



NEWSUBSTANCE



CityLink Walking Route - from Holt Town to Etihad Campus

Construction Management Plan

February 2024



Event Safety Plan



Document Control

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1. Construction Project Details

1.1. Introduction

The main purpose of this plan is to outline to all involved in the construction process of the CityLink Walking Route to be located between Holt Town, Manchester, M40 7FQ and the Etihad Campus, 1 Sportcity Way, Manchester M11 3DL, and the principles that will be put in place for the management of safety, health & welfare on the project.

It is the policy of **NEWSUBSTANCE**, in their role as Principal Contractor, to provide and maintain a safe and healthy working environment for all involved with the project.

This policy recognises our duty to comply with **the Health and Safety at Work etc. Act 1974, The Construction (Design and Management) Regulations 2015**, and other relevant legislation applicable to the activities to be undertaken.

This Construction Management Plan has been prepared by Event Safety Plan, who are the appointed competent Health & Safety Advisors for this project.

1.2. Description of Works

The walking route connects the Etihad Campus with communities, creating shared moments of wonder and joy as families and friends explore the technicolour path to and from the venue. Installations reflect the values of the arena: a route for the planet, for the people and for everyone - committed to sustainability and community. From gig audiences to footie fans, the route is packed full of destination experiences and instagrammable icons that will extend the fan experience as part of a great day and night out in Manchester.

Audiences will stop, pause and play; enjoying the lights and sounds of the CityLink Walking Route.

From sunset to nightfall, installations will illuminate the way to and from the Etihad Campus whilst sound waves will fill the air from the chatter of visitors to the chants of fans. At one with sounds of nature, this hive of activity is a colour canvas on which to spotlight great local talent.

Phase 1 works include:

- Groundworks
- Foundations construction
- Installation of M&E services

Phase 2 works include:



- Installation of Features - predominantly prefabricated off site.

Appendix A shows a current overlay site map at the time of publishing this document.

1.3. Key Contacts

Name	Role	Organisation	Email Address
Patrick O'Mahony	Creative Director / Founder	NEWSUBSTANCE	patrick@news substance.co.uk
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Andy Reader	Production Manager	NEWSUBSTANCE	andy@news substance.co.uk
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TBC	Onsite Safety Advisor	Event Safety Plan	
Rob Haworth	Safety Advisor	Event Safety Plan	rob.haworth@eventsafetyplan.com

1.4. Site Location & Description

The CityLink Walking Route is located in the Holt Town area of Manchester and is to be created along an existing walking route/ footpath approximately 1.1km in length from the junction of Frost Street and Merrill Street through to the Etihad Campus. The route runs along the Citylink footpath which runs parallel to the Metrolink track, underneath Cambrian Street, underneath New Viaduct Street and then into the Etihad Campus.

The main site access road from the A662 (Ashton New Road) connects to the A6010, the A57 and the out to the motorway network.

The postcode for access is M40 7FQ

[Google Maps Link](#)

[What3Words Link](#)



1.5. Role of NEWSUBSTANCE

NEWSUBSTANCE is an experienced Supplier who can demonstrate appropriate knowledge and expertise to supply, schedule and install these installations in the capacity of **Principal Contractor (PC)/Principal Designer (PD)** for the project.

The PC will manage, monitor and coordinate on-site activities of all contractors undertaking contracted works for ground works, installation, technical installation, testing and commissioning.

1.6. Overall Project Dates

Site Mobilisation:	WC 26th February 2024
Phase 1 - Civils / Enabling:	1st - 30th March 2024
Phase 2 - Feature Installation:	31st March - 14th April 2024
Site handover:	17th April 2024

1.7. Principles & Objectives

This project will be carried out in such a way that the various activities will comply with the requirements of the **Health & Safety at Work Act 1974, The Construction (Design and Management) Regulations 2015**, any other relevant statutory requirements and current best practices, as far as is reasonably practicable.

The overall construction management planning for CWT requires widespread consultation between **NEWSUBSTANCE**, landowner stakeholders, venue operators, local authority officials, and with numerous contractors and sub-contractors.

NEWSUBSTANCE supports the principles of collaboration and consultation to maintain a competent process throughout the planning and delivery of the Construction Phases of this project. Additional principles of this project are to:



1.7.1. Principles

- Only employ competent sub-contractors with adequate provision for Safety, Health and Welfare.
- Give all people the highest level of health and safety protection that is reasonably practicable.
- Ensure those who manage or control activities that give rise to risks to health or safety are responsible for eliminating or reducing health and safety risks, so far as is reasonably practicable.
- Ensure that proactive and reasonably practicable measures to ensure health and safety are undertaken.
- Ensure the exchange of information about risks to health or safety and measures that can be taken to eliminate or reduce those risks.
- Represent and consult with workers on health and safety issues.
- Ensure that all key stakeholders, such as Transport for Greater Manchester, Manchester City Council and users of the existing path are fully informed and consulted.

1.7.2. Objectives

- Elimination of accidents for the duration of the project.
- Active management of safety, to improve the safety awareness of all personnel connected with the project.
- Establishment of safe working practices throughout the project.
- Provision of the necessary training to enable all employees to work safely.
- Provision through the means of site meetings the collection, discussion and dissemination of up to date, authoritative information on health and safety.
- Active encouragement to participate in improving health and safety standards.
- Use perimeter fencing to prevent unauthorised entry.
- Protection of the environment.



2. Organisation & Management

2.1. Key Responsibilities

Oak View Group as Client and Designer are responsible for:

- Ensuring other duty holders (eg. Principal Designer & Principal Contractor) are appointed and notified as appropriate.
- That sufficient time and resources are allocated for the project.
- Ensuring that relevant 'Pre-Construction Information' is prepared and provided to other duty holders – this might include site specific hazards, local authority stipulations or details of any residual existing risks.
- Ensuring that the Principal Contractor provides adequate welfare facilities are provided for contractors and staff

NEWSUBSTANCE as Principal Contractor and Principal Designer are responsible for:

- Identifying, eliminating or controlling foreseeable risk
- Preparing the Construction Phase Plan
- Organising cooperation between contractors and coordinating their work
- Ensuring that suitable site inductions are provided
- Ensuring reasonable steps are taken to prevent unauthorised access
- Ensuring workers are consulted and engaged in securing their health and safety
- Ensuring adequate welfare facilities are provided

Safety Managers are responsible for

- Defining the workflow and resources required to execute Principal Contractor duties.
- Maintenance of a Temporary Works register and procedure
- Onsite Behaviour Monitoring
- Making sure that all workers under their control have a suitable, site-specific induction.
- Managing Permits to Work, and Completion sign offs

Site Supervisors & Contractors are expected to:

- Plan, manage and monitor all work carried out by themselves and their workers, taking into account the risks to anyone who might be affected by it (including members of the public) and the measures needed to protect them.
- Check that all workers they employ or appoint have the skills, knowledge, training and experience to carry out the work, or are in the process of obtaining them
- Provide appropriate supervision, information and instructions to workers under their control
- Ensure they do not start work on site unless reasonable steps have been taken to prevent unauthorised access
- Ensure suitable welfare facilities are provided from the start for workers under their control, and maintain them throughout the work



2.2. Competency for Tasks

2.2.1. Management

All the involved project management and safety advising staff from **NEWSUBSTANCE** and their safety team will have relevant experience and qualifications appropriate to the individual roles in the on-site delivery of the construction project.

2.2.2. Contractors and their Site Supervisors

Contractors will be selected by **NEWSUBSTANCE** based on their ability and competence (Expertise, Policy, Insurance, Risk Assessments and Method Statements (RAMS)).

Onsite team leaders for all contractors on sites must be competent and experienced in the scope of their individual (sub)contractor's works. They will be responsible for ensuring all workers under their supervision understand and will comply with their individual safe systems of work and the site's safety rules.

These groups will be observed for their competency during the execution of their works by the Safety Advisor.

2.2.3. All workers

Details of worker level competency framework is published in the **NEWSUBSTANCE** GetOnSite Guide, which is published to all contractors ahead of works commencing.

All workers must understand and comply with site rules including the reporting of damage (or deficiencies), incidents, accidents and near-misses.

All workers must be competent to undertake their individual employer's safe systems of work through their own internal training schemes.

2.3. Communication

Ongoing communication with the project Designers and Client take place via regular meetings and dialogue, as well as through structured deadlines (pre-site, practical completion, client hand over etc) which determine the timeline of certain documents and phases of the project.

NEWSUBSTANCE will work with Motion Project Management, Event Safety Plan and the Client team to engage with site stakeholders/ landowners and neighbours through dialogue and site visits, in order to produce a CPP and assist the client in providing accurate Pre-Construction Information.



Members of the project team will be made aware of any Safety & Health risks through this Construction Management Plan, the Construction Phase Plan, inductions on site and site meetings according to the phases of activity.

The Design Risk Assessment process will communicate residual risks from any installations within and recommended control measures.

The development of the Construction Phase Plan and subsequent F10 submission under the conditions of **The Construction (Design and Management) Regulations 2015**, will form the basis of communicating the key arrangements and foreseeable hazards during the Construction Phase.

The PC will ensure co-operation between all contractors through:

- Pre-Construction Information (PCI)
- Construction Phase Plan (CPP)
- Site induction
- Tool box talks (sitewide, location and contractor specific)
- Site meetings and safety updates

The PCI will be issued to any contractor prior to appointment and attendance at a site outlining key health and safety risks.

All site personnel (and visitors) will be inducted by the PC before being permitted to start work on site.

There will be on-going safety awareness programs/tool box talks to keep site workers up to date with changing events. Meetings on site as necessary will be carried out to ensure those on site are made aware of any particular risks to which they might be exposed through the phases of work.

All visitors must report to the site office on arrival where they will be made aware of any risks they might encounter before being allowed on to the site.

2.4. Planning Permission & Building Control

2.4.1. Planning Permission

- Planning permission for the project is overseen by Deloitte
- The Planning Authority is Manchester City Council.

Planning permission is in progress and further details will be added to this document.

Any planning conditions will be discharged in due course.



2.4.2. Building Control

- NEWSUBSTANCE has received advice from the client's project management company that this project is not 'Controllable' under the Building Regulations 2010.



3. Construction Management Arrangements

3.1. Access & Egress

Safe access and egress will be for both pedestrians and plant on the sites via routes that segregate pedestrians and vehicles where possible, in compliance with Health and Safety at Work etc. Act 1974, Section 2

3.2. Access Control

Details of Access Control can be found in the Logistics Plan.

3.2.1. Traffic Management

The PC will carefully plan all traffic movements onsite, the PC will aim to keep pedestrians and vehicles apart and minimise vehicle movements where possible. It is understood though that this cannot be completely eliminated due to the nature of the works and the limitations of the spaces that are available to the PC to undertake the works.

Where segregation is possible it will be undertaken and, where it is not then management arrangements will be in place to reduce risks to acceptable levels. This will include the use of speed limits, banksperson, hi-vis vests, suitable lighting levels, signs and instructions for workers.

A traffic management plan will be produced, these arrangements will be contained within the Logistics Plan.

3.2.2. Slips, Trips, Falls

The PC will adequately plan and manage the condition of floors and traffic routes around sites during the Construction Phase. The PC will efficiently clear up spills, and make site users aware of any potential hazards.

3.2.3. Trackside working

Where work is located within close proximity of, or there is a risk that materials or equipment could come into close proximity of the nearby Metrolink route, suitable control measures will be put in place. These could include physical segregation using temporary fencing, or limiting work to hours in which the Metrolink service isn't running, and the OLE is de-energised.

All of these works will be undertaken with consultation with, and proper authorisation from Transport for Greater Manchester.

3.3. Safe Behaviour





Safe behaviour will be promoted during the Construction Phase through effective Health & Safety leadership, management support, site inductions, adequate training and communication of policies, and a proactive 'challenge and report' system towards unsafe behaviour.

3.4. Electrical Safety

All temporary electrical installations and equipment used will comply with the general requirements of the **Electricity at Work Regulations 1989**, and **BS7671** for permanent equipment, and **BS7909** for temporary power systems during construction.

3.5. Emergency Procedures

Suitable emergency procedures will be published at every site. They will incorporate the means to raise the alarm, what to do in the event of an emergency and contact details of who is to be informed.

3.6. Fire Safety

A fire risk assessment will be completed for sites prior to the PC taking responsibility for works. Measures to control or mitigate risks will be adopted where required to ensure the risks are kept as low as possible.

3.7. Environmental Factors

3.7.1. Ground, Trees & Water Courses

Protection of ground, trees and water courses will be undertaken on sites to preserve the amenity value of the area. This may include where necessary the use of trackway for vehicle access (and heavy foot traffic), ballasting of temporary structures rather than pinning (where required) and suitable storage of materials including bunding of hazardous liquid substances such as fuel.

Details of any protected trees will be requested from the stakeholders / landowners, should there be any trees that require protection, suitable measures will be put into place.

3.7.2. Dust, Mud, Noise & Vibration

Dust, Mud, Noise and vibration levels are kept to a minimum where reasonably practicable and will comply with legislation and planning/licence conditions that may be granted by local authorities.

Where possible (for example) white noise reversing sounders will be required on plant in close proximity to residential areas and noisy works will be scheduled to lessen the impact on neighbouring properties as far as is practicable. The aim is to be as neighbourly as possible for those affected by the PC works on behalf of the Client.



Some generators will be required onsite in order to provide temporary power. The units provided will be of a 'super silenced' type, and will only be operated when power is required. Consideration will be given to use of hybrid units to provide continuous power where possible.

Some groundworks will be undertaken in order to provide foundations and services to the features.

The majority of the groundworks will take place in unmade ground, and no piling works are planned. Therefore it is not envisaged that there will be any undue disturbance caused through noise vibration.

This will be monitored by the site management team throughout the works, and if necessary suitable control measures will be put into place.

3.7.3. Management of fueling of plant and equipment

Where possible, plant and equipment will be provided with a full tank of fuel on delivery in order to minimise any onsite fueling. Where it is necessary to transfer fuel into plant onsite this will only be carried out by suitably experienced persons, using equipment fit for the purpose. Mobile Spill kits will be provided onsite and fueling will take place away from environmentally sensitive areas.

A fuel spillage management plan has been developed to assist in dealing with incidents, which include the quick notification of the landowners and other affected parties, such as the Canal and Rivers Trust / Environment Agency

3.7.4. Lighting

Worksite task lighting for construction activities, wayfinding and for security will be installed during the construction period in fixed locations. The PC will ensure that none of the lighting on site causes undue disturbance to neighbouring properties, areas of wildlife, nor impact the Metrolink line next to the construction areas, with further consideration given to the use of movement sensors to limit overnight disturbance.

Additional task lighting will be available onsite in the form of mobile tower lights which can be moved to the required location and checks will be undertaken to ensure that adequate lighting is available in all environments including for emergency and egress routes.

3.7.5. Waste Management

Waste management will be in line with good environmental practice to minimise waste, segregate waste that may be generated and dispose of through licenced contractors.



NEWSUBSTANCE will operate a strict 'leave no trace' policy and will also undertake to minimise as far as possible the impact on the environment.

Construction and dismantle waste will be collected from around the site by each of the contractors and placed in skips located in the compound.

Where possible waste will be re-used or recycled and where this is not possible it will be removed from site by the nominated, licensed waste carrier.

No specialist waste requirements are expected.

3.7.6. Heritage assets

It is understood that there are no heritage assets within or adjacent to the planned works. We are currently awaiting confirmation of this from the client.

3.8. Hazardous Substances

The PC will comply with the **Control of Substances Hazardous to Health 2002 Regulations** (COSHH) and undertake assessments of such substances so that they are moved, used and stored appropriately on all sites. A COSHH file with safety data sheets will be held on site for those substances in use.

3.9. Loss Event Reporting

A structured policy and process will be in place for loss event reporting, investigation, and the application of measures to prevent reoccurrence. In addition, the collation of all loss event reports and statistical data across the life of the project to identify wider learning and improvements. The principal contractor will ensure the reporting of any loss events that come under the definitions laid out in the **RIDDOR - Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013**.

3.10. Welfare & Wellbeing

3.10.1. First Aid

First aid arrangements for sites will include the provision of first aid equipment and support appropriate to the scale of works at a particular site and in line with a first aid needs assessment as defined in The Health and Safety (First-Aid) Regulations 1981. As a minimum this could just be an appointed person, but would more likely be in the form of a first aid kit and at least a single qualified first aider. A risk assessment will be undertaken once a detailed method statement for each set of works has been received, this will determine any enhanced control measures required for higher risk works.

3.10.2. Psychosocial Factors

The PC will have provision in place for mental health first aid support on each construction site during the Construction Phase.



The PC will Undertake stress risk assessments as per HSE Guidance, and clearly communicate the findings and on site policy

3.10.3. Lone Working

Lone working will be avoided where possible across the site and is expected to take place as an occasional or exceptional activity. Where this is required then suitable arrangements for the safety of individual lone workers will be made by the contractor involved.

3.11. Plant & Equipment

Plant & Equipment in use at sites is to be of suitable condition and durability for the allocated tasks and maintained in line with manufacturer's requirements in accordance with **Provision and Use of Work Equipment Regulations 1998 (PUWER)**.

3.12. Permit To Work System

As part of their role as Principal Designer and Principal Contractor, **NEWSUBSTANCE** have instigated a programme of works to adequately plan and manage all of the construction works to be undertaken for the project. The procedure defined in this document is mandatory, and Contractors' works will be subject to approval given by **NEWSUBSTANCE** prior to the commencement of works.

The purpose of the procedure is to ensure that works of all kinds are properly checked at Design Stage, and that suitable planning is undertaken by Contractors to install and derig their elements in a safe and controlled manner. The procedure also allows **NEWSUBSTANCE** to competently execute their duties and retain control and coordination of onsite works.

A Permit to Work system is a process which is used to monitor, record and authorise controlled work. The system is designed to ensure compliance with regulations, site rules and risk assessment/ method statements. Permit to Work systems help supervisors to ensure that the correct equipment and personnel are in place before work starts and that approach to the work method is understood.

3.13. Site Inductions & Rules

Site rules and inductions will be drafted and distributed to all who will work on, or require access to, sites under the control of the PC. These will include general and site-specific safety information.

Site inductions may also be necessary for people visiting the site who might not necessarily be considered workers. Site Inductions should be proportionate to the nature of the visit; escorted visitors need not have the level of detail that unescorted visitors should have.

There is a three stage induction process:



Step 1	Project Induction Part A ONLINE BRIEFING
Step 2	Site Specific Induction ONSITE
Step 3	Onsite Hazard Information On entry to the site.

On completion of all three stages, access credentials will be provided to allow access to a site. Credentials will be required to access the site, as well as being requested on demand from security or management personnel for the purpose of site safety and security. The site access credentials remain the property of the Principal Contractor at all times, and may be recovered at any time, from any worker, for any reason.

Any staff who forget their site credentials will be directed by security to the site office.

- Delivery drivers that constitute part of the on-site contractor teams will be required to attend an induction if they intend to leave their vehicle
- The full site induction will be in operation for all contractors and visitors entering the site.
- Visitors will be escorted throughout their visit
- The language needs of non-English speaking personnel must be adequately catered for during induction, and other training and supervision and it will be the contractors' responsibility to ensure that all information given on site is adequately translated to any non-English speakers under their control.

3.14. Temporary Works Procedure

NEWSUBSTANCE will appoint a Temporary Works Coordinator (site manager) for each location, who will manage the site in line with the Temporary Works Procedure and Permit to work. The Temporary Works Procedure and Permit to Work policy can be found as Appendix C to the Construction Management Plan.

A pre-erection inspection of the temporary works materials and components will take place, and on completion a sign off will be undertaken in line with the Temporary Works Procedure classification system.

3.15. Weather Conditions

Bad weather planning will take place in the weeks leading up to, and throughout the build and dismantle phases. The onsite period is over a number of weeks, meaning that all kinds of weather could be encountered whilst on site. These will include:

- Wind Management Plan for structures
- Crane wind management plan



The Safety Advisor will monitor weather conditions proactively throughout each day, looking forwards to following work periods to align with work activities which may be particularly susceptible to poor weather conditions (i.e. crane work). The Safety Advisor will also be responsible for updating the management of any severely adverse weather conditions forecast, and work with the Project Manager to establish the project impacts that this will have on schedule.

Suitable under-cover facilities will be located on site for workers to shelter from inclement and storm weather.

Please see further details in the Adverse Weather Plan – Appendix D

3.16. Work at Height

The PC will sufficiently plan and assess all work at height as per the requirements of the **Work at Height Regulations 2005**. The PC will ensure all height workers are prevented from falls from height.

The PC will have rescue plans in place where applicable, and, where necessary, ensure competency for working at height, and suitable PPE is used.

Working at Height is managed under the **Work at Height Regulations (2005)**

Working at height remains one of the biggest causes of fatalities and major injuries. Common cases include falls from ladders and through fragile surfaces. 'Work at height' means work in any place where, if there were no precautions in place, a person could fall a distance liable to cause personal injury (for example a fall from an upper level of a temporary demountable structure).

Part of the route, between Cambrian Street and New Viaduct Street comprises an overbridge spanning the River Medlock. No alterations are planned to the existing protective guarding provided, and no works are planned to take place on the outside of this guarding.

While no work at height is to be undertaken directly in this area, there is a small risk of MEWPs being used at the nearby CWT_004 (Audio Hive Tunnel) are inadvertently brought onto the bridge. Physical barriers, signage and inclusion of this in the inductions will be used to minimise any risk.

No works are planned at height in this area, therefore there is no risk of the existing guarding becoming inefficient due to use of access equipment.

3.16.1. Overview

Staff are reminded of duties under the **Work at Height Regulations 2005** which must be complied with. As part of the Regulations, all staff must ensure:



- all work at height is properly planned and organised;
- those involved in work at height are competent;
- the risks from work at height are assessed and appropriate work equipment is selected and used;
- the risks from fragile surfaces are properly controlled; and
- equipment for work at height is properly inspected and maintained
- avoid work at height where they can;
- use work equipment or other measures to prevent falls where they cannot avoid working at height
- where they cannot eliminate the risk of a fall, use work equipment or other measures to minimise the distance and consequences of a fall should one occur
- Areas beneath work at height should be made sterile with the use of barriers.
- Correct PPE appropriate to the task is implemented at all times. This includes Harnesses and clipping on.

3.16.2. Scaffold Towers

Where a scaffold tower is to be supplied by a contractor, the contractor must provide a competent member of staff to construct and sign off the construction of the tower.

Contractors should ensure that they have all component parts for their scaffold towers including outriggers and toe boards where supplied.

The use of access platforms on site should follow the user recommendations set out by the supplier. In general terms the platform should not be moved whilst it is occupied by any member of staff unless manufactured to do so.

3.16.3. MEWPs and Access Equipment

Working At Height plant machinery that will be used on site is detailed in the Plant, Machinery and Vehicles section of this Construction Phase Plan.

3.16.4. Personal Protective Equipment (PPE)

- As a last resort, and where no other option is available, PPE must be worn when working on any structure where there is a risk of falling.
- The correct PPE must be used when operating plant and machinery
- Hard hats must be worn by those working beneath those working at height



4. Review, Audit & Safety File

4.1. Project Review

The project shall be reviewed at key points during its progress and at significant points through the Construction Phase.

This review will be for sharing of information gathered and any lessons learned. Where appropriate, updated documentation and drawings will be made available.

4.2. Principal Contractor Audits

NEWSUBSTANCE, as the principal contractor, will fully comply with the requirements of the client around any audits they wish to conduct.

4.3. Safety File

In accordance with The Construction (Design and Management) Regulations 2015 it is the duty of the PD to prepare a safety file on completion of the project.

NEWSUBSTANCE will coordinate arrangements, along with the Client, to ensure the provision of relevant information, in writing, necessary for the project supervisor for the design process to complete the safety file.

The co-operation of all contractors and the design team is sought to agree arrangements leading to the efficient gathering of information, so that the Safety File can be completed.

Safety File will include:

- Design Calculations
- Key Loading Information
- Additional Loads
- Inspection Frequency
- Services
- Structural Sign-Off Certificate
- Electrical Certificates
- Wind Management Plan
- Defect Management Plan
- Residual Risks
- As-Built Drawings
- O&M Information





5. Appendices

- Appendix A – Site Plan
- Appendix B – Logistics Plan