

**Manchester City Council  
Report for Information**

**Report to:** Economy Scrutiny Committee - 12 January 2023

**Subject:** Employment and Training Opportunities from Major Capital Programmes

**Report of:** Director of Inclusive Economy

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**Summary**

This report provides an update on the employment and skills opportunities created from Manchester City Council's major capital investment programmes, with a key focus on the Our Town Hall and The Factory projects.

**Recommendations**

Members are recommended to note and comment on the content of the report.

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**Wards Affected:** All

<b>Environmental Impact Assessment</b> - the impact of the issues addressed in this report on achieving the zero-carbon target for the city
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A liveable and zero carbon city is an important theme in the new Work and Skills strategy and this report seeks to set out the ambition to ensure that our residents have the skills needed to maximise the opportunities provided by major capital investment programmes retrofit programmes and how the education and skills providers in the city will need to respond to the future skills demand.
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<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report aims to define how Manchester works together to develop skills, employment and training opportunities that support business growth alongside the development of future pipeline to create employment opportunities through our capital investment and connect them to our residents.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The report will set out how Manchester works together with training organisations and employers ensuring residents can gain the skills and experience they need to be successful in the labour market, moving into more highly skilled, more sustainable and better paid opportunities.

A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Delivering major capital programmes in the city will help to attract new investment which will address the theme of inclusion, and how we can ensure that more of our residents are able to benefit from the city's economic success.
A liveable and low carbon city: a destination of choice to live, visit, work	Ensure that our residents have the skills needed to support major capital programmes, and how our education and training providers can become equipped to deliver the necessary courses and qualifications to support this.
A connected city: world class infrastructure and connectivity to drive growth	The Old Town Hall from a heritage and civic perspective and the Factory as an international cultural venue are a valuable part of the city's world class infrastructure and as part of the cultural and visitor economy enhance the city's reputation and help drive growth. In their own right, they represent significant investment.

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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 – Our Manchester Strategy Forward to 2025 (17 February 2021)
- Report to Executive - Refresh of the Council's Social Value Policy and what Social Value has been derived during Covid-19 lockdown (17 March 2021)
- Report to Economy Scrutiny Committee - Refresh of Manchester's Work and Skills Strategy (10 Feb 2022)
- Report to Executive - Manchester Work and Skills Strategy 2022-2027 (29 June 2022)

### *The Factory*

- Report to The Resources and Governance Scrutiny Committee - Factory Project (8 November 2018)

- Report to The Resources and Governance Scrutiny Committee - The Factory, St. John's Delivery Update (20 July 2021)
- Resources and Governance Scrutiny Committee - Factory International (11 October 2022)

#### *Our Town Hall*

- Report to Resources and Governance Scrutiny Committee - Our Town Hall Social Value and Communications (22 June 2017)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall (7 September 2017)
- Report to Resources and Governance Scrutiny Committee - Manchester Town Hall and Albert Square Our Town Hall (9 November 2017)
- Report to Resources and Governance Scrutiny Committee - Manchester Town Hall and Albert Square Our Town Hall (1 February 2018)
- Report to Resources and Governance Scrutiny Committee Ethical Procurement Sub-Group - (22 February 2018)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (7 June 2018)
- Report to Resources and Governance Scrutiny Committee - Management Contractor Procurement (06 September 2018)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (31 July 2019)
- Report to Ethical Procurement and Contract Monitoring Sub-Group - (04 October 2019)
- Report to Report to Resources and Governance Scrutiny Committee - Notice to Proceed to into Construction (24 February 2020)
- Report to Executive - Capital Programme Update - Addendum to Capital Programme Update Report - Our Town Hall Project-Deferred Notice to Proceed into Construction (03 July 2020)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall Project Progress Update (20 July 2021)
- Report to Resources and Governance Scrutiny Committee - Our Town Hall Progress Update (11 October 2022)

## **1.0 Introduction**

- 1.1 Manchester City Council has long recognised the importance of social value and the need to embed it within capital investment programmes as a catalyst to support the growth of the city and enable greater return on investment by demonstrating the positive impact projects have on local businesses, residents, and communities.
- 1.2 The construction sector realises the benefits of investing in social value and its importance for securing public sector contracts. Construction contractors have created dedicated social value roles and develop social value local delivery plans as part of their bidding stage. The sector has a good track record in delivering social value through public sector contracts and such investment provides a competitive advantage to them securing public sector contracts.
- 1.3 Due to the size, scale and building type, the projects detailed within this report have been procured via different procurement processes which has resulted in social value commitments being defined, managed, and resourced in a manner that makes it difficult to compare projects on a like for like basis.

## **2.0 Our Town Hall**

- 2.1 In recognition of the significant opportunity, which the Our Town Hall Project provides in achieving the City Council's priorities, the Executive approved eight high level objectives for the project:
  - 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
  - Deliver economic and social value for Manchester
- 2.2 Due to the scale of investment, it was recognised that social value aspirations needed to be ambitious and provide a level of challenge to maximise outcomes for Manchester residents and businesses.
- 2.3 Social value has been integrated into the Our Town Hall Project since its inception, having been done so via contractual mechanisms with construction and design team employers from the outset.
- 2.4 Employers have been procured to deliver social value against 20 specific KPIs, based around employment, skills, training, and local community benefit. Each KPI has an attached monetary value that measures SROI (social return on investment), which is used to guide the incentivisation model that is integrated into the contract of Lendlease and specific supply chain employers. These values are based on figures derived from a combination of

Industry best practises including the National TOM's (themes, outcomes, and measures) and CITB Client Based Approach.

2.5 This incentivisation model for social value delivery is designed specifically to maximise outcomes for Manchester residents and encourage employers to deliver above and beyond contracted base targets. In simple terms if they underdeliver they will pay a fee to the client, and if they overachieve to a certain upper limit, they will receive the equivalent as a retrospective payment from the client. Whilst some supply chain employers are also contracted into this incentivisation model, Lendlease remain ultimately accountable for supply chain social value outcomes.

2.6 Whilst the Design Team employers and consultants were not procured on the same basis of incentivisation, their social value offer has been converted to correlate with the agreed KPIs and integrated within the project social value base targets.

### 3.0 OTH Social Value Achievements

3.1 To provide support and day-to-day oversight of the social value workstream MCC's Work and Skills Team are embedded in the Our Town Hall Project via the resource of a full-time Work and Skills Project Manager.

3.2 Achieving economic and social value for Manchester has been a core project objective from the very start. To date there has been excellent progress made against the project KPIs and in the way in which social value has become embedded in the wider project team's day-to-day work. A summary of the social value targets and actuals to date is set out in Table 1.

**Table 1 – Social Value KPI Targets and Actuals to Date**

KPI Ref	KPI Summary	Project Base Target	Project Actual To Date
SV1	Local Employment	30%	<b>47.00%</b>
SV2a	MCR Spend	40%	<b>57.25%</b>
SV2b	GM Spend (including MCR)	50%	<b>71.00%</b>
SV3	New jobs created	45	<b>239</b>
SV4	New qualifications achieved	50	<b>136</b>
SV5	New professional memberships achieved	20	<b>42</b>
SV6	Progression in professional memberships	20	<b>28</b>
SV7	School/college careers/employment sessions	50	<b>156</b>
SV8	School/college STEM sessions	50	<b>28</b>
SV9	Higher Education students supported with employment, skills or subject/research work	1500	<b>1025</b>
SV10	Higher Education research projects supported	35	<b>35</b>
SV11	Work placements 14-16 yrs	50	<b>75</b>

SV12	Work placements 17+ yrs	50	<b>215</b>
SV13	New apprentices up to level 3	100	<b>84</b>
SV14	New apprentices level 4+	50	<b>54</b>
SV15	Manchester resident apprentices (Lendlease and Lendlease Supply Chain)	100%	<b>100.00%</b>
SV16	Existing apprentices employed	100	<b>17</b>
SV17	Completing apprentices	100	<b>25</b>
SV18	Volunteer hours spent	10,000	<b>6620.35</b>
SV19	Compliance with MMW	100%	<b>100.00%</b>
SV20	Compliance with Ethical Procurement Policy	100%	<b>100.00%</b>

### 3.3 Progress against key project KPIs is noted below:

- 57.25% of the project spend is within Manchester against a baseline target of 40%.
- 47% Local Labour – 47% of the project workforce is made up of Manchester residents against a baseline target of 30%.
- 239 New Jobs Created – 90 of these roles have been filled by Manchester residents, with opportunities widely promoted to Manchester Work Clubs, MAES and through Work and Skills Bulletins, Networks and Media Channels. 74% of new Manchester employees are male, 16% of new Manchester employees are female. 10% preferred not to say.
- 84 New Level 2 & 3 Apprenticeships – 78 of whom are Manchester residents across the project. Apprenticeships have been delivered at levels 2 and 3 in supply chain roles and heritage trades on the project. Successful partnerships have been developed with employment brokers including DWP, Ingeus, Growth Company and Procure Plus. 63% of new Manchester apprentices are male, 18% of new Manchester apprentices are female. 19% preferred not to say.
- 54 New Higher-Level Apprenticeships – 25 of these are Manchester residents against a baseline target of 50. This includes the first cohort of [PlanBEE](#) apprentices in 2021, with an additional 5 PlanBEE apprentices having joined the project in September 2022. This builds on progress made with the preceding M-Futures apprenticeship programme which recruited an additional 12 apprentices. 74% of higher-level apprentices from Manchester are male, 16% of higher-level apprentices from Manchester are female. 10% preferred not to say.

## Our Town Hall Case Study 1



**Abdul Tahir**  
Degree Level Apprentice Project  
Manager, Mace

In 2019, Abdul won the Greater Manchester Chamber of Commerce Apprentice of the year. Following this and the completion of his level 4 apprenticeship at Mace, Abdul remained on the Our Town Hall project whilst

studying a degree level apprenticeship.

Still employed by Mace, in position as a degree level Assistant Project Manager, Abdul has been coordinating the efforts of the design team in streamlining the social value processes of all project consultants. Further to this Abdul has been collaborating with multiple employers on the project to deliver activity in Manchester schools, including careers fairs and STEM sessions.

*“Due to the scope of social value on this project, it provided me with an opportunity to start the practical element of my apprenticeship whilst ensuring I complete my degree on the side.*

*To start my career on such a prestigious project was not an easy task, but the strong foundation it has built for me is unparalleled. I was also provided with the opportunity of creating a large network due to the rotation programme I had in my first 2 years. The level 4 apprenticeship programme helped me decide the career path I wanted to follow, as did the advice from professional colleagues who were always a call away.*

- 156 School Engagement and 28 STEM Learning Sessions were delivered against a combined project baseline target of 100. Careers and employment sessions have been held in Manchester libraries, schools and youth zones. Project staff have delivered these sessions to schools across the city to ensure inclusivity of access to the project. The project has also delivered 28 STEM sessions to school aged residents.
- 290 Work Experience Placements provided against a project target of 100. Placements have comprised of residents, school and college students including T-Level placements and Level 3 Architectural, Construction, Engineering (ACE) Scholarship placements with the Manchester College. Placements also include bespoke work experience delivered to special educational needs students in Manchester schools. Clear career pathways have been created through placements for young residents, notably through Manchester College T-Level placements progressing through to higher level apprenticeships on the project. In addition, there have been higher level apprentices progressing into degree level apprenticeships and progressing into professional accreditations.
- 35 Higher Education Research Projects undertaken against a project baseline target of 35. Projects include the annual Manchester School of

Architecture Live (formerly Events) Programme. The programme unites Master of Architecture year 1 with BA (Hons) Architecture years 1 and 2 and Master of Landscape Architecture year 1 students in mixed-year teams to undertake live projects with external partners to create social impact – see Our Town Hall Case study 2.

**Our Town Hall Case Study 2 - Example of the Manchester School of Architecture live project event.**

**MANCHESTER SCHOOL OF ARCHITECTURE**

**PATH**  
Project Apprenticeship at the Town Hall

**AGENDA**  
Our Town Hall is the UK's largest ongoing conservation project, in which Alfred Waterhouse's iconic design is being restored to regain its old fame. Despite the huge cultural and heritage significance of the project, there is a continuing struggle to attract residents of Manchester's Wythenshawe area to apprenticeship opportunities on site. Our team, PATH, has come up with the idea of holding Open Days in situ allowing potential apprentices to have a feel of the grandeur and atmosphere of the building and have the chance to talk to sub-contractors who run the apprenticeships.

**TASKS**  
PATH in association with BA and MLA students — will create a template package that Manchester City Council can use in the future to advertising and holding Open Days in situ. Secondly, students will also be required to advertise the different apprenticeships opportunities through a fieldwork in Wythenshawe, during which they will hand out leaflets and talk to the locals

**SKILLS & OUTPUTS**  
Adobe Illustrator, Indesign, Photoshop  
Team Work & Communication  
Photography & Presentation

**SITE VISITS**  
Manchester Town Hall, Wythenshawe

**SUB-CONTRACTORS**  
McCrony Brickwork, DCP Logistics,  
NG Bailey, Adana

**TEAM MEMBERS**  
Hilu Tik Li, Marcell Orova,  
Rushil Shah, Sehaam Usmani

Visit [msa.ac.uk](http://msa.ac.uk) for more information

MANCHESTER 1834  
Manchester Metropolitan University  
OUR TOWN HALL  
MANCHESTER CITY COUNCIL  
MSA LIVE 22

- 6620 Volunteering Hours against a project target of 10,000 hours - Support to Manchester projects includes, the Covid Nightingale Hospital, Station South (Levenshulme), 422 Manchester (Ardwick), and Manchester Youth Zone.
- All contractors working on the project are contracted to commit to paying the real living wage and avoid employing people on zero-hour contracts. The Council's Ethical Procurement Policy is embedded into the contract with Lendlease and is appropriately reflected throughout the project supply chain. A monitoring framework has been developed with Unite and Lendlease to ensure that the Unite Charter is appropriately reflected throughout the project supply chain.
- The impact of the pandemic presented a challenge with school, college and university engagement and a move to a virtual offer was developed. However, this took time to develop and despite some success there was a reduction in overall engagement as the focus for students was on education recovery.

#### **4.0 Town Hall - Engagement, Collaboration and Partnership Working**

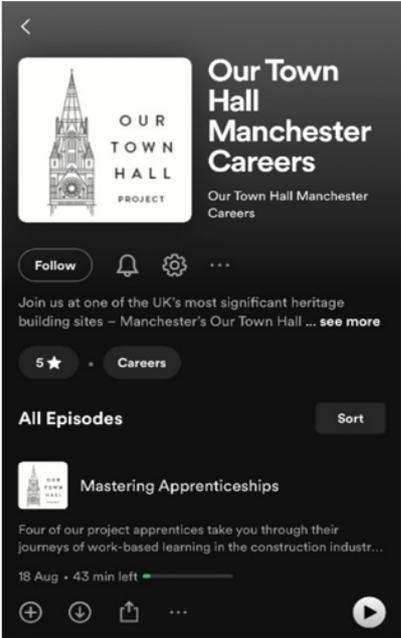
4.1 The project has aligned activity with specific training and skills for priority resident groups whilst continuing to challenge diversity in the construction industry. There has been a focus on ensuring opportunities are filled by people representative of our Manchester communities.

4.2 Social Value Working Group - Since the project inception there has been an active working group, chaired by Lendlease, and attended by representatives of the Core Client Team and each Design Team consultant. This group has successfully collaborated on social value initiatives.

4.2.1 Ways in which this is being done include:

- Virtual Work Experience - During pandemic restrictions, the project adapted with the delivery of virtual work experience sessions to school-aged students. Each working group member contributed to the sessions by hosting the students virtually and providing them with real-world work-related tasks and insight into their area of professionalism and expertise.
- The launch of the [Our Town Hall Manchester Careers Podcast](#), and interactive STEM sessions at a variety of locations across the city. This has helped broaden the opportunities for underrepresented groups in STEM careers pathways.

## Our Town Hall Case Study 3 - Our Town Hall Manchester Careers Podcast



### Our Town Hall Careers Podcast

One major collaborative success of the project has been the launch of a project podcast – focusing on industry careers, STEM learning, and apprenticeships. The project was devised between Lendlease, Design Team consultants, and the Core Client Team, with additional input from supply chain employers. All employers are designing their own podcast content, with Faithful and Gould apprentice Dylan Pritchard recently working alongside other project apprentices to record the 'Mastering Apprenticeships' podcast. In this podcast four project apprentices discuss the benefits of work-based learning and how they feel it has given them an advantage over other similar aged candidates in the construction labour market. All podcast content is shared with careers networks and careers leads across Manchester and shared with STEM Learning networks via the STEM Hub.

- Work Placements - Project employers have engaged with North Ridge SEND school to deliver tailored work experience activities to students. This provided students with the opportunity to experience industry specific challenges through STEM activities, as well as engaging in 'work readiness' activities that were fully aligned to the five 'Skills for Life'.
- Manchester Adult Education Service - MAES staff now regularly attend monthly employment brokerage sessions on site, linking their learners to project employment opportunities as well, as supporting employers through the MAES offer of learning opportunities. Employers on the project also regularly support MAES with employment related activities such as mock interviews and 'Make It Happen' events.
- University Graduate Engagement – Working with Manchester Universities to support graduate retention in the city by offering industry insight and on-site opportunities at a postgraduate level.

## 5.0 The Factory

- 5.1 The original Social Value Plan - A Social Value Plan for the project was collaboratively developed by Laing O'Rourke (LOR) in consultation with Manchester City Council and Manchester International Festival in 2017, during the pre-contract stages of the project and embedded into the construction contract.

- 5.3 The plan outlined key priority themes and social value key performance indicators for Manchester City Council, which were to be achieved throughout the construction programme.
- 5.4 Target areas within the plan were a combination of the (NWCH) North West Construction Hub KPI metrics aligned to project value and client priorities for the city at the time, such as educational engagement, apprenticeships, employability support, community engagement and homelessness support for Manchester residents.
- 5.5 Delivery of the social value plan continued throughout the height of COVID 19, with LOR, working with MCC and MIF during this period, to adapt our delivery methods in new ways to continue engaging communities with the project through lockdown and respond to issues coming out of the pandemic.
- 5.6 In June 2021, MCC proposed realigning The Factory's Social Value KPIs to support the economic recovery of the city post pandemic. It was agreed elements of the original KPIs set out within the contract's Social Value Plan would be closed out (such as community activities and educational engagement) and redirected to focus on employment and skills support for Manchester residents.
- 5.7 The realigned target/ambition was to create new jobs, new apprenticeships and Kickstart placements for Manchester residents first. Delivery has been targeted toward these new priorities for the period from June 2021 to October 2022.
- 5.8 Over a five-year period, the delivery of the project's Social Value plan has brought numerous distinct social value initiatives to life that have given Manchester and Greater Manchester resident's opportunities to develop skills, gain employment and engage with The Factory before it opens its doors.

## **6.0 Factory Social Value Achievements**

- 6.1 Dedicated work and skills officer time has been provided to work with LOR and MIF to drive and support employment and skills related social value activities. A summary of the social value targets and actuals to date is illustrated in Table 2.

### **Table 2 – Social Value KPI Targets and Actuals Date**

- Local is defined on the project as Manchester first, Greater Manchester second priority, as determined by Northwest Construction Hub procurement and Manchester City Council in the contract Social Value plan. Delivery has been targeted as such throughout the programme.

KPI	Project Target	Project Actual to Date	Comments
<b>Contractual targets (Original Social Value Plan)</b>			
<b>Apprenticeships</b>	<b>50</b>	<b>54</b>	
New	25	29	<i>New apprenticeships taken forward as part of realignment, resulted in exceeding original KPI.</i>
Sustained	25	25	
<b>Education Activities</b>	<b>60</b>	<b>65</b>	
<b>Employability support (people)</b>	<b>50</b>	<b>260</b>	
<b>Community Activities</b>	<b>60</b>	<b>100</b>	
<b>Local spend (M and GM)</b>	<b>50%</b>	<b>86%</b>	
<b>Local Labour (M and GM)</b>	<b>50%</b>	<b>56%</b>	
<b>Realigned Social Value initiatives (Jun 21 – Oct 22)</b>			
<b>New Local Jobs</b>	<b>8</b>	<b>25</b>	
<b>Kickstart Placements</b>	<b>10</b>	<b>7</b>	

6.1.1 Progress against key project original and realigned KPIs is noted below:

- 86% GM Spend of which 5% is Manchester against a GM target of 50%. Although construction spend in Greater Manchester is a significant achievement, given the highly specialist and unique nature of works, the majority of packages were highly specialist, and the supply chain base and capability to deliver these works was not present in Manchester.
- 56% GM Local Labour - 13% Manchester and 43% GM against a GM target of 50%. Given the base of the supply chain being predominantly GM this limited the existing Manchester-based workforce. However, there was a focus on Manchester residents where jobs were being created.
- 25 New Jobs - 17 Manchester residents and 8 GM residents. New employment opportunities were not a project KPI, in the original contract or part of NWCH targets. When the project social value KPI's were realigned in July 2021, new jobs became a target and have been actively promoted through pre-employment programmes and shared to recruitment brokerages identified by Manchester City Council Work and Skills team to target recruitment of Manchester residents as a priority.

## The Factory Case Study 1

### Rhianna Austin

Kickstart to Social Value Officer



**Rhianna took part in The Factory Kickstart Construction Academy in November 2021 (featured in the 'employability support' section of this report) and went on to do a 6-month Kickstart Placement on the project, working with the LOR Social Value team.**

The Kickstart scheme was launched by the Government in during the pandemic, to help of 16–24-year-olds claiming Universal Credit,



gain employment experience through 6 month paid placements, with the aim of being offered employment afterwards.

When Rhianna was employed on her placement, she was working 25 hours per week (minimum hours for the Kickstart scheme) and after a month, Laing O'Rourke increased her to full time working hours to improve her financial situation for the remainder of her six-month placement with us.

**Following her placement ending in June 2022, Rhianna was given a full-time permanent contract working in Laing O'Rourke's Social Value team in**

- 29 New Apprentices - 12 Manchester residents and 17 GM residents against a GM target of 25.
- 25 Retained Apprentices - 4 Manchester residents, 21 GM residents against a GM target of 25.
- 65 Education Activities - Engaging over 5000 students and 20 local education establishments in 'STEAM' science, technology, engineering, the arts, and math's and careers activities.
- 56 Work Experience Placements - Including the bespoke Factory work experience programme with Manchester schools and Manchester Adult Education Placements. In 2020, LOR worked with Manchester Adult Education to deliver a week-long work experience on The Factory site for a group of 10 Manchester Adult Education Learners. This provided an

insight into the careers, skills and disciplines within construction and employability skills support on CV and interview skills.

- 260 People Provided Employability Support, which included The Factory Kickstart Construction Scheme and learning initiatives with Manchester Adult Education Service.
- 100 Community Activities, including specialist support projects with the Science and Industry Museum, Castlefield Forum, Homelessness initiatives and support to Manchester International Festival.

## **7.0 Engagement, Collaboration, and partnership working**

7.1 The Factory Social Value Operations Group - an example of collaboration best practice, trialed with MCC on The Factory, has been the origination of The Factory Social Value Operations Group (SVOG) established in 2018. The group's aim has been to focus on social value delivery holistically on the project from design, construction to end use in order to maximise positive outcomes for residents through collaboration with key project partners.

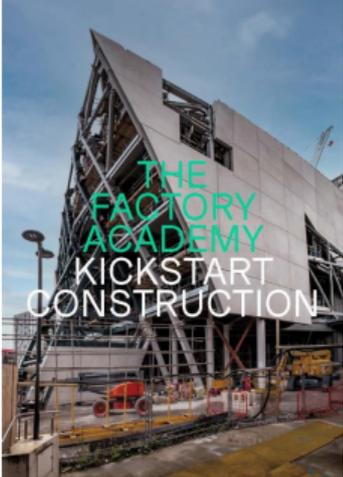
7.2 As a result of LOR's, MCC's and MIF's collaboration through the group, a wide range of social value initiatives have been brought to life that have given Manchester residents a chance to develop skills, gain employment and engage with The Factory before it opens its doors.

7.3 Examples of some of the collaborative outputs and successes which have stemmed from the SVOG's activity, have been:

- M-Futures apprenticeship scheme - Design and construction employers on the project employed apprentices as part of the rotational apprenticeship scheme in 2018, giving young people an opportunity to start high level careers in construction, with experience across a range of professions.
- The Factory Challenge - A weeklong work experience co-designed and delivered by project partners LOR, MIF, MCC, BDP, OMA, Charcoal Blue, and education consultant 'A Class of Your Own'. The programme was delivered collaboratively by partners to 30 students from five Manchester schools during Manchester International Festival 2019.
- Small House Kits 'STEAM' learning packs - STEAM (Science, Technology, Engineering, Arts and Math's) Learning activity packs co-designed and developed by Laing O'Rourke, Science and Industry Museum and MIF as learning resource for vulnerable children during COVID19 lockdown in 2021.
- Kickstart Construction Scheme - A partnership in 2021 between Laing O'Rourke and MIF for the Government scheme supporting 16–24-year-olds claiming universal credit into work. MIF acted as a training provider for a cohort of 10 people, supported by construction employers to create placement opportunities, which went on to lead to permanent employment.

## The Factory Case Study 2

### Kickstart Construction Academy



**A key example of providing employability skills support to local residents, on The Factory, was the collaborative Kickstart Construction Programme delivered in partnership with Manchester International Festival in 2021.**

As part of discussions in The Factory Social Value Operations Group and social value realignment priorities on the project, it was agreed that Laing O'Rourke and other employer partners such as Ryder Architecture and supply chain, would support the Kickstart Scheme as part of social value delivery.

The Kickstart scheme was launched in 2020 by the Government and DWP in response to the pandemic, to help of 16–24-year-olds claiming Universal Credit, gain employment experience through 6 month paid placements, with the aim of being offered employment afterwards.

**Laing O'Rourke worked with the project Design team and supply chain to outline job titles and placement vacancies on the construction programme and ensured partners register with DWP as employers on scheme.**

For employers to take on Kickstart placements, there was a specification for training provision to be provided to young people taking part.

**Manchester International Festival were, at the time, already a registered Kickstart training provider and had developed a hugely successful wrap-around Kickstart**

**ARE YOU AGED 19–24, UNEMPLOYED AND ELIGIBLE FOR UNIVERSAL CREDIT?  
DO YOU LIVE IN MANCHESTER?  
ARE YOU INTERESTED IN KICKSTARTING YOUR CAREER IN CONSTRUCTION?**

Manchester is building The Factory, a new home for creativity in the heart of the city. The Factory will present new work by the world's most exciting artists – and will be home to The Factory Academy, which will help people from all backgrounds to start new careers in the creative industries.

Kickstart Construction is a Factory Academy programme to help young people to learn new skills through free work experience, traineeships and paid internships.

The Kickstart Construction course runs for 15 days and takes place from 29 November – 17 December. The Training Academy includes training on what goes on behind the scenes during the design and build of a ground-breaking project like The Factory. You will receive guidance from industry experts in the construction, architecture and creative industries – and the chance to work on a special project designed for you. Upon completion of the Academy you will be eligible to apply for a 6 month paid Kickstart role with organisations working on the design and construction of The Factory.

Kickstart Construction is perfect for anybody who wants to:

- Develop new skills for working in construction
- Discover what goes on behind the scenes at an innovative construction project
- Get first hand guidance and instruction from industry experts
- Work on a special project designed specifically for the Academy
- Know how a project like The Factory comes to life

If you are...

- Aged 19–24, living in Greater Manchester, unemployed and on Universal Credit
- Motivated to learn new skills
- Available for all dates between 29 November – 17 December
- We want to meet you!

To secure your free place on the next Kickstart Construction Training Academy, starting on Monday 29 November, complete the online form at [mif.co.uk/factory-futures](http://mif.co.uk/factory-futures) by Friday 28 November.



Supported in partnership with



Photo: © Michael Smith

*Promotional Flyer for Kickstart Construction Programme*

- Manchester Adult Education Work Experience and STEM+ Programme - Laing O'Rourke worked with Manchester Adult Education throughout the construction of The Factory, through our project team linking in with MAES employability support initiatives and supporting careers/employability sessions for learners. MAES supports local people to up-skill in preparation for work through Maths and English, Digital and ESOL courses

### 8.0 North West Construction Hub (NWCH) MCC Major Projects

- 8.1 The NWCH was established as a Construction Framework in 2009 in response to Central Government's drive to improve efficiencies within the

public sector. This is a procurement framework that is used by several Greater Manchester local authorities and across the North West. It is led by a Board comprising of representatives from public sector organisations across the North West. The legal entity behind NWCH is Manchester City Council.

- 8.2 The Hub provides a fully compliant route to market for Public Sector bodies across the North West of England. Each individual Client utilising the NWCH has a different approach to setting Social Value Targets required to be delivered on individual call-off contracts.
- 8.3 Typically, on a large Manchester City Council capital funded project, the call off process for a contractor appointment includes a series of quality questions carrying a 70% weighting of marks. The Social Value question carries a weighting of 20% of the 70% quality marks available. The question includes a link to Manchester City Council's Social Value Toolkit and specifically asks tenders to demonstrate how their social value proposal will not just be Manchester specific but also project specific and targeted at hard-to-reach groups within wards local to the project.
- 8.4 The establishment and management of key performance indicators ("KPI's") and The National Themes Outcomes and Measures ([The National TOMs](#)) is seen as an essential mechanism for monitoring the performance of the NWCH Frameworks in line with the Greater Manchester Combined Authorities (GMCA) social value policy.
- 8.5 All contractors who secure a project via the NWCH framework engage in the use of a performance management regime that embrace a series of KPIs/Toms. Social Value targets are set through a fully collaborative approach with discussion and agreement between Client, Client Representative and Contractor and are usually bespoke to individual contracts.

The performance of contractors is measured against the National Themes Outcomes and Measures against pre-agreed benchmarks, using the Social Value Portal online tool. An Evidence-based, local government-endorsed social value reporting tool ([Social Value Portal](#)).

- 8.6 NWCH has incorporated a comprehensive suite of KPI's within each of its three Framework iterations. A Hub KPI Manager ensures that across all project's performance is measured, and evidence gathered to ensure compliance and success against stated objectives and outcomes specified within the Framework Agreement.

## 9.0 Social Value Achievements.

### 9.1 *KPI Table*

**Table 3 NWCH KPI Targets and Achievements to date.**

Due to analytics and the embedding of the social value portal, NWCH are currently limited to providing data at a GM level, moving forward to the next iteration of the frameworks NWCH will be able to analyse data at a Manchester City level.

A summary of key achievements is noted below

KPI	Gorton Hub		Velodrome		SEHM schools	
	Target	Actual	Target	Actual	Target	Actual
No of New Greater Manchester Residents Jobs created	20	23	8	2	3	9
No of New Greater Manchester Resident Apprenticeships Created	0	0	3	5	3	8
No of weeks training opportunities created for Greater Manchester residents	97	102	35	50.8	100	317.5
No of hours provided supporting Greater Manchester resident unemployed residents aged 24 plus	33	306	10	2	10	35
No of hours provided to supporting young Greater Manchester residents in to work up to 23 years old	20	112	10	354.5	0	0
No of work placements for Greater Manchester residents paid or unpaid	10	44.25	9	7	15	20
No of schools and college visits within the Manchester City Ward Boundaries	3	16	50 hours	13 no. 93.5 hrs	12	32

## 9.2 SEHM Schools

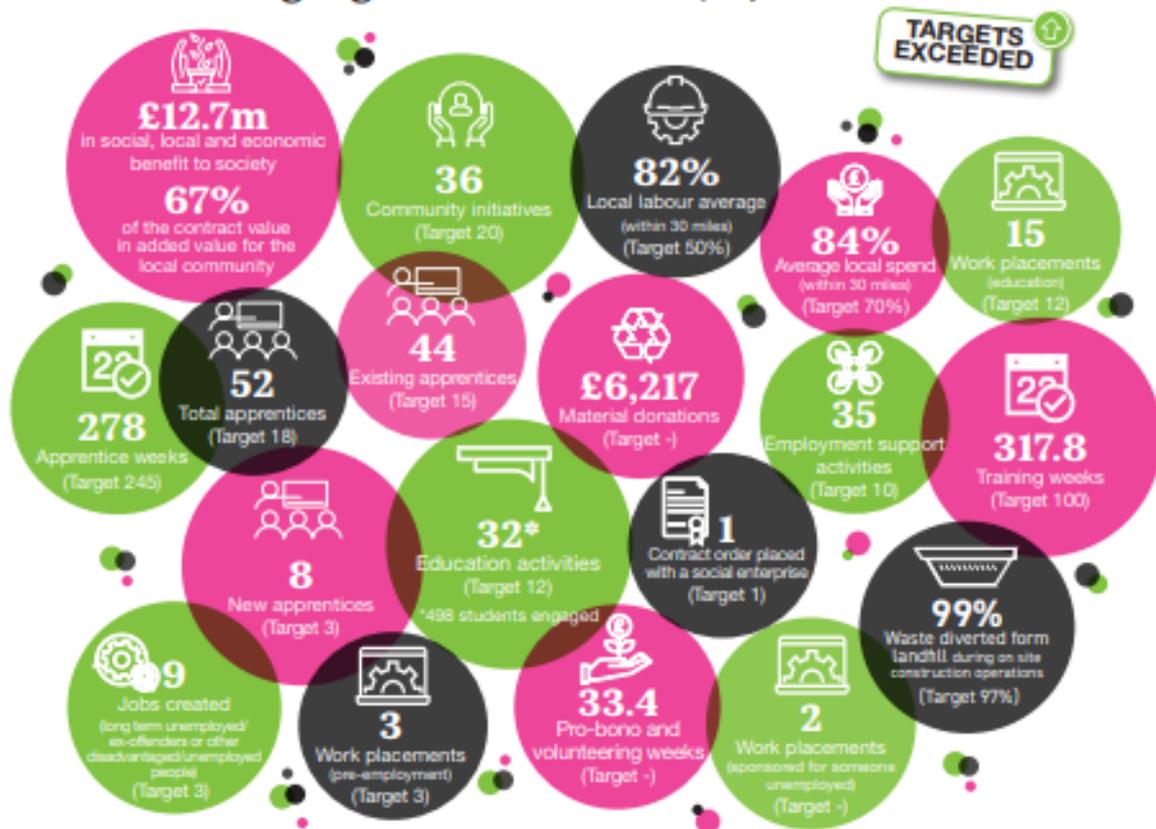
9.2.1 ISG delivery of the new Southern Cross (Northenden), Castlefield Campus (Hulme) and Camberwell Park (Moston) schools programme for Manchester City Council (MCC), has provided much-needed facilities across Greater Manchester for students with social, emotional and mental health (SEMH) needs.

9.2.2 Despite taking place during the unprecedented Covid-19 pandemic, the schools were delivered safely on time and to budget, with 100% of the social value targets met, and 85% of them significantly overachieved.

# Manchester SEMH Schools: Southern Cross, Camberwell Park & Castlefield Campus

## Social value case study

**Social value highlights** across the three projects:



### 9.3 *Gorton Hub*

- 9.3.1 The new building is a learning, health, and community hub in Manchester, from health and social care to employment support and training, the hub offers a wide range of services and community facilities including use as a 'Warm Space' through winter. The Social Value for the project has been targeted by the City Council to focus into the heart of the immediate community.
- 9.3.2 Morgan Sindall Construction has created an ongoing partnership with Ryder Brow Allotments who offer NHS funded 'gardening on prescription' by Sow the City for all ages and backgrounds.
- 9.3.3 The team worked alongside community groups to enhance the resources in the area, including a repair and refurbishment of the Gorton Community Grocer, which is a food sharing programme. Other groups collaborated with are the Oasis Centre, overseeing the donations of seasonal treats such as Easter eggs, Christmas presents and toys, as well as Rainbow Haven, a service that provides community drop-in sessions offering support and activities for refugees, asylum seekers and vulnerable migrants.
- 9.3.4 In total Over £10,000 and 200 volunteering hours have been invested into the Gorton Community and created two construction traineeships. The team also created partnerships with local colleges throughout the construction process to raise aspirations, promote inclusivity and future careers.

## **10.0 Engagement, collaboration, and partnership working**

- 10.1 Collaboration with contractors and their supply chain is a key driver to maximising social value, to support this a Social Investment Group (SIG) is convened bringing together contractors and the supply chain to share best practice, identify areas for collaboration and provide an engagement mechanism for local training providers, charity and voluntary sectors.
- 10.2 In addition to monitoring social value across all construction projects, NWCH hold regular social value special interest groups with our contractor partners to encourage and demonstrate collaborative working and deliver additional social value from a framework perspective. Examples of these activities include, but are not limited to the following:
- Careers Fairs/ interview training
  - Styal Prison training programme
  - "Have a Go" events with schools
  - Supply chain engagement through local construction clubs
  - Suicide Prevention presentation and workshops
  - volunteering with Urban Outreach during the school summer holidays to provide meals for disadvantaged children
- 10.3 The key priorities for the social value special interest group are reviewed. In 2023, the aim is focus on the following key areas:

- Modern Slavery
- Real living wage
- Supporting young offenders
- Education and careers in disadvantaged areas

## NWCH Case Study 2

### ISG SEMH Schools Programme Employment and Skills Initiatives

#### Social value delivered: Combined initiatives

##### Sector Based Work Academy (SBWA)

In partnership with Minstrell Recruitment, we delivered a two-week SBWA supporting 18 local candidates, including ex-offenders and other underrepresented groups, with virtual interviews, feedback and entry to employment. 100% of candidates achieved their level 1 Health & Safety qualification and 95% passed their CSCS test. As a result, a total of 160 hours of training was completed and 20% of individuals went straight into work following the programme.

“Without ISG, our learners would not receive the insight into the industry, or the practical interview experience.”

Minstrell Training Academy

##### WOWEX

ISG delivered a Week of Work Experience (WOWEX) programme. The programme offered secondary school pupils from across Manchester a week-long work experience placement giving them the chance to gain hands on experience in the construction industry and to build their key skills. Adapting our usual WOWEX programme to the Covid environment, our design manager produced a 16-minute virtual site tour for the programme (which we were also able to use at other careers events). The video was supported by a live virtual Q&A session with members of our project team. To offer this opportunity we worked closely with MCC's Work & Skills team.



##### Upskilling our Workforce

ISG helped to identify training providers to support our groundworker, JW Civils, to upskill their workforce. During the pre-construction phase, we worked with JW Civils to identify training opportunities for four of their operatives. The operatives were successfully enrolled onto a fully funded on-site assessment and training Level 3 Diploma course.

“Through many discussions with local training providers on our behalf, Larene put us in touch with a local training provider offering fully funded on-site training courses (OSAT) for our civils team. We have now signed up eleven of our team, who are working across all three SEN schools, to various NVQ training, including on site assessment.”

Jamie Whitefield, Director, JW Civils

##### Opportunities for all

Through our regular community newsletters, we promoted fully funded vocational training opportunities for local unemployed people via Procure Plus. Procure Plus have been working throughout the pandemic to ensure opportunities are made available to communities who have been the hardest hit.

“I was delighted to be invited by ISG to judge student presentations at a recent 'WOWEX' course. I was really impressed by the high standard of the presentations, the enthusiasm of the students and the amount of information they had taken on board about the construction industry in a short period of time. That is a credit to ISG and the quality of the teaching provided on 'WOWEX'. It was also pleasing to hear that several of the students had applied to ISG for work placements and apprenticeships after the course. The construction sector needs to secure a sustainable pipeline of skills and talent and, with initiatives like 'WOWEX', ISG are making a very positive contribution to that cause.”

Ian Brown, Head of Corporate Procurement, Manchester City Council

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## 11.0 Conclusion

- 11.1 Manchester residents are benefiting from capital investment with employment and skills a core driver at the heart of the procurement of major capital projects. Embedding social value ensures residents are connected to these opportunities through a range of skills and training provision, resulting in good quality jobs for local residents, as a direct result of the City Council's major construction works.
- 11.2 Given the significant amount of Council investment in the Town Hall Project, it has benefitted from a dedicated social value resource to oversee and be directly involved in the delivery of the KPI's. Having a dedicated social value officer on site and co-located with the project teams has ensured that Manchester residents are able to benefit from the opportunities that have been created. It also ensures that the social value targets are monitored and regular liaison with contractors takes place to take corrective action. This has

enabled the project KPIs to be kept on track and in some instances, targets that were set out at the start of the project have been exceeded. This has been underpinned by strong financial performance incentives on social value which makes it an excellent model of good practice. However, the scale of investment has warranted this approach, in a way that may not be appropriate for smaller scale investment.

- 11.3 The Factory, through its Social Value Working Group and clearly defined Manchester first stipulation, has ensured that Manchester residents, schools and communities have benefitted from this project. This working group, which included the Manchester International Festival, as the end user/operator, is a good example of both the construction contractor, end user and client working together to support local benefit. This model delivered a wide range of social value benefits to Manchester residents through a different contractual model with a focus on collaboration and partnership.
- 11.4 Building in dedicated social value delivery resources (officer) and including financial consequences for non-delivery, provides better certainty and improved coordination of the social value opportunities for Manchester residents, where the investment is at scale. Working across the different phases of a capital programme on delivering social value from design through to end use, where that is known also delivers enhanced benefits. Whatever the approach, the programmes above demonstrate the need to incorporate clear social value priorities from the outset, embed into contracts with consequences for non-delivery, and provide resource to connect contractors with the local eco-system. There is, of course, a balance to ensure the consequences are not too punitive but this approach on future major Capital Projects could support residents to gain jobs, training, apprenticeships, work experience offering secure well-paid employment at a time when cost of living is real challenge for many residents.

## **12.0 Recommendation**

- 12.1 It is recommended that the Committee note and comment on the content of the report.