

# MDC Task and Finish groups

## Background

The combined expertise, networks and influence of the MDC Board members is a huge asset to the MDC. While Board meetings are a useful forum for discussion, pressure on time limits the opportunity for in-depth dialogue to shape and inform thinking at a development stage. These task and finish groups are therefore being set up to provide a means for MDC Board members to help shape the thinking and approach of the MDC in two key strategic areas:

- Communications
- Innovation

## Aims

- Draw on the expertise of Board members to strengthen our strategic approach in key areas
- Mobilise the networks and profile of Board members to strengthen MDC activity in these areas



# Stockport MDC Communications Task and Finish Group

Feedback to MDC Board

24<sup>th</sup> March 2023

# Objectives

1. Review MDC communications activity to date and assess impact with key audiences
2. Identify opportunities to expand the reach and traction of MDC communications activity
3. Establish key metrics and KPIs for the measuring success

# Methodology

1. **Analysis of data:** Social media engagement, website analytics and media coverage
2. A **short survey** was sent to a small sample of different audiences to assess the extent to which our key messages have reached key stakeholder group
3. **X2 workshop sessions** involving MDC Team, SMBC Communications, Coverdale Barclay, Marketing Stockport and partner PR agencies

# Conclusions: Activity to date

Strengths	Areas for improvement
<b>Profile:</b> Property industry press & regional and national mainstream press	<b>Underused assets:</b> Make greater use of profile of GM Mayor and MDC chair; missing some hooks e.g. ecology, conservation
<b>Collaboration:</b> Positive local coverage without prompt from the Council	<b>Audiences:</b> Local comms; articulating 'what is in it for me?'
<b>Clarity:</b> Clear vision; consistency of messaging	<b>Message development:</b> What makes the MDC distinctive / more interesting than other regeneration approaches?
<b>Message impact:</b> Having a range of quirky angles, so there is something for everyone	<b>Sustaining:</b> Need to keep up momentum; messaging could get stale over time
<b>Assets:</b> High profile chair gives credibility; cross party support; visible delivery	<b>Innovation:</b> Innovative comms; more engaging ways to communicate the message

# Conclusions: Moving forward

## Objectives

- Strengthen **local communications** to raise awareness of changes happening in TCW and garner support for the MDC vision
- Sustaining **national profile** of the MDC with the property industry to attract interest, collaboration and investment from quality partners

## Approach

- Strengthening impact – using assets, innovative engagement, proof points
- Expanding channels – e-newsletter, local and industry events
- Continue to refine messaging to ensure we're communicating what is distinctive about the MDC

## Success measures

- Direct: Media coverage, social media engagement, web traffic etc
- Contributing to: Occupancy rates, leasing success, securing investment, footfall in town centre

# Proposal: Support arrangements, 2023-25

Existing contracts expire end March 2023, creating an opportunity to revisit our priorities and needs

Current arrangements	Proposal for 2023-25
<b>MDC National Communications &amp; Public Relations Support</b> (£50k per annum, currently provided by Coverdale Barclay)	<b>MDC National Communications and Public Relations support</b> (2-year contract, £40K per annum)
<b>MDC marketing services</b> (£12k, per annum, currently provided by Marketing Stockport)	<b>MDC Marketing support:</b> Website support, production of campaign materials for up to 3 campaigns per year (£25k per annum)
c. £10k spend on one-off communication campaign materials (eg: MDC newspaper)	
<b>£72,000</b>	<b>£65,000</b>



# Stockport MDC Innovation Task and Finish Group

Feedback to MDC Board

24<sup>th</sup> March 2023

# Objective

Inform work with MDC team and CBRE advisors to define what innovation means for the MDC including:

- Identifying priority themes where innovation could support successful delivery of the MDC objectives
- Identifying key results and metrics to help define and measure the value of investment in different innovation deliverables
- Identifying short-medium term initiatives which could deliver on these priorities

# Strategic context

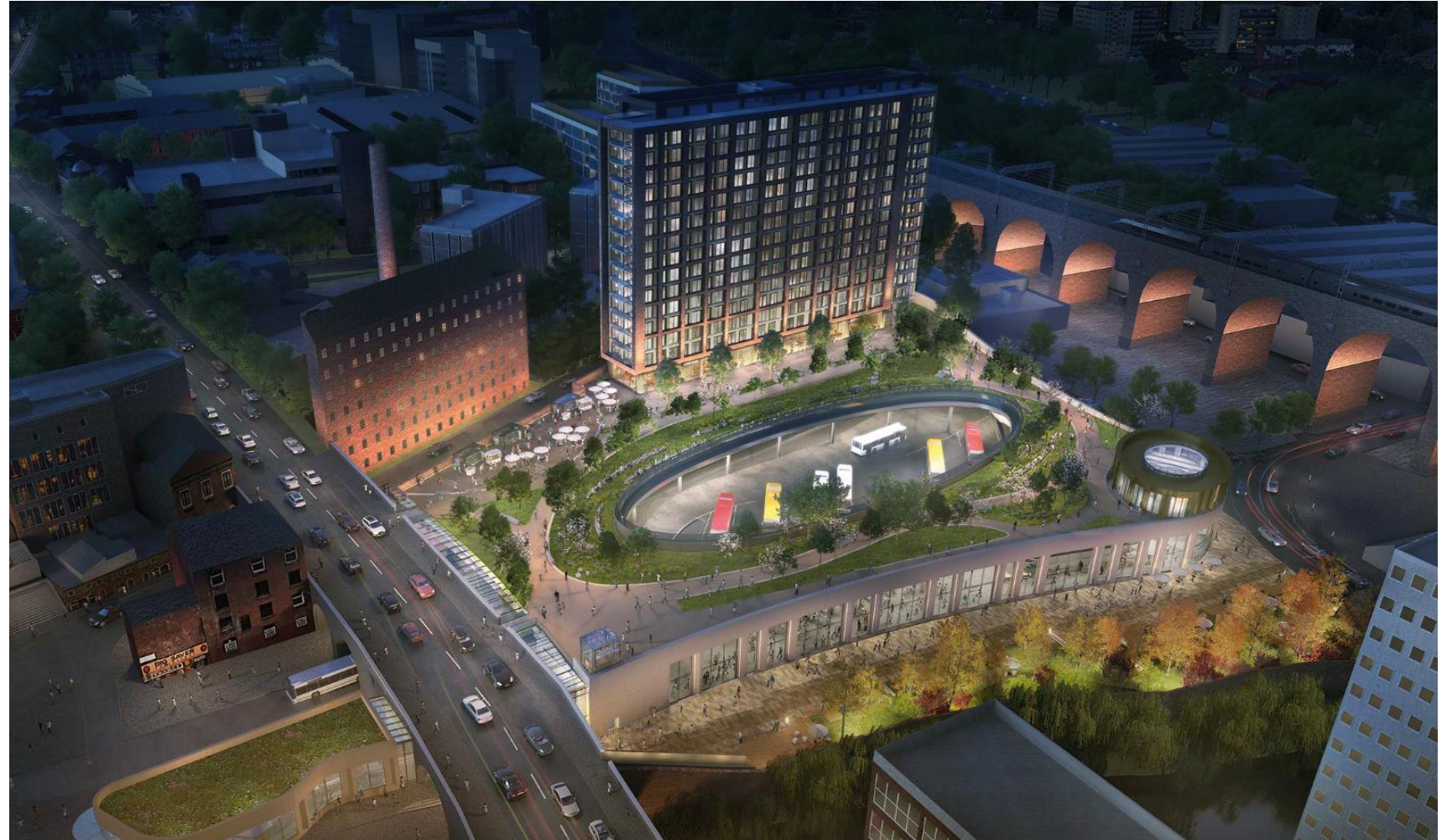
*“Does a series of innovative projects make us an innovator? No! It is our overall approach and mindset that will make innovation flourish”*

From the outset the Task and Finish Group were keen to ensure that innovation is understood as a underpinning principle of the MDC, which informs our approach to everything rather than a set of discrete projects.

The work undertaken with CBRE to develop an innovation framework is therefore seen as just one piece of the innovation jigsaw.

# Innovating **Within** and **Beyond** Town Centre West

Stockport Mayoral  
Development Corporation



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# Context

# SMDC has committed to delivering innovation for Town Centre West in the 2027 Strategic Business Plan

Initial **identification of use case** categories in the Strategic Business Plan enables **prioritisation** for the roadmap and further prioritisation of related **initiatives and interventions**.

## STRATEGIC BUSINESS PLAN 2022 - 2027

### ONE OF THREE GUIDING PRINCIPLES

Innovation - A place of progress and an environment shaped for the future

#### OBJECTIVE NO.7

To be at the forefront of innovation across technology, construction, design, infrastructure, and place management to ensure that Town Centre West is an early adopter for new approaches to town centre living and secure its continuing relevance in the future.

#### 6 INNOVATION USE CASE CATEGORIES IDENTIFIED

1. Tech solutions for **building management**
2. New engineering and **construction materials**
3. **Intelligent** public service delivery
4. **Responsive** and **adaptive** public realm based on data capture and patterns of usage
5. Connectivity **infrastructure**
6. Energy **storage** and management

#### DELIVERY COMMITMENT

The MDC will progress engagement currently underway with external built environment innovation experts to identify a range of feasible, viable, and deliverable innovation solutions for Town Centre West across both the public realm and individual development schemes.

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# The 'What'

# To support SMBC's vision for TCW, SMDC needs a clear plan for the role of innovation

Our vision for innovation will align with the vision set for Town Centre West within the Strategic Regeneration Framework (SRF)

## WHY NOW?

- Entering a new phase of activity; pipeline of schemes totalling **c.1000 homes** in delivery
- Recently launched the **procurement** for a new **JV partner** to deliver the **next 1,200 homes**
- Demonstrate our ability to deliver schemes – the challenge **now** is to ensure we are realising the place shaping **opportunity of Town Centre West**

### SMBC VISION FOR TOWN CENTRE WEST (SRF)

Greater Manchester's newest, greenest and **coolest affordable urban neighbourhood**. Town Centre West will be a walkable neighbourhood providing a choice of homes and workspace. Residents and businesses will have enviable access to public transport and be amongst the best connected in the region. Town Centre West will be **a place of quality** in all aspects of design. **A place where you can shape your future**: a place to work and to live. A safe, healthy and attractive part of town.

*Something different. Closer than you think.*

### SMDC

#### OVERARCHING VISION

The Stockport Town Centre West Mayoral Development Corporation is a radical new approach to tackling future housing need and the changing role of town centres. It provides a blueprint for how powers and devolved funding combined with strong local leadership and a compelling long-term vision, can set a new benchmark for town centre regeneration. It's guiding principles are **community, sustainability** and **innovation**.

The vision for Town Centre West is credible & compelling – to scale up the delivery of new urban neighbourhood in Greater Manchester– & the MDC is ideally placed to bring together stakeholders to make the vision a reality.

#### INNOVATION VISION

Innovation is integral to Stockport MDC, driving **delivery of our ambitions**. Being at the **forefront of innovation** is a point of **differentiation** and enables us to act as a **leading exemplar** of town centre **regeneration**.

#### INNOVATION MISSION

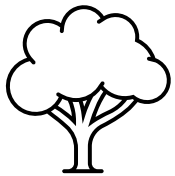
The MDC will help to **accelerate the use of innovation** by acting as a **catalyst**, attracting and working alongside partners from diverse sectors to deliver **interventions** and **measure impact**.

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# The 'Why'

# Innovation Objectives

Our objectives will enable measurement of success when delivering our commitment to innovation and directly reflect SRF objectives as demonstrated to the right.



Supporting Health & Sustainability



Supporting Economic Growth



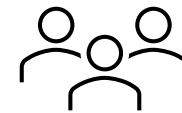
Innovating & Future Proofing



Enhancing Connectivity



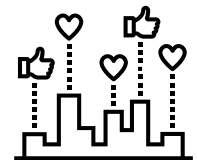
Housing a Growing Community



Integrating Neighbourhoods



Supporting Quality Design

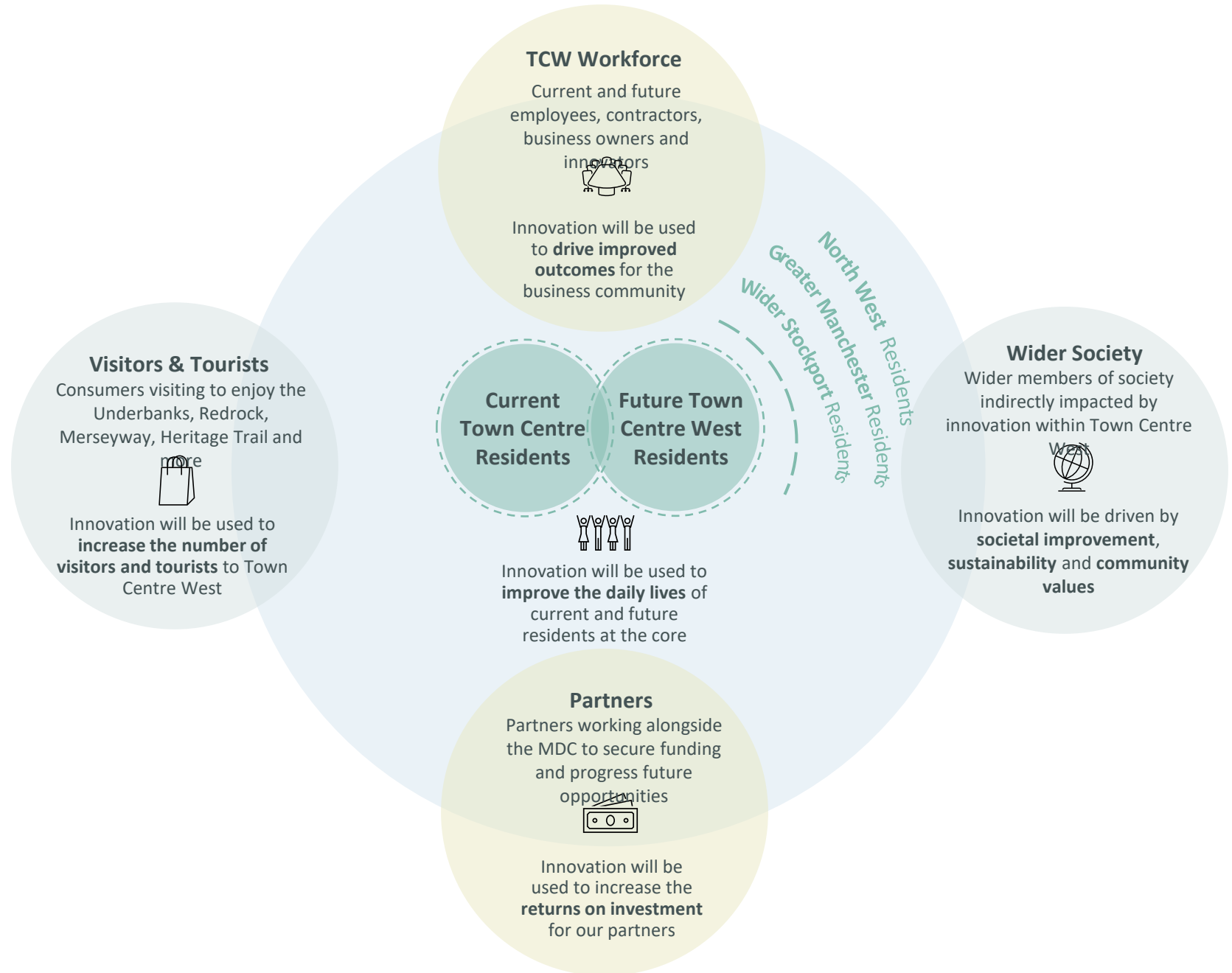


Responding to Character

WHO IS IT FOR?

# Innovation will deliver benefits for our stakeholders

Our commitment to innovation goes beyond delivering for Stopfordians alone; it will inspire, attract and bring benefits to numerous societal stakeholders.

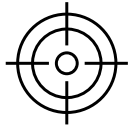


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# The 'How'

# Innovation Prioritisation Framework

Our Prioritisation Framework enables us to prioritise initiatives to establish how much **effort** is required and how much **benefit** will be delivered for any short term wins or long term goals.



## Strategic Alignment

The level to which an initiative aligns with MDC and SRF visions, principles and objectives



## Impact

The extent to which an initiative meets stakeholder needs



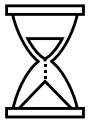
## Influence

The level of influence the MDC has in steering the initiative



## Showcase

The 'wow' factor which demonstrates reputational impact



## Time

Amount of time it will take to implement the initiative



## Risk

The level of risk involved in delivering the initiative



## Complexity

The level of complexity involved in delivering the initiative

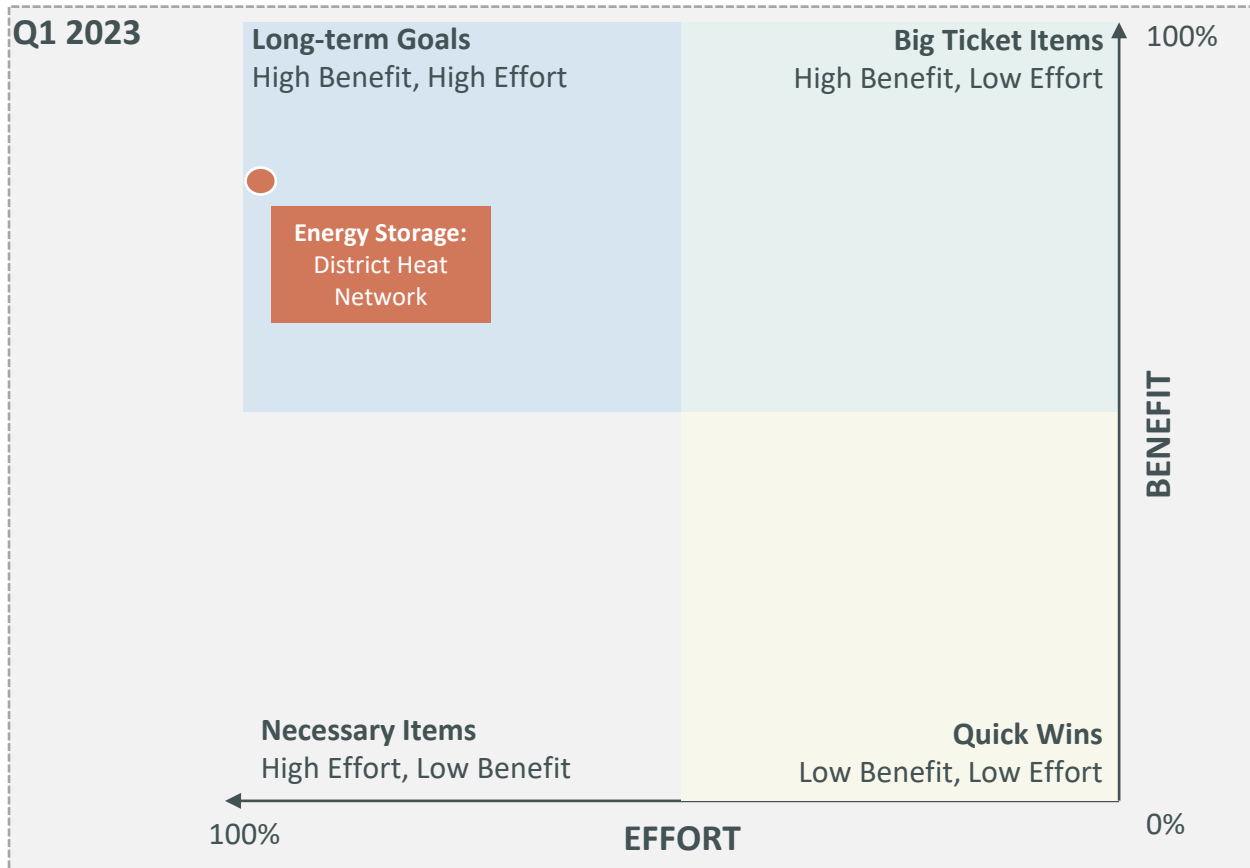
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**BENEFIT**

**VS**

**EFFORT**

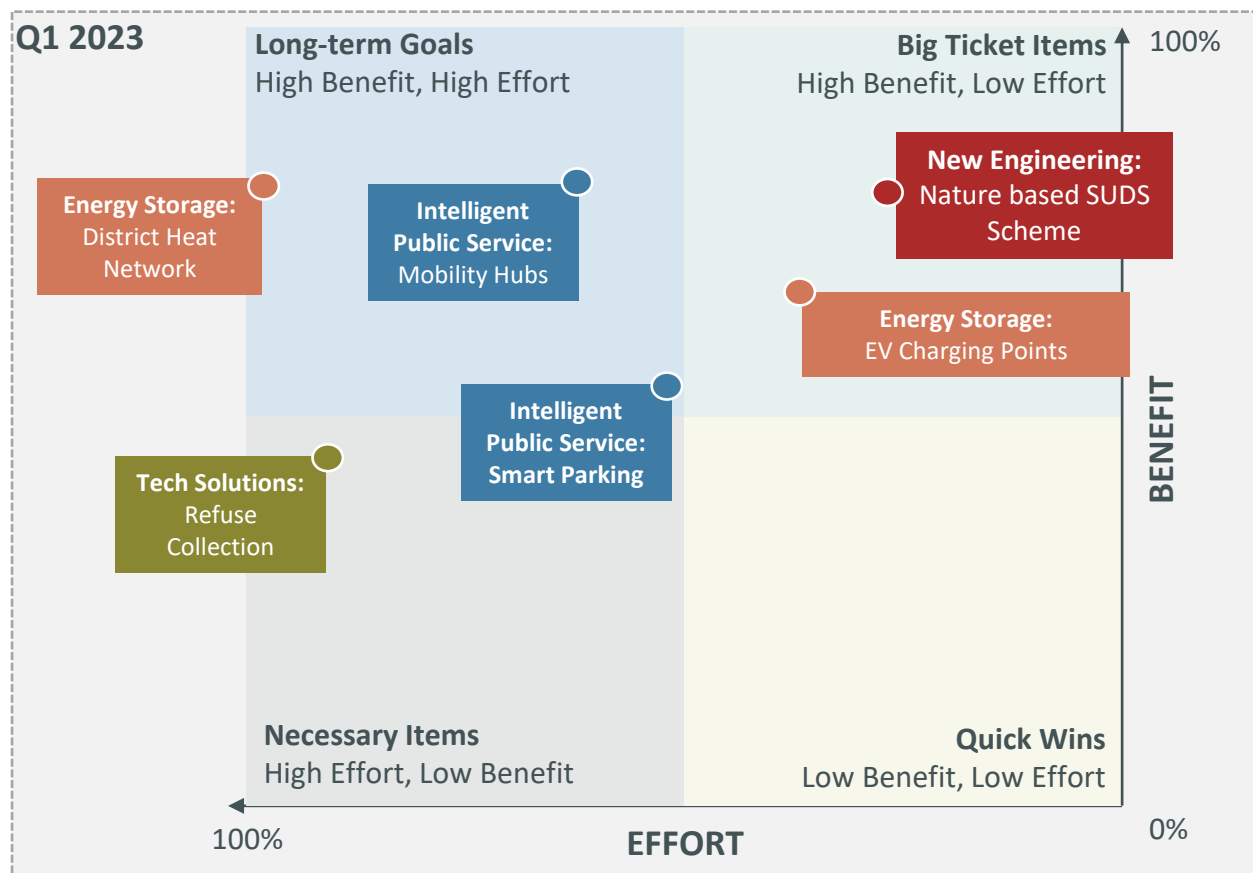
# Populating the framework: District Heat Network example



# Proposed Board Reporting

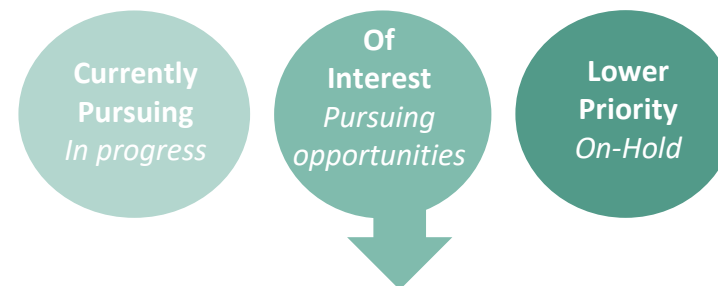
## Framework Analysis

INITIATIVES BY USE CASE



## HOW TO USE THE ANALYSIS

- 1 MDC Team shares quadrant analysis with the **MDC Board** on an annual basis
- 2 Reporting will confirm **which category** initiatives fall into:



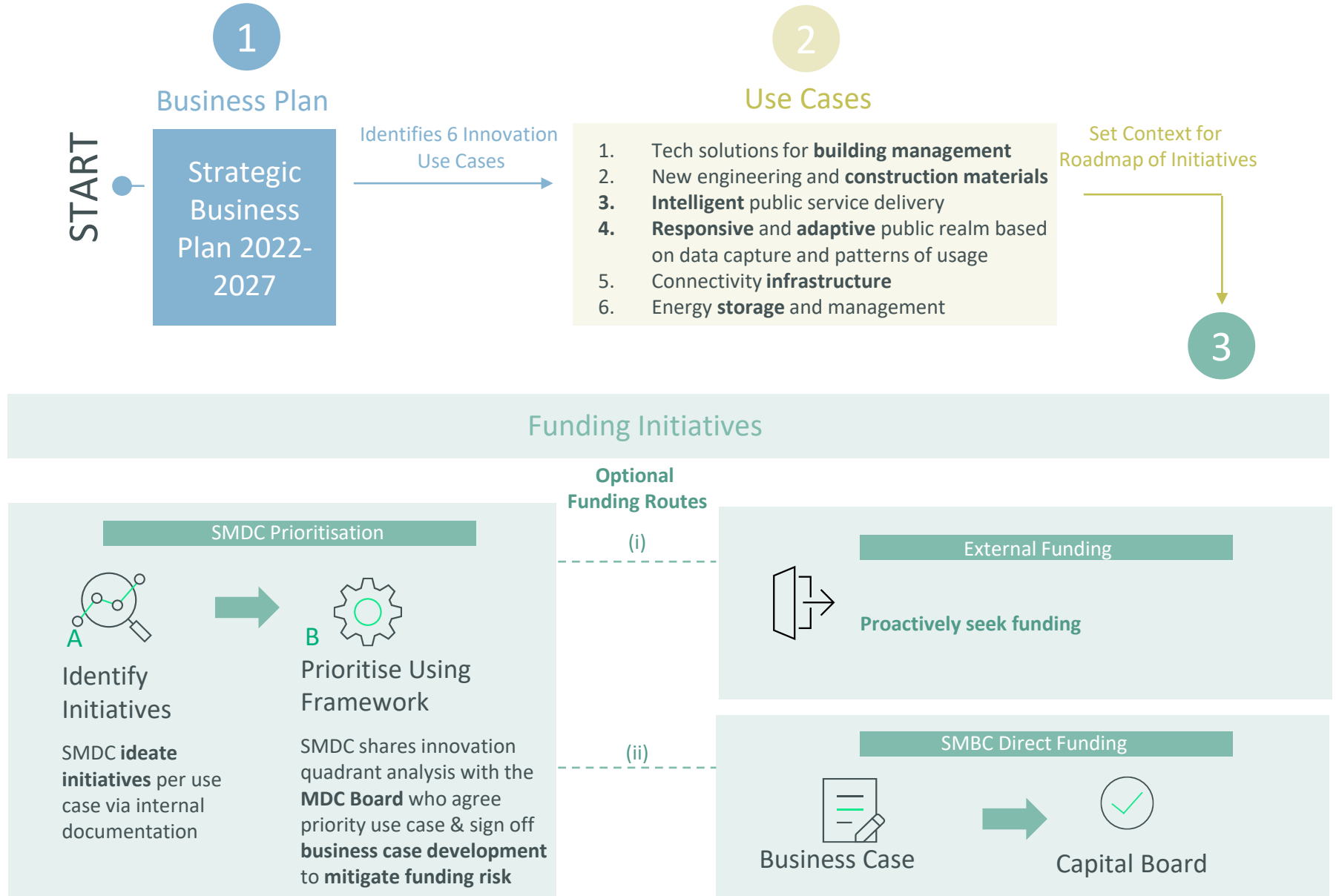
- 3 Board provide strategic steer on overall programme and, where appropriate, advice on progressing specific initiatives

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# Recommendations & Next Steps

# Framework analysis shared with Board for collective prioritisation of initiatives

The following workflow demonstrates how the Prioritisation Framework will be used.



# Innovation deep dives

In addition to the framework we will be undertaking a multi year programme of innovation deep dives in key thematic areas to challenge and stimulate our thinking and delivery. These include:

- Renewable energy generation (2023-24)
- Building management
- New engineering and construction methods
- Intelligent public service delivery
- Responsive and adaptive public realm
- Energy storage and management

# The wider innovation picture

Beyond this work, the Task and Finish Group reflected on to ensure that the guiding principle of Innovation runs throughout our strategy and operations:

- **MDC Board:** A key role for the MDC Board to provide challenge and leadership
- **MDC Team:** Cultivating a culture of innovation is a key priority for the year ahead, with involvement of all team members in the Deep Dive and an evolving programme of visits / engagement with other innovative regeneration schemes