

# **EMBRACING A CHANGING FUTURE**

**Impact and Legacy Strategy**

**Airport City Manchester**

# CONTENTS

<b>Introduction</b>	<b>3</b>
<b>Providing the conditions for long-term success</b>	<b>4</b>
<b>The four pillars of our Impact and Legacy Strategy</b>	<b>6</b>
<b>Positive from the start</b>	<b>8</b>
<b>Airport City Manchester 2030</b>	<b>9</b>
<b>Overview of Impact and Legacy projects</b>	<b>10</b>
<b>Open up a world of opportunity</b>	<b>12</b>
<b>Empower an ambitious community</b>	<b>14</b>
<b>Create a place where great things happen</b>	<b>16</b>
<b>Secure a lasting legacy</b>	<b>18</b>
<b>Flagship Projects</b>	<b>20</b>
Flagship one: Platform Connect	21
Flagship two: Team Platform	22
Flagship three: Club Platform	23
Flagship four: Impact and Legacy Plans	24
<b>Key policy principles for development</b>	<b>26</b>
<b>Governance</b>	<b>28</b>
<b>The Impact and Legacy Strategy Process</b>	<b>30</b>
<b>Measures of success</b>	<b>32</b>

# INTRODUCTION

**It all started with an idea; the idea that work is something you do, not just somewhere you go. With Airport City Manchester, our ambition is to create world-class workplaces that support a thriving business community. A destination where commercial success in a rapidly changing and highly connected world goes hand-in-hand with delivering positive impacts and an enduring, local legacy. An outward-facing and modern flagship of the Northern Powerhouse; a place to embrace a changing future.**

The Airport City Manchester journey is underway, but in many ways the story is only just unfolding. The catalytic success and employment impact of our investment in Global Logistics, where around 2,000 jobs have already been created, is just a precursor to what we can achieve here. Through our development and stewardship of exemplar new offices, advanced manufacturing facilities, hotels and leisure space, we aim to bring 11,600 career opportunities and high-quality jobs to an area of outstanding connectivity and aspiration. More than that, we aim to provide an unparalleled platform from which ambitious and responsible businesses can connect with, provide opportunities for, and benefit from, the extraordinary diversity of people, communities and talent on our doorstep.

Building brilliant buildings and creating inspiring places is one piece of a much more colourful jigsaw. Capturing the true business, community and environmental potential of Airport City Manchester requires us to orchestrate the facilities, networks, activities, opportunities and attitude for great things to happen; far greater than those that would be realised by people and organisations working in isolation of each other.

To that end, we've developed, collated and curated a wealth of ideas to help bring Airport City Manchester to life and to provide the conditions for long-term success. This Impact and Legacy Strategy has been developed collaboratively with the support of Hillbreak and Creative Concern, leading advisors respectively in the fields of responsible property investment and values-led communications. Critically though, it has been informed, guided and inspired by many individuals and organisations that are dedicated to supporting business and improving lives within Manchester, Cheshire and the wider north of England.

We're excited by the prospect of working with them to deliver enduring benefits for those that choose to invest, work and visit here, as well as for the community of which we are proud to be a part. It is only by working in partnership that we will turn our vision for Airport City Manchester into a remarkable, shared reality.

# Providing the conditions for long-term success

We want Airport City Manchester to be a destination for people and organisations that look to the future and are excited and motivated by what they see. An environment of enterprise and collaboration where change is anticipated, embraced and never feared. Whilst we're providing the setting – the canvas – for long-term business and professional success, we also want to actively support occupiers to achieve their goals and realise their full potential.

In bringing forward Airport City Manchester we will therefore:

- Establish a world-class multi-business campus environment, where business occupiers create, trade, learn and collaborate; a community that feels vibrant, energising and safe.
- Achieve outstanding digital connectivity.
- Support wellbeing and productivity by creating clean, healthy buildings of exceptional quality and outdoor spaces for relaxation, invigoration and focus.
- Curate and deliver a wide range of services, activities and events to stimulate and inspire colleagues, support business and personal relationships, and encourage high levels of staff retention and presence.

## Translating corporate purpose into local benefit

A major transformation is underway in the world of business and investment, centred on the twin imperatives of social purpose and environmental responsibility. Evidence clearly shows that organisations that attend effectively to these matters achieve better financial performance.

Airport City Manchester aims to attract businesses that are driven by corporate purpose and the opportunity to translate their commercial ambitions into realised local impacts; organisations that understand the potential that exists within local communities and that see positive engagement with those communities as key to their corporate success.

Airport City Manchester presents the opportunity for businesses to:

- Take advantage of existing, best-in-class resources and activities, such as the Airport Academy, to streamline the training and employment opportunities they are providing to local people.
- Create inspiring career pathways, with a blend of brilliant work and lifestyle opportunities.
- Understand and respond to the talents and strengths, aspirations and challenges of local people and communities.
- Reduce physical barriers to work by providing excellent walking and cycling connections to and from Wythenshawe, including significantly improving access through to the Airport.
- Give employees access to a broad range of opportunities to make a real and tangible difference in society.
- Create connections and organise activities to help realise CSR objectives, underpinning responsible business excellence and positive impact across Greater Manchester, Cheshire and the wider North.



Airport City Manchester phase one

# The four pillars of Airport City Manchester



## OPEN UP A WORLD OF OPPORTUNITY

A flagship of the Northern Powerhouse, leveraging local, national and international connectivity to drive business success and economic impact.



## EMPOWER AN AMBITIOUS COMMUNITY

An enduring skills and employment legacy, with world-class gateways to training, apprenticeship and career opportunities for local people.



# POSITIVE FROM THE START

**Airport City Manchester will make a positive contribution from the very start, with sustainable building practices, positive environmental management and a commitment to the local workforce.**

## Airport City Manchester will:

- Provide employment, training and apprenticeship opportunities for local people during the first phases of construction.
- Design and deliver buildings that are capable of achieving the WELL Building Standard, reflecting our commitment and attention to the health, wellbeing and productivity of those working at and visiting the campus.

- Integrate high standards of environmental design and construction so that the impact of the development on the natural world is minimised and, wherever possible, delivers positive environmental benefits.
- Ensure that the construction process minimises disruption and nuisance, with all contractors meeting high standards under the Considerate Constructors Scheme.

# Airport City Manchester 2030

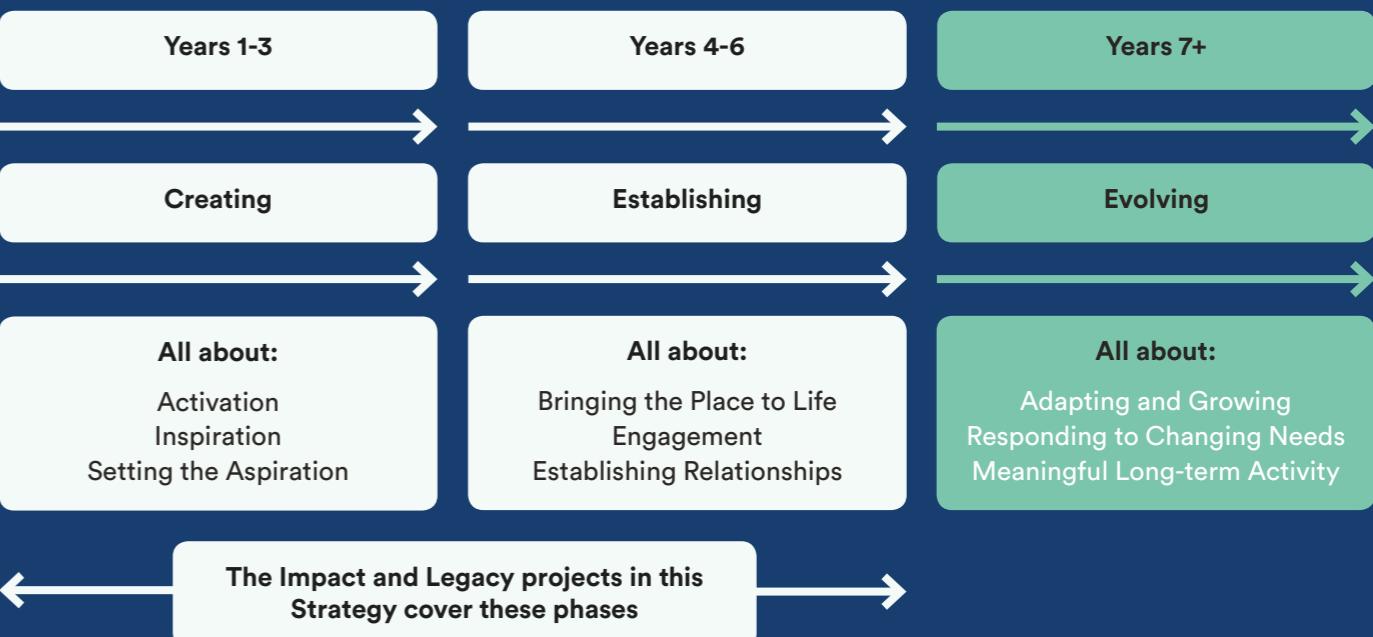
Fifteen years in the making, Airport City Manchester is an established business destination to rival any in the UK. Connected as strongly to the communities on their doorstep as they are to their customers, investors and partners throughout the world, businesses here are thriving and making a positive difference in the Northern Powerhouse.

The talented, ambitious people who work at Airport City Manchester are part of a community where everyone benefits from a healthy, stimulating environment. Absenteeism and staff turnover are low, and motivation and productivity are high, thanks to work spaces and amenities designed to have a positive effect on wellbeing. Natural daylight, fresh air, greenery and visual quality are valued in buildings created from materials that are good for human health and good for the planet.

Best-in-class organisations are at home in world-class premises that showcase smart technologies alongside leading environmental and wellness standards. They benefit from buildings that are highly efficient in their use of energy; where clean, affordable and reliable energy is produced through a modern, efficient district energy system; and where waste is a concept of the past.

Step outside, and natural planting and spectacular environmental features complement the high quality facilities for exercise and mindfulness that are an integral part of the campus. Landscaping of Airport City Manchester is ecology-led, with planting tuned to nature and a particular emphasis on supporting pollinator species. Wildlife is abundant thanks to new habitats created, including green roofs and living walls. People move easily and with enjoyment across the site on foot, on one of the many bicycles freely available, and in quiet, electric, autonomous pods.

## A timeline for transformation



# Overview of Impact and Legacy projects

The Impact and Legacy Strategy will be delivered through a range of projects, some of which sit under the four core pillars, and some are overarching. Delivery is already underway and is planned to continue throughout the creating and establishing phases.

Creating phase projects	
	<b>Team Platform</b>
O1	Club Platform Business Breakfasts
O2	Airport City Connect
O3	Foreign Language Courses
E1	Airport Academy – Construction Employment & Skills Hub
E2	ACM Career Launchpad
E3	Community Food Initiative
E4	Annual STEM Summit
	<b>Club Platform</b>
	<b>Platform Connect</b>
C1	Platform Social
C2	Platform Active
C3	Platform Network
	<b>Impact and Legacy Plans</b>
S1	City of Trees at ACM
S2	Cycling & sustainable mobility

Establishing phase projects	
O4	Take-Off Space
O5	A World of Ideas
O6	The Hub
O7	Supplier Fairs
E5	Mentor Plus
E6	Global Apprenticeships
E7	ACM Coding Academy
E8	College at Airport City Manchester
C4	Platform Community
C5	ACM Community Sports and Active Lifestyles programme
S3	Annual Embracing a Changing Future Festival
S4	Individual carbon pledges
S5	Working together to end homelessness

## Key

- OPEN UP A WORLD OF OPPORTUNITY Projects
- EMPOWER AN AMBITIOUS COMMUNITY Projects
- CREATE A PLACE WHERE GREAT THINGS HAPPEN Projects
- SECURE A LASTING LEGACY Projects

## Flagship Projects (Bold)



# OPEN UP A WORLD OF OPPORTUNITY

**By nature of its location and integration with a major global transport hub, Airport City Manchester has a global outlook that can support the most ambitious of businesses.**

Whether it means the recruitment of world-class talent, or expansion into new territories and markets, Airport City Manchester can support a business' global ambitions. Airport City Manchester will also open up the world of business to the communities on its doorstep, with global opportunities for career development.

## Headline goal:

**GVA contribution per employee based at ACM exceeds the Northern Powerhouse average, contributing to higher productivity in the north.**

### Years 1-3 projects

#### O1 | Club Platform Business Breakfasts

With an international flavour and inspirational speakers from local businesses and across the globe, this regular series of events will explore key business trends and innovations, focusing especially on those relating to international trade and investment, global mobility and corporate citizenship. Accessed via Club Platform as a benefit of membership, but also open to businesses based within the Northern Powerhouse, either by invitation or on a modest ticket price basis. Events would be held at both Airport City Manchester and in local community venues.

Connected Actions: C3

#### O2 | Airport City Connect

Designed to make moving easy by giving inbound businesses locating to ACM the best possible start in the UK. The comprehensive inward investment service is available exclusively to Airport City occupiers. Together with a panel of expert partners who are all leaders in their fields – including Deloitte, Eversheds and Addleshaw Goddard – Connect provides help and advice on a range of business and lifestyle issues, tailored exactly to the requirements of prospective and recently landed occupiers.

Connected Actions: O3 | O6 | C1 | C2 | C3

### O3 | Foreign Language Courses

A regular series of foreign language teaching courses held at Airport City and in the local community. A range of programmes on offer, from informal 'lunch and learns' to formal courses with recognised qualifications. Entry-level and improver sessions could include a combination of professional people and school/college students. An initial focus on Mandarin. More informal learning could be provided as a volunteering action by professionals based at Airport City with foreign language skills.

Connected Actions: O2 | O3 | C3

### Years 4-6 projects

#### O4 | Take-Off Space

Based on an annual process of competitive, mentored, ideas-based selection, workspace will be provided on a discounted or rent-free basis to local entrepreneurs. This would provide a platform to launch and test their ideas in the context of a world-class business environment in which proximity with a range of other organisations provides opportunities for collaboration and market access. The benefit would be amplified by the availability of the education, skills and recruitment resources available within the wider Airport campus, such as the Airport Academy. Working closely with local colleges and business partners, including corporate occupiers at ACM, part of the selection criteria would include positive alignment with industries and sectors represented on the wider Airport campus, in order that corporate mentoring opportunities can be exploited.

Connected Actions: O5 | O6 | E5 | E6

### O5 | A World of Ideas

A monthly competition open to employees of Airport City occupiers, students at local colleges, and other members of the community that are engaged in apprenticeships and return to work programmes. Applicants would submit a proposal to investigate an idea that they think could have local application – whether it be a commercial concept, something of benefit to the Airport City Manchester campus or to the local community. Winning entries, judged by the Airport Campus Steering Group (See Governance, p.28), would be awarded an expenses-paid trip to investigate the idea somewhere in the world where a relevant example exists, on the condition that the learnings from the trip are shared in an appropriate way.

Connected Actions: O4 | E5 | E6 | E7 | C4

### O6 | The Hub

A world-class meeting, collaboration and deal-making suite for Airport City occupiers and their international contacts, which also provides facilities for inbound visitors to work and relax between flights, including access to the concierge services provided by Team Platform. The Hub fuses the amenity of an Airport lounge with the productivity of collaborative workspace; it can also be accessed on a membership basis by companies from across the Northern Powerhouse, helping to extend its inward investment utility to the wider regional economy.

Connected Actions: O2 | O4

### O7 | Supplier Fairs

Regular events hosted at Airport City, inviting product and services companies from Greater Manchester and Cheshire East to showcase their propositions to contractors and occupiers. Talks and surgeries on the procurement processes of larger companies would be provided, helping SMEs to navigate bid processes. Fairs would be complemented by regular local business pop-up events across the campus.

Connected Actions: E4

**"This development shows how attractive a location close to the Airport, with its extensive connections and access to an appropriately-skilled labour force, is for occupiers who require a global reach."**

Sir Richard Leese, Leader of Manchester City Council

# EMPOWER AN AMBITIOUS COMMUNITY

**Airport City Manchester will be inspired by, and ambitious for, the local people that it proudly calls its neighbours. The local community will become a partner, invested in the success of Airport City Manchester. In turn, local people can expect a range of opportunities, and the support they need, to grow and thrive.**

Opportunities will be offered, and individuals nurtured to expand their horizons, and the spirit of ambition will run through the heart of the campus. Airport City Manchester will also become an active member of the community, and will make a meaningful, valued and long-term contribution.

## Headline goal:

**11,600 career opportunities created over 15 years, with at least 50% of these being captured by people local to the project.**

### Years 1-3 projects

#### E1 | Airport Academy – Construction Employment & Skills Hub

An integrated resource with MAN-TP (the £1 billion investment on the Manchester Airport Transformation Programme), this recruitment and skills development hub will consolidate the many opportunities that are being made available through the Airport City development for local people. A commitment to advertise 100% of jobs locally 48 hours in advance of general release, promotion of apprenticeship opportunities with employers and links to training centres across Greater Manchester, this hub will be a clear ‘one-stop-shop’ for local people looking to pursue careers in key sectors, with a particular early focus on opportunities relating to hospitality and modern methods of construction.

Incorporating a drop-in facility as part of the Academy focused on providing continuous entry-level qualifications and training. We will work hard to ‘recycle’ people across different roles as projects or seasonal work finish and begin. We will also work with partners to explore a construction skills passporting scheme within the Northern Powerhouse.

Connected Actions: E2 | E4 | E8 | S5

#### E2 | ACM Career Launchpad

The redevelopment of an existing online platform, and the expansion of Manchester Airport’s u-explore.com, the new Career Launchpad website will provide bespoke insight and connections to opportunities for careers within Airport City Manchester’s occupier businesses and construction projects. It will focus on real worker profiles, honest information, behind the scenes tours, and clear information about entry points and career paths. The Launchpad will have a particular focus on lifelong opportunities, engaging both young people and those over-55.

Connected Actions: E1 | E4 | E8 | S5

### E3 | Community Food Initiative

The establishment of a community food and coffee hub at Airport City Manchester, including linking with neighbourhood activities and initiatives by taking the successful #FarFlungFriday programme into the local community. Working with local colleges to extend the reach and impact of catering skills courses, including providing opportunities for NVQ Level 2 barista training. Locally-grown, organic produce could be used in on-site catering and a range of events, from garden and catering skills programmes, to pop-up cooking demonstrations that will help to enliven the campus. Innovative re-use of a shipping container to create coffee hub in the heart of the site as development advances. Procurement of food for on-site catering purposes to favour local suppliers, building on the good example set at the MAN-TP construction compound, where catering is sourced from Good Mood Food, a social enterprise based in Wythenshawe. #FarFlungFriday events held at Platform also provide opportunities for locally-based vendors to reach a substantial market of campus-based employees and visitors.

Connected Actions: C4 | S1 | S5

### E4 | Annual STEM Summit

Working closely with the Museum of Science & Industry to bring together schools, colleges and businesses from across the north, with a focus on aviation, advanced materials and connectivity. Business leaders based at Airport City would be encouraged to join the emerging STEM Ambassadors Network, and the summit could act as a satellite to the MOSI STEM Hub. It would include learning showcases and masterclasses.

Connected Actions: E1 | E2 | E8 | E7

### Years 4-6 projects

#### E5 | Mentor Plus

A formalised and structured mentoring scheme, with the added flavour of an international dimension that draws on the global connectivity of the Airport. Mentors from occupier businesses would be paired with entrepreneurs and local young people based on alignment of interests and aspirations. Our target will be to recruit an equal balance of male and female mentors and mentees. Mentors, who would ideally have experience of working internationally and who would receive formal training on key issues such as safeguarding, would advise and help facilitate the development of the mentees, guiding them on the skills they would need to develop to be successful in the world of international business.

Connected Actions: O4 | O5 | E5 | E8 | C4

### E6 | Global Apprenticeships

An additional strand of the Mentor Plus programme, a network of international Airport City businesses would be encouraged and supported to provide global exchange opportunities for young people, with a focus on gender and ethnicity balance. Working with local partners through the Airport Academy and The Skills Company, one-week placements for local young people would be coordinated with businesses based at ACM, with a second exchange week during which apprentices and interns would be placed with a twinned business overseas. A particular focus on the hospitality industry will be explored in the first year of the scheme.

Connected Actions: O4 | O5 | E4 | E8 | C4

### E7 | ACM Coding Academy

The development of structured programmes and facilities to deliver coding courses for local people, including a programme focused on children in local schools. Key to this project would be the real life connections with MAG and Airport City Manchester occupier businesses, which would look to the Academy students to tackle real operational challenges with technological breakthroughs and innovation.

Connected Actions: O5 | E4 | E8

### E8 | College at Airport City Manchester

The establishment of an on-site College in collaboration with existing Greater Manchester Higher Education Institutions. With a focus on STEM skills and specialising in the aviation and hospitality industries, students will study in world-class facilities, and benefit from unrivalled connections with businesses based at Airport City Manchester. A proactive approach would be taken to assessing the skills needs of employers based at Airport City, and across the wider Airport campus, through a regular skills audit; the curriculum on offer would be tailored accordingly.

Connected Actions: E1 | E2 | E4 | E5 | E6 | E7 | C3 | C4

**“Our aspiration is to create 11,600 new career opportunities, building on the 3,000 jobs that have already been created.”**

Lynda Shillaw, CEO MAG Property

# CREATE A PLACE WHERE GREAT THINGS HAPPEN

**Airport City Manchester will be made up of many thriving business occupiers, with motivated staff benefiting from the high-quality, healthy and stimulating campus-wide environment.**

Cross-sector collaborations, innovation sharing, and new partnerships will be encouraged and nurtured. During the working day and out of hours, colleagues from across the campus will come together to socialise and contribute.

## Headline goal:

**Overall occupier satisfaction rates exceeding 85% annually, with >90% rating ACM as a great place to work for employees.**

### Years 1-3 projects

#### C1 | Platform Social

The establishment of a wide range of social clubs for those working at ACM. From #FarFlungFriday pop-up food events to dance, galleria, public speaking, languages or tech courses, demand can determine the offer. Platform Social will also promote activities and events that are taking place in the local community. Discounts for all the Platform Social activities will be made available to Club Platform members. ACM will also be a thriving venue for the many existing festivals that take place across the Greater Manchester and Cheshire area – from Manchester International Festival and Design Manchester to the many design and architecture events that take place.

Connected Actions: O2 | S3 | S4

### C2 | Platform Active

A regular programme of on-site sports, fitness and wellbeing events that help people to make the most of the high quality on-site facilities such as run tracks, trim trails and yoga classes. Publicised and bookable through Platform Connect, the events take place in various locations on campus, as well as at existing venues within the local community. Events and facilities are promoted for community use too. In addition, participation in these sports and wellbeing activities is captured via the Platform Connect portal, with the opportunity for friendly competition between occupier companies with rewards and incentives.

Connected Actions: O2 | C5 | S2 | S3

### C3 | Platform Network

This strand sees business breakfasts, networking and thought leadership talks all being made available to ACM employees, and members of Club Platform (many of whom will be from the wider local community). A focus on businesses learning from each other and ultimately working together. Also key to this strand is the development of existing relationships between the BW3 business network, and Real Lives Wythenshawe (ACM is represented on the current Real Lives steering group, and is linked to its Ambassador programme).

Connected Actions: O1 | O2 | O3 | E8 | S3

### Years 4-6 projects

#### C4 | Platform Community

Activity that encourages every person working from the ACM campus to embrace their own personal responsibility to support a better environmental and social future. This strand of activity is made up of volunteering opportunities that are regularly promoted, corporate/community partnership opportunities and also the tracking of everyone's contributions (via the Platform Connect portal) to show the collective power of everyone taking responsibility.

Connected Actions: O2 | O5 | E3 | E5 | E6 | E8 | S3 | S5

### C5 | ACM Community Sports and Active Lifestyles programme

The ACM campus will become a location where those who work at ACM, and those who live in the neighbouring communities, can participate in sports and activities. External programme providers will deliver a varied programme for people of all ages and abilities. Alongside this, sports and wellbeing activities that are being held locally will be promoted to all ACM businesses.

Connected Actions: C1

## Work is already underway: Platform Live



6,000  
25  
13

**People attended for local food and entertainment**

**Local businesses showcased**

**Events held at Platform Airport City**

Figures from Feb 2017 to March 2018

# SECURE A LASTING LEGACY

## Environmental responsibility and sustainable practice will form a cornerstone of life on campus.

Sustainable travel will become normal at Airport City Manchester and the outdoor realm will prioritise biodiversity; an active tree planting programme, community allotments and orchards, green roofs and wildlife habitats will all be visible indicators of Airport City Manchester's commitment to sustainability.

### Headline goal:

Bespoke Impact and Legacy Plans created with organisations representing at least 75% of rental income.

#### Years 1-3 projects

##### S1 | City of Trees at ACM

Working in partnership with this Greater Manchester environmental charity, Airport City Manchester will see the development of a long-term planting and community engagement programme, focused around a commitment to collaborative planting initiatives. Trees and other urban greening, such as green roofs, and walls will be integral to the external design of the campus, and consideration will be given to the visual aesthetic, as well as minimising air and noise pollution. A programme of activity will also be explored with City of Trees to enable occupier businesses to contribute, through volunteering or other support, to the Wythenshawe Woods programme.

Connected Actions: E3

#### S2 | Cycling & sustainable mobility

There will be facilities and a programme of activities to ensure cycling is at the heart of ACM, and the bike is at the top of the transport hierarchy. High quality changing and storage facilities, loaned Airport City Manchester branded hire bikes, cycle routes across the site and linking the surrounding areas, and lunchtime guided rides and cycle training events. Critically, all cycling promotion will include reference to the surrounding areas. Cycle routes through Wythenshawe and out to the city centre and surrounding Cheshire areas will encourage commuting by bike. In addition, there will be the option to 'give back' initially leased car parking spaces, alongside rewards schemes, electric vehicle charge points, promotion of EVs through 'try me' events and pool cars. Estate management vehicles to be electric where possible.

Connected Actions: C2

#### Years 4-6 projects

##### S3 | Annual Embracing a Changing Future Festival

An annual celebration, held at Airport City Manchester, to mark the achievements of all on-campus businesses who have Impact and Legacy Plans (see Flagship project four: Impact and Legacy Plans) or who are excelling with their social and environmental contribution. The festival would follow the annual performance reviews, which will ensure that performance against the plans is tracked effectively, and then achievements will be celebrated through showcases, events and an awards ceremony.

Awards categories could include Mentor of the Year, Outstanding Apprenticeship Achievement, Community Champion, Inclusivity Champion, Business Sustainability Initiative and Responsible ACM Business of the Year. Targets for the first Awards to be held in 2020 to capture impact after the first three years of establishment, and then annually thereafter.

Connected Actions: C1 | C2 | C3 | C4 | S5

#### S4 | Individual carbon pledges

Part of Platform Connect, this programme of pledges encourages every individual based at ACM to take responsibility for their carbon footprint, and to work towards reducing it through everyday, simple but impactful changes. Including travel options, personal action on campus and a commitment to zero waste on site, all activity that is logged on Platform Connect will be assigned (wherever possible) a carbon score – and a virtual pledge wall showcasing levels of engagement and a wall of collective achievement presented on the impact platform (and turned into beautiful live infographic data, presented on screens across the ACM campus) the pledge shows the impact of individual action, when everyone takes part.

Connected Actions: C1

#### S5 | Working together to end homelessness

Aligned with the Mayor of Greater Manchester's commitment to tackling homelessness, Airport City Manchester will see the development of a long-term programme of activity aimed at helping tackle Manchester's homelessness issue. By engaging with like-minded charities, organisations, support services and secure accommodation providers, Airport City Manchester will work to prevent young people from becoming homeless and protect those who are.

Connected Actions: E1 | E2 | E3 | C4 | S3

## Work is already underway: Enterprise Way Community Ride



A community cycling event to mark the completion of the new £15 million Enterprise Way link road was organised in conjunction with British Cycling with 150 cyclists of all ages taking part. With food, drink and entertainment, the event showcased bike related operators such as Mobike, Bambino Biking, AllGood Cycling and Wheels for All.

# FLAGSHIP PROJECTS



**The four pillars of the Impact and Legacy Strategy provide a framework within which much of the activity at ACM will be delivered. However, there are four additional ‘flagship’ projects, which cross-cut multiple pillars, and which together express the essence of ‘Embracing a Changing Future’.**

**These flagship projects are the heart of this Strategy – together they reflect the true ambition for ACM.**

**The four flagships:**

## Flagship one | Platform Connect

The online portal for ACM

## Flagship two | Team Platform

The on-campus team of ambassadors

## Flagship three | Club Platform

Business Club for Airport City Manchester

## Flagship four | Impact and Legacy Plans

Bespoke strategies for occupiers

## Flagship one: Platform Connect

A campus-wide online portal, which takes the successful model where individuals and occupier businesses across Airport City Manchester can connect, both with each other, and with the wider community in which ACM sits.

Structured around the key themes of Social, Active, Network and Community the portal will, in the first stages, be a ‘shop front’ for activities that are supporting the enlivenment of the emerging campus space, and for local community events, activities and volunteering opportunities to be promoted.

In the second phase, as ACM moves towards greater occupancy, the portal will become a highly personalised online space for every employee working from the ACM campus. Issued with an individual log-in to the portal, individuals will be supported and encouraged through a series of incentives, cross campus challenges and employer promotions to update their activity and engagement with the many opportunities that are on offer. This can be participation in events, volunteering hours logged, environmental actions taken or suggestions made on how ACM can continue to strive towards environmental net gain, and a positive impact on the local communities within which it exists.

Critically, Platform Connect provides a single access point (supported by the physical presence of the ACM Ambassadors) for local community organisations to communicate with the many occupier businesses on campus – streamlining the way that grass roots groups, as well as the more established community organisations, can promote opportunities, build relationships with occupiers and ultimately create meaningful relationships that benefit all.

Encouraging use of the Portal will be key to its success, so the site will be promoted across the campus, integrated into the Impact and Legacy Plans (as the means by which resources and networks are identified and accessed) and there will be a reward and incentive scheme piloted to further drive up use.

Platform Connect will be linked into all other Platform activity in terms of brand and structure. Employees working across the ACM campus will recognise the events series, health and activity activities, the portal and the Team Platform Ambassadors as very much part of the same, cohesive programme, which are all established to contribute to the impact and legacy of Airport City Manchester.

## Flagship two: Team Platform

A world-class team of Ambassadors with on-the-ground responsibility for the stewardship of the campus and the enjoyment and wellbeing of everyone working at and visiting Airport City Manchester. Team Platform will be pivotal in bringing the conveniences of a city centre workplace to an out of town campus, then bettering the experience. Team Platform will be the go-to people for any range of services, from individual needs like dry cleaning and ticket booking, to information on Platform events and activities that are forthcoming – giving Airport City a more human and personal feel, and being the catalyst and glue for the professional community. It will also act as the events team, planning the programme of campus events.

- Estate stewardship and facilities management – looking after the campus and the environment, keeping everything in tip-top condition; involving people and communities in its care and continued evolution as a great destination; making sure people stay safe; responding to occupier queries and requests; and dealing with maintenance and repairs.
- Events management – working with stakeholders and partners to book, organise, promote and facilitate the effective running of social, wellbeing, business networking, educational and community events.

- Concierge – everything from organising shoe repairs for people working at Airport City to making sure that international visitors to the International Business Hub have everything they need for a comfortable and revitalising visit.
- Occupier, visitor and community engagement – a welcoming, public face of Airport City, out-and-about across the campus and in the community; meeting, greeting and helping with everything from directions, lost-and-found, travel options, making connections or simply stopping to have a chat about the famous Manchester weather.
- Identity – a vibrant, informal brand to further enhance the distinctiveness of the destination and the business community working there.

Funded through service charges, and with options for additional sponsorship, Team Platform will have a strong presence on campus, not only managing the campus and its buildings, but defining the personality of the destination and galvanising the network of businesses that locate here.

Importantly, Team Platform will provide training and employment opportunities for local adults of all ages and backgrounds, including school leavers and retirees who may want a way back into employment whilst making a valuable contribution to their local community.

## Flagship three: Club Platform

A loyalty scheme, social club, professional association, health club and volunteering initiative all wrapped into one neat package. Club Platform is free to join and will provide a common sense of belonging to those working at Airport City Manchester, as well as to others who wish to share in the many opportunities that are on offer here.

Access to the wide range of social, active, network and community events and activities at Airport City Manchester will be a privilege of Club Platform membership. So too will exclusive discounts at Platform Airport City including for food, seminars and wellbeing events. There will be opportunities to enter competitions and win great prizes throughout the year as well.

Club Platform is already up-and-running. It was launched early in 2018 and already has over 600 signed-up members. That's a great early start and means that the Club has strong early patronage and momentum even before the first phases of development at Airport City Manchester have come out of the ground.

### Work is already underway: Future of Work Business Breakfast event

An industry-facing breakfast event, in partnership with the Manchester Evening News, that convened a panel of experts to discuss their understanding of occupiers' requirements and debated what is important to a new generation of workers at ACM.



# Flagship four: Impact and Legacy Plans

A key feature and benefit of our Impact and Legacy Strategy is that the corporate responsibility objectives and efforts of individual occupiers can be connected to, and amplified by, the array of resources available at Airport City, and within the wider Airport and local area. Coupled with this, we are providing the stage for individual people working or visiting here to engage with community and environmental projects through individual or group volunteering and participation. Our ambition in this regard is to ensure that the sum impact of all these efforts and activities adds up to something greater than the individual parts, and we hope to measure this through Platform Connect.

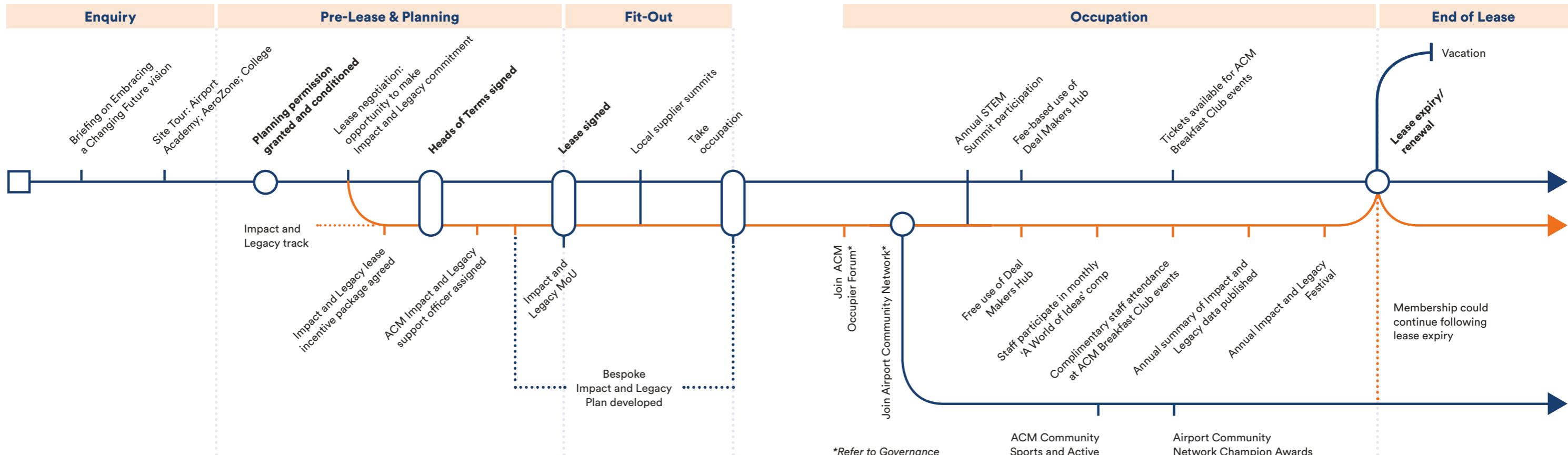
To facilitate this smarter, collective and collaborative approach to realising Impact and Legacy outcomes as part of our mission to create a brilliant business destination, we will be offering prospective occupiers the opportunity to develop bespoke Impact and Legacy Plans. These would have a number of functions including, but not necessarily limited to:

- Mapping alignment of the corporate CSR and social value objectives and priorities of the occupier to the pillars and metrics of the Impact and Legacy Strategy.

- Identifying and sign-posting the relevant resources, networks and contacts available locally to underpin and support the delivery of CSR activities and outcomes.
- Setting out the intentions, commitments and objectives of the occupier in this regard, and identifying how these can be supported by the resources available at Airport City and locally.
- Confirming the benefits, such as lease incentives, that will be provided to the occupier in recognition of their support for the Embracing a Changing Future vision and their related Impact and Legacy commitments.
- Identifying the basis for measuring the impact of individual occupier activities and contributions, so that these can be effectively aggregated with those of the wider campus community.

Upon signing Heads of Terms with each occupier, the Development Manager would provide dedicated support so that the Impact and Legacy Plan can be developed collaboratively, with the intention of each Plan being completed prior to each respective occupier taking occupation of their world-class premises.

Occupiers would be encouraged to work with us to review the effectiveness of their Impact and Legacy Plan annually, so that target outcomes for the year(s) ahead can be set. This would also facilitate the involvement of each occupier in a major celebration of the Impact and Legacy outcomes realised by the wider network of occupiers and partners in an Embracing a Changing Future Festival and awards ceremony.



# Key policy principles for development

A suite of guiding policy principles will underpin the development phase of Airport City Manchester. These will be developed into appropriately challenging and measurable criteria for individual development phases in order that detailed design proposals, tender submissions and contractual performance during construction can be evaluated.

## Open up a world of opportunity

### Future ready for new technology

Be future-ready for new digital infrastructure, including autonomous vehicles and mobility systems.

### Provide quality access

Provide quick, convenient and enjoyable access to the Airport at all times, including during construction.

### Apprenticeships, training and employment

Maximise opportunities for apprenticeships, training and employment of local people, making use of the best-in-class facilities that are already in place, such as the Airport Academy, for that purpose.

### Collaborative innovation

Encourage collaborative innovation amongst design and delivery teams, including the use of pioneering technologies for construction and building management, so that Airport City Manchester is seen as a beacon of modern development.

### Enabling flexibility and resilience to change

Enable businesses and users to be flexible and adapt to changing market and operational demands over time, including as a result of climate change.

### Outstanding digital connectivity

Optimise the capacity, security and speed of digital infrastructure available to occupiers and visitors, ensuring readiness for the roll-out of 5G, targeting Wired Certified offices.

## Empower an ambitious community

### Promote sustainable travel and inclusive access

Provide facilities and connections that promote sustainable travel into, from and within Airport City, with priority for those on foot and bicycle, and encourage inclusive access.

### Amenities and facilities to complement the local offer

Provide amenities and facilities that complement, rather than compete with, those available in neighbourhoods locally.

### Promote human rights and social justice

Work with partners that actively adhere to and promote human rights and social justice throughout their business activities and supply chains.

### Community and occupier engagement in design

Engage local people and prospective occupiers positively and constructively throughout the design and construction process, using individual Impact and Legacy Plans where appropriate.

### Local suppliers and service providers

Nurture cooperation and facilitate connections with and between local suppliers and service providers, with ambitious targets set on each building project for local procurement.

### Food growing and healthy eating

Animate spaces, both outside and within buildings, for food growing and healthy eating.

## Create a place where great things happen

### Sense and quality of space

Create a unique sense and quality of place that befits a world-class business environment and community.

### Internal environmental quality

Achieve best practice standards of internal environmental quality with respect to ventilation and air quality, noise, light, and access to views, centred on the development of buildings that are enabled to achieve the WELL Building Standard.

### Innovative technology and media

Deploy innovative communication technologies and integrate media platforms to encourage participation and collaboration.

### Climate control

Keep people cool and comfortable in a changing climate, without additional energy or carbon burden.

### Diverse space provision and enlivenment

Provide a diverse mix of spaces, from the calm and serene to the lively and gregarious, giving people choice on where to focus, where to be creative and where to collaborate.

### 'Smart occupier' enablement

Through the use of technology, space planning and design, enable the 'smart occupier' so that personal, social and working time can be used effectively and productively.

## Secure a lasting legacy

### Energy positive

Aim for a net positive energy balance through passive design, outstanding levels of thermal performance, smart management systems and optimal levels of on-site renewable and district energy.

### Net biodiversity gain

Provide habitat and refuge for priority species in the Greater Manchester Biodiversity Action Plan and a net positive biodiversity impact overall.

### Sustainable materials and pollution prevention

Integrate sustainable and, where possible, regenerative materials, aiming for FSC Project Certification on all phases. Prevent air, water and ground pollution.

### Minimise carbon intensity

Minimise the carbon intensity of design, materials selection and construction techniques by taking a whole-life approach to carbon budgeting and setting building-specific targets using RICS professional standards.

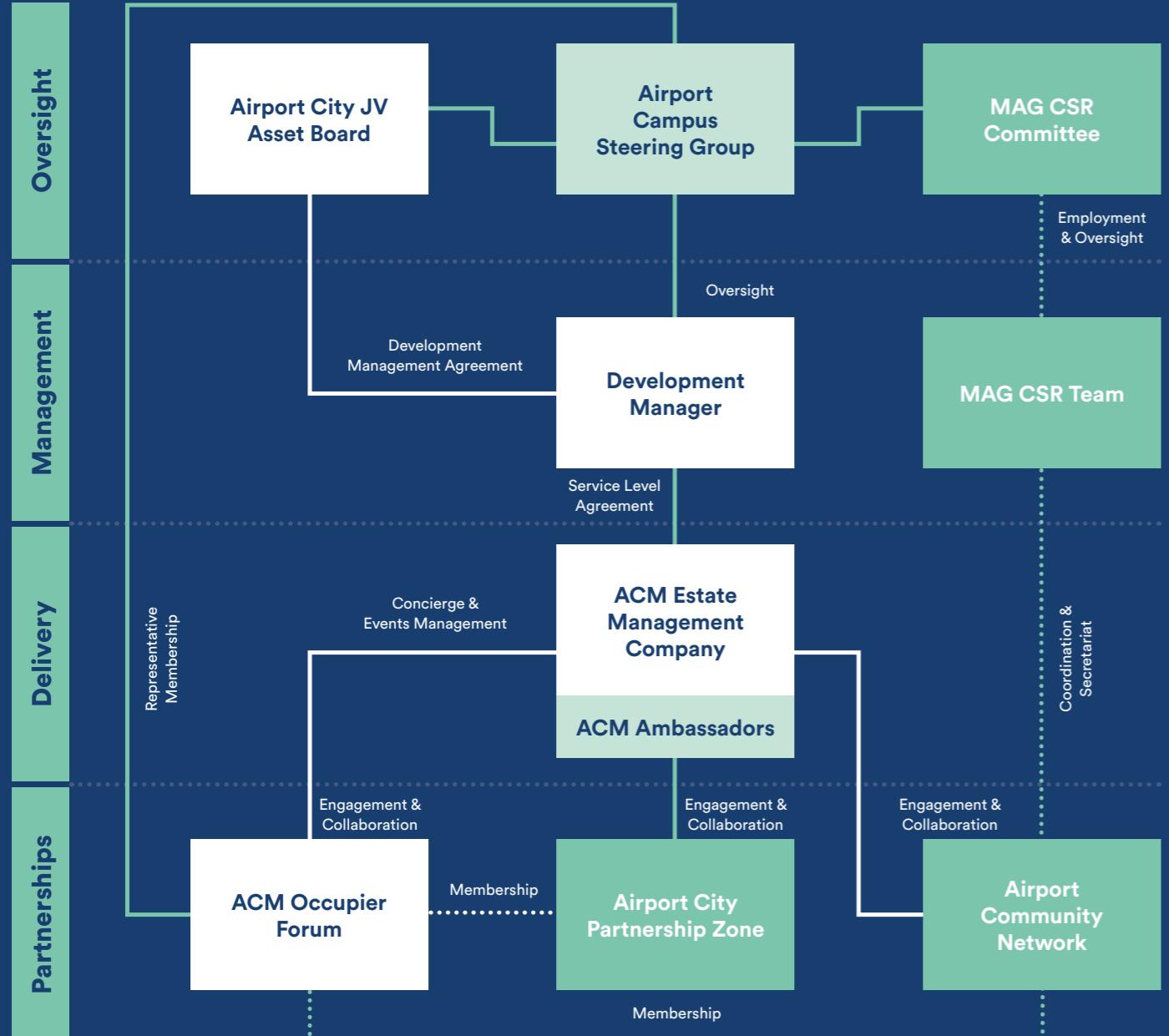
### Minimise water use and waste

Minimise water use whilst maximising water harvesting and recycling. Eradicate waste through smart design in accordance with circular economy principles.

### Design and deliver for performance

Deploy the BSRIA Soft Landings Framework to ensure that performance expectations are delivered throughout the design, construction and commissioning phase, with a commitment to full Post-Occupancy Evaluation.

# GOVERNANCE



## Approach to governance

**Our priority is to ensure effective, inclusive and coordinated governance across the whole of the Airport area, rather than isolating the delivery and management of Airport City Manchester. This means that synergies between ACM and the wider Airport can be maximised, including in relation to the collective use of key Impact and Legacy resources, such as the Airport Academy, whilst ensuring that duplicative efforts to address opportunities are avoided.**

An Airport Campus Steering Group will be established as a point of connection between the Manchester Airport Group CSR Committee (which deals with the strategy for and delivery of socio-economic and environmental priorities for the Airport Group across all of its UK airports), and the ACM Joint Venture Partnership. It will mean that opportunities and issues can be identified and addressed on a collective basis, responding more comprehensively to local stakeholder aspirations whilst also leading to better efficiencies.

The Steering Group would provide oversight and strategic direction on Legacy and Impact matters to the ACM Development Manager, which in turn will have overall responsibility for putting in place the commercial arrangements, construction processes and management resources. This would include the creation or appointment of an Estate Management Company, which would be responsible for managing public spaces, shared facilities, events and community outreach, fronted by the ACM Ambassadors.

Our commitment to engage and collaborate with relevant local stakeholders is reflected in our intention to establish a Forum for all ACM Occupiers. This would be a platform for networking and for feedback to the Estate Management Company and Development Manager on their satisfaction with, and aspirations for, the availability, quality and management of amenities and premises. At least one representative of the ACM Occupier Forum would also take a seat on the Airport Campus Steering Group.

Wider community and stakeholder collaboration would be achieved through the Airport Community Network, which is administered by Manchester Airports Group. We are also keen to explore with those organisations with which we currently collaborate through the Manchester Airport Enterprise Zone, the arrangements that would provide the best long-term benefits and legacy for business growth and success in the wider local area.

# The Impact and Legacy Strategy Process

**The development of this Impact and Legacy Strategy has been a collaborative effort, informed by a series of workshops, interviews and online engagement activities with local and regional stakeholders, as well as partners in the Airport City Manchester partnership.**

Local, regional and national media coverage further supported this activity, ensuring that the widest constituency possible was included in the shaping of the Strategy. Following an initial process of discussion with partners and community partners, the Embracing a Changing Future prospectus was developed, and used

in a further round of engagement events, to test the emerging principles and activities.

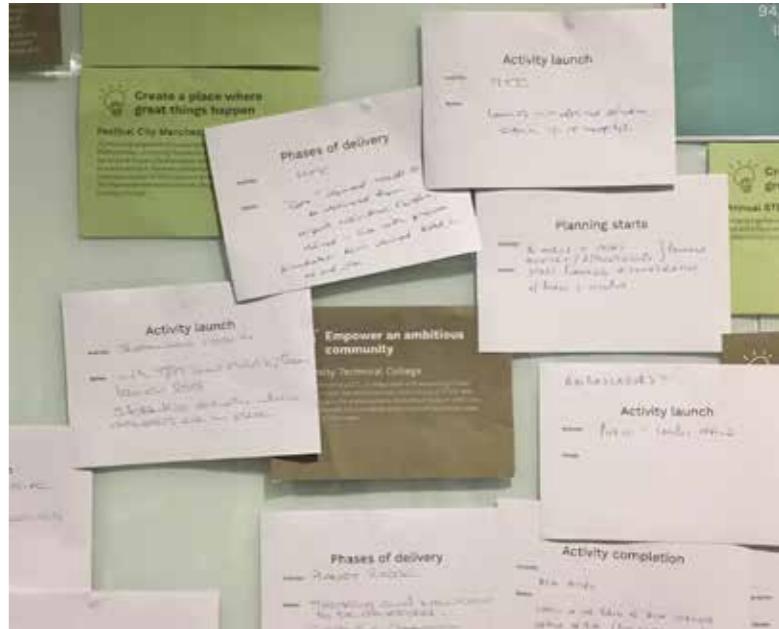
The result is the final Embracing a Changing Future: Impact and Legacy Strategy, launched in 2018.



Lift Off magazine, February 2018



Property Week magazine, March 2018



# Measures of success

The following suite provides an example of relevant KPIs, against which the impact and success of Airport City Manchester will be evaluated.

## Open up a world of opportunity

Total Gross Value Add generated and mean average per employee based at Airport City Manchester

Number of international placements made and exchanged

Number of people attending business events

Total number of people attending Platform business events

Total number of professionals receiving lifelong learning opportunities at Airport City Manchester

WiredScore ratings achieved for offices

Growth rate of start-up and SME occupiers and % of revenues from international contracts

Proportion of development expenditure that is directed to suppliers and service providers located within 15 and 35 miles of ACM

% supply chain expenditure within Greater Manchester

Success rate of businesses after three financial year-ends following completion of incubation period at Airport City Manchester

## Empower an ambitious community

Total number of apprenticeships and training placements and % achieving employment outcome conversion rate, including proportion secured by people living within M22 and M23 postcode areas and within 10 miles of Airport City Manchester

Number of educational engagements delivered

Total number of mentoring relationships facilitated by STEM category

Total number of sustained jobs created and % that are for secured by local people within M22 and M23 postcode areas and within 10 miles of Airport City Manchester

Total number of jobs created for the over-55s

Total number of community programme beneficiaries

## Create a place where great things happen

Occupier satisfaction rate and the percentage of occupiers who rate ACM as a great place to work for employees

Total number of people attending events, joining Club Platform and annual retention rate

Total number of people reached with health and wellness programmes

Total number of people attending Club Platform events (excluding Business Breakfasts)

Wellness building ratings achieved on offices

Occupier satisfaction and retention rates % occupiers who are proud to work at ACM

## Secure a lasting legacy

Proportion of rental income with which an occupier Impact and Legacy Plan is associated

Lifecycle carbon impact intensity of building per square meter (across lifecycle stages A1:C4) with reference to the RICS Professional Statement

Net energy balance

Proportion of energy consumed on site from renewable sources (both location and market based metrics)

Total volume of waste created and the resource recovery rates and % proportion of waste diverted from landfill

Green building ratings achieved on for offices and hotels, by floor area

Net biodiversity effect

% of ACM occupiers that engage in volunteering and number of volunteering hours given by people working at Airport City Manchester





Airport City Manchester Future Masterplan

Airport City Manchester Joint Venture Partners:



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