



# ETIHAD STADIUM UPGRADE

## CONSTRUCTION MANAGEMENT PLAN AND OUTLINE METHOD STATEMENT

### MAIN CONSTRUCTION PHASE - CONSTRUCTION OF NEW HOTEL, CITY SQUARE & GENERAL LANDSCAPING

By: John Sisk & Son Limited

|                                       |                  |
|---------------------------------------|------------------|
| <b>Project Name:</b>                  | NS Hotel         |
| <b>Prepared By:</b>                   | Ian Kasher       |
| <b>Project Lead:</b>                  | Carl Brierley    |
| <b>Director in Charge of Project:</b> | Nick Summerfield |

## Table of Contents

|     |                                                            |    |
|-----|------------------------------------------------------------|----|
| 1.  | Introduction .....                                         | 4  |
| 2.  | Scheme Overview .....                                      | 4  |
| 3.  | Site Location and Access .....                             | 5  |
| 4.  | Project Interfaces .....                                   | 6  |
| 5.  | Key Dates .....                                            | 7  |
| 6.  | Site Constraints .....                                     | 7  |
|     | a) Unexploded Ordinance .....                              | 7  |
|     | b) Vapour / Ground Gas .....                               | 7  |
|     | c) Archaeology and Cultural Heritage .....                 | 7  |
|     | d) Contaminated Land .....                                 | 7  |
| 7.  | Site Logistics .....                                       | 8  |
|     | a) Site Establishment .....                                | 8  |
|     | b) Hoarding .....                                          | 8  |
|     | c) Security .....                                          | 10 |
|     | d) Site Accommodation .....                                | 11 |
|     | e) Site Vehicles .....                                     | 11 |
|     | f) Public Rights of Way .....                              | 12 |
|     | g) Operative Pedestrian Access .....                       | 13 |
|     | h) Laydown .....                                           | 13 |
|     | i) Site Storage .....                                      | 14 |
| 8.  | General Description of Works .....                         | 14 |
|     | a) Overview .....                                          | 14 |
|     | b) Foundations .....                                       | 16 |
|     | c) Structure .....                                         | 16 |
|     | d) Façade .....                                            | 17 |
|     | e) Fit-Out – Building Services and Internal Finishes ..... | 17 |
|     | f) External Works .....                                    | 18 |
|     | g) Commissioning, Handover and Completion .....            | 18 |
|     | h) Site Dis-Establishment and Restoration .....            | 18 |
| 9.  | Quality Management .....                                   | 18 |
| 10. | Health & Safety .....                                      | 19 |
| 11. | Operations .....                                           | 20 |
|     | a) Site Working Hours .....                                | 20 |
|     | b) Labour Levels .....                                     | 21 |
|     | c) Plant and Equipment .....                               | 21 |
|     | d) Temporary and Permanent Services .....                  | 22 |

|     |                                  |    |
|-----|----------------------------------|----|
| e)  | Housekeeping .....               | 22 |
| 12. | Environment .....                | 22 |
| a)  | Energy and Water Use .....       | 23 |
| b)  | Water Quality and Drainage ..... | 23 |
| c)  | Air Quality .....                | 24 |
| d)  | Noise and Vibration .....        | 25 |
| e)  | Sustainable Resources .....      | 25 |
| f)  | Waste Management .....           | 25 |
| 13. | Communications .....             | 27 |
| a)  | Project Communications.....      | 27 |
| b)  | Community Engagement .....       | 28 |
| c)  | Community Communication .....    | 28 |
| 14. | Project Contact .....            | 29 |

## 1. Introduction

This Method Statement relates to the main phase of works for the new hotel, City Square and general landscaping components of the Etihad Stadium North Stand Upgrade Works. The project is part of a wider development being delivered by Laing O'Rourke (LOR) to increase the capacity of the Etihad Stadium North Stand and build a Commercial Building housing the Club Shop, Museum, Football Experience Centre and office space. The success of the project relies on close collaboration between the two main contractors.

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 neighbouring 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.

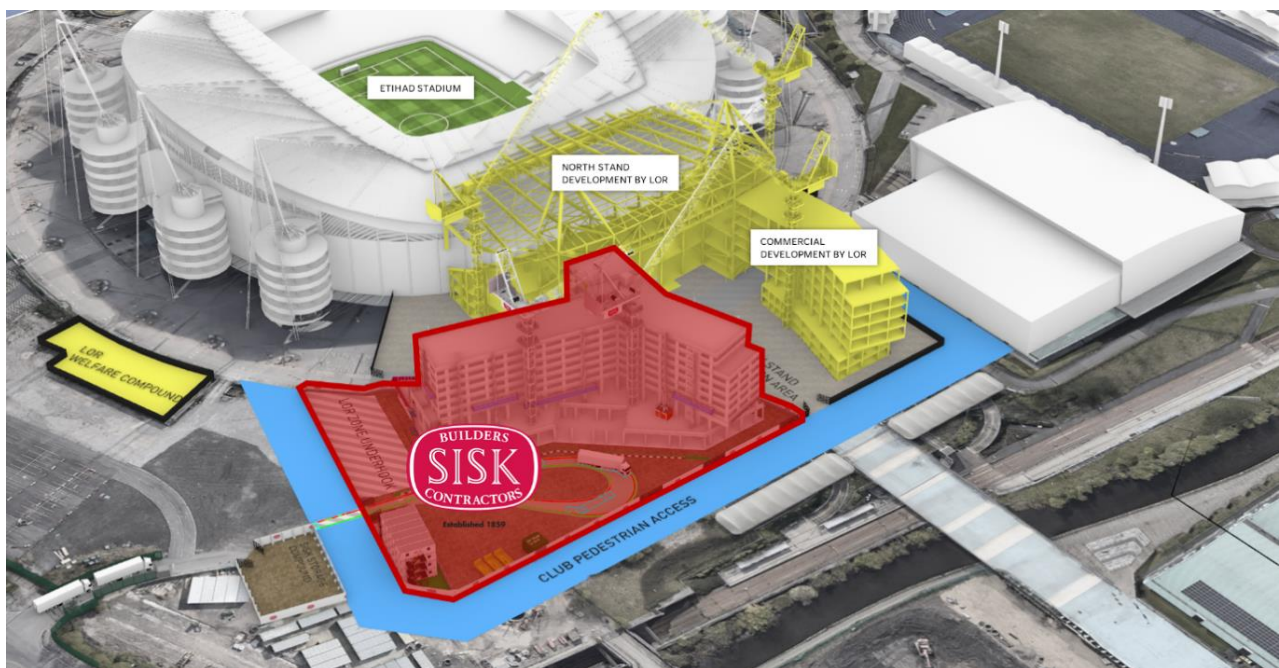


Diagram 1 – Site Demarcation

## 2. Scheme Overview

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

- Hotel with 401 keys (10 suites within the North Stand), Presidential Suite and All-Day Dining.
- City Square offering licensed F&B offering beneath an ETFE canopy.
- General landscaping across the new development.

These works form part of a wider stadium development to be undertaken by Laing O'Rourke including:

- North Stand expansion (7830 additional capacity) and improved facilities - Supporter's Bar (Black Box on non-match days), Hospitality Lounge, Sky Bar, private suites, TV Studio and Rooftop Walk stadium

tour.

- Commercial Building incorporating Club Shop, Museum, Leisure Experience Centre and lettable office space over four floors.

An enabling works package will be completed by LOR prior to SISK's start on site. These works consist of demolition, grouting, service diversions and piling.

### 3. Site Location and Access

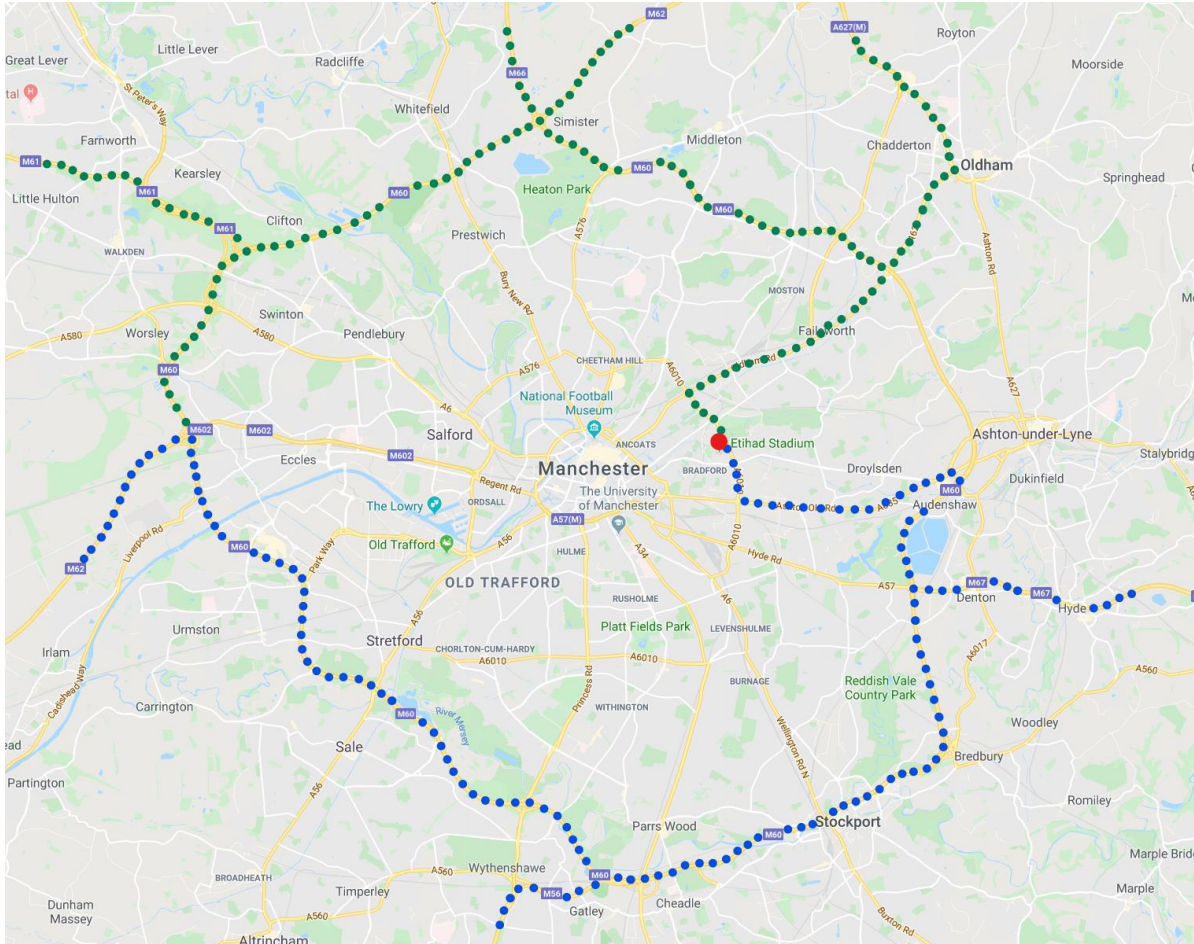


**Diagram 3A – Locator Map**

The new hotel is proposed to be built on the North-East section of the site, as shown below in Diagram 3B.

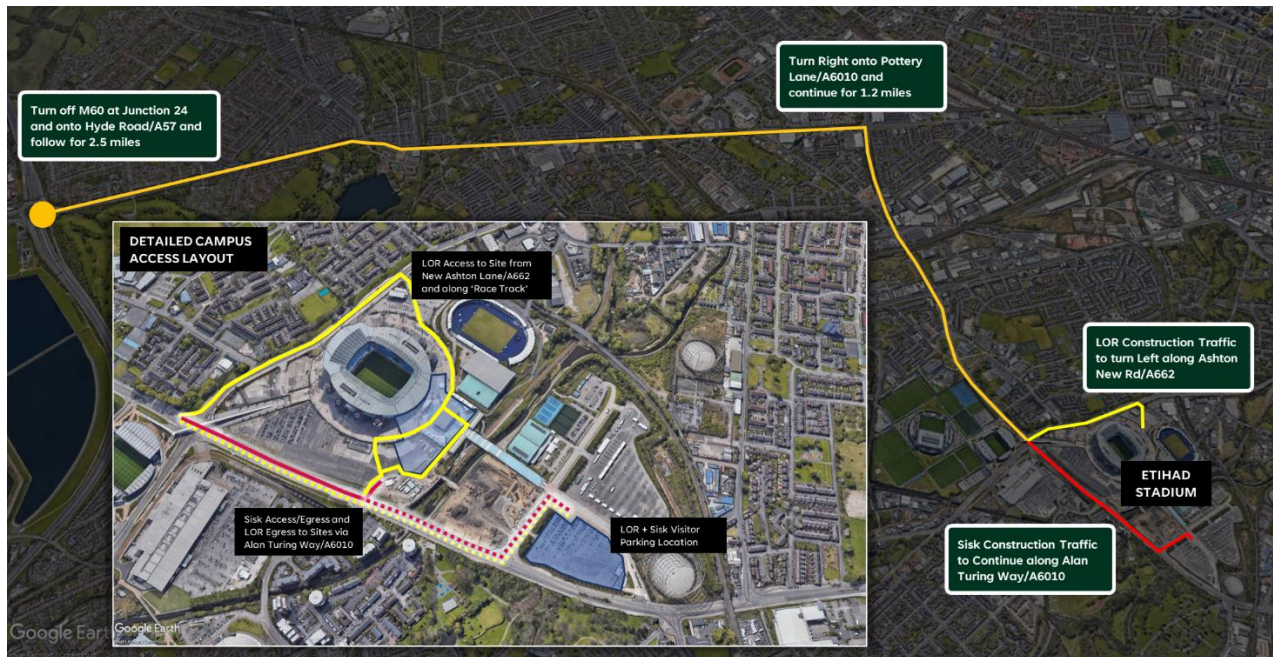


Diagram 3B – Route Map

#### 4. Project Interfaces

The Works will involve liaison and interface with the following parties (refer to Section 14 for details of the parties):

- Employer.
- Employer's Project Management Consultant.
- Project Cost Consultant.
- Main Contractor on the adjacent site.
- Consultants working on the Project.
- 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

|                                     |                                 |
|-------------------------------------|---------------------------------|
| SISK Contract Award                 | 29 <sup>th</sup> September 2023 |
| Laing O'Rourke Commence North Stand | 23 <sup>rd</sup> October 2023   |
| Start Hotel Piling                  | 18 <sup>th</sup> April 2024     |
| SISK Site on Site                   | 24 <sup>th</sup> June 2024      |
| Commence Hotel Superstructure       | 27 <sup>th</sup> August 2024    |
| City Square Possession              | 12 <sup>th</sup> November 2025  |
| SISK Practical Completion           | 3 <sup>rd</sup> August 2026     |

*\*Above dates to be confirmed*

## 6. Site Constraints

### a) **Unexploded Ordinance**

As the proposed development will include extensive below ground works (including a ground investigation) a detailed UXO risk assessment has been completed by the specialist UXO consultant 6 Alpha Associates, the conclusions of which advise the site to be at low risk from UXO.

### 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. It has been established that a watching brief will be in place during a section of the sub-structure works.

### 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.

## 7. Site Logistics

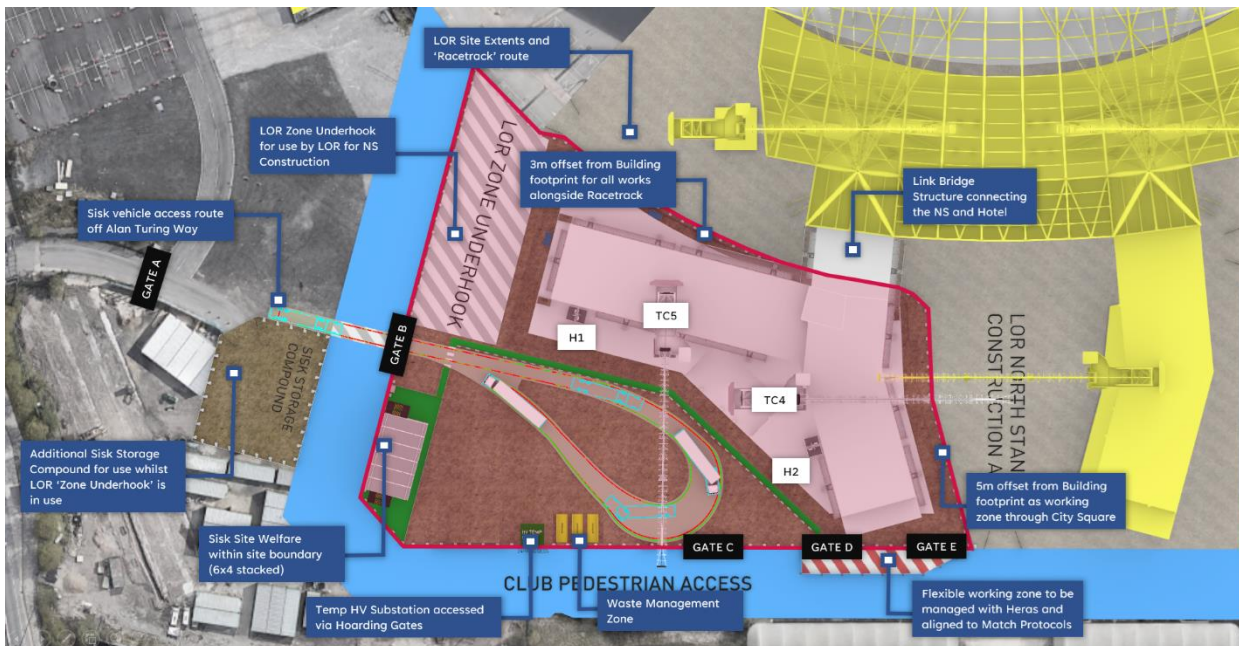


**Diagram 7A – Site Logistics Plan**

### **a) 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.

### **b) Hoarding**

The Site will be securely enclosed by temporary vehicle concrete barriers (TVCBs) supporting a 2.4m high solid hoarding. The close interaction with the neighbouring contractor Laing O'Rourke (LOR) dictates that the erection and removal of hoarding sections will be phased to reflect active work faces. As shown on Diagram 7B below, LOR will erect most of the SISK site hoarding as part of the Enabling Works package.

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.

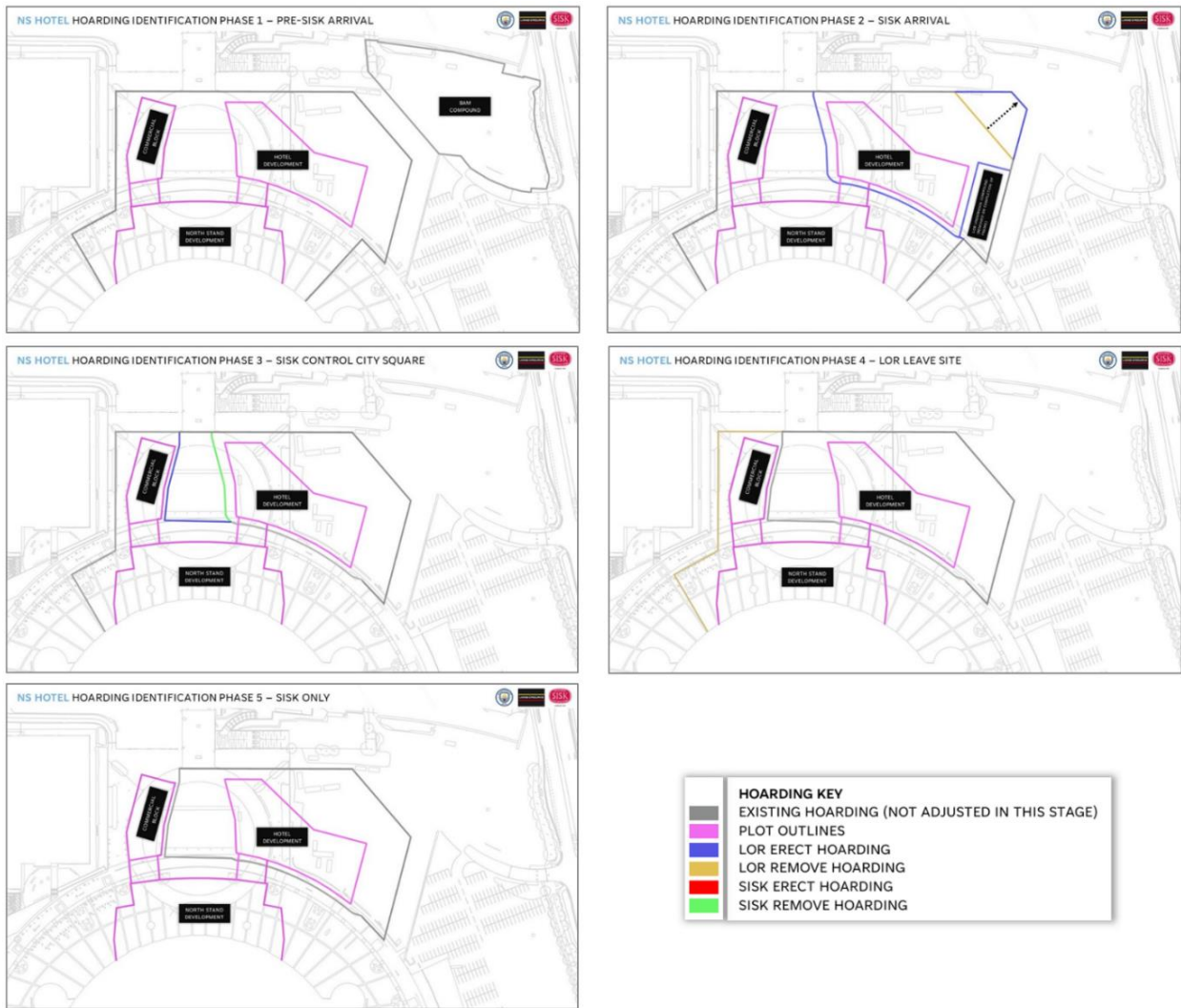


**Diagram 7B – Hoarding Responsibilities**

SISK will use demountable Heras fencing where the Hotel building overhangs the Club Pedestrian Walkway. This will be dismantled and brought inside the perimeter hoarding on match days or before major events (refer to Diagram 7C below).

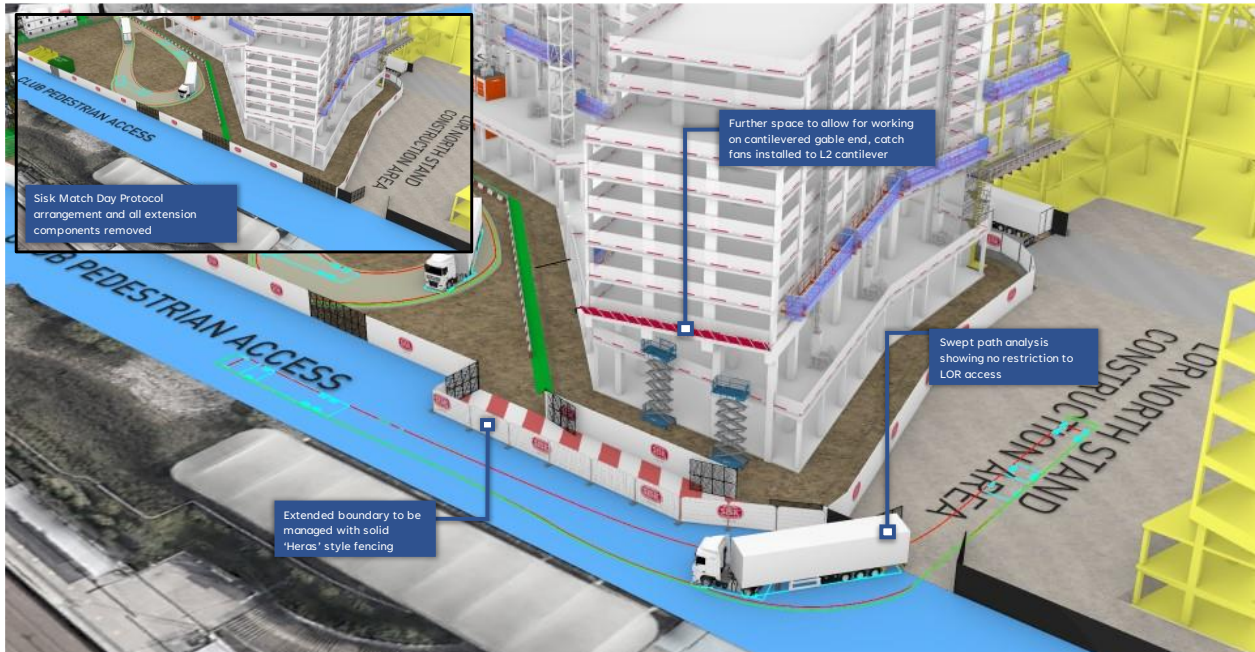


**Diagram 7C – Demountable Fencing**

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 appropriate Main Contractor's site offices.

### **c) Security**

Access control measures will be coordinated between MCFC, SISK and LOR to ensure managed vehicular access into the Development. All site traffic will enter via designated access points and adhere to the defined haul road routes.

Each Contractor's site boundary will have independent security to maintain safe spaces. All personnel shall enter / exit the SISK site via a dedicated pedestrian access point, through turnstiles which utilize biometric security. 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. No visitors shall be allowed directly onto site unless they have been appropriately 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. The control room will also 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.

#### d) Site Accommodation

Suitably planned site offices and welfare facilities will be established within the site boundary along the East elevation.

The provision of site amenities shall comply with current regulations and codes of practice including the Construction (Design & Management) Regulations 2015 and Covid guidelines. Facilities will include security, canteen, rest areas, toilets, showers, changing, drying room for workwear, offices for SISK staff and sub-contractors' managers / supervisors, equipment stores and first aid.



**Diagram 7D – Site Accommodation Layout**

The above-mentioned facilities and the access path 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.

Watertight refuse bins shall be provided for use by the workforce and all garbage and refuse will be collected at regular intervals and disposed of at approved and lawful locations outside of the Site.

#### e) Site Vehicles

Prior to setting up the site logistic arrangements a detailed dilapidation survey will be undertaken to record the pre-existing condition of adjacent property. These records will be used when reviewing the highways and footpaths on completion of the 278 works on site.

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. A temporary barrier and gatehouse will be established on the site access road around 80m from the junction with Alan Turing Way and designated as Gate A (refer to Diagram 7E). All vehicles will be checked by the Gateman at this point and either marshalled to site or turned around in the East Car Park 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.

Approved construction vehicles will enter the SISK Site at Gate B and be guided to a suitable unloading point along the haul road by a Traffic Marshall. After making delivery, the SISK Logistics Coordinator has the option to allow certain vehicles to exit the site via Gate C and along the Club Pedestrian Walkway, back to Gate A for departure.

We envisage that the primary route for delivery vehicles travelling to the Site will be to exit the M60 at Junction 24 and travel East along A57 Hyde Road and North on A6010 (Pottery Lane – Alan Turing Way).

The above arrangements negate the need for a wheel wash, but due to the increased traffic on the road there will be a requirement to undertake road sweeping throughout the project 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 canons will be used in periods of dry weather to suppress dust.

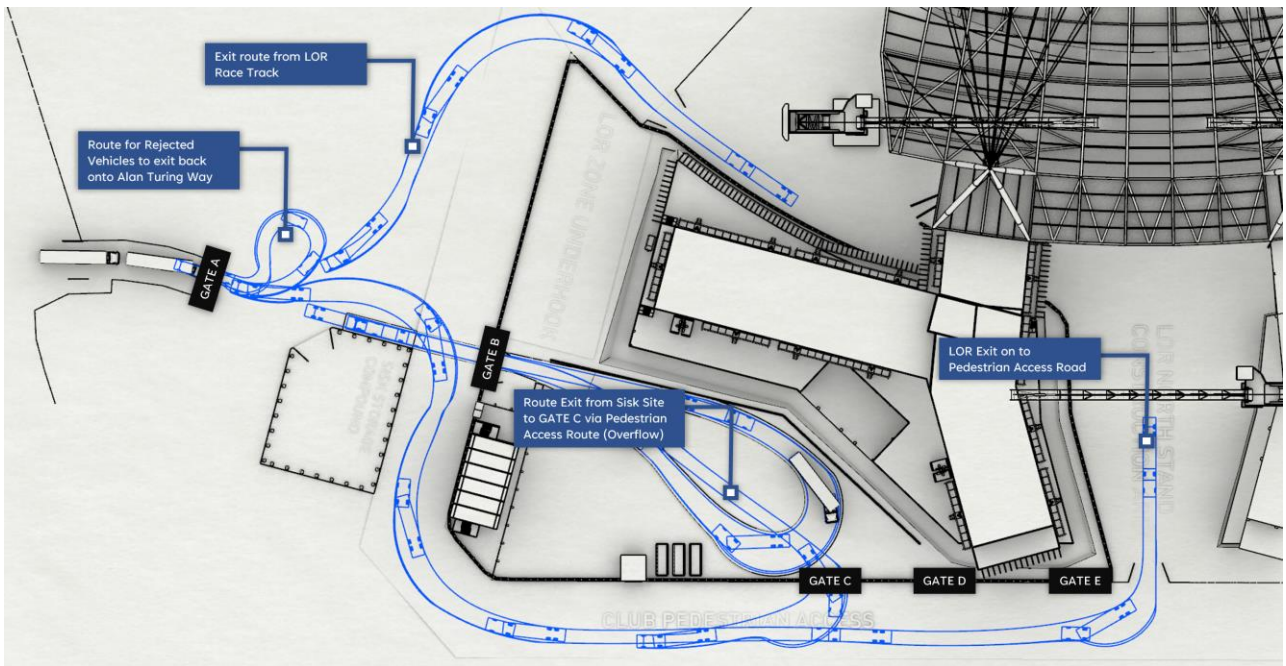


**Diagram 7E – Haul Roads and Swept Paths**

Laing O’Rourke construction vehicles will enter the Etihad Campus from Rowsley Street and exit the site via campus gate 7 onto Ashton New Road. This route has been agreed to keep Laing O’Rourke vehicles and John Sisk & Sons vehicles away from each other.

All vehicles arriving at the site shall be informed about the designated access routes and must comply with the SISK DMS. It is anticipated that approximately 20-25 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 inside Gate A should there be an unplanned backlog in dispatch.

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.

#### **f) 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 7F) routed temporarily around the construction sites have been sized to accommodate the anticipated crowds of people. In accordance with the MCFC protocol, all construction activity will cease an agreed time before kickoff, having secured the site perimeter and vacated all surrounding areas.

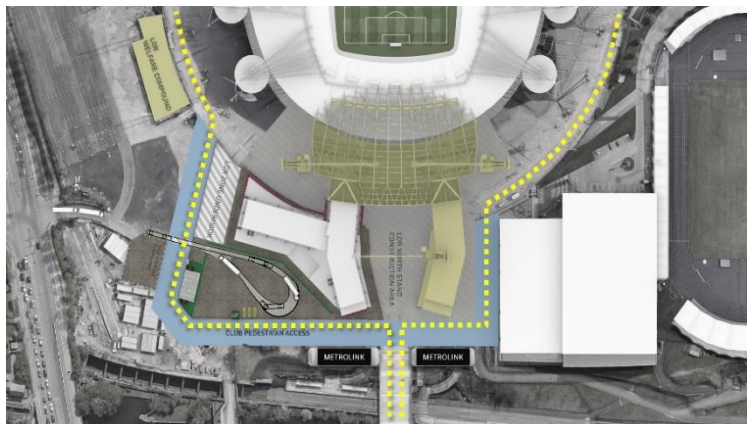


**Diagram 7F – Temporary Public Access Routes to the Stadium**

### g) Operative Pedestrian Access

All private vehicles will be turned away at Gate A and the drivers advised to park in designated contractor parking areas elsewhere on the Etihad Campus. When contractor parking is not available on event days, SISK will manage and monitor parking, ensuring the workforce use dedicated local parking areas (not on-street) to minimize 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 (ie. 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 Travel Plan.

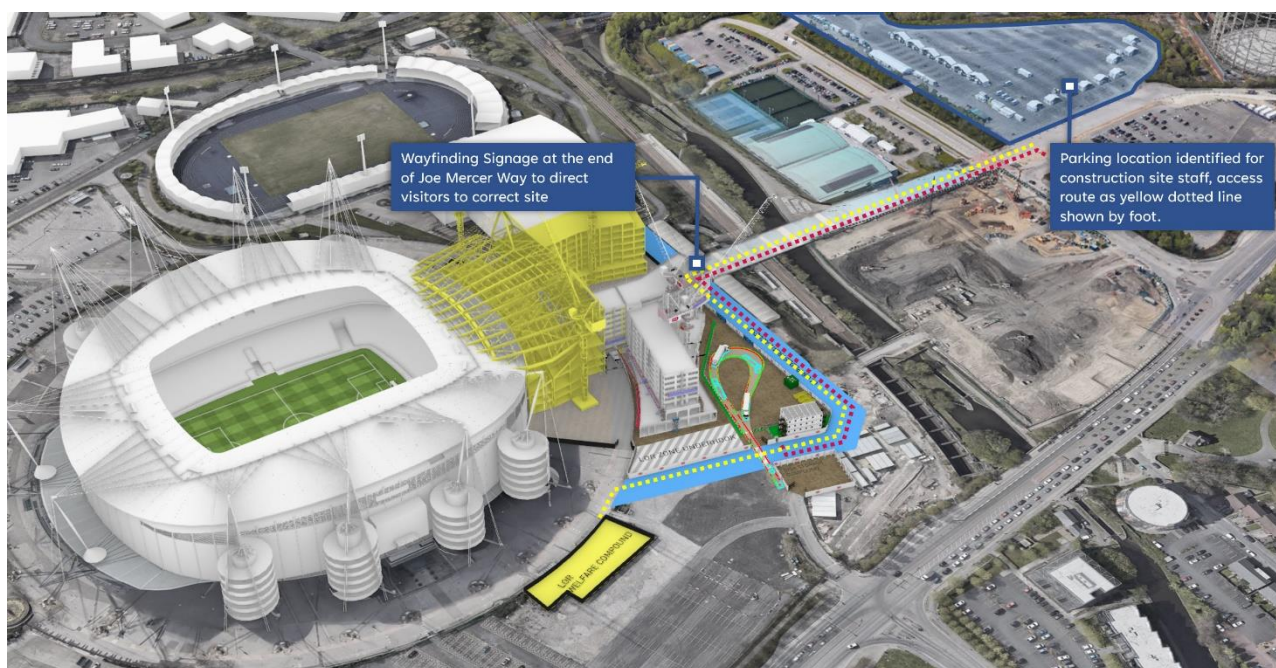


**Diagram 7G – Pedestrian Access to Site**

Turnstiles will be located to the North of Gate B (refer to Diagram 7E) so that there is full segregation of vehicles and people entering and leaving the site under normal circumstances. Should Gate C 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.

### h) Laydown

SISK will store materials required for day-to-day activities within the site boundary shaded red (refer to Diagram 7H). The storage compound shaded green, between gates A and B, will be used as laydown for stock materials.

It is agreed that the LOR Zone Underhook and City Square (both shaded yellow) will be used by Laing O'Rourke during erection of the steelwork for the North Stand. These areas will be segregated from SISK's site using full height hoardings for the duration of these works. The additional space created when LOR

remove the intermediate hoarding and hand over the Underhook compound to SISK will provide increased storage area during the Hotel fit out phase.

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

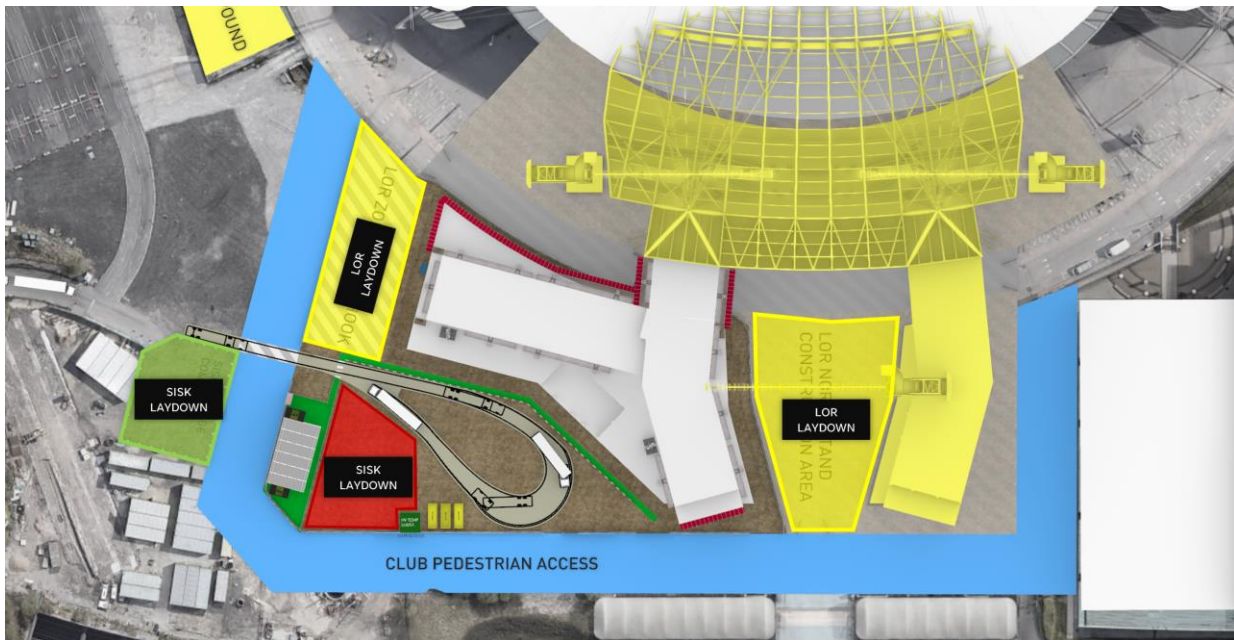


**Diagram 7H – Laydown Areas**

### **i) Site 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 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.

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.

## **8. General Description of Works**

### **a) Overview**

- a. The Hotel is a new-build construction from foundation up, following on from the Enabling Works (by others). The scope of works is summarised as follows:
  - i. Pile substructure with pile caps and interconnecting ground beams.
  - ii. Ground bearing in-situ concrete slab including waterproofing.
  - iii. Concrete cores to accommodate lifts / stairs and provide vertical stability.
  - iv. In-situ concrete columns and flat slabs.
  - v. Steel frame to Link Bridge (connection to North Stand) with in-situ floor slabs on metal decking.
  - vi. Façade elements, including curtain walling, glazing, roof access, cleaning and maintenance access.
  - vii. Architectural finishes (flooring, wall, ceiling decorations etc.).

- viii. Joinery items, including doors, architraves, skirtings, fittings.
- ix. Professional kitchen.
- x. Mechanical systems including air conditioning, ventilation, exhaust, pressurization etc.
- xi. Electrical LV distribution system including lighting, general power, emergency power, lightning protection, earthing etc.
- xii. Plumbing, including chilled water, domestic water, sanitary system, grease separator system, kitchen & bathroom fittings, tapware etc.
- xiii. Data / telecom systems.
- xiv. Gas distribution system.
- xv. Lift installation.
- xvi. Fire protection, including detection, alarm and sprinkler system.
- xvii. Security including CCTV.
- xviii. FF&E.
- xix. Other associated works.
- b. City Square is an outside venue with extensive paved area and some soft landscaping with trees beneath an ETFE canopy.
- c. External areas around the Hotel and City Square incorporate hard and soft landscaping components.

SISK will organize a full handover from LOR to ensure all aspects of the Enabling Works including any temporary conditions, identified risks, residual health and safety matters etc. are clearly communicated. As explained in Section 6b) of this document all perimeter hoardings will be erected when SISK mobilise to site and so a full inspection will be performed to confirm that the Site is adequately protected and secured.

To improve the accessibility of the Site and reduce the impact of construction works on the surrounding areas and infrastructure, it is intended that the works associated with Highways alterations will be undertaken early in the construction process.

## b) Foundations

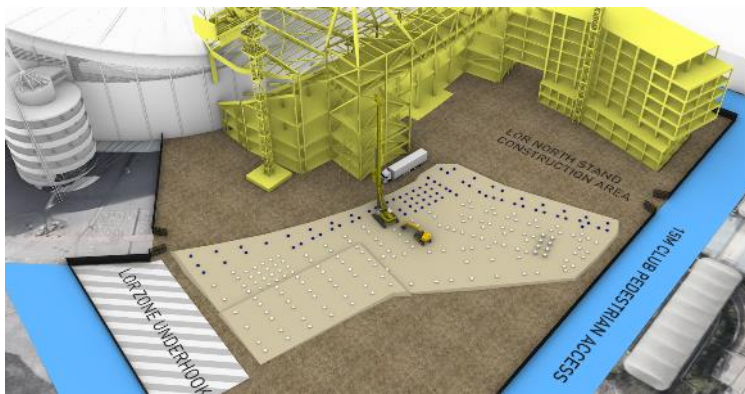
Following mobilization to site, SISK will expose and survey the installed CFA and sheet piles to confirm that the positions are within tolerance (refer to diagram 8A). Any concerns will be referred to the Employer and Design Team for direction.

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



### Diagram 8A – Section through South Boundary

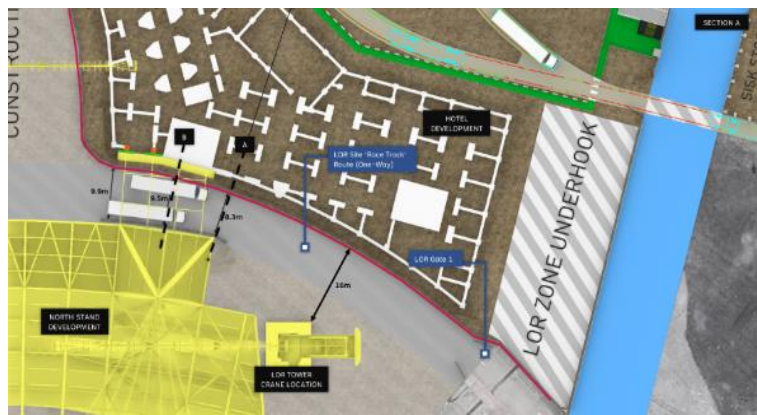
Sisk's Temporary Works Engineering Team will use data from site geotechnical investigations to design a piling mat capable of resisting rig loading.



### Diagram 8B – CFA Piling

Piling will progress in a planned sequence such that the piles indicated in blue (refer to Diagram 8B) are prioritised to allow pile caps along the boundary with Laing O' Rourke's operations to be completed and backfilled early, which will stabilise the Racetrack (LOR's haul road). A five-metre exclusion zone will be established to prevent access around the operational rig and in the vicinity of freshly cast piles.

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



### Diagram 8C - Foundations

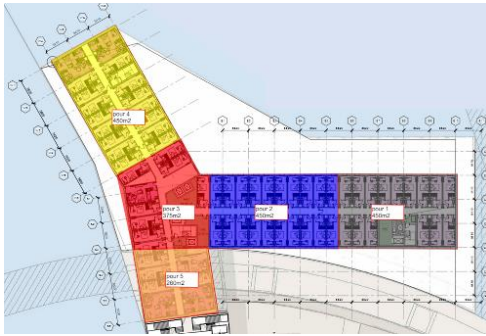
### c) Structure

The cores and columns will be constructed floor-by-floor adopting traditional formwork methods.

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 Laing O'Rourke's activities on the 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 five distinct concrete pours, as indicated in Diagram 8D. Pour 5 will follow Pour 3 to provide adequate access.

A row of catch fans will be fitted to Level 1 slab edge on the South Elevation to protect the Racetrack being used by LOR as a haul road and steelwork unloading area beneath (refer to Diagram 8E). A temporary steelwork cantilevered platform and integral catch fan will be fitted to both sides of the Link bridge as crash decks.

**Diagram 8D – Concrete Pour Layout**



**Diagram 8E – Fall Protection Proposal**

#### **d) Façade**

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

The façade is designed as stick system and will be installed from slab level and mast climbers.

#### **e) Fit-Out – Building Services and Internal Finishes**

The Works entail full building fit-out of interior finishes, building services and lifts. Delivery and distribution of all materials shall follow the same logistics strategy as outlined above.

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.

Once the bathroom pods are maneuvered into their final position (lined and levelled) using skids, the

partition wall frames will be 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.

#### **f) External Works**

City Square works include installation of an ETFE canopy, spanning between the Hotel and Commercial Building (to be built by Laing O'Rourke). SISK will take possession and extend into this area once LOR has completed the installation of the North Stand roof, as this site will be used to assemble the 70m cantilevered rafters. Refer to Section 6b) for site demarcation.

The 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 last to complete.

#### **g) 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 sign-offs 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.

#### **h) Site Dis-Establishment and Restoration**

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

- a. Obtaining necessary approvals for demobilization.
- b. Surface reinstatement and stabilization.
- c. Removal of temporary facilities from the Site in compliance with requirements of the Employer.
- d. Site cleanup.
- e. Any remaining landscaping around the permanent works.
- f. Demobilisation of all temporary plant and equipment.

### **9. 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 works 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:

- a. The specific activities within the package that demand quality control measures to ensure the works are delivered as fully compliant.

- b. 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.
- c. Competency levels of personnel required to undertake the specific tasks outlined.
- d. The type of inspection required for verification, i.e., demonstrative, visual, dimensional, statutory.
- e. Control actions necessary (eg. 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.
- f. 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.
- g. 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.
- h. Where and how the findings are 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.

## **10. 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) will 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 describes 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 documents 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:

- a. **Kick-Off:** Environmental and safety compliance requirements are brought to the fore in SISK's pre-start meetings with its Supply Chain leaders.
- b. **Site Inductions:** Clear messaging to new workers on our values, beliefs and commitment to safety on site.
- c. **Whiteboard Meetings:** Regular attendance of Supply Chain supervisors to discuss short-term planning and latest changes to site logistics.
- d. **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.
- e. **Toolbox Talks:** Carried out bi-weekly as a minimum to reinforce messages and highlight any weaknesses.
- f. **Weekly Safety Briefings:** Staff and operatives are regularly updated on operational feedback, behavioral safety matters and lessons learnt.
- g. **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.
- h. **Notice Boards and Newsletters:** Used to convey safety messages, statistics and achievements.
- i. **Bulletins and Safety Alerts:** Share the findings around the business and also externally through safety groups and clients 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.

## **11. Operations**

### **a) Site Working Hours**

Anticipated site mobilisation: June 2024

Duration: approximately 110 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

No planned works on Sundays and Public Holidays.

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

To reduce the impact on the local infrastructure and public transport, operatives will be encouraged to arrive on site at least 30 minutes prior to the permitted operating hours.

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.

## b) 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:

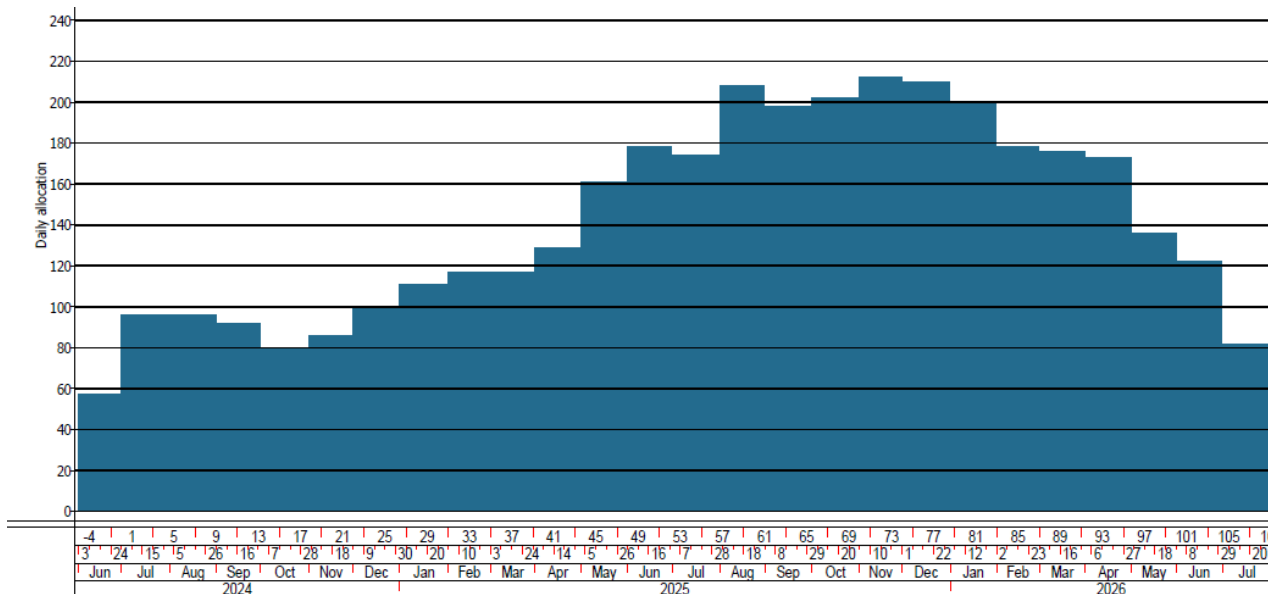


**Diagram 11A – Forecast Labour Histogram**

The maximum number of site personnel at peak times is predicted to be around 220 operatives. Forecasts will be reassessed and verified following receipt of our Supply Chain's proposals.

## c) 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 during the PCSA Stage. The below list identifies key items that are envisaged but alternatives may be substituted once the construction methodology is further developed:

- Circa 130t Piling rig for the CFA foundations.
- Small to Medium-sized excavators with various pneumatic arm attachments for general excavation, cropping piles, laying drainage, sheet piling etc.
- 2 No. luffing tower cranes (CTLH192-12 TEREX or similar).
- Mobile Cranes for specialist lifting operations and material delivery.
- Floor-mounted mini-cranes for installing unitized glazing system.
- Material and access hoists.
- Scaffolding, access towers and temporary staircases.
- Mobile elevated working platforms (MEWPs).
- Mast climbers or swinging stages.
- Concrete wagons and mobile concrete pumps.
- Delivery vehicles of various sizes from small vans and pick-ups to articulated trucks.
- HIABS and articulated delivery lorries.
- Tele-handler for unloading deliveries.

- n. Paver for external surface finishes.
- o. 40m3 roll-on-off (roll on roll off) skips and lorries for general waste, timber and scrap metal.
- p. 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.

#### **d) Temporary and Permanent Services**

Service diversions and disconnections shall be carried out by Laing O'Rourke as part of the Enabling Works for the Development.

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.

#### **e) Housekeeping**

SISK will maintain a high level of site cleanliness to:

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

In maintaining good housekeeping, we shall also ensure:

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

## **12.Environment**

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:

- a. An outline of the regulatory framework under which the Contract will be undertaken, including a list of required approvals.
- b. Specific management plans to address environmental requirements.
- c. Allocation of responsibility for each specific measure.
- d. Timeframes for commencement, carrying out and completion of controls.
- e. Auditing, monitoring and reporting requirements to ensure compliance.
- f. Environmental risk management assessments and specific controls.
- g. Procedures for the management of non-conformances, including corrective and preventative actions.
- h. Emergency, incident management and communication procedures.
- i. Site induction and training plan to ensure that all project personnel receive the appropriate environmental training.

#### **a) 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.

#### **b) Water Quality and Drainage**

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:

- a. Compliance with the 'Policy and Practice for the Protection of Groundwater Environment Agency TSO 1998.'
- b. Removal of all contaminated earth and disposal in an appropriate manner.
- c. 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.

- d. Prevention of soil erosion by wind or water.
- e. Control of sediment to surface drainage systems.
- f. Surface water and dewatering flows diverted through the attenuation tank at the earliest.
- g. Storage areas located further than 10 meters from a watercourse or highway gully.
- h. Mobile bowzers bunded to comply with the requirements of Control of Pollution (Oil Storage) (England) Regulations 2001.
- i. Storage drums contained within bunded areas (minimum 125% of total capacity stored).
- j. Plant and equipment checks for signs of oil and fuel leakage before it enters the Site and conduct inspections at regular intervals (at least daily) during the deployment period.
- k. Servicing and fueling of plant and equipment in an appropriate location by trained operatives at distance from water courses.
- l. Drip trays placed below any standing plant and equipment.
- m. Spill kits provided within close proximity of oil and fuel storage areas.
- n. Silt fencing in place to suspend particles from running water.
- o. Settlement tanks or silt tanks utilised to suspend particles prior to release into any watercourse.
- p. Suitable facilities for the collection, transportation and lawful disposal of liquid wastes.
- q. Adequate pollution control measures adopted and emergency procedures implemented in case of accidental spillage of hazardous materials.
- r. Activities with the potential to pollute watercourses will be undertaken at distance from such features and spill kits will be available at all times.

### c) Air Quality

The main demolition works will have been completed prior to the commencement of SISK's works, but it is likely that dust will be generated during other phases of construction, and this will be managed in accordance to the specific risks.

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.

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

- a. Dust risk assessment for each work package to ensure adequate mitigation is in place and review these measures as work progresses.
- b. Solid panel perimeter hoarding and use of dust screens.
- c. Haul roads and laydown areas sealed, wherever feasible.
- d. All construction delivery vehicles to be fully compliant and roadworthy.
- e. Adhere to the maximum drop height to minimise dust release when unloading loose materials (spoil).
- f. Stacked materials located away from the Site boundary and suitably profiled to reduce displacement by wind and rain.
- g. Condition of the public highways monitored when HGVs are leaving site.
- h. Maintain a strict cleaning regime for road sweeping.
- i. Use dust suppression techniques with sprays for dampening down, particularly during hot / dry weather.
- j. Cover waste skips and tipper trucks with suitable netting.
- k. All reasonable steps to minimise the creation of dust (eg. the use of low-impact breakers, screens, enclosures and water dust suppression systems).
- l. Smaller handheld tools fitted with localised dust collectors or suppression systems.
- m. No fires permitted on site.
- n. Dust monitoring carried out along the site perimeter throughout the site works.

## **d) 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:

- a. Solid panel perimeter hoarding along with the use of acoustic enclosures.
- b. Particular consideration given to activity and proposed deliveries on site at the start and end of the work shift to minimise disturbance to neighbours.
- c. Consolidation of deliveries to minimise the number of vehicles on site.
- d. Sensible working hours and good planning to restrict the number of plant items in use at any one time.
- e. Offsite fabrication, wherever feasible.
- f. 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.
- g. Plant inspection and maintenance records to be kept throughout the duration of the Project.
- h. Low vibration CFA piling adopting the Elliot method for pile cropping.
- i. Noise emissions measured so work methods and hours of operation can be amended accordingly.
- j. Detailed methodology reviews to consider quieter techniques and alternative equipment locations.
- k. All pneumatic tools fitted with silencers / mufflers.
- l. Regular maintenance of mechanical plant with compartment doors closed when operational and engines switched off when not in use.
- m. Early completion of the building envelope.

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.

## **e) 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:

- a. Which minimise embodied carbon, waste, energy and water consumption.
- b. That are of legal origin and / or compliant with all applicable statutory regulations.
- c. Originate from organisations demonstrating and implementing zero tolerance to bribery and corruption.
- d. That benefit the health, safety and wellbeing of all stakeholders including the natural environment.
- e. Via integrated supply chains which respect biodiversity, promote human rights and implement fair employment practices.
- f. 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.

## **f) Waste Management**

SISK's aim is to design out waste, reuse site won materials and maximise the use of recycled content. To achieve this, we shall embed our 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.                                                                                                                                                                                      |

| Waste Type                    | Minimising and Managing – Target Initiatives                                                                                                            |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 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).                                                             |

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:

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

## **13. Communications**

### **a) 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:

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

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

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

## **b) 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:

- Project information displays on the site hoarding.
- Communications display board mounted to the hoarding.
- Regular progress updates displayed at the Site, distributed by email, and issued as letter drops (as appropriate).
- 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:

- a. Gathering and sharing information pertaining to the works.
- b. Fostering an environment, encouraging and supporting community involvement and engagement.
- c. Making presentations to community organisations.
- d. Hosting or attending community meetings, allowing attendees to express concerns and raise issues.
- e. Leading community interaction, ensuring compliance with the Project's social responsibility objectives (employment, work experience schemes etc.)
- f. 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 of silver rating.

## **c) 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:

- Parties affected.
- Recorded times of interaction and incident (if different).
- Location of member of the public.
- On site activities being undertaken at the time.
- 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.

#### **14. Project Contact**

Carl Brierley – Project Director - John Sisk & Son Ltd  
4 Ibis Court, Centre Park  
Warrington, Cheshire  
WA1 1RL  
01925 245424  
07920 418014

