

Construction Management Plan

Stock Exchange Suites @ Norfolk House



Address: Norfolk House, Norfolk Street, Manchester, M2

Client: Relentless Developments

Construction Manager: Midway Construction Management Ltd

Prepared by: Rob Lowe

Revision: A

1. Introduction

Midway Construction Management Ltd (hereafter referred to as 'Midway') has been formally appointed as Construction Manager for the prestigious conversion of Norfolk House, Norfolk Street, Manchester, into a luxury five-star hotel. The works are procured under the JCT Construction Management form of contract, with Midway assuming the role of principal coordinator and guardian of quality, health and safety, and programme adherence. The appointed Lead Construction Manager, Mr. Rob Lowe, brings to this scheme a wealth of experience across a portfolio of high-value, complex, and sensitive developments, underpinned by a career-long commitment to professional excellence.

This Construction Management Plan (CMP) constitutes a living policy document, designed to govern, guide, and monitor all activities from commencement through to handover. It codifies Midway's corporate ethos of delivering beyond client expectations, enshrining safety as paramount, embedding sustainability at every stage, and cultivating harmonious relations with stakeholders and the public. The CMP reflects best practice principles from statutory frameworks including the Construction (Design and Management) Regulations 2015, the Health and Safety at Work Act 1974, the Control of Substances Hazardous to Health Regulations 2002, and the Environmental Protection Act 1990. Supplementing statutory obligations, this document also embodies the aspirational standards of the Considerate Constructors Scheme, Build UK, WRAP, and the Royal Institution of Chartered Surveyors Code of Practice. In this regard, the CMP is both regulatory and aspirational in scope.

It is Midway's declared policy that the Stock Exchange Suites @ Norfolk House shall be delivered in a manner that is not only compliant, but exemplary. Every procedure, protocol, and policy herein is designed to mitigate risk, protect the environment, enhance wellbeing, and instil confidence in the client, the professional team, statutory authorities, and the wider Manchester community.

2. Management Structure

It is the stated policy of Midway Construction Management Ltd that all projects shall be governed by a clearly defined, robust, and transparent management structure which ensures accountability, clarity of roles, and effective channels of communication. For the Stock Exchange Suites @ Norfolk House, this management framework has been deliberately designed to reflect the complexity, scale, and sensitivity of a city-centre conversion into a five-star hospitality environment.

At the apex of this structure sits Mr. Rob Lowe, who shall serve as Lead Construction Manager. Acting as the single point of responsibility on behalf of Midway, Mr. Lowe will provide overarching leadership, strategic direction, and ultimate accountability for programme, quality, safety, and stakeholder engagement. His role encompasses direct liaison with the client, consultants, local authority, and statutory bodies, whilst also exercising close day-to-day oversight of site operations.

Reporting directly to the Lead Construction Manager will be a team of dedicated Site Managers, each with responsibility for a discrete package of works. These packages include strip-out and enabling, façade and windows, roof works, mechanical and electrical installations, full fit-out and finishes, and FF&E. Each Site Manager shall act as the first line of supervision for their respective Trade Contractors, responsible for verifying compliance with Risk Assessments and Method Statements (RAMS), coordinating logistics, monitoring quality, and enforcing health and safety requirements. This package-focused approach ensures that each trade is afforded specialist attention and that potential conflicts between trades are identified and resolved expeditiously.

Supporting the Site Management team shall be a dedicated Health & Safety Manager, charged with ensuring absolute compliance with the Construction (Design and Management) Regulations 2015 (CDM 2015) and with HSE best practice guidance, including HSG150 (Health and Safety in Construction). This individual will conduct routine inspections, lead incident investigations, verify competence and training records, and oversee the approval and monitoring of RAMS.

A Clerk of Works / Quality Assurance Manager shall be appointed to act as the guardian of quality standards on site. This individual will undertake systematic inspections of workmanship, materials, and compliance against specification, ensuring that all deliverables are consistent with the premium standards befitting a five-star hotel development. This function shall be supplemented by the use of digital inspection tools and benchmark samples, enabling transparency and traceability.

The logistics dimension of the project shall be governed by a dedicated Logistics Manager, who will be tasked with planning, coordinating, and supervising all aspects of deliveries, waste management, storage, and material movements. This role is critical in a constrained city-centre site where just-in-time delivery strategies must be harmonised with neighbour liaison, traffic management, and licensing requirements from Manchester City Council.

The management structure shall be underpinned by a robust regime of formal and informal communication. Weekly coordination meetings, chaired by the Lead Construction Manager, shall bring together all trade representatives, consultants, and key stakeholders to review progress, resolve issues, and align forthcoming activities. These meetings shall be supplemented by daily site briefings and toolbox talks, conducted by Site Managers, to reinforce safety protocols, highlight risks, and maintain alignment of workforce activities. Minutes and attendance records shall be meticulously maintained, forming part of the permanent project record.

In summary, the management structure for the Stock Exchange Suites project embodies Midway's commitment to structured leadership, transparent accountability, and proactive coordination. Through this layered yet interconnected framework, Midway will ensure that every trade contractor is effectively supervised, every risk is diligently managed, and every stakeholder is afforded confidence in the professional execution of the works.

3. Programme & Working Hours

The construction programme for the Stock Exchange Suites @ Norfolk House has been developed with precision and rigour to ensure that all works are delivered in a logical, sequenced, and coordinated manner. The master programme spans a duration of approximately nineteen months, commencing in September 2025 and concluding with Practical Completion in April 2027. This timeline has been carefully calibrated to reflect the complexity of converting an existing city-centre office building into a premium five-star hotel, allowing adequate float for statutory approvals, procurement lead-in, and commissioning requirements.

The programme is divided into key phases, each representing a critical milestone in the journey from inception to delivery. The initial enabling and strip-out works, scheduled for Autumn 2025, will involve the removal of non-structural partitions, services, and redundant finishes. This phase will be managed under stringent controls to minimise noise, vibration, and dust, in accordance with BS 6187:2011 (Code of Practice for Demolition) and BS 5228 (Noise and Vibration Control).

Following this, the roof replacement and window installation packages, programmed for Winter 2025 through Spring 2026, will secure the building envelope, enhance thermal performance, and provide weather-tightness. These works will require significant coordination with façade access, scaffolding licences, and temporary works designs, and will be executed in line with the Work at Height Regulations 2005.

The Mechanical, Electrical, and Public Health (MEP) installations, programmed for Spring 2026 through to Spring 2027, will represent the backbone of building functionality. This period will involve the installation of plant, risers, distribution systems, and specialist hotel services, all of which shall be sequenced to allow progressive fit-out whilst ensuring compliance with the client's performance specifications. All MEP works will be subject to staged testing and commissioning protocols in accordance with CIBSE guidelines.

The internal fit-out and FF&E installation, scheduled for Summer 2026 through Spring 2027, will encompass partitions, ceilings, finishes, joinery, decorative treatments, and the placement of bespoke fixtures, fittings, and equipment. This phase will be delivered to benchmarked samples to ensure that the finished product achieves the standard of luxury befitting a five-star hotel.

The final stages of the programme, commissioning, testing, and snagging, will take place in Q1 2027. During this period, building systems will be fully tested, integrated, and verified, with rigorous quality inspections carried out by the Clerk of Works. Snagging will be systematically logged through a digital platform, ensuring traceability and timely close-out. Practical Completion is targeted for April 2027, following which the building will be handed over to the client for operational readiness.

In terms of site operations, working hours shall be strictly aligned with Manchester City Council's requirements and best practice guidance:

- Monday to Friday: 08:00 – 18:00
- Saturday: 08:00 – 13:00
- Sundays and Bank Holidays: No works permitted unless expressly authorised in writing by the local authority.

Noisy works, as defined under BS 5228, shall only be undertaken during core hours of 09:00 – 17:00 to minimise nuisance to neighbours and the public. Any out-of-hours working will require prior approval from the client and statutory authorities, supported by a detailed justification and mitigation plan.

To further mitigate disruption, all deliveries shall be scheduled between 09:30 and 16:00, avoiding peak traffic and pedestrian congestion in the city centre. Deliveries will

operate on a just-in-time basis, controlled by the Logistics Manager, to reduce storage requirements on site and to coordinate with local businesses, particularly Tesco, to prevent conflicts.

Through this disciplined approach to programme management and working hours, Midway Construction Management Ltd will ensure not only the timely and efficient delivery of the project, but also the minimisation of disruption to the surrounding community and the safeguarding of the client's reputation.

4. Site Set-Up & Welfare

All site access shall be strictly controlled via the Pall Mall pedestrian gate, which will function as the sole authorised point of ingress and egress for operatives, visitors, and deliveries. This access point will be permanently staffed by trained security personnel and supported by a digital sign-in system, incorporating biometric or photographic verification to ensure that only inducted and authorised individuals gain entry. In line with the principles of the Construction (Design and Management) Regulations 2015 (CDM 2015), all visitors will be required to undergo a safety briefing prior to entering operational areas of the site. Vehicle manoeuvres through Pall Mall will be overseen by qualified banksmen at all times to safeguard both site operatives and members of the public.

The welfare strategy for the project has been deliberately designed to not only meet, but exceed, statutory minimum requirements as set out in Schedule 2 of CDM 2015 and associated HSE guidance. The principal welfare hub shall be located within Basement Level -2, providing a full suite of facilities, including:

- A canteen and rest area equipped with refrigeration, microwaves, hand-washing facilities, and sufficient seating capacity for peak occupancy.
- Male and female toilets, maintained to hygienic standards and subject to a rigorous cleaning regime.
- Shower and changing facilities with adequate ventilation, heating, and drying rooms for operatives' personal protective equipment (PPE).
- A first aid room, fully stocked in accordance with HSE First Aid Regulations and staffed by trained First Aiders during all working hours.
- Office accommodation for site management, health and safety personnel, and trade contractor supervisors, providing a central hub for coordination and record keeping.

To maintain these facilities at exemplary levels, a daily cleaning regime shall be enforced, supplemented by weekly audits by the Health & Safety Manager. Cleaning rotas will be logged and retained for inspection. Heating, ventilation, and lighting

systems shall be installed to maintain comfort throughout the year, and potable drinking water shall be available at all times.

The site perimeter will be enclosed by secure, solid hoardings designed to Manchester City Council specifications. These hoardings will be painted, branded, and fitted with mandatory health and safety signage, emergency contact information, and community liaison details. The boundary will be supplemented by a 24-hour CCTV surveillance system, strategically placed lighting, and motion sensors to deter unauthorised entry. Out-of-hours, the site will be patrolled by mobile security units to provide an additional layer of protection.

Midway Construction Management Ltd also recognises that welfare extends beyond physical comfort and security, encompassing the mental health and wellbeing of all personnel. In alignment with Build UK and CITB Mental Health Charters, the site will provide discreet access to wellbeing resources, including mental health awareness posters, confidential helpline information, and a minimum of two trained Mental Health First Aiders on site at all times. Supervisors will receive training to identify early indicators of stress, fatigue, or poor mental health, with escalation procedures in place to ensure timely support. Toolbox talks will periodically address wellbeing themes, embedding a culture in which health, safety, and wellbeing are afforded equal prominence.

Through these combined measures, the access, security, and welfare arrangements at Norfolk House will not only satisfy statutory obligations but will demonstrate Midway's corporate commitment to creating a safe, secure, and supportive environment for all operatives, staff, and visitors.

5. Health & Safety Management

It is the unequivocal policy of Midway Construction Management Ltd that all works shall be conducted in strict compliance with the Construction (Design and Management) Regulations 2015 (CDM 2015), the Health and Safety at Work etc. Act 1974, and all relevant Health and Safety Executive (HSE) Approved Codes of Practice and Guidance. Safety shall be prioritised above programme or cost considerations, and the culture of the project shall be one in which no task is undertaken unless it can be completed safely.

Each Trade Contractor will be required, as a precondition of appointment, to prepare detailed and task-specific Risk Assessments and Method Statements (RAMS). These documents shall clearly identify hazards, assess risk ratings both pre- and post-control, and set out the safe systems of work, including required supervision, emergency measures, and the specific personal protective equipment (PPE) to be utilised. All

RAMS must be submitted to Midway no later than ten working days prior to mobilisation. They will then undergo a thorough review by both the Health & Safety Manager and the Lead Construction Manager (Rob Lowe). No works shall commence until the RAMS are formally approved, briefed to all operatives, and evidenced by signed attendance records.

In addition to formal RAMS, daily activity briefings – often termed “Start of Shift Briefs” – will be conducted by Site Managers. These briefings will communicate the specific tasks to be undertaken, hazards present that day, and control measures required. This dynamic approach ensures that evolving site conditions are continuously assessed and addressed in real time.

Toolbox talks will be delivered on a weekly basis by competent Midway managers, covering both recurring and emerging themes. Subjects will include, but not be limited to: working at height (in accordance with the Work at Height Regulations 2005), manual handling (Manual Handling Operations Regulations 1992), fire prevention (HSG168), dust and respiratory protection (Control of Substances Hazardous to Health Regulations 2002), plant and machinery operations, and mental health awareness. Attendance will be compulsory, documented, and retained as part of the permanent site health and safety record. Supplementary toolbox talks shall also be convened immediately following any incident, near miss, or significant change in methodology.

High-risk activities will be governed by a stringent permit-to-work system, administered by Midway and monitored by the Health & Safety Manager. This system shall cover, inter alia:

- Hot works, requiring fire blankets, extinguishers, and post-activity fire watch periods;
- Confined space entry, requiring atmospheric monitoring, rescue procedures, and specialist supervision;
- Roof access and work at height, requiring edge protection, fall arrest systems, and scaffold compliance checks;
- Lifting operations, requiring lift plans prepared by an Appointed Person in compliance with the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER).

The overarching objective of this Health & Safety Management framework is to foster a zero-harm culture, where hazards are systematically identified, risks are robustly controlled, and every individual takes responsibility for their own safety and the safety of those around them. In doing so, Midway Construction Management Ltd will ensure that the Stock Exchange Suites @ Norfolk House project is delivered not only in

compliance with statutory requirements, but in alignment with the very highest standards of professional practice in the UK construction industry.

6. Emergency, First Aid & Fire Safety

It is the absolute policy of Midway Construction Management Ltd that robust and comprehensive measures for fire safety, emergency preparedness, and first aid provision shall be established from the outset and maintained throughout the lifecycle of the project. These measures are designed in alignment with HSG168 (Fire Safety in Construction), BS 9999:2017 (Fire Safety in the Design, Management and Use of Buildings), and the Health and Safety (First Aid) Regulations 1981, ensuring not only compliance with statutory requirements but also the highest levels of industry best practice.

Evacuation Routes & Assembly Point

All evacuation routes shall be clearly signposted and illuminated on every floor, using universally recognised fire safety pictograms in accordance with BS EN ISO 7010. Escape routes shall be kept permanently unobstructed, free from stored materials, and routinely inspected by appointed Fire Marshals. These routes will lead directly to the designated fire assembly point located on Norfolk Street, which will be clearly marked with signage and reinforced during inductions and daily briefings. At the assembly point, roll calls will be conducted using the daily attendance register to account for all personnel.

Fire Detection & Suppression

A temporary, wireless fire alarm system shall be installed across all working levels, incorporating manual call points and sounders to provide immediate warning in the event of fire. Portable fire extinguishers of appropriate type (water, CO₂, foam, and dry powder) will be deployed at 20-metre intervals and within 30 seconds of travel time from any point, in compliance with BS 5306. All extinguishers will be inspected weekly by the Health & Safety Manager, with records maintained in the Fire Logbook. Hot works will be stringently controlled by a permit-to-work system, requiring the presence of fire blankets, suitable extinguishers, and a post-activity fire watch period. Combustible materials will be stored in designated fire-rated enclosures, and smoking will be prohibited within the site boundary.

Fire Marshals & Drills

Dedicated Fire Marshals shall be nominated for each floor, equipped with high-visibility vests and radios to assist with orderly evacuation. They will undertake daily inspections of escape routes, firefighting equipment, and emergency signage. Monthly fire drills will be carried out to test the effectiveness of the evacuation strategy, with findings documented and lessons learned disseminated through toolbox talks. These drills will

be timed to measure efficiency and ensure that the statutory benchmark for evacuation is consistently achieved.

First Aid Provision

First aid arrangements shall be fully compliant with the Health and Safety (First Aid) Regulations 1981 and associated HSE guidance (L74). The ratio of First Aiders to operatives shall be no less than 1:25, ensuring immediate and competent response capability across all working areas. A dedicated First Aid Room shall be established within the welfare facilities at Basement -2, maintained with stocked first aid supplies, a stretcher, and eye wash stations. In addition, a defibrillator (AED) shall be permanently located within the basement welfare area, with clear signage identifying its location.

Emergency Contact Information

Prominent emergency contact information, including details of site management, First Aiders, Fire Marshals, and local emergency services, shall be displayed at strategic locations across the site, including the site office, welfare hub, and notice boards on every floor. These details will be updated regularly and included in induction materials for all operatives.

Through this integrated approach to fire safety, evacuation, and first aid, Midway Construction Management Ltd shall ensure that all operatives, staff, and visitors are afforded the highest standard of protection, that risks are proactively mitigated, and that the project complies with both statutory duties and industry-leading best practice.

7. Traffic & Highways Management

All vehicle movements and logistics operations shall be meticulously planned, strictly controlled, and diligently monitored so as to safeguard the public, minimise disruption, and ensure the efficient functioning of the site. Given Norfolk House's constrained city-centre location, bounded by sensitive commercial neighbours and high pedestrian footfall, the management of traffic interfaces is regarded as a critical success factor of this project.

Delivery Strategy

All deliveries shall be managed under a rigorously controlled just-in-time (JIT) delivery system, eliminating the need for excessive on-site storage and reducing the potential for congestion. Deliveries will be pre-booked via the Logistics Manager through a centralised scheduling system, with strict enforcement of time slots to prevent unplanned arrivals. Delivery times will be restricted to 09:30 – 16:00 to avoid peak commuter and retail trading hours. Any deliveries requiring out-of-hours access will require explicit authorisation from the Lead Construction Manager and advance notification to neighbouring occupiers.

Traffic Control & Supervision

All vehicle movements into and out of the Pall Mall access gate will be supervised at all times by trained and certificated Traffic Marshals (Banksmen). Their duties will include halting pedestrian flows where necessary, directing reversing manoeuvres, and ensuring that no vehicle enters the public highway without escort. All marshals will be equipped with high-visibility PPE, radios, and stop/go signage, in line with Chapter 8 of the Traffic Signs Manual and HSE guidance on workplace transport. Wheel wash facilities will be installed at the site exit to prevent mud or debris contaminating the highway, and daily inspections will verify compliance.

Licences & Legal Compliance

Where temporary occupation of the public highway is unavoidable, appropriate licences and permits shall be secured in advance from Manchester City Council. This shall include, but not be limited to: permits for footpath closures, occupation licences for skips, temporary traffic regulation orders for hoists or cranes, and scaffold licences for façade access. Applications will be submitted with sufficient notice to allow statutory consultation, and all works will be executed in compliance with the licence conditions.

Swept Path & Vehicle Suitability

In support of the logistics plan, detailed swept path analysis has been undertaken to confirm that vehicles of varying size can safely navigate access routes without endangering pedestrians, cyclists, or adjacent property. Vehicle types shall be restricted in accordance with these assessments, and delivery vehicles shall be instructed to switch off engines whilst stationary to comply with Midway's no-idling policy and reduce emissions.

Neighbour Coordination

Particular emphasis shall be placed on proactive coordination with adjoining occupiers, most notably Tesco, whose delivery schedules must be harmonised with site logistics to avoid conflict. Weekly liaison will be undertaken between the Logistics Manager and local businesses to review upcoming deliveries, road closures, and traffic management measures. Advance notification will also be provided to residents and businesses regarding any significant logistics activity, such as crane operations or scaffold erection.

Through the implementation of this disciplined Traffic & Highways Management regime, Midway Construction Management Ltd will ensure that vehicle movements are executed safely, legally, and efficiently, whilst upholding our wider commitment to considerate construction and minimising disruption to the Manchester city centre environment.

8. Noise, Dust & Vibration Control

Environmental impacts arising from construction activity shall be proactively managed, diligently monitored, and systematically reduced to the lowest reasonably practicable levels. We recognise that Norfolk House is situated in a sensitive, high-footfall city-centre environment, where excessive noise, dust, or vibration could adversely affect neighbouring occupiers, businesses, and the general public. Accordingly, comprehensive controls will be embedded within all site operations, in full alignment with relevant legislation, guidance, and best practice.

Noise Management

Noise emissions shall be controlled in strict accordance with BS 5228-1:2009+A1:2014 (Code of Practice for Noise and Vibration Control on Construction and Open Sites).

Prior to commencement, baseline noise surveys will be undertaken to establish ambient levels, against which construction activity can be measured. Continuous noise monitoring stations will be installed at sensitive receptors, with data reviewed weekly by the Health & Safety Manager. Should levels approach agreed thresholds, mitigation measures such as acoustic barriers, enclosures for plant, and restricted working practices will be deployed. Noisy works – such as drilling, breaking, or cutting – shall be programmed within the core hours of 09:00 – 17:00 only, and neighbours will be notified in advance of particularly disruptive activities.

Dust Suppression & Air Quality

Dust and airborne particulates shall be controlled through a combination of engineering controls and good housekeeping, in compliance with the Control of Substances Hazardous to Health Regulations 2002 (COSHH) and HSE guidance. Measures will include water misting systems, damping down of surfaces, sealed debris chutes, vacuum extraction, and sheeting to façade scaffolds. Dust monitoring equipment will be installed to provide real-time measurement of particulate levels (PM₁₀ and PM_{2.5}), with exceedances triggering immediate remedial action. All lorries transporting spoil or dusty materials will be covered, and wheel wash facilities will prevent dirt being tracked onto the public highway.

Vibration Control

Vibration arising from demolition, piling, or other intrusive works shall be controlled in line with BS 5228-2:2009+A1:2014. Baseline vibration readings will be recorded at adjoining properties prior to commencement, with continuous monitoring installed thereafter. Thresholds will be agreed with the local authority and stakeholders, and operations will be suspended immediately should exceedances be detected. Vibration-inducing activities shall be planned with sensitivity to adjacent occupiers, and where possible, low-vibration techniques shall be adopted in preference to traditional methods.

Neighbour Engagement

In recognition of our obligations under the Considerate Constructors Scheme, Midway will proactively communicate with neighbours regarding noisy or disruptive works. Advance notification will be provided via newsletters, direct correspondence, and on-site signage. Complaints procedures will be clear, accessible, and responsive, with all concerns logged, investigated, and resolved within 48 hours.

Through this comprehensive regime of monitoring, suppression, and communication, Midway Construction Management Ltd will ensure that noise, dust, and vibration arising from the works at Norfolk House are controlled to exemplary standards, protecting the health, comfort, and amenity of the surrounding community.

9. Waste & Environmental Management

All construction activities shall be delivered in strict accordance with the principles of sustainable development, environmental stewardship, and circular economy best practice. Our objective is to not only comply with statutory obligations under the Environmental Protection Act 1990, the Waste (England and Wales) Regulations 2011, and the Hazardous Waste Regulations 2005, but to set a benchmark for responsible construction in central Manchester.

Site Waste Management Plan (SWMP)

A comprehensive Site Waste Management Plan (SWMP) shall be prepared and maintained for the Norfolk House project. Although the statutory requirement for SWMPs was repealed in 2013, Midway continues to implement them voluntarily as a matter of corporate policy. The SWMP will target a minimum of 95% diversion of waste from landfill, consistent with WRAP (Waste & Resources Action Programme) benchmarks and the aspirations of the Considerate Constructors Scheme.

Waste Segregation & Recycling

All waste streams shall be segregated at source into clearly labelled containers, including timber, metal, plasterboard, inert materials, and general waste. Dedicated skips shall be provided for each stream, colour-coded and located in designated waste management zones under the control of the Logistics Manager. Monthly waste audits will be undertaken to record tonnage by stream, diversion rates, and recycling outcomes, with data reported to the client. On previous Midway projects, recycling rates of 96–98% have been achieved, and similar performance is anticipated here.

Hazardous Waste

Hazardous waste, including fluorescent tubes, aerosols, contaminated materials, asbestos-containing materials (ACMs), and any other substances classified under the Hazardous Waste Regulations 2005, will be segregated, stored in sealed and

bunded containers, and collected only by licensed waste carriers. Consignment notes will be completed in full, retained on site, and filed in the project environmental register to demonstrate full duty of care compliance.

Pollution Prevention

Spill kits will be distributed throughout the site, particularly in refuelling and plant storage areas, and all operatives trained in their use. Refuelling will take place in designated bunded zones, and drip trays will be used under static plant. Surface water drains within the site boundary will be protected to prevent contamination. Emergency response procedures will be tested via environmental toolbox talks and drills.

Energy Efficiency & Carbon Reduction

Site lighting, office equipment, and welfare facilities will utilise low-energy LED lighting, PIR motion sensors, and energy-efficient appliances. Where feasible, renewable or hybrid generators will be trialled to reduce diesel consumption. Metering will allow the monitoring of electricity, water, and fuel consumption, with data reported monthly. Midway's corporate carbon reduction strategy is aligned with the UK Government's Net Zero 2050 target. On comparable projects, proactive measures such as switching to hybrid plant have achieved carbon savings of up to 15–20% over baseline predictions.

Materials Management

Procurement will prioritise responsibly sourced materials, with timber certified to FSC or PEFC standards. Where possible, materials will be ordered cut-to-size to reduce waste. Reuse of existing building elements (e.g. structural frames, secondary steel, masonry) will be explored in line with BS 8001:2017 (Circular Economy Principles).

Monitoring & Reporting

Environmental KPIs will include:

- Waste diverted from landfill (%).
- Tonnes of waste generated per £100,000 of project value.
- CO₂ equivalent emissions from fuel and energy use.
- % of responsibly sourced materials.

Performance will be reported monthly to the client, benchmarked against BRE's SmartWaste database and WRAP Key Performance Indicators. Continuous improvement actions will be identified at each monthly progress meeting.

By embedding these policies, the Norfolk House development will not only deliver a luxury five-star hotel, but will also exemplify environmentally responsible construction, demonstrating Midway's commitment to sustainability, resource efficiency, and carbon reduction.

10. Neighbour & Community Liaison

It is a cornerstone policy of Midway Construction Management Ltd that all projects, regardless of scale or location, are delivered with full consideration for the surrounding community. Construction is not undertaken in isolation; it is embedded within a living urban environment, where businesses, residents, and the general public must be able to go about their daily lives with confidence that their safety, comfort, and amenity are being safeguarded. For the Stock Exchange Suites @ Norfolk House project, situated in the very heart of Manchester city centre, neighbour and community liaison is therefore recognised as a matter of critical importance, equal in priority to programme, cost, and quality.

Primary Point of Contact

Mr. Rob Lowe, Lead Construction Manager, shall act as the principal point of contact for all community and stakeholder matters. As the senior representative of Midway on site, he will assume responsibility for ensuring that all community interactions are conducted with professionalism, transparency, and responsiveness. His contact details will be provided to neighbouring occupiers, local businesses, and statutory bodies at the outset of the project, ensuring that issues can be escalated directly and resolved without delay.

Communication Channels

A range of structured communication channels will be implemented, including:

- Monthly newsletters issued to all neighbours and stakeholders, outlining current progress, forthcoming works, key milestones, and any activities likely to cause temporary disruption (e.g. crane operations, scaffold erection, noisy works). These newsletters will be distributed both electronically and in hard copy.
- Notice boards located on site hoardings, providing up-to-date information, emergency contacts, and details of upcoming activities.
- Direct engagement through meetings with sensitive stakeholders (including neighbouring businesses such as Tesco), where delivery coordination and shared access arrangements must be carefully managed.
- Advance notifications, circulated at least 7 days prior to any works with a heightened impact (e.g. road closures or night-time works).

Out-of-Hours Contact

An out-of-hours emergency contact number will be prominently displayed on all hoardings, ensuring that neighbours have a direct line of communication in the event of urgent issues outside of normal working hours. Calls will be logged and directed to a duty manager with the authority to respond immediately.

Complaints Management

All complaints shall be logged in a Community Complaints Register, which will record the nature of the concern, the individual raising it, the time and date, and the action taken. It is Midway's policy that all complaints shall be acknowledged within 24 hours and fully investigated and resolved within 48 hours. Outcomes will be communicated back to the complainant in writing, and recurring issues will be escalated for root cause analysis at the weekly coordination meeting.

Corporate Social Responsibility

Beyond compliance, Midway is committed to contributing positively to the local community. Opportunities will be explored to:

- Engage local labour and suppliers, thereby supporting the Manchester economy.
- Offer site visits and educational opportunities for local schools, colleges, and universities.
- Promote apprenticeships and training schemes in partnership with trade contractors.
- Maintain the highest standards of site appearance, with clean, well-maintained hoardings and public-facing areas.

Through this comprehensive Neighbour & Community Liaison strategy, Midway Construction Management Ltd will ensure that the Norfolk House project is not only delivered with minimal disruption, but is perceived as a considerate, responsible, and respectful presence in the city. This approach reflects both our corporate ethos and our commitment to excellence, reinforcing client and community confidence in the professionalism of Midway and in the legacy of the Stock Exchange Suites development.

11. Security & Site Protection

The Norfolk House project occupies a highly sensitive location, positioned directly onto the public footpath within Manchester city centre, with no setback or capacity for traditional hoarding. This presents a unique set of security challenges which Midway Construction Management Ltd recognises and addresses with a comprehensive, adaptive security regime.

Perimeter & Physical Barriers

The existing roller shutters to the building frontage will be retained in situ and will serve as the primary physical barrier to prevent unauthorised entry. These shutters will remain in operation until the final stages of the project, being dismantled only in the closing weeks when permanent hotel entrances are commissioned. Similarly, the roller shutter at the Pall Mall vehicle entrance will be maintained and used as the controlled access

point for construction traffic. Both shutters will be routinely inspected, serviced as necessary, and kept locked when not in use.

Access Control

All authorised access will be channelled through the Pall Mall entrance, managed by security staff and supplemented by an electronic signing-in system. Operatives will be required to carry photo ID passes at all times, with access denied to non-inducted or unauthorised individuals. Deliveries will be pre-booked, supervised by Traffic Marshals, and immediately offloaded to prevent vehicles waiting in the public realm. Visitors will be admitted strictly by prior arrangement, signed into the visitor log, and accompanied at all times by a Midway site representative.

Surveillance & Monitoring

A comprehensive CCTV surveillance system will be installed to monitor the Pall Mall access point, the roller shutter frontage, and the rear service yard, which is recognised as a potential area of vulnerability. Cameras will operate continuously, with night-vision capability, and recordings will be retained in compliance with the Data Protection Act 2018. Lighting will be deployed internally and at access points to ensure that both entrances and circulation areas are adequately illuminated during hours of darkness.

Out-of-Hours Protection

Given the prominence of the building within a busy urban thoroughfare and the risks associated with Manchester's night-time economy, including intoxicated individuals, antisocial behaviour, and rough sleeping, enhanced out-of-hours measures will be adopted. The site will be subject to regular mobile security patrols during nights and weekends, with specific emphasis on the rear service yard and Pall Mall entrance. Plant, tools, and valuable materials will be securely stored within internal lockable areas or steel containers, with no equipment left visible from the public realm.

City Centre Security Risks

Unlike enclosed suburban or campus-style developments, the Norfolk House project is directly exposed to the dynamics of a city-centre environment. High pedestrian flows, retail activity, late-night venues, and service yards all create a heightened risk profile. Midway's security strategy therefore incorporates:

- Incident logging via a Security Register, capturing all attempted intrusions, vandalism, or antisocial behaviour.
- Liaison with Greater Manchester Police and the local authority's enforcement teams, ensuring incidents are reported and intelligence shared.
- Conflict management training for security staff, equipping them to deal safely and professionally with confrontations that may arise from public interactions.

Corporate Assurance

Midway Construction Management Ltd is acutely aware that security is not merely about asset protection, but also about safeguarding public confidence and client reputation. Our policy is that no security compromise is acceptable, and that measures must be both visible and effective, reassuring the public whilst protecting the workforce and the integrity of the project.

Through the retention of existing roller shutters, controlled Pall Mall access, CCTV surveillance, and proactive out-of-hours patrols, Midway will ensure that the Norfolk House site remains secure throughout the duration of construction, notwithstanding the challenges of its city-centre location.

12. Quality Assurance

It is the uncompromising policy of Midway Construction Management Ltd that the Stock Exchange Suites @ Norfolk House shall be delivered to a standard of quality commensurate with its status as an extension to an internationally recognised, award-winning hotel brand. The project will not merely comply with contractual specifications; it shall embody the very highest levels of craftsmanship, attention to detail, and technical excellence, consistent with the expectations of a discerning global clientele who demand a five-star hospitality experience.

Trade Contractor Quality Plans

Every Trade Contractor engaged on the project shall be required to produce a detailed Quality Assurance Plan (QAP) prior to commencement. These QAPs shall set out inspection regimes, testing protocols, and compliance checklists aligned to the employer's requirements and international hotel standards. The QAPs will be subject to rigorous review and approval by Midway prior to mobilisation. No trade will be permitted to commence work until their QAP has been formally signed off.

Clerk of Works & Independent Inspections

Quality compliance shall be overseen by a dedicated Clerk of Works / Quality Assurance Manager, whose sole responsibility will be to conduct systematic inspections across all trades, monitor workmanship, and verify that all materials conform to specification and performance requirements. The Clerk of Works will maintain a continuous presence on site, providing impartial oversight, and will prepare weekly reports highlighting quality trends, issues, and corrective actions. This role will ensure that quality is not only achieved, but demonstrably evidenced.

Benchmarking & Sample Rooms

Given the luxury nature of the development, benchmark suites will be constructed and approved at an early stage. These will serve as physical exemplars of the required

standards of finish, detail, and materiality, against which all subsequent works will be measured. No progression to wider fit-out will be permitted until benchmark samples are approved by the client, design team, and Clerk of Works. This approach, widely adopted in high-end hospitality developments, guarantees uniformity of excellence across every guestroom and public space.

Digital Quality Management

All quality inspections, snagging, and non-conformance reporting shall be managed through a digital quality management platform, ensuring traceability, transparency, and accountability. Snags will be logged with photographic evidence, assigned to responsible parties, and tracked to close-out within defined timescales. Progress will be monitored via dashboards accessible to the client, providing real-time visibility of quality performance.

Non-Conformance & Corrective Action

Any non-conformance identified during inspections shall be reported immediately and corrective actions mandated without delay. Trade Contractors will be held contractually accountable for addressing deficiencies at their own cost, and repeat non-conformance will trigger escalation to the Lead Construction Manager. Root cause analysis will be undertaken to prevent recurrence, reinforcing a culture of continual improvement.

Luxury Hospitality Standards

The Norfolk House development represents more than just a change of use; it is a significant enhancement to Manchester's hospitality offering, extending the reach of an internationally acclaimed, award-winning five-star hotel. The finished product will be judged not only by compliance with specification, but by its ability to deliver a seamless luxury guest experience: flawless finishes, exceptional durability, acoustic and thermal comfort, and operational reliability of all building systems. Midway acknowledges the gravity of this responsibility and has embedded within this CMP a quality regime designed specifically to achieve such outcomes.

Corporate Commitment

Midway's corporate ethos is that quality is non-negotiable. By combining rigorous contractor selection, systematic inspection, digital monitoring, and benchmark validation, we will ensure that the Stock Exchange Suites are delivered as a world-class hospitality product. Upon completion, the development shall stand as a landmark of design and craftsmanship, fully aligned with the client's vision and reinforcing Manchester's reputation as a destination for international luxury.

13. Monitoring & Reporting

All aspects of the Stock Exchange Suites @ Norfolk House project shall be governed by an exhaustive, methodical, and transparent monitoring and reporting framework. This framework is designed not merely to record progress, but to provide the client and stakeholders with complete visibility, proactive risk management, and assurance that the project is being delivered in line with the highest standards of professional practice.

Weekly Coordination & Governance Meetings

Under the leadership of Mr. Rob Lowe, Lead Construction Manager, Midway will convene weekly trade contractor coordination meetings. These sessions shall interrogate progress against the master programme, scrutinise resourcing levels against planned outputs, evaluate health and safety performance, analyse quality metrics, and resolve logistical conflicts. Each trade contractor will be required to report on status, forthcoming activities, and emerging risks, ensuring that issues are identified and resolved collaboratively at the earliest opportunity. Formal minutes shall be prepared and issued within 48 hours, forming part of the permanent governance record and ensuring continuity of accountability.

Monthly Client Reporting

On a monthly basis, Midway will issue a comprehensive report to the client and key stakeholders. This report will provide a holistic view of project status, including:

- Programme analysis, benchmarking actual progress against the baseline schedule.
- Financial reporting, updating forecast expenditure against budget and highlighting any variances.
- Health & safety performance data, including accident frequency rate (AFR), incident logs, and corrective actions taken.
- Environmental performance indicators, including waste diversion percentages, carbon consumption, and energy usage.
- Quality assurance outcomes, including non-conformance statistics and benchmark inspections.
- Risk register updates, identifying new risks, mitigation strategies, and revised ratings.

These monthly reports shall be enhanced with photographic evidence of site progress, three-week lookahead schedules, and executive summary dashboards to enable swift, high-level review by senior stakeholders. The reporting format shall be aligned with Royal Institution of Chartered Surveyors (RICS) reporting standards, ensuring professional rigour, clarity, and comparability with industry benchmarks.

Dynamic Risk Management

The project risk register shall function as a live and dynamic management tool, updated continuously by the Lead Construction Manager and formally reviewed at each Project Board meeting. Each risk will be assigned an owner, a mitigation strategy, and a residual risk rating, ensuring that accountability is always explicit. Where high-risk items are identified, mitigation measures will be implemented immediately, and escalation protocols will be followed to ensure senior management oversight.

Key Performance Indicators (KPIs)

A suite of Key Performance Indicators (KPIs) will be tracked across all project domains, including:

- Health & Safety – AFR, near-miss reporting, and RAMS compliance rates.
- Programme Certainty – percentage of activities delivered to baseline programme.
- Quality Assurance – number of non-conformances and snag close-out rates.
- Environmental Stewardship – percentage of waste diverted from landfill, carbon intensity per £1m value.
- Neighbour & Community Relations – number of complaints received, resolved within 48 hours, and neighbour satisfaction ratings.

Performance against these KPIs will be reported monthly, with graphical trend analysis. Where adverse trends are identified, Corrective Action Plans will be implemented immediately, with clear accountabilities and timescales defined.

Corporate Assurance

Through this rigorous governance structure, Midway Construction Management Ltd will ensure that monitoring and reporting are not mere descriptive exercises, but active instruments of control and assurance. The client, professional team, and stakeholders can therefore have complete confidence that the Stock Exchange Suites @ Norfolk House project is being delivered with discipline, foresight, and transparency, in line with the expectations of an internationally recognised five-star hospitality brand.

14. Welfare, Mental Health & Wellbeing

The welfare of all operatives is paramount. Welfare facilities will be maintained to a high standard. Mental health and wellbeing will be supported through trained Mental Health First Aiders, open-door policies, posters and helplines, and toolbox talks focused on wellbeing. Midway promotes a culture where health, safety, and wellbeing are prioritised equally.

15. Procurement & Trade Contractor Selection

Midway Construction Management Ltd adopts a rigorous, multi-tiered, and transparent procurement strategy, designed to secure Trade Contractors who exemplify technical competence, financial robustness, ethical conduct, and demonstrable commitment to safety and sustainability. Procurement shall be executed through a structured process beginning with a Pre-Qualification Questionnaire (PQQ), which shall assess statutory compliance (e.g.SSIP accreditation, insurance, health and safety records), technical references, and financial standing. Shortlisted contractors shall be invited to tender, submitting detailed technical proposals, resource schedules, methodology statements, and comprehensive quality plans, in addition to commercial quotations.

Tender submissions shall be evaluated via a balanced scorecard model, weighting criteria across cost, quality, programme, health and safety, environmental management, and social value contributions (e.g. apprenticeships, local labour engagement). Interviews shall be conducted with preferred bidders to test competency and alignment with Midway's project ethos. Appointments shall only be made following rigorous due diligence and approval by the Lead Construction Manager in conjunction with the client's representatives.

It is Midway's policy that procurement decisions prioritise best value rather than lowest cost, recognising that quality and reliability are fundamental to programme certainty and client satisfaction. All appointed Trade Contractors shall enter into formal agreements under the JCT Construction Management framework, with bespoke schedules of responsibilities to safeguard statutory compliance and performance standards.

16. Conclusion

Midway Construction Management Ltd, under the stewardship of Rob Lowe as Lead Construction Manager, is resolutely committed to delivering the Stock Exchange Suites @ Norfolk House with consummate professionalism. This Construction Management Plan is a living document, to be refined as the project evolves, but always anchored in the principles of safety, quality, environmental stewardship, and community consideration. Through robust management systems, diligent trade contractor selection, and a culture of excellence, we will ensure that the project not only meets but exceeds the expectations of our client, stakeholders, and the City of Manchester. Upon completion, the Stock Exchange Suites will stand as a benchmark of five-star hospitality, delivered with precision, care, and pride.