



ETIHAD STADIUM UPGRADE – Main Works

CONSTRUCTION MANAGEMENT PLAN AND OUTLINE METHOD STATEMENT

MAIN CONSTRUCTION PHASE NORTH STAND EXPANSION, NEW HOTEL, NEW COMMERCIAL BUILDING, CITY SQUARE & GENERAL LANDSCAPING

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1. Introduction

This Method Statement relates to the main phase of works for the Etihad Stadium North Stand Expansion, new hotel, new commercial building (housing the MCFC Club Shop, Museum, Football Experience Centre and office space), City Square and general landscaping.

The overall method of delivery for the project works, including construction sequencing, logistics and environmental management processes required to be implemented on site by John Sisk & Son Limited (SISK) will be explained in this document.

The information within this document must be included with all SISK health and safety plans issued to the supply chain prior to commencement on site. The key points will also be relayed to neighboring residents and members of the public through external signage, newsletters and stakeholder engagement sessions. All SISK and subcontractor personnel working on the project must be briefed as part of the Staff Induction sessions and the salient points covered in the site orientation. This document shall be reviewed and updated quarterly with any changes communicated to all stakeholders, supply chain and SISK Staff at the earliest.



Diagram 1A – Project Overview:

Image 1.) Is a view from the North-West of the site showing the entrance into City Square between the hotel (to the East) & Commercial building (to the West)

Image 2.) Is a view from the East showing the hotel – Stadium interface.

Image 3.) Is an aerial view of the site.

Image 4.) Is a view from inside the stadium, looking North towards the new stand.

2. Scheme Overview

The project comprises the design, procurement, construction, commissioning, and handover of the following:

- North Stand expansion (7830 additional capacity) and improved facilities - Supporter's Bar (Black Box on non-match days), Player's Lounge, Sky Bar, private suites, TV Studio, Wire & Sky stadium tour.

- Hotel with 401 keys (10 suites within the North Stand), Presidential Suite and All-Day Dining.
- Commercial Building incorporating Club Shop, Museum, Football Experience Centre and lettable office space over four floors.
- City Square offering licensed F&B beneath an ETFE canopy.
- General landscaping across the new development.

An enabling works package will be completed by SISK prior to start on site of the Main Contract.

3. Site Location and Access

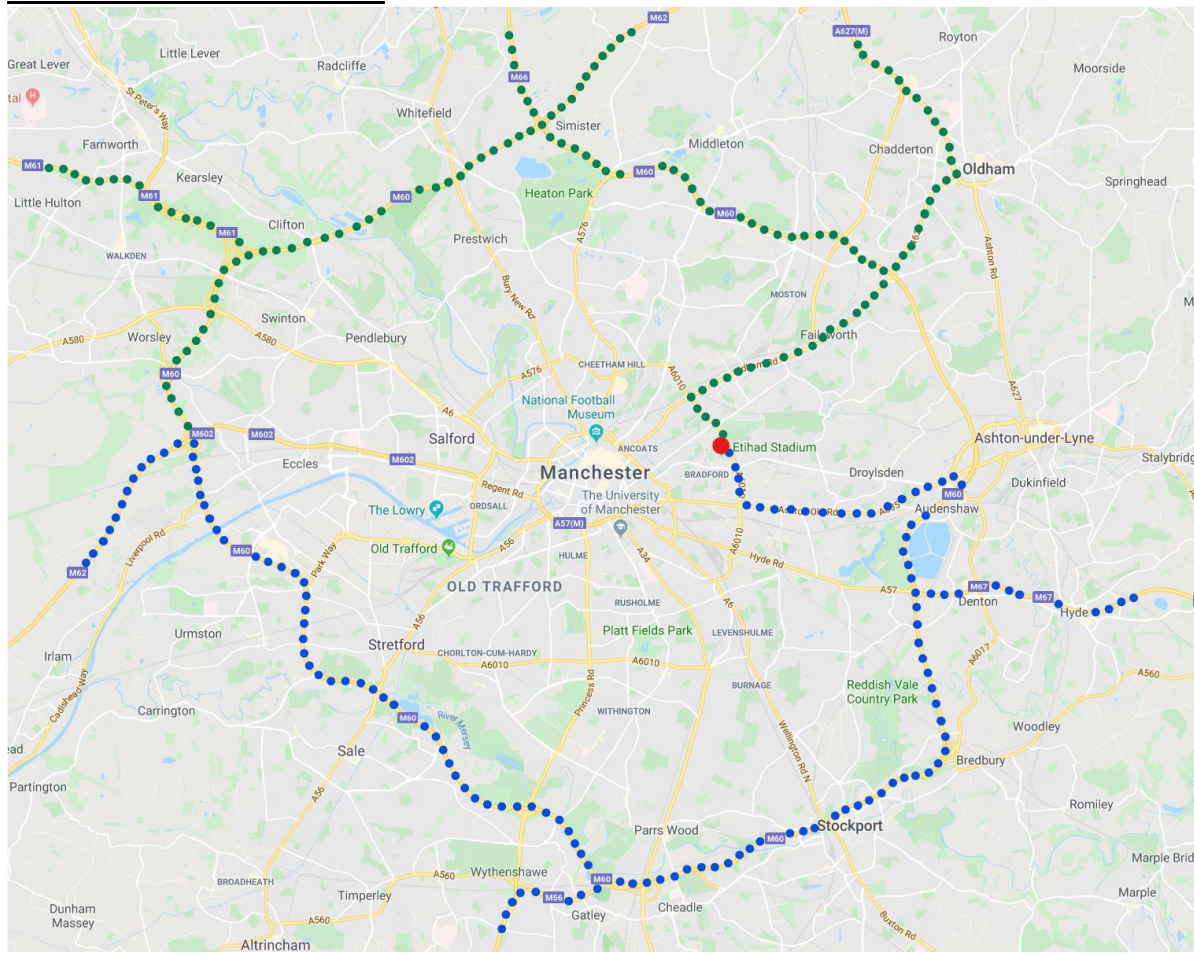


Diagram 3A – Locator Map

The new development will be built on the North side of the Etihad Stadium. Access to the site will be as indicated below in Diagram 3B.

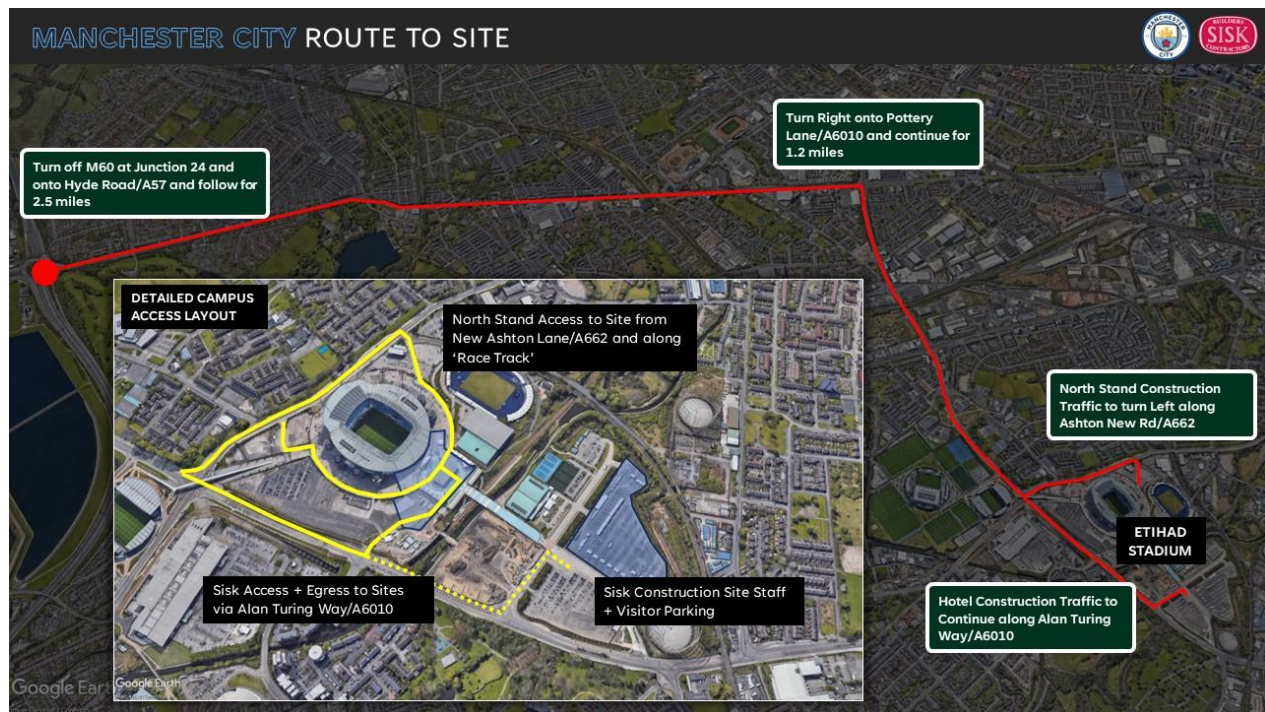


Diagram 3B – Route Map

4. Project Interfaces

The Works will involve liaison and interface with the following parties (refer to Section 13 for contact details for the key representatives of the parties):

- Employer (Manchester City Football Club).
- Employer's Project Management Consultant (Gardiner & Theobald).
- Project Cost Consultant (Turner & Townsend).
- Main Contractor (SISK).
- Consultants working on the Project Populous, WATG, Buro Happold, ME Engineering, Ashton Fire, Vanguardia, Patrick Mann Associates etc).
- Supply Chain (domestic / nominated sub-contractors and suppliers).
- Local Authorities, Government departments and Police.
- General public (particularly those attending matchday and events).
- Local residents and businesses.
- Others as identified.

The Employer, shall direct how such contact will be made with those not under contract, taking the wider interests of the Project into account.

5. Key Dates

Pre-Construction Services (PCSA) Period	6 March 2023	November 2023
SISK Contract Award	November 2023	
Piling	23 October 2023	15 May 2024
North Stand		
Pile Caps	4 December 2023	17 June 2024
Steelwork Erection	22 January 2024	11 April 2025
Cladding (Façade / Roofing)	23 October 2024	29 August 2025
MEP	17 September 2024	29 September 2025
Practical Completion		10 th November 2025
Commercial Building	11 December 2023	31 October 2025
Pile Caps	8 January 2024	23 February 2024
Steelwork Erection	8 March 2024	10 October 2024
Cladding (Façade / Roofing)	12 September 2024	12 November 2024
MEP	6 August 2024	4 July 2025
Practical Completion		31 October 2025
Hotel	22 January 2024	28 July 2026
Pile Caps	25 March 2024	22 May 2024
Steelwork Erection	7 June 2024	4 February 2025
Cladding (Façade / Roofing)	4 February 2025	31 March 2025
MEP	15 November 2024	9 April 2026
City Square	23 June 2025	27 July 2026
Practical Completion		28 July 2026

**Above dates to be confirmed & subject to change*

6. Site Constraints

a) **Unexploded Ordinance**

The Employer has completed a desktop study to assess the potential for UxO and the Site has been classified as moderate risk. The possibility and procedures for discovery of UxO will be identified to all operatives during 'toolbox talks.' An ongoing watching brief will be undertaken as groundwork progresses.

b) **Vapour / Ground Gas**

Prior to commencing on the Site, SISK shall assess the potential and extent of any ground gasses associated with the Works and ensure that appropriate protection measures are designed and implemented to safeguard site operatives, the building and its occupants. The control measures implemented for entering and working within confined spaces will be clearly identified within all RAMS.

c) **Archaeology and Cultural Heritage**

The previous industrial usage of the land and experience of completed site remediation works, suggests that there are no designated areas of archaeological sensitivity on the Site.

d) **Contaminated Land**

Contaminated soils on site have been identified. Removal / remediation of contaminated soils will be undertaken in accordance with the Environmental Protection Act 1990.

Contaminated soils will not be stockpiled close to adjacent water courses to avoid leaching and surface run off.

e) Site Establishment

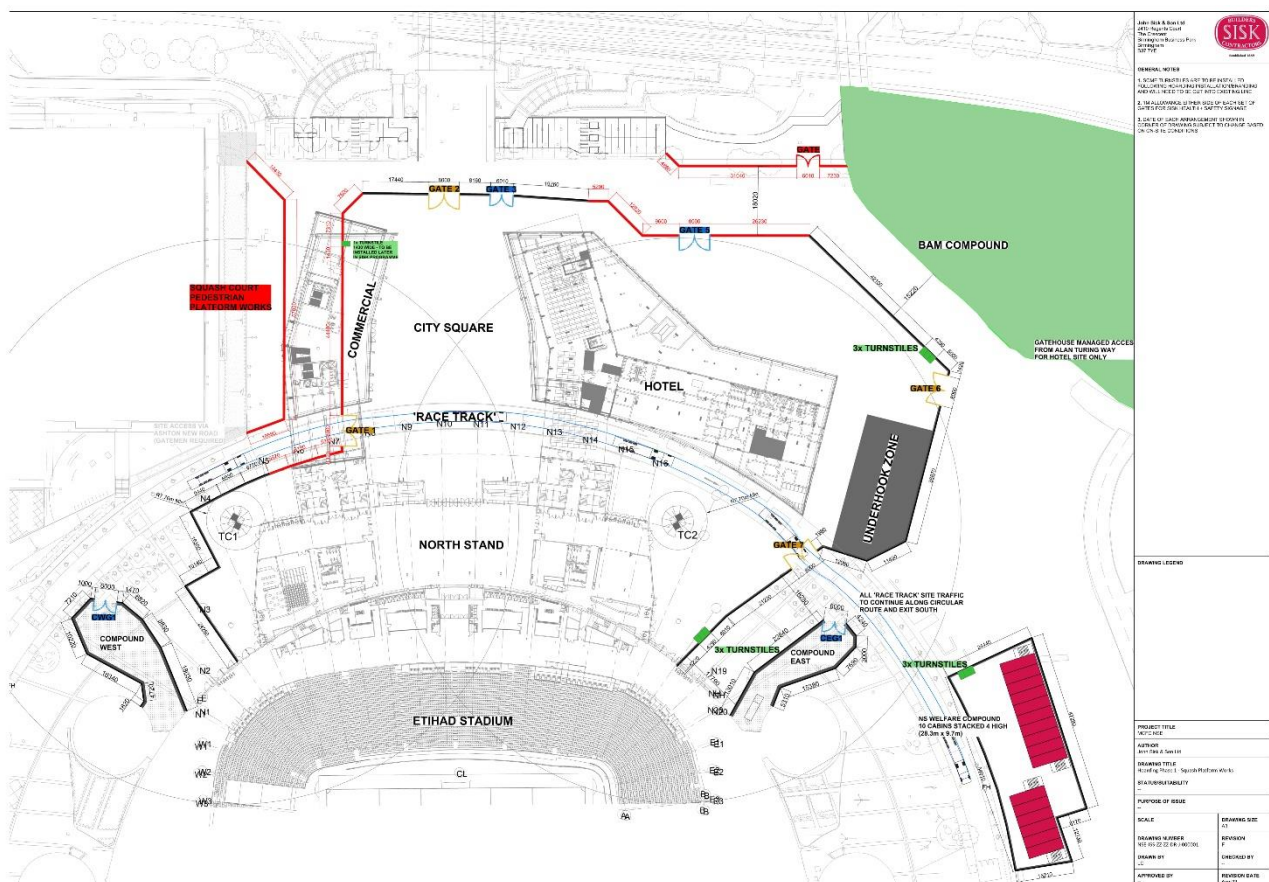
A detailed Site Establishment Plan shall be developed during the Pre-construction Phase to communicate the proposals for hoarding, barriers, signage, parking, vehicle access routes, washdown areas, unloading bays, material storage, waste segregation, safe walkways, accommodation, ablutions, smoking areas etc.

f) Protection of Existing Assets

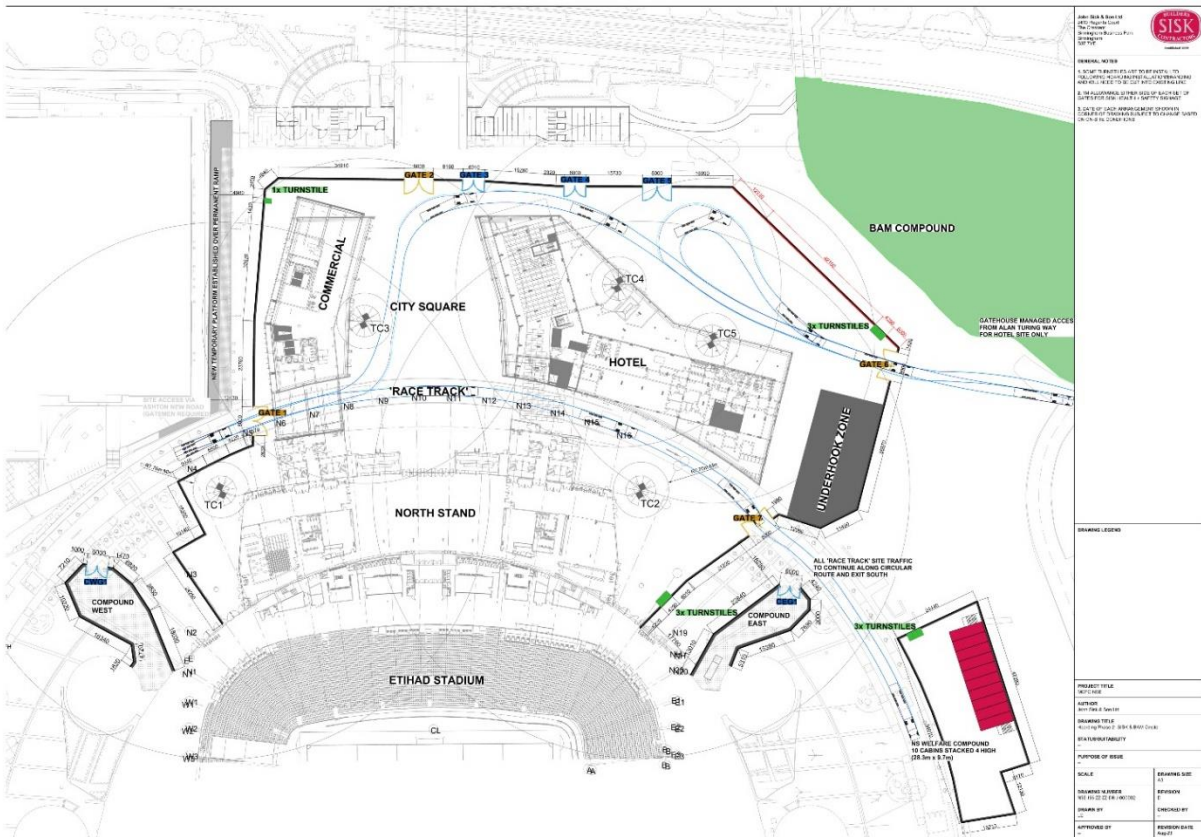
Before commencing on site, a detailed dilapidation survey will be conducted of all infrastructure and property likely to be affected by the North Stand Development Works. This information will be circulated and agreed with all relevant Stakeholders.

g) Perimeter Hoarding

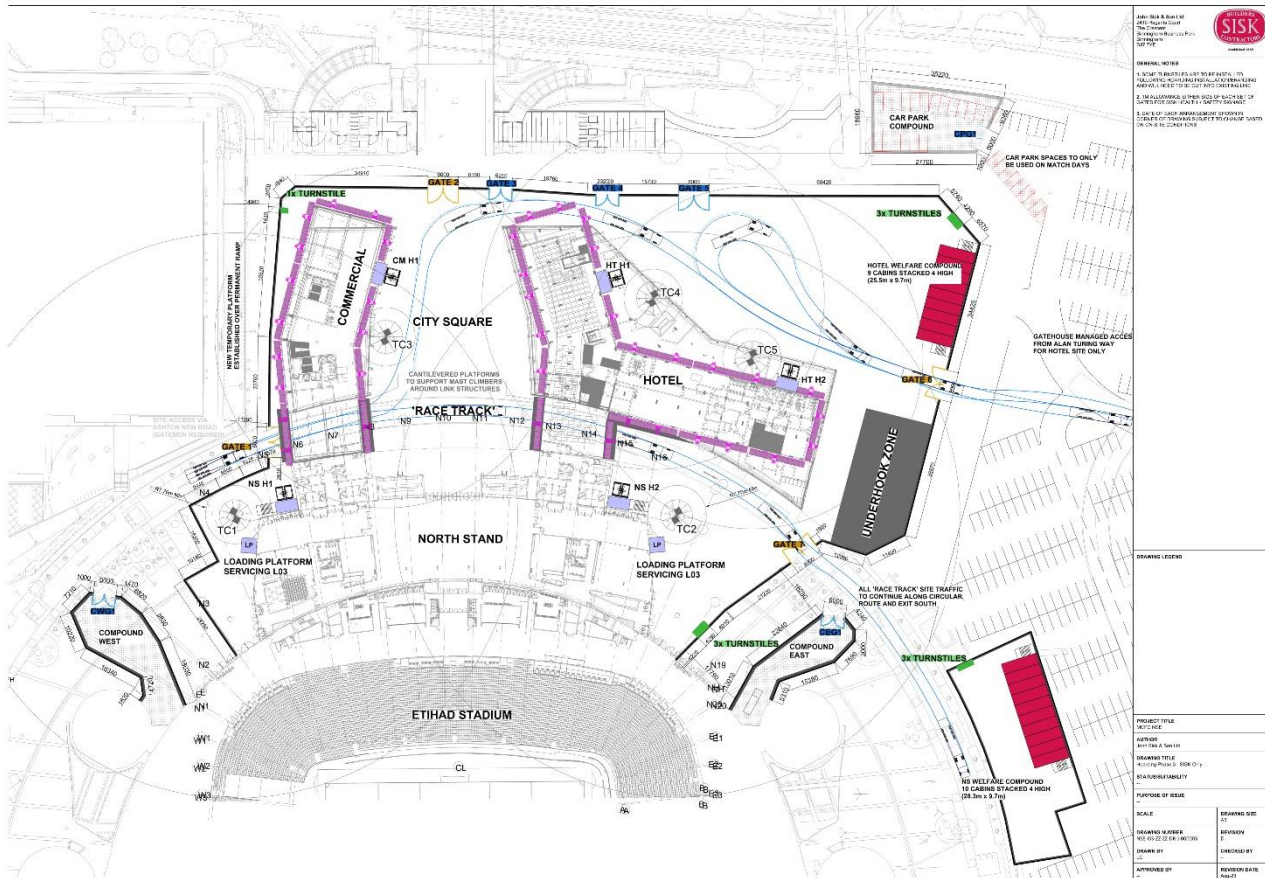
The Site hoarding will be installed and amended in three distinct stages to reflect the changing conditions, as shown in the following plans:



Phase 1. The hoarding line is set to suit the Squash court access to the West, the metrolink queuing area to the North and the BAM (arena) compound to the East.



Phase 2. The Squash court pedestrian platform has been constructed to the West and the additional Metrolink queuing area to the North have been constructed, allowing the hoarding to be pushed out.



Phase 3. The BAM compound to the East has been removed to allow the hoarding to be set to the final position.

SISK will use demountable Heras fencing to enclose plant operating outside the hoarding line on the East and West sides of the North Stand and where the Hotel building overhangs the Club Pedestrian Walkway. This fencing will be dismantled and brought inside the perimeter hoarding on match days or before major events (refer to Diagram 6A below).

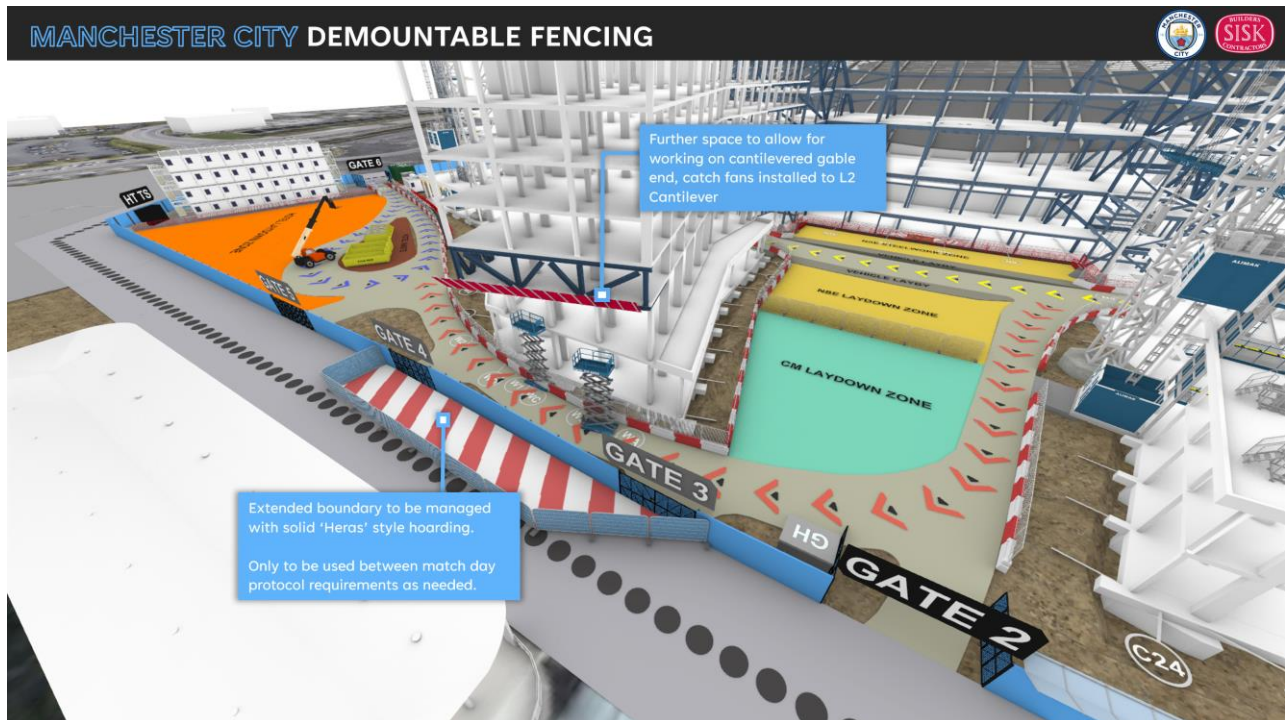


Diagram 6A – Demountable Fencing

Prior to and on days when there are football matches or other scheduled events, the entire length of the perimeter hoarding will be inspected, and any remedial works completed in line with MCFC protocol. All gates will be locked and reinforced from behind so that there is minimal risk of forced entry.

The hoardings around the site will be branded by the Employer and so, during the Pre-Construction Stage a Wayfinding Strategy will be developed to ensure that suppliers and subcontractors are directed to the SISK site offices.

h) Site Security

Access control measures will be coordinated between MCFC and SISK to ensure managed vehicular access into the Development. All site traffic will enter and exit via designated access points and adhere to the defined haul road routes. All gates will be controlled by a responsible Gateman / Banksman to ensure only authorised vehicles that have been booked in advance are allowed to enter into the Site.

All personnel shall enter / exit the SISK site via dedicated pedestrian access points, through turnstiles which utilize biometric security. No visitors shall be allowed directly onto site unless they have been suitably inducted by SISK.

Out of hours, all site access points will be locked and either manned security present on site, or remotely monitored CCTV connected to a 24/7 control room, which will have a key holding facility and rapid response team to react quickly should there be any incidents on site. The security provider will be an approved SIA registered contractor.

The integrity and effectiveness of site security arrangements will be subject to a daily recorded check by SISK with any required adaptations or amendments addressed as a matter of urgency.

Full contact details of the Site Team Management will be clearly displayed on a sign board at all main gates to the Site, including a 24-hour emergency contact number for both the Project Manager and the Security Company responsible for protecting the Site.

i) Site Accommodation

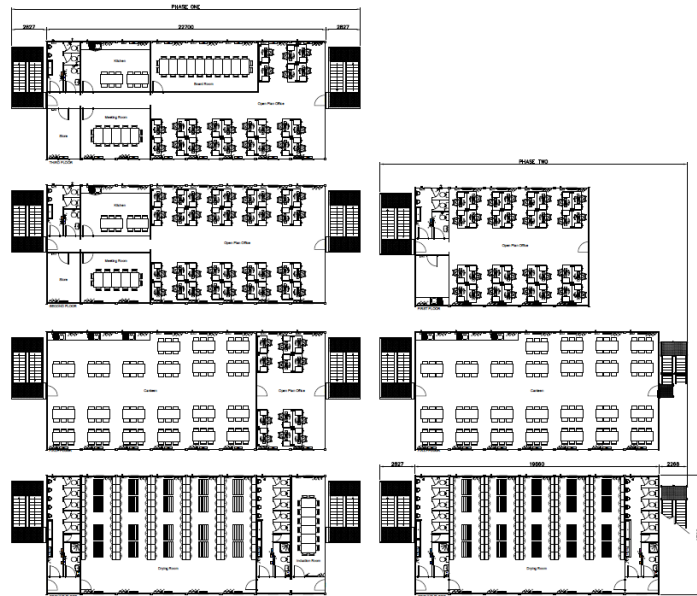
Suitably planned site offices and welfare facilities will be established in two separate compounds; one servicing the North Stand and the other combining accommodation for the Hotel and Commercial Building. The temporary site accommodation shall include open plan offices (for the Employer's Team, SISK and its sub-contractors), meeting rooms, canteens, rest areas, drying rooms for workwear, equipment stores, ablutions and first aid. These facilities shall be maintained in a clean and hygienic condition at all times.

The provision of site amenities shall comply with current regulations and codes of practice including the Construction (Design & Management) Regulations 2015 and codes of practice.

The above-mentioned facilities and the access path to / from the turnstiles will be designated as the only PPE-free zones on the Site as they will be protected from construction work zones and vehicles routes by hard barriers. Statutory and project information shall be displayed on SISK noticeboards informing staff and visitors of the Site health and safety requirements for the Site.

All sanitary fittings shall be connected to the foul drainage system.

Watertight refuse bins will be provided and maintained for use by the workforce. SISK shall arrange for the removal of all garbage and refuse to be collected at regular intervals from designated receptacles and disposed of at approved and lawful locations outside of the Site.



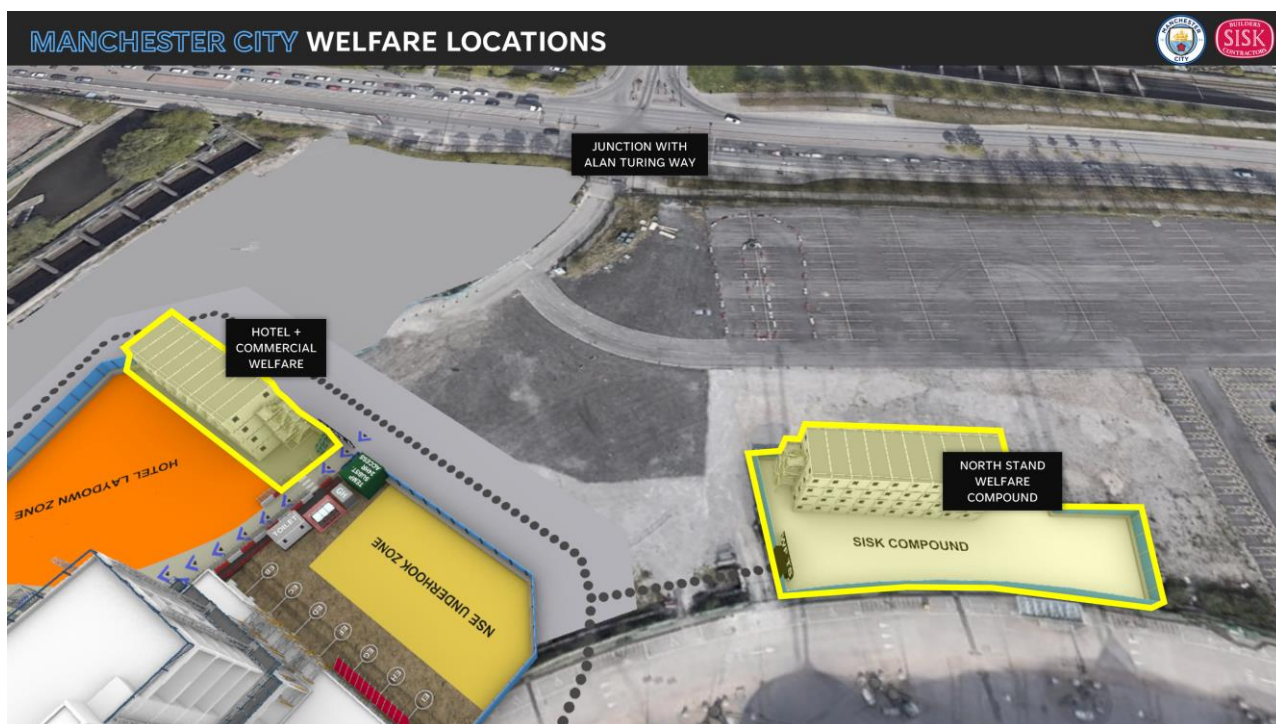


Diagram 6B – Site Accommodation Layout

j) Traffic Management and Site Deliveries

Deliveries to the Site will be booked through SISK's electronic Delivery Management System (DMS), with every vehicle allocated a specific unloading zone and time slot. Approved construction vehicles will enter the SISK Site at the appropriate gate and be guided to a suitable unloading point along the haul road by a Traffic Marshall (refer to Diagram 6C).

It is envisaged that the primary route for delivery vehicles travelling to the Site will be to exit the M60 at Junction 24 and travel West along A57 Hyde Road.

Construction vehicles servicing the North Stand will enter and exit the Etihad Campus using Ashton New Road, travelling along the Racetrack running around the stadium in a clockwise direction, entering through Gate 1 and exiting at Gate 7.

Deliveries for the Commercial Building will enter the Site in a similar direction (through Gate 1) but will depart using the designated haul road via City Square and around the North of the Hotel Building, exiting through Gate 02 onto Alan Turing Way. After making a delivery, the SISK Logistics Coordinator has the option to allow certain drivers to exit the site via Gate 02 and along the Club Pedestrian Walkway, to Alan Turing Way.

Hotel traffic will enter and exit through Gate 06.

A temporary barrier and gatehouse will be established on the site access roads at gates 01 and 06. All vehicles will be checked by the Gateman at these points and either marshalled to site or turned around if not construction related or prebooked to deliver to the SISK site. The Gateman will check that all authorized delivery vehicles have their loads fully secured upon entry to the site, including the use of sheeting for skips and tipper type vehicles.

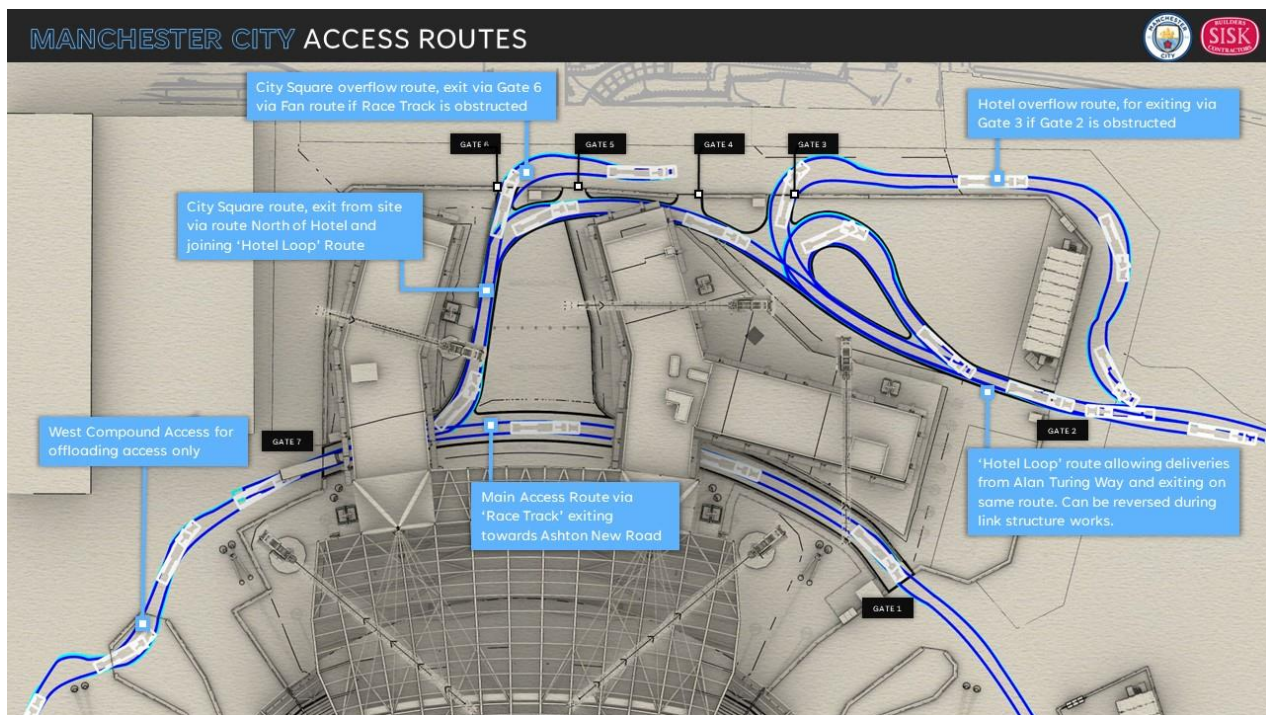


Diagram 6C – Haul Roads and Swept Paths

The Racetrack will be protected by catch fans attached to the podium slab of the Hotel and lowest levels of the link bridges (Refer to Diagram 6D below).

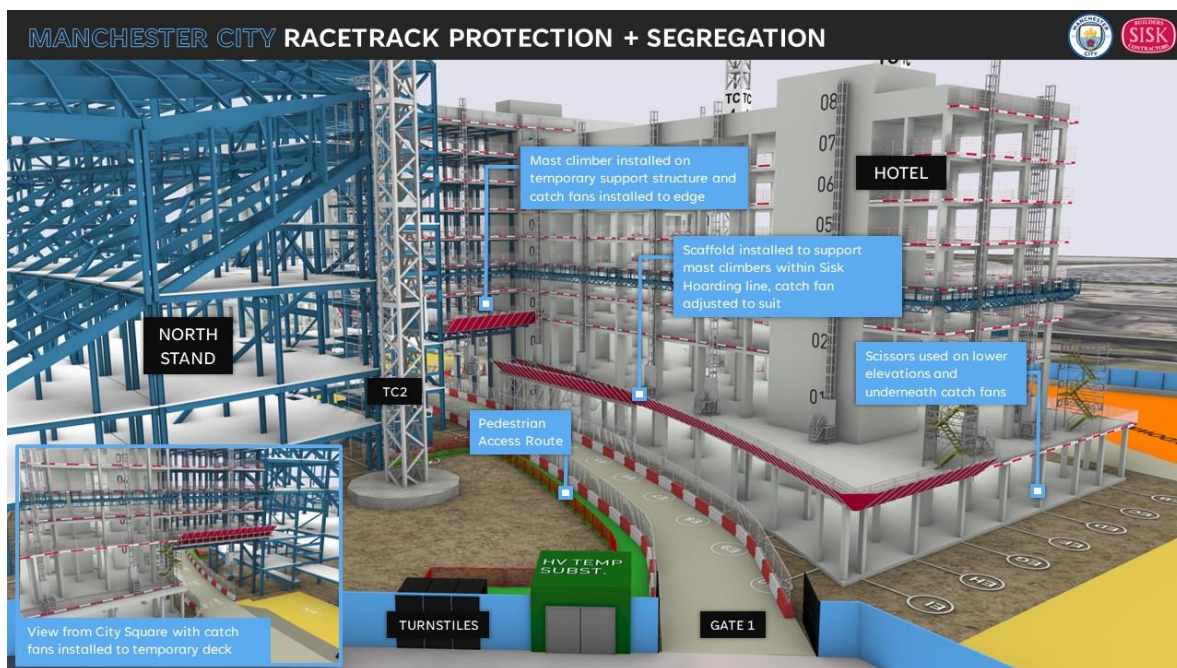


Diagram 6D – Protection of the Racetrack

All delivery vehicle drivers shall be informed about the designated access routes and must comply with the SISK DMS. It is anticipated that approximately 65-70 vehicles will make deliveries to the SISK Site on any given day, at the peak of construction activity.

Just-in-time deliveries will be arranged to enable vehicles to be escorted directly to the designated area for unloading. No vehicles will be permitted to park / wait on the public highways and so vehicle holding points will be identified by SISK on the Campus should there be an unplanned backlog in dispatch.

Generally, steelwork will be erected in-situ off the trailer to avoid double handling. As such, dedicated unloading bays will be provided along the Southern side of the Racetrack.

The above arrangements negate the need for a wheel wash, however, each main exit gate will be set up with a wheel / vehicle undercarriage wash zone. The wash zone will be a hard-standing laid to falls with a French drain / silt trap at the lowest point. The gate will be manned with a trained operative who will wash the vehicle down using a high-power pressure washer; once the vehicle is clean it will be marshalled out of the gate and the hard-standing will be cleaned off in preparation for the next vehicle.

Due to the increased traffic on the roads, there will be a requirement to undertake road sweeping throughout the project's duration. A local road sweeping contractor will be engaged to undertake regular passes along the length of the site access roads and ensure clean highways are always maintained. In addition, mist cannons will be used in periods of dry weather to suppress dust on the site.

k) Site Access

Signage will be placed in the most visible positions to warn both vehicle drivers and pedestrians of the locations of the site entrance / exits and provide awareness of the particular hazards.

No car parking is allowed on site and all site operatives and visitors shall find parking at their own expense.

All private vehicles will be turned away at the entry gates 02 and 07 and drivers advised to park in the car park North of the Co-op Live Arena (refer to Diagram 7G). Where the Northern car park is unavailable on event days, SISK will manage and monitor parking, ensuring the workforce use dedicated local parking areas (not on-street) to minimise the impact on surrounding areas.

Pedestrian access to the Site shall be via Joe Mercer Way and along the Club Pedestrian Walkway running outside the Northern perimeter of the Site. Alternatively, workers may use public transport (i.e. Metrolink) and arrive at the same entry point adjacent to Joe Mercer Way.

Details of the site parking, public transport options and walking routes to the Site shall be communicated to all personnel through the SISK Travel Plan.

l) Vehicle / Pedestrian Segregation

Sisk has a strict policy to keep people and vehicles apart using physical barriers. Diagram 6E indicates the designated walkway for site personnel which will be enforced to connect site offices, welfare, amenities, vertical transport and working areas.

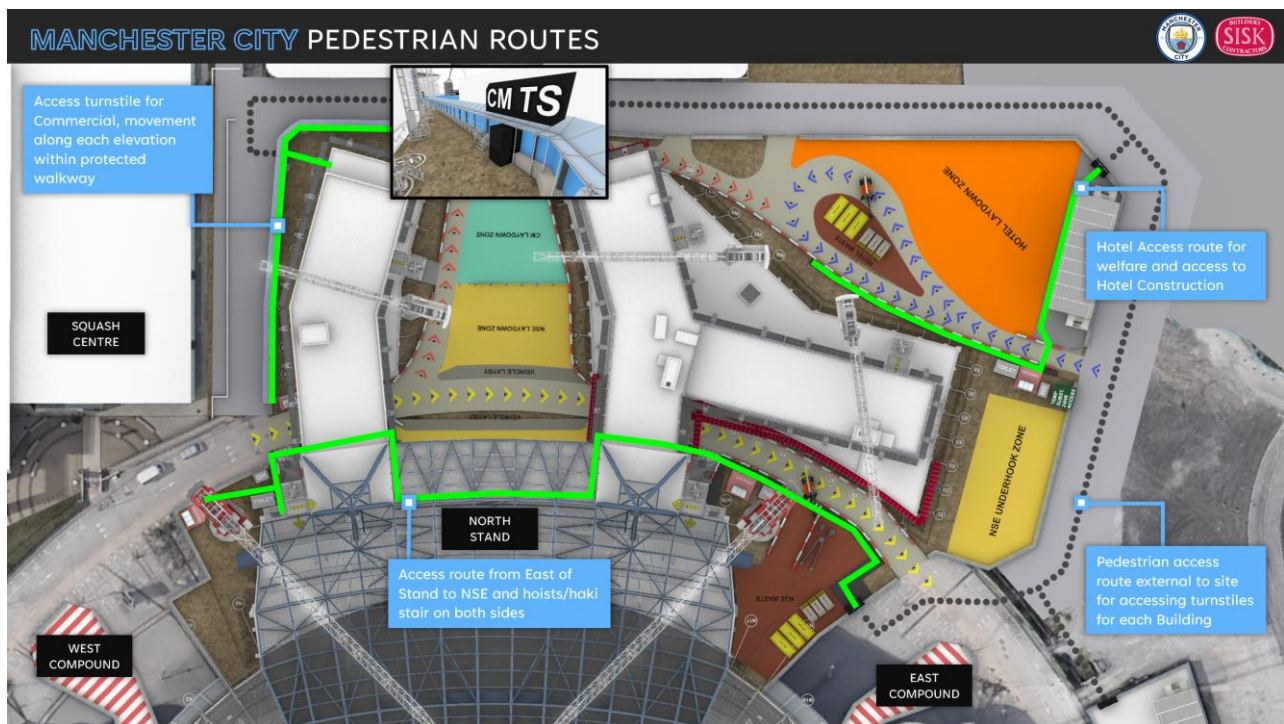


Diagram 6E – Pedestrian Routes on Site

Turnstiles will be located as shown on Diagram 6E so that there is full segregation of vehicles and people entering and leaving the site under normal circumstances. Should gates 03 - 06 become operational, the Traffic Marshalls shall ensure that the Club Pedestrian Walkway is clear or for periods of longer use, solid barriers will be installed to provide separate lanes.

All site operatives must comply with the site rules and requirements of the Health and Safety at Work Act 1974 etc., the Construction (Design and Management) Regulations 2015 and all other relevant safety legislation codes, standard and guidance at all times.

m) Public Rights of Way

The part of the Etihad Campus where the Site is located is accessible by the general public but generally there will only be any significant footfall on days when there are scheduled football matches, music events or sports activities. The Club Pedestrian Walkways (refer to Diagram 6F) routed temporarily around the construction sites have been sized to accommodate the anticipated peak volumes of people. All construction activity and deliveries will be managed in accordance with the MCFC - North Stand Development – Event Day Protocols & Requirements.

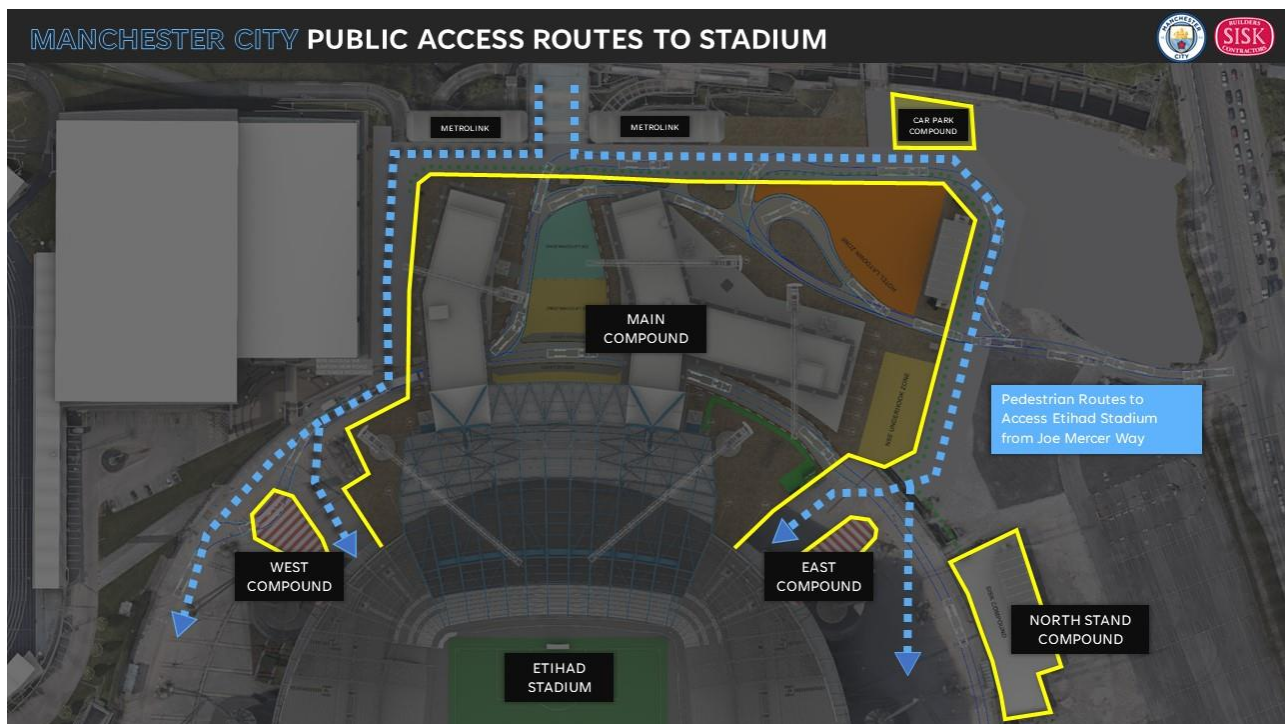


Diagram 6F – Temporary Public Access Routes to the Stadium

n) Operative Pedestrian Access

Pedestrian access to the Site shall generally be via Joe Mercer Way and along the Club Pedestrian Walkway running outside the Northern perimeter of the Site (refer to Diagram 6G). Alternatively, workers may use public transport (i.e. Metrolink) and arrive at the same entry point adjacent to Joe Mercer Way.



Diagram 6G – Pedestrian Access to Site

o) Vertical Transport

Two CTL1600-66 tower cranes will be dedicated to the stadium works, positioned on opposite corners of the North Stand just inside the Racetrack. TC1 and TC2 will be mobilised at the commencement of the steelwork package and required until the installation of the main roof around 76 weeks later.

The buildings will be serviced by the following models of tower crane:

- TC3 (Commercial) - CTL630B-32 TEREX – approx. 44 weeks
- TC4 (Hotel) - CTLH192-12 – approx. 39 weeks
- TC5 (Hotel) - CTLH192-12 – approx. 34 weeks

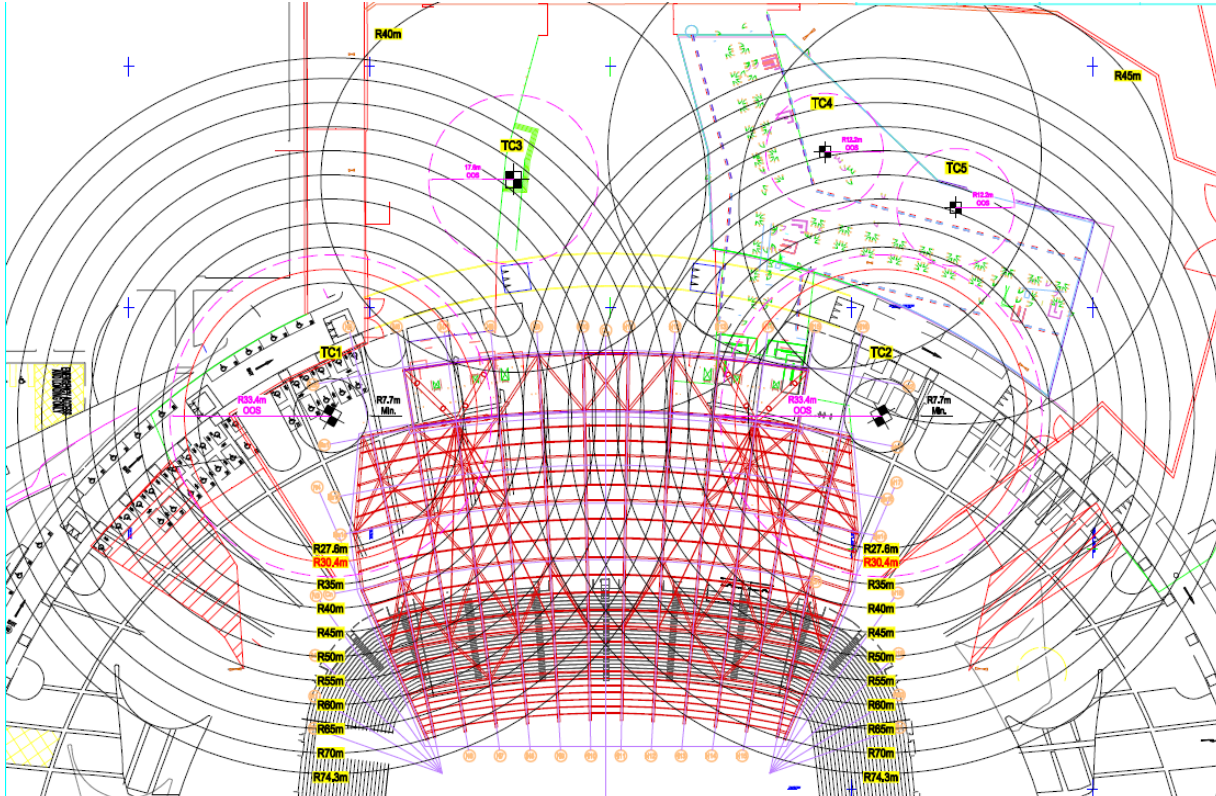


Diagram 6H – Crane Locations and Reach

Double hoists (1.5m x 3.9m x 2m high per cage) will be installed in two locations as indicated in Figure 6I. Landing platforms will be needed to access all floor levels, including the roof, from two sides.

Temporary Haki stairs will be fitted to connect the hoist landing platforms, to provide pedestrian access and emergency egress, until at least two permanent staircases are available from Ground up to Level 05. Cantilevered crane loading platforms (Canti-Decks) will be fitted on the East and West elevations on Level 03 to allow plant and equipment to be landed and skated into the Plant Room. Two lifting beams will be incorporated in the steelwork to winch larger equipment onto the mezzanine platform from Level 03. MEP items will be pre-loaded into the North Stand using these landing platforms such that façade works are not delayed.

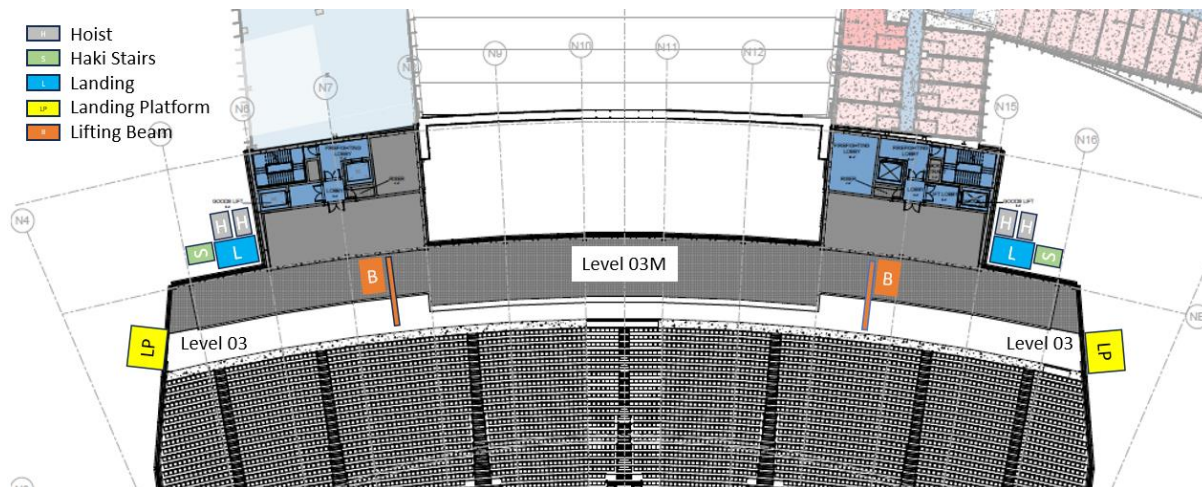


Diagram 6I

p) Laydown

Materials and equipment will be stored in allocated areas but due to limited space on site, “just in time” deliveries will be operated. Laydown for site activities shall be allocated within the secure boundary of the North Stand Site for regularly used items that need to be close to the workforce, such as formwork, reinforcement, façade framing, general consumables etc.

Laydown areas are assigned as follows:

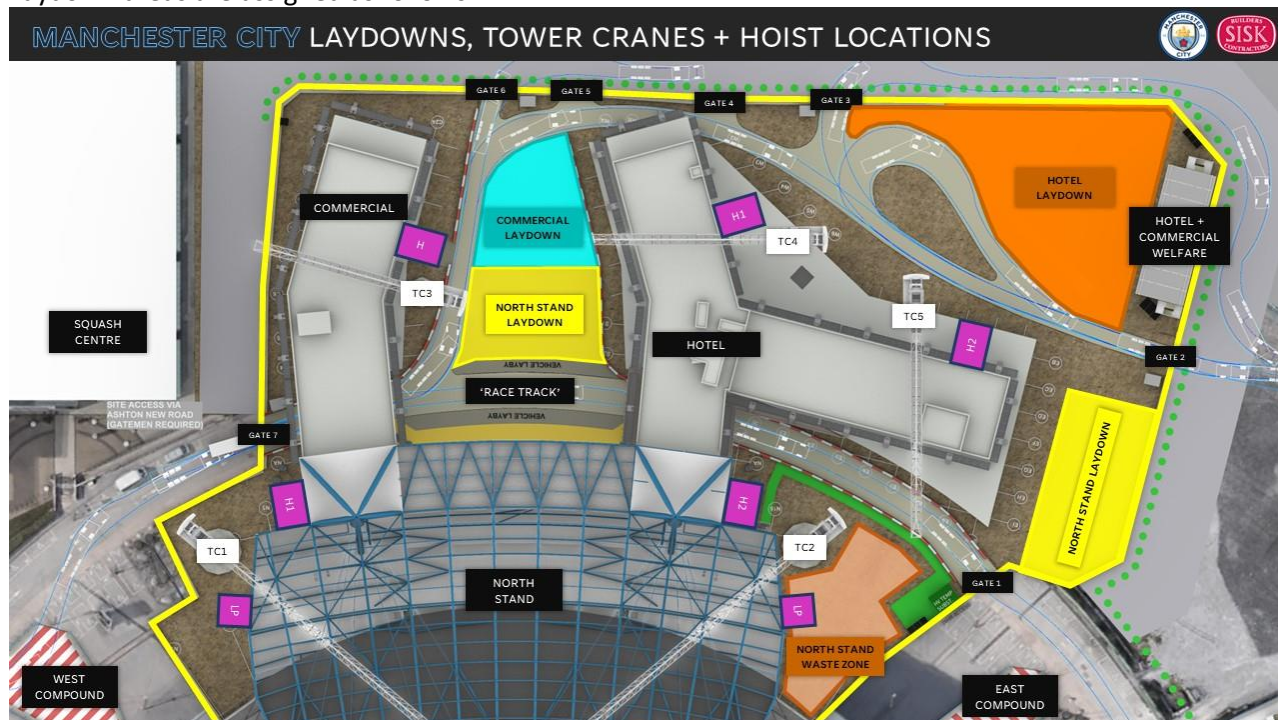


Diagram 6J – Laydown Areas

Structural steelwork will generally be lotted and unloaded in erectable sequence such that on-site storage and consequent double handling can be kept to a minimum. Dedicated unloading bays will be positioned along the South side of the Runway so that the two tower cranes can be continuously fed from the trailers.

Façade, MEP and finishing materials will be stored in City Square and transported to the installation areas or hoists by fork truck. Unloading bays on the North side of the Racetrack will be maintained for non-steelwork deliveries.

The Northern area of City Square is allocated as laydown for the Commercial Building, adjacent to the unloading area and accessible by TC3.

Material storage for the Hotel will be located North of tower cranes TC4 and TC5.

q) Materials Storage

SISK shall provide weatherproof enclosures for the correct storage and protection of perishable materials (ie. cement, plasterboard). Items subject to deterioration by water shall be raised at least 150mm off the ground.

All loose materials used to construct the works are to be stored in packaging or suitable containers at all times. Equipment which is protected against the ingress of dust or moisture, or equipment which would be unaffected by dust or moisture, need not be covered.

Equipment stored in the open shall be placed on timber dunnage or other suitable material so that such items are not in contact with the ground. A nominal air space of at least 75 millimetres shall be provided between the base of the stored equipment and the ground surface.

All equipment, whether installed or not, shall be protected by moisture proof and dust proof coverings which shall be securely restrained. If permanent covers or enclosures such as cabinet doors and the like are moisture and dust resistant, such provisions shall be deemed sufficient protection.

All electrical, process control or instrumentation equipment which is not installed shall be stored indoors in shipping containers or other similar storage facilities.

Where any temporary or permanent covering is removed from any equipment for any reason whatsoever, the item of equipment shall be thoroughly cleaned down and dried out prior to the replacement of the cover. No item of equipment which is required to be covered shall remain uncovered overnight or during inclement weather.

r) Steelwork Preassembly

All fabrication and preassembly will be carried out within the site area.

The following steelwork elements will be preassembled on site:

- Sky Bar truss
- Roof rafters (rear and mid sections)
- Roof tie rods.

The Sky Bar truss will be assembled in a specially fabricated jig, to maintain correct curvature. Once assembled directly beneath its final position, the truss will be lifted into place using a 750Te mobile crane and suspended on the hook until sufficient infill steelwork is erected for stability using the two tower cranes.

Erection of the Commercial Building Link Bridge will be delayed to provide sufficient space to splice the roof rafters and fabricate the tie rods on the ground. This dedicated assembly area South of the Racetrack, 65m long, will allow both tower cranes to pick up the elements for installation. Tag lines will be used due to the length of the roof rafters.

The tie rods will be preassembled in the same location as the roof rafters, once a site measure has been conducted and movement / extension predictions completed to predict the correct length. The slender nature of these Macalloy tension bars determines that these will be transported and positioned using a specially fabricated lifting beam with remote release. This will be rigged to allow landing the rods at an appropriate angle. The bottom node will be reached from a MEWP on the existing roof Runway, whereas the top node will be accessed via temporary platforms constructed from the Wire & Sky quadpod deck.

s) Weatherproofing

Once the hospitality suites are demolished on level 02, and before the rear section of roof is removed, floor gullies will be installed, and hot melt applied across the slab to act as a flat roof. The bottom precast support upstand and a sacrificial kerb cast at the rear of the exposed area will be used to tank the exposed area. As the cladding is removed a temporary gutter will be fitted to the new roof line, piped into the stormwater system. The temporary floor gullies and roof gutter will be piped to the nearest stormwater drain connection.

Once precast terrace units are installed, rainwater will cascade down the terraces as there will be no roof overhead at this stage. The bottom precast unit will be designed to be left out so that the runoff will be contained within the bunded area of slab on Level 02.

7. General Description of Works

t) Overview

The North Stand is an expansion of the existing Family Stand, incorporating:

- i. Pile substructure with pile caps and interconnecting ground beams.
- ii. Ground bearing in-situ concrete slab including waterproofing.
- iii. Structural steelwork frame to house the two new core structures, upper terraces, new concourse facilities, hotel suites, Sky Bar and plant rooms.
- iv. Façade elements, including curtain walling, glazing, stranding sheet and polycarbonate roofing, maintenance access.
- v. Architectural finishes (flooring, wall, ceiling decorations etc.).
- vi. Joinery items, including doors, architraves, skirtings, fittings.
- vii. Catering facilities and bars.
- viii. Mechanical systems including air conditioning, ventilation, exhaust, pressurization etc.
- ix. Electrical LV distribution system including lighting, general power, emergency power, lightning protection, earthing etc.
- x. Plumbing, including chilled water, domestic water, sanitary system, grease separator system, kitchen & bathroom fittings, tapware etc.
- xi. Data / telecom systems.
- xii. Lift installation.
- xiii. Fire protection, including detection, alarm and sprinkler system.
- xiv. Security including CCTV.
- xv. FF&E.
- xvi. Other associated works.

The Hotel and Commercial buildings are new-build construction. The scope of works is summarised as follows:

- i. Concrete cores to accommodate lifts / stairs and provide vertical stability.
- ii. In-situ concrete columns and flat slabs.
- iii. Steel frame to Link Bridge (connection to North Stand) with in-situ floor slabs on metal decking.
- iv. Façade elements, including curtain walling, glazing, roof access, cleaning and maintenance access.
- v. Architectural finishes (flooring, wall, ceiling decorations etc.).
- vi. Joinery items, including doors, architraves, skirtings, fittings.
- vii. Professional kitchen (Hotel only).
- viii. Mechanical systems including air conditioning, ventilation, exhaust, pressurization etc.
- ix. Electrical LV distribution system including lighting, general power, emergency power, lightning protection, earthing etc.
- x. Plumbing, including chilled water, domestic water, sanitary system, grease separator system, kitchen & bathroom fittings, tapware etc.
- xi. Data / telecom systems.
- xii. Gas distribution system.
- xiii. Lift installation.
- xiv. Fire protection, including detection, alarm and sprinkler system.
- xv. Security including CCTV.
- xvi. FF&E.
- xvii. Other associated works.

City Square is an outside venue with extensive paved area and some soft landscaping with trees beneath an ETFE canopy.

External areas around the Hotel and City Square incorporate hard and soft landscaping components.

Enabling Works

SISK has been engaged by the Employer to undertake Enabling Works across the Development including the Hotel and City Square sites, comprising:

- i. General site grading.
- ii. Site grouting.
- iii. Demolition (mainly MCFC Club Shop, hospitality canopies, infrastructure assets).
- iv. Modifications to TfGM access routes.
- v. Diversion of public rights of way.
- vi. Utility diversions including easements.
- vii. Utility connection points.
- viii. Hotel Site perimeter hoardings.
- ix. Piling mat [TBC].

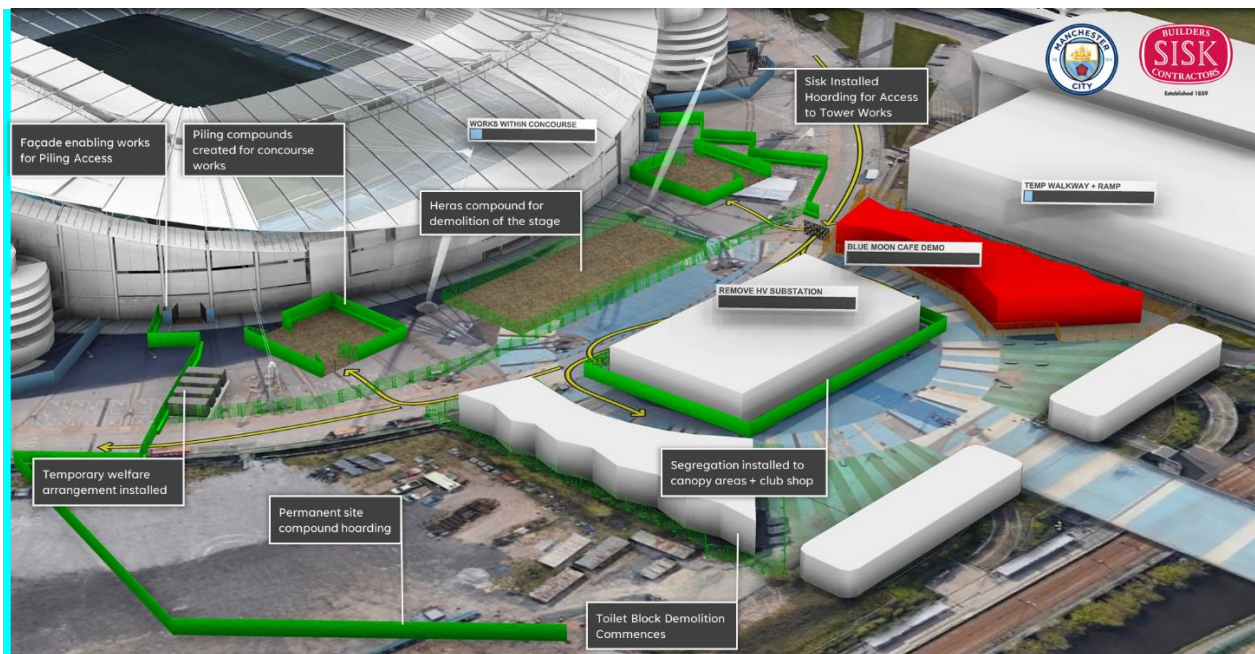


Diagram 7A – Enabling Works

Depending on the date of award for the Main Contract, piled foundations may be instructed as a variation to the SIW Works in order to maintain site delivery programme.

As the permanent access from Alan Turing Way has already been formed there is no requirement for S278 works associated with Highways alterations under Sisk's scope of works. Following demobilization of BAM's compound and site entrance, SISK will undertake a full dilapidation survey and circulate the report to the Employer.

u) Foundations

A combination of CFA & rotary method of piling will be adopted to provide high production rates whilst ensuring low noise emissions and virtually no vibration.

SISK's Temporary Works Engineering Team will use data from site geotechnical investigations to design a piling mat capable of resisting rig loading.

Piling will progress in a planned sequence, as follows:

- North Stand Phase 1.

- Hotel
- Commercial Building
- North Stand Phase 2 (following removal of backstay foundations).

A five-metre exclusion zone will be established to prevent access around the operational rig and in the vicinity of freshly cast piles.

Storm water and foul drainage will be installed once the pile cap foundations are progressed sufficiently.

v) Structural Steelwork (North Stand)

Before commencing steel erection, the catenary net system will be encased with steel protection boxes spanning between the existing bracketry. Backstay and forestay cables will be wrapped in yellow ducting with additional tell tales for easy identification.

The core structures will be erected in two distinct phases to allow removal of the backstay cables and foundations. Phase 1 steelwork will provide two cantilevered load transfer structures capable of restraining the forces applied by the forestay cables in supporting the existing roof.

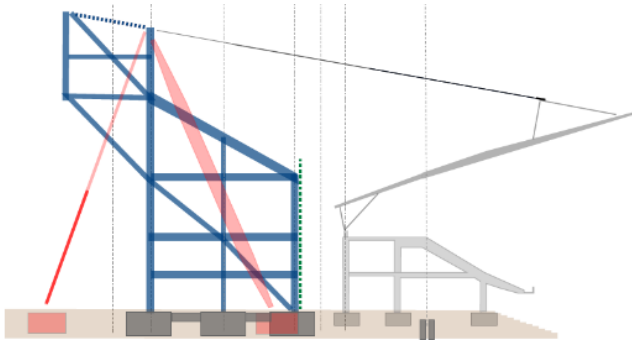


Diagram 7C – Core Construction

This process requires constant monitoring of geometry / stresses during incremental load transfer to ensure that the position of the node is unchanged from its original condition. A contingency plan will be developed to overcome any observed actual movements that differ from those predicted.

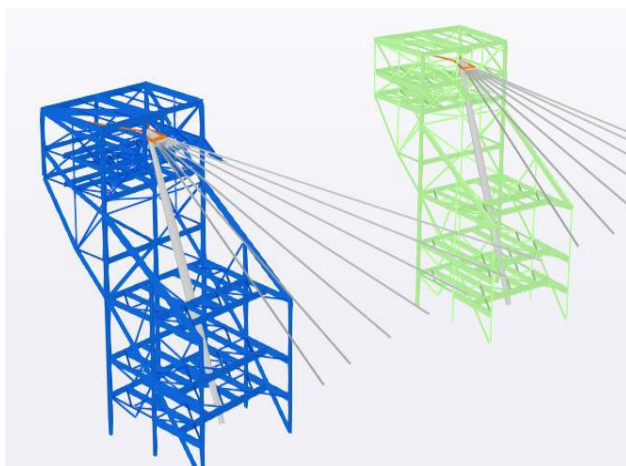
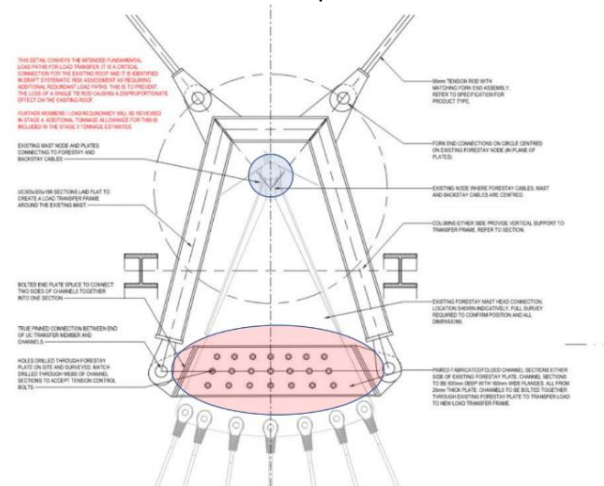
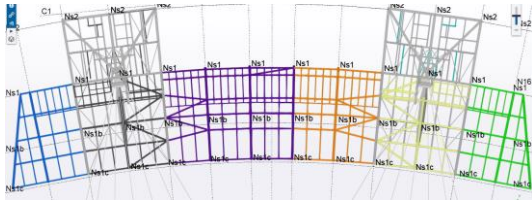


Diagram 7D – Load Transfer Structures and Frame

The forestay plate on the new load transfer frame will be positioned in front of the backstay mast node, directly beneath the trajectory of the tension cables so that the forestay cables can be clamped. The backstay cables will be slackened off whilst jacking force into the forestay cables incrementally.



The backstay cable foundations can be demolished and 2No. masts removed once the aforementioned load transfer operation is complete. This allows access for a limited headroom rig to return beneath the cantilevered structures to complete the core structures piling.



Whilst the foundations are being installed to the rear of the core's structures, Phase 2 steelwork to the upper terraces between the cores and abutting the West and East stands will be erected (refer to Diagram 7E).

Diagram 7E – Phase 2 Upper Terrace Steelwork

The remainder of Phase 2 steelwork to the cores (shown yellow and turquoise on Diagram ??) will be installed once the remaining foundations are complete, using mobile cranes operating from the three accessible sides.

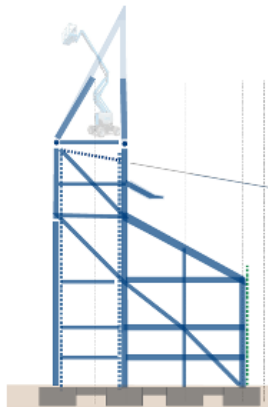
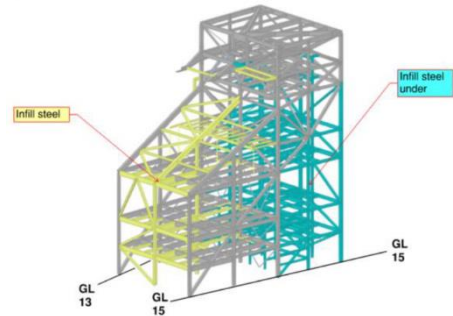


Diagram 7F – Phase 2 Core Steelwork

Once the core structures are complete, the quadpods can be erected in-situ above using the tower cranes. Access will be via MEWPs on rails fixed to the roof.

The frame Sky Bar truss will be preassembled beneath its final position (levels 04 and 05) at the rear of the North Stand) and lifted using a 750Te mobile crane. The infill steelwork required to restrain the truss to the main frame will be erected using the two tower cranes whilst the load is on the hook.

Diagram 7G – Quadpod Access

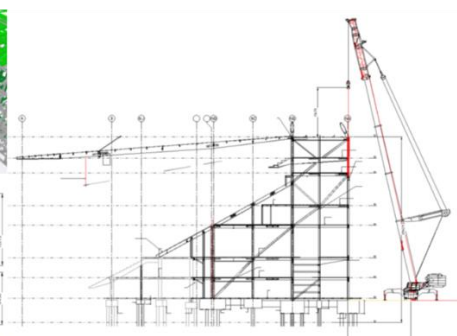
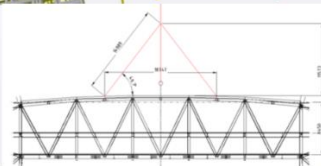
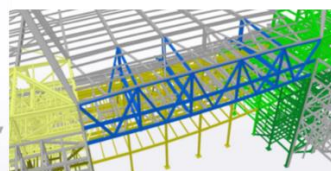
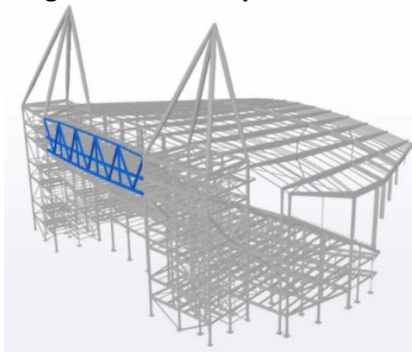


Diagram 7H – Sky Bar

In order to complete the mid-terrace steelwork, during the football close season in 2024, the existing roof will be re-propped by installing new V columns (indicated in red on Diagram 7I). This will allow the rear section of roof (shown as green) to be removed.

The roof rafters and tie rods will be preassembled at the rear of the North Stand before craning into position. The temporary frame supporting the new roof in its temporary condition will be de-jacked once all members are installed and the tie rods attached.

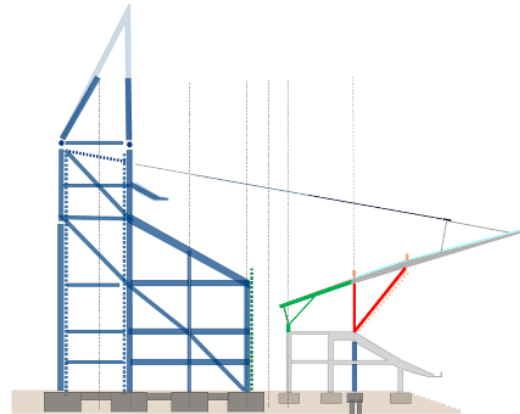


Diagram 7I – Roof Re-Proping

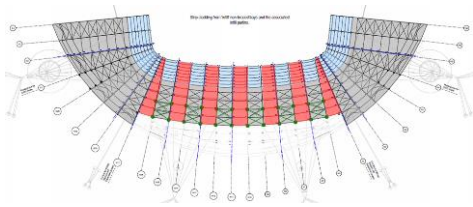


Diagram 7J – Roof Removal

Cladding to the existing North Stand roof will be stripped between unbraced roof rafters (in a hit and miss fashion shown as the red panels on Diagram 7J) as soon as there is weather protection from the new roof above.

The existing roof rafters will be removed in braced pairs as soon as the 2024 / 2025 football season finishes. Mobile cranes, standing on a membrane to protect the football pitch, will rotate each pair of rafters down around the pin connection at the base of the rear V column support. Once the rafter tips are touching the ground a larger crane will be deployed to lift out braced pairs and lay down on the pitch protection for dismantling and removal from site.

w) Reinforced Concrete Frame (Hotel and Commercial Building)

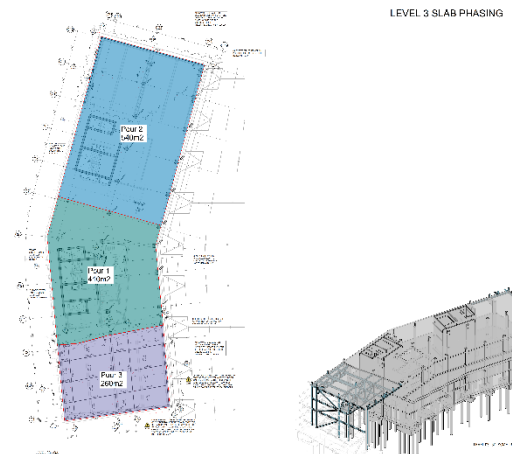
The cores and columns will be constructed floor-by-floor adopting traditional formwork methods. Protection fans will be installed to level 1 slab to provide protection to the workforce and site visitors. Precast stairs will be installed along with bathroom pods using tower cranes, as the core and frame progress.

Table forms will be used for casting the upper floor slabs. These will be maneuvered on the North elevation of the Hotel building to avoid lifting over the stadium racetrack. Perimeter edge protection will be installed on the table forms. Once the tables are lifted a replacement handrail will be fitted and stay in place until removal during façade installation.

We anticipate that striking soffit formwork for back propping can be undertaken 5 days after casting the slab, subject to adequate concrete strength gain. Two floor levels will be back propped at any time and the lowest supporting slab shall be tested to confirm full design strength before pouring the new slab.



Each upper floor level will be cast in six distinct concrete pours including the pour strip for the hotel building, as indicated in Diagram 8D. Pour 2 will follow Pour 1 and Pour 4 will follow Pour 3 to provide adequate access.

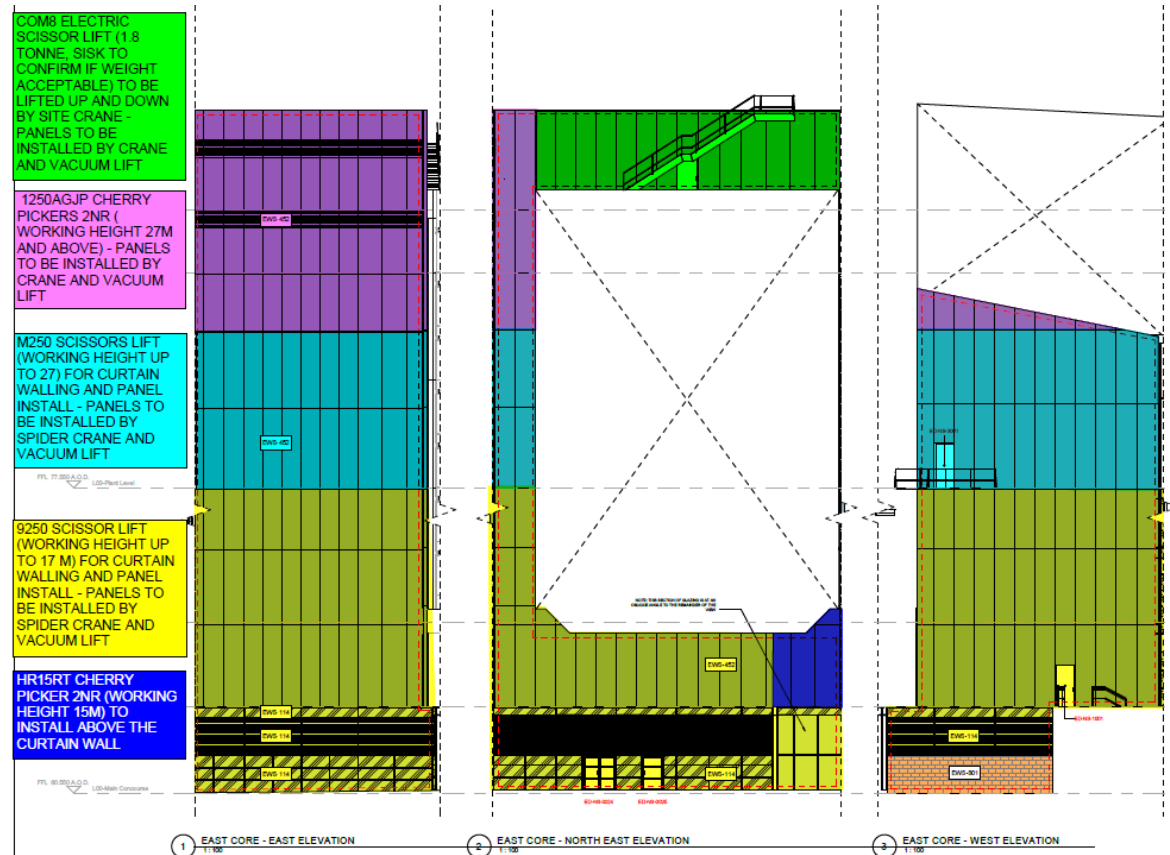
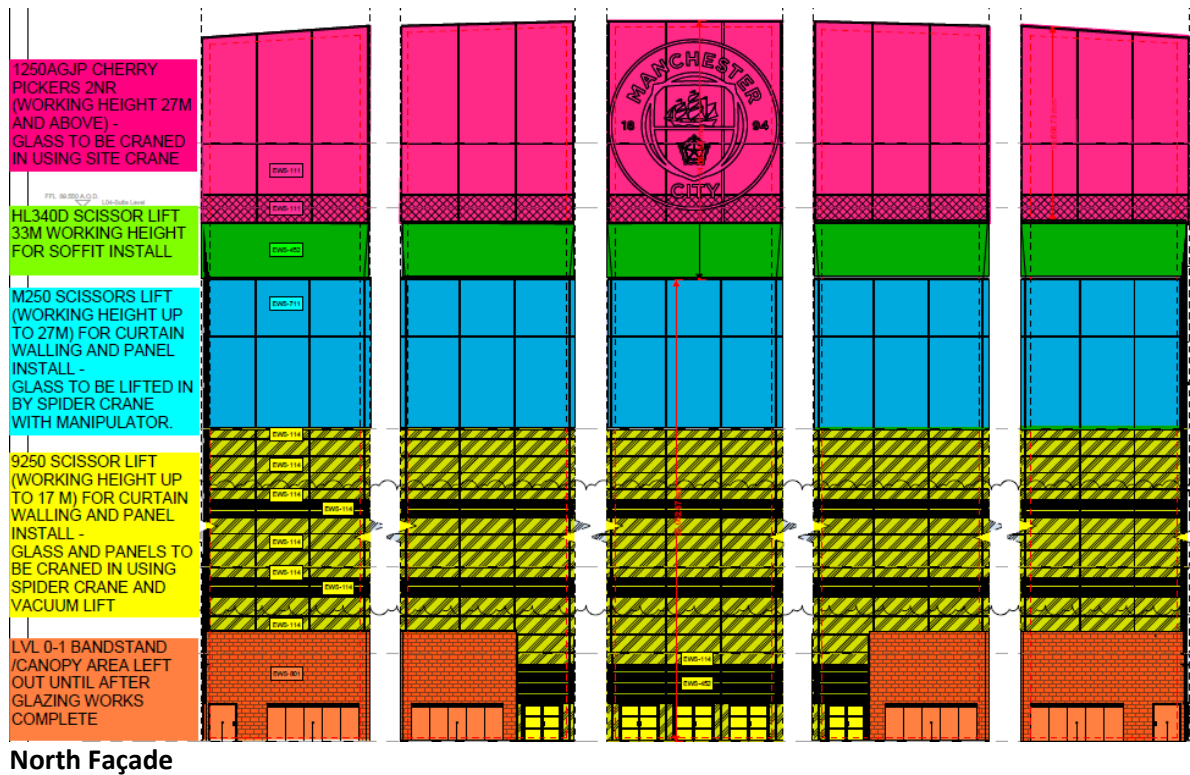


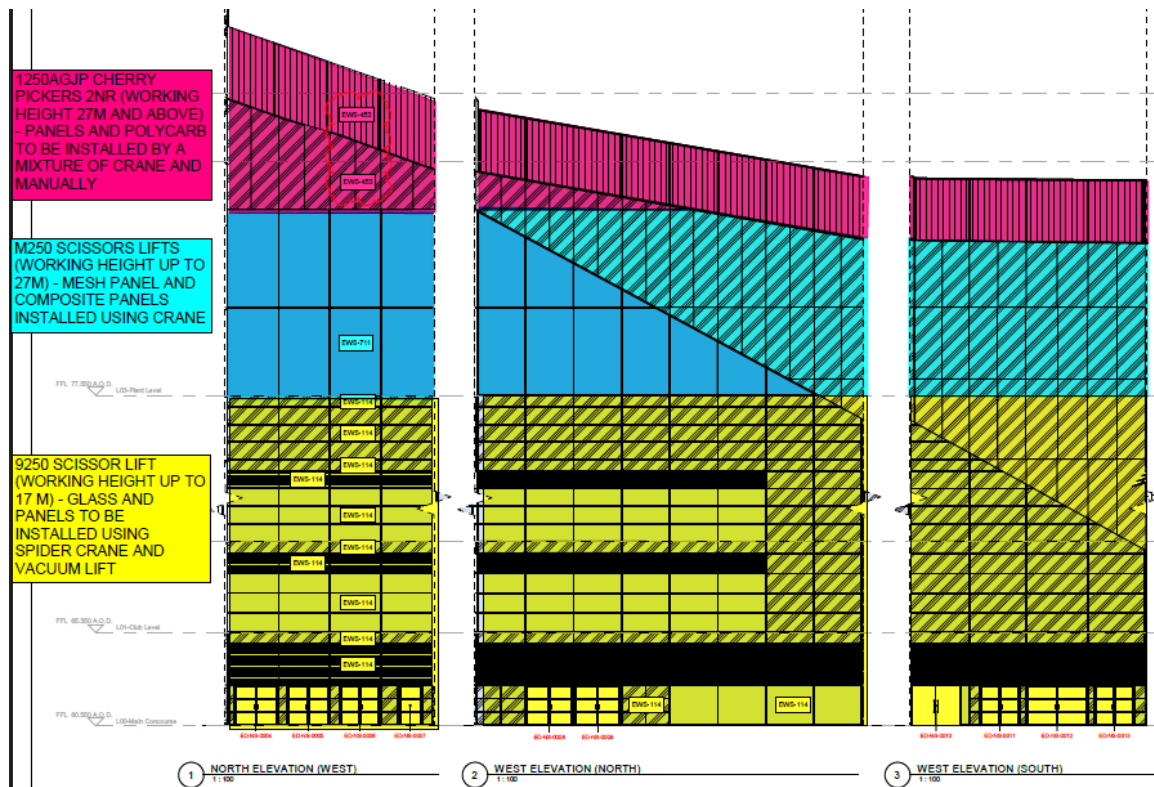
Each upper floor level will be cast in three distinct concrete pours for the commercial building, as indicated in Diagram 7K. Pour 2 will follow Pour 1 adequate access.

The steel structure of the link bridges to North stand from the hotel building and commercial building will be erected after the construction completion of the Reinforced concrete frame. A temporary steelwork cantilevered platform and integral catch fan will be fitted to both sides of the Link bridge as crash decks.

x) Façade

The North Stand façade will be installed as depicted in the following elevations:





West Elevation

PLANT LIST



SITE TOWER CRANE



LTF 1045 CITY CRANE (TBC)



SPIDER CRANE



ALUMINIUM TOWERS



9250 DIESEL SCISSOR LIFT



M250 ELECTRIC SCISSOR LIFT



HL340D DIESEL SCISSOR LIFT



COM8 ELECTRIC SCISSOR LIFT



HR15RT CHERRY PICKER



1250AJGP CHERRY PICKER



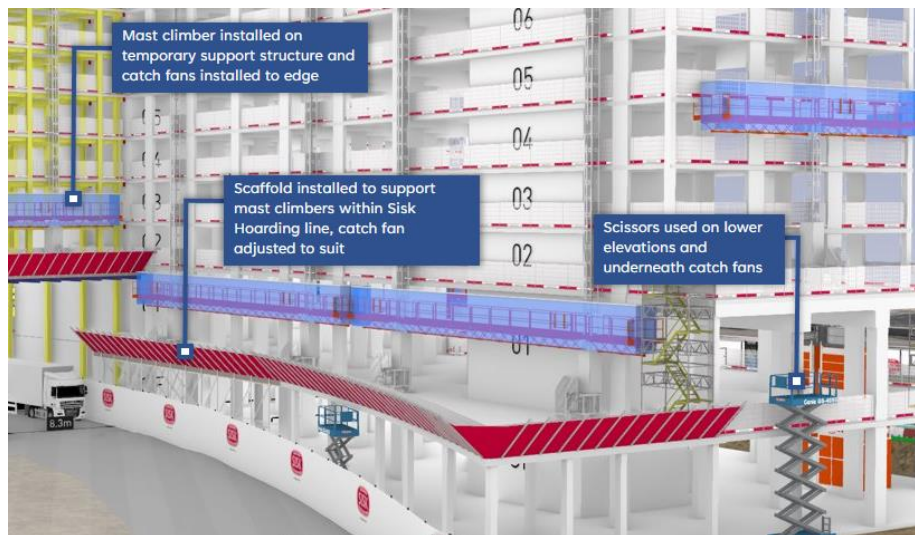
1500AJP CHERRY PICKER



ZX135 CHERRY PICKER

Back propping to Hotel and Commercial Building slabs will be removed at the earliest opportunity to allow unobstructed access to floors such that the façade works can commence safely.

The building façades are designed as stick systems. Mast climbers will be used to install the facades from level 2 and above for both the buildings. Mobile Elevating Work Platforms will be used on Ground floor and Level 1. Podiums and terrace facades will be installed from slab level with scaffoldings.



y) Roof

The North Stand roof area will commence once the steelwork is complete and de-propped. Decking packs will be landed on the roof using the tower cranes and secured on the primary steelwork. Panels will be installed manually using youngman boards and working from the gutter line up the Slope. The top flange of the purlins will be cut back at the ends to allow the bottom sheets to be inserted.

Kalzip sheets for the Sky Bar roof (14m long) will be rolled on grade in City Square and craned up to roof level. The rolling unit for the main roof will be hung from the tower crane to roll the main roof sheets as these are around 55m long. The roof build up will be installed progressively working off previously installed decking panels. Kalzip panels will be zipped up on a daily basis.

Hot melt roofing will be applied to the uppermost concrete slabs of the North Stand core structures, Hotel and Commercial Building.

The existing roof of the North Stand will be removed from pitch-side. Once the unbraced sections of the roof are removed in a hit and miss fashion, pairs of braced rafters will be lowered down.

Hotel / Commercial Building

The Hotel and commercial building roofs and parapets are formed as part of the RC frames for the buildings. The roof slab will be laid to fall with gullies leading to internal rainwater pipework that will be situated in risers throughout the building.

The roof covering is an inverted system; hot melt roofing and insulation will be applied to the uppermost concrete slabs of the Hotel and Commercial Building. There is a 10mm waterproofing layer applied as per the specification, with 200mm of rigid insulation on top, this is held in place with ballast that includes paving where access is required.

z) Fit-Out – Building Services and Internal Finishes

The Works entail full building fit-out of interior finishes, building services and lifts, With exception to areas of the Commercial building where fit out is TBC. Delivery and distribution of all materials shall follow the logistics strategy as outlined in Section 6.

On the north stand, the terrace units will be installed and sealed as soon as possible to allow MEP first fix and Fermacell partitions to progress on levels 00 through to 03M. Moisture susceptible trades will be deferred until the cladding is installed on each floor level to provide additional weather protection.

Plant and equipment will be installed with the tower cranes once the Level 03 composite slab has been cast and landing platforms fitted to the East and West sides of the North Stand.

Cantilevered crane loading platforms will be fitted on the Northern elevation, three floors below the top working deck of the RC frame. These temporary decks will be used to land bathroom pods, larger façade components, drylining materials and MEP pipework. External hoists will be installed for general materials once the frame has reached full height to supply general materials to all floor levels.



The bathroom pods will be maneuvered into their final position (lined and levelled) using skids. Water sealing the floor will enable internal finishes, starting with partition wall frames erected and boarded on one side only to allow a meaningful start to MEP first fix. Mobile scaffold towers will be used to access ceiling works. Corridor works will follow the completion of rooms. Hoist rooms will be completed after the dismantling of the hoists.

aa) Match Day and Other Events

Removal of the hospitality facilities and seat loss have been agreed with MCFC, as depicted on Diagram 7L below:

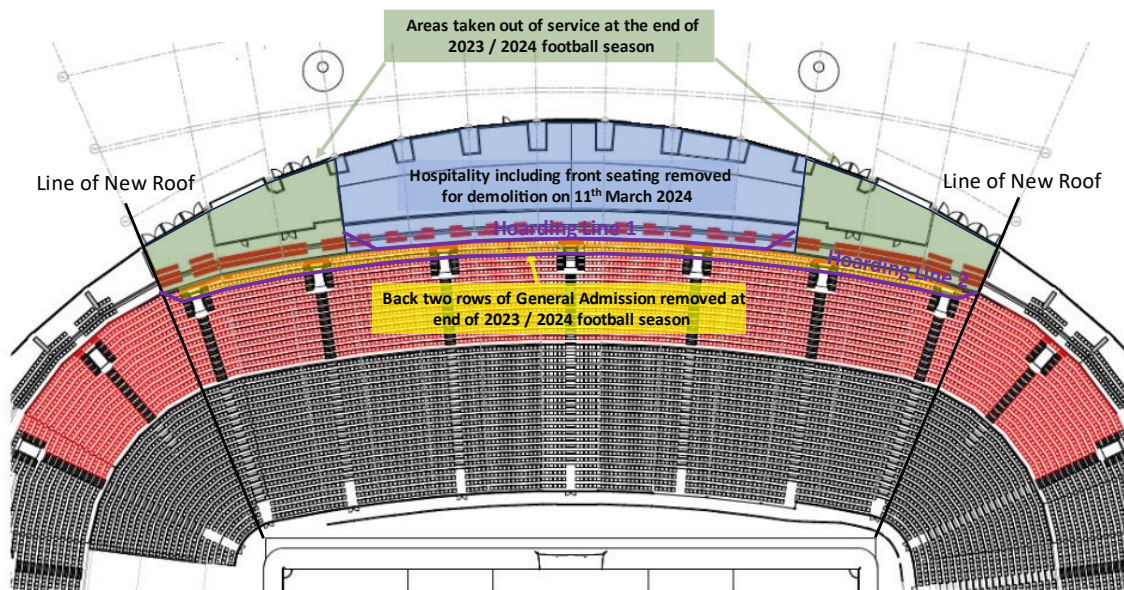


Diagram 7L – Seat Loss

The hospitality suites, catering facilities and toilets (located in the blue shaded area of Diagram 7L) will be removed from service following the Manchester football derby on 2nd March 2024. This will allow sufficient time to demolish these facilities and weatherproof the Level 02 slab before removal of this section of the North Stand roof once the last match of the season has been played (currently scheduled as 19th May 2024).

It is anticipated that the entire football close season (May – August 2024) will be required to re-prop the existing North Stand roof and remove the rear roof rafters to allow construction of the mid-level terrace. Suitable access for installation of the new V props require the precast terrace units between the rear of the Level 01 vomitories and Level 02 slab to remain in position. These require replacement by SPS modules to enable suitable fixing to the existing concrete rakers and provide the correct geometry for the mid-terrace seating.

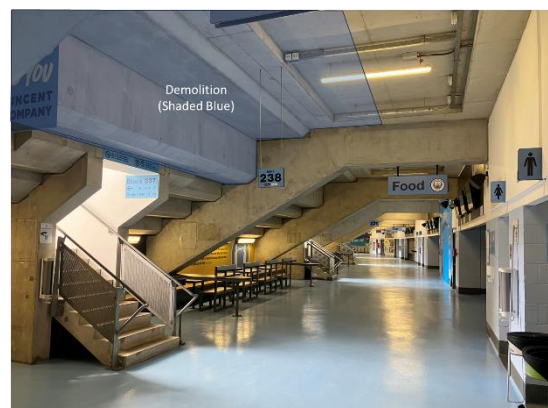


Diagram 7M – Terrace Demolition

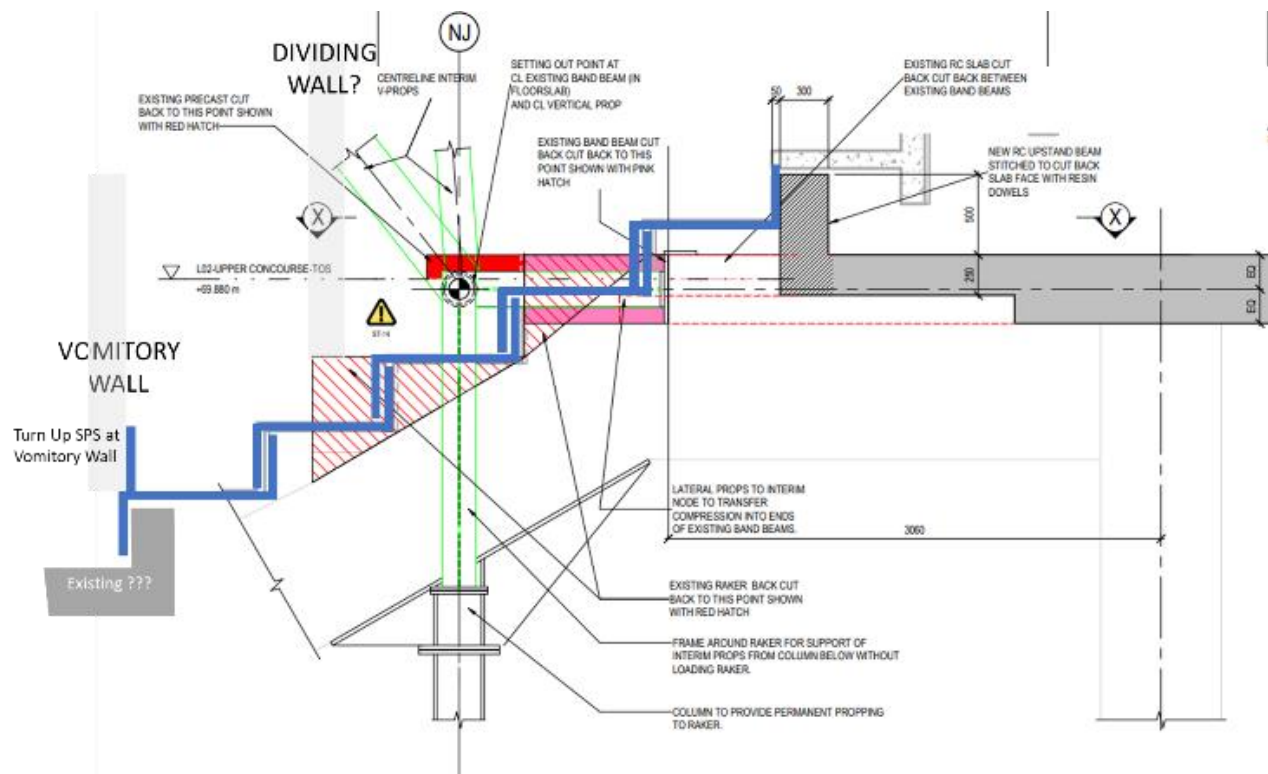
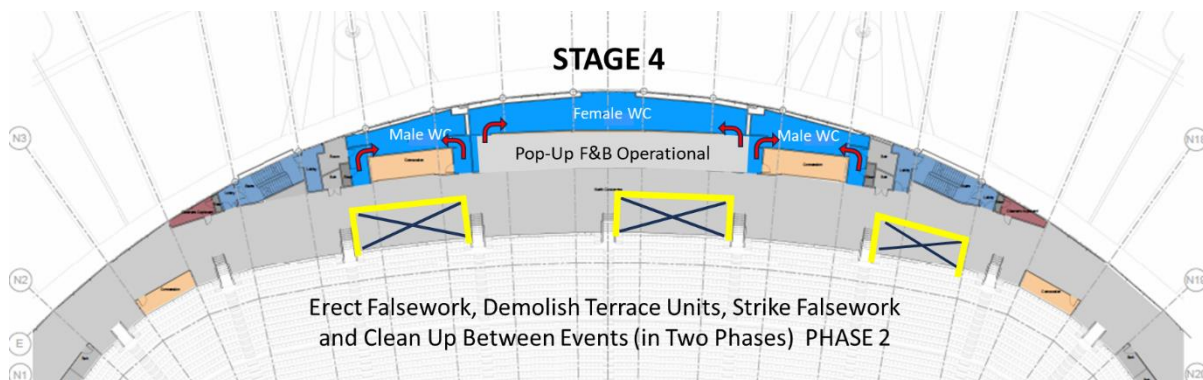
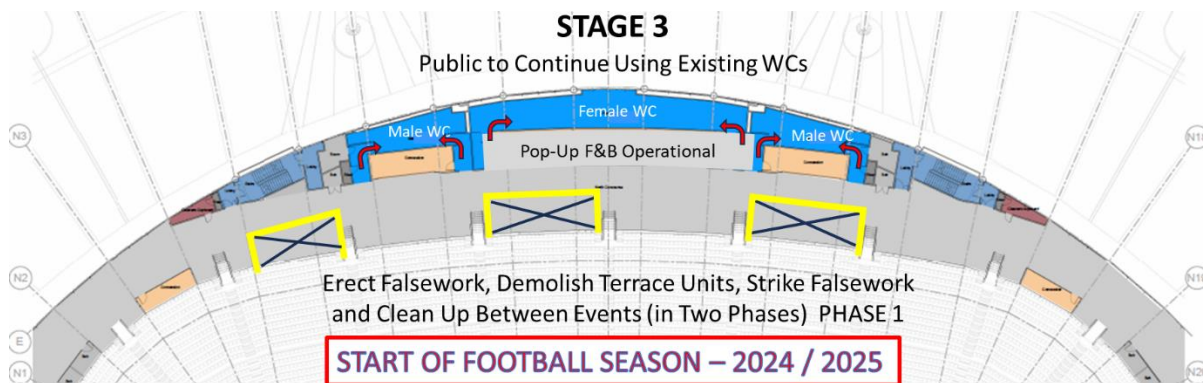
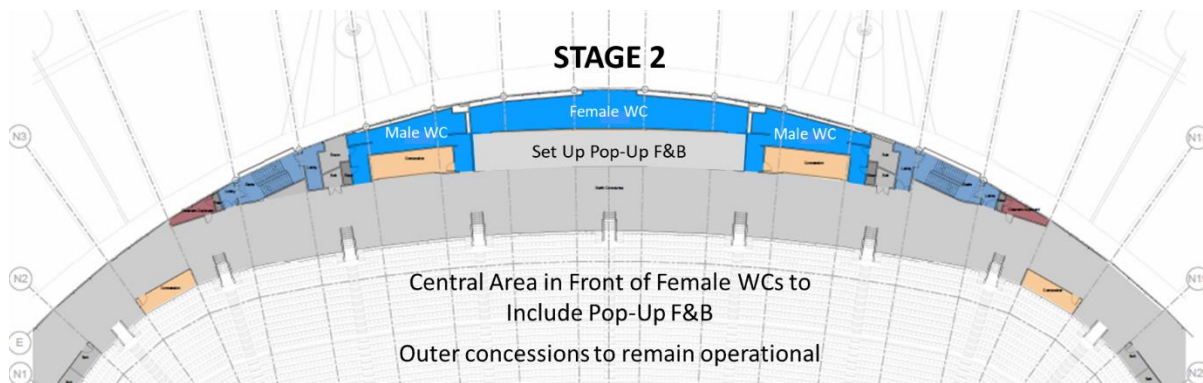
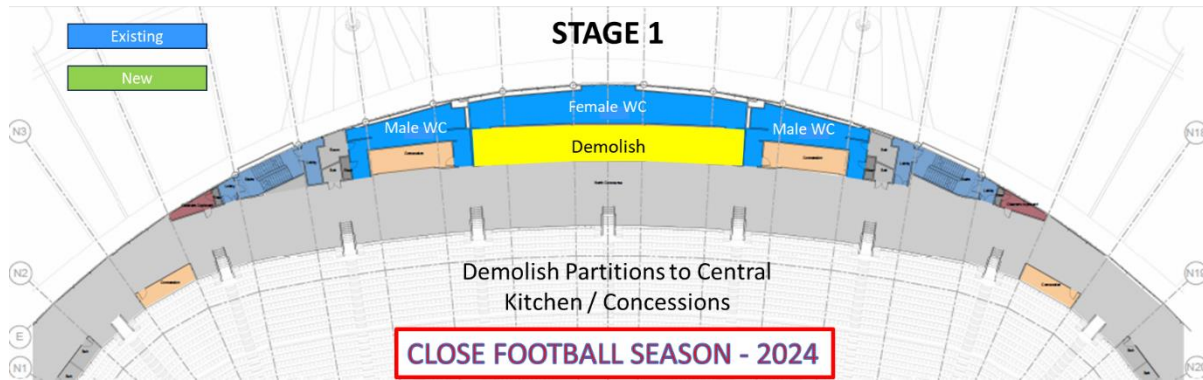
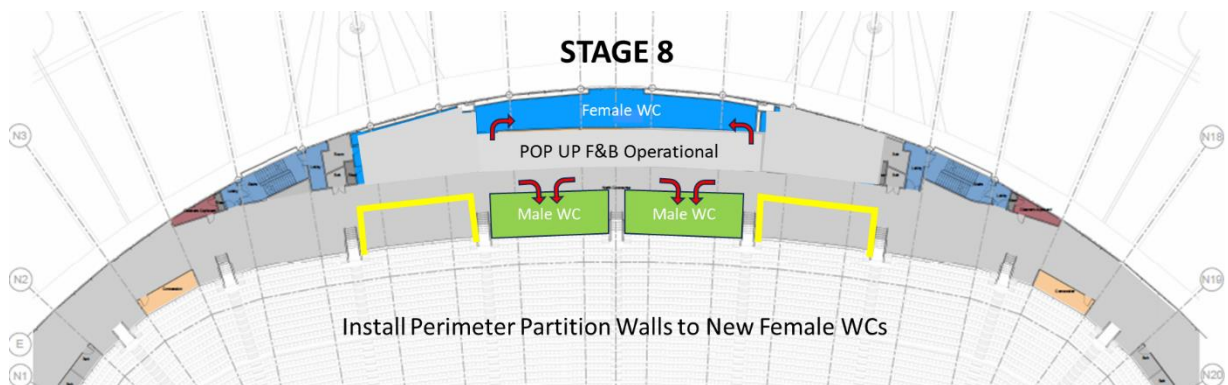
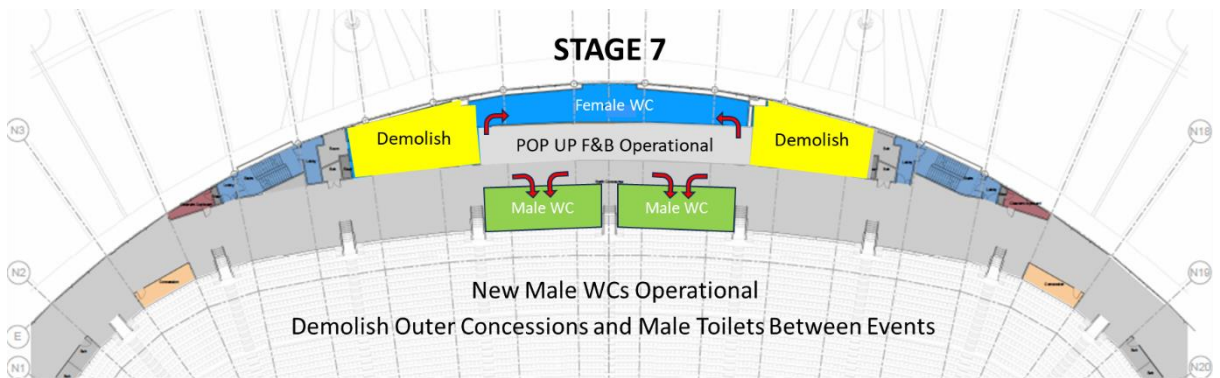
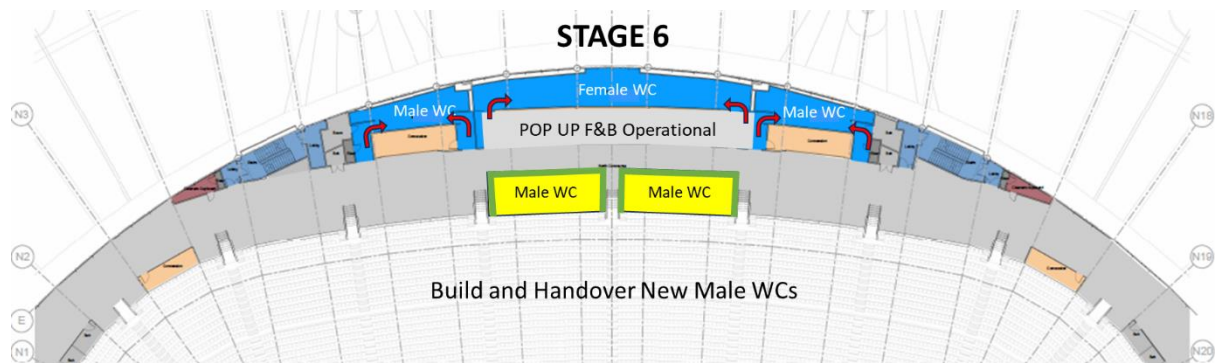
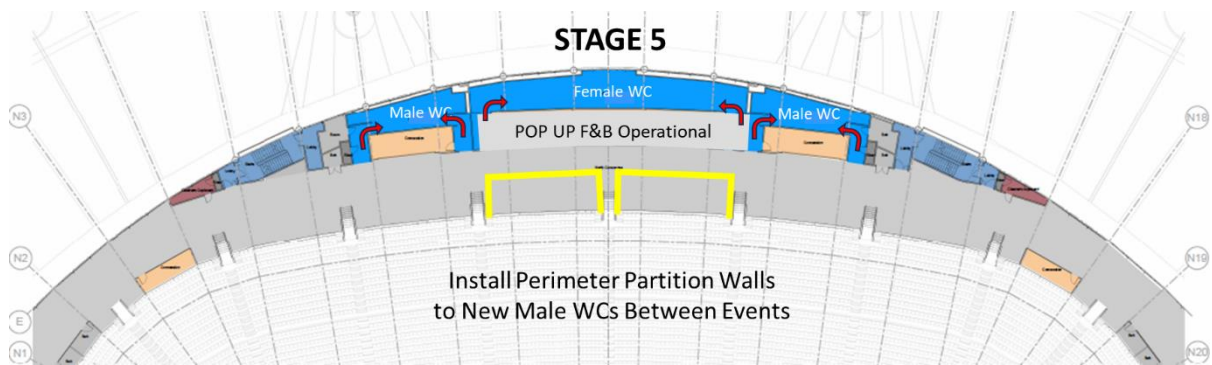
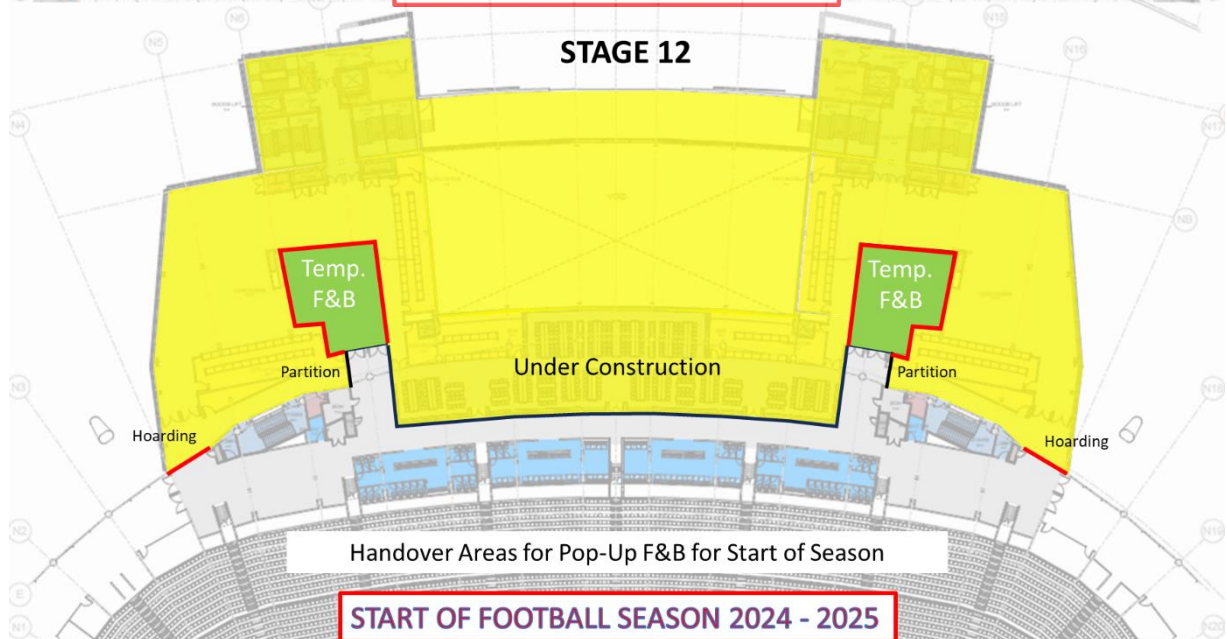
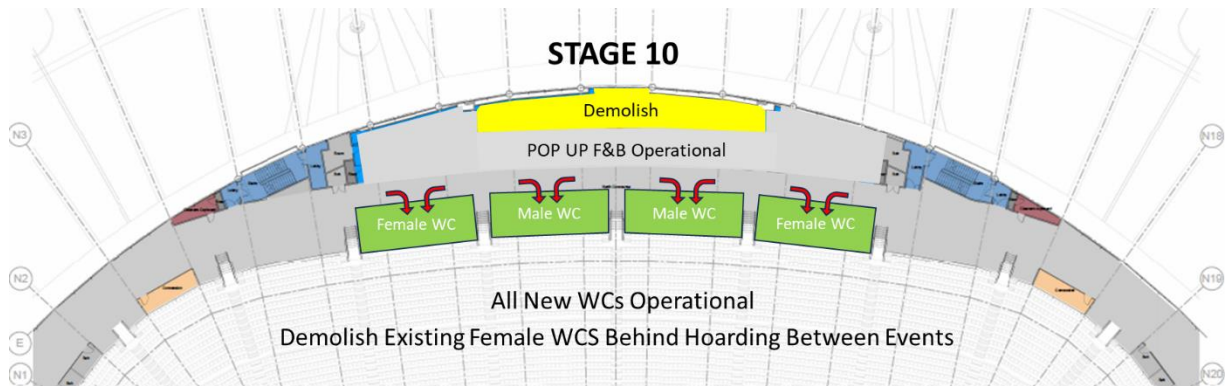
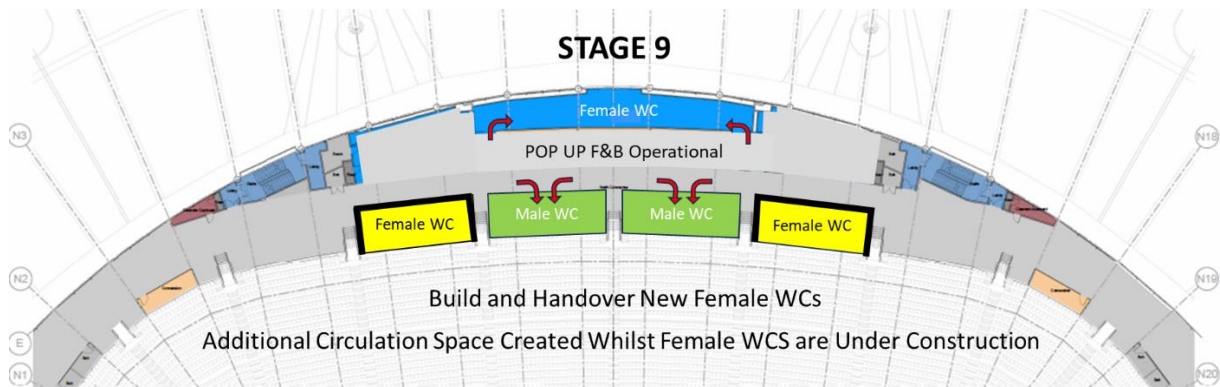


Diagram 7N – SPS Units

The new toilets on Level 01 will be built directly beneath the section where five rows of terrace units need to be removed (refer to Diagram 7N). Therefore, the existing ablutions cannot be relocated until completion of demolition, erecting a falsework deck beneath to prevent falling concrete. In addition, MCFC must provide supporters with a minimum level of circulation and food & beverage service on match days. It has been agreed with the Club that the transfer of facilities during the football season will be carefully staged and necessitate pop-up catering facilities, as depicted below:







bb) External Works

City Square works include installation of an ETFE canopy, spanning between the Hotel and Commercial Building. On completion of the relevant Hotel and commercial building facades structural steelwork for the City Square canopy will be erected progressively using mobile cranes with personnel access by MEWPs.

The hard and soft landscaping works will commence once the canopy is installed, all main logistics areas are no longer required, and the Hotel fit-out works are predominantly complete. Phasing of the external works shall be planned in coordination with the adjacent phases of the Development, but this section shall be the last to complete.

cc) Commissioning, Handover and Completion

Sectional testing will be carried out in conjunction with fit out works prior to closing up of any walls and ceilings. The main building commissioning will start as early as possible on a floor-by-floor basis and will commence once full systems can be offered for witness testing as they become available. Final commissioning, including fire safety systems, cause and effect testing, training / familiarisation and signoffs will take place once all the system installations are fully complete.

Finishing works shall be managed alongside the construction works to ensure quality of finish is achieved with timely defect rectification to facilitate a smooth handover. Completion and handover will be carefully planned and sequenced in relation to the adjacent phasing of the development and other adjacent works.

dd) Site Dis-Establishment and Restoration

Site dis-establishment and restoration works shall include, without limitation:

- i. Obtaining necessary approvals for demobilization.
- ii. Surface reinstatement and stabilization.
- iii. Removal of temporary facilities from the Site in compliance with requirements of the Employer.
- iv. Site cleanup.
- v. Any remaining landscaping around the permanent works.
- vi. Demobilization of all temporary plant, equipment and hoardings.

8. Quality Management

A competent Package Manager, appointed for each major trade, will develop and implement project specific Inspection & Testing Plans (ITPs) to eliminate risk and, when this is deemed unachievable, robust control measures will be implemented. The ITP allows for the identification of requirements, specification of associated assurance methodologies, definition of roles and responsibilities and recording of evidence. No work shall be carried out until the associated ITP is prepared and agreed in advance.

The ITP shall provide a summary of what, how, why, when, and who for quality assurance of an element of the works which will include the following information, as a minimum:

- i. The specific activities within the package demand quality control measures to ensure the work is delivered as fully compliant.
- ii. Criteria for assessing compliance of the works such as drawings, specifications, applicable codes and standards, manufacturers' recommendations, Contract terms, Planning Department conditions, Building Control requirements, relevant legislation, corporate management systems, approved samples / benchmarks etc.
- iii. Competency levels of personnel required to undertake the specific tasks outlined.
- iv. The type of inspection required for verification, i.e., demonstrative, visual, dimensional, statutory.
- v. Control actions necessary (e.g. approval to verify acceptance of submitted information, hold / witness points and notification periods, monitoring frequencies, site survey requirements, Manufacturer's visit etc.) and inspection codes to nominate the person(s) responsible. Hold points determine the exact stage in the sequence where an inspection must take place to confirm all items are in place prior to progressing. This is particularly important for items that will be closed up (such as ceiling voids / second skin of a cavity) or where access platforms will be removed.
- vi. What documentation will be provided to demonstrate and record compliance. Evidence can be in the form of completed checklists, survey records, test certificates, delivery notes, progress photographs etc.
- vii. Acceptance criteria. The status of inspections and tests of materials and constructed work is identified from records generated following checks on receipt during construction and prior to handover.
- viii. Where and how the findings will be archived so that they are secure and retrievable during the specified period. The process of maintaining contract records is described in SISK's company procedures.

Defect management is a key element in project delivery and shall be given appropriate attention from the earliest stage. The progressive inspection and sign-off throughout the duration of the Project will identify and close out potential issues in good time to ensure zero defects at Practical Completion.

9. Health & Safety

Work will be undertaken in accordance with Health and Safety at Work Act 1974 and other legislative requirements including (but not limited to) the Manual Handling Operations Regulations 1992 and the working at Height Regulations 2005.

A project-specific Construction Environmental Health & Safety Plan (CEHSP) is to be developed in response to the design safety reviews conducted at Pre-construction Stage and shall serve as the main communication tool to make sure everyone is on board with project objectives. This document will describe who does what and how, referencing applicable policies, procedures and priorities that will be adopted and shall be reviewed monthly to ensure that any arising risks are captured and addressed in the document and communicated to the Project Team.

A Risk Assessed Method Statement (RAMS) will be prepared for all new activities and signed off by both the SISK Package Manager and QHSE Manager, to confirm the works are safely planned and ensure all foreseeable risks are identified, assessed, and controlled.

Out on site, the Task Supervisor shall develop a SPA (Safe Plans of Action) in cooperation with those carrying out the activities as it is recognised that the RAMS document does not always enthuse the workforce. SPAs break down the activities in the RAMS into shorter more manageable tasks to promote maximum engagement. The SPA does not replace the RAMS and must be complemented by the appropriate Permits to Work and Take Times, produced and issued before the task commences.

Daily “Take Time” books shall be completed after the SPA is agreed and used by those actually undertaking the task at the ‘point of work’ to ensure they review the specific hazards in each area before commencing any activity. The Task Supervisor does not need to be present when completing this assessment but will ask for evidence that it has been completed and should sign the copy to indicate it has been reviewed.

SISK’s site and office staff of all disciplines shall be rostered to undertake regular site walks as we believe this promotes collective responsibility and reinforces our culture that everybody is responsible for safety.

In addition, the following sessions shall be implemented:

- i. **Kick-Off:** Environmental and safety compliance requirements are brought to the fore in SISK’s pre-start meetings with its Supply Chain leaders.
- ii. **Site Inductions:** Clear messaging to new workers on our values, beliefs and commitment to safety on site.
- iii. **Whiteboard Meetings:** Regular attendance of Supply Chain supervisors to discuss short-term planning and latest changes to site logistics.
- iv. **Daily Task Briefings:** Inform the workforce on what activities will take place that day along with critical areas of interface and potential impacts of current works.
- v. **Toolbox Talks:** Carried out bi-weekly as a minimum to reinforce messages and highlight any weaknesses.
- vi. **Weekly Safety Briefings:** Staff and operatives are regularly updated on operational feedback, behavioral safety matters and lessons learnt.
- vii. **Engagement and Consultation Meetings:** SISK’s employees and supply chain continually receive a wide variety of skills and development training in technical and behavioral health, safety and wellbeing. We fully empower our Employees to intervene in unsafe situations, voice concerns, about site conditions, report near misses and share ideas on continual improvement.
- viii. **Notice Boards and Newsletters:** Used to convey safety messages, statistics and achievements.
- ix. **Bulletins and Safety Alerts:** Share the findings around the business and also externally through safety groups and Employers to try and prevent similar occurrences.

Trained first aid personnel will be available on site at all times. SISK will develop a Site Fire Plan, identifying evacuation procedures and muster points. Trained fire marshals will be clearly identifiable.

On the North Stand and link bridges, edge protection handrails will be installed by the Steelwork Sub-Contractor, bolted through the top flange prior to lifting and erecting perimeter beams. These will ultimately be removed by the Façade Sub-Contractor and stacked on Ground Level for collection.

Safety netting will be fitted using MEWPS and / or poles (depending on location) before workers are allowed to access the steelwork or the new roof.

Once netting is in place, the tower cranes will load deck packs to central locations for distribution and placement across each floor. When decking or the bottom layer of roofing is installed the nets can be removed. Sacrificial ropes will be used to hang the safety nets on the new North Stand roof so that they can be cut loose from above.

Hotel and Commercial Building specifics

Although the site will be managed as a whole Project there will be subdivision to aid the management of people and plant interfaces across the Project. There will be a VCB & fencing system along the line of the circulation haul road (race-track) that will split the commercial building and Hotel from the North Stand Project. There will also be segregation between the Commercial building and Hotel. Within each of these "Zones" there will be clearly marked pedestrian zones, haul routes and laydown areas, with way finder signage to aid navigation around the Project.

The welfare for the Project will be divided in a similar way with a stand-alone Welfare area on the East of the site to service the North Stand and a similar facility located on the North East corner to service the Hotel & Commercial buildings.

Smoking will be strictly prohibited on site; however, shelters will be put in strategic locations to provide a clean, dry location for smokers to use. Toilets will be well dispersed across the Project, both within the buildings and externally.

SISK will maintain a high level of site cleanliness to:

- a. Eliminate potential health and safety issues arising from poor working conditions.
 - i. Improve overall efficiency and operational productivity.
 - ii. Maintain fire egress routes.
 - iii. Reduce waste material through better care of materials.
 - iv. Minimise the potential for materials inadvertently leaving site (windblown, waterborne etc.).

In maintaining good housekeeping, we shall also ensure:

- i. Appropriate behavior of the workforce both on and offsite.
- ii. Waste is removed from site at regular intervals to deter vermin and reduce fire hazards.
- iii. Cleanliness of adjacent roads and properties is maintained.

Disciplinary action will be taken against any operative caught leaving loose objects on upper floors in the quest to eliminate all items that could be kicked off the building. The site shall be kept clean and tidy, free from waste materials, offcuts and debris.

10.Operations

ee) Site Working Hours

Anticipated site mobilisation: 23 October 2023.

Duration: approximately 150 weeks.

Normal site working hours for all construction work, and ancillary operations, including deliveries to and dispatch from the site shall be confined to the following periods, in adherence with Manchester City Council's Environmental Protection Information for Developers:

Between	07:30 and 18:00 Monday to Friday
	08:30 and 14:00 on Saturdays

There is no planned work on Sundays and Public Holidays.

No work will commence outside of the above permitted times without prior agreement with Manchester City Council. Quiet activities associated with office tasks may continue outside these hours.

Working hours will be controlled as required to suit the event schedule for the area; events are clearly diarized and categorized with constraints stipulated to suit. The events can impact on such things as working beyond the boundary and also parking. These constraints will be clearly stepped down to all those who work on the site in advance of their arrival, and they will also be covered in the site orientation.

To reduce the impact on the local infrastructure and public transport, staff and operatives will be encouraged to arrive on site at least 30 minutes prior to the permitted operating hours. This will be clearly covered in a "Project Travel Plan" that will be issued to all workers, visitors, and project stakeholders in advance.

It is recognised that there may be exceptional circumstances where the restriction on hours of work cannot be adhered to, in which case all reasonably practicable mitigation management procedures will be implemented. Other than unplanned emergency response situations, SISK will provide advance notification and justification to the Planning Authority for any extension to the working hours and also notify any affected neighbours before works commences outside normal hours.

In the event of an emergency that threatens the safety of the Works and / or the safety of the Workforce or the General Public, SISK shall work continuously until the emergency is over.

ff) Labour Levels

Labour levels will be managed in accordance with the different work activities and phasing of work over the duration of the construction programme. The below table gives an indicative summary of forecast labour resources:

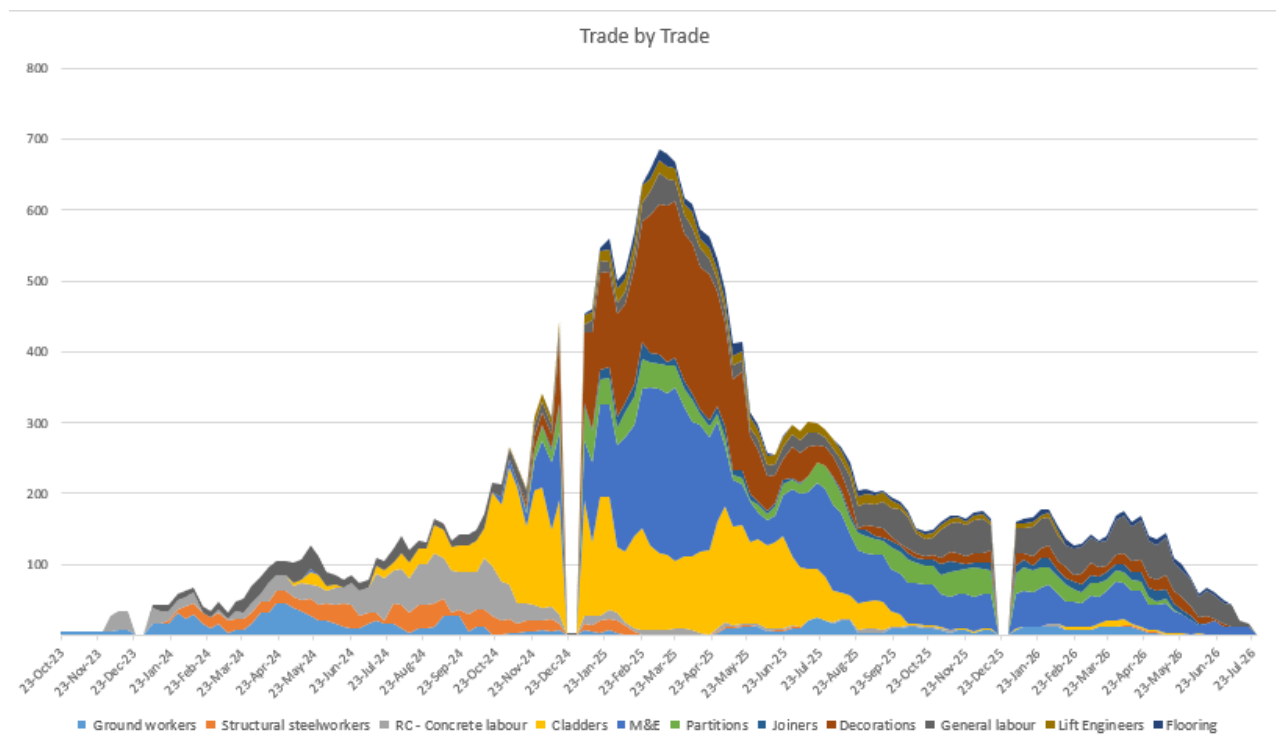


Diagram 11A – Forecast Labour Histogram

The maximum number of site personnel at peak times is predicted to be around 700 operatives, with circa 200 SISK and Supply chain staff. Forecasts will be reassessed and verified following receipt of our Supply Chain's proposals.

gg) Plant and Equipment

The plant and equipment for the Works shall be specified and provided by SISK or our approved Supply Chain, once appointed.

SISK will develop a detailed schedule of plant and equipment before work commences on site. The below list identifies key items that are envisaged but alternatives may be substituted once the construction methodology is further developed:

- i. Various piling rigs for the CFA / rotary foundations. There are specialist (reduced head room) rigs required for the North stand due to constraints such as the existing cable stays and roof overhang.
- ii. Small to medium-sized excavators with various pneumatic arm attachments for general excavation, cropping piles, laying drainage, sheet piling etc.
- iii. 5 No. luffing tower cranes (2No. North Stand, 2No. Hotel, 1No. Commercial Building).
- iv. Mobile Cranes for specialist lifting operations, preassembly and material delivery.
- v. Floor-mounted mini-cranes for installing the glazing system and SPS terrace units.
- vi. Material and access hoists.
- vii. Scaffolding, access towers and temporary staircases.
- viii. Mobile elevated working platforms (MEWPs) and scissor lifts.
- ix. Mast climbers or swinging stages.
- x. Concrete wagons and mobile concrete pumps.

- xi. Delivery vehicles of various sizes from small vans and pick-ups to articulated trucks.
- xii. HIABS and articulated delivery lorries.
- xiii. Tele-handler for unloading deliveries.
- xiv. Paver for external surface finishes.
- xv. 40m3 roll-on-off (roll on roll off) skips and lorries for general waste, timber and scrap metal.
- xvi. Waste compactors and waste bins.

Certificates will be obtained for all applicable plant, and copies retained on site. Operators will hold appropriate CPCs cards, and all site supervisors shall have a valid CSCS card.

Permits will be in place where mandated and all lifting operations will be reviewed prior to commencement by trained (CPCS) appointed persons to ensure that they meet the required legislation.

Fuel and oil will be stored in accordance with the Control of Pollution (oil storage) (England) Regulations 2001 with refueling and transfer of fuel oils undertaken in designated areas by trained personnel, equipped with the appropriate spill kits and emergency action plans.

The SISK Gateman will check that all plant and machinery arriving on site has valid insurance and current certification for the intended use (both as applicable). All construction equipment (whether owned or hired by SISK or its sub-contractors) shall be logged on a Plant and Equipment Register clearly identifying asset numbers, valid insurances, breakdowns, repairs and routine maintenance. These records will be filed in SISK's site offices for inspection at any time.

hh) Temporary and Permanent Services

All temporary site services shall be provided from within the Development and connections coordinated with the relevant supplier.

Key utility providers are identified as follows:

- Electricity – Electricity Northwest.
- Gas – TransCo / Cadent.
- Water – United Utilities.
- Telecoms – BT Openreach / Mercury.
- Data – Vodafone / Virgin Media.

All live services information will be stored on site within the Construction Phase Health & Safety file. Written approval shall be received from the Utility Owner before carrying out work close to the asset.

ii) Fire Prevention

SISK, as Main Contractor, shall follow the guidance laid out in HSG 168 and JCOP, a fully detailed Construction Phase Fire Plan will be produced by a Chartered Fire Engineer to ensure that the latest guidance is incorporated into our construction practices. Examples of procedures are listed below:

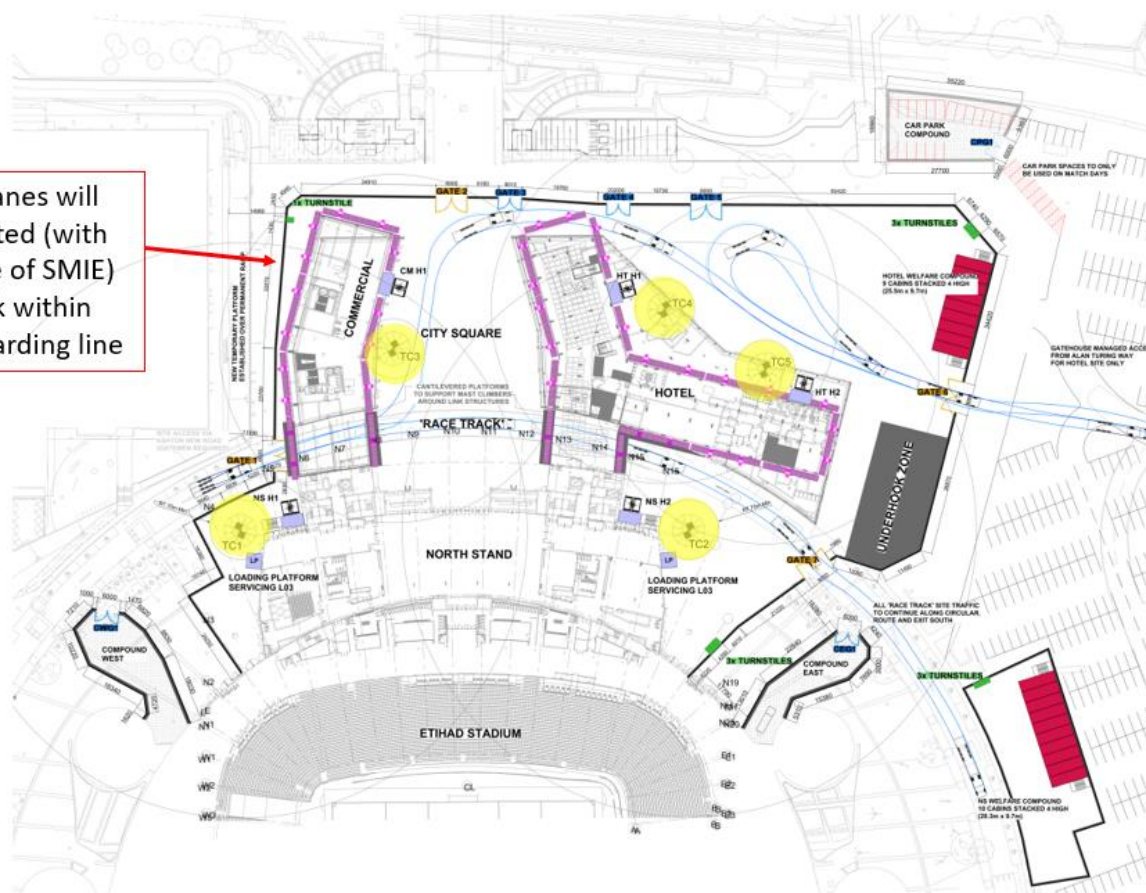
- i. Provide, operate and maintain adequate firefighting equipment for the protection of the Works and its construction plant / equipment and shall take all necessary measures to prevent fire during the execution of work under the Contract.
- ii. Take all necessary precautions to prevent personal injury, death, and damage to the Works or other property from fire.
- iii. Supply appropriate firefighting equipment to cover all hazardous circumstances, including within the site offices.
- iv. Ensure that all firefighting equipment is regularly checked, and records maintained for inspection.

- v. Make arrangements for periodical inspection by local fire authorities and co-operate with these authorities to promptly carry out their recommendations.
- vi. Ensure smoking is not permitted within the Site except in designated areas which must be carefully controlled, equipped with firefighting equipment and receptacles for the safe disposal of smokers' materials and inspected daily to guard against the risk of fire.
- vii. Strictly forbid burning of materials within the Site.
- viii. Communicate the emergency egress plan to all personnel working on the Site.
- ix. Ensure emergency egress routes and assembly points are kept clear at all times.

jj) Metrolink

- i. Safe access and egress must be maintained to the Metrolink and all associated infrastructure at all times to ensure that the safety and convenience of users isn't impacted by the Project. This will include unimpeded 24/7 access to Metrolink equipment cabinets and chambers for the low voltage power, signalling and communications cables for Metrolink, both during the construction programme and on completion of the Project.
- ii. The work has also been programmed to ensure that there is no impact to the operation and maintenance of the Metrolink platform, rail lines and associated infrastructure.
- iii. In addition to not impacting access to the Metrolink the Project logistics have been developed to ensure that they don't impact or add risk to the Metrolink workforce and visitors. An example of this is the crane layout (see image below), although theoretically the cranes could pass the Project boundary it will be fixed by a system called SMIE. The system is used to prevent crane collision and also sets the working limits for the crane slew radius. Each of the cranes (highlighted in yellow on the plan below) will be prefixed with coordinates for the hoarding to prevent lifting beyond this point, preventing any risk to the Metrolink platform, corralling area and pedestrian routes around the site.

The Cranes will be limited (with the use of SMIE) to work within the hoarding line



- iv. Prior to commencing the works an approved scheme of adaptations to the queuing system will be undertaken to better control the Metrolink users during peak times i.e. Events such as those at the Stadium, Squash centre, Athletics track, tennis centre and the new arena.
- v. The new queuing system will include an overspill hard standing to the East to cater for the large crowds anticipated during events on the site. This “overspill” area will be managed during large events to ensure that safe access to the tram is maintained without impacting on the access to the wider area.
- vi. The storage of plant and materials used in constructing the development will be carefully planned to ensure that there is no risk to the wider area, this includes the metrolink platform and infrastructure. Material storage will be kept a safe distance from all hoardings around the site perimeter and segregated to ensure that any high-risk materials (such as flammable products) are stored in secure, controlled areas. Waste material will also be carefully managed to minimise risk and this will include the segregation of waste streams such as: hazardous waste kept in secure skips, COSHH waste stored in lockable steel drums, general (inert) waste in skips, and lightweight waste such as plastic packaging will be stored in covered skips. The management of waste is important to prevent incidents as serious as fire, but also to mitigate nuisance through waste blowing from the site on to the surround area. Plant will be carefully managed on the Project to both comply with the relevant regulations e.g. PUWER and LOLER, and to maintain an efficient logistic strategy. All plant is subject to an inspection when it arrives on site, the first date of use is then recorded to ensure that weekly inspections are maintained throughout the period that the Plant is on site. Only trained, competent operatives can use Plant on the site and all use will be subject to a specific RAMS. Plant will be kept in a secure location at all times with large plant stored away from the hoardings and remotely monitored by a 24/7 CCTV system to prevent use / theft from unauthorised users.
- vii. Demolition on the Project will be very minimal and undertaken during the SIW using mechanical method to deconstruct the buildings on the site. The construction on the Project consists of an insitu concrete frame to the Hotel and Commercial building with a Steel frame to

the North Stand Extension. All of the frame construction will be undertaken using 5no. Tower Cranes with 2 servicing the North Stand, 2 servicing the hotel and a single Tower Crane on the Commercial Building. All 5 of the Tower Cranes will have lifting restrictions preset to prevent them from working beyond the site hoarding line and mitigating the oversailing of any adjacent properties such as the metrolink platform. On completion of the frames the buildings will be clad with the Hotel and Commercial building predominantly clad using traditional curtain walling and aluminium cladding, working from Mast Climbers. The North Stand is also clad in curtain walling and cladding, however, access will predominantly gained using MEWPS. Once watertight the fit out of the buildings will commence and again this will generally be traditional plasterboard partitions, traditional M&E service install and décor.

- viii. A ballasted hoarding will be installed to the perimeter of the site to provide a secure fence line during the works. The hoarding will be a proprietary system that is secure (2400mm high), robust (3.0Kn/M2 loading to suit the crowd loading requirements) and low maintenance. The hoarding is designed to be very flexible as each section can be moved and reused to suit various phases of the Project. Once installed the Hoarding is recorded in the SISK Engineering Temporary Works folder and is subject to a (minimum) weekly inspection. The inspection frequency will increase to ensure that a full inspection is undertaken after any event e.g. Football match, Arena event or Athletics event. Any damaged hoarding will be immediately removed and replaced to maintain the required secure Project perimeter at all times.
- ix. During the works there will be periods when dust is generated and this will be controlled in a number of ways: Dust cannon's will be used during the early stages of work, the cannons project a fine mist (water vapour) over a large area to mitigate the build-up of dust on the site. Road sweepers will also be used to keep all haul roads clean and clear to prevent the build-up of dust. When the main construction starts and concrete slabs are installed they will be hoovered, or damped down to prevent dust build up and then sealed at the earliest opportunity using a latex product. The control of "mud & dirt" on the site will be managed by installing fixed haul roads at the earliest opportunity and each exit gate will have a concrete "apron" or hard-standing installed. This apron will be a concrete slab that will be large enough to take a HGV and laid to falls with a French drain at the lowest point. All vehicles will be inspected on the Apron prior to leaving site and if required they will be hosed down using a water pressure washer. The French drain will be cleaned regularly to maintain performance.

11.Environment

kk)Management

SISK shall submit a Contractor's Environmental Management Plan (CEMP) prior to mobilization on site.

The CEMP shall address the potential environmental impacts of the project throughout the construction phase and, as a minimum, will include:

- i. A detailed strategy for preventing any leaks from site entering the Ashton Canal. **Please Note** – A ground water monitoring system has been set up as part of the SIW, this system tracks the level of the groundwater and is regularly checked to ensure that any drop in ground water is tracked as it could indicate a potential leak into the Ashton Canal. At a site level all water will be controlled via permits i.e. a UU Go2 license will be in place to allow dewatering of water into the sewer system via the appropriate settlement tanks and metered pumps. French drains will also be installed adjacent to haul roads to control silt from site vehicles and silt traps will be placed in any surface water gullies, both will be removed and cleaned on a regular basis with silt deposited in a suitable skip.
- ii. An outline of the regulatory framework under which the Contract will be undertaken, including a list of required approvals.

- iii. Specific management plans to address environmental requirements.
- iv. Allocation of responsibility for each specific measure.
- v. Timeframes for commencement, carrying out and completion of controls.
- vi. Auditing, monitoring and reporting requirements to ensure compliance.
- vii. Environmental risk management assessments and specific controls.
- viii. Procedures for the management of non-conformances, including corrective and preventative actions.
- ix. Emergency, incident management and communication procedures.
- x. Site induction and training plan to ensure that all project personnel receive the appropriate environmental training.

Environmental disturbances will be minimised by implementing controls, as appropriate, such as:

- i. Solid panel perimeter hoarding along with the use of acoustic enclosures and dust screens.
- ii. Low vibration CFA / rotary piling adopting the Elliot method for pile cropping.
- iii. Good housekeeping, dust suppression solutions and regular mechanical road sweeping.
- iv. Detailed methodology reviews to consider quieter techniques and alternative equipment locations.
- v. All pneumatic tools fitted with silencers / mufflers.
- vi. Regular maintenance of mechanical plant with compartment doors closed when operational and engines switched off when not in use.
- vii. Sensible working hours and good planning to restrict the number of plant items in use at any one time.
- viii. Early completion of the building envelope.
- ix. Offsite fabrication and consolidation of deliveries to minimise the number of vehicles on site.

SISK shall make the necessary applications under Section 61, Control of Pollution Act 1974 to the local authority, obtaining the relevant consents prior to undertaking the works.

II) Energy and Water Use

In line with UK National Energy Efficiency Action Plan, SISK will consider (and implement where possible) greener sources and more energy efficient plant to assist in cutting carbon dioxide emissions by:

- a. Monitoring and reducing consumption during construction:
 - i. Accurate forecasting of construction energy consumption by building this into the BIM model.
 - ii. Efficient cloud based sub-metering with timeclock control.
 - iii. Minimal potable water consumption through the use of waterless cleaning systems.
 - iv. Collect / recycle water for later applications such as dust suppression.
 - v. Fit sensor controls for lighting, where feasible.
 - vi. Maximise water efficiency within site offices and welfare facilities (ie. aerated taps, flow control, waterless urinals).
 - vii. Control access to site water supplies.
 - viii. Challenge operatives to implement initiatives which avoid the use of potable water for site operations.
- b. Maximising plant and equipment fuel / energy usage efficiency.
 - i. Since September 2021 SISK has mandated the use of Hydrotreated Vegetable Oil (HVO) on all its projects.
 - ii. Provide a smart meter on the main incoming supply.
- c. Maximising renewable energy sources.
 - i. SISK has procured 100% renewable electricity since 2020.
 - ii. Investigate PVs for site accommodation.
- d. Reducing workforce travel and promoting sustainable modes of transport
 - i. Encourage the use of public transport and low carbon modes of travel, as well as the use of virtual platforms such as Microsoft Teams to reduce journeys.

- e. Utilising localised supply chains to reduce transportation.
 - i. Source products and services locally.
 - ii. Produce a sustainable Travel Plan.
 - iii. Efficient route planning for material and equipment deliveries.
 - iv. Consolidate deliveries of materials wherever possible.

mm) Water Pollution control

Groundwater Monitoring Groundwater level / Pressure - EA to review the proposals for this which will include:

- Baseline GW readings need to be obtained (minimum of 2 weeks of readings taken on three occasions per week).
- Locations specified in GWRA (8 locations).
- GW monitoring twice daily (start and end of each shift) throughout the works from specified wells (see drawing in GWRA).
- Visual inspections to River Medlock up-stream and downstream of the site throughout the works (locations and frequency specified in GWRA).
- Provision to be made for additional monitoring in areas where grout takes are higher than expected and/or groundwater levels rise, refer to the GWRA.
- Decommission all boreholes in line with EA guidance. Make a record of this.
- Completion report specific to this monitoring and well decommissioning is required.

The full details for Ground water management can be found in Buro Happold Ground Water Risk Assessment, containing the groundwater monitoring requirements (ref ETC-BHE-ZX-XX-RP-CG-0004).

nn) Water Quality and Drainage

SISK shall take all precautions in accordance with the CEMP to prevent the erosion of soil by wind or water from land used or occupied by the Contractor and to prevent the deposition of soil in watercourses during execution of Works under the Contract.

SISK shall ensure that all water is discharged in a condition and manner so as not to cause erosion or pollution, or nuisance to other persons within or adjacent to the Site.

In executing the works, SISK will adopt good construction management practices to reduce the risk of accidental discharge and contamination to waterways and groundwater, including:

- i. Compliance with the 'Policy and Practice for the Protection of Groundwater Environment Agency TSO 1998.'
- ii. Removal of all contaminated earth and disposal off-site in an appropriate manner.
- iii. Cut levels to be maintained at least 0.5m above ground water table and adoption of a controlled dewatering system wherever this is not possible.
- iv. Prevention of soil erosion by wind or water.
- v. Control of sediment to surface drainage systems.
- vi. Surface water and dewatering flows diverted through the attenuation tank at the earliest.
- vii. Storage areas located further than 10 meters from a watercourse or highway gully.
- viii. Mobile bowsters banded to comply with the requirements of Control of Pollution (Oil Storage) (England) Regulations 2001.
- ix. Storage drums contained within banded areas (minimum 125% of total capacity stored).
- x. Plant and equipment checks for signs of oil and fuel leakage before it enters the Site and regular inspections (at least daily) during the deployment period.

- xi. Servicing and fueling of plant and equipment in an appropriate location by trained operatives at distance from water courses.
- xii. Drip trays placed below any standing plant and equipment.
- xiii. Spill kits provided within close proximity of oil and fuel storage areas.
- xiv. Silt fencing in place to suspend particles from running water.
- xv. Settlement tanks or silt tanks utilised to suspend particles prior to release into any watercourse.
- xvi. Suitable facilities for the collection, transportation and lawful disposal of liquid wastes.
- xvii. Adequate pollution control measures adopted and emergency procedures implemented in case of accidental spillage of hazardous materials.
- xviii. Activities with the potential to pollute watercourses will be undertaken at distance from such features and spill kits will be available at all times.

oo) Air Quality

Following completion of an air quality assessment, SISK shall make all necessary applications pertaining to the Works, seeking consent from the relevant Pollution Control Authority (Local Authority and / or Environment Agency) in accordance with the Environmental Protection Act 1990 and Pollution Prevention Control Act 1999.

It is likely that dust will be generated during all phases of construction, particularly when demolition works are being undertaken. Controls will be implemented and managed in accordance with the specific risks.

The following measures will be implemented to minimize and control airborne pollutants generated by site activities:

- i. Dust risk assessment for each work package to ensure adequate mitigation is in place and review these measures as work progresses.
- ii. Solid panel perimeter hoarding and use of dust screens.
- iii. Haul roads and laydown areas sealed, wherever feasible.
- iv. Construction delivery vehicles to be fully compliant and roadworthy.
- v. Adhere to the maximum drop height to minimise dust release when unloading loose materials (spoil).
- vi. Stack materials away from the site boundary and suitably profiled to reduce displacement by wind and rain.
- vii. Condition of the public highways monitored when HGVs are leaving site.
- viii. Maintenance of a strict cleaning regime for road sweeping.
- ix. Dust suppression techniques with sprays for dampening down, particularly during hot / dry weather.
- x. Cover waste skips and tipper trucks with suitable netting.
- xi. All reasonable steps to minimise the creation of dust (eg. the use of low-impact breakers, screens, enclosures and water dust suppression systems).
- xii. Smaller handheld tools fitted with localised dust collectors or suppression systems.
- xiii. No fires permitted on site.
- xiv. Dust monitoring carried out along the site perimeter throughout the site works.

pp) Noise and Vibration

The requirements described within The Noise at Work Regulations 2005 and the British Standard BS 5228 Noise and Vibration Control on Construction, and Open Sites will be strictly adhered to.

Noise and vibration of site activities will be kept to a minimum, as far as reasonably practicable, for the duration of the Works by implementing the following:

- i. Solid panel perimeter hoarding along with the use of acoustic enclosures.
- ii. Particular consideration given to activity and proposed deliveries on site at the start and end of the work

- shift to minimise disturbance to neighbours.
- iii. Consolidation of deliveries to minimise the number of vehicles on site.
- iv. Sensible working hours and good planning to restrict the number of plant items in use at any one time.
- v. Offsite fabrication, wherever feasible.
- vi. Ensure all plant is fit for its intended purpose and adequately maintained such that noise generation is below the manufacturer's stated maximum noise level.
- vii. Plant inspection and maintenance records to be kept throughout the duration of the Project.
- viii. Low vibration CFA piling adopting the Elliot method for pile cropping.
- ix. Noise emissions measured so work methods and hours of operation can be amended accordingly.
- x. Detailed methodology reviews to consider quieter techniques and alternative equipment locations.
- xi. Use of sound insulated compressors and air tools wherever possible and all pneumatic tools fitted with silencers / mufflers.
- xii. Regular maintenance of mechanical plant with compartment doors closed when operational and engines switched off when not in use.
- xiii. Early completion of the building envelope.

qq) Sustainable Resources

SISK is committed to leading on and promoting responsible procurement and is fully focused on maintaining a sustainable business that is both profitable and offers real long-term benefits to all parties, particularly local communities.

In delivering the Project, SISK shall use credible and recognised certification schemes, where available, and abide by and actively promote responsible sourcing of labour, materials, products and services:

- i. Which minimise embodied carbon, waste, energy and water consumption.
- ii. That are of legal origin and / or compliant with all applicable statutory regulations.
- iii. Originating from organisations demonstrating and implementing zero tolerance to bribery and corruption.
- iv. That benefit the health, safety and wellbeing of all stakeholders including the natural environment.
- v. Via integrated supply chains which respect biodiversity, promote human rights and implement fair employment practices.
- vi. Offering the greatest circular economy benefits or possibility for recycling.

The use of local supply chains will be actively promoted to reduce the transportation impact of materials to and from site, whilst investing capital into the local economy and supply chains.

All timber used on site will be FSC compliant and obtained from sustainable sources.

rr) Waste Management

SISK's aim is to design out waste, reuse site won materials and maximise the use of recycled content. To achieve this, SISK shall embed its waste management processes into our accredited management system by applying the principles of the waste hierarchy through:

PREVENT and REDUCE: Using BIM technology from design through to project delivery to design out waste and identify exact material quantities, reducing excess material orders prior to works commencing. Examples of this are precast concrete elements, reinforcement cages (fabricated off-site), standard room pods, made to measure plaster board (delivered), modular risers / plantrooms etc. We will implement innovative construction techniques to minimise waste generation and use modern methods of construction to improve construction quality and reduce surplus materials on site. Packaging from raw materials should only be removed immediately prior to use, to avoid damage to the materials and further

waste generation.

REUSE: Choosing materials and fixing techniques which allow re-use of the material at the end of the life of the structure. SISK will employ circular economy principles such that materials are valued as a resource with a pathway back into reuse or remanufacture and not disposed of at end of life. At this stage, the following waste materials have been identified for reuse on the Project: metals (steel, aluminium, copper), aggregates, bricks, timber, insulation, flooring, hoarding, temporary protection, packaging.

RECYCLE: Mandating take-back schemes and minimising packaging materials, through agreements with our manufacturers and suppliers. Materials to be recycled will be sorted and segregated on the site into recyclable, inert, non-hazardous, or hazardous waste and stored in appropriate labelled containers, skips, drums or stockpiles in designated areas, ready for collection.

RECOVER: After applying the waste hierarchy there will be a small percentage of waste which cannot be recycled. We aim to send this remainder to waste to energy facilities that can recover the energy rather than dispose direct to landfill. However, this is only considered as a best option if all other reuse / recycling techniques have been considered.

DISPOSAL: We shall only send waste to landfill when there is no other viable option. We are proud that on average, our projects currently divert 99% of all waste from landfill.

SISK will prepare a specific Site Waste Management Plan (SWMP), linked to the project CEMP and SISK's overriding Environment Management Plan, developed using Smartwaste software and owned by our designated Waste Supervisor. This enables the forecasting and identification of key waste streams, anticipates quantities for each project type at Pre-construction Stage, promotes initiatives for successfully implementing the waste hierarchy, aids the accurate measurement of waste generation and enables our delivery teams to target further reductions. Records of all waste will be maintained on site and reports produced monthly to ensure that SISK and its Supply Chain are bettering the KPI's that were set at the start of the Project.

The key waste types we anticipate generating over the project's lifecycle are:

Waste Type	Minimising and Managing – Target Initiatives
Earthworks	Sampling, testing and processing excavated soils to achieve 100% reuse on site.
Concrete	Value engineering to reduce concrete volumes. Precast elements to eliminate waste on site. Digital technology to order correct amounts of in-situ concrete and check quantity to completion when nearing the end of pours. Spray curing to improve performance / durability.
Metals	Recycle skips for surplus offcuts / scrap.
Timber	Maximum reuse of formwork. Send for recycling once maximum number of uses are achieved.
Bulk materials	Efficient design coordinated procurement strategy and competent workforce to minimise offcuts. Suitable material storage facilities to prevent damage.
Mixed waste	Onsite segregation to minimise contamination and maximise reuse or recycling options.
Demolition materials	Reuse wherever possible and recycle.
Tarmac / bituminous materials	Sampling prior to removal.
Packaging materials	Eliminate SUPs. Minimise need for packaging. Immediate onsite segregation to minimise contamination and maximise reuse / recycling options.

Dewatered road sweepings	Tested and sent to treatment for recovery.
Asbestos	Approved asbestos removal partner.
Hazardous waste	Testing regime.
Mixed municipal waste	Segregated office waste.
Dry mixed recycling	Segregated recyclable materials from office (separate collection receptacles in buildings).

Sisk is presently achieving up to 99% of waste reverted from disposal across all projects and the intent is to achieve Zero Waste to Landfill by 2025. This is a key metric of SISK's Corporate Strategy Plan with the focused target to minimise the quantity of waste generated and maximise the reuse, recycle and recovery potential of all waste streams in the meantime.

On MCFC North Stand Development, SISK will adopt the waste hierarchy to prevent / reduce > reuse > recycle > recover > dispose through:

- i. Its Waste 6 programme targets the six largest waste streams generated by SISK.
- ii. Design solutions and shop detailing, aiming to specify standard material sizes (no residual offcuts).
- iii. Using BIM technology to schedule exact quantities of materials for ordering.
- iv. Utilising modern methods of construction and modularisation (both on and off site).
- v. Conserving energy and water through avoidance > restriction > reuse strategies.
- vi. Circular economy principles, ensuring materials have a pathway back to reuse or remanufacture.
- vii. Continued partnering with our national waste brokers to divert waste from landfill.
- viii. Donating non-hazardous, appropriate waste materials to local community organisations.
- ix. Eliminating single use plastics throughout all operations
- x. Delivering ongoing waste management training to its team and supply chain partners.

All waste removed from site (including recyclable waste) shall be taken to a licensed or exempt waste disposal facility by a registered waste carrier.

Non-hazardous waste will be covered by a Waste Transfer Note which must include an accurate description of the type, quantity and containment of waste, European Waste Catalogue Number and details of the waste carrier. Sufficient information shall be provided to ensure that the Waste Disposal Operator is aware of any potential hazards of the substance and all documentation retained within the Construction Phase Health and Safety File and made available for inspection for a minimum of 2 years.

The following Legislation and Guidance will be adopted for site activities:

- i. Environmental Protection Act 1990, Part II.
- ii. Environmental Protection (Duty of Care) Regulations 1991.
- iii. Hazardous Waste Regulations, 2005.
- iv. Controlled Waste (Registration of Carriers and Seizure of Vehicles) Regulations 1991; and
- v. Site Waste Management Plans – Guidance for Construction Contractors and Employers, Department of Trade, and Industry; July 2004.
- vi. The National Construction Best Practice Programme advocates 'lean production' methods and the minimisation of accidental on-site material wastage.

12. Communications

ss) Project Communications

To ensure the health and safety, operational and environmental requirements of the Project are communicated effectively and efficiently, this CMP document will be distributed to all members of the Project Team, including the Supply Chain.

SISK will ensure hard copies of the following documents are maintained and available on the Site at all times for review:

- i. This outline CMP.
- ii. Environmental policies.
- iii. List of Key Contacts associated with the Works.

During the construction phase, regular internal meetings will occur to identify and review:

- i. Progress over the period.
- ii. Works planned over the next period.
- iii. Inductions and training undertaken.
- iv. Health and safety issues (including near misses).
- v. Risks and opportunities (tracked against the combined R&O Register updating assigned owners, mitigation strategies and status).
- vi. Records on inspections and audits, with a schedule of non-conformances issued.
- vii. Feedback from community liaisons, copies of any complaints received and details of mitigation measures implemented.
- viii. Visits and inspections by third parties, including statutory bodies and H&S monitoring officers.
- ix. Records of compliance with the agreed environmental performance targets and objectives.

tt) Community Engagement

Community engagement is vital to the success of the Project and so SISK shall assign a Community Liaison Officer (CLO) to act as the single point of contact with local stakeholders. External communications will be coordinated with the Employer's Project Manager to ensure effective and appropriate representation.

Any queries or complaints shall be received, logged, reviewed, and responded to by the CLO. These matters shall be assigned and actioned by the appropriate Project Team member, according to the issue raised.

Regular updates on the construction works shall be provided, in the following formats:

- i. Project information displays on the site hoarding.
- ii. Communications display board mounted to the hoarding.
- iii. Regular progress updates displayed at the Site, distributed by email, and issued as letter drops (as appropriate).
- iv. Special notification of key events or significant works that may impact beyond the day-to-day site operations.

Community liaison will be undertaken by the CLO during the construction period, providing the community with regular updates on the works. The CLO's responsibilities shall include:

- i. Gathering and sharing information pertaining to the works.
- ii. Fostering an environment, encouraging and supporting community involvement and engagement.
- iii. Making presentations to community organisations.
- iv. Hosting or attending community meetings, allowing attendees to express concerns and raise issues.

- v. Leading community interaction, ensuring compliance with the Project's social responsibility objectives (employment, work experience schemes etc.)
- vi. Building a 'community spirit' and ownership around the Project.

The site will be registered with the Considerate Constructors Scheme and shall aspire to achieve a minimum silver rating.

uu)Community Communication

Contact details will be published to enable members of the public to communicate complaints, compliments, feedback and inquiries.

Any communication received will be recorded by SISK and reported to the Employer's Project Manager, providing the following details:

- i. Parties affected.
- ii. Recorded times of interaction and incident (if different).
- iii. Location of member of the public.
- iv. On-site activities being undertaken at the time.
- v. Details of any reactive measures implemented, where appropriate.

There will be clear signage on the outside of the hoarding to keep members of the public informed regarding current and planned site activities.

13.Project Directory

PRINCIPAL CONTRACTOR - SISK - John Sisk & Son Ltd, 4 Ibis Court, Centre Park, Warrington, Cheshire, WA1 1RL			
	Nick Summerfield	Regional Director (Main Contract)	01925 245424
	Carl Brierley	Project Director (Main Contract)	01925 245424
	Brian Cottam	Snr Commercial Manager (Main Contract)	01925 245424
	Iolo Owens	Commercial Manager (Main Contract)	01925 245424
	Charlie Headdock	QS (SIW)	01925 245424
	Rachel Baron-Kordecki	Procurement (Main Contract)	01925 245424
	Dave Heaton	Senior Estimator (Main Contract)	01925 245424
	Spencer Osborne	MEP QS (Main Contract)	01925 245424
	Howard Prior	Design Manager (Hotel & Commercial)	01925 245424
	Rik Ashmore	Design Manager (North Stand)	01925 245424
	Ian Kasher	Project Director (North Stand)	01925 245424
	Andy Jones	MEP Manager (Main Contract)	01925 245424
	Neil Capel	Lead Planner (Main Contract)	01925 245424
	Victor Nwilene	Planner (North Stand)	01925 245424
	Sachin Varghese	Planner (Commercial)	01925 245424
	Liam Clarke	4D Planner (Main Contract)	01925 245424
	Peter Dudfield	Regional Engineer (Main Contract)	01925 245424
	Nidaa Alazmeh	BIM Manager (Main Contract)	01925 245424
	Claire Liversidge	Document Controller (Main Contract)	01925 245424
	Ange Francis	Facade Lead (Main Contract)	01925 245424
	Kyle Matthews	Façade Manager (Main Contract)	01925 245424
	Christina Nichols	Snr Community Liason off. (Main Contract)	01925 245424
	Jonathan Stackhouse	Pre-Construction Director	01925 245424
	Lauren Hawke	Site Administrator	01925 245424
	Nathan Connor	Senior Building Services Manager	01925 245424
	Phil Burke	Estimator	01925 245424
	Lee Headen	Senior Planner	01925 245424
	Sachin Varghese	Planner	01925 245424
	Chris Underhill	Senior Engineer	01925 245424
	Marc Skelhorn	Quantity Surveyor	01925 245424
	Ryan Cunniff	Design Manager	01925 245424
	Rayyan Khan	Quantity Surveyor	01925 245424
	Jorge Olivares	BIM Engineer	01925 245424