

CO-OP LIVE COMMUNITY OPERATIONS PLAN

Co-op Live is for Manchester, of Manchester and by Manchester. As a result, we will ensure we connect with the community on multiple levels from ensuring our building welcomes local people to enjoy events, have access to Co-op Live jobs, can aspire to perform on one of our stages and can use the building for community good. Co-op Live has an extensive local recruitment strategy that inspires, attracts and develops local talent, as well as a music outreach, resident access and community use of Co-op Live strategy.

Local job creation

Co-op Live has worked closely with Manchester City Council Work & Skills and Department for Work & Pensions teams throughout this development to attract & upskill local people to job opportunities at the arena. We have specifically targeted Openshaw & Clayton, Ancoats & Beswick and Miles Platting & Newton Heath as our three main wards where applicants are within walking distance of the arena. We have targeted residents in Manchester & Tameside through the support of Manchester City Council to attract applicants who are connected to the public transport network.

Co-op Live's commitment is broader than just local employment. Our community value work crosses eight pillars and this document provides an update of where we are against the commitments to this point (January 2024). There is more work planned prior to opening in April, our commitment to local people is ongoing and doesn't stop when we open the doors, it only deepens as we transition from opening into business as usual as we continue to grow our networks with partners and relationship with the community.

CO-OP LIVE COMMITMENTS

As part of our planning application in 2020, we committed to the following measures outlined and this report will catalogue progress to date against each area of seven areas.

1. **Workforce Development Commitments**
 - **Operational Jobs.** To create 1,000 direct jobs across several disciplines and approximately 1,400 indirect jobs through our supply chain.
 - **Local Recruitment.** To prioritise applicants within walking distance of the arena.
2. **Local Talent Development.** Provide upskilling, training & flexible work.
3. **Pay well.** Co-op Live is committed to being a good employer and to pay the Manchester Real Living Wage.
4. **Employment Outreach & Grass Route Initiatives.** To inspire & create opportunities for young people.
5. **Giving Back, Community Access & Resident Outreach.** To provide charitable activity to support and invest in local causes, providing free tickets to the local community and welcoming the community to access spaces when they are available and engaging schools.
6. **Volunteering.** We are looking at different volunteering opportunities to support the arena and walking route.
7. **Create Significant Economic Impact.** Provide a significant boost to Manchester's visitor economy.

CO-OP LIVE RESULTS SO FAR

1. Workforce Development Commitments

Operational Jobs

Beyond the construction jobs (outlines in a sperate paper), Co-op Live is focused on providing local people with full time roles and casual opportunities. The original target set as part of planning within our first 20 years of operation would support approximately 47 full time positions and 1,038 part time event-based jobs each year. It is estimated that this equates to a total net gain of an estimated 586 FTE jobs.

We are going **to exceed this measure with an expected 136 FT roles** and we are currently at **2,230 out of the estimated 2500 part time** event based roles we expected to recruit. With a vast proportion (currently **65% of FT and 87% of casuals**) jobs going to local people as the following data explains.

Casual Recruitment

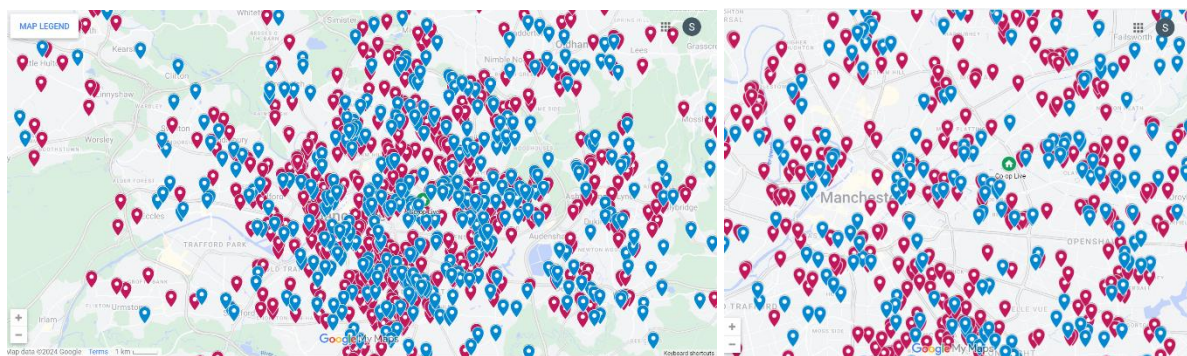
Casual role offers commenced from January 2024. Key roles include stewarding, security, bar staff, kitchen porters and chefs. Our applicant data to date shows the following results which leads us to believe we are on track to exceed the original target;

- 2,200 roles (1,000 Venue & 1,200 F&B to be recruited by April 2024, total 2,500 roles by September 2024
- A further 1,000 roles to be created through our supply chain.
- Currently there has been a total of 10,233 applications received.
 - 44% of applicants will use these opportunities as primary employment*.
 - 52% of applicants from an ethnically diverse background*
 - 15% of applicants over 45 years of age*
- Venue casual offers - **1,036** as of 8 April 2024
- F&B casual offers - **1,194** as of 8 April 2024

**Please note this data shows averages of data provided, where data is not disclosed an average of the existing taken has been taken.*

Map of casuals and permanent team (red F&B and blue is the venue)

Greater MCR and zoomed in on East MCR



Permanent, Full Time Recruitment;

In addition to event day roles, we have recruited permanent full-time positions in operations, event management, technical, IT, engineering, facilities management, marketing, sales, hospitality management and cheffing.

- Venue - **75** roles offered as of 8 April 2024
- F&B - **44** roles offered as of 8 April 2024

Co-op Live positions	Proximity to the venue					Total (so far)
Permanent Roles	0-2miles	2-5miles	5-10 miles	10 miles+	Not specified	
Venue	4	14	39	18		75
F&B (40 - awaiting postcodes from 4)	14	10		16 (2 relocating from London)		44
Casual Roles	0-2miles	2-5miles	5-10 miles	10 miles+		
Venue	411	308	197	101	19	1036**
F&B	545	315	147	85	102	1194**
Location of staff recruited so far	43%	44%		8%		2230**

***As of 8 April 2024*

- Total full time, permanent roles to be 124 as of April 2024 with an additional 12 casual roles transferring to permanent as of June 2024. Total **136 roles**.
- **66% female senior leadership** representation

D&I casual data (Venue)

Co-op Live wants to represent the community and ensure we are diverse. So far the results are:

- 32% - ethnically diverse
- 15% - aged 50+
- 6% - LGBTQ+
- 3% - disability
- 19% female / 41% male

**Please note this data shows averages of data provided, where data is not disclosed an average of the existing taken has been taken.*

1.3 Local Recruitment

To prioritise applicants within walking distance of the arena.

Co-op Live has invested heavily in promoting jobs to the local community. **Appendix 1** summarises the organisations we have engaged with and the marketing activations that have helped Co-op Live attract local residents to the opportunities.

System development measures means that we can sift candidates based on qualifications, experience and locality to the arena. Interviews and training are being held locally at Connell College on Alan Turing.

Our current permanent, full time employee data shows;

- 43% will travel sustainably, including walking, cycle & public transport.

Our casual application data shows;

- 69% will travel sustainably, including walking, cycle & public transport.

Additional detail around local targeting can be found in **Appendix 1** but the work is still ongoing as we go into the key recruitment period for causal opportunities.

2. Local Talent Development

Upskilling and training activity.

Co-op Live is committed to developing talent from inspiring young people with career choices, apprenticeship and work placement schemes providing talent pathways and upskilling the local community to access jobs on offer.

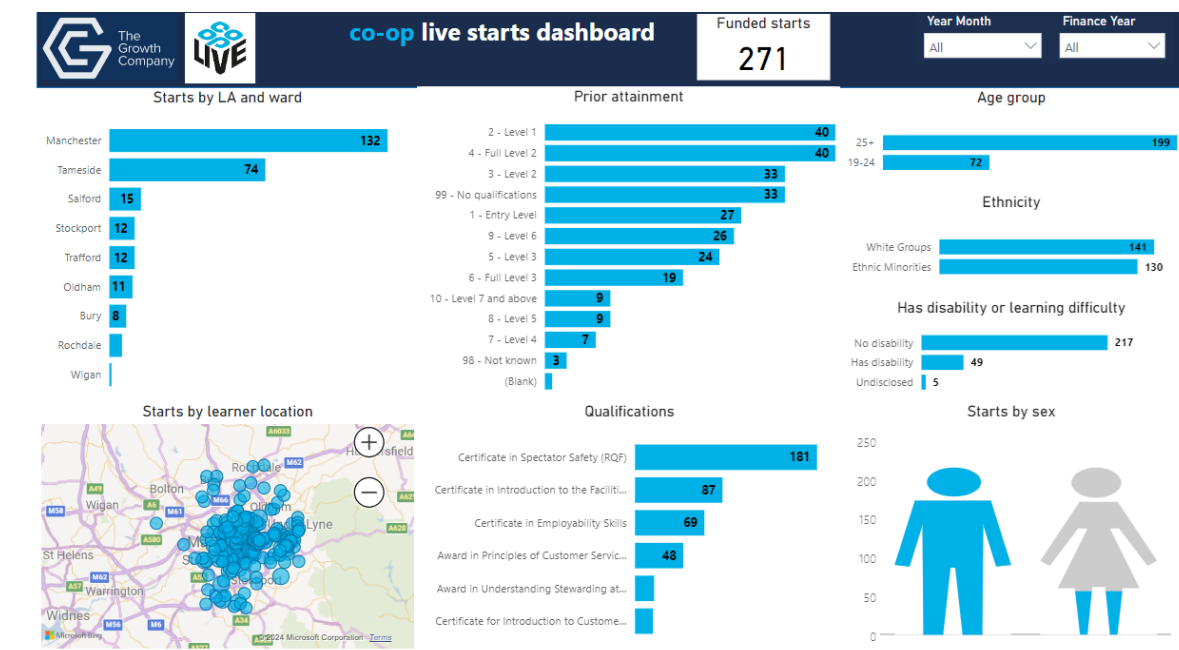
The Growth Company Partnership

Co-op Live has partnered with The Growth Company to offer employability and upskilling opportunities to local unemployed people.

- We estimate 22,400 hours of upskilling opportunities will be provided, supported by £250k of funding through the adult education budget.
- 303 local people will gain formal qualifications, a minimum of 50% from Manchester.
- This upskilling will create transferable skills to support Manchester nighttime economy.

Current progress:

- **Total trained - 271** people as of 01 April 2024
- 32 people are currently going through Spectator Safety L2 training (due to complete 12 April 2024)
- **141 referrals from Job Centres** for the March training.



Upskilling at Co-op Live

- 700 directly recruited stewards will obtain formal qualifications in spectator safety within 6 months of commencing in role.
- Approx 12,000 hours upskilling on fan safety & customer service for event teams.
- Approx. 10,400 hours upskilling for hospitality crew on customer service, food hygiene, COSHH, fan safety.

- A minimum of 25 employees will complete their NVQ level 3 and 4 in spectator safety.
- Engaged with Back to Work to secure additional funding for upskilling in hospitality.
- The Co-op Live Training Academy is in development and will offer training in hospitality prior to opening.

Inspiring the future workforce

Attracting new talent to the event and hospitality industry is critical for long term growth of Co-op Live and the Manchester Nighttime economy. Post opening recruitment focus will shift from mobilisation to attracting new talent.

Co-op Live will be working with local partners, schools, colleges and universities post opening in 2024 to introduce grassroots entry roles into events and hospitality. Exact number of roles and opportunities to be agreed in June 2024. Current partnerships have been established with;

- Manchester Metropolitan University, Manchester University, UA92, Salford University
- Colleges; Manchester College, Tameside College, LTE Group, BIMM, Trafford College, Factory International
- Schools; East Manchester Academy, Co-op Connell College.

Examples of activity so far

- Forty-six educational visits have come to the Co-op Live construction site and 15 outreach sessions with education partners reaching 1,512 pupils so far. There have been:
 - 23 work experience placements for Under 18's (job seekers)
 - 13 placements for over 18's
 - 4 volunteer opportunities on site.
- We have had a Connel College Student, join the marketing team and complete an apprenticeship with us and achieve a distinction in a Level 3 Junior Content Producer.
- Working directly with MMU careers team appointed 3 event management graduates to permanent roles through;
 - Targeted recruitment of diverse graduates to promote ethnicity in events and females in hospitality management, both commenced August 23, with one female hospitality manager role so far.
 - Graduate entry level role into events, commenced in Jan 24 with two successful Greater Manchester graduates so far.
- Partnered with The Factory International to attract talent from disadvantaged backgrounds. One 6-month fixed term contract offered.
- Fast tracking four new Facilities Management apprenticeships, targeted at local residents in January 2024, supported by The Growth Company.
- 2 Greater Manchester work experience placements completed with our Sales Team.
- Committed to work with The Royal Foundation, supporting young people from Hulme, Moss Side & Rusholme at risk of gang involvement and crime. Committed to provide;
 - Upskilling in spectator safety to 12 young people by September 2024
 - One week work placements for 8 young people by December 2024
 - Co-op Live teams to attend quarterly sessions to talk about careers in events.

3. Pay Well.

To pay the Manchester Real Living Wage

Co-op Live can confirm it pays the Manchester Real Living Wage and we are a 'Supporter' of Greater Manchester Good Employment and will begin application for 'Member' status post opening.

Provide good & flexible employment.

Co-op Live is committed to be a good employer and is working with The Greater Manchester Good Employment Charter to guide our focus as well as paying the Real Living Wage. In addition, we support our staff with the following benefits packages alongside flexible working arrangements.

Casual Crew Benefits:

- Real Living Wage rates as a minimum.
- Any person working more than 6 hours will be entitled to a meal and hot drink on shift.
- Exploring public transport costs to encourage sustainable travel.
- Uniform, lockers and shower facilities will be provided.
- Flexible shift options, selecting shifts that work around personal commitments.
- Upskilling opportunities to gain specific event and hospitality qualifications plus opportunities for promotion into permanent roles.
- No zero hours contracts.

Permanent Staff Benefits:

In addition to the above, permanent employees will also receive the following benefits;

- Private Health Care & Worldwide Travel Insurance
- Access to a GP 24/7 plus EAP support
- 25+8 holidays per year
- Life Insurance & Critical Illness Cover
- Free breakfast
- Defined contribution pension scheme
- Enhanced family friendly policies
- Early access to gig tickets
- Flexible working arrangements

Showcasing Co-op Live as a fair, inclusive, employer of choice is critical to our employer brand. To demonstrate our commitment to being a great employer we have achieved the following accreditations in 2023:

- Greater Manchester Good Employment Supporter (application for Member status post opening).
- Real Living Wage Employer
- Armed Forces Covenant, Bronze Award
- Disability Committed
- United for Ukraine, named partner.

4. Employment Outreach & Grass Route Initiatives.

Local employment outreach schemes in development

We aim to start our apprenticeships within our first year of opening.

- Apprenticeship programs for school leavers working in partnership with Princes Trust, Royal Foundation, local Co-op Academies and other local partners. We aim to start our apprenticeships within our first year of opening.
- Hospitality apprenticeship programs focused on cheffing supported through the Co-op Live Hospitality Training Academy.

We aim to start our work graduate placements within our first year of opening.

- Graduate work placements and graduate programs in events & hospitality management

We aim to start our school placements within our second year of opening.

- Local engagement with c 25 schools and colleges a year to promote work experience placements.

In addition, we look at:

- Working with local disability & homeless charities to develop bespoke work programs with targeted support to get people into work.
- Offering 350 guaranteed Interviews to support developing interview skills in partnership with Work & Skills and The Growth Company.

To inspire & create opportunities for young people through grassroots initiatives.

At Co-op Live we're actively supporting Manchester's wider music ecosystem, supporting the artist journey from studio to stage. Below are a few examples of how we are doing this, but it is an ever evolving 'grass routes' strategy:

- Co-op Live are supporting **Olympias Music Foundation** who work with children and young people from low-income households to offer term-time music lessons in Manchester schools. By supporting music instruments, lessons, backstage tours and work experience opportunities as well as providing performance spaces such as busking spots on the walking route, we are opening up young people to careers in the music industry and opportunities to play in front of fans and hone their skills.
- We've teamed up with the **Mayor of Greater Manchester, Andy Burnham, on his 'Artist of the Month'** initiative, offering twelve winners, one each month the added exposure and performance opportunities across the venue. Co-op Live will also be hosting rising artists across various stages, guiding fans along the specifically designed walking route and in the venue's many substages.
- Co-op Live joins Manchester City Council, Oli Wilson, Factory International, Mayor Burnham and the business community in supporting **Beyond the Music** – an initiative to showcase existing talent and new performers across unique Manchester city spaces.

5. Giving Back, Community Access & Resident Outreach

To provide charitable activity to support and invest in local causes.

Co-op Live is committed to giving back to the community in multiple ways, one element is a charity donation where we will work with existing charities and good causes to support national and local giving.

Co-op Foundation

Co-op Live are committed to gigs that give back and are working with the Co-op Foundation to raise over £1million every year to support local and national good causes.

East Manchester charity commitment

Co-op Live and the Co-op Foundation are also donating £200,000 per annum to the East Manchester Advisory Committee (EMAC) to support local good causes in East Manchester.

The allocations/grant funding will be in a ring-fenced account for the intended purpose within each ward. A separate grant funding agreement relating to this would be signed between the City Council's Finance service and both Co-op Live and Co-op Foundation. It is also proposed that there be some flexibility in the agreement to enable movement of funds allocated for a ward across financial years.

The City Council's Finance Service would coordinate and provide either an annual or 6 monthly update on how funding has been allocated and spent with relevant outcomes. These would be provided in advance of EMAC board meetings.

The Council will enter into separate funding agreements with Co-op Live and the Co-op Foundation to allow the transfer of funds into MCC on an annual basis and that these are managed through a ring-fenced account for deployment solely in the three wards of Ancoats & Beswick, Clayton & Openshaw and Miles Platting and Newton Heath.

(iii) That funding allocated per ward is allowed to be carried over into the following financial year to ensure effective allocation.

(ii) Monitoring information be provided on an annual or six-monthly basis based on requirements from Co-op Live and Co-op Foundation.

The Section 106 Agreement states that funding will be distributed to local causes with the direction of EMAC. These are defined as *'those community causes identified by EMAC for the Annual Donation to be applied towards in accordance with the objectives of, and in the proportions determined by EMAC (it being acknowledged that Council members from Local Wards on EMAC shall have a prominent role in the determination of these matters)'*. It had been recommended and agreed at EMAC that the following criteria are confirmed and that funding for wards be based on providing added value rather than on areas or activity that could be seen as Business as usual.

- (i) Employment opportunities for young people
- (ii) Improving health and wellbeing outcomes
- (iii) Investment in other good local causes which support improvements in local communities and neighbourhoods

It should be noted that the definition of 'community causes' and criteria seem flexible as long as members of EMAC are in agreement. It is understood that Co-op Live and the Co-op Foundation would not support schemes which would be regarded as 'business as usual' and that there will be a requirement to know the benefits that the investment has made to the communities in each ward in terms of outcomes.

EMAC also recognise that this fund has the potential to provide sustainability, focus and revolutionise our relationship with the voluntary and community sector in the North East of the City. Co-production and a recognition of capacity would be a key consideration.

EMAC has proposed that the annual funding allocation is split evenly within the 3 wards.

The priorities for spend would be decided by a meeting of the 3 ward members in each ward in May of each year with ratification through Co-op Live and Co-op Foundation.

- In the event that members are unable to agree on schemes to fund or in the event that EMAC does not support the funding proposals, the Strategic Director of Neighbourhoods or Director of Neighbourhood Delivery would have authority to sign off the final schemes to be funded.
- In terms of distribution this could be on an application basis mirroring other community-based funding, commissioning to build capacity or pilot new initiatives or a blend of both. This discussion can be had with ward members once allocation of funds has been agreed.

Other charities

We will also be working with a range of charitable organisations on adhoc activation to offer 'acts of kindness' where we can, this might be in the form of ticket giveaways or funding to support musical instruments in schools to auction prizes. Examples include the following relationships already in place with more being developed:

- The Olympias Music Foundation who work with children and young people from low-income households, many of whom are refugees and asylum seekers. They form community choirs and offer term-time musical lessons in Manchester schools. Co-op Live is looking to support experiences such as backstage tours and work experience opportunities and potential performances such as busking on the walking route. We are just finalising key performance indicators.
- Co-op Live and OVGI are active supporters of Nordoff & Robbins, a leading music therapy charity bringing music into the lives of children with additional psychological, physical, or developmental needs.
- Co-op Live joins Oli Wilson, Factory International, Andy Burnham, Manchester City Council and the business community in supporting Beyond the Music – an initiative to showcase existing talent and new performers across unique Manchester city spaces.

Resident Ticket Ballot

Co-op Live will be offering select tickets to the local community, specifically for those who otherwise would be unable to access tickets and our local neighbours.

- **Local Resident ticket ballots.** Local residents will receive complimentary tickets as part of a ballot for selected shows. If residents are opted into communications they will be eligible to apply quarterly to an event-by-event ticket ballot for two pairs of free tickets to selected shows (A pair from Co-op Live and a pair of tickets from Co-op totalling 500 free tickets per annum). Our first ballot quarterly ballot was launched in January and we have 32 winners from local wards for our initial show announcements. The next ballot will be in April.
- **Community complimentary tickets.** Complimentary tickets for those who might not be able to access events at Co-op Live by working with organisations that can connect with specific communities where music can make a difference e.g. Concerts for Carers, foster care family incentives, looked after children, sports communities for sports events etc.
- If we have promoter approval to provide complimentary tickets where there are spare tickets for our events, we will do all we can to ensure the local community get access to enjoy events on their doorstep. And we will be guided by local multi

agency intelligence on where these tickets should be distributed so we can make the biggest social impact. *Appendix 3* starts to summarise some of the organisations we will connect with to ensure we are engaging with communities to deliver maximum social value. We expect this to be in the region or exceed 1000 free tickets per annum.

Community Access to Co-op Live & Outreach

Co-op Live will be welcoming the community to access their spaces when they are available. Here are a few initiatives that show different ways in which the local community will be invited in to Co-op Live, but this plan will be continually developed with input from residents, partners, local communities and organisations.

- **Community test event.** Circa 3000 people from the community will be invited to look around the venue before we officially open the doors offering exclusive access and engagement with the team before fans enter.
- **Open Door Resident Forum.** Every quarter we will invite c20-30 residents to come and talk to us face to face so we can listen and respond on how we can be great neighbours. We have hosted residents on site but our first Co-op Live Resident Forum is on 7th March and will be quarterly thereafter.
- **Tours of the arena.** Co-op Live is happy to host regular tours of the venue to support community engagement, subject to availability.
- **Schools Engagement.** Co-op Live will continue the work started by their construction partner BAM, in supporting educational visits to the venue to help inspire future talent pathways into the music, events and hospitality industries. We will provide the opportunity for up to 25 school visits per year.
- **Health Initiatives.** Once open, Co-op Live will engage with local health providers to tap into ways we can help improve health outcomes for our fans and neighbours from installing defibrillators, to offering up blood donations points to working with social prescribers to offer health walks and gardening clubs that can help tackle loneliness, improve activity levels and overall mental health. The health improvement opportunities will be co-created with local health professionals who can steer where Co-op Live as a building can boost health outcomes.
- **Co-op Live Spaces.** Co-op Live is keen to ensure the community can access and use Co-op Live and spaces outside and within the arena to drive social and community value. We are committed to opening our doors at least ten times a year to provide community groups, charities, social enterprises and local organisations the opportunity to use the building for social value. The following spaces are being made available for the community to use and floor plans are in *Appendix 4*. We can only offer space when it is available and the venue is not in commercial use and will be subject to programming and potentially client/partner approval e.g. the promoter allowing community use on a build day. And we will be able to confirm three months prior to the event day that the space is available for community use.
 - **The Street. Level 0 - 1724sqm**
 - 2500 standing reception, 1,000 theatre style, 320 banquet style, 256 cabaret style, 37 exhibition stands (3x2m).
 - **Co-op Backstage Club. Level 1 - 752sqm**
 - Up to 700 standing reception, 288 theatre style, 210 banquet style, 168 cabaret.
 - **Decibel. Level 0 - 317sqm**
 - 300 standing reception, 126 theatre style.

- **Boardroom. Level 4 - 85sqm**
 - 20 Boardroom and Event types: Small meeting room and private dining.
- **Canalside. Podium/terrace,** external concourse suitable for outside events and activities adjacent to the canal with inbuilt terrace with a capacity of c.2000.

The above is Co-op Live's commitment, but Co-op our naming rights partner also has access to the arena and may also use the spaces for community use.

6. Volunteering

BAM had a target to meet four volunteer opportunities and has created 10 volunteer opportunities so far on site.

Co-op Live will lead and support volunteer action that aligns with our values and supports community enhancement e.g. canal clean ups, litter picks etc.

7. Create Significant Economic Impact.

Provide a significant boost to Manchester's visitor economy.

As part of the planning application, Co-op Live commissioned an independent report that determined an overall economic impact of £1.3bn over 20 years. The full independent report can be found [here](#). We will start to assess after a full year of trading our economic impact and track we will achieve if not exceed this goal. But here are some of the economic impact highlights:

- £365m invested in building the arena with significant local supply chain value (full value will be calculated at the end of the build).
- Conservative growth of 750,000 extra ticket sales
- By hosting 120 events in year one and potential 150 events in year two we are doubling the number of events attracted to the city leading to considerable increase in the number of day visitors and overnight visitors.
- An estimated, £36m per year in direct annual local spending
- £1.34bn-£1.5bn of additional economic activity (GVA) over 20 years.

Although its early days, we have done some initial modelling with Marketing Manchester on our first 53 events to calculate the visitor economic impact and we have calculated this to be **£77.5m** based on:

- £23.1m from overseas fans
- £35.6m from fans coming for the day (from within the UK)
- £18.7m from fans staying overnight (from within the UK)

Co-op Live will use the Social Value Portal to monitor and report on return on social investment, aligning with the National Themes Outcomes and Measures (TOMs) framework.

Reporting and Governance

The Community Plan will be update on a regular basis as the arena moves from its opening year and will continue to be re-developed in tune with the community.

An annual report will be presented back to the East Manchester Advisory Committee with a half yearly update to the EMAC board representatives including Strategic Director for

Neighbourhood Services and all local elected members for the three neighbouring wards. The EMAC will oversee the following:

- Progress on the general build of the Co-op Live arena and the wider community impact
- Progress on funding and the strategy for the Co-op Foundation
- Issues in East Manchester from residents
- Agree a framework for allocation of funding from Co-op Live to be allocated to community and voluntary sector within the 3 adjoining wards

Conclusion

This is the start of a 15-year commitment to a strategy that will be shaped during our first year. Our long-term Local Community Plan will be formed, shaped, and developed by our Resident Forum with input from our partners, EMAC, local stakeholders including the council, health professionals, charities and community groups and organisations.

Great progress has been made so far, and the groundwork has provided the foundations. The next two months on the run up to opening is critical to ensure we achieve the maximum local community benefit.

2,354

JOBS SO FAR (124 PERM & 2230 CASUAS).

43%

974 JOBS ARE FROM WITHIN
0-2 MILES OF CO-OP LIVE
(AS OF 1ST APRIL)

44%

1030 JOBS ARE FROM WITHIN
2-10 MILES OF CO-OP LIVE
(AS OF 1ST APRIL)

32%

OF VENUE STAFF ARE
ETHNICALLY DIVERSE

303

MCR RESIDENTS ARE ON
TRACK TO GAIN FORMAL
QUALIFICATIONS

1,500+

STUDENTS ENGAGED SO FAR
ON THE PROJECT

4000+

RESIDENT & STUDENT
ENGAGEMENTS VIA TEST
EVENT, FORUMS, SCHOOL
VISITS & COMMUNITY TOURS

£1M+

TO LOCAL & NATIONAL
GOOD CAUSES WITH THE CO-
OP FOUNDATION & VIA EMAC

500+

TICKETS PER YEAR TO LOCAL
RESIDENTS FOR SELECT
SHOWS.

1000+

COMPLIMENTARY TICKETS
PER YEAR FOR SOCIAL VALUE
& COMMUNITY GOOD

20x

INTERIOR & EXTERIOR ACCESS
TO CO-OP LIVE SPACES FOR
THE COMMUNITY, CHARITIES
& HEALTH ACTIVITIES

120

EVENTS PER YEAR
ATTRACTING AN ESTIMATED
£36M PER YEAR IN DIRECT
LOCAL SPENDING

Appendix 1 - LOCAL RECRUITMENT & ATTRACTION

Manchester Work & Skills, DWP and The Growth Company have been instrumental in supporting the engagement of local people. A list of local partners supporting the recruitment campaign can be found below.

Reaching local people within walking distance to the arena has been the focus of a targeted marketing campaign in addition to working with universities to target young people for casual crew roles. Local engagement activity has included;

- In October 23, circulated 27,490 job flyers to local residents across Clayton, Openshaw, Ancoats, New Islington, Beswick, Miles Platting & Newton Heath promoting the Co-op Live Roadshows. This will be repeated in January 2024.
- Issued regular local newsletter highlighting job opportunities hand delivered to M11 households.
- A3 posters provided to local community outreach centres to promote opportunities from Ancoats, New Islington & further including local councillor requests.
- Teams engagement workshop attended by 85 local partners promoting jobs.
- Attraction video shared with all job centres across Manchester, Salford & Tameside
- Co-op Live 'Jobs Roadshow' held at local community hubs in Clayton, Openshaw, Beswick, Ancoats, Miles Platting, Newton Heath, Cheetham Hill, Crumpsall, Blakely, Harper Hey, Charleston and Moston.
- Casual opportunities advertised across all MCC partners through Works & Skills team.
- BAM Newsletter hand delivered to 870 local homes promoting job opportunities.
- Careers fairs commitment to meet local people and promote opportunities;
 - DWP careers fayres once a month, engaged with approx. 750 people
 - Co-op Live careers fayre facilitated by W&S in September with 120 attendees.
 - W&S in Tameside hosted a Co-op Live careers fair, approx. 450 attendees
 - W&S in Salford, Salford shopping centre careers fair approx. 200 attendees.
- All candidates with a disability will be invited to interview for a role.
- Utilising 5+ diverse jobs boards to attract diverse candidates.
- Directly supported individual local applicants with CV and application submissions.
- Engaged with and continue to update local ward councillors on developments.
- An email was sent to all residents 'opted in' with an M11 postcode promoting the current jobs available and we will continue to promote this to our 'local' resident database contacts.

LOCAL PARTNERSHIPS ENGAGED THOUGH WORKS & SKILLS TEAM

The contact list below verified with DWP and Manchester Works & Skills shows the local team engagement and attraction of candidates to roles.

Contact	Partner Type	Local Area
Back on Track	Charity	Ancoats
Mustard Tree	Charity	Ancoats
Awarak Walton Housing Association	Housing Association	Ardwick
S4B Manchester	Housing Association	Ardwick
Bury Employment Support	Council	Bury
Bury Job Centre	Job Centre Plus	Bury
Neighbourhood lead Gorton	Manchester City Council	Central Manchester
Antz Junction	Charity	Central Manchester (M1)
Business in the Community	Charity	Central Manchester (M1)
Mosley Street Job Centre	Job Centre Plus	Central Manchester (M1)
Booth Centre	Charity	Cheetham Hill
Cheetham Hill Job Centre	Job Centre Plus	Cheetham Hill
FAST Manchester	Charity	Cheetham Hill
Great Places Housing Group	Housing Association	Didsbury
Southways Housing	Housing Association	Didsbury
Didsbury Job Centre	Job Centre Plus	Didsbury
Eccles Job Centre	Job Centre Plus	Eccles
Your Manchester Housing Association	Housing Association	Fallowfield
Gorton Job Centre	Job Centre Plus	Gorton
DePaul	Charity	Greenheys
Pure Innovations	Charity	Hazel Grove
Pure Insight	Charity	Hazel Grove
Hulme Job Centre	Job Centre Plus	Hulme
Kath Locke Centre	Charity	Hulme
One Manchester Housing Association	Housing Association	Hulme
Restart Programme/Ingeus	Partner	Manchester city wide
Work & Health Programme/ Growth Co	Partner	Manchester city wide
GC Employer Engagement/ Growth Co	Partner	Manchester city wide
Back To Work/Unemployment contracts	Partner	Manchester city wide
NCS - national Careers Service	CIAEG partnere	Manchester city wide
MAES - Manchester Adult Education Service - MCC	Adult skills provider MCC	Manchester city wide
Jobcentreplus/DWP	Jobcentre	Manchester city wide
Jobcentreplus/DWP	Jobcentre	Manchester city wide
Jobcentreplus/DWP	Jobcentre	Manchester city wide
Jobcentreplus/DWP Openshaw	Jobcentre	Manchester city wide
Smart Works	Charity	Manchester city wide
Standguide Training	Partner	Manchester city wide
seetec/ Provider	Partner	Manchester city wide

One Manchester	Housing Association	Manchester city wide
MCC - Support for Ukraine on secondment from The Growth Company	Manchester City Council	Manchester city wide
Career Connect - Support 16-18 NEETS	charity	Manchester city wide
Refugee Support into Employment - MCC	Manchester City Council	Manchester city wide
All Libraries across Manchester	Libraries and Warm Hubs	Manchester city wide
List of partners below who have been involved in the recruitment since April 23	Partners/Comm orgs/ Work Clubs/Housing Associations	Manchester city wide
Work&Skills Specialist MCC focus over 50's	Manchester City Council	Manchester city wide
Work & Skills Specialist MCC focus on young people	Manchester City Council	Manchester city wide
Northwards	Housing Association	Manchester city wide
Skills/Training Lead - Work & Skills Team	Manchester City Council	Manchester city wide
Unity Radio	Radio Station	Media City
Jigsaw Homes Housing Group	Housing Association	Miles Platting
Mossacre St Vincent Housing Association	Housing Association	Moss Side
Newton Heath Job Centre	Job Centre Plus	Newton Heath
Yes Manchester	Charity	Newton Heath
Work & Skills Specialist MCC Social & Economic Value Programme Manager (North Mcr)	Manchester City Council	North Manchester
Work & Skills officer MCC focus on business's in North	Manchester City Council	North Manchester
Wai Yin Community service/non profit	Charity	North Manchester
ANS	Charity	North Manchester
Operations Manager Yes Manchester	Charity	North Manchester
N Manchester Community Partnership	Charity	North Manchester
Welcome Centre (NMCP)	Charity	North Manchester
Manchester Youth Zone	charity	North Manchester
Neighbourhood Lead North	Manchester City Council	North Manchester
We Mind the Gap	charity	North Manchester
Work Clubs	Community Orgs	North, South and Central
Centre Point Charity	Charity	Northern Quarter
First Choice Homes	Housing Association	Oldham
Oldham Council	Council	Oldham
Oldham Job Centre	Job Centre Plus	Oldham
Working Well	Council	Oldham
Community Led Initiatives	Charity	Pendleton
Salford Job Centre	Job Centre Plus	Pendleton
Community Led Initiatives	Charity	Pendleton
GMMH NHS	NHS	Prestwich
Rusholme Job Centre	Job Centre Plus	Rusholme
Clarion Homes	Housing Association	Seedley
DePaul	Charity	South Levenshulme
Stockport Jobs Match	Council	Stockport
Stockport Job Centre	Job Centre Plus	Stockport
Stockport Homes	Housing Association	Stockport
Wythenshawe Job Centre	Job Centre Plus	Stockport
Salix Homes	Housing Association	Weaste
Pure Insight	Charity	Worsley
Worsley Job Centre	Job Centre Plus	Worsley
Wythenshawe WCHG	Housing Association	Wythenshawe

Appendix 3 - Community complimentary ticket routes

Who	Volume in database
Local Residents M11 and M40 postcodes (opted into emails) but constantly growing	1,257 (636 opted in)
Other local heros e.g. Foster care families, looked after children (if age appropriate) winners of Pride of MCR via MCC etc	MCC - to advise/provide connections
Concerts for Carers - route to target NW NHS and professional care workers with a 'free' ticket ballot.	Concert for carers - 12,000 registered in NW
Tickets for Troops	C4000 in NW
Local schools/colleges - for event specific opportunities to engage education providers to support reward/incentive and inspirational opportunities for young people.	c.200 school, colleges and Universities in Manchester.
Ad hoc requests - email and social requests and endorsements for community local hero 'surprise and delight'	n/a
TARGET	1000+ TICKETS PER YEAR X2 TICKETS TO 500 PEOPLE

Appendix 4 - Floor Spaces for Community use spaces.

The following floor spaces are the focus for community use.

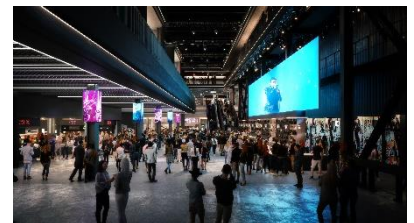
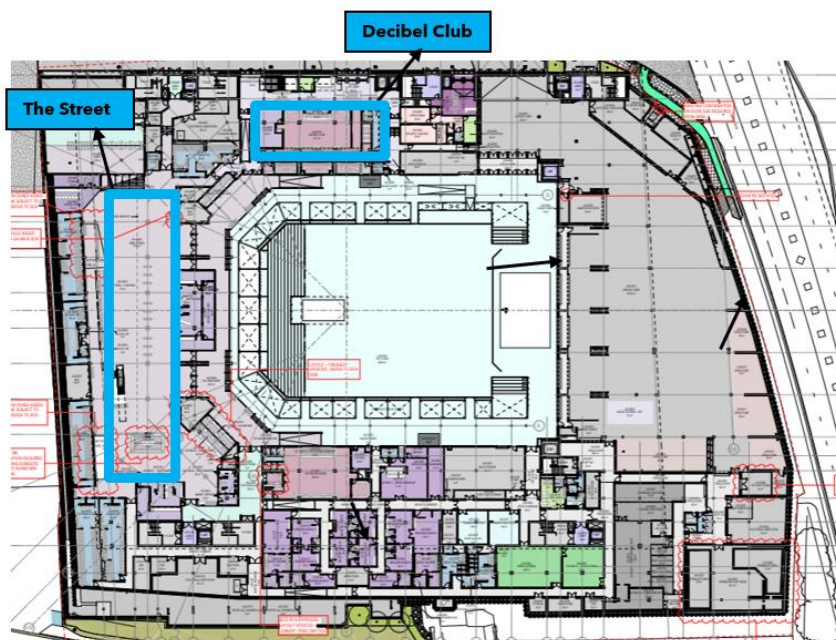
Exterior

- Canalside (Podium/terrace), External concourse adjacent to the canal with built in terracing.
- Capacity of c.2,000-3000, 1500sqm



Level 0 - The Street and Decibel

The Street, Level 0 - 1724sqm	Decibel, Level 0 - 317sqm
2500 standing reception	300 standing reception
1,000 theatre style	126 theatre style
320 banquet style	
256 cabaret style	
37 exhibition stands (3x2m)	



Level 1 - Co-op Backstage Club

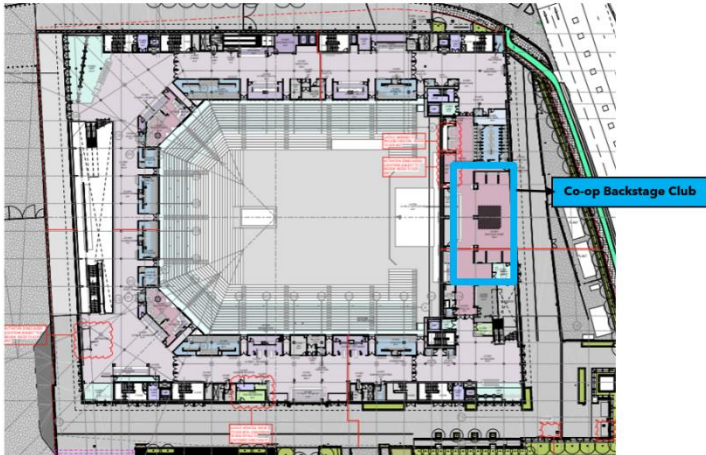
Co-op Backstage Club, Level 1 - 752sqm

700 standing reception

288 theatre style

210 banquet style

168 cabaret style



Level 4 - Board Room

Boardroom, Level 4 - 85sqm

20 boardroom

Event types: Small meeting room and private dining
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