OUR TOWN HALL

LBC Method Statement: Management of Early Works

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OUR TOWN HALL PROJECT

MANCHESTER CITY COUNCIL

lendlease

Preface

The purpose of this document is to demonstrate appropriate management of the Early Works at the OTH Project in line with the requirements of Listed Building Consent.

We present this as a method statement to support the Design and Access Statement to provide an overview of the management systems in place, and site specific controls to ensure delivery of the project to safety, quality and sustainability standards in relation to ensuring the protection of the building and compliance with Listed Building Consent.

This document describes how lendlease management systems and procedures are applied and/or adapted at OTH Project. The detail of task specific methods and controls will follow in the form of task specific Risk Assessments and Method Statements, which are developed with the supply chain specialist. This activity will be undertaken once design deliverables and scopes are available. This is the catalyst for lendlease to commence the procurement process.

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1.Project Overview

The Town Hall Complex is one of Mancheter's greatest cultural and civic assets, which makes a significant contribution not only to the heritage but also to the identity of the City. Manchester Town Hall and Albert Square are the most significnt of the buildigns and public realm within the Complex. The Town Hall itself, which opened in 1877, is an internationally significnt landmark, Grade I-listed and consdiered to be one of the masterpieces of Victorian architecture. It's cherished by the people of the city who view it as the civic heart of Manchester.

We have now embarked on a major programme to repair and partially restore this iconic building for current and future generations. The Town Hall was cloased to the public in January 2018 and will remain so for the duration of this complex refurbishment scheme, reopening in 2024. We have set out eight high level objectives to guide the Our Town Hall project.

- To secure the long term future of the Manchester Town Hall, its civic role and its external setting
- To retain and enhance as a functioning and efficient Town Hall;
- Restore and celebrate this significnt heritage asset for Manchester
- To enhance the use of the building as a visitor destination and increase access to Mancunians:
- To transform users' and visitors' experiences;
- To reduce carbon footprint and energy costs;
- To maximise commercial opportunities and offset costs to the public purse, adnd,
- To deliver economic and Social Value for Manchester

The Town Hall collection of sculptures, artworks and other heritage assets has now been removed from the building, and the Cavaille-Coll organ will also be removed in advance of any work starting. This creates an opportunity to repair and restore the instrument, back to its 1893 original form, as it has fallen into some level of disrepair and had limited use in recentyears. It's hoped that the instrument will be reinstated to the Great hall in advance of the re-opening in 2024, when it would play a key role in event and education programming. We are working alongside the Manchester Cavaillie Coll Organ Foundation to facilitate this piece of work.

Lendlease have been appointed as Management Contractor for the project, and in collaboration with the design team, MCC and the Conservation Manager will be developing construction methodologies and sequencing plans alongside the developing design. Key supply chain partners will be consulted and all construction methodologies will be developed in line with Lendlease GMR's and the project requirements under listed building

consent. Lendlease will also be undertaking further desktop and intrusive surveys, in conjunction with the Design team, to further develop the design and scope of works to be undertaken and to satisfy the requirements of Town Planning and Listed Building Consent.

2. Project Objectives

MCC has set out eight high level objectives, which lendlease have bought into setting the scene for the Project:

- Secure the long-term future of the Manchester Town Hall, its Civic role and its external setting
- Retain and enhance as a functioning and efficient Town Hall
- Restore and celebrate this significant heritage asset for Manchester
- Enhance the use of the building as a visitor destination and increase access to local residents
- Transform users' and visitors' experiences
- Reduce the carbon footprint and energy costs of the building
- Maximise commercial opportunities and offset costs to the "public purse"
- Deliver economic and social value for Manchester

These eight high level objectives have been developed by the Project Team into a detailed set of SMART KPI's which will be used to monitor and measure the success in achieving these objectives.

3. Building Overview

Our Town Hall is located in the centre of the city in Manchester's Civic Quarter, Princess Street and Lloyd Street lie adjacent to the Town Hall. Albert Square sits directly outside the front of the building with St Peter's Square to the rear.

The red line boundary is shown in the diagram overleaf.



The postal address that should be used for any Project correspondence is:

FAO: XXXXXXX

Our Town Hall Project
Room 127
Manchester Town Hall
Albert Square
Manchester
M2 5DB (satnav & courier)
M60 2LA (postal)

Lendlease have taken possession of the building from 1 May 2019 and are responsible for the Planned Preventive Maintenance of the building. This is the continuance of Planned Preventative Maintenance, Statutory, Good Practice and Reactive for Manchester Town Hall

during the pre-construction period and up to and including the decommissioning of existing plant during the Construction Phase of the project.

The project office housing the Project team: MCC, lendlease and subcontractors is currently located within the building. It will be relocated from within the Town Hall at a later date; location and date of move are to be defined.

4. Description of the works

The works during this period are packaged as 'Early Works' and include:

- Pre-commencement Due Diligence Surveys
- Mock up Rooms
- Temporary Protection
- Mural Protection
- Soft strip
- Scaffolding to Albert Square and Cooper Street Elevations
- Courtyard remedial works incl. civils and drainage.
- Site Hoarding

The Early Works have been brought forward from the main construction to inform design and safeguard the construction programme.

The Early Works timescales are September 2019- January 2020.

5. Management of the works

Lendlease have taken possession of the building and are Principal Contractor. As such lendlease have responsibility for the management of site and the works package contractors.

Lendlease have standard operating procedures which will be followed during the project. These systems not only safeguard all parties involved in the project, but also focus on the protection of the building and its assets. These procedures cover:

- Health, Safety and Well-being
- Environment & Sustainability

- Quality
- Procurement & Supply Chain Management
- Design
- Programme
- Information management
- Protection and safeguarding of assets

Site specific documents are produced to satisfy the above-mentioned systems and procedures and to set out the management of the project. The key documents are:

- Project Execution Plan
- Environmental, Health and Safety Plan (EHS Plan)
  Note: this is a further development of Construction Phase Health and Safety Plan

6. Methodology/ Control Measures

The control methods for the works are as detailed within the documents mentioned above. An overview of some of the key control areas are provided here:

1. Site security:
   - The Town Hall forms one element of the Town Hall Complex and is a Grade 1 Listed Building. We have engaged the Clients' service provider, G4S to maintain 24/7 Security cover from 1st May 2019 commencement of Construction works.
   - The Town Hall Security Guard is situated at the FM desk adjacent to the Lloyd Street Ramp on Level 01.
   - Pedestrian Access to the building is via the underpass between the Town Hall Extension and the Town Hall at Level 00 and only with a temporary or permanent pass issued by MCC FM reception.
   - All site operatives and visitors sign in and out at the Security desk upon entering and leaving the OTH building.
   - Vehicular Access on Lloyd street only is controlled from within the Town Hall Extension via electronically operated vehicle bollards and a 24hr minimum notice of delivery period
   - Vehicle Barriers are in place on Albert Square with access control for events.
   - The building is currently protected by locked doors (except for Escape Doors), gates and Portcullis, Boarded external basement windows.
   - CCTV covers most of the external façade of the building, monitored in the Control Room in the Town Hall Extension with the FM Desk within the Town Hall monitoring Escape Doors.

2. Site Induction

   Lendlease will induct 'The Project Team' retained Service Providers, Supply Chain Partners and Contractors to ensure alignment with the Lendlease Ways of Working and OTH objectives.

   The lendlease OTH project induction will include, but may not be limited to the following information points:

   - Instilling a sense of pride in OTH (MCC). Every person is inducted to be a project ambassador to include the correct attitudes, behaviours and sense of ownership.
   - Details of the project, including requirements from the client (MCC)
   - OTH project objectives
   - OTH project branding and identity
   - Programme overview, with key milestones
   - Project access procedures
   - Social Value
   - The site management team
   - Lendlease Europe EHS&W Standards
   - Our Incident & Injury Free vision
   - Details on the Town Hall and its Heritage (MCC)
   - Heritage requirements, responsibilities and legal duties on the project, what is means to work on a Grade-I listed building
   - Explanation of the building's significance including areas and specific features in the building and Albert Square.
   - Existing properties adjacent to the site / Neighbours / Public
   - Current Asbestos Management Plan and controls/ procedures applicable to works
   - Environmental controls, including: dust, noise, humidity, temperature etc
   - Status of M&E services and controls/ procedures applicable to works, including power usage
   - Risks associated with the work on site and importance of the daily Safe Start process
   - The need for workers to understand, engage and report any issues of concern to lendlease, including: EHS, damage, Heritage, security, theft
   - Fire & Emergency procedures
   - Security procedures
   - First Aid procedures
   - Site logistics arrangements, internal and external
   - Observation & incident reporting arrangements
   - Site reward and consequence scheme
   - Site rules and welfare arrangements
   - Permit to Work requirements and procedures
   - Site Working Hours

- Communications and engagement, including site rules: social media
- Visitor procedures

3. Site Rules

- *Visitors* must report to MCC – FM Office, to be issued a pass, all visitors to be escorted on site at all times. Visitors will receive a visitor's induction.
- All personnel are required to wear a *safety helmet, high visibility vest, safety footwear, gloves and appropriate eye protection in working areas.* Additional PPE, e.g. hearing protection, will be worn where appropriate.
- *Vehicle* drivers must wear a hi-vis jacket or vest and safety footwear at all times when at risk. Vehicles are not to be reversed unless under the control of an authorised traffic marshal.
- Every incident (injury, near miss or environmental) event must be reported to Lendlease. Lendlease are required to report every incident to MCC.
- Any person found to be interfering or misusing fixtures, fittings or equipment provided in the interest of health, safety or welfare will be excluded from the site.
- Access is via designated routes only. Site personnel are to adhere to restricted areas notices.
- Doors and windows are to remain closed unless they form part of the works/ access as detailed within the task specific method statement.
- No person may operate any mechanical plant or equipment unless they have been trained, have been certificated as competent and are authorised to do so.
- Fire and emergency alarms, equipment and instructions are designed to protect life. They must be followed.
- Ladders & Step Ladders are only to be used as work platforms for tasks of short duration and only if no alternative means of access is readily available. Ladders must always be secured to a structure or securely 'footed' by another person whilst in use.
- The use of trestles and bandstands are prohibited
- Only *designated & qualified electrician*s may make an electrical connection / disconnection.
- All personnel working on this project must attend an induction.
- All site personnel, for their own safety and for the safety of others, are required to fully comply with their employer's *task safe working method statement*
- The consumption of alcohol and drugs is prohibited.
- Smoking/Vapor/E-cigs are not permitted within any part of the Town Hall including the Courtyards

4. Management of on-site works

Lendlease require site specific, task specific Risk Assessment and Method Statement for site works. These documents are checked of against a 10-point checklist (Lendlease template M021 RAMS Review). The checklist covers:

Item	Yes	No	N/A	Comments
1 Heading				
Company, Package, Title, Rev number & Date				
2 Work Description				
What is to be done (Brief Summary)				
Location. Including plans to locate works, and photo sheets.				
Time/Duration				
3 Supervision				
Named supervisor				
Named deputy / relief				
4 Risk Assessment(s) of significant risks for all tasks				
Suitable RAs provided for work content				
5 Methodology / Control Measures				
Step by step brief including drawings and sketches where suitable of how to do the task including the sequence of operations; Temporary Protection requirements, Access / Egress; issues relating to the place of work; 3rd parties; health issues including CoSHH, Noise, Dust and Vibration etc				
Sequence – note any inspection hold points in works, either E,H&S or Q				
Permit Requirements				
Special training (confined space, tower erection, use of plant, spills control, use of specialist tools etc.)				
PPE requirements [Above standard requirements]				
Drops Prevention Plan				
6 Resources				
Personnel & their training – Named individuals incl. supervisor required				
Sub-contracted work element & RAMS approval				
Plant / Equipment (include test certificates + training certificates)				
Materials (including CoSHH Assessments + specialised certs FSC)				
7 Emergency Arrangements				
Rescue – how – by whom				
Name of First Aider				
Spillage containment / unexpected finds etc.				
8 Temporary Amended Systems				
Traffic routes, emergency arrangements, services and existing RAMS's.				
9 Communication				
Confirmation of operatives briefing				
10 Monitoring and Compliance				
Monitoring (safety, environmental and quality) by whom. Detailed QITP (Quality Inspection Test Plan) to be provided, including requirements for hold points and the process for project team sign-offs.				
Details of any specialist monitoring required. Including the requirements for				
General comments: Enter any general comments into the appropriate area of the front page of this document.				

Heritage considerations and any specific items relating to LBC consent will reviewed under section 5 and 10.

The RAMS for the first elements of the works will be used to agree the reviewing process with the wider team. There are some activities which will require Design Team approval for the methods. Other works will require MCC, Conservation manager, External Stakeholders including partners and neighbours. It is suggested that MCC and DT each appoint a lead person to review a submitted method statement, and then distribute as required within their teams for comment/ approval. A collaborative approach will be taken to agreeing this process using the first of the RAMS as a test vehicle.

5. Monitoring and review

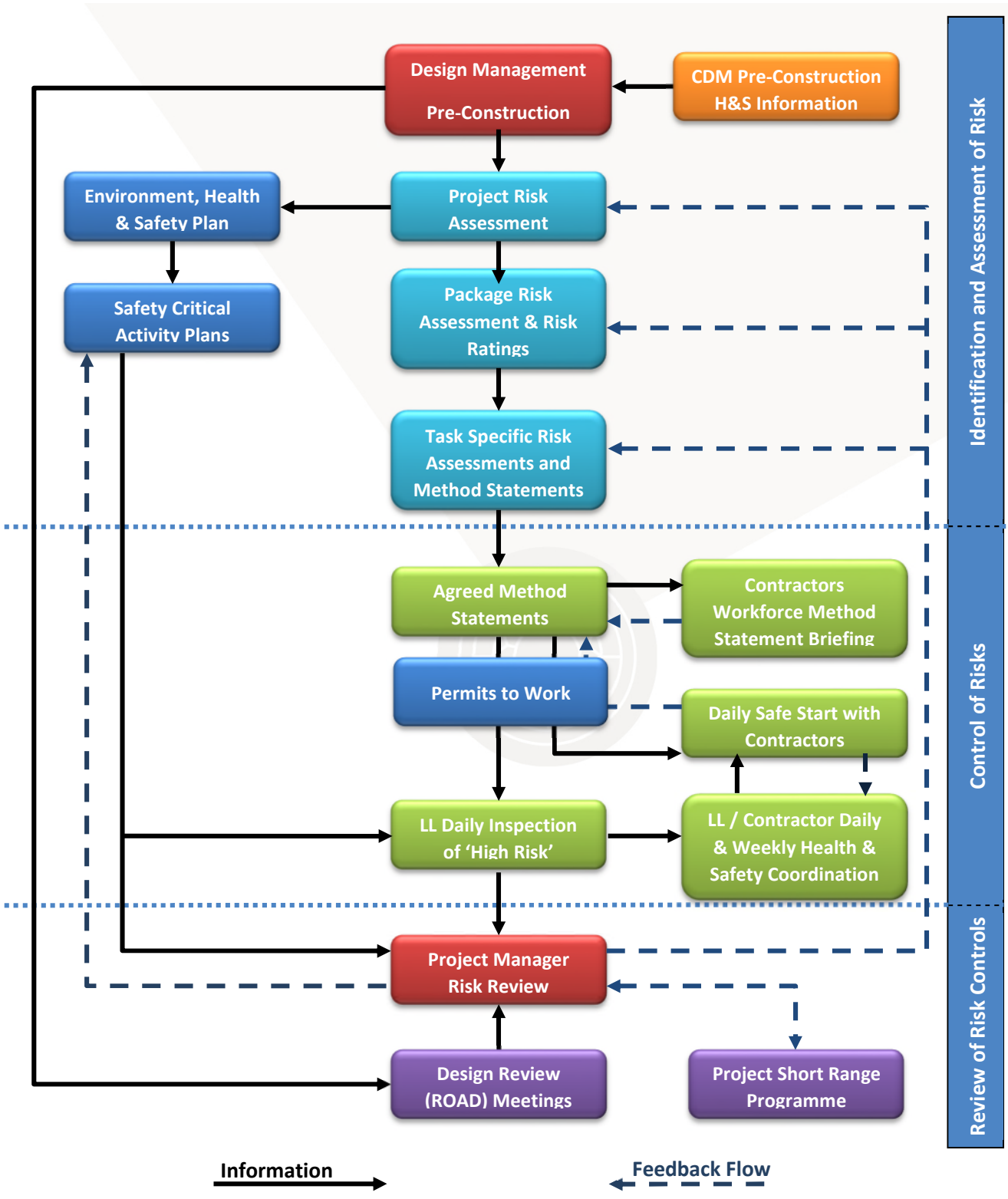
Regular monitoring of both EHS performance and works contractors approach to Heritage is essential during the project to prevent incidents and meet company and legal requirements. Observations, inspections and audits are the methods employed for monitoring and Enablon is the lendlease IT platform used to record them.

The monitoring schedule below provides guidance on the observations, inspections, and audits which need to be conducted as part of the Lendlease requirements, who should do them and how they should be recorded.

Monitoring Type	Frequency	Carried out by	Monitoring Method	Recording Results *(See EH&S Operational Excellence*
Environment, Health & Safety Observations	*Daily*	*All staff*	*Individual Observation or part of EHS inspection*	*EHS Observations in Enablon*
Inspection of High-Risk Activities *(EH&S Operational Excellence)*	*Daily*	*Lend Lease Construction Manager*	*Check / Inspection of Works (including permit review)*	*Safety Observations in Enablon*
Safe Start Verification	*Minimum Weekly*	*Lend Lease Construction Manager*	*Attend (and participate) in contractors' Safe Starts*	*Verbal feedback and Safety Observations in Enablon*
Weekly EHS Inspection	*Weekly*	*Lend Lease Construction*	*Focus on conformance with/ European Delivery Requirements / EHS Regulations*	*Inspections and EHS Observations in Enablon*
Monthly Inspection	*Monthly (between 20th - 30th)*	*Project Manager & EHS Manager*	*High risk activity reviews*	*MSA in Enablon*
Project in Delivery (PiD) Reviews	*Every six weeks*	*To be identified by Business Unit*	*Full review of project performance*	*PiD Pack & meeting minutes*
Combined Independent EHS Audits	*As required*	*Lend Lease Independent EHS Auditors*	*In depth check of all EHS procedures*	*IEHS Audit Enablon*
Client report				
Heritage	*As required*	*MCC, Purcell*	*Site Inspections*	*Verbal feedback and Observations in Enablon*

6. Identification and control of risk.

The figure below shoes the process for identifying and managing risk incl. heritage risk:



7. Summary

This document has provided an overview of how the lendlease management systems and procedures are applied, and adapted if required, to the OTH Project.

As described within this document, task specific Risk Assessments and Method Statements will be issued for review to the project team to ensure appropriate controls are in place for the works to protect the Town Building and project personnel.