

**Manchester City Council  
Report for Information**

**Report to:** Resources and Governance Scrutiny Committee – 20 July 2021

**Subject:** The Factory, St John’s – Delivery Update

**Report of:** Deputy Chief Executive & City Treasurer

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**Summary**

The purpose of this report is to update Members on the delivery of The Factory project, including: construction progress; securing the projected social value outcomes identified to be delivered collaboratively through the design team, contractors and the operator, and through Factory Academy; and the finance and fundraising position.

**Recommendations**

The Committee is recommended to:-

1. Note progress with the delivery of The Factory;
  2. Note progress in delivering social value commitments, Factory Academy programme and fundraising.
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**Wards Affected:** Deansgate.

**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

Extensive new high quality public realm and open space is proposed alongside The Factory Manchester, and across the St John’s area, which will significantly improve the environment of this part of the city centre. New pedestrian walkways and cycling access will be created providing residents, businesses and visitors with linkages to surrounding neighbourhoods and adjacent city centre districts. The Factory Manchester will be designed to achieve high sustainability (BREEAM) standards through innovative building design and promotion of low energy use.

<b>Manchester Strategy outcomes</b>	<b>Summary of the contribution to the strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	<p>The Factory will accelerate economic growth in the region by playing an integral part in helping Manchester and the North of England enhance and diversify its cultural infrastructure by attracting clusters of related creative industry activities and enhance the visitor economy.</p> <p>The Council will develop a Creative Enterprise Zone district proposal to support and incentivise creative SME co-location, and maximise training and educational opportunities in the area, building on the uniqueness of Factory and the key assets that exist</p>

	<p>or are emerging at St John's. The first phase will relate to Enterprise City and the creation of a Tech Hub in the Bonded Warehouse. Enterprise City is an integral element of St. John's creating a new cluster of innovative city centre workspaces that support the growth of the City's economy.</p>
<p>A highly skilled city: world class and home-grown talent sustaining the city's economic success</p>	<p>The Factory will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment. New direct jobs to run and operate the venue will also be created. Factory is expected to support over 1,500 FTE jobs after year 10 and add up to £1.1billion to Manchester's economy.</p> <p>The Factory has levered £106.05M new Exchequer investment into Manchester.</p> <p>The Factory is leading on a consortium approach to training and skills, developing partnerships with the city's Cultural, Further and Higher Education (FE/HE) Institutions through the Factory Academy, and will further support the city's drive for high calibre graduate talent retention through job creation initiatives. Through its Factory Futures programme it will act as a UK leader in the creative sector/FE/HE led training, to expand access for Manchester's young people into creative jobs, and will benefit up to 10,000 unemployed young people living in Greater Manchester over the next five years.</p>
<p>A progressive and equitable city: making a positive contribution by unlocking the potential of our communities</p>	<p>The Factory and wider St. John's development will create a vibrant new neighbourhood based around the former ITV: Granada Studios site. The intention is to encourage independent, niche and creative uses and businesses with new office, cultural, workspace and leisure development with residential units. Factory will be the anchor of a new enterprise and innovation quarter for the region where new businesses can form and flourish.</p> <p>The presence of The Factory as a 'cultural anchor' has already had a catalytic effect in terms of reimagining the creative redevelopment of the Science and Industry Museum site and the Upper and Lower Campfield Markets as a creative district.</p> <p>The Factory will build new diverse younger audiences from within Manchester and beyond, combined with expanded, more mature established arts audiences.</p>

<p>A liveable and low carbon city: a destination of choice to live, visit, work</p>	<p>The Factory will benefit from excellent public transport connectivity, ensuring the site can be easily accessed by visitors. The Factory will attract 850,000 visitors per annum with 650,000 drawn from within the Greater Manchester area.</p> <p>Sustainable design and development principles are embedded into the scheme.</p> <p>The benefits of cultural investment are much broader than the direct impact of expenditure by visitors, with cultural activities making an important contribution to community engagement and initiatives targeted at young people, older people, under-represented and disadvantaged groups.</p>
<p>A connected city: world class infrastructure and connectivity to drive growth</p>	<p>The Factory will benefit from strong public transport links with both rail and Metrolink stations and with access to a choice of multi-storey car parks for visitors.</p> <p>The development will be well served by new pedestrian walkways and cycle routes. This will include the recently completed replacement Prince's Bridge scheme, improved pedestrian connectivity as part of the St. John's developments, and proposals by the Science and Industry Museum, which will provide residents with improved linkages to surrounding neighbourhoods and city centre districts. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.</p>

### **Financial Consequences - Revenue**

There are no further revenue consequences arising from this update.

### **Financial Consequences – Capital**

As previously reported the Factory budget is currently £185.79m. It is funded by £78.05m from Central Government, including Arts Council England (ACE), £7m Arts Lottery funding, plus further ACE funding of £21m through their Cultural Capital Kickstart Fund (to support capital projects impacted by Covid-19 delays) and an additional contribution of £50.6m from Manchester City Council as previously approved by the Executive.

A revised target of £29.14m is expected to be met from the additional fundraising and commercial sponsorship.

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## **1.0 Introduction and Background**

- 1.1 The purpose of this report is to update on progress with delivery of the Factory project since the previous (restricted – Part B) report to RAGOS in October 2020. The report sets out the ongoing pressures of managing the construction programme during the Covid -19 pandemic, the social and economic benefits, legacy impacts and opportunities for Manchester residents generated by the project, and progress with fundraising.
- 1.2 The Factory is a unique building that has no direct precedents and its uniqueness and ambition to be a world-class performance space involves a complex design and delivery process encompassing ‘world firsts’ in terms of elements of the building.
- 1.3 The Factory project demonstrates a very strong fit with National Government, Regional and Local policy frameworks, contributing to each of the priorities set out in *Let’s Create* and contributing to the Culture White Paper’s priorities of widening engagement in the arts and using cultural-led regeneration to support the UK’s standing and reputation.
- 1.4 The Factory will increase cultural output across traditional and new artforms, foster national and international collaboration, innovate in the engagement of communities and find new ways of reaching diverse audiences.
- 1.5 Firmly rooted in the success and growth of Manchester, The Factory will increase the numbers involved in and enjoying arts and culture performances and exhibitions, reach younger audiences and engage with important groups including BAME communities, lower income neighbourhoods across Manchester, people with disabilities and learning difficulties, and new arrivals to the UK.
- 1.6 The significant benefits from participation in culture and leisure have been widely documented as a key theme in the recovery from the pandemic. Factory has a major role to play in supporting our local communities to benefit from all art forms, as well as providing a range of job and training opportunities as set out below.
- 1.7 As well as significantly strengthening the visitor economy, the commissioning and co-production focus of the Factory’s programme, combined with the innovative nature of the facility combine to create a genuine catalyst for the cultural and creative economy.

## **2.0 Building Programme**

- 2.1 The project consists of three main building sections, all linked, these being the towers, the warehouse and theatre. The Laing O’Rourke (LOR) base build construction work will complete by December 2022 as previously reported, with progressive completion across the towers (early November 2022), warehouse (end November 2022) and theatre (December 2022). As with the end of any project, the main focus will not be physical building works but the testing and commissioning of all the building systems.
- 2.2 The final stages of work to complete The Factory will see some fit out works being undertaken by Manchester International Festival (MIF), the future operator of the building, happening alongside the completion of the base build by LOR. The Factory programme includes early access for MIF to commence their fit out in October 2022 under the control of the base build contract. The indicative programme from MIF shows that their fit-out work will then be continuing into January 2023.

- 2.3 Commissioning of all systems will start in the warehouse and towers in May 2022 and will start in the theatre in July 2022. This will require a degree of joint work from MCC, LOR and MIF, including an intensive final period of training, validation and testing.
- 2.4 The MIF programme shows the end of their fit out and staff training commencing at the beginning of February 2023 by which point all systems will be complete.
- 2.5 The position remains that construction is forecast to complete in December 2022 and MIF will have early access for work from at least October 2022. Following the conclusion of MIF21, MIF, MCC and LOR will establish a detailed commissioning and handover plan of work.

### **3.0 Construction Update**

- 3.1 Progress on site has been positive and has remains active through the pandemic through a safe working manner with specific Covid-19 related site arrangements in place, such as increased site accommodation to account for social distancing, increased cleaning regimes, additional health and safety staff and PPE.
- 3.2 As previously reported, the project has experienced some supply chain and cost issues in relation to the Covid-19 pandemic. The site has remained operational, although progress has been slower due to the social distancing requirements and supply chain impacts. Whilst there has not been an outbreak on site, there have been some requirements for personnel to self-isolate and some positive cases reported. It should be noted that the project was successful in its application for Kick Start funding of £21m bid to cover capital elements as a result of the financial impact of Covid-19.
- 3.3 Construction on site continues to make good progress and remains on the critical path. Current activities are focussing on the completion of the steel and concrete frame to enable the internal fit out works to progress at pace. In order to achieve the completion deadline for the frame of late August 2021 some alternate weekend working has been agreed and the successful completion of this works contract will be a major milestone for the project.
- 3.4 The installation of the external corrugated pre-cast panels to North and South gables of the warehouse are also progressing well. These high-quality panels form the final elevational treatment and the progressive installation gives a good understanding of the final aesthetic. Progress is also being made with the fixing of the pre-cast panels in other locations including the South, West and North planes to the theatre.
- 3.5 Finally works are being completed to the tower structures that will enable the start of the mechanical and electrical installations and some early fit out works at the higher levels of the towers and warehouse.
- 3.6 Works are also progressing inside the theatre with the building of the internal auditorium and works to the orchestra pit. These works will enable the MIF21 event in The Factory warehouse (Arcadia) to take place this month.

### **4.0 Budget**

- 4.1 The total approved capital budget is £185.79m, of which £105.7m has been spent to date.

- 4.2 The construction project comprises 38 work packages, of which 31 have now been let, with 7 worth £32m remaining. 81% cost certainty is due to be achieved by the end of July 2021, reaching 90% by March 2022 when the remaining packages will be in contract.
- 4.3 The revised client team, project protocols and robust governance procedures that were put in place have mitigated, to a degree, the impact of COVID 19. The project is reporting to budget, with some works packages being delivered under budget but some increased risks on the market appetite for some of the remaining packages and notable increases in the prices of materials and the supply of goods.
- 4.4 In common with the wider construction industry, the project is working hard to manage warnings of material cost increases and more significant supply chain issues, particularly in structural steel, concrete and timber as a result of COVID-19 and Brexit, along with potential product and labour shortages as a result of restricted travel across Europe. These are significant inflationary pressures in the current construction market. The latest statistics from the Department for Business, Energy and Industrial Strategy (BEIS) reflect a 10.2% annual increase in the construction material price index for the UK, and a 2.0% change between April and May this year. Such indices aggregate price movements across the wide range of construction materials, but the BEIS data shows for example, the price of concrete reinforcing bars increased by 42.8% over the year, plywood 29.8%, and structural steel by 38.1%.
- 4.5 The project costs consultants have provided improved cost management processes, and together with the project team, have undertaken a review of the costs to date, the allowances moving forward and the risk (contingency) provisions available. The budget includes a £8.2m contingency allowance which has yet to be drawn down, however, the project remains high risk, due to the factors set out above. The current budget does not include for any acceleration or additional programme pressures.
- 4.6 The cost of delivering the public realm has now been agreed within the reported budget and is being instructed under the main contract. This will reduce any risk of overlapping programmes of work, and it will ensure that the building and surrounding spaces are completed at the same time.

## **5.0 Legal Considerations**

- 5.1 The Council is currently negotiating with MIF the terms of the agreement for lease, the lease and the operator's agreement. The parties have agreed to, where possible, keep to a standard lease and set out all detailed arrangements for the operation of Factory in an Operators Agreement. The term of the lease and operator's agreement is for a period of 30 years at a peppercorn rent. In line with other strategic assets such as Bridgewater Hall and the Commonwealth games estate, the City Council will retain landlord responsibilities for the repairs and maintenance of the fabric of the building. The parties have made good progress on agreeing the documents with only two outstanding matters to be finalised: the Sinking Fund and the Landlord Break provisions.
- 5.2 Independent advisors have undertaken detailed analysis in respect of the Sinking Fund requirements, which is the Council's and MIF's contribution towards redressing building wear and tear and long-term maintenance and upkeep of the venue (interior and exterior). The advisers have stated that the amount of the sinking fund should be £505k per annum. In terms of apportioning this sum between Landlord and Tenant contributions, discussions are ongoing between MCC and MIF. The parties are seeking advice from an independent third party in order to resolve the point. Once

agreed, each party will hold contributions in separate accounts. The contributions to the sinking fund will ensure both parties have built up funding in advance of the repairs being required to avoid sudden costly requirements to fund expenditure. The City Council contribution is likely to be between £200k to £300k per annum and will be funded from the Asset Management (AMP) budget.

- 5.3 With regard to the termination provisions, there will be standard forfeiture provisions and there will also be a landlord break. The parties and their respective legal advisors are continuing to discuss and seek agreement on what the triggers for a landlord break need to be.
- 5.4 In addition, discussions are taking place in relation to the insurance required for the building and discussions in respect of the estate management arrangements.
- 5.5 Arts Council England are also reviewing the draft lease and will consider if they need any specific covenants/requirements in the final agreement.

## **6.0 Integrated Fundraising Strategy**

- 6.1 An integrated Factory fundraising strategy is in place to provide an overview of the approach to securing the remaining capital funding requirement for the building. The strategy covers how commercial naming rights, partnership arrangements and philanthropic giving are to be aligned, with a high degree of coordination and collaboration, to ensure that the best routes are followed, opportunities for hybrid gifts and deals identified - as it is likely there will be a cross over between what are strictly donations and commercial support - and progress be maintained at pace. This is so that outcomes about people, place and value can be optimised.
- 6.2 The strategy details the work to be done with targets to show progress towards the financial goal of £29m in capital fundraising. The strategy also sets out how ethical fundraising, in line with Council and MIF ethical values, is to be consistently applied across commercial and philanthropic prospects (capital and revenue). This will be overseen by an ethics committee, to be chaired by the Deputy Leader.
- 6.3 The capital fundraising for The Factory is being led by two staff members: one at The Factory Trust who leads the philanthropic work; and a member of MIF's commercial team leading on the naming rights approach and commercial partnerships. The Commercial team is now supported in this work by an external sponsorship agency, Mongoose. There will be a need to strengthen the team around the philanthropy strand of fundraising to ensure they can maximise the opportunities to secure gift giving.
- 6.4 The pandemic has led to some constraints on the ability to pursue funding sponsorship, however, the opportunities presented by hosting MIF'21 are being maximised, with 13 brands (28 executives) attending the events, all of which have either shown interest in initial outreach work and through presentations; five of these opportunities are of significance, and there is a strong expectation that they will become partnerships within the next year, after significant interest from them.
- 6.5 While outreach work so far has been extremely positive, this is the first hospitality or face to face opportunity to showcase The Factory onsite, and it is hoped that will drive significant interest, allowing brands to fully understand the scale and opportunity. Post festival, there will be follow up on each person and brand, which will allow further



engagement and opportunities to develop bespoke pitches, with a greater understanding on what is important for each brand.

6.6 From August, with greater opportunities for face-to-face contact, travel, and showcasing The Factory, the next stage of targeting new brands for naming rights and other partnerships will begin. This targeted approach allows more ground to be covered and proposals to be improved, both aligned with a drive to promote The Factory and The Factory proposition, through a new brand launch, an invigorated narrative post-festival and an increase in intensity with current brands, as well as approaching new prospects.

6.7 The philanthropic work has already secured £150k with a first gift. The next phase is to focus on the remainder of the priority list, currently 95, with a top 21, to increase the number of highly significant prospective donors to proposal stage through more active engagement, and approach more in the wider priority list through identifying warm contacts and routes to them.

## **7.0 Social Value Outcomes**

7.1 Through the construction project there has been significant progress made against the original Social Value KPI's set historically, and commitments with the majority of these outcomes being exceeded or on track to be achieved with good progress made in terms of school, community and resident engagement.

7.2 However, given the spend to date and the specialist nature of the build it has proven difficult to engage or source purely a Manchester specific supply chain, with the main focus of activity to date centred around the structural frame, including concrete panels; together with specialist packages such as truck lifts, large acoustic doors & partitions and initial mechanical and electrical work. These specialist packages included some 'world first' elements which required sourcing from outside the UK.

7.3 Notwithstanding these facts, high levels of construction spend remains within the region despite tender competition across the city, with many private projects having more traditional construction methods available for the supply chain and the resulting difficulty attracting Manchester based companies to the project.

7.4 Now the project is moving towards the internal fit out works the focus will switch to work on Factory with the most scope for Manchester based residents and companies for apprentices, employment, paid work placements and T-Levels which will assist MCC's skills and recovery plan post pandemic and aligning to current government incentives that will provide additional support and funding to the supply chain. The next phase of delivery is in the following packages –

- Envelope
- Insulation/partitions/ceiling
- Architectural metalworks
- Joinery
- Decoration
- MEP

7.5 Therefore, the social value outcomes are being realigned and LOR are currently working with the Work & Skills team to revise outstanding KPI's and focus efforts around employment and skills support, identified training and skills recovery for

priority groups, such as young people – at risk of or already NEET (Not in Education, Employment or Training); Over-50s; and Black, Asian, and Minority Ethnic residents.

- 7.6 With initiatives/priorities within the realignment to include focus on new apprenticeships, jobs for Manchester residents as well as employment programmes with mechanisms of delivery to include:
- New Manchester Resident Apprentices Level 2 – 3
  - New Manchester Resident Apprentices Level 4+
  - New Manchester Resident Jobs
  - New Manchester resident Kickstart placements
  - Youth Hub engagement sessions / Skills for Life
  - University Graduate Engagement sessions
  - Manchester Adult Education Make It Happen 'Retrain' Workshops
  - STEM Sessions
- 7.7 LOR will work with the Works & Skills team & local brokerages to ensure a more efficient recruitment process targeting Manchester residents is achieved.
- 7.8 LOR are also liaising with all of the supply chain on opportunities for apprentices, employment and kickstart placements and will provide in the coming weeks projected figures as part of KPI realignment process and outline opportunities and targets for projected new apprentices and employment for the remainder of the programme to October 2022 to feed agreed realignment figures.
- 7.9 LOR will agree this formal KPI Realignment plan in collaboration with Works & Skills team and complete a Factory Social Value Successes report by the end of July 2021, which can be used as a case study and record of delivery of social value to date.
- 7.10 Set out below are some of the key highlights/outputs from delivery to date as outlined in the existing social value plan: -
- 65 education activities, engaging over 5000 young people (target 60). 20 in Manchester, 15 in GM. Met prominently through careers events & STEM activities delivered at primary, secondary and FE level. Education establishments across Manchester and GM engaged. Inclusive of collaborative STEAM project with MIF and SIM for vulnerable primary school children in lock down. Work with targeting priority Manchester schools for engagement has been in conjunction with MCC Works & Skills team.
  - 56 work experience placements for local people (target 50). 35 in Manchester, 21 in GM. Providing learning and insight into the vast array of careers/skills involved the project. Inclusive of successful collaborative work experience week 'The Factory Challenge', for 25 students in 2018 with MIF, client, LOR & Design team and a group work experience week with a group of 9 learners from Manchester Adult Education in 2019; as well as individual student placements.
  - 28 local apprentices on construction programme (target 50 – 25 new/25 sustained). 5 in Manchester, 23 in GM. Projected 25 new apprentice commitments not met at this point in the programme. This is because most packages that lend themselves to apprentices or have commitments to recruit new, will not start on site or become in contract until later in the programme, as with remaining sustained apprentices.
  - 84% construction spend retained locally (target (60%). 7% Manchester, 77% GM. Includes construction spend - subcontractors and suppliers. Significant achievement given the specialist nature of works packages involved. LOR are

happy to feed in further spend data where possible to CLES as the spend reporting body for the project.

- 26 community activities with over 1000 volunteering hours from LOR and supply chain, with all charities and community groups Manchester based. This has been delivered through engagements with Castlefield Forum, LOR & supply chain volunteering and fundraising for local charities. This figure is also inclusive of 4 specialist community investment projects which have involved a significant time and resource investment from Laing O'Rourke. These have included: Doodle of Ducie Street Homelessness Mural for Manchester International Arts & Homelessness Festival; Station Building Refurb Consultation – SIM; Life share Centre Renovation Project; Roman Gardens Improvement Works with Castlefield Forum (ongoing)
- Employability support for 200 local people (target 50 people). All employability support activities in partnership with Manchester providers/delivery partners who engage with service users across Manchester. Achieved by; activities with Manchester Adult Education including supporting their Re-train programme workshops & running a construction E-Learning course developed by LOR with their learners; supporting The Works Meet the Employer Sessions with supply chain; Employability/confidence building sessions with service users of homelessness charities The Booth Centre and Back on Track.
- 15 new employment opportunities for local people on the construction programme (no KPI or target). 9 in Manchester, 6 GM. Although new employment opportunities are not a prescriptive KPI on the project, we have still ensured that all new employment opportunities through LOR and the supply chain have been tracked through the project's supply chain social value agreement process and circulated, when live, through the specified channels and local recruitment brokerages recommended by MCC.

7.11 Central to the vision of The Factory and in addition to working in tandem with LOR, MIF are delivering training and skills for future generations of creative talent through The Factory Academy. The Academy was launched by MIF in 2018, in partnership with a consortium of cultural organisations in the city.

7.12 Over the next five years the Academy's Factory Futures programme will reach as many as 10,000 young people in Manchester with support in accessing careers in the creative industries. Opportunities will range from open days to full apprenticeships.

7.13 The programme responds directly to the impact of the Covid-19 pandemic on youth unemployment and has been designed to align to the Government's recently announced Kickstart scheme.

- The Factory Academy Team have been nominated in the 'Employer' Category for the Manchester Adult Education and Skills Awards, and two Factory Academy graduates interviewed for and secured roles in the Artist Liaison department for MIF21.
- In May, MIF started delivering Managing Creative Projects, a brand-new course developed by The Factory Academy to introduce students to key principals of project management over 12 weeks, featuring guest speakers from the creative industries.
- The Broadcast and film Production Traineeship programme completed on 2<sup>nd</sup> June. The majority of the cohort of 10 are working to distinction level with the quality of their showreels, websites and presentations. Retention, Achievement and Pass rates all forecasting at 100%. To date there is an expected 50% conversion to a job start with a creative organisation following this programme.

- 15 enrolments on the first Kickstart Academy which completed on 21st May. 14 students retained: 93%, 14 students achieved and an expected pass rate of 100%.
- Development of the Volunteer Academy is still ongoing, and recruitment is currently happening through community group links with the Volunteering Team. MIF are aiming to recruit 20 unemployed GM residents (18+) to the Academy.
- The Growth Company have approved two more Kickstart roles for MIF. These will be two interns based in the Training & Skills Team focussing in digital marketing and digital comms and working with The Lowry to help channel The Factory Academy graduates into their talent pool to recruit their two Kickstart roles.
- Creative Engagement and Skills and Training developed a programme proposal and submitted a bid for the Community Renewal Fund forming a partnership with Sharp futures and Yes Manchester.

## **8.0 Recommendations**

8.1 Recommendations can be found at the front of the report.

### **9.0 Contributing to the Manchester Strategy**

(a) A thriving and sustainable city

9.1 The Factory will accelerate economic growth in the region by playing an integral part in helping Manchester and the North of England enhance and diversify its cultural infrastructure and attracting clusters of related activities and extra visitors to the city, the scale and potential of development within St. Johns area will provide a major focus for new investment in the city and the growth of jobs.

(b) A highly skilled city

9.2 The Factory will make a direct contribution to the growth of creative industries, improve talent retention in the North, and reduce the dependency on London as the provider of creative industries training and employment. The Factory will develop partnerships with the cities leading higher education institutions and will further support the city's drive for high calibre graduate talent retention through job creation. The development of new enterprise floorspace will provide for the growth of new businesses within the city centre and contribute to developing a highly skilled enterprise business sector.

(c) A progressive and equitable city

9.3 The wider St. John's development will create a new neighbourhood which will encourage independent, niche and creative uses and businesses with new office, cultural, workspace and leisure development and in excess of 2,000 residential units, comprising apartments, live-work units and high rise living. The Factory will attract a younger, more culturally diverse audience, combined with expanded, more established arts audiences.

(d) A liveable and low carbon city

9.4 Cultural activities make an important contribution to community engagement and initiatives will be targeted at young people, underrepresented and disadvantaged groups.

(e) A connected city

- 9.5 St. John's will benefit from strong public transport links with both rail and Metrolink stations and a choice of multi-storey car parks for visitors. The development will be well served by new pedestrian walkways and cycle routes including the replacement Princes Bridge scheme. New public spaces and connections are proposed, which will significantly improve the environment of this part of the city centre.

## **10.0 Key Policies and Considerations**

(a) Equal Opportunities

- 10.1 The Factory will over a decade help create net inward investments of 1,439 full-time equivalent jobs and an additional £1.1bn GVA. A significant employment and training programme will be developed to support local residents. The wider St. John's developments will provide significant private sector employment opportunities and 2,000 residential units, comprising apartments, live – work units and high rise living.

(b) Risk Management

- 10.2 Risk management is a key consideration in the procurement process for The Factory and the governance structure monitors an active Risk Register and risk reporting regime which will continue throughout the life of the project.

(c) Legal Considerations

- 10.3 Legal considerations are set out in the body of the agreement. The legal team will continue to provide support and advice to the project team to ensure appropriate contractual arrangements are in place to facilitate delivery of the project.