

FOCUS ON: MANCHESTER ARNDALE

The £150-million redevelopment of the Manchester Arndale Centre was an innovative departure from previous PRUPIM projects. Working in partnership with Bovis Lend Lease and the development and on-site team, PRUPIM approached the Arndale project from a new perspective, ensuring that right from the beginning, corporate responsibility (CR) was integrated into every aspect of the development process.

Together with our partners, we created a CR "capture plan" which (as its name suggests) captures the difference we made to every aspect of the development. From inviting local school children on site visits, to the provision of welfare facilities for contractors, to training and employing local people - this project aimed to have a long-term, positive impact on local communities and the environment.

Responsible Procurement

Bovis Lend Lease, our contractors, used Manchester Arndale to pioneer many responsible procurement initiatives. From supplier selection, where sustainability criteria were stipulated in pre-selection and contracts, to ensuring the fair treatment of suppliers (i.e. payment within 17 days), we were committed to the highest standards of responsible procurement. Extensive resource was dedicated to building the capacity of contractors and sub-contractors, enabling them to deliver on the environmental and social sustainability standards set out in contracts. This included adoption of Bovis' own Incident and Injury Free philosophy by every contractor and sub-contractor. Contractors were also required to submit a progress report to enable Bovis to monitor their performance against the social and environmental criteria stipulated in the contracts. In cases of underperformance, rather than immediate termination of a contract, Bovis would recognise the need for additional training. Almost without exception, this training would be provided by another firm within the supply chain. In doing this, Bovis was able to create a highly skilled and integrated supply chain, which had sustainability as a key priority.

Responsible Construction

Recycling - As part of a wide-ranging environmental programme, Bovis Lend Lease made sure that as much of the demolition material as possible was recycled. A specialist machine on site crushed over

40,000 tonnes of concrete and brick waste which was used at many local civil engineering sites – such as the new road-widening scheme on the M60, and in the foundations of the extension. Scrap metal was removed and over 2,500 tonnes of steel and iron were sent to a local recycling facility. Demolition waste materials were sorted on-site rather than off-site yard, again cutting down on transportation. The re-use of about 60% of the existing concrete pile foundations and 25% of the existing concrete structure, the central electrical sub-station and the main country-wide BT fibre optic cables across the site all contributed to significant volumes of avoided waste to landfill.

Pollution – Minimising the pollution from the development has been of prime concern. The fact that concrete and brick waste was crushed on-site, and some of it was used in the redevelopment, meant fewer lorry trips were necessary. All hazardous materials were disposed of carefully – even waste oils from lift motors were removed by a specialist reclamation company and refined for re-use. Bovis Lend Lease also used newer, more technologically advanced equipment on site which reduced noise and carbon monoxide and carbon dioxide emissions. And finally, before leaving the site, lorries had their wheels washed to prevent the nearby streets from becoming muddied. Naturally, the less mess that is created at the site, the less there is to clear up, saving more time, energy and money. Also it makes for happier neighbours and fewer complaints for the Centre to deal with.

Community Investment

Involvement in the community has been an integral feature of the Arndale project. Several community projects are described below:

Prudential 4 Youth – As part of the Prudential 4 Youth programme, Manchester Arndale ran a project with a group of year 10 pupils from nearby Walkden Community High School. The project, entitled 'Off The Rails' involved some 200 school children over two years, and addressed graffiti and vandalism in Manchester city centre. For more on this project, see the Prudential 4 Youth case study.

Prudential Grass Roots - Three miles outside of the city centre, Highfield Park is 70 acres of inner city countryside. It is also sited near to a number of deprived inner city areas. In association with the Friends of Highfield Park, PRUPIM, BTCV, Bovis Lend Lease and the local community have been working together to help the Park achieve

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local nature reserve status. The project has also taught local people about biodiversity, as well as assisting in the reclamation of the Park as a community resource which local residents are responsible for, and proud of. Local school children have featured heavily in the project, and the Park has been used for a number of educational purposes, including pond dipping and bug hunting. For more on this project see the Manchester Arndale Grass Roots Case Study.

United Estates of Wythenshaw - In collaboration with the United Estates of Wythenshaw, one of the most deprived council estates in England, Bovis Lend Lease formed a joint venture project to construct a dance studio and boxing gym, a facility which has been utilised daily since its construction.

Job Creation –PRUPIM formed a collaboration with Manchester Enterprise to build the capacity of the local population so that the necessary skills and competencies required for both the construction and the retail phases of the project were available. A range of initiatives enabled this, including apprenticeship schemes, where contractors and sub-contractors were encouraged to take on local young people so that they could learn on the job. A total of 56 apprentices were employed. Local schools were also involved through site visits to inspire the young people about possible careers in construction.

Communication

Neighbourliness – Neighbourliness was a key consideration in the redevelopment, due to the potential for large scale disruption. Site hoardings provided contact names and hotline telephone numbers in order that any local concerns could be handled quickly and effectively. Indeed, this project won the Considerate Contractor Scheme Gold Award for 2005. In collaboration with Bovis Lend Lease, the project team:

- Ensured a well maintained hoarding.
- Provided off site car park spaces for operatives.
- Strengthened public relations through a Tenant Liaison Manager who maintained weekly contact with site neighbours and dealt with all enquiries.

Overall, the judges felt that the "site succeeded in achieving the very highest standards of care and consideration."

Corporate Culture

Welfare Facilities – Bovis Lend Lease are committed to providing a high standard of welfare facilities for all their on-site contractors and sub-contractors. This included, amongst other things, compliance with the EU Working Time Directive (maximum 45 hour week), a locker for everyone, shower facilities, a medical centre (not just for accidents but for preventative health care as well), a restaurant which rapidly gained a reputation for providing high quality food and a games room to entertain site contractors during break times. There was clear business benefit in Bovis demonstrating concern for their workers, especially in terms of motivation of the workforce and improved productivity.