

THE CHORLTON PICTURE HOUSE - SOCIAL VALUE STRATEGY

Report on Consultation and Key Findings

About the Chorlton Community Land Trust and the Strategy

Chorlton Community Land Trust has its roots in a meeting of local residents held in late 2017. This was in response to a proposal by Manchester Metropolitan University to sell the land at Ryebank Fields for executive homes.

The core group, became Chorlton Community Led Housing Group and attracted members with a range of expertise and the energy to drive forward the Ryebank Fields discussion with a range of stakeholders.

From the outset there has been a strong commitment to community participation and involvement and there have been meetings, workshops, surveys and conversations to inform dialogue with key stakeholders.

The formation in April 2019 of the Chorlton Community Land Trust (a not for profit Community Benefit Society) created the potential of widening the vision to other projects. Hence the interest in the sale by the Co-op, of the old Gaumont cinema in the heart of Chorlton.

We are indebted to Cath Fernley for running the consultation workshop on social value and writing the initial draft for this strategy.

The purpose of this strategy

The findings of the social value consultation have been written up as a strategy to inform the development process for The Chorlton Picture House. Its target audience is the local community and all those working on the development and delivery of the project.

It defines a set of social value outcomes or community benefits for this project and highlights opportunities along the development lifecycle for achieving these outcomes.

The strategy will enable the Chorlton Community Land Trust to have a dialogue with investors and developers that is driven by social values. It is a strategy shaped by the community and informs direction on behalf of the community.

Working with key stakeholders on a development that is underpinned by a social value strategy provides a framework to drive positive social, economic and environmental outcomes for local people.

What is social value?

There are a variety of definitions of social value in existence. As most of these emanate from the 2012 Social Value Act, they consider social value in relation to services rather than goods or works. Common to most definitions though is the assertion that social value is about maximising public benefit and outcomes that support the public good.

The Community Land Trust is keen to focus on this and the broader social, environmental and economic benefits that may come from the development of the Picture House. How the project is delivered must have equal priority with what is delivered.

What are social value outcomes?

These are the end benefits to a community of achieving social value. The CLT is committed to driving the outcomes as defined by the community and measuring the achievement of these outcomes in a rigorous and transparent way.

The CLT believes that the successful development of The Picture House must meet the needs and aspirations of the local community, it should also enable that community to thrive, socially and economically and protect and enhance the environment. The CLT define the community as being the neighbourhoods within the electoral wards of Chorlton and Chorlton Park. Local is an important value for the CLT as it conveys the commitment that locally generated value should stay within the local economy and not with distant shareholders.

The Consultation Process

Members of the CLT were invited to a consultation workshop in February 2020. At this event, members discussed the benefits they would like to see from the Picture House project. Their contributions were grouped within 4 themes – ‘Strength of community’, ‘Health and wellbeing’, ‘The building and the environment’ and ‘Jobs and the local economy’. This enabled the writing of a set of social value outcomes for each theme.

The next stage was to be a further workshop with activities to identify the opportunities and actions necessary to achieve these outcomes. This was not possible due to the Corona virus pandemic and instead the consultation was sent out by email to all members. The CLT is most grateful for the valuable contributions from members which enabled the writing of this strategy.

The Social Value Outcomes

The findings of the consultation are set out and developed in the remainder of this report.

STRENGTH OF COMMUNITY	HEALTH AND WELLBEING	THE BUILDING AND THE ENVIRONMENT	JOBS AND THE LOCAL ECONOMY
Strong local ownership	Culture and the arts flourish	Resilient/ sustainable design and infrastructure	Business is commercially viable and sustainable
Vibrant diversity of building use	Good mental and physical health	High quality public and green spaces	Decent jobs and opportunities for local people
Accessible to all - physically, economically and culturally	Health services are responsive to local need	The building celebrates local history and heritage	Entrepreneurs are supported and celebrated
Strong local identity and distinctive character	Sustainable transportation is celebrated	Healthy local air quality	Skills and knowledge transfers across the generations
Thriving social networks	Food is locally sourced and promotes good health	The building fosters well being	Young people have the skills, experience and knowledge for future work
Local needs and wants are recognised			The local supply chain is supported and grown

The tasks and opportunities associated with each outcome are shown below.

STRENGTH OF COMMUNITY - Tasks and opportunities
<i>Strong local ownership</i>
<ol style="list-style-type: none"> 1. Create a communication and engagement plan that identifies ways of connecting with the communities of Chorlton and Chorlton Park Wards. 2. Provide the local community with regular engagement opportunities in order that they may shape the development. 3. Proactively engage with those from a range of socio/economic and cultural backgrounds. 4. Establish well understood and transparent community governance. 5. Strive to ensure a diverse membership of the CLT Board in terms of ethnicity, sexuality, gender, age and disability and take regular measures to actively recruit those who are under-represented.
<i>Vibrant diversity of building use</i>
<ol style="list-style-type: none"> 1. Create a space occupied by local people doing things of benefit to local people. 2. Ensure the building provides activities and services for all ages and varying interests and reserve capacity for community use. 3. Target businesses and organisations who are driven by social values in line with the CLT to occupy the building. 4. Generate uses that are unique to Chorlton but avoid gentrification of the project which may make it financially inaccessible.
<i>Accessible to all - physically, economically and culturally</i>
<ol style="list-style-type: none"> 1. Prioritise full building access for those with mobility and other access needs. 2. Use plain english in this strategy, ongoing publications and future discussions. 3. Encourage established cultural groups to use and/ or be based there. 4. Ensure that affordability is an important principle and define how this may be achieved. 5. Ensure that those using the building reflect the diversity of the local population. 6. Promote access to the building for more vulnerable members of the community.
<i>Strong local identity and distinctive character</i>
<ol style="list-style-type: none"> 1. Draw on the talents, knowledge, imagination, creativity and commitment of local people. 2. Build on the existing variety of independent businesses, co-ops and other community ventures. 3. Be sensitive to the historical context of the building and reflect its original character.

4. Develop strong and distinctive branding and communicate a clear sense of purpose.
5. Consider design features which bring a distinctive character to the development and create local pride.
6. Recognise the Bee Gees legacy in the fabric and function of the building.

Thriving social networks

1. Plan events and activities to encourage existing and developing social networks and communities of interest.
2. Seek out strong local advocates and community groups, charities and leaders.
3. Use the local street level networks to extend reach.
4. Establish regular online participation to inform decision making.
5. Establish strong internet connectivity at the building with free public WiFi .
6. Provide a shared social space in the building and reserve capacity for community activities.

Local needs and wants are recognised

1. Ensure ongoing community involvement to hear the needs and wants of the community.
2. Work with Manchester City Council and Public Health data to understand local demographics and the socio/economic profile.
3. Ensure the purpose of the Picture House is clear and focused on the aspirations of the local and pledging community.
4. Provide high quality community facilities that reflect the needs of the local community.
5. Ensure the design of the building is flexible so that it may adapt to the changing needs of the community.

HEALTH AND WELLBEING Tasks and opportunities

Culture and the arts flourish

1. Ensure the design allows the flexibility for a range of arts and cultural experiences and takes account of their technical requirements.
2. Plan a programme of arts events and a piece of public art to launch the opening of the building.
3. Cultivate links with existing arts and cultural organisations and networks.
4. Act as a hub for Chorlton Arts Festival and other events and festivals throughout the year.
5. Create space for musical performance and rehearsal space for local musicians.
6. Build a focus on youth arts by developing creative partnerships with local schools.

Good mental and physical health

1. Encourage walking, cycling and running groups to utilise the building.
2. Consider including holistic practitioners in provision within the building.
3. Plan a building design which provides for a range of exercise opportunities.
4. Target businesses who promote health and wellbeing to occupy the building.
5. Promote intergenerational activities to address physical and mental wellbeing.

Health services are responsive to local need

1. Work with the GPs and other services to run some joint events and activities.
2. Work with local health support groups and organisations to complement their work.
3. Support local initiatives and organisations that work to tackle social exclusion and loneliness.
4. Consider the addition of a gym as this would be a much needed local asset.

Sustainable transportation is celebrated

1. Work with WalkRide Chorlton to integrate the building into the planned cycleway and new pedestrian areas.
2. Support sustainable car travel through the provision of electric charging points on site or nearby.
3. Create a cycle hub, secure storage, bike hire and repair station.
4. Provide event concessions for arrival on foot, by public transport, cycle etc. and limit car parking.
5. Promote the building as a destination to visit in a sustainable and healthy way.

Food is locally sourced and promotes good health

1. Consider The Picture House as a hub for local growers to sell affordable produce. Ensure that a commitment to local sourced, high welfare food is included in the criteria for operators and suppliers.
2. Work with Unicorn and other local suppliers to promote short supply chains and seasonal produce.
3. Include Incredible Edible raised beds and work with local allotments holders.
4. Involve local food projects but avoid overlap with existing food and beverage traders.
5. Explore ideas for food production on the site.

THE BUILDING AND THE ENVIRONMENT Tasks and opportunities

Resilient/ sustainable design and infrastructure

1. Commission a feasibility study of retrofit measures including energy saving and efficiency, electrical and heating aspects.
2. Design in zero/low carbon build and use, material re-use, locally sourced materials and renewal energy options.
3. Aim to achieve a future proofed standard for the building such as Enerphit, ensuring high carbon and energy savings.
4. Use climate modelling to ensure the development is either resilient or adaptable to future climate conditions.
5. Include community owned solar panels on the roof and passive solar gain through the windows.
6. Work with Carbon Coop and/or other Manchester organisations to get the best advice and support for the project.

High quality public and green spaces

1. Work with Manchester City Council and with the future developers of Chorlton Precinct on a joint plan for the pedestrianisation of Nicolas Road.
2. Stipulate the inclusion of green space and public realm for special events and regular markets in development negotiations.
3. Engage local groups and charities to take an active role in the long term ownership and maintenance of the public space.
4. Select a design team known for their high quality place making.
5. Ensure that the planting of trees, shrubs and creation of green features is included in design plans and costings.

The building celebrates local history and heritage

1. Ensure the restoration and alterations are completed to heritage standards and original features preserved where possible.
2. Celebrate the Bee Gees legacy in the development of the building and commission a permanent piece of public art.
3. Consider an exterior wall mural to illustrate Chorltons social history and the values which underpin this project.
4. Create a local heritage trail to educate about the local area and tie in with active travel.
5. Work with local artists and historians to create regularly changing exhibitions.
6. Consider the installation of a bandstand for outdoor music.

Healthy local air quality

1. Install a visible air quality monitor at the building and link in to the national network.
2. Encourage active travel and use of public transport and work with groups to improve walking routes around Chorlton.
3. Reduce traffic movement in the vicinity of the building.

4. Ensure all contractors are aware of the need to maintain safe air quality in the construction phase.
5. Enhance natural elements of the development to maximise their ability to absorb pollutants.

The building fosters wellbeing

1. Promote wellbeing through the building design and through the activities within it.
2. Create a venue of exemplar design in which local people feel a sense of pride.
3. Embrace 5-ways to wellbeing in the building ethos: connect; keep learning; be active; take notice; give.
4. Ensure that the building allows for proper ventilation and optimises natural light.
5. Consider health and wellbeing in the design of the building so that thermal comfort, acoustic and visual comfort is taken into account.

JOBS AND THE LOCAL ECONOMY Tasks and opportunities

Business is commercially viable and sustainable

1. Create a robust 3-5 year business and finance plan for the transformation and operation of the building.
2. Aim for The Picture House to be commercially viable without the need for grants, loans or sponsorship.
3. Prioritise workers cooperatives and social enterprises as tenants in the building.
4. Encourage return visits to the building by a frequently changing programme of events and 'pop up' food outlets.
5. Deliver market research to ensure the Picture House matches with local demand.

Well paid, socially useful and personally meaningful jobs for local people

1. Ensure that there is targeted local recruitment for personnel needed in the development and construction phases.
2. Where local recruitment is not possible, grow the local skills base through apprenticeships and traineeships.
3. Target those that may be marginalised with opportunities for work.
4. Contract with operators and tenants who have the same aims and ideals, and ideally have local links.
5. Require a Living Wage as a minimum salary for all employees.

Entrepreneurs are supported and celebrated

1. Investigate how the building could support the development of social enterprises.

2. Establish an annual scheme of Community awards to recognise innovative ideas
3. Consider a mentoring scheme for young businesses to work with more established ones
4. Dedicate time to visit local schools and encourage young entrepreneurs.
5. Consider the provision of incubator units offering a range of support for new businesses.

Skills and knowledge transfers across the generations

1. Provide employment and volunteer opportunities for older people.
2. Consider using the building as a hub for a local volunteer bureau.
3. Organise skills trade days with young and older exchange ideas/skills.
4. Engage with schools to optimize knowledge sharing at events and activities.

Young people have the skills, experience and knowledge for future work

1. Map training needs and the network of local providers who would work with businesses within the Picture House.
2. Consider including a training and development arm to the Picture House as a provider or local hub.
3. Provide work experience opportunities in partnership with local high schools.
4. Explore opportunities for apprenticeships and paid internships in every aspect of the transformation and operation.
5. Consider staging design competitions to encourage local community involvement.
6. Commit to employing those with learning difficulties/disabilities from our local community

The local supply chain is supported and grown

1. Gain commitment from all involved in the business to use local suppliers and supply chains.
2. Link all service providers and sales in to the local loyalty card scheme.
3. Ensure the Picture House plays an active role in the Chorlton Traders network.
4. Promote local environmentally sustainable businesses that make full use of recycled materials.
5. Promote collaboration over competition with local businesses.
6. Acknowledge an increasing emphasis on online ordering and work this into the design brief.

The Benefits of a Social Value Approach

A social value strategy enables:

- The writing of criteria which guides the selection of investor and developer partners
- Positive outcomes to sit alongside profits
- All parties to feel they are working towards the same end result
- Community benefit to frame the dialogue between key stakeholders
- Local needs to be at the heart of decision making
- A better relationship between local stakeholders and developers
- The environmental agenda to be considered at each stage of the development
- The ongoing involvement and pride of the local community in the future of the site

The Barriers to a Social Value Approach

- A lack of understanding of the potential benefits
- Reticence about setting higher standards which may deter some developers
- Viability calculations do not take account of community benefit
- An added resource may be required to ensure adherence and mapping
- Outcomes may be difficult to measure
- Multi agency involvement may dilute social value aspirations

Follow up and Next Steps

Some of the findings from the strategy were used to inform online Stayin Alive surveys held in April and May. The strategy has also informed the development proposal that has been presented to the Coop. The CLT Board will use the strategy to further develop The Picture House project should negotiations on its purchase successfully finalised.