



KEY INFORMATION:

CLIENT: Manchester City Council
LOCATION: Greater Manchester
(Northenden, Moston & Hulme)
CONSTRUCTION VALUE: £18.9m
(combined value)
CONTRACTOR: ISG
START - FINISH DATE: July 2020 –
August 2021
SECTOR: Education
FORM OF CONTRACT: NEC3 Option A
DELIVERY TYPE: Design & Build



"It has been a pleasure working with ISG; they have delivered three outstanding new SEMH schools in Greater Manchester to deliver high-quality education for young people with social, emotional, and mental health needs. These schools are a great addition to their local communities and the staff are delighted with their new facilities. ISG have adopted a collaborative approach at all times, maintaining delivery timescales through the ongoing Covid-19 pandemic".

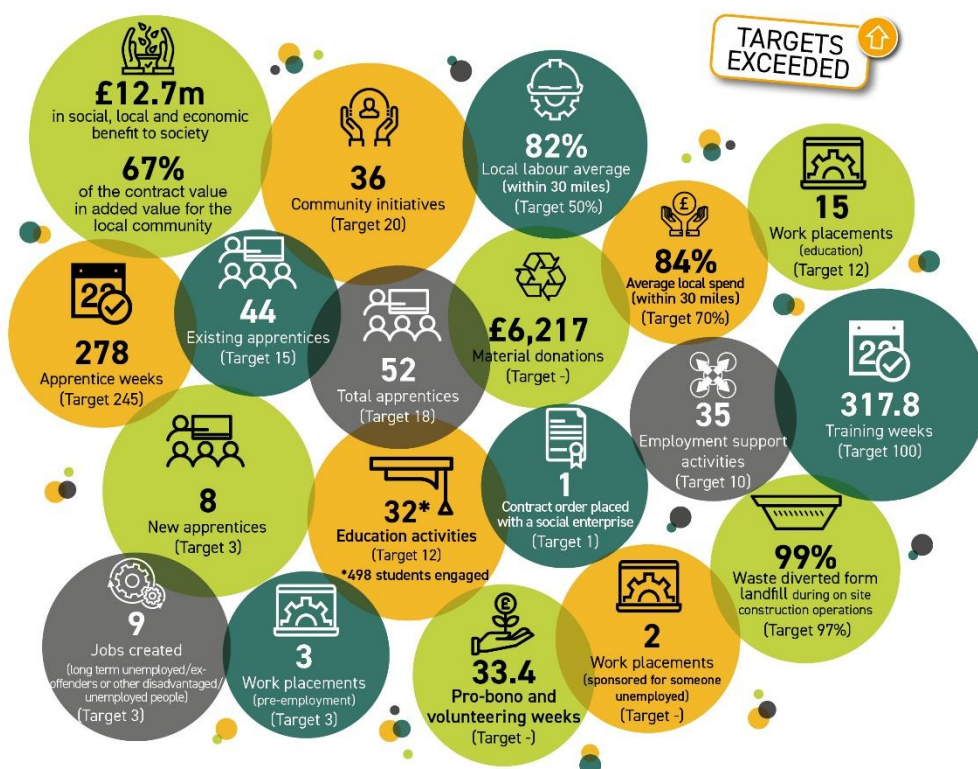
ANDY PARTINGTON,
PRINCIPAL PROJECT MANAGER,
MANCHESTER CITY COUNCIL



PROJECT OVERVIEW:

The successful delivery of the new Southern Cross, Castlefield Campus and Camberwell Park schools are the latest programme of schools for Manchester City Council (MCC), catering for students with social, emotional and mental health (SEMH) needs. ISG worked collaboratively with MCC, consultants and trusted supply chain partners to develop detailed design solutions that meet the needs of a modern SEMH school whilst minimising its carbon impacts, supporting MCC's target of being zero carbon by 2038. The completed schools opened for the start of the 2021 academic year and provide excellent teaching and learning environments. They are on track to achieve a BREEAM rating of 'Very Good'.

Social value highlights across the three projects:



"ISG's team have worked proactively and collaboratively with us to deliver high quality new SEMH schools at Castlefield Campus and Southern Cross School. The schools have now started the new academic year fully equipped to provide excellent teaching and learning environments which meet the specialist educational needs of our students. ISG's dedication, commitment and understanding of our requirements were evident throughout and I would welcome the opportunity to work with them again in future".

ALAN BRAVEN,
EXECUTIVE HEADTEACHER,
ENDEAVOUR FEDERATION

KEY DELIVERABLES/CHALLENGES

- **Southern Cross** involved the construction of a new two storey building with initial works including the compaction of the existing ground to lay the foundations for the new build, before the main construction began to create a steel-frame structure with external brickwork design, including all services, finishes and fit out. External works included new car parking bays, a multi-use games area (MUGA), new fencing, landscaping, playgrounds and horticultural areas. During construction the pupils were based in alternative accommodation until their new school was complete, allowing them to continue their learning in a dedicated environment. The new school accommodates up to 120 pupils aged nine to 16.
- **Camberwell Park** is a new single storey steel frame facility on a disused playing field adjacent to the existing Camberwell Park School. The specialist teaching facility comprises ten primary classrooms and various additional recreational and teaching support areas. External works include a new car park, MUGA pitch, hard and soft landscaping, playground and horticultural areas. The new school provides up to 80 places for children aged two to nine.
- **Castlefield Campus** saw the construction of a steel frame single-storey building including the demolition of an existing building on the site. Externally there is a new car park and landscaping including new boundary fencing and installation of external fixtures, as well as a MUGA pitch and playground. The new school provides up to 50 places and teaches pupils aged 11 to 16.



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. To maximise social value and long-term beneficial impact for the schools and their wider communities, ISG's social value team worked collaboratively with MCC's Neighbourhood team and 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.

Key achievements across the three projects include over £6,000 in donations made to the schools and communities, including the purchase of computer kits to support home schooling during the lockdowns; seven jobs created for individuals from disadvantaged groups, and a range of virtual employment and education support activities enabling us to continue our work, supporting local people, throughout the pandemic. Overall, the programme delivered £12.7 million social, local and economic value (SLEV), as calculated in Social Value Portal (SVP) using the TOMs framework (Themes, Outcomes, Measures). This represents 67% of the contract value in added value for the local community.

KEY INFORMATION:

CLIENT: Manchester City Council

LOCATION: Northenden

CONSTRUCTION VALUE: £7.4m

CONTRACTOR: ISG

START - FINISH DATE: July 2020 – July 2021

SECTOR: Education

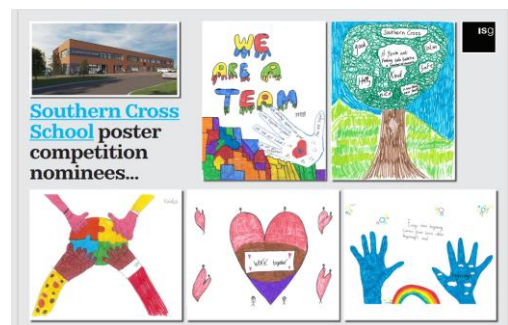
FORM OF CONTRACT: NEC3 Option A

DELIVERY TYPE: Design & Build



SOCIAL VALUE DELIVERED: Southern Cross

SOCIAL VALUE HIGHLIGHTS Southern Cross - £7.4m, completed July 2021:



Enhancing Skills and Employment Opportunities

In addition to achieving 96.4 training weeks on the project, we worked closely with our labour agency partner, Minstrell, to ensure that opportunities for employment were advertised in Manchester. We created four jobs on site for local long-term unemployed people, including a key operative and site cleaner. To aid professional development we worked with our training provider to deliver a programme of training for the key operative, who raised this as an aspiration of theirs. The training included Covid-19 awareness and a CPCS telehandler course. To further develop the individual, who wishes to work towards a supervisory role, we supported him to identify a fully funded Level 3 NVQ Diploma in Occupational Work Supervision, enabling him to develop further and progress in the industry.

Strong relations with our supply chain partners ensured that 21 apprentices were employed on the project, with a total of 101.6 apprentice weeks worked. Due to the challenges presented by the pandemic, the construction industry has seen widespread redundancies. ISG provided mentoring and advice for an electrical apprentice, who was due to start his third year, when faced with redundancy. We also supported him with an introduction and interview with Team ME, our MEP subcontractor on site, and helped him to continue his third-year studies.

"I just wanted to say how impressed I am at the work Colin (one of the projects sector based work academy beneficiaries) undertook at Norbrook on Friday and his positive attitude to his work. He must have moved about 6 ton of soil on his own and didn't stop all day. Absolute grafter."

GAVIN EVANS, NORBROOK
COMMUNITY SUPPORT

Raising Aspirations through Learning

Seven work placements were delivered throughout the project and in addition to our traditional construction based work experience, we sponsored one individual with learning difficulties to undertake a paid work placement for 13 weeks at Marble Beers Brewery in Salford. To identify the individual we worked with Pure Innovations, a charity who support neurodiverse and disabled young adults to gain skills and employment. He has since successfully secured full time employment at the brewery following the placement. This wouldn't have been possible had the sponsorship not taken place due to challenges experienced in the pandemic. The individual is now an integral part of the Marble Beers team and is enjoying living more independently and taking responsibility for individual tasks at work.

We are passionate about promoting construction careers and inspiring the younger generation, and supported a range of local schools and colleges in a number of ways:

- Support for a third-year quantity surveying student, helping with their dissertation survey
- Southern Cross pupils took part in a health & safety poster competition with entries displayed on the site hoardings as well as a 'Challenge Day' run by Skills Builder which was sponsored by ISG and delivered a day of activities that support key skills development
- Site visits were facilitated for five Southern Cross pupils, following the current Covid guidelines. During the guided visit pupils were able to meet members of the ISG team and ask questions about their job roles. They were accompanied by our brickwork subcontractor to lay some foundation bricks to the new school entrance and looked at drawings of their new school, enabling them to see how a construction project comes to life
- Worked in partnership with the Prince's Trust to provide CV support to young people, this involved us reviewing CVs and providing advice and guidance to support work readiness.

Investing in the Local Community

We delivered eight community initiatives throughout the project, donating over £1,500 worth of materials. Our project team and supply chain partners generously volunteered time and donated materials to support the local community in a number of ways:

- Material donations to local residents including stone and topsoil, and volunteer time laying the materials
- Commissioned a local Manchester resident to capture project progression images with a drone camera
- Supported Wythenshawe Warriors local cycle path clearance scheme, volunteering to help move grass and soil from the cycle paths
- Weekly litter picks around the site and local area
- Installation of a community sign at Kenworthy Woods, supported by the MCC Neighbourhood Team and JW Civils
- Volunteered for two days at Norbrook Community Centre, moving an enormous amount of soil and waste into a skip.

Investing in the Local Economy

ISG 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 82% supply chain spend within 30 miles and 84% local labour, meaning that ISG direct spend and the spend of our supply chain, including their earnings, was spent within the local economy, adding strength to the local pound, and supporting SMEs within Manchester, for instance our locally sourced drone photographer. We also employed one social enterprise on the project, furthering maximum social impact in the community and contributing to positive social change.



KEY INFORMATION:

CLIENT: Manchester City Council

LOCATION: Moston

CONSTRUCTION VALUE: £7.1m

CONTRACTOR: ISG

START - FINISH DATE: September 2020

– August 2021

SECTOR: Education

FORM OF CONTRACT: NEC3 Option A

DELIVERY TYPE: Design & Build



SOCIAL VALUE DELIVERED: Camberwell Park

SOCIAL VALUE HIGHLIGHTS Camberwell Park - £7.1m, completed August 2021:



Enhancing Skills and Employment Opportunities

In addition to achieving 135.3 training weeks on the project, we worked closely with our labour agency partner to ensure that opportunities for employment were advertised in Manchester. We supported one local unemployed person into full-time employment as a cleaning operative on site and also directly recruited a local graduate trainee, James, who was placed on our two-year graduate scheme where he will receive two years management training, including the opportunity to rotate between job roles within the business. James explored the site management role during his time on the project. A further 20 local residents were supported with temporary posts on site.

Strong relations with our supply chain partners ensured that 21 apprentices were employed on the project, with a total of 89.6 apprentice weeks worked. We engaged with our supply chain partners during the pricing phase to ensure understanding of their social value commitments. Through engagement with JW Civils, we identified a new apprentice opportunity and supported them with the creation of their first apprenticeship. We sourced a local training provider, SB Skills, who posted the vacancy via the National Careers Service and conducted first interviews and skills checks with the candidates. We also shared the vacancy details via the Manchester City Council (MCC) neighbourhood team, to share with their community networks and encourage local young people to apply. The apprenticeship position for a Groundworker Level 2 was successfully filled and the new apprentice completed 27 weeks on site, as well as the opportunity to spend some time working on the other two school projects.

Raising Aspirations through Learning

Seven work placements were delivered throughout the project with two work placements supporting local individuals who were long-term unemployed. One placement was via the sector-based work academy programme (detailed at the end of this case study) and one was a second sponsored work placement, again with a Pure Innovations supported individual. The individual undertook a 13-week paid placement at the Grand Pacific restaurant in Manchester City Centre. They were so impressed with the individual that he has since secured employment there; he can now travel independently to his job and has saved up to buy the latest Manchester City football shirt.

"I first found out about ISG during my third year of university, my university accommodation looked over onto a construction site. While applying for graduate roles, I decided to pop down to the site and see which contactor was delivering the project..."

I thought to myself that this is a company that shares my values and a company I want to work for. I then applied for the graduate role advertised and the rest is history. I especially like that during the ISG Graduate 2-year programme you rotate through different roles to see how each role functions. I would strongly recommend ISG to anyone".

JAMES,
ISG GRADUATE TRAINEE

"I think days like this are a great way for the pupils to see life beyond school, to see how to act in a professional environment and think about what they value in a workplace to help their future decisions."

TEACHER,
CAMBERWELL PARK

"Violet (one of the class groups) had a great time on the construction site visit asking lots of appropriate questions. Just a big thank you to the staff on the site they were lovely and very accommodating and engaged with them really well. The children said they had a really good time. Your time and input was greatly appreciated and it has made most of violet butterfly class' week."

TEACHER, CAMBERWELL PARK

"I didn't realise how many different jobs are available in places like ISG, being here has shown me that I could do something like interior design in most companies - even construction."

YEAR 9 PUPIL

We are passionate about promoting construction careers and inspiring the younger generation, and supported a range of local schools and colleges in a number of ways:

- Invited the existing school pupils to site for a glimpse into the construction industry and to see what it's like to work on a live construction site. We accommodated 12 classes of 115 pupils over a period of two days, covering careers in construction such as project management and quantity surveying as well as trade-based roles on site. The pupils were given a guided tour of the site and at the end of each visit were awarded with an activity pack to take away with them
- Participated on the PLACED Environmental Academy Programme panel of sustainability experts sharing an insight of sustainability in construction, including discussions around placemaking and biodiversity. The programme supported a cohort of 30 14–18-year-olds
- Further 'site familiarisation' visits were arranged for a selection of pupils and teachers, as the new school took shape, to help adjust to their new surroundings.

During the pre-construction stage we invited Skills Builder, who provide a framework for teaching essential skills, and 16 year nine high school students to our Media City office. We supported a day of activities with a Skills Builder teacher and four ISG colleagues, delivering sessions which built on students' essential skills such as, listening to others and using creativity and developing ideas. The day included an introduction to ISG, a 'terrific towers' design activity, and a 'what's my role' activity where the students worked together to uncover the role of the ISG professional asking only yes or no questions from a selection of job role descriptions. The students were also given a tour of the office, showing another side to the construction industry. The Terrific Towers activity allowed the students to use their problem-solving skills by designing a tower that the local community would be proud of. Their designs were inspired by different shapes and they built a scale model of their proposed idea. They designed creative towers with apartments and extra special features to improve the lives of the residents. The day ended with a chance to share their achievements with a panel of volunteers. They reflected on how they had applied problem solving throughout the challenge and looked ahead to how they could apply this skill again in the future.

Investing in the Local Community

We delivered seven community initiatives throughout the project and donated over £500 worth of materials. Our project team and supply chain partners generously volunteered time and donated materials to support the local community in a number of ways:

- The ISG Project Manager visited The Chatterbox Project, a charity in Blackley, which supports impoverished communities through an open-access programme of activities and services, to assess how ISG could provide support. We undertook a moisture test in the premises, and along with our supply chain volunteered time to enhance and increase accessibility to the entrance of their building such as, relaying sunken flagstones and repainting handrails
- We undertook daily litter picks around the site and local area.

Investing in the Local Economy

ISG 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 84% supply chain spend within 30 miles and 78% local labour, meaning that ISG direct spend and the spend of our supply chain, including their earnings, was spent within the local economy, adding strength to the local pound, and supporting SMEs within Manchester. We also employed one social enterprise on the project, furthering maximum social impact in the community and contributing to positive social change.



KEY INFORMATION:

CLIENT: Manchester City Council

LOCATION: Hulme

CONSTRUCTION VALUE: £4.4m

CONTRACTOR: ISG

START - FINISH DATE: October 2020 – August 2021

SECTOR: Education

FORM OF CONTRACT: NEC3 Option A

DELIVERY TYPE: Design & Build



SOCIAL VALUE DELIVERED: Castlefield Campus

SOCIAL VALUE HIGHLIGHTS Castlefield Campus - £4.4m, completed August 2021:



Enhancing Skills and Employment Opportunities

In addition to achieving 86.1 training weeks on the project, we worked closely with our labour agency partner to ensure that opportunities for employment were advertised in Manchester, as a result we created one job for an ex-offender as a site operative, and supported 11 local people with temporary posts on site, this included trade roles such as a steel fixer and dryliners.

Strong relations with our supply chain partners ensured that 10 apprentices were employed on the project, with a total of 86.8 apprentice weeks worked. We engaged with our supply chain partners during the pricing phase to ensure understanding of their social value commitments. The project sustained eight apprentices and created two new apprentices: one new apprentice through our brickwork contractor, Kinlan, and one with our groundwork contractor, JW Civils.

Raising Aspirations through Learning

Six work placements were delivered throughout the project with one placement supporting a local individual who was long-term unemployed. The individual completed a two-week placement on site as part of a sector-based work academy (SBWA), taking part in daily site labouring tasks, toolbox talks and shadowing of various subcontractors. Details of the SBWA programme can be found at the end of this case study.

"I want to thank you and your team for letting our pupils visit the new building on Friday. They all absolutely loved it!"

TEACHER OF SCIENCE,
CASTLEFIELD CAMPUS

"Thank you so much for thinking of the families at Martenscroft. These will be a fantastic resource. Please thank ISG for the donation of IT equipment"

MARTENSCROFT NURSERY

"These will be a fantastic addition for our pupils who have no access to IT equipment at home. They will be well used. Thank you for thinking of us and please thank the contractors ISG for the kind donation."

EXECUTIVE HEAD,
HOLY NAME PRIMARY SCHOOL

We are passionate about promoting construction careers and inspiring the younger generation, and supported a range of local schools and colleges in a number of ways:

- During pre-construction our Commercial Manager attended a year 7 Careers Networking Day at Manchester Islamic Girls School and supported 30 students with careers advice and provided an insight into his role. A further 30 students were supported at their year 8 Skills Challenge Day, attended by our HR Manager
- Following Covid-19 guidelines, we supported three separate site visits from 17 pupils and three members of staff from Castlefield School for a 'Construction Taster Day'. Organised by our Project Manager and Site Manager, the visits were supported by Kinlan Brickworks, Quartus Construction and JW Civils, who prepared work bays for the pupils to practice their construction skills. The students were presented Hi Vis jackets, gloves, safety glasses and safety boots which they were able to keep as a souvenir. Working in a safe and secure compound area of the site, the students tried their hand at measuring, trowel skills, mixing cement, laying bricks, and preparing dry lining under the supervision of the site team
- Site visits for the teachers and pupils, guided by our site team, with the students given an introduction to ISG and construction, including health & safety and the opportunity to meet members of our supply chain.

Investing in the Local Community

We delivered 21 community initiatives throughout the project, donating over £4,000 worth of materials. Our project team and supply chain partners generously volunteered time and donated materials to support the local community in a number of ways:

- Donated 15 Raspberry 400i computer kits to local schools to support the students online learning during the Covid-19 lockdowns
- Purchased 4000 bulbs from Hulme Community Garden Centre to donate to Hulme Parks, volunteering 30 hours to support with planting
- We undertook weekly litter picks around the site and local area
- Provided community waste bins for the local residents
- Cleaning of the existing school's MUGA pitch, hiring a skip to clear any waste and debris, and jet washing the area
- Donated 10 bat boxes, 10 bird boxes and 10 bug hotels to Martenscroft Nursery School
- Donated 20 hi vis jackets, supporting the 'Hulme Young PCSO Scheme'
- Easter egg donations to the school from Quartus, our plastering subcontractor on the project
- Donated and installed a cycle rack for Rolls Crescent school
- The site team supported the school with a three-day porta cabin classroom refurbishment, including painting of the cabins, which our decorating contractor Broken Colour donated the paint for, and joinery repair work to the exterior and work to the skirtings internally by our joinery subcontractor, TMJ.

Investment in the Local Economy

ISG 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 86% supply chain spend within 30 miles and 83% local labour, meaning that ISG direct spend and the spend of our supply chain, including their earnings, was spent within the local economy, adding strength to the local pound, and supporting SMEs within Manchester. We also employed one social enterprise on the project, furthering maximum social impact in the community and contributing to positive social change.



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

MINSTRELL TRAINING ACADEMY

"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

"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

SOCIAL VALUE DELIVERED: Combined Initiatives

Sector Based Work Academy

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.

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.

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.

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.