



Planning Condition 15a – Local Labour

Local Benefit Proposal

Local Labour – Our commitment

The Viridis consortium, in partnership with the University of Manchester, is committed to recruiting local labour for the duration of the “construction phase of development”. This commitment will also apply to the procurement process and into the lifecycle operation of the residences.

We will implement a coherent and tangible programme to deliver local labour – culminating in opportunities via spend, jobs, apprenticeships and upskilling - based on partnership with the University of Manchester and its “fundamental belief” that its “purpose” is to “deliver benefit to society and the environment”.

For ease of reference, our Local Benefit Proposal has been structured into the following primary areas:

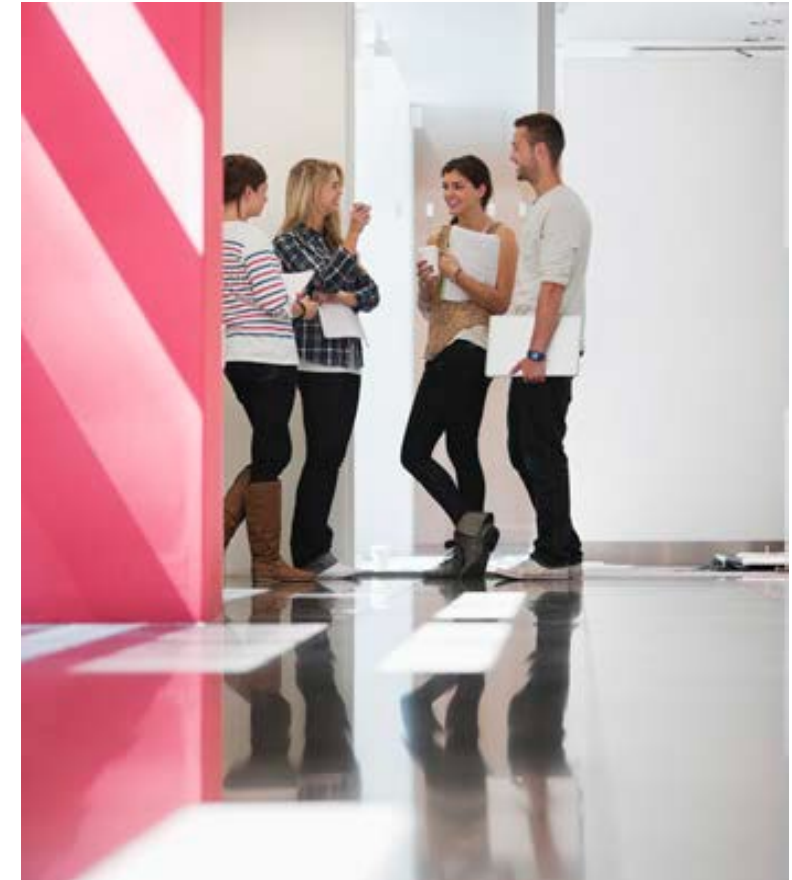
(i) The measures proposed to recruit local people, including apprenticeships

This section has been further sub-divided into:

1. *Local Supply Chain Measures*
2. *Local Employment Measures*
3. *Skills and Education Measures*

(ii) Mechanisms for the implementation and delivery of the Local Benefit Proposal

(iii) Measures to monitor and review the effectiveness of the Local Benefit Proposal in achieving the objective of recruiting and supporting local labour objectives



(i) The measures proposed to recruit local people including apprenticeships

Local Labour – The Proposed Measures

From the outset, we would note that the predicted Socio-economic Return on Investment (SROI) for the activities undertaken during the construction phase is £240m+. This substantial figure, calculated using a social value reporting tool, Impact Reporting, demonstrates the “lasting impact” that the Fallowfield Residences Redevelopment Programme will have on both the local labour market and local communities. All interventions will be collaboratively established, managed and delivered between Viridis, the University of Manchester and the local community.

In summary, the high-level measures and principles which we will adopt to enhance local labour throughout the construction programme include:



Dedicated resources

We have an experienced internal Social Value team, inclusive of experts in L&D, FIR, wellbeing etc., to support delivery. It will be led by our dedicated Social Value Manager, Louise Seddon. Manchester-based, Louise, has over 19 years’ experience in successfully implementing socio-economic targeted outcomes



Fallowfield Foundation

As a statement of our intent, Viridis and the UoM will establish and manage the Fallowfield Foundation. The foundation will support members of the local community and residents in maximising social or educational opportunities



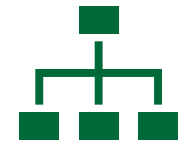
Collaboration

We have developed a vast network of local delivery partners, third sector organisations, charities and educational establishments who we will partner with to positively impact the local labour market (e.g. the Growth Company to invite relevant businesses to match with opportunities)



Best Practice

At all times, we will follow Social Value best practice. For example, our overall approach is aligned with the UN Sustainable Development Goals while our design embeds the principles of the RIBA Sustainable Outcomes Guide relating to “Sustainable Communities and Social Value”



One Team, One Vision

While this Local Benefit Proposal largely focuses on the construction phase, our commitment is to optimise local labour opportunities throughout the entire lifecycle of the development. Viridis partner, Derwent FM, is part of Places for People where 100% of its profits are reinvested into local community initiatives

1. Local Supply Chain Measures

The table (right) outlines the initial “Local Supply Chain” measures which we propose to implement as part of the construction phase of the Fallowfield Campus Residences Redevelopment Programme (*N.B. these initial figures may vary slightly during the construction programme according to local needs and priorities*).

Our intention is to actively promote project work package opportunities to small, medium and large supply chain partners to ensure a broad and diverse range of local companies and suppliers can benefit from the project.

The activities listed, which from our experience are proven to increase local supply chain opportunities, will facilitate positive engagement with the supply chain to develop best practice methods, policies and procedures to help them build robust and resilient businesses. This will protect their workforce and combat socio-economic indifference, i.e. paying real living wage, addressing gender pay gaps.

Local Labour – Local Supply Chain Measures		
Activities	Measures (Proposed Outcomes)	Initial Key Stakeholders
Meet the Buyer Events	x2	- The University of Manchester - The Growth Company - Greater Manchester Growth Hub - Greater Manchester Chambers of Commerce - Greater Manchester Business Board (LEP) - Greater Manchester Combined Authority (Good Employment Charter)
Local Supply Chain Spend (£%)	65%	
Local Supply Chain VCSE Spend (£% of local supply chain spend)	5%	
Sign Up to support Greater Manchester Good Employment Charter (% supply chain)	80%	
Supply Chain Onboarding Workshops (% supply chain)	100%	
Tender “Know How” Workshops	1	
Drop in Skills Surgeries and Events (Project Workforce – NVQs, Industry Related Upskilling)	10	
<i>* We define “local” as 0-40 miles radius in terms of the local supply chain catchment area, commencing with the Oxford Road corridor and spreading out inclusively to capture the wider Greater Manchester Boroughs</i>		

2. Local Employment Measures

The table (right) outlines the initial “Local Employment” measures which we propose to implement as part of the construction phase of the Fallowfield Campus Residences Redevelopment Programme (*N.B. these initial figures may vary slightly during the construction programme according to local needs and priorities*).

As noted, we have already identified a range of key stakeholders who we will partner with to deliver the “Local Employment” measures. Significantly, we will support 120 unemployed local adults (averaging 40 people annually between May 2026 and June 2029) through the implementation of our CRE8 Programme. This innovative programme supports delegates with pre-employment training while also providing a wraparound service which enables delegates to sign up with local recruitment partners. This enhances their employability prospects and enables them to transition into paid work opportunities.

To date, 100% of delegates completing our CRE8 Programme have received local employment offers. As a genuine partner, we will collaborate and liaise with the University and community to develop the bespoke Fallowfield CRE8 Programme, including identifying priority groups such as NEETs and people with disabilities, for example.

Local Labour – Local Employment Measures

Activities	Measures (Proposed Outcomes)	Initial Key Stakeholders
CRE8 Pre-employment programmes (people)	120	• The Growth Company • Procure Plus • GRAHAM CRE8 • The Works • The Booth Centre • Refugee Employment • GMCA Working Well • Building Careers UK • Manchester City Centre Job Centre Plus • Frameworks Social Enterprise CIC • GM Youth Network
Local Jobs (people) <i>(*a variety of jobs, including existing and new entrants, will support delivery)</i>	260	
Diverse, underrepresented intakes – 20% of Local Jobs (people)	52	
Employability Support (hours)	480	
- CRE8 Delegates (120) - will be sourced locally through local project partnerships (giving priority to MCC residents, expanding to include wider Greater Manchester boroughs if no delegates from immediate locality) - Local Jobs (260) - calculated using local term criteria for expected % workforce, in this instance to reside within GRAHAM standard term 30 miles radius		

3. Skills and Education Measures

The table (right) outlines the initial “Local Skills and Education” measures which we propose to implement as part of the construction phase of the Fallowfield Campus Residences Redevelopment Programme (*N.B. these initial figures may vary slightly during the construction programme according to local needs and priorities*).

Through this bespoke education and skills engagement strategy, we will support local emerging talent in the area by breaking down barriers to learning.

As an example, our commitment is to ringfence opportunities for priority groups. This will ensure that project outcomes are accessible to all, and that targeted support is provided to underrepresented groups and individuals who face educational and career progression barriers.

Our approach is to work collaboratively with a range of key stakeholders to ensure local priorities are considered and addressed. We will coordinate work experience opportunities with the University of Manchester and seek to create meaningful outcomes.

Local Labour – Local Skills and Education Measures		
Activities	Measures (Proposed Outcomes)	Initial Key Stakeholders
Drop In Skills Surgeries (events) - UoM on Campus - Project Workforce	18 10	University of Manchester Careers – Career Connect (UoM and the Powerhouse)
Work experience (people) - Undergraduate (paid) summer internship for 6 weeks - T-Level Industry (315 hours) - Standard work experience (35 hours) excluding CRE8 (* 50% of which must be underrepresented and/or diverse talent)	4 3 48 - (*24)	- MCC PlanBEE Apprenticeships - Calico Shared Apprenticeships - The Manchester College (including T-Levels) - Into University (North Manchester)
Apprenticeships (people) - PlanBEE (2 years) 4-month rotations (people) - Workforce New/Existing (people)	6 36	- The Growth Company - Procure Plus
Local Emerging Talent Support and Engagement (events) Careers/Jobs Fairs including JobCentre Plus	25	- Portland Training - Manchester City Centre Job Centre Plus
STEM/Curriculum Support/Site Visits - Wilbraham Primary School, Manchester High School for Girls, Withington Girls School, St Kentigern’s Primary School	33	The Blair Project (Manchester Innovation Activities Hub)

(ii) Mechanisms for the implementation and delivery of the Local Benefit Proposal



Implementation and Delivery Methodology

To optimise our approach, we will work collaboratively with the University of Manchester, the local community, partners and stakeholder organisations to realise opportunities that target and address local needs and inequalities and deliver short, medium and long-term social, economic and environmental benefits on a “whole life” basis.

In summary, we will:

- ✓ Identify realistic/deliverable key areas of focus, which, when implemented, will deliver the highest levels of social value that directly respond to Manchester’s policy and socio economic needs
- ✓ Demonstrate optimal levels of internal engagement, communication and management of social value and local labour related matters
- ✓ Effectively deploy our internal support and external resources to achieve targets and ambitions
- ✓ Measure what matters - inform what gets measured and how this is measured and valued by involving stakeholders
- ✓ Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes
- ✓ Implement an approach which is consistent with embedding social value best practice
- ✓ Include proposals for effective collaboration and partnerships with third parties to introduce external engagement and support, helping to create place-based social value
- ✓ Contain robust proposals in relation to the performance management of social value
- ✓ Identify realistic and deliverable key actions / next steps.



Implementation and Delivery

Dedicated Local Benefit Proposal resources: As noted, our Manchester-based Social Value Manager, Louise Seddon, will be responsible for the implementation and delivery of our Local Benefit Proposal. She will work collaboratively with our Project Lead, Neil McFarlane, and other key members of the Viridis consortium to ensure its successful implementation. We have a strong internal GRAHAM Social Value team, inclusive of experts in Fairness Inclusion & Respect etc., who will provide support as and when required to ensure the seamless implementation and delivery of our plans. At all times, Louise will engage and collaborate with the University of Manchester to ensure consistency in our approach.

Bespoke Local Benefit Proposal Action Plan: We have developed a bespoke Local Benefit Proposal Action Plan, which was summarised in Section (i). It has already been shaped and informed by the University of Manchester, the community and key stakeholders. The specific measures, targets and KPIs will be reviewed and benchmarked. Where required, corrective action will be applied to ensure ongoing success against our agreed commitments. We will ensure that the measures, objectives and KPIs are delivered in accordance with this Plan through a robust governance process.





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KEY PROGRAMME DATES	Pre-Construction Q3 (July) 2024 - Q3 (July) 2025	Construction 3 (July) 2025 - Q3 (Sept) 2029	Project Team & Cabins enabled Q3 (August) 2025	M&E onboarding Q2 (Apr/May) 2026 (SVDP opportunities start to emerge)	Phase 1, 2 & 3 handover dates Q3 2027, Q3 2028, Q3 2029	End of Project Report - Collation of SV Impact brochure Q4 2029	Note: boxes without indicates programme delivery period
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(iii) Measures to monitor and review the effectiveness of the Local Benefit Proposal in achieving the objective of recruiting and supporting local labour objectives

Monitoring and Review

Measuring what matters

Our proposed local labour targets will be monitored by Social Value Manager, Louise Seddon. We will apply our experience in reporting (including our preferred **Impact Reporting Tool**) to capture progress and outcomes as required – Impact Reporting has calculated a £240m+ Socio-economic Return on Investment emanating from the construction activities for the Fallowfield Campus Project.

Performance management will be managed and monitored over the short, medium and long-term. We recognise the need for flexibility, and we will ensure that the proposed initiatives and the corresponding targets are seamlessly updated and developed in line with the changing priorities and commitments of the Viridis Consortium, the University of Manchester and relevant procurement legislation. This flexibility will enable us to continuously reflect the needs of the local community to ensure its aspirations are reflected in our delivery.

Regular audits will ensure high standards are maintained and issues addressed promptly. Quantitative and qualitative measurement will be provided through the **Impact Reporting Tool**, or equivalent, as per the University's preferences. This software supports consistency and regulates our local labour practices through direct alignment with the Key Themes of TOMs. We will also ensure that our supply chain shares our commitment to delivering and recording local labour statistics. We will secure their support with fair and proportionate contributions to targets, and we will ensure compliance with recruitment protocols and reporting procedures included in contract clauses. Our supply chain will provide monthly returns along with supporting evidence that will then be uploaded to the agreed reporting tool. Any shortfalls or non-delivery by an individual sub-contractor will undergo an early stage recovery plan to maintain overall delivery outcomes.



Social Value Tracker

We have provided an example of a Social Value Tracker (right) which demonstrates how we will capture and record local labour data. This will then be compiled and presented to the University on a monthly basis as part of our governance processes.

Well Meadow (Sheffield) - Social Value Project Tracker										GRAHAM		INVESTORS IN PEOPLE™ We invest in people Platinum																										
2 - New Jobs Created																																						
Persons required (4) 3 FTE and 1 Paid Summer Placement										Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Total weeks	AC Balance
Nr	Job Description	Postcode	Employer	M/F	Disability	Employment Stat	Start	Finish	FT/PT																													
1	Senior Site Manager	S13 9UT	GRAHAM	M	N	Employed	06.04.2021	31.03.2022	FT																													
2	Gateman/Traffic Marshal	S2 2RS	GRAHAM	M	N	Employed	06.04.2021	25.02.2022	FT																													
3	Site Labourer	S2 2LD	GRAHAM	M	Y	Employed	19.04.2021	06.05.2022	FT																													
4	Traffic Marshal/Semi Skilled	S13 7GG	GRAHAM	M	Y	Employed	12.07.2021	29.04.2022	FT																													
5	Site Labourer	S2 5AP	GRAHAM	M	N	Employed	28.03.2022	21.07.2022	FT																													
6	Site Labourer	S12 2BU	GRAHAM	M	N	Employed	28.03.2022	23.09.2022	FT																													
7	Site Labourer	S2 4FD	GRAHAM	M	N	Employed	03.05.2022	15.07.2022	FT																													
8	Forklift Driver	S3 9AE	GRAHAM	M	N	Employed	06.05.2022		FT																													
9	Gateman/Traffic Marshal	S20 4TL	GRAHAM	M	N	Employed	11.05.2022	08.06.2022	FT																													
10	Site Labourer	S11 8BA	GRAHAM	M	N	Employed	06.06.2022	27.09.2022	FT																													
11	Gateman/Traffic Marshal	S9 4GE	GRAHAM	M	N	Employed	09.06.2022	18.11.2022	FT																													
12	Handyman/Semi Skilled	S4 7AG	GRAHAM	M	N	Employed	29.06.2022		FT																													
13	Site Labourer	S6 4LE	GRAHAM	M	N	Employed	18.07.2022	30.09.2022	FT																													
14	Site Labourer	S3 9PH	GRAHAM	M	N	Employed	18.07.2022	12.08.2022	FT																													
15	Site Labourer	S13 7GS	GRAHAM	M	N	Employed	18.07.2022	21.10.2022	FT																													
16	Site Labourer	S6 3GS	GRAHAM	M	N	Employed	18.07.2022	05.08.2022	FT																													
17	Storeman	S21 2FA	HE Simm	M	N	Employed	09.05.2022		FT																													
18	Plumber	S36 2TH	HE Simm	M	N	Employed	14.04.2022		FT																													
19	Electrician	S43 3FL	HE Simm	M	N	Employed	25.05.2022		FT																													
20	Site Manager	S40 4SY	GRAHAM	M	N	Employed	04.07.2022		FT																													
21	Site Labourer	S5 9LH	GRAHAM	M	N	Employed	09.08.2022	16.01.2023	FT																													
22	Hoist Driver	S2 4BL	GRAHAM	M	N	Employed	03.10.2022	23.12.2022	FT																													
23	Hoist Driver	S9 5GH	GRAHAM	M	N	Employed	03.10.2022	18.11.2022	FT																													
24	Site Labourer	S62 7BJ	GRAHAM	M	N	Employed	03.10.2022	11.11.2022	FT																													
25	Site Labourer	S2 1AG	GRAHAM	M	N	Employed	03.10.2022		FT																													
26	Site Labourer	S3 7JD	GRAHAM	M	N	Employed	24.10.2022	23.12.2022	FT																													
27	Gateman/Traffic Marshal	S94EL	GRAHAM	M	N	Employed	22.11.2022	23.12.2022	FT																													
28	Site Labourer	S12 4AZ	GRAHAM	M	N	Employed	28.11.2022		FT																													
29	Hoist Driver	S10 1SB	GRAHAM	M	N	Employed	22.11.2022		FT																													
30	Gateman/Traffic Marshal	S14 5AL	GRAHAM	M	N	Employed	08.11.2022		FT																													
31	Site Labourer	S14 1AB	GRAHAM	M	N	Employed	09.01.2023		FT																													
32	Site Administrator	S5 8QE	GRAHAM	F	N	Employed	06.03.2023		FT																													
33	Site Labourer	S3 9JA	Kinlan Brickwork	M	N	Was Unemployed	13.03.2023		FT																													