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**Manchester City Council  
Report for Resolution**

**Report to:** Resources and Governance Scrutiny Committee – 22 June 2017

**Subject:** Our Town Hall – Social Value and Communications

**Report of:** Deputy Chief Executive (Growth and Neighbourhoods)

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**Summary**

1. Reports have been considered by the Resources and Governance Scrutiny Committee and the Executive at meetings in July and November 2016 and March 2017 concerning the upgrading and partial restoration of the Town Hall. In response to feedback received from the Resources and Governance Scrutiny Committee at the meeting of 2 March, this report sets out how the project intends to maximise social value benefit at all stages of the project and at all contracting levels. The report identifies the steps being taken to ensure that the work creates employment opportunities for local people and local contractors.
2. The report also summarises the progress to date with regards to communications and engagement and outlines the framework for future communications and engagement activity.

**Recommendations**

Resources and Governance Scrutiny Committee is recommended to:

1. Note the progress to date in maximising social value on the project in the early design stages of the scheme.
  2. Note the further work that has been carried out to ensure that social value is delivered on the project at all levels of the design team procurement including building rigorous social value targets into the contracts.
  3. Note how the project will continue to deliver and monitor social value with the procurement of the main build contractor and trade packages, adopting a project bank account approach to ensure equity of payments to all suppliers.
  4. Note the progress to date on communications and engagement activity on the Our Town Hall Project and comment on the framework for future activity.
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**Wards Affected:** - All

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

- Report to Executive Committee - Town Hall Complex Strategy – 23 July 2008.
- Report to Executive Committee – Town Hall Complex Programme – Transforming Customer Experience – 11 February 2009.
- Report to Executive Committee – Town Hall and Albert Square Maintenance Programme - 1 October 2014.
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: ‘Our Town Hall’ –27 July 2016.
- Report to Executive – The Refurbishment of Manchester Town Hall and Albert Square: ‘Our Town Hall’ – 16 November 2016
- Report to Executive – Manchester Town Hall and Albert Square: ‘Our Town Hall’ – 8 March 2017

## **1. Background**

- 1.1 Manchester Town Hall, which opened in 1877 is Grade 1 listed, considered to be one of the masterpieces of Victorian architecture and cherished by the people of the City who view it as the civic heart of Manchester.
- 1.2 While the Town Hall has been maintained and remains structurally sound, it is now seriously showing its age with many elements reaching the end of their natural lifespan. Without significant upgrading and partial restoration to rectify the identified defects the building will inevitably deteriorate to the point where it will be unfit for ongoing use and would have to be mothballed. The upgrading of the Town Hall will take around 7 years to deliver and is estimated to cost in the region of £328.3m.

## **2. Introduction**

- 2.1 At the Resources and Governance Scrutiny Committee meeting on the 2 March 2017 Members requested more information in relation to the work undertaken to date and the ambitions and plans being put in place to maximise social benefit in all levels of contracts. This report aims to set out the approach taken to date and the social value which has already been secured on the scheme, it identifies how social value will be delivered through the procurement of the design team, main build contractor and all other smaller appointments, and how social value will be delivered as part of the construction phase of the scheme.
- 2.2 Committee also asked for an outline of the communication and engagement strategy for the Our Town Hall project, as well as the potential implications for a future events programme that will arise from the restoration and reinstatement of the Great Hall organ. Following a presentation by representatives of the Cavaille-Coll Organ Foundation Committee also requested a copy of the signed Memorandum of Understanding (MoU) between the Council and the Foundation once it was agreed. A copy of the MoU will be sent to members of this Committee once signed.

## **3. Social Value: Wider Context**

- 3.1 In recent years the awareness and importance of social value has been increasing nationally, in particular for the public sector with the introduction of the Public Services (Social Value) Act which came into force on 31 January 2013. The Act requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits through procurement. It ensures that public bodies consider the wider impact of the services being delivered and allows suppliers to be selected based not only on the most economically advantageous service but also based on the wider benefit the contract will bring, outside of the basic contract terms, to the wider community.
- 3.2 The Greater Manchester Combined Authority (GMCA) have further developed the benefits arising out of the Act by establishing the GMCA Social Value Policy

which came into effect in November 2014 and sets out several priority policy objectives and the Greater Manchester Social Value Framework. The GMCA intend to incorporate social value into all mainstream commissioning and procurement practice whereas the statutory requirement of the Public Services (Social Value) Act only applies to public service contracts above the European thresholds.

- 3.3 Manchester City Council (MCC) recognises the positive impact that our suppliers bring to the communities of Manchester and are keen to make sure that as much benefit as possible can be delivered by the supply chain to the overall wellbeing of Mancunians. To help ensure this benefit is delivered, social value is a critical part of the procurement process. In 2015, the Council increased the procurement weighting for social value from 10% to 20%, which reinforces the importance of social value to the Council and the expectation on bidding organisations to help deliver these outcomes.
- 3.4 To ensure a high standard of ethical trade practices across its commissioning and procurement activities, MCC adopted an Ethical Procurement Policy in February 2016. All suppliers, service providers and contractors (including their own operatives and those within the supply chain) which are commissioned by MCC must commit to adhere to the highest ethical standards in all areas covered by the policy.
- 3.5 The Ethical Procurement Policy and a Social Value Toolkit have been developed by MCC to help ensure that maximum benefits are gained to improve economic, social and environmental well-being. These principles and practices also apply to the suppliers, service providers and contractors and their supply chain. MCC's social value objectives are to:
- Promote employment and economic sustainability – tackling unemployment and facilitating the development of skills;
  - Raise the living standards of local residents – working towards the living wage, maximising employee access to entitlements such as childcare and encouraging suppliers to source labour from within Manchester and Greater Manchester;
  - Promote participation and citizen engagement – encouraging resident participation and promoting active citizenship;
  - Build the capacity and sustainability of the voluntary and community sector – providing practical support for local voluntary and community groups;
  - Promote equity and fairness – targeting effort towards those in greatest need or facing the greatest disadvantage and tackling deprivation across the city; and
  - Promote environmental sustainability - reducing wastage, limiting energy consumption and procuring materials from sustainable sources.

#### **4. Social Value: Our Town Hall Project**

4.1 In recognition of the importance of maximising economic and social benefit and the significant opportunity which the Our Town Hall Project provides in achieving the Council's priorities, the Executive approved eight high level objectives for the project:

- Secure the long-term future of the Manchester Town Hall, its civic role and its external setting;
- Retain and enhance its use as a functioning and efficient Town Hall;
- Restore and celebrate this significant heritage asset for Manchester;
- Enhance the use of the building as a visitor destination and increase access to Mancunians;
- Transform users' and visitors' experiences;
- Reduce carbon footprint and energy costs;
- Maximise commercial opportunities and offset costs to the public purse; and
- Deliver economic and social value for Manchester.

4.2 The contribution to the delivery of the Our Manchester Strategy by the project has been established in the early stages of the project and will set the foundation of delivering social value benefit through the life of the scheme and beyond. Targets will be progressively established to ensure that progress is being made from the start and follows the following stages:

- Stage 1 - Setting the targets which start from procuring the design team and other professional teams;
- Stage 2 - Define the project targets for delivery during construction and incorporate in the main build contractor's contract; and
- Stage 3 - Setting the additional targets, with the main build contractor, that can be delivered during construction via the trade contractors.

#### **5. Our Manchester**

5.1 The Council together with its partners have developed the Our Manchester Strategy, providing a framework for actions to be implemented by the City Council and its partners working across Manchester to create a fair and equitable city where everyone can contribute and share in success. The Our Town Hall project provides an unprecedented opportunity to address several key themes of the Our Manchester Strategy.

5.2 The Our Manchester Strategy contains 15 high level aims for the next 10 years. The aims have been reviewed to identify those which the Our Town Hall project can help to deliver and at present plans are being put in place to address over half of the 15 aims as follows:

- No 2 - Create new jobs accessible to Manchester residents, reducing the number out of work
- No 3 - Ensure everybody is paid at least a real living wage
- No 5 - Improve school results so that they are significantly better than the UK average
- No 6 - Increase the proportion of graduates and number of apprentices in the city
- No 7 - Collectively improve our health and wellbeing and be more active as adults and children
- No 13 - Be on a path to being a zero-carbon city by 2050
- No 14 - Be a beacon for sustainable design
- No 15 - Increase productivity for the benefit of the city and the UK as a whole

5.3 To deliver the 15 aims a series of ‘we wills’ have been put in place which sets clear targets for the successful delivery of the strategy. To help achieve these targets the Social Value Toolkit for suppliers has been developed to assist the Council’s supply chain in understanding their role in delivering these aims through the commissioning of services.

5.4 To achieve these aims several of the Our Manchester ‘We Wills’ have been used and targets have been identified for the project to deliver against:

For a thriving and sustainable city we will:	
<ul style="list-style-type: none"> <li>• Upskill the workforce so Mancunians benefit from new jobs created, including more high level apprenticeships.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Target 24,000 hours of training provided and 87% Local Procurement</li> </ul>
<ul style="list-style-type: none"> <li>• Maximise the potential of the business growth hub to Support business and entrepreneurs.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 10 meet the buyer events and 7 Enterprise Learning events</li> </ul>
<ul style="list-style-type: none"> <li>• Improve the resource efficiency, carbon and environmental performance of all businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 40% carbon reduction of building in use and CIBSE standard to be set</li> </ul>
As a liveable and low carbon city we will:	
<ul style="list-style-type: none"> <li>• Recycle more of our waste.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 0% of waste to landfill and 47% re-use in construction materials which requires a comprehensive re-use and recycling programme, no loss of tree numbers.</li> </ul>

As a highly skilled city, we will:	
<ul style="list-style-type: none"> <li>• Work with employers so everyone is paid at least a real living wage.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 100% paid at least the Manchester living wage.</li> </ul>
<ul style="list-style-type: none"> <li>• Improve educational attainment to be above the national average, with a focus on science, technology, engineering, maths, digital skills and creativity.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 25 local schools supported.</li> </ul>
<ul style="list-style-type: none"> <li>• Inspire the next generation to be the best they can be and provide them with the knowledge, skills and resilience they need to succeed.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 51,000 people engaged in consultation.</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage a meaningful work placement for every young person.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 100 work placements, 50 under 16 and 50 posts 16.</li> </ul>
<ul style="list-style-type: none"> <li>• Increase the number of apprenticeships, developing new models encouraging a wide range at high level.</li> </ul>	<ul style="list-style-type: none"> <li>• Target at least one trade or higher apprenticeship per company per two years involved, all with onward journeys. Due to the specialist nature of some heritage trades, a stretch target of a combined total of 300 with 100 new starts, 100 finishes possibly from other starts and 100 starts to finish.</li> </ul>
<ul style="list-style-type: none"> <li>• Connect higher education institutions with business in the city to give graduates a clear route to quality employment or support for an innovative idea.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 20 start to finish Level 3-5 graduates, 35 HE Engagement/Research Projects and 20 professional memberships achieved.</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage employers to unlock workforce potential, long term for example CPD at all levels and entry level roles offering clear progression routes to high value, high skilled roles.</li> </ul>	<ul style="list-style-type: none"> <li>• Target Professional Development &amp; Timebank days - 1 day per person for every project team member per year (10,000 hours).</li> <li>• Upskilling own workforce</li> </ul>
<ul style="list-style-type: none"> <li>• Reduce the number of people without qualifications and increase skills improvement throughout working life.</li> </ul>	<ul style="list-style-type: none"> <li>• Target 45 Project Initiated new jobs and 100 Careers Packages.</li> </ul>

As a progressive and equitable city, we will:	
<ul style="list-style-type: none"> <li>Radically improve health, integrating health and social care and supporting people to make healthier choices, so people have the right care at the right place at the right time.</li> </ul>	<ul style="list-style-type: none"> <li>Target 100% CSCS pass rate.</li> <li>Employers encouraged to improve the health and wellbeing of their workforce.</li> </ul>
<ul style="list-style-type: none"> <li>Continue to work with the voluntary and community sector on new ways to reach communities untouched by Manchester's success, creating resilient, vibrant communities.</li> </ul>	<ul style="list-style-type: none"> <li>Target 61 local projects supported.</li> <li>Create pathways from local community projects through to education and employment opportunities on Town Hall.</li> </ul>
<ul style="list-style-type: none"> <li>Support people to find work, stay in work and progress at work so that all residents can take advantage of the opportunities of economic growth and can provide for their children.</li> </ul>	<ul style="list-style-type: none"> <li>Target local employment 36% Manchester, 71% Greater Manchester, 95% UK.</li> </ul>

5.5 Where possible the project will look to support key priority groups such as young people Not Engaged in Employment and Training (NEET), Looked After Children/care leavers and adults who are long-term out of work with an underlying health condition. Where possible we will work with our partners to engage with employees to reduce and prevent ill-health amongst the workforce.

## 6. Stage 1 Design Team Requirements

6.1 The delivery of social value on the project has already commenced in the early design stages of the scheme. Key packages are currently being procured for the major design services, Quantity Surveyors and Project Management. The procurements are being assessed based on the evaluation criteria of 50% quality, 30% cost and 20% social value in line with the Councils procurement policy. The tender documentation invites bidders to provide their metrics against a range of criteria (see Appendix 1) to demonstrate their commitment to delivering social value on the scheme. The bidders are being evaluated based on these metrics and the KPI's included in the appointment documents.

6.2 In addition to the design team commissions, other direct commissions have followed the evaluation criteria of 20% for social value, including the legal services and business case commissions.

## 7. Construction Phase Delivery

7.1 Typically, most of the delivery of social value on construction projects is carried out during the construction phase of the scheme via the main build contractor. However, by doing this, the opportunity to deliver a substantial amount of



added benefit in the early stages of the scheme has been missed. For instance, typically apprenticeships would be delivered through the contractor and their supply chain. By waiting to the construction phase the apprentices have missed out on gaining vast experience of the scoping and briefing phase of the project and could be well on their way to achieving their qualifications.

- 7.2 The construction industry also typically focuses on quality and price in their procurement activities and the wider benefit and value which could be added as part of the schemes are not being considered. As noted earlier, the Our Town Hall scheme looks to address this by building in the 20% social value criteria into its procurement activities, including the main build contractor, and will put the onus on the contractor and trade contractors to commit to targets which are to be delivered by them and by their supply chain.
- 7.3 Common practice within the construction industry is to set payment terms to the supply chain which benefit the contractor. This puts a lot of financial stress on small businesses due to the lead contractors prolonging payment in some instances by up to 100 days. In support of the Council's Ethical Procurement Policy the Our Town Hall Project intends to establish a project bank account initiative whereby the client takes responsibility for ensuring that lead contractors and all members of the supply chain on the project are paid directly from the client within 30 days. This method of payment ensures that all members of the supply chain are being treated equally.
- 7.4 There are several best practice examples emerging from the market demonstrating how social value can be fully integrated into the project to achieve exceptional added benefit to the communities of Manchester. An example of this is the Manchester Housing Investment Fund project delivered in partnership with Wates. Through their partnerships on this scheme a comprehensive piece of research was conducted on the creation of social value and identified several practical steps to create more social value. These are to:
- 1) **Define** – understanding your local priorities. By fully understanding the priorities on a local level, a more targeted approach can be developed to ensure maximisation of the social value being delivered.
  - 2) **Integrate** – delivering on promises. Focussing on the issues where a real difference can be made and building relationships with the supply chain, stakeholders and the local community. This can be through the employment of local labour, the amount of local spend going back into communities, engagement with schools, colleges and universities, work experience placements and apprenticeships, environmental innovations etc.
  - 3) **Partner** – working together. Working together to build on existing initiatives and create long term sustainable change. This could be through the support of social enterprises, community fundraising initiatives, creation and maintenance of sustainable training opportunities, community regeneration etc.

- 4) **Measure** – measuring the impact. Ensuring the social value targets are being met and communicating the benefits being realised to all stakeholders.
- 7.5 Through this initiative, the scheme successfully met and in several instances exceeded their targets. Their achievements include 45 apprenticeships to long term unemployed Manchester residents, 2,840 students supported by education activities and programmes, £11.9m has been spent with local small businesses on the project and 2192 hours have been invested into volunteering by Wates staff.
- 7.6 We have also looked in detail at the outputs achieved through Manchester City Football Club's recent CFA project. We can build upon the ideas they pursued and, in delivering the targets established above, will exceed the benchmark set by MCFC.
- 7.7 The Our Town Hall project aims to take examples from these best practice initiatives and strive to set challenging targets for itself, the contractor and the supply chain to maximise the delivery of social value to the people of Manchester.

## 8. The Need for an Early Training Plan

- 8.1 For a scheme of this size, complexity and heritage status it is acknowledged that there will be a shortage of required skills within the local and national market to deliver some of the specialist heritage packages, for instance the refurbishment of the leaded windows. To address this need, early engagement with the market is required to assess the skills required to deliver, assess what resource and skills are currently available in the market and identify any gaps within this. Strategies will then be developed to bridge these gaps in skill and resource through the development of training initiatives and qualifications.
- 8.2 This work is already underway. As has previously been reported Salford University were commissioned during 2015 to establish a plan for raising skill levels locally after an investigation into the capacity in the market, locally and beyond, and the availability of the specialist training needed locally and nationally. It reveals that we have the opportunity to move specialist training to Manchester because of the project and that there are funding opportunities available to support this.
- 8.3 It is the intention of the project to provide training at every level, from entry level for those wishing to commence within the industry, for those who are progressing within their career and high level for those wishing to progress up the chain and achieve Chartership. The project will focus on creating career pathways focussing on the individuals to attain sustainable employment and training throughout the project and delivering better outcomes for the individual.

8.4 A key priority for the project is the recruitment of Manchester residents and the KPI's being set to the contractor and design teams reflect this. Given the range of training opportunities to be delivered it may be necessary to engage training providers outside of the city to deliver the required training packages. In order to help the delivery of training schemes, appropriate funding opportunities have been identified (and will continue to be sought) and funding applications submitted. For example an application is being drafted for Heritage Lottery Funding via the Heritage Grant Scheme which if successful will be used to complement the overall social value plan for the project in particular focussing on supporting the specific heritage skills needed for the project.

## **9.0 Social Value Delivery to date**

9.1 As previously noted in the report, the Our Town Hall project has already started to deliver social value benefit in the very early stages of the scheme. This includes being part of the M-Futures higher apprenticeship programme being delivered in partnership with Manchester College. The apprentices are employed by participating organisations for a 2-year period during which time the apprentice will undertake a rotation process working with other partner organisations to gain experience on the different facets of the construction industry. Each apprentice will study towards achieving their Higher National Certificate (HNC) in Construction and the Built Environment by the end of the 2-year scheme, giving them the skills, experience and knowledge to enter the construction industry. To date there have been 8 apprentices working on the Our Town Hall scheme over a 2-year period and the scheme is set to continue on the project with 10 higher apprentices per year. These apprentices have had the opportunity to experience of range of disciplines in relation to construction, for instance Quantity Surveying, Building Services, Project Management and with construction delivery.

9.2 For smaller value commissions on the project, a time bank system has been utilised whereby the contractor/supplier commits to providing a certain number of hours to help deliver some of the social value commitments. The duties which they perform in this time must be outside of their daily job role. The time committed is being logged by the project and will be called upon as required to help deliver a specific social value activity. To date 83 hours have been committed by our suppliers and are being drawn down on social value initiatives. An example of how these hours are being used is in relation to the apprentices working on the scheme whereby they required some advice and tuition to complete a planned maintenance module as part of their NVQ. A set number of the committed hours given by contractors Cheshire Stained Glass and Vertical Access, who have recently completed some works on the Cooper Street Tower, are being used to assist the apprentices further their knowledge and complete their module. In addition to this the recent procurement of the design team identified that the preferred bidders have committed in their submissions to a combined total of over 539 professional development/timebank days over the duration of the scheme.

## **10. Team Capacity**

- 10.1 To deliver all the ambitious aims of the project, we need a full time dedicated officer based as part of the project team and with a track record of delivering and monitoring these kind of targets and processes within a design and construction setting in Manchester. Their duties will include the initiatives contained in this report.
- 10.2 Interviews for the role were completed at the end of April and an appointment was made. We envisage the person will be in post as soon as practically possible.

## **11. Economic Impact**

- 11.1 The project team has developed some indicative estimates in terms of the social value impacts using a variety of data sets with the support of Ekosgen and an organisation called, Social Profit Calculator, using a variety of measurements including local multipliers.
- 11.2 In headline terms, the work programme is expected to average just over 500 workers (in various disciplines) per annum for six years, although not all of these will be on-site. The multiplier effect doubles the direct effects and there is an opportunity for the Council to work with contractors to use Greater Manchester suppliers, with some £200m of the £300m+ total costs expected to be spent on goods, services and supplies.
- 11.3 The works programme will sustain a major apprenticeship programme and social value benefits in relation to employability, work experience and engagement with schools and colleges can considerably increase the benefits of the construction programme.
- 11.4 Increasing the proportion of supply chain expenditure delivered through local companies, agreeing and monitoring social value and overseeing a significant construction apprenticeship programme will require experienced officer time over the duration of the construction works. Construction multipliers are relatively high, reflecting the propensity for the sector to hire locally, pay well and use local supply chains.
- 11.5 Using Social Profit Calculations, the Social Value Targets estimate at least 365 jobs will be created during the design and build phase of the Manchester Town Hall project. This employment is made up of a combination of new employment, safeguarded employment, apprenticeships, and graduate opportunities in Manchester. Added value is also created through the training and skills programme with target groups, engagement with schools and colleges, the delivery of local community projects, and spending in the local economy.

#### 11.6 Social Profit Calculator has calculated that:

- The Social Return on Investment (SROI), based on the current Our Town Hall Social Value targets is £20.5m. This is a conservative estimate of the fiscal, economic and social benefits using low impact measures, using a calculation that places a value on each of the outputs and outcomes that will be delivered through the Town Hall project. To calculate the SROI data has been used from the New Economy Unit Cost Database and Social Value UK's Global Value Exchange.
- The project will provide a direct GVA uplift (based on planned OTH targets) of £59m Net Present Value. This is based on labour productivity using ONS data and takes into account deadweight, displacement and leakage (therefore the direct GVA uplift as a direct result of jobs filled through this project).
- The total Local Economic Benefit to Manchester is calculated at £167.4m additional benefit based on typical LM3 multiplier using CLES spending proxies for local staff and a local supply chain.
- The total social profit to Manchester is expected to be £247m which accounts for the value of the Social Return on Investment, Local Economic Benefit (through staff and supply chain spend) and GVA uplift.

11.7 It is important to note that with any Economic Impact Analysis, all figures and data presented are based on a combination of collated local data and broader modelled economic assumptions and estimates. As such, the modelled total impact should be treated as indicative of the scale of effects, which will be subject over time to other risks and errors such as timing of impact, delays, changing macro-economic conditions and so on.

11.8 Further work is underway to build on these estimates by working with a number of organisations including, New Economy/GMCA, Social Profit Calculator and CLES, to develop an outcomes framework and a mechanism to capture and monitor the added value calculations during the lifetime of this project based on the Social Value KPI's. Once the details are more formally worked up, a further report will be brought to a future meeting.

## 12. Communications and Engagement strategy

12.1 Previous reports to Executive and Resources and Governance Scrutiny Committee outlined some of the communications and engagement activity carried out to date on the Our Town Hall Project. Given that this is a seven year programme of work, the communications and engagement strategy will need to develop over time and be flexible and responsive to the inevitable changing landscape during this time. The following outlines the activity to date as well as the developing future strategy and provides a framework for ongoing communications and engagement activity, with key principles to be considered during the life of the project.

### **13. Activity to date**

- 13.1 The original strategy was developed for the initial project announcement and focused on transparently explaining the nature, scope, necessity and cost of the extensive works required to safeguard the Grade I listed Town Hall and bring it up to modern access and safety standards as it approached its' 140th year of existence. A secondary, but subordinate, thread was conveying the building's rich heritage and national and regional significance. Given the complex and evolving nature of the Our Town Hall project, a media strategy was also developed.
- 13.2 The intention of the original activity was to walk people through each step of the decision-making process, the options and the rationale for the choices made up to and including the point at which the project was given final approval. This took a two-pronged approach, both of offering tours of the building (highlighting not just the Town Hall splendours but also the behind-the-scenes, or simply less obvious, elements of the building where extensive work is required) and issuing news releases and other updates around key decision points such as Executive meetings. These tours, still ongoing, were offered to aid understanding of and increase engagement in the project.
- 13.3 The strategy helped generate considerable coverage (see appendix 2) the tone of which was almost exclusively either neutral or supportive with the exception of one Manchester Evening News article focused on the recruitment of the Project Director which featured criticism of the advertised salary rather than the project as a whole.
- 13.4 It should be noted that there has been some disagreement voiced by a number of residents with the decision to invest in the upgrade and partial restoration of the Town Hall with views being expressed that funding should instead be spent on addressing homelessness or addressing social care issues. Clearly capital funding cannot be used for the provision of these services but the views should still be noted.
- 13.5 The next phase of communications will focus on the period up to early 2018 when staff have finished moving temporarily out of the Town Hall building and physical works will be ready to commence. There will be an increased emphasis on the heritage of the Town Hall, preserving and improving people's access to it and capturing their memories of the part it has played in their lives. There will also be detailed updates on the progress of the project, including jobs created and skills fostered through some of the specialised works involved.

### **14. Our Town Hall tours**

- 14.1 Back of house tours, run by Manchester Guided Tours (MGT) and New Manchester Walks (NMW), have been extremely well received. MGT's dates sold out within three days and they currently have a waiting list of people who wish to attend future tours. They have also received enquiries for private back of house tours. Feedback from the tour guides has been positive and have

certainly helped people to understand why the refurbishment is required, in particular there has been considerable interest in the stained glass windows.

14.2 Due to their success the tours have been extended for a further three months over May, June and July. Whilst the content of the tours and the tour route will remain broadly the same, this second batch of tours will specifically feature the organ. Where possible, when the Great Hall is free on the day of the tours, an organist from Cavaille-Coll will play the organ whilst the tour progresses. They will also be invited to say something about their work and the need to fundraise to refurbish the organ.

14.3 The postcodes of the tour attendees were taken and analysed to understand how many Manchester residents were taking up the opportunity of touring the Town Hall. 49% of people purchasing tickets for the MGT tours were from Manchester, and a further 45% from elsewhere in Greater Manchester. 26% of the NMW tickets were sold to Manchester residents, a further 72% to residents in Greater Manchester. (A full breakdown can be found in Appendix 3).

## **15. Future communications and engagement strategy**

### **15.1 Aims and objectives**

15.1.1 The overriding aim of this next stage of the communication and engagement strategy is:

*“To ensure consistent ‘best practice’ communications and engagement to support the delivery of the Our Town Hall project. Increasing awareness of its heritage and raise a sense of local pride.”*

15.1.2 In working to achieve this aim, a number of key principles will be followed or underpinned by the Our Manchester approach. The principles are:

- A proactive, innovative, creative, engaging and co-ordinated approach using multiple channels, with an emphasis on conversations, where stakeholders are both informed and can contribute to the future of Our Town Hall;
- Communications which are tailored for all of our audiences and stakeholders, in a way that is engaging for them. Segmenting our audiences and adapting our tactics to engage deeply and effectively;
- Working with partners and stakeholders to ensure effective engagement and making the most of our collective strengths; and
- Value for money and effective use of resources, with continuous evaluation to reflect and iterate throughout the life of the project.

15.1.3 The following objectives have been set:

- To support the national and international importance of Our Town Hall - its iconic status and the Council’s role as custodians of the building on behalf of Mancunians;

- To give a clear and consistent rationale of why work is needed, including a picture of the consequences of not taking action soon, while mitigating against any alarmist reports;
- To engage Manchester people, stakeholders and partners to support an increase in civic pride and promote awareness of our heritage on our doorstep;
- To raise awareness and understanding of Our Town Hall ongoing works, supporting and engaging with the building's nearest neighbours; and
- Create advocates for Our Town Hall through effective engagement.

15.1.4 The communications and engagement programme has been split into seven distinct stages. These stages will form the key elements of future strategy iterations, as follows:

- Stage 1: Project Announcement and high-level milestones
- Stage 2: 140 year birthday, potential celebration
- Stage 3: Staff decant from Our Town Hall
- Stage 4: Deep survey, investigation and removing heritage assets
- Stage 5: Public engagement and informal consultation
- Stage 6: Restoration and construction
- Stage 7: Completion and grand opening.

## 15.2 Messaging

15.2.1 Specific messages will be developed and shaped according to changing circumstances and audiences over the life of the project. All messages can be summarised alongside the strapline Our Town Hall, which fits under the Our Manchester approach.

15.2.2 The themes of the key messages include the need and fundamental desire to protect Manchester's heritage, as well as an increased sense of access, ownership and engagement - opening up the building for all Mancunians; pride in the beautiful Grade I listed building; working in partnership with our neighbours and stakeholders as well as the numerous specialists needed to protect the future of the building and finally listening to Mancunians – creating conversations and sharing memories.

## 15.3 Project identity

15.3.1 Our Town Hall is the current and proposed future project identity. In just three words, the strapline emphasises the interest of local people's role, localness and a proactive approach - essentially, it's not the Council's Town Hall, it's the people of Manchester's Town Hall. A creative approach will be developed that supports future activity, tied into the Our Manchester creative but with a distinct and clear approach for the Town Hall.



## **15.4 Communications channels**

- 15.4.1 As well as using the Council's currently available channels, other channels will be created or adapted specifically for the project. This includes, a dedicated space on the Council website as a hub for all Our Town Hall activity, a wider range of social media channels, linked for regular and engaging updates, proactive briefings with partners, media and those that have previously expressed an interest, events and ongoing activity for tours and more broader visitor engagement opportunities and a proactive and innovative use of any hoardings so that it 'opens up' the Town Hall, offering unique ways to engage with the project and space while the building is closed.
- 15.4.2 To get the best from these channels content will be created to engage people in the story of the project. This will include films, archive and heritage insights, regular updates and stories about the design and refurbishment, with user created content, not just the Council's alone. A regular ebulletin update which people can subscribe to will be produced. Opportunities will be sought to make more systematic use of our spaces to tell the story of the project with engaging visual and if possible, digital, displays. A suite of images illustrating the history of the Town Hall, its most outstanding rooms and features will be developed.
- 15.4.3 The communication requirements for staff and Members will also be considered fully, with bulletins for information sharing, briefings and dedicated support for the decant process as updates over the life cycle of the project. Feedback mechanisms will also be included to ensure that there is a strong staff voice heard and considered throughout, particularly for the changing ways of working – supporting smarter working principles.

## **15.5 Evaluation**

- 15.5.1 As stated mechanisms to evaluate engagement and monitor the effectiveness of communication activity will be in place and regularly reported on. This insight will enable the effective development of the strategy and ensure that the team are focusing on what works.

## **16. Our Town Hall artistic commission**

- 16.1 Rather than simply commissioning a photographer to visually document the changes over the life of the project, the doors will be opened to Manchester's creative community, asking them for ideas about how we can record this once-in-a-lifetime transformation. The options are completely open and could be anything from photography, a one-off film or a series of shorts, vlogging, blogging or art, and could be undertaken by an individual, a community, an organisation or a collective of creative minds.

16.2 The objectives of the commission don't just focus on the building, but also on the people, the connections and stories of the Town Hall and engaging people in the process and progress and capturing the journey of the transformation.

16.3 The artistic brief and assessment panel is being finalised. The brief will be made public in June with successful commissions commencing in November 2017.

## **17. Our Town Hall engagement**

17.1 An engagement strategy and plan, intrinsically aligned to the communications strategy is being developed. Once again it is recognised that engagement activities for the project will be varied and will need to develop overtime, but immediate actions identified include:

- Acting as the "Front Door" to the Town Hall
- Management of enquiries about the programme
- Management of volunteer opportunities for project
- Development of a Friends of the Town Hall scheme
- Establishing links with the Education sector, to develop an historical, civic pride, and potential employment and apprenticeship opportunities. To educate on the history of the building, the political importance, the artistry and the future legacy for Manchester's young people.

17.2 Scrutiny Committee also requested a report on how the events strategy for the reopened building might incorporate greater access to the Great Hall and the restored organ for the people of the City. As the building won't be re-opened until late 2023 at the earliest it would be premature to develop specific details of how the Great Hall will operate and the renovated organ promoted as part of an events programme at this stage of the project. It is recognised that the future use of the Great Hall as a music venue will need to be balanced with other uses. However, it is recognised that an Events Strategy will need to be developed well before the re-opening of the building and a draft will be presented to Resources and Governance Scrutiny Committee at the appropriate time.

## **18. Conclusion**

18.1 The maximisation of social benefit generated by the Our Town Hall project is a major priority for the project and as can be seen through this report good progress is already being made with significant further opportunities to be captured. However, a dedicated resource is required to build on this start, particularly when maximising the social value that can be secured through the procurement of a main build contractor and their supply chain.

- 18.2 Likewise, a positive start has been made on developing and delivering a robust and effective communications and engagement strategy and press coverage to date has been broadly positive and strong engagement has commenced, particularly with Manchester residents.
- 18.3 Resources and Governance Scrutiny Committee have requested progress reports on the Our Town Hall project as a standing item of business at alternate meetings. It is proposed to bring forward a report to the 7 September meeting covering the latest progress with decanting the building and an update on the procurement of the design team and professional disciplines, the procurement of the main build contractor and the recruitment of a Client team.

**APPENDIX 1 - Criteria and KPI's to demonstrate bidders commitment to delivering social value on the Town Hall Project**

1. In-house training provided to your project team members including your supply chain ..... hours
2. Training provided to other members of the project team outside your supply chain ..... hours
3. Training provided to outside people, community and other organisations ..... hours
4. Proportion of company costs including wages and supply chain spent in Manchester ..... %
5. Proportion of company costs including wages and supply chain spent in Greater Manchester ..... %
6. Proportion of company costs including wages and supply chain spent in North West ..... %
7. Proportion of company costs including wages and supply chain spent in UK ..... %
8. Meet the buyer events organised ..... no
9. Amount of waste generated by project office and sent to landfill ..... %
10. People paid below the Manchester living wage in whole supply chain ..... %
11. Sessions organised and delivered for local schools by you and your supply chain ..... no
12. Whole supply chain work placements for under 16s ..... no
13. Whole supply chain work placements for post 16s ..... no
14. M-Futures Higher Apprenticeship programme ..... no. Target at least one higher apprenticeship per supply chain company per two years involved.
15. Other Apprenticeships new starts on project ..... no
16. Other Apprenticeships finished on project ..... no
17. Start to finish Level 3-5 graduates ..... no
18. Greater Manchester HE Engagement/Research Projects supported ..... no
19. Project team member professional memberships achieved ..... no
20. Professional Development/Timebank days ..... days. Target 1 day per project team person for whole supply chain member per year.
21. Whole supply chain project Initiated new jobs ..... no.
22. CSCS qualified staff ..... %
23. Local projects supported ..... no.
24. Of whole supply chain, local employment ..... % Manchester residents
25. Of whole supply chain, local employment ..... % Greater Manchester residents
26. Of whole supply chain, local employment ..... % North West residents
27. Of whole supply chain, local employment ..... % UK residents

## **Appendix 2: Our Town Hall media coverage to date**

- 22 May 2016: MEN, Hotel, shops and restaurants set to open in Manchester Town Hall in £250m upgrade
- 23 May 2016: Radio Manchester (bulletin) – responds to MEN piece but stresses that surveys continuing and options being explored
- 26 May 2016, MEN, This Grand Old Building is our town hall
- 13 July 2016, Granada Reports, package on work required to Town Hall including interview with Cllr Priest
- 13 July 2016, MEN, Inside Manchester’s crumbling town hall
- 13 July 2016, BBC website, Manchester Town Hall needs £250m for urgent repairs
- 13 July 2016, Manchester Confidential, Revealed: Council need £330m to save Manchester Town Hall
- July 2016, Insider, Cost of repairing Manchester Town Hall revealed
- 29 July 2016, i (online longer version), Why Manchester’s Victorian town hall needs lifesaving surgery
- 30 July 2016, i (print version), Manchester’s ‘grand Victorian lady’ needs urgent care and attention
- 8 November 2016, Manchester Confidential, Manchester Town Hall: Old Plans And A New Hotel
- November 2016, BBC North West Tonight: Package on the need for work and the historic significance of the Town Hall
- November 2016, BBC website, Manchester Town Hall's £330m makeover plan considered by city council
- 30 November 2016, Fancy heading up Manchester Town Hall’s £330m refurbishment? You could earn more than £1m
- 22 February 2016, MEN online, Plans to turn part of Manchester Town Hall into a boutique hotel are ruled out
- 23 February 2017, Manchester Confidential, £328m Town Hall refurbishment set for go-ahead

- 23 February 2017, Manchester Town Hall £328m revamp poised to get green-light
- 8 March 2017, BBC website, Manchester Town Hall refurbishment – hotel plans too risky
- 30 March 2017, Place North West, Project director appointed for Manchester Town Hall refurb
- 30 March 2017, Construction News, Capita director to head up Manchester Town Hall refurb
- 1 April 2017, Senior hire for Manchester Town Hall scheme

**Manchester City Council monthly e-bulletin:**

August 2016: The surprising history of Manchester Town Hall

January 2017: Take a tour of the Town Hall as you've never seen it before

March 2017: Our Town Hall project gets final go-ahead

### **Appendix 3: A full breakdown of tour bookings by Local Authority area**

#### **Manchester Guided Tours**

49% were from Manchester, 45% from Greater Manchester.

LA	No.	%
Manchester	40	49%
Stockport	15	18.2%
Trafford	14	17%
Salford	4	5%
Rochdale	1	1.2%
Bolton	1	1.2%
Tameside	1	1.2%
Bury	1	1.2%
Leeds	1	1.2%
Lincoln	1	1.2%
Rossendale	1	1.2%
Wilmslow	1	1.2%
Wales	1	1.2%
Total	82	100%

#### **New Manchester Walks**

26% were from Manchester, 98% from Greater Manchester

LA	No.	%
Manchester	11	26%
Stockport	18	43%
Trafford	11	26%
Salford	1	2%
Harrogate	1	2%
Total	42	100%