Question 4

The Royal Exchange Building is a complicated site with a number of stakeholders and tenants located within the building. With reference to your company and proposed team members' previous successes in delivering projects within an operational environment, state how your approach in delivering this project would ensure a safe, smooth and positive experience for the different building users. (Maximum 2 sides.)





Conlon have a wealth of experience of working within occupied operational environments. Current heritage projects which would fit into this context include :- Preston Market £3.2m(Grade 2); Preston Bus Station £12m(Grade 2 listed); The Ormond Building £4.5m; Heaton Hall £670k(Grade 1 listed); Gawthorpe Hall £543k (Grade 2) Lancashire County Hall £5.2m (Grade 2).

Stakeholders and Tenants

Neil Conlon attended site on Friday 30th June and Monday 3rd July to obtain further information about the proposed scheme and to identify key stakeholders. Using this information, we engaged in a stakeholder mapping exercise for this project, so Operations Manager, Jim Wilcock and Contracts Manager, Terry Fisher can develop our communication strategy. We will address a wide range of issues to meet the complex needs of stakeholders, tenants and the site team. These will include the physical environment, interpersonal relationships, detailed planning, work methodology and management techniques. Our emphasis will be to develop a strategy that reflects the building's specific requirements. Each stakeholder may have different perspectives or desired outcomes from the scheme. By understanding each party's requirements, we can create an improved solution.

Key Stakeholders	Expectations
Manchester City Council	Completion on time and within budget to the required standards. Comply with Coroner's aspirations within budgetary limitations. Production of regular cost plans to guarantee cost certainty on completion. Work proactively to identify any risk issues early, and establish open, honest and clear lines of communication across all stages of the project.
Coroner's Court	Ensure we fully understand the aspirations of the Coroner. Sound insulation is an important factor. Explain the construction and soft landings processes to ensure a smooth handover. High standard of finish with Zero Defects and minimal disruption post completion. Provide building training and awareness to ensure staff fully understand the building, its facilities and equipment including provision of building user manual. 24 hour call out number will be provided.
Exchange Building Management	Security. Minimal Disruption. Good Communication. Maintain low profile external to the building. Provide comprehensive O&M Manuals. Ensure good liaison between contractor and all tenants.
Exchange Building Tenants	Minimising noise, dust and vibration. Maintaining fire exit routes. Regular communication. Considerate Constructor Scheme – no radios; no smoking within the vicinity of the building; appropriate PPE/clothing at all times; respect.
Exchange Building Arcade Shops	Maintain zero visibility. Arcade not to be used as a thoroughfare by operatives. Co-ordinate material deliveries to avoid clashes with shop deliveries.
Exchange Theatre	Ensure out of hours work and deliveries do not impede theatre operations.
TGI Fridays	Maintain fire routes within exchange building with regular joint inspections. Ensure security is maintained at fire exits. Minimising noise and vibration.
Local Businesses	Ensure works and deliveries do not impede on local trade. Encourage supply chain to 'spend local'.
General Public	Health and Safety to be a priority external to the building especially during deliveries and removal of materials off site. Banksman to be employed.

Ensuring a safe, smooth and positive experience

We register all projects with the Considerate Constructors Scheme and adhere to the Code of Considerate Practice. As part of our Business Plan and continual improvement processes, we believe registering projects is key to maintaining excellent working relationships between the staff, residents as well as businesses around the site. We are aware of the busy nature of the Royal Exchange Building and the extent of the works we are bidding for. We will need to liaise closely with the building staff regarding access; segregation; prior notice of disruptive activities; out of hours working etc.

Mitigating Disruption - We will use our previous experience (County Hall, Preston; Etrop Court, Wythenshawe; Moss Side District Offices, Bank of New York, Universal Square etc.) to mitigate any disruption caused and to ensure the project is a success in every sense. Our Project Management Plan, produced by Contract Manager, Terry Fisher before commencing on site, will document

these processes. During construction Terry will act as the single point of contact for the Royal Exchange Building, keeping them informed of our construction activities and progress. Terry is well versed in liaison and communication with key stakeholders. We will put in place measures to mitigate the impact of noise and disruption to building users and neighbours via our Environmental Management Plan. For example we will work out of hours and avoid peak periods for tenants and local businesses and implement low impact techniques to minimise noise and vibration.

Terry will develop a Continuity Plan which will fully address the following:-

- Maintaining a secure environment.
- Minimising disruption by undertaking noisy activities outside of normal working hours
- Managing deliveries throughout the project to prevent disruption and congestion to traffic.

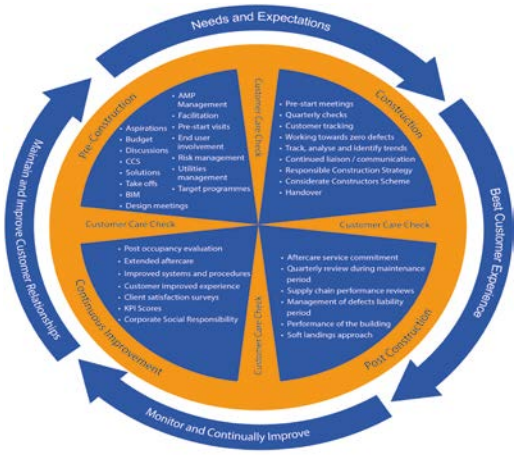
Terry and his team will carry out daily safety checks to check the state of areas such as roads and footpaths, to mitigate disruption. We will monitor dust, debris and litter outside of our working area by implementing a daily perimeter check list. Terry will prepare and regularly update our traffic management plan throughout the project, confirming site access and delivery procedures for construction works traffic.

Zero Defects at Handover - The aim of the Conlon team is to ensure that work is carried out, 'right first time' and therefore, 'defect free'. By starting the drive for zero defects on day one of a project we aim to delight our Clients with high standards of quality and service. Our processes and procedures encourage all parties (in particular our sub-contractors) to understand the benefits of preventing errors in the first place. This approach promotes the achievement of a successful outcome, as follows:

- We use the site induction process, regular toolbox talks, daily updates (eg. via whiteboards), and the process for appointment and management of the supply chain to involve everyone on the project;
- Our sub-contract supply chain has evolved from a number of well-known reliable trade contractors who have been used on our construction projects for many years. In addition to adopting a right-first-time approach these supply chain arrangements have also produced tangible benefits to Clients in terms of: design/pre-contract processes, price, service, availability, product reliability and cost certainty;
- Our Request For Information process prompts timely decisions by the team & is reviewed at site meetings;
- We allow sufficient time to complete the snagging process prior to handover;
- Daily Quality Control inspections serve to verify right first time construction;
- Post completion debrief, sub-contractor performance reviews and Client satisfaction surveys promote continuous improvement.

Soft Landings - Clare Singleton, our Customer Care Manager, has worked at Conlon Construction for 36 years and will take full responsibility for the co-ordination of handover and Soft Landings and ensure that the process is dealt with in a personal and caring way. Upon completion the Customer Care team will become the first point of contact for any matters at all, no matter how small relating to the new building. Regular communications will be maintained throughout the Defects Period.

- Clare will attend the Pre-Start Meeting and maintain contact throughout the project.
- She will allocate members of her team to co-ordinate the transition of staff, furniture and equipment.
- Clare will agree the dispute resolution hierarchy with Manchester City Council and the Royal Exchange Building staff.
- Clare meets each week with Guy Parker, our Construction MD to review progress of any issues.
- Guy will become involved immediately should an issue become unresolved.



Using lessons learnt from customer feedback on each project we complete our 360 degree review of our Customer Care Strategy which is constantly evolving. The smooth handover of a fully functioning building to end users is a process Conlon work towards from the outset of every project. Through adherence to well-rehearsed procedures and protocols our personnel and supply chain plan for the handover process from the earliest stages. Our Customer Care Strategy, opposite, closely reflects Manchester City Council's Handover and Soft Landing requirements. Any discrepancy between the two will be re-aligned during the preconstruction period.