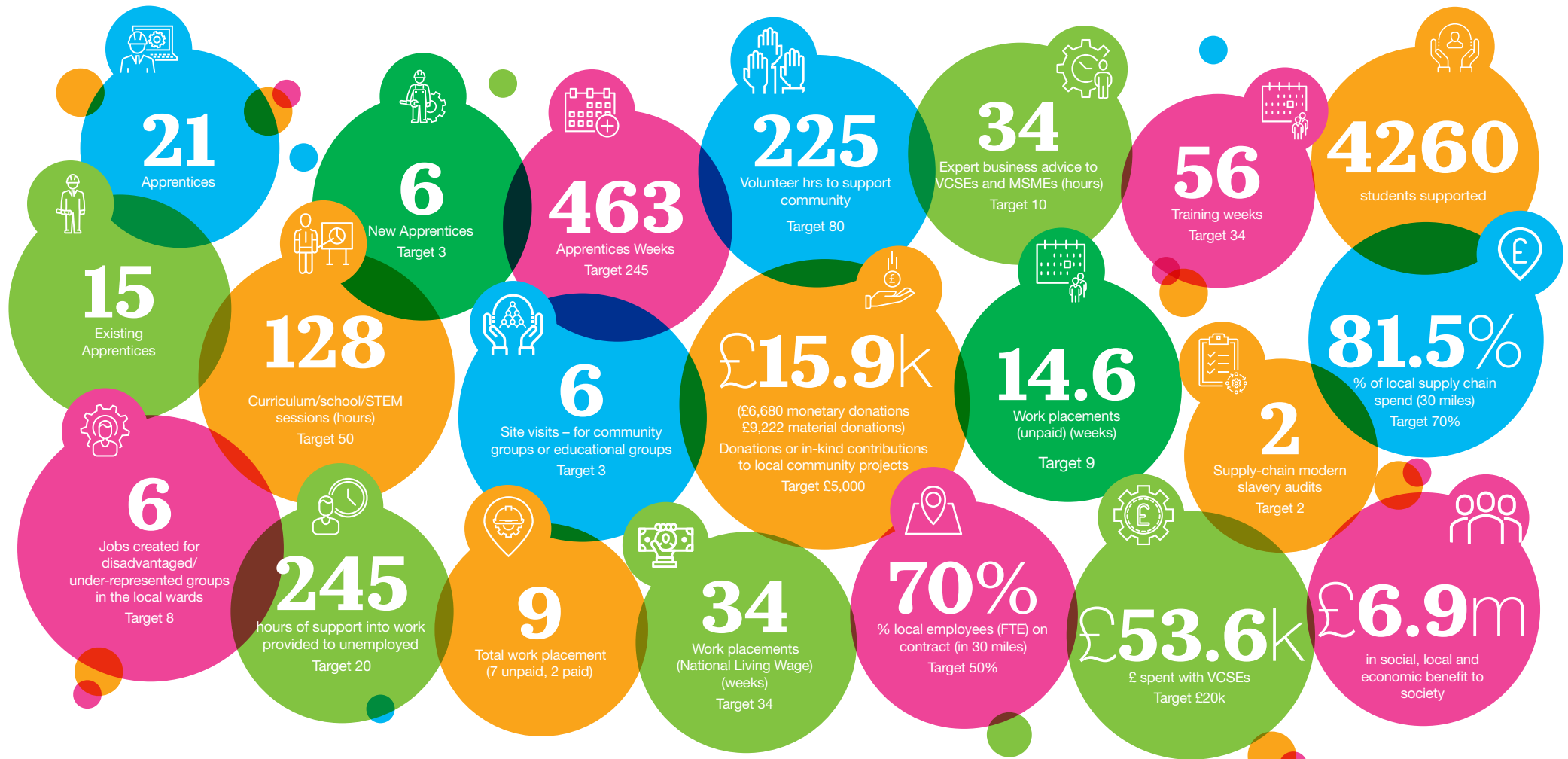


The Velodrome, National Cycling Centre Social Value Case Study



Social value highlights:










Introduction

ISG completed a programme of modernisation and operational performance upgrades at the National Cycling Centre in Manchester, decarbonising the facility and significantly upgrading the velodrome, Great British Cycling Team and spectator facilities.

The project was delivered in partnership with Manchester City Council, MCRActive, operator GLL, British Cycling and a range of other stakeholders, via the North West Construction Hub framework. **Collaboration was key throughout to effectively futureproof the velodrome** - through the modernisation of its building services - for generations to come. Once the first phase (which focussed on the arena and track area) was complete, British Cycling resumed their use of the centre with remaining phases delivered sensitively alongside their training for the Paris 2024 Olympic Games.

To maximise social value and long-term benefits in the local community, ISG's social value team worked collaboratively with Manchester City Council and the local ward councillors during the pre-construction phase to agree **social value targets and develop a detailed social value plan aligned to local needs**. We engaged with our supply-chain partners and anchor organisations to deliver the social value plan commitments. As the project developed and ISG were awarded further work at the site, the original targets set were revised, enabling additional social value activity to be delivered.

Key achievements include:

-  **Over £15,000 in monetary and material donations**, including: A charity cycle challenge in partnership with the North West Construction Hub and partners. Raising over **£5,200 for the We Love MCR Charity**;
-  The creation of six jobs for individuals furthest from the workforce
-  National Living Wage work placements
-  128 education activities delivered, supporting over 4,000 students
-  Over 240 hours of support for those who are unemployed, linking with partners such as Pure Innovations.

The project has exceeded the targets set, and has delivered £6.9m social, local and economic value (SLEV) as calculated in the Social Value Portal (SVP) using the TOMs Framework (Themes, Outcomes, Measures). This represents 27% of the contract value for the local community.

Project Overview:

Client: Manchester City Council

Location: East Manchester

Construction value: £26.2m

Contractor: ISG

Start date: October 2021

Completion date: June 2023

Sector: Leisure

Form of Contract: NEC3 Option A

Delivery type: Design & Build



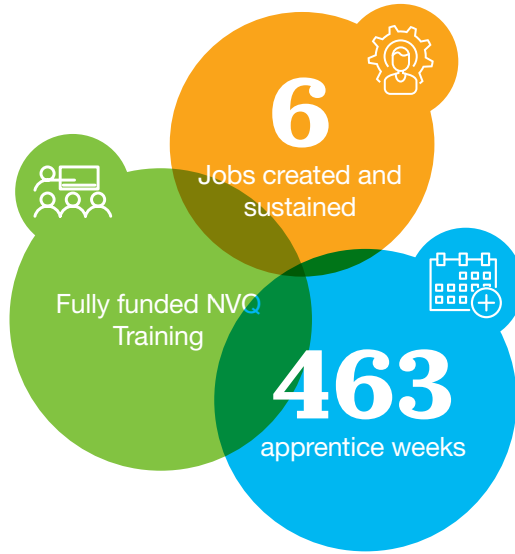
“We are delighted to announce the completion of these important refurbishment works, which have delivered a modern, fit for purpose and energy efficient velodrome which will continue to support elite athletic performance and serve the communities of Manchester for many years to come”.

Louise Harding | Facility Strategy & Capital Projects Lead, MCRActive



The project is on track to achieve a BREEAM rating of 'Very Good'.

Skills and employment opportunities



The project delivered skills and employment opportunities within Manchester, sustaining jobs and upskilling local people. Working closely with our labour agency partner, Minstrell, we engaged with partners, including Pure Innovations and Procure Plus, supporting individuals from a range of backgrounds. As a result, we were able to employ an ex-offender and a neurodiverse individual. Our focus was to ensure that we matched those who were long-term unemployed or facing other challenges and supporting them along their journey into employment. We are pleased to have created six new jobs with roles including a banksman, labourer, and site cleaner. We also recruited a site administrator who we were able to support further, providing engagement and training to progress her role to becoming the project's document controller. She has since continued her employment on another ISG project.

We further upskilled existing employees by sourcing a range of fully funded training courses and **achieved 55.8 training weeks**. Two site operatives were provided with Manchester funding, via the North West Skills Academy, **to achieve an NVQ Level 2 in Building Maintenance**. Additionally, six new apprentices were created on the project, and we sustained 18 apprentices, **achieving 463 apprentice weeks in total**.



“On behalf of GMCA and the Bridge GM team, we would like to say a huge thank you for supporting the Meet Your Future campaign this March with sessions for National Careers Week... The sessions you host provide an invaluable opportunity for our young people to meet with employers”.

Enterprise Coordinator, Bridge GM



“You are treated as an equal and are given responsibilities with guidance and support whenever it is needed”.

Caseigh Magowan, ISG Apprentice Quantity Surveyor on the Velodrome project.

Raising aspirations through learning

50+ hrs education activities

National Living Wage work placements

We supported **nine work placements** throughout the project, including National Living Wage paid placements for two architectural students with Ellis Williams Architects. Additional work experiences were achieved for further and higher education students, with placements including a project management focussed two-week placement for a student from the University of Salford and M&E placements with our M&E subcontractor Briggs & Forrester for two Manchester College students.

We are passionate about promoting construction careers and inspiring the younger generation, and supported over 25 schools, colleges and universities throughout the project, **reaching more than 3000 students**. Activities included:

- Partnering with GM Bridge to deliver a range of activities including a green skills event and a 'Meet Your Future' careers session for various local high schools
- Six site visits including a pre-employment familiarisation visit for the supported individual through Pure Innovations, a student from MCRActive and two visits for Manchester College Electrical students
- Supply-chain careers talks - M&E subcontractors Briggs & Forrester delivered multiple careers guidance sessions for high school and college students. Our track engineer specialist partner Bellapart, who delivered the new track barrier as part of the construction works, delivered a presentation to engineering and architect students at the University of Salford. The talk explored the design, fabrication and installation of the new innovative glass barrier at the Velodrome
- Delivery of our 'WOWEX' (World of Work Experience) programme for 10 students
- Attendance at multiple careers days and further virtual careers and education events.



“A huge thanks from me for organising the visit today. The site team and staff from Briggs and Forrester were excellent... we would love the opportunity to come back and revisit the facility”.

Lecturer in Construction Management, University of Salford.



Health and wellbeing



On site health kiosk and resources to encourage and support healthy lifestyles



Manchester Sports Awards 2021 table sponsorship, supporting Manchester's sporting communities



“There were so many worthy winners on the night, it should make everyone proud to work and be a part of sport in the city... Your sponsorship was well appreciated and the room was full of community groups which essentially may not have been possible without support from ISG”

Partnership Manager, GLL.



Health and wellbeing was an important consideration to embed during the planning phases of the social value plan. ISG used the Velodrome project as its location to host its annual World Quality Day, designed to celebrate the work of quality teams. We invited key supply-chain partners and stakeholders from the National Cycling Centre, including British Cycling who shared their vision for quality. Stalls were also set up with companies who showcased innovative products to improve health, safety, and quality in the construction industry. The day was a ‘pause for quality’ and enabled the team to reflect on its importance. **A raffle was also held, raising over £265 which was donated to Moodswings**, a charity who work with Manchester based individuals experiencing mental health challenges. The funds raised enabled the charity to take beneficiaries on days out.

The project was also pleased to support the annual Manchester Sports Awards, sponsoring a table for the Velodrome operators GLL and their community partners. After being cancelled the previous two years due to the pandemic, the event celebrated the fantastic work that local clubs, coaches, volunteers, athletes, schools and community groups had achieved throughout a challenging 18 months. The commitment and effort made by so many to maintain and develop sport across the city was recognised and the evening was a great success.




“The money has been used specifically for travel expenses for those that could not afford to come otherwise, and refreshments at the end of the walk.”

Tom | Recover Project Co-ordinator, Moodswings



Undertaking modern slavery audits

The 2018 Global Slavery Index estimates that 136,000 people are victims of Modern Slavery in the UK at any one time, a 2018 report from CIOB stated that the construction industry is the second most prone to exploitation, and according to Unseen, an anti-slavery charity, there were nine cases of modern slavery in the construction sector in the North West in 2022. It can be difficult to identify signs of exploitation, especially in large, complex supply chains involving many subcontractors and labour agencies. However, as a main contractor in the industry, we are passionate about identifying, preventing, and mitigating modern slavery; a key element of our corporate strategy, **'Right thing first'**, is about having robust governance measures in place.

 **“Conducting the modern slavery audits demonstrates that ISG are not only actively checking our supply chain for malpractice around modern slavery, but raising awareness and upskilling them to the necessary standard to be able to tackle this issue. More often than not when supply chain partners are not compliant this is not because they don't care, but because they are unaware of the legal requirements and risks in this area and need some extra guidance. By taking this approach, we are making the right steps to equally mitigate modern slavery and support our supply chain”**

Alex Mastroddi, ISG Project Manager,
National Cycling Centre

Consequently to-date, ISG have never found an instance of modern slavery on site, or in our supply chain. As part of our efforts to uphold this, we conduct right to work and modern slavery audits throughout our supply chain.

Process

The current process for modern slavery audits at ISG sees the Head of Supply Chain send out the ISG Right to Work questionnaire to our supply chain partners. A risk analysis of those results determines how the audits are selected and prioritised. Once the initial audit has been completed, the Head of Compliance then reports audit findings, data and results to the board via the Risk Committee, and then back to the supply chain partner.

The audits foster a collaborative approach between ISG and the subcontractor – ISG's role is to guide and support in improving policy and processes. This allows space for transparency, so that any non-compliance or risk areas are discovered, disclosed, and rectified.

The audit focuses on the following areas:

- Right to work
- Young workers
- Training and certificates
- Governance and policies
- Data protection
- Supply chain

Upon completion of the initial audit, ISG provide full guidance on any processes that we recommend/ require the subcontractor to implement, and we will collaborate with them to ensure our standards are aligned.

We also provide a full report with the audit findings, data and results which is then distributed to the supply chain partner. At the end of the report, there are many useful resources to help the supply chain partner with setting up the necessary processes within their business. If the supply chain partner feels they need any further guidance, they are encouraged to ask the compliance team who will offer them/ signpost them to appropriate support.

Audits at the National Cycling Centre

Two audits were undertaken on the Manchester National Cycling Centre project. One with a Drylining company Quartus, and another with a cleaning company. These trades were selected as they are high risk for modern slavery.

The Quartus audit was successful, with their company director saying **“before (the audit) you sent me some videos to watch to do with modern slavery, and even afterwards one of the follow up calls went through how I should record right to work. It was quite simple really, whereas I think if I was told I had to just do it and get on with it, it would have been quite time consuming.”**

For the cleaning company, following their audit, ISG required improvements to their processes. At this time, they have decided not to implement these improvements, and therefore will not be continuing work on ISG sites.



Following their audit, they added:



“Just don't be worried about it. Being audited can be quite a daunting thing, but (the ISG team) put us at ease”

Mick Hegarty, Director,
Quartus Construction Ltd



“It's something that we've learnt from you and will now be part of our processes going forward, and hopefully we'll be a better company for it. We've always thought about protecting our people, but not so much about protecting ourselves and this does both”

Mick Hegarty, Director,
Quartus Construction Ltd

Investing in the local community

We delivered over 25 community initiatives throughout the project, **with total donations and in-kind contributions reaching £15,902**. Our project team and supply-chain partners generously volunteered and contributed materials to support local initiatives. Activities included:

- Our waste reduction drive ensured that materials from the strip-out were re-used, donated or recycled. Material donations were made to organisations such as Sow the City and Salford City Academy. Other headline achievements include: **5.5t of rubber crumb flooring recycled and re-used as equestrian flooring, 25 track lights re-used in the BMX centre as spares, and savings of circa. 2.5t of embodied carbon from the reuse of wooden flooring and doors via social enterprise Emerge Recycling**
- Our site welfare partner, Portakabin, supported Manchester Revolution Basketball Club through the donation of a container for the storage of children’s basketball wheelchairs and equipment
- Mustard Tree were the projects chosen charity for the donation of food and clothes
- A successful charity cycle event in partnership with the NWCH and framework partners, raising vital funds for the We Love MCR charity. **The event raised over £2,600 and ISG were thrilled to be able to match fund this, bringing the total to over £5,200**
- A range of activities to support local VCSE’s and SME’s including pro-bono advice, complementary building services surveys provided by Briggs & Forrester, material donations and volunteer days including litter picking in the local area and sprucing up Philipps Park
- Members of the team helped to **raise over £380** in collaboration with the NWCH, taking part in the 10k Great Manchester Run. The money was donated to Manchester based homeless charity Embassy Village.

£6,680
monetary donations

£9,222
material donations



“Partnering with ISG on this has allowed us to reach out and support a successful initiative in Manchester and hopefully make a lasting impact”

John Dunn | Regional Commercial Manager for Portakabin



“Thanks again for the great support, it was an excellent event! We will be using the funds raised to support our unique Manchester’s Rising Stars Fund. A lack of resources is holding back the talent of many talented young people – We Love MCR has already helped to change the lives of over 200 Rising Stars, and we want to support many more.”

Ged Carter | Head of We Love MCR Charity



“It has been a pleasure to work on such a unique and exciting project that has enabled us to help the local community in the many ways we have”.

Alex Mastroddi, ISG Project Manager, National Cycling Centre



ISG team with clothing donation box



Mary Ord, ISG SV Grad, Portakabin and Manchester Mavericks



James Hardy Jones (Site Manager) and Lizzie Warburton (Apprentice) with donation box



ISG team at Philipps Park

Investing in the local economy



81.5%

spend within the local supply chain



70%

local labour

ISG is committed to investing in a local supply-chain and engaged with subcontractors to ensure their supply-chain and labour was sourced locally. We are proud to have achieved **81.5% supply-chain spend within 30 miles and 70% local labour**, meaning that ISG direct spend and the spend of our supply-chain, was spent within the local economy, adding strength to the local pound, and supporting SME's within Manchester.



“By working with Community Wood Recycling, ISG is creating real social value and helping to build a circular economy.

We are very grateful for this support.”

Richard Mehmed, Managing Director,
Community Wood Recycling



“We are working with ISG on two current NWCH schemes – the National Cycling Centre and Hough End Sports Village. We enjoy working with the ISG team – their people are open, proactive and collaborative, and are receptive to our professional advice and ideas, making it a genuine partnership”.

Tim Davies, Director, Waterman
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