we will offer small-scale public recycling bins and litter bins.

Sanitary waste The toilets are to be supplied by Kazuba, a dry toilet system that works by separating the liquid from the solid waste. Using the sun and wind, it evaporates the liquids and dehydrates the solids. This results in a heavily reduced waste volume that means the toilets only need servicing twice a year via a service contract.

Landscape/ planting Garden waste in Phase One will be minimal and where possible we will compost and reuse on site. Any green waste we cannot use on site will be collected in a garden waste bin and taken off site via a service contract from the front entrance.

2.13.2 Refuse storage on site

Placement and distribution of the refuse points have been closely considered based on the programme for each zone. Two mixed recycling and refuse bins are proposed in the welcome area, and a combined recycling and refuse bin proposed in the events space.

A member of staff is to collect the recycling and refuse waste from all bins at the end of each day and leave at a collection point at the site entrance - it's currently being investigated whether waste can be consolidated with the waste from the future construction site in the car park, but it will be collected from the site entrance via a service contract. A garden waste and compost bin can be provided on site but as stated above we expect this to be minimal due to the Phase One planting scheme. Sealed overflow bins can be located in the storage area of the Events space if required and taken off site via our waste collection providers.

3. Health and Safety Policy

The National Trust is required under the Health and Safety at Work etc. Act 1974 to produce a documented Health and Safety Policy. This is a separate document which contains the statement of commitment from the Director General and the Trust Board in relation to compliance with statutory and best practice requirements. The Policy sets out the Trust's aims for Health and Safety and an overview of people and responsibilities.

Responsibilities

We are all responsible for taking reasonable care of our own health and safety and that of others. All staff, volunteers and managers are responsible for compliance with all relevant health and safety Rulebook Instructions.

The **Director General and the Executive team** are collectively responsible, on behalf of the **Trust Board**, for the Planning, Delivery, Monitoring and Review of the Trust's approach to Health and Safety.

Senior managers (e.g., Regional Directors and Assistant Director Operations) are responsible for ensuring their managers have effectively implemented Health and Safety approaches and report significant issues and risks identified in the quarterly risk reporting process.

Managers (all people and property managers) are responsible for the implementation of this HSMS within their management portfolio. This responsibility can be described as a management process:

Insight	Identify the health and safety requirements of their team, location or property, including potential risks and hazards of activities and events.
Plan	Plan, through the process of risk assessment, for the required control measures and actions needed to minimise risks.
Do	Implement the required operational controls, competence, communication and cooperation.
Review	Monitor staff performance to ensure actions are completed on a timely basis. Periodically assess if actions have been effective at managing risks.

Project managers are responsible for Health and Safety within the scope of the project and for the consideration of health and safety statutory compliance within the Project Risk Register.

The **Operational Risk team** are responsible for developing the overall approach to Health and Safety which is then delivered by our staff, volunteers and managers. The role of the Operational Risk team is to assist staff, volunteers and managers to identify, understand and manage their health and safety risks and hazards effectively.

Operational Risk will provide advice and guidance on the **process, people, training and tools** for staff, volunteers, and managers to fulfil their health and safety responsibilities. **Managers** are responsible for the implementation appropriate health and safety measures at their property or location, using the **process, people, training, and tools** provided.

3.1 Insight

Castlefield Viaduct is a unique and complex site with a variety of Health and Safety challenges. We want to approach health and safety and security with the broader stakeholders of the area, including adjacent landowners, for a successful approach. With that in mind we have sought advice on risk identification from a wide range of specialists and begun conversations with local stakeholders, and we will continue to do so as we build our Risk Profile for the site.

3.1.1 Specialists include:

- **Ian Axford-Hawkes**, National Trust Operational Risk Business Partner
- **Katie Riley**, National Trust Operational Risk Business Partner, Fire
- **Madeleine Farrell**, National Trust Operational Risk Business Partner, Security
- **Neil Unsworth**, Greater Manchester Fire and Rescue Service
- **Twelve Architects**
- **Transport for Greater Manchester**
- **Network Rail**
- **Royal Haskoning DHV** via Contaminated Land Assessments, UXO Desk study and Coal Mining Report
- **Urban Green** via Phase One Ecology assessment and safe management of flora and fauna

3.1.2 Identified partners:

- ARUP Fire Engineer
- Fire Marshalls
- Greater Manchester Police, Architectural Liaison Officers, Design for Security Consultant
- Counter Terrorism Security Advisors
- British Transport Police
- Manchester Water Safety Partnership
- Castlefield Forum and members
- City Co and night-time economy advisors
- Manchester City Council
- Mayor for Greater Manchester's Office
- Vectos via Transport Assessment
- ARUP Manchester via Structural and Mechanical, Engineering and Plumbing Advice and Assessment

3.2 Plan

The Property Risk Profile (PRP) is the key National Trust document that we will be working to complete. To do so we will be working with our **Operational Risk Business Partners (ORBP)**, specialist consultants and external partners to identify the health and safety requirements of the operational team, location, and wider environment. As part of this process, we will also identify the potential risks and hazards of activities and events. Working together, the ORBP, Project and operational managers and partners will then agree the actions required to manage the risks identified. While this is not intended to be a fully comprehensive list, we have drawn out a few key themes.

3.2.1 Identified Risk areas: Visitor, Volunteer and Staff Safety

3.2.2 Falls from height

Identified as a key concern: As with all our health & safety interventions we intend to address this risk through a mix of physical design and management precautions. As part of the process, we plan to minimise the risk to staff and visitors through physical design:

- Parapets will be installed along the length of the visitor route. The height of parapet complying with building regulations and can be increased in certain sections to comply with any requirements from our partners.
- The structural design of any physical interventions will ensure gaps between the installations and the parapet or where unavoidable the parapet raised to reduce climbing risk.
- The central building will be designed away from edge of viaduct to reduce climbing risk and in a way that prevents roof access.
- Access to Viaduct currently managed by Department for Transport. We will look to build upon the current access precautions in place (gates, fences etc.) to counter any increased risk around break-ins or unauthorised access (see Security review). While the Viaduct is activated and gate unlocked, the threshold will be staffed at all times.
- Where we have identified additional risk areas (e.g. the current vertical ladders that are in place, for example) these will be temporarily closed off.

3.2.3 Contaminated Land

- A contaminated land report has been commissioned and received from Royal Haskoning DHV
- Any contractors working on the infrastructure of the site will be managed through National Trust systems and procedures and in line with any parameters agreed with the sites owners. Any risks around contaminated land will be outlined in the exchange of information process.
- Areas of regular staff and visitor access to be covered by accessible, uncontaminated surfaced pathway, demarcated by low-level fencing.
- Where staff are required to access the area of contamination (Workplace inspections, daily checklists etc.) they will be issued with the appropriate PPE (Personal Protection Equipment) and have access to appropriate cleaning facilities.

3.2.4 Electric Shock/ Interaction with Rail or Tramways.

Risk identified through discussions with Network Rail

- Demarcated pathway will keep visitors away from the areas where engagement with power lines is possible.

- In areas where the viaduct passes over the electric cables, the parapet can be raised to prevent visitor contact with electric lines on train track below.
- Access to the parapet for visitors will be limited to areas where interaction with the lines is impossible.

3.3 Access

All aspects of visitor access will be covered by a Visitor Journey Framework document which will look at all aspects of the visitor journey from pre-visit information, to post visit feedback mechanisms. We will also look at how we orientate and inform visitors about access and egress of the site, connection with public transport hubs and parking options. This process will also cover other access considerations which have been designed into the brief:

- Management of visitor route across the car park space
- Provision for disabled parking
- Disability Discrimination Act accessibility – all ramps, paths and buildings will be wheelchair accessible
- Demarcation fencing to be brightly coloured
- Hearing loops will be installed at key points
- Lighting considerations for evening visits

3.4 General Visitor Management

In addition to the design features of our approach, we will also build an operations manual which will cover the 'Do' element of our policy. While this will obviously develop parallel to the project requirements and the needs of our Health and Safety planning, we know that there are already some key elements around visitor management that we have built in from the start, in order that we might manage the offer safely:

- Access to Viaduct will be by tour booking only.
- Visitor numbers capped at 20 during the day and 50 for special evening events.
- All tour access supervised by National Trust staff members. 'Welcome talk' at the beginning of tour to ensure that visitors are aware of risks.
- Design precautions to be checked daily by staff through workplace inspections checklist.
- A clear and comprehensive Emergency Plan will be drawn up and trained out to all staff members and volunteers.

3.5 Fire

Fire represents a key area of risk. While fire loading on the viaduct is currently low, the addition of structures increases that risk. Key areas of risk management have been identified by the National Trust Operational Risk Business Partner Fire, a site visit from the greater Manchester Fire and Rescue service and a Concept Fire Strategy from ARUP's Fire Engineering team – please refer to separate report for full details. We will implement the recommendations from the Fire Strategy and we are keen to consult with the Planning Authority to understand key areas of their concern.

Current areas of consultation:

- Evacuation procedures will need to be developed with options around additional egress points from the viaduct assessed.
- Water provisions need and supply options assessed.
- Lighting options to assist both with visitor evacuation but also emergency service use.
- CCTV, motion, and fire detection system options to be reviewed.

- Site arson and activity specific FRA's will be produced.
- NT general property rules and guidance will be followed (e.g., no smoking, no hot works without permit etc.)

3.6 Security

We have worked with our internal team to identify some of the key areas of concern related to crime against the person, crime against property and any additional risk around terrorist threat and we have had a Crime Impact Statement (CIS) from Greater Manchester Police - please refer to this for full details. We will implement the recommendations of this report, build upon the security measures currently in place and are aware that the increased use and activity of the space will bring additional security challenges. However, we also suggest that an increased presence and regular staffing and surveillance of the site may also make the site less desirable for antisocial behaviour.

We have mitigated some security concerns with our planned design of the space. These can be seen in the Phase One masterplan and include:

- Hoarding
- Retaining the current DfT-approved gate and fence
- Lockable kiosks and event space
- Retaining existing guarding
- Adding new 1110mm high security guarding along the length of the viaduct that will be publicly accessible
- Adding a raised accessible footpath with low level guarding at the perimeter to restrict access
- Ensuring security of perimeter commensurate with our entrance/ exit point

We will work with Greater Manchester Police, Counter Terrorism Security Advisors and Manchester City Council to put in place an effective and pro-active security plans for the site. As part of this process, we will take on board the key security risks to the site highlighted in the CIA and are keen to consult with the planning authority to better understand any additional key security risks they perceive for the site.

While we work through the 'Insight' stage of security planning, we have three key areas that we are keen to mitigate:

- Crime against the person & Anti- Social behaviour
- Crime against property
- Risk of terrorist activity

3.6.1 Crime against the person & Anti- Social behaviour

We will identify the key risks here with our partners who have vital experience of the site and the area. This will also form a key part of our ongoing review process.

Following our standard risk assessment for managing any of our site, the following will be in existence:

- Three staff on duty at all times
- All staff issued with radios and in constant communication connection
- Staff issued with mobile phones
- Staff trained in Dealing with Difficult Situations
- If needed following review, security staff could be employed for evening events. We also hope to engage with the Night-Time Economy Advisor to help identify further risks and mitigations.

3.6.2 Crime against property

- We are working with our architects to use recommended contractors and design principles including Secured by Design principles.
- We will review and – where required - reinforce the accessible perimeter at potential areas of ingress. We will work with our internal Operational Risk Business Partner - Security, Network Rail, Transport for Greater Manchester, Police and Counter Terrorism advisors to identify security measures needed here.
- We are exploring the potential need for CCTV installation and a 24-hour monitoring process. We are interested to know the views of the planning authority on the requirement and scope for this, both for the trial period and any future use of the viaduct.
- Buildings will be left clear of valuables and signage will make clear that there is nothing of value on site, reducing desirability for theft. Our operational management of the site will be designed so that minimum portable infrastructure (Laptops/ Tablets etc,) will be left on site, there will be no cash left on the premises etc.
- We are also looking into the installation of motion detection and security lighting for the site. This may also provide infrastructure for our emergency plan.

3.6.3 Risk of terrorist activity

We have engaged with the Counter Terrorism Security team in Manchester and will be looking at building their recommendations into our design and operational plans.

3.7 Do

The physical design of the structure and the included Health and Safety measures will be developed and delivered by the project team and the broader stakeholder group.

The site at Castlefield Viaduct will sit under a 'parent' National Trust property to develop the operations model for the site and to integrate it within the wider National Trust process of risk management, training and development. Security, operations and maintenance will become part of the annual management of this portfolio. All staff on site will be fully trained as per our corporate health & safety standards, first-aid trained and never lone working.

At this stage we will develop the granular risk-assessment and mitigation procedures that exist at all of our properties, outlined in our Health & Safety Checklist for all properties.

4 Review

In line with broader National Trust policy our Health and Safety policy is under continual review. In the case of a trial such as Phase One of Castlefield Viaduct, we would look to review and report on a daily basis throughout the trial. This will be built into the staffing programme with sufficient resource allocated to the project so that systems can be adjusted and evolved as circumstances require.

5 Appendices

Below appendices available on request:

Appendix 1 - Proposed Draft National Trust Operational Structure

Appendix 2 – Proposed Design Security Interventions

Appendix 3 – National Trust Property Health & Safety Checklist

Appendix 4 – National Trust Health & Safety Management Instruction

Appendix 5 - National Trust Health & Safety Policy

Appendix 6 – Crime Impact Statement

Appendix 7 – ARUP Concept Fire Strategy