

**Manchester
Metropolitan
University**



PRO-ENVIRONMENT

All Saints Public Realm Construction Management Plan



Construction Management Plan

Site Working Hours

- Monday – Friday* 7:30am to 6:00pm
- Saturday* 8:30am – 2:00pm
- Sunday/ Bank Holidays: No work

*Workforce may arrive on site 30 minutes prior but no working outside these times.

Noise to be kept to a minimum in the first hour.

The emergency out of hours contact number is 07764 600925 and this will be distributed to all stakeholders.

Compound layout and location as attachment

Environmental and waste management as attachments

Phasing and access points for pedestrians as attached plans, please note that the area has been “stopped up” for vehicular traffic.

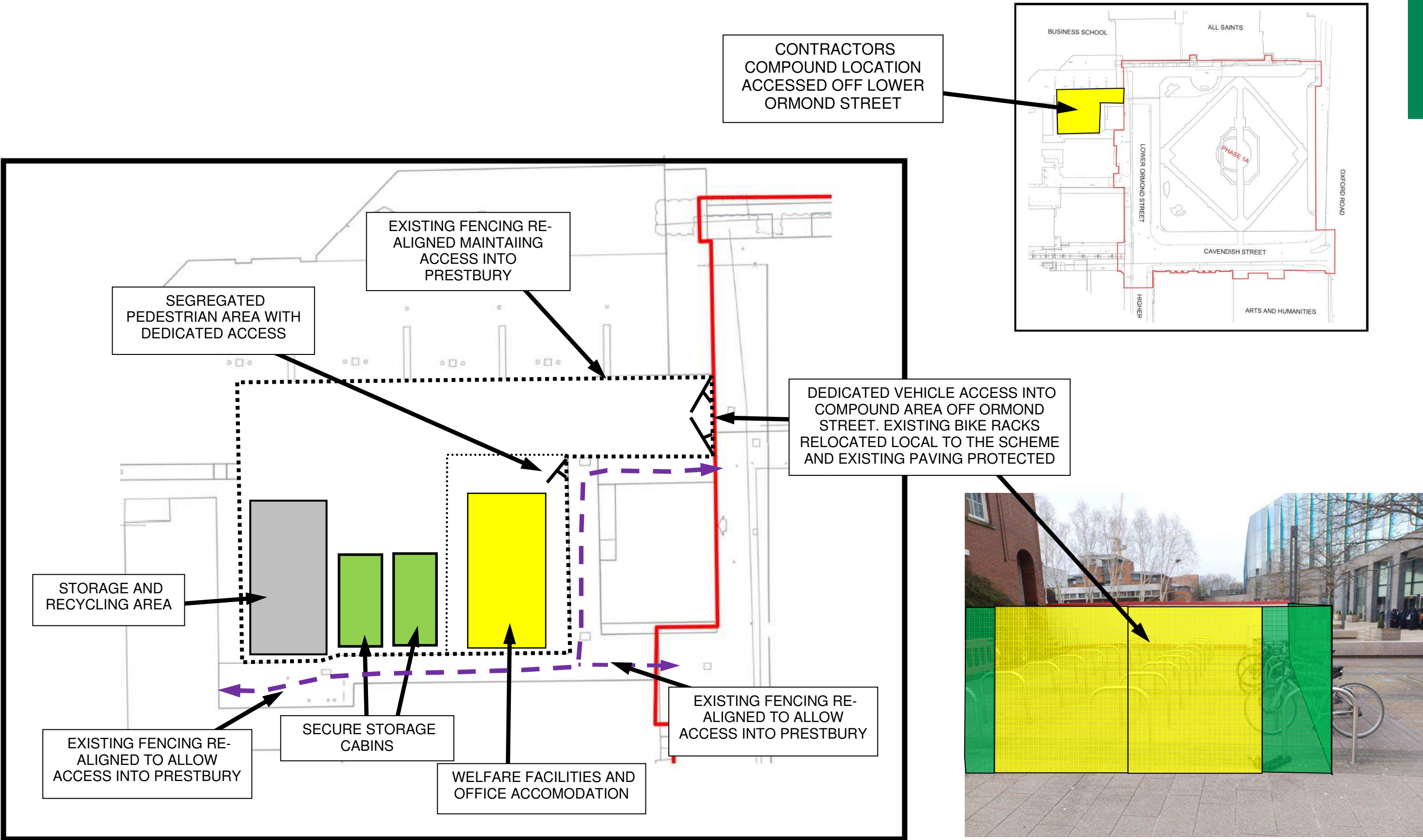
We can confirm that all materials entering site and leaving site will be fully sheeted

All staff vehicles will parked within the site compound.

Logistics strategy attached

Community consultation strategy attached

CONTRACTORS COMPOUND LOCATION AND LAYOUT PLAN



2.4.3 ENVIRONMENTAL SUSTAINABILITY

The working practices we have developed over the past 50 years are designed to ensure, that we conserve the ecological balance by avoiding depletion of natural resources as far as is humanly possible.

As an ISO 14001 accredited organisation we will apply those practices on the All-Saints public realm scheme providing authenticated evidence to MMU on a monthly basis. Our finely developed Environmental Management System will take a holistic approach across all activities relating to environmental protection.

Our entire management, workforce and supply chain partners are fully trained in all aspect of environmental sustainability and protection working within the parameters of our EMS and job specific Site Waste Management Plan.

Previous public realm experience has instilled diligent working practices into management, workforce and supply chain partners which will identify where environmental impact may result from our operations on this project. These practices will have a significant focus on procurement from sustainable, renewable sources and strict control over emissions.

Against this background therefore we will use our experience and knowledge of sustainable construction which for many years has seen us achieve the highest standards of CEEQUAL which is a major benchmark in the assessment of sustainability in the public realm construction process.

Such projects have consistently procured materials from sustainable renewable sources. The work disciplines involved in public realm works will give positive environmental impact

outcomes. Examples of Sustainability practices we will employ on the All-Saints project are:-

Examples of Sustainability practices we will employ on the All-Saints project are:

- Procurement of materials from renewable sources for example timber products from FSC accredited suppliers with an auditable trail of origin
- The reuse of site won materials to reduce arisings being transported elsewhere.
- Procurement of materials from recycled product wherever available
- The implementation of diligent working practices known to minimise waste.
- ALL Inevitable waste is segregated and sent for recycling
- All vehicles used on the project will all be from our ECO Fleet which uses only green diesel +HVO procured from renewable sources and with 90% less emissions
- Site offices have low energy lighting with auto switch off if they are not occupied.
- Carbon calculator in use on the project

For example, on every hard and soft landscaping project in the last 10 years zero waste has been sent to landfill this has been achieved through the reuse of arisings on site wherever possible or the segregation of like materials ready for transportation to recycling stations. In each case evidence has been provided to the client to authenticate where waste arisings have been sent, the volume and type of waste involved and the documentary support information.

The following table illustrates a selection of examples where projects have embraced environmental sustainability.

Project Title	Work Disciplines Involved	Environmental Sustainability Achieved
NOMA Public Realm Manchester	Major city centre public realm scheme, requiring extensive sub-ground civil engineering works, drainage, infrastructure works, utility service diversions and upgrades. High quality granite and Lakeland stone paving, specialist lighting and street furniture installations.	This project was the epitome of environmental sustainability. All materials were sourced from sustainable renewable sources. We ensured waste arisings were reused, zero sent to landfill, control of emissions through reduced vehicle movements all works designed to ensure a CEEQUAL very good rating, a copy of which can be found in Appendix 9. The 2016 shows achievement longevity.
Lancashire County Council Preston Fishergate Gateway Public Realm	City Centre high profile public realm scheme with large number of stakeholders. Work comprised drainage and infrastructure and service diversions followed by high quality granite paving. Street lighting	This complex project required wide variety of sustainability requirements in order to achieve the CEEQUAL accreditation of 'Good'. providing evidence required to reach CEEQUAL Good standard. for low energy use, completing carbon calculator & procurement of materials from renewable sources.

Testimonial from renewable fuel supplier is included in Appendix 10. Our reporting system, compiled each month, records the environmental protection measures applied to each project including the carbon calculator results, completed and external evidence from our waste carriers detailing volumes/tonnage of waste sent for recycling. Zero waste is sent to landfill.

2.2.1 LOGISTICS STRATEGY

From the outset, we will programme and sequence the works to most appropriately 'fit in' with the daily routines of all surrounding MMU buildings and all other stakeholder including St Augustine's Church. Our proposed work sequencing will be based on our recent site visit surveys of pedestrian traffic around the main Campus and All Saints park and our meeting with St Augustine's Management and staff.

We propose to carry out the works in controlled phases to allow continued uninterrupted access to all buildings throughout the programme. Some of these phases will be carried out simultaneously to maintain programme certainty whilst maintaining site access.

In logical sequence the phases are:-

1. Southern & Central Park area
2. East & West Park Entrances
3. Northern Park area
4. Cavendish St North
5. Lower Ormond Street East
6. Lower Ormond St West
7. Cavendish Street South
8. All Saints Walkway

Please note, works along the main pedestrian corridor, All Saints Walkway, leading from Oxford Road pinch point to the Library, Sandra Burslem, Law and Business School Buildings will be programmed separately and delivered as a later phase of the works.

The pedestrian corridors for access to each building will be established temporarily through the parks footpath network. Works will also be undertaken within the main park area in such a way as to maintain safe pedestrian access through the area as necessary.

Logistics Coordination

Developing our work in formulating a logistics plan at tender stage, it will be further expanded into a refined job specific logistics plan for each of the various phases which will address key issues relating to site compound access, permitted delivery routes to approach the site and works areas.

The site compound in the area behind the Bellhouse Building is currently hoarded off. We propose to retain that hoarding and create an entrance at the side of Bellhouse as shown on drawing 1002B.

This will require temporary relocation of the cycle stands

to a local area to allow access to the site compound. The compound will be secured by lockable gates and Banksman controlled access and egress. It will house the site offices, welfare facilities and storage areas and be fully CDM Regulations compliant with site security being managed and monitored in accordance with HSG151.

Material deliveries will be strictly controlled and timed not only to avoid peak periods but also to completely avoid service times in St Augustine's Church generally all vehicle access will be between 9.30 and 11.45am and 1pm and 3.30 pm.

Traffic Management for Work Phases (see phase drawings Appendix 1)

Site Location Access Routes

The incoming routes providing access for deliveries to the compound indicated in the plan (i.e., M57 to A6067 Higher Cambridge St, Boundary St West then to site on to Lower Ormond St).

The logistics plan and access route map will be issued to all supply chain partners, materials suppliers and subcontractors well in advance of commencement and included as part of their order. The logistic plan and the permitted access routes will be one of the key issues examined during the prestart supply chain partner workshops held during the early part of 12-week lead in period prior to commencement.

Pedestrian and Cyclist Access

There will be provision of pedestrian/cycle corridors to the Bellhouse building leading to and from the University and the Church leading from Cavendish St and Lower Ormond Rd traversing around the hoarded off compound. Pedestrian access corridors will be maintained as DDA compliant and 3m wide at all times.

The corridors will vary according to the phases as shown on the appended drawings Appendix 1. During the phase 8 works to the MMU pedestrian and cycle corridors access to the entrances will be from the park footpaths as the majority of that corridor in front of the buildings will be temporarily closed to allow paving works to be carried out.

However, all entrances will remain open with pedestrian corridor access directly into each building. Paving works around each entrance will be carried out during out of hours periods to ensure no disruption is caused (see example photo below).

In order to avoid any pedestrian/cyclist conflicts, we will erect additional “Cyclist please dismount” signage at the ‘pinch point’ where walkways need to be a full 3m wide.



Direct access corridor from Chester Frodsham street

Site Traffic Movements

Access and egress from the compound will be controlled by trained and competent Banksmen omnipresent throughout the working day. They will ensure safe access control for deliveries and visitors directing them the main office area.

All visitors to the site will be required to be inducted and sign in and out in the site office monitored by site management and trade supervision. No external visitors will be allowed on site without accompaniment by Casey member of staff.

There will also be strict control over the movements of plant, equipment and site vehicles within the work areas and travelling to and from the compound with construction materials which will comply with HSG 144 ‘safe use of vehicles on construction site’ with site traffic including dedicated running lanes and Banksman control as required.

Procurement

The comparatively small area for storage of all but immediately required plant and materials will have detailed supply chain arrangements drawn up and implemented throughout the construction phase to ensure a smooth flow of correctly sequenced construction materials arriving to site as a ‘just in time’ basis for incorporation into the works.

In the case of paving materials for example, where there is a mix of paviers to be incorporated into the works from different sources, they will be decanted and mixed off site, repackaged and then delivered to site. This will greatly reduce the amount of storage space required in the compound.

To achieve this, prestart collaborative workshops will be held with all supply chain partners to develop and agree detailed, workable plans for deliveries to be made to site. This will require a detailed procurement plan/programme issued to all supply chain partners which will coordinate storage off site with ‘call off’ delivery arrangements. Coordination of deliveries will be managed and monitored by our site management and trades supervision.

The procurement programme will take into account the various delivery dates of all the key materials particularly those on long delivery times. We will, therefore, forward order all key materials during the early part of the lead-in period with agreed delivery dates from all suppliers as a condition of order. Material procurement schedule will be formulated from the works programme.

Our project delivery team will maintain regular contact with all material suppliers to ensure their focus remains on our delivery time requirements. Some materials, including trees and benches, will not be held in temporary storage, instead their deliveries will be timed to be delivered straight to the point of installation. This will require a finely tuned communication system to be maintained with those suppliers to ensure timely arrival on site.

Campus Access Interface Arrangements

The seven phases of the works have been designed to maintain safe pedestrian traffic flows across the site whilst works are being carried out and registered under the Considerate Constructors Scheme

We have surveyed the pedestrian and vehicular traffic flows around the campus where the works are to be carried out. Whilst the pedestrian footfall is heavy, particularly around the pinch point junction between Oxford Road and the All Saints building.

Our research has shown traffic flows to be spasmodic mainly at start of day/end of day and during lecture changeovers. General public use of the park areas is also spasmodic and moderate.

The vehicular traffic on Cavendish and Upper/Lower Ormond Street is light except where parishioners are visiting the Church for daily services at 12 noon lasting 1hr +.

Our logistics plans will also take into account:-

- Campus deliveries
- Bin collections
- Maintenance access
- Emergency vehicle access
- Client and stakeholder access

During the various construction phases, we will monitor the pedestrian and cyclist traffic through and around All Saints Park the predominant routes to ensure clean, clear, 3m wide uninterrupted DDA compliant access is available at all times.

Main Campus Interface

Works in the immediate proximity to the main Campus buildings will be programmed separately with work sequences designed to maintain as much a ‘business as usual’ feel as possible. Strong communication links will be maintained with MMU management and affected parties throughout each phase but especially prior to commencement of the works along the main Campus corridors and works around the main

entrance pinch point.

It will be especially important during peak times and lecture theatre changeovers. Access to the Library, Bellhouse, The Business/Law School and Sandra Burslem Building, Righton and Grosvenor Buildings and St Augustine's Church will be maintained at all times.



To achieve equitable Campus interface with all MMU Staff and students, we will hold a well-publicised prestart open day within the Campus to introduce the project to all stakeholders. The invitation list will comprise Students (via their representatives), Library Management, University Tutors management and staff and all other local affected parties including The Business/Law School and Sandra Burslem building and the retail and commercial businesses opposite the site on Oxford Road.

Our Project delivery, Customer Care and Stakeholder management teams will be present during the open day to answer all incoming enquiries or concerns and provide communication link information including mobile phone numbers and email addresses for all our key project wide decision makers.

The event will serve as a platform for obtaining detailed stakeholder feedback information which will be compiled by our project delivery team and used during our work sequence planning to ensure we are able to achieve total stakeholder support and satisfaction.

Feedback information and data from open day surveys will form the basis for our traffic management plans throughout the construction phase to ensure high levels of safety are maintained. It will also lead to the establishment of a site wide safe route plan around the All-Saints Campus where works are being carried out along the pedestrian corridor leading to the main Campus Building entrances.

Route maps will be strategically placed at all entrances to the DDA compliant 3m wide pedestrian corridors.

They will be securely fenced off by Heras type double clipped anti-climb fencing or waist high interlocking barriers carrying

2.2.2 STAKEHOLDER ENGAGEMENT

University and Stakeholder Interface

The daily support of all stakeholders involved in the scheme will be an essential part of our service delivery for the overall success of the project. This support will begin with a well-publicised prestart open day held within the campus, possibly the Library foyer or MMU entrance areas of the Business School/Sandra Burslem Building or other convenient location as agreed with MMU.

It will be designed as an important project public relations event and scheme awareness exercise aimed at the entire MMU community and surrounding stakeholders.

It will provide a platform for introducing our project delivery and customer care teams with all communication information, including phone numbers and email addresses of all our key decision makers.

Illustrated plans and diagrammatical information will be on display for viewing by stakeholders. Relevant illustrated information will remain available on MMU and Student Union noticeboards updated as works progress throughout the project.



MMU Entrance



Open Day

We will provide the services of a job specific stakeholder manager working to a bespoke stakeholder management plan (see appendix 2) designed to control, monitor, and review client and external stakeholder communication/satisfaction throughout the project with daily contact being maintained during each working day.

This position would be supported by a locally recruited liaison officer who would provide 15 days per month maintaining constant daily contact with all affected parties and paid the living wage.

Importantly, as part of our social value strategy our proposal for this stakeholder management and liaison officer functions would ideally be delivered by a locally recruited and trained stakeholder communications officer with a strong local knowledge possibly a student or group of students working around their individual lectures and course work. Any such enterprise would need to be coordinated with the various Tutors to ensure their studies are not compromised thus it is suggested as an option at this stage.

Engagement with MMU HR department could help identify a possible individual or group of individuals from within the campus to fulfil this role. Alternatively, local recruitment agencies could assist in filling the position together with noticeboard and social media announcements.



Library Entrance

Notification of the open day will comprise letters and information booklet appendix 3 to all key management sources within the University, Business/Law Schools, Sandra Burslem Building local residents, and commercial businesses on Oxford Rd near the site. Notice boards within the campus and at the pinch point Sign Board at the Oxford Rd entrance will also carry details of the event.

From experience, the open day is an important tool in establishing all-encompassing communication links with client management, staff and all other stakeholders in close proximity to the works.

Recruitment of the stakeholder manager and liaison officer would begin immediately after contract award so that the 12-week lead in time could be used to provide all required training and prestart proactive communication and consultation.

The stakeholder manager role will be to provide detailed local feedback information from students, MMU management, local residential and commercial concerns, and St Augustine Church in immediate proximity to the works.

The Plan will detail all intended activities relating to communication including prestart open day and workshops. identification of all stakeholders and affected parties. It will record all communication links with dates and subject matter including complaints and how and when dealt with followed by feedback follow up information.

It will be an evolving document as works progress. It will be reviewed weekly/monthly as it is updated and then issued to the client project management during each monthly site and progress meeting.

Stakeholder management and communication will encompass the entire MMU and Oxford Rd community in close proximity to the site with daily contact and site information being distributed around the MMU management, Staff and Students. This will include a bespoke Newsletter produced monthly and widely distributed by our stakeholder management team. It will provide information about the progress of the works, safe pedestrian corridor routes around the works, updated contact information for our project delivery and customer care teams and other items of interest from the local community.

Wider Professional Team

Strong effective communication links with the professional team will be based on our collaborative planning approach evolved over several recent similar public realm projects. Our collaborative approach will involve prestart workshops to establish a cooperative culture between our core design and engineering team Planit I E, engineers Curtins, Health and Safety consultants Safe Sphere and MMU project management. Collaborative planning will be the template for the entire project going forward where professional relationships are established and developed with the common goal of the overall project.

This approach will see a full package of communication measures aimed at ensuring detailed finalised design information and technical solutions are delivered in a timely manner. Moreover, Quality Management Plans, progress information, including that of health, safety and environmental matters.

The mechanism for delivering this culture will involve brief start of day or end day collaborative planning meetings involving relevant members of the professional teams to

examine the previous periods work in terms of quality, technical solutions, health and safety and progress against programme. Participants will examine what was successful and what could be improved why and how and over what timescales.

Moreover, the collaborative planning meetings will focus solely on the immediate future issues of no more than 4 to 6 weeks hence to avoid distraction from matters with little or no influence on current project delivery issues.

That focus will concentrate on quality, design solutions, progress and supply chain logistics for materials, plant and equipment. Health and Safety and Traffic management of the surrounding campus will also feature heavily in our concentrated monitoring and reporting process.

Statutory Service Providers

The essential contribution of the statutory service providers will be an important part of our prestart programming for early part of the project when excavations for service trenches are planned and designed. We will engage with the Utility Service providers well in advance of mobilisation when our initial work programmes are being finalised.

It will be vitally important to coordinate and integrate their programmes for their input on the works with ours so that timely arrival on site is achieved for B/Telecoms', Electricity supply installation sequences are completed in the correct order within the programmed timescales. We will align utility services programmes with ours prior to commencement with contract orders placed well in advance with agreed dates and times as part of the contractual arrangements.

This will be particularly important for BT's 24-week timescale requirement to remove the static phone boxes from the Oxford Rd/All Saints building pinch point which will be subject to substantial alteration as part of the overall works.

Effectively this translates into an immediate order being placed at the start of the lead in period so that programming of these removal works can be sequenced to take account of their required timescales. i.e., 12 weeks into the mobilisation period + 12-week lead in.

Frequent communication will be maintained with these essential service providers, particularly BT, in the run up to their arrival on site in order to have their project delivery teams management retain focus on our programme requirements.

2.2.3 ST AUGUSTINE CHURCH ENGAGEMENT

Firstly, St Augustine's Church will be included in the overall Stakeholder Management Plan and subject to the same overall care and consideration extended to all surrounding stakeholders. This will include the prestart open day invitation, communication links and frequent management monitoring.

The immediate proximity of St Augustine's Church to the All Saints works and in particular the site compound behind Bellhouse adjoining the Church will require a special type of sensitive stakeholder engagement and management throughout the construction phase.

We will ensure that the compound area will be securely hoarded off in a sensitive manner in keeping with the immediate surroundings of the Church and Bellhouse Buildings designed to reduce the visual impact.

Strong lines of communication will be established in order to build a mutually effective relationship with frequent contact by our site management and stakeholder manager.

This will involve exchanging mobile phone numbers and email addresses as an essential part of our on-going communication strategy.

We have met with the Church Management and Priest Father Michael to identify their schedule of services establishing dates and times of known activities for daily and weekend services, fetes, and other special events in the religious calendar such as Easter, Whitsun and Christmas. With the exception of Monday's when the Church will be closed service will take place daily at 12 noon lasting for an hour with access requirements 1 hour either side for parishioners attending.

Addressing the concerns of the Parish Priest stated during our meeting, Church events will be coordinated, timed and integrated into our programming for works in immediate proximity and route access plans for deliveries to the site compound to eradicate the possibility of negative impact to any services which may be taking place.

Through this prestart engagement, particularly with the Parish Priest Father Michael and his support staff we will establish a mechanism for dealing with unknown random Church activities such as funerals for example.

These events would usually give approximately one weeks' notice for arrangements to be made within our programme so that our activities can be temporarily curtailed to avoid noise dust and vibration during the services and the access and egress periods.

Where necessary we will deploy acoustic screens at the interface with the works. We will ensure sufficient space for vehicles needing close proximity access to the Church entrance during weddings and funerals with turnaround facilities also being made available.

Similarly, other activities such as weddings and christenings would have more notice of their events giving our contracts management time to build in arrangements to avoid disruption during the Church Services. For weekend services and other ceremonies, we will ensure the areas surrounding the church and approach roads are kept fit for purpose.

We consider it vitally important to maintain the area around the Church and its approach corridors as clean as possible throughout the construction phase. Trades supervision will allocate cleaning tasks within our delivery team to ensure a high level of cleanliness is maintained at all times.

Monthly engagement meetings will be held with the Parish Priest Father Michael and his staff to ensure that the steps we are taking to minimise disruption are sufficiently effective to maintain satisfaction from them as key stakeholders. Interim phone communication by our stakeholder management team will supplement these review meetings and ensure that all services are known about and arrangements firmly and sensitively maintained.

Any adjustments to our approach will be discussed during the review meetings and immediately implemented and monitored for effectiveness. Minutes of these engagements will be recorded in our stakeholder management plan and included in our monthly site meeting report to MMU and the entire project delivery team.

As part of our CSR, on completion of the works we will reinstate the access path from the Church Buildings to the Presbytery which is currently closed and overgrown and thus not in use.

