



Resources and Governance Scrutiny Committee

Date: Thursday, 9 November 2023

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **First Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published.

Access to the Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension.

Filming and broadcast of the meeting

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Membership of the Resources and Governance Scrutiny Committee

Councillors - Simcock (Chair), Andrews, Brickell, Connolly, Davies, Evans, Kilpatrick, Kirkpatrick, Lanchbury, Rowles, Stogia and Wheeler

First Supplementary Agenda

- 5. Update on New Procurement Regulations** 5 - 14
Report of the Head of Integrated Commissioning and Procurement.

This report provides an update on the new procurement regulations and advises the committee of the implications for future Council procurement activity.

- 6. Social Value** 15 - 112
Report of the Head of Integrated Commissioning and Procurement.

This report provides an update on the social value delivered through the contracts that the Council has with its suppliers.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Thursday, 2 November 2023** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension , Manchester M60 2LA

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**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 9 November 2023

Subject: Update on New Procurement Regulations

Report of: Head of Integrated Commissioning and Procurement

Summary

This report provides an update on the new procurement regulations and advises the committee of the implications for future council procurement activity.

Recommendations

The Committee is recommended to:

- (1) Consider and comment on the information in the report
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Wards Affected:

All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>There is no direct environmental impact from this report but the report includes discussion about measures that will contribute to achieving the zero-carbon target for the city.</p>
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<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>

<p>The issues addressed in this report will have an indirect impact on meeting Public Sector Equality Duty and broader equality developments by ensuring that the Public Procurement Regulations are applied in a way that ensures the council's suppliers share the council's values.</p>
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Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report outlines how the new procurement regulations will provide a mechanism to ensure that the council's suppliers contribute towards creating jobs and opportunities to support a thriving and sustainability
A highly skilled city: world class and home grown talent sustaining the city's economic success	The report outlines how the new procurement regulations will provide a mechanism to ensure that the council's suppliers create opportunities for local people to develop skills to support the city's economic success
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The report outlines how the new procurement regulations can be used to ensure that the council's suppliers will work with communities to unlock potential
A liveable and low carbon city: a destination of choice to live, visit, work	The report outlines how the council's suppliers will contribute towards achieving carbon reduction targets
A connected city: world class infrastructure and connectivity to drive growth	This report does not include proposals that have specific connectivity implications

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy, please contact one of the contact officers above.

Report to RAGOS on 19th July 2022 on Ethical Procurement and Forthcoming Changes to the Government Procurement Rules.

1. Introduction

- 1.1 This report provides an update on the progress of the new national procurement regulations as set out in the Procurement Bill 2022 which attained Royal Assent on 26th October 2023 and outlines the implications for the council and how the council intends to implement the new regulations.

2. Background

- 2.1 Since Brexit in January 2021, EU procurement law has no longer applied to the UK and the Government viewed this as an opportunity to reform UK's public procurement regulations to reduce red tape and to support British business by simplifying public sector procurement, encouraging innovation and improving transparency.
- 2.2 Proposals were initially set out in a green paper on transforming public procurement issued in December 2020 with the consultation on these proposals held open till 10th March 2021.
- 2.3 More than 600 responses were received as part of the consultation and this delayed publication of the response until December 2021. Although the Procurement Bill was first announced in the Queen's speech 2021, the Bill was not brought forward in the 2021-22 session and was announced for the second time in the Queen's speech of May 2022 and then further delayed until 2023.
- 2.4 The Bill finally received Royal Assent on 23rd October and the new regulations are expected to be in force from October 2024 onwards with a six-month notice period in advance of the final date.

3. Summary of the changes

- 3.1 As shown above there was significant interest in the new rules with over 600 responses to the consultation and, as a result, several proposals were removed or amended in the light of responses received. The Procurement Act 2023 does not stand alone as a definite statement of the new law but is a framework which includes powers for the government to make further secondary legislation (ie "regulations") to cover the detail of how the provisions of the Act will work in practice. For example, the detail of the required content of all the new notices required under the Act were recently consulted on and further draft regulations will be issued in due course.
- 3.2 There have already been two consultations in relation to these rules which were issued in July and October of this year. The first was in relation to the scope of the Light Touch Regime, Exemptions for Local Authority Trading arrangements, thresholds, consideration of "non-commercial matters" in awarding contracts and the disapplication of NHS Procurement. The second applied to the wide range of notices that will be required to meet the aspiration of wider transparency under the new regulations.

- 3.3 The areas of change with the most significant impact are considered likely to be:
- 3.3.1 **Transparency:** a significant expansion in the number of notices that an authority will need to publish about the procurement
- 3.3.2 **Procurement processes:** new flexibilities to design bespoke procurement processes.
- 3.3.3 **Contract performance:** a new requirement for all authorities to set and publicly report on KPIs for larger contracts valued at over £5 million.
- 3.3.4 **Supplier debarment:** will be possible where mandatory or discretionary exclusion criteria are triggered.
- 3.3.5 **New language:** the Act uses new language to describe familiar concepts (for example, “selection criteria” will be known as “conditions of participation” under the Act)

4. Opportunities

- 4.1. The changes under the new regulations that apply to contracting authorities which provide a blend of opportunities and challenges. The opportunities include the following which are explained in more detail later in this report:
- **Improved Commercial and Contract Management Capability**
 - The council has invested time and resources into improving contract management across all areas so is well placed to benefit from this
 - Ability to negotiate and innovate will achieve better outcomes (but will require development of new skill sets)
 - **Increase importance Social Value**
 - Requirement to include “Public Good” for all UK
 - Change from MEAT to MAT
 - **Reduce Procurement timescales**
 - Time saved due to new Supplier database
 - Not restricted to specific timescales
 - **Enable Better outcomes**
 - The ability to exclude suppliers with criminal convictions related to fraud, tax evasion, and poor performance
 - Flexible competitive procedure is likely to be most prevalent and provides buyers freedom to negotiate & innovate get best from the market.

5. Details of changes

Procurement processes

- 5.1 The main technical changes are the introduction of a set of new procurement procedures that will introduce more flexibility and, for example, encourage a greater level of negotiation with potential suppliers.

- 5.2 The existing regulations list seven different procurement procedures which will be replaced with three new simplified approaches. Thus, the Open, Restricted, Competitive Procedure with Negotiation, Competitive Dialogue, Innovation Partnerships will be replaced with:
- **Flexible procedure** that gives freedom to negotiate and innovate to get the best from the private, charity and social enterprise sectors
 - **Open procedure** for simpler, 'off the shelf' competitions
 - **Limited tendering procedure** to use in certain circumstances, such as crisis or extreme urgency
 - **The Light Touch Regime** remains for certain contracts
- 5.3 The flexible procedure is expected to be used for most procurements and the regulations are less prescriptive than the 2015 regulations which were often criticised for being inflexible for example in terms of timescales.
- 5.4 The criteria to be applied for the award of contracts has also changed from the Most Economically Advantageous Tender (known as "MEAT") to the Most Advantageous Tender ("MAT") which switches the emphasis from financial considerations towards a stronger focus on Social Value and Environmental Considerations of a submitted tender.

Supplier Exclusion

- 5.5 The Act contains provisions on exclusion of suppliers. The list of provisions for exclusion is extended to include misconduct (e.g., fraud, corruption or poor performance) which will result in the introduction of a new exclusions framework that is simpler, clearer and more focused on suppliers who pose an unacceptable risk to effective competition for contracts, reliable delivery, and protection of the public, the environment, public funds, national security interests or the rights of employees.
- 5.6 The current regime only allows prior poor performance to be considered where there has been a breach of contract which resulted in a serious repercussion such as termination or damages. The new Act allows this to cover poor performance and where the supplier has not improved their performance despite being given the opportunity to do so and also now applies to associated suppliers and subcontractors.

Challenges to award of a contract

- 5.7 One aspect of the current regulations that will be changed is the ability of unsuccessful suppliers to challenge a contract award. The proposals will introduce a fast track way of resolving disputes over tender awards which will, for example, prevent an incumbent supplier from challenging the award of a new contract to another provider in order to retain a current contract and also make it simpler and quicker to resolve any issues that may arise.

Social Value

5.8 The National Procurement Policy Statement was published as PPN 05/21 in June 2021 but has not yet been implemented due to technical legal issues. The PPN requires contracting authorities to have regard to national strategic priorities for public procurement alongside any additional local priorities. The PPN states that Contracting Authorities should consider the following social value outcomes:

- Creating new businesses, new jobs and new skills in the UK
- Improving supplier diversity, innovation and resilience
- Tackling climate change and reducing waste

5.9 The technical issue is not yet fully resolved and was the subject of a consultation in July this year. The government has yet to publish the results and the formal response to the consultation so it is not possible to provide a definitive position on how social value will be dealt with under the new regulations and what changes are required to the council's own approach to it.

6. Transparency Platform

6.1 The Green Paper included new regulations on transparency and publication of data relating to procurement that are intended to address issues created by misinterpretation of the data already published and to enable suppliers to access more information about upcoming opportunities and also about which new contracts have been awarded and the basis of that award as well as how existing contracts are being managed.

6.2 The Act introduces several new requirements for publishing notices throughout the procurement lifecycle from planning through to contract expiry. This is with a view to increasing transparency but is clearly will make aspects of the overall process more administratively burdensome particularly during the life of a contract.

6.3 Examples of notices include:

- planned procurement notices and preliminary market engagement notices (replacing PIN notices under the current regime);
- pipeline notices;
- transparency notices on the direct award of a contract;
- mandatory contract change notices; and
- termination notices on the termination of a public contract.

6.4 As mentioned above, the consultation on notices was issued in October and the results of the consultation have yet to be published so it is not possible to provide an exhaustive list at this stage.

6.5 It is also intended that a single electronic platform will be introduced as an extension to the current "Contracts Finder" website owned by the Cabinet Office. It is intended that the platform will include data on Suppliers, Tenders,

contracts awarded and terminated and contract management details for ongoing contracts above £5m in value.

7. The Procurement Review Unit

- 7.1 The Act also makes provision for establishing an “oversight unit” based at the Cabinet Office which is an extension of the current Public Procurement Review Service which was initially established to provide a clear, structured and direct route for suppliers (particularly SMEs) to raise concerns about public procurement practice.
- 7.2 This development is considered necessary to support the introduction of the new less stringent regulations. The general role of the new unit will be to oversee and spread best practice and enable all contracting parties to benefit from lessons learned which in turn should drive improvements in practice.
- 7.3 The unit will be known as the Procurement Review Unit and will also have powers to deal with contracting authorities that regularly breach the regulations.
- 7.4 The Unit is intended to have 2 main purposes:
- Monitoring – including of issues raised as the new rules are implemented, and to ensure understanding and compliance.
 - Intervention – including the issue of improvement notices to individual contracting authorities.

8. The Provider Selection Regime

- 8.1 Separately, the long-awaited regulations for the new Provider Selection Regime (which applies to healthcare procurements) were laid in Parliament in mid-October and will come into force on 1 January 2024 and provide a mechanism to avoid unnecessary competition in certain limited circumstances and to direct award contracts where it is considered that tendering would be unlikely to generate sufficient interest from suppliers to justify the exercise.
- 8.2 The draft regulations and statutory guidance have been shared with Public Health, Legal and Procurement colleagues to assist with planning.
- 8.3 Workshops will be held during the lead in period to run through the detailed workings as there will be new requirements not only in terms of procurement procedures but also for contract notices and auditing of decisions made under the Regime.

9. Training for the new regulations

- 9.1 The Cabinet Office has committed to produce a detailed and comprehensive package of published resources (statutory and non-statutory guidance on the key elements of the regulatory framework, templates, model procedures and case studies).

- 9.2 In addition, a programme of learning and development is being prepared and implemented to meet the varying needs of stakeholders with the aim of providing a suite of dedicated learning approaches covering the range of requirements from those who only need an overview of the changes through to more detailed and specific instruction on the new regime for practitioners in Contracting Authorities and finally intensive learning focussed on the behavioural and cultural changes required.
- 9.3 The package will comprise:
- Knowledge drops: a range of short broadcast presentations (available on demand) providing a high-level overview of the changes to the procurement regulations. These will be aimed at non-commercial leaders and others - including suppliers - needing a general level of awareness of the new rules.
 - Self-guided e-learning expected to comprise 10 x 1-hour modules, for all commercial staff in Contracting Authorities to gain a comprehensive grounding of knowledge and understanding of each element of the new regime, and culminating in the award of a Practitioner Certificate.
 - Deep dive webinars in the form of a three-day intensive course for a smaller group who will have completed the e-learning modules - those advanced commercial practitioners who need to become experts in operating within the new regime. It will comprise interactive virtual webinars in small cohorts which will allow learners to engage with subject matter experts. This element of the package is designed to provide learners with a deeper level of understanding on the application of the legislative change, build confidence and develop skills to support capability uplift, so that they can act as champions and super-users within their own organisations.
- 9.4 The formal learning and development will be supported by Communities of Practice where practitioners can support each other - sharing, discussing and reflecting on best practice, challenges, and opportunities within the new regime.
- 9.5 In addition, various law firms that work with public sector organisations are producing guidance and arranging seminars for Local Authorities which will provide practical advice and opportunities to share learning as the fine details of the new regulations become clearer.
- 9.6 A cross-GM procurement programme group has been established by GMCA to support planning for implementation of the new regulations, covering systems, processes, and training and development.
- 9.7 The new regulations will result in a redesign of all of the council's current procurement templates and guidance provided internally to contract managers and externally to prospective suppliers and the compilation and publication of significantly more data about supplier performance.

9.8 The Integrated Commissioning and Procurement will build upon the already established channels such as the Commissioning and Contract Management group and the newly introduced Directorate focused procurement and commissioning boards to ensure that colleagues across the council have full visibility of the new regulations and that the council is best placed to deal with the challenges and take advantage of the opportunities provided by the new procurement regime.

10. Recommendations

10.1 RAGOS are recommended to consider and comment on the contents of this report.

**Manchester City Council
Report for Information**

Report to: Resources and Governance Scrutiny Committee – 9 November 2023

Subject: Social Value Update

Report of: Head of Integrated Commissioning and Procurement

Summary

This report provides an update on the new procurement regulations and advises the committee of the implications for future council procurement activity.

Recommendations

The Committee is recommended to:

- (1) Consider and comment on the information in the report
-

Wards Affected: All

Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

There is no direct environmental impact from this report but the report includes discussion about measures that will contribute to achieving the zero-carbon target for the city.

Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments
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The issues addressed in this report will have an indirect impact on meeting Public Sector Equality Duty and broader equality developments by ensuring that the council's suppliers demonstrate commitment to support disadvantaged groups identified as priority groups in the council's Social Value Policy.

Manchester Strategy outcomes	Summary of how this report aligns to the OMS/Contribution to the Strategy
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The report outlines how Social Value will be used to ensure that the council's suppliers contribute towards creating jobs and opportunities to support a thriving and sustainability
A highly skilled city: world class and home grown talent sustaining the city's economic success	The report outlines how the social value will provide a mechanism to ensure that the council's suppliers create opportunities for local people to develop skills to support the city's economic success
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	The report outlines how social value can be used to ensure that the council's suppliers will work with communities to unlock potential
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A connected city: world class infrastructure and connectivity to drive growth	This report does not include proposals that have specific connectivity implications

Full details are in the body of the report, along with any implications for:

- Equal Opportunities Policy
- Risk Management
- Legal Considerations

Financial Consequences – Revenue

None

Financial Consequences – Capital

None

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Background documents (available for public inspection):

None

1. Background

- 1.1. Two reports on ethical procurement and social value respectively were presented to the June 2023 Resources and Governance Scrutiny Committee. These had a particular focus in relation to the social value delivered through the contracts the council has with its suppliers.
- 1.2. The reports also referred to the wider cross-council work that has been taken forward by the council and overseen by the Social Value Governance Board, not just in relation to contracts, but also in relation to the council's wider partnerships and the council's own social value delivery. This report sets out further this work over the last 12 months and updates since the summer.
- 1.3. A further report is scheduled for the meeting of the Economy and Regeneration Scrutiny Committee on 5th December that will deal with the economic impact and benefits of social value, so this report focusses on the Social Value delivered via the council's contracts that are procured with a 20% Social Value weighting rather than that delivered through other council funded initiatives such as the North Manchester Development and the planned developments at Wythenshawe and Holt Town.

2. Social Value Governance Board

- 2.1 An internal audit report on Social Value Monitoring was issued in October 2022 and included a reasonable assurance opinion over social value monitoring activity across directorates but concluded that the extent of monitoring and challenge of social value outcomes was variable across services. The report also recommended further focus in relation to the Social Value Fund and the "banked hours" linked to the North West Construction Hub's Small Value Framework.
- 2.2 The report also commented that the Social Value Governance Board (SVGB) had not met frequently during the previous 12 months and that there was a need to rationalise the group and reconstitute its purpose and priorities. Improvements to the operation of the SVGB were already in hand.
- 2.3 The terms of reference were refreshed in September 2022 to the following:
 - Monitor and review delivery of Social Value including an annual review and reset of the direction of travel for Social Value in the organisation.
 - Ensure that links are put in place to broker opportunities to connect suppliers, community groups and residents.
 - Provide support and resources for Council officers and partners involved in this agenda.
 - Build relationships with anchor institutions to develop shared and complementary Social Value approaches.
 - Ensure that robust contract management arrangements are in place to ensure delivery of Social Value commitments and to capture the benefits.
 - To have oversight of the work of other groups in delivering social value
 - To allocate the available budget within the Social Value Fund

- Ensure that the Council’s work on Social Value is promoted as widely as possible.
- 2.4 The Board meets bimonthly and includes the following core membership:
- Deputy Chief Executive and City Treasurer
 - Executive Member for Finance and Resources
 - Deputy Executive Member for Finance and Resources
 - Director of Capital Programmes
 - Head of Integrated Commissioning and Procurement
 - Director of Inclusive Economy
 - Head of City Policy
 - Communications Business Partner
 - Strategic Lead Commissioning
- 2.5 On its reestablishment, the Social Value Governance Board reviewed all aspects of social value and considered where additional effort could be focussed in order to improve delivery and monitoring of social value across all of the council’s activities. The intention was to provide assurance that social value delivery was in line with expectations and to raise the profile of the council in relation to the impact of social value on the residents of the city.
- 2.6 This review led to the establishment of a “Task and Finish” group, comprising 5 workstreams, in January 2023 which aimed to forge a new direction for social value, building on the progress made by the council over the previous decade. This was to resolve that the council has traditionally prioritised and championed social value to ensure that all its procurement decisions bring maximum benefit for the economy of Manchester and contribute to efforts to tackle the city’s social and environmental challenges but has not channelled resources into reporting and monitoring of the results.
- 2.7 The Board also recognised that the council is maturing in the application of social value into other areas – most notably the North Manchester development and this evidences that, in order to maximise the contribution Social Value can make to tackling inequalities and addressing communities’ needs, Social Value has to be embedded more widely. This will improve outcomes and also help to demonstrate that Social Value is not just seen across the authority as a procurement issue.
- 2.8 The Task and Finish Group’s 5 workstreams were:
- Further embedding Social Value into Procurement & Commissioning
 - Learning & Development (formal & informal)
 - Brokerage to better connect opportunities with local need
 - Strategic Bespoke Approaches for spatial & thematic areas
 - Communication & External Influence
- 2.9 The SVGB monitored progress of the 5 workstreams and each was asked to provide conclusions and recommendations by September 2023. Some of the

recommendations and next steps from each of the workstreams are summarised below.

Workstream	Recommendations and Next Steps
<p>Further embedding Social Value into Procurement & Commissioning building upon the council's track record as a leading social value authority to ensure that social value outcomes are tracked and recorded</p>	<ul style="list-style-type: none"> • Reviewing social value from all larger (gold) contracts and the accompanying design of new contracts. • Ensuring that Manchester (and GM) is prioritised with North West Construction Hub projects (i.e. that construction projects are benefiting Manchester residents and communities). • Review and consider terms of engagement with CLES regarding their future role and social value work. • Development of new social value toolkit(s) and webinar for commissioners. • Development of social value KPIs and procurement documentation review. • Reviewing the case for a dedicated SV system for larger contracts.
<p>Learning & Development (formal & informal) Addressing concerns that multiple asks are currently being made of managers and that there is a risk of social value asks being lost.</p>	<ul style="list-style-type: none"> • Opportunities to continue building social value into the good manager work. • The development of a universal social value engagement plan which clearly articulates the different elements of social value, how it is a key lever/tool to help to deliver Manchester's strategic priorities, and also the missed opportunities when it isn't delivered. This will need to link up to the wider internal communications approach from workstream 5. • Sessions at Senior Leadership Group and the Leadership Summit. • The development of targeted learning and development products for different parts of the Council's workforce. This will include 'how to' style webinar events, e-learning packages and a repository of supportive information on the Intranet and Teams/Sharepoint. • Longer term priorities will include the development of a social value staff network and reviewing inclusion into service plans.
<p>Brokerage to better connect opportunities with local need Ensuring that opportunities for Social Value from suppliers are matched to needs, for example from VCSE organisations</p>	<ul style="list-style-type: none"> • Further progressing the brokerage work is reliant on putting in place some dedicated resource to drive this forward working closely with existing staff already delivering social value such as staff in Work and Skills and looking to establish an effective way to broker relationships between potential suppliers preparing bids and the Manchester VCSE community that could access support offered as social value. This will require close working with Integrated Commissioning and Procurement and commissioners across the Council to ensure that potential tenderers have visibility of VCSE needs when preparing tenders. • There is also a pressing need to ensure that some of the more fundamental aspects of social value are in place on a more consistent basis such as within Integrated Commissioning and Procurement (set out in Workstream 1 above).
<p>Strategic Bespoke Approaches for spatial & thematic areas Ensuring that "non-procurement" Social Value opportunities are fully exploited</p>	<ul style="list-style-type: none"> • Further work undertaken with City Policy to develop standard approaches. • Work continues to integrate MCC Housing Retrofit formally into the North Manchester Strategy and Benefits Framework. • Work underway with legal to consider how social value can be included into land deals. • Officers working on Workstreams 3 and 4 feel that it would make sense to merge these two pieces of work into a single priority.

Workstream	Recommendations and Next Steps
<p>Communication & External Influence New approach to communications including redesign of the annual social value event developed with CLES.</p>	<ul style="list-style-type: none"> • The new approach to replace the “annual CLES event” proposes four virtual sessions to promote Manchester’s work on social value and learn from others between September 2023 and June 2024 focused on: • Session 1 (9 October 2023): How can local councils and their partners can work together to tackle inequalities through social value – good practice from around the UK. • Session 2 (w/c 6 November 2023): Supporting people into good quality employment and training through social value: key lessons from Manchester’s procurement strategy and the ICan project in Birmingham. • Session 3 (w/c 4 December): How social value can become everyone’s business: How to make social value a cross departmental priority for Councils and other anchor institutions – what good practice examples are there for measuring impact. • Final session (early 2024) to launch the report: Taking social value to the next level: key lessons from the last ten years, our ambitions for the future, and how we make it happen.

3. Dedicated Resource – Social Value Programme Lead

- 3.1 A common theme in each of the Task and Finish Group workstreams was that the best outcomes are achieved if a dedicated resource is put in place. This approach has been applied, for example, within Highways which was once considered to be lagging the rest of the council in relation to Social Value delivery but is now one of the leading examples or with the capital funded Town Hall refurbishment scheme and construction of the Factory and is delivering significant benefits in North Manchester.
- 3.2 Outside of Social Value, this approach has also been applied very successfully to the Council’s Zero Carbon Programme. It was therefore agreed that the council will introduce a Social Value Co-ordinator role for a fixed term 2-year contract to support delivery of the recommendations from each workstream.
- 3.3 The postholder will be based within City Policy and will work closely with a number of teams in the Council including staff already working on social value within Integrated Commissioning and Procurement, Work and Skills and other services. They will lead on the coordination of reporting and will build a virtual team to ensure that social value becomes a corporate priority.
- 3.4 The key components of the role portfolio are listed below:
- Leading a virtual team across the organisation to ensure that social value delivery is maximised across all directorates and departments.
 - Co-designing and rolling out any required systems or processes to ensure that we are capturing and monitoring delivery and benefits of social value.
 - Developing a new high quality social value reporting approach at a corporate level, ensuring that senior officers and elected members have

clear sight of current performance and can challenge contract managers and commissioners effectively.

- Reviewing and facilitating any necessary updates to Manchester's Social Value Policy with input from other internal services to ensure that it accurately reflects our needs and processes, plus any changes to national legislation.
- Working with partners and anchor institutions within the city to ensure that social value opportunities are exploited to the full.

3.5 The resource has been recruited and will commence employment with the council in January 2024.

4. Updates on social value in contracts

4.1. As outlined above, this report focusses on social value delivered through the council's contracts. Previous reports have been provided that summarise the procurement led outcomes from the Our Town Hall Project and the Factory, so examples from a number of other procured contracts are provided later in the report.

4.2. Improvements to monitoring and reporting on outcomes have been introduced across all contracts as the council's new contract management system is in the final stages of implementation so future reporting on delivery will become more structured. The following paragraphs detail some of the other "process" improvements being made in relation to social value delivery.

Major contracts

4.3 The council has strengthened oversight over the last 12 months with the Major Contracts Review Board. Similarly, on new commissions, services have been working to promote social value further and examples of recent work include the following:

4.4 As part of the first stage of procurement (the current stage, at the time of writing) for the Wythenshawe Civic Centre and wider developments, the council is asking bidders how they will co-develop and manage a social value framework similar to the model used in North Manchester. An initial set of potential KPIs have been developed as part of this, which will be shaped further as the procurement process develops.

4.5 Recognising the importance of smaller organisations and Voluntary, Community and Social Enterprise organisations in service delivery and social value, MLCO commissioned Antz UK to run training courses (100 places) for potential home care providers on how to put their best foot forward in public sector procurements, including social value. These sessions were particularly aimed at supporting smaller organisations, some of whom fed back in market engagement sessions held by MLCO in the summer that they were not as familiar with public sector procurement processes than more established larger companies. The procurement of new home care contracts will commence before Christmas.

- 4.6 Integrated Commissioning are building a set of case studies / examples from contracts in relation to social value to help promote good practice. Some initial examples are provided later in this document.
- 4.7 Integrated Commissioning and Procurement have worked with North West Construction Hub this year to reprocur the Hub's construction frameworks. NWCH's Medium Value Framework Agreement (value of the framework is 250 million to 1 billion) was awarded in August 2023. Suppliers appointed to the framework had to demonstrate the establishment and management of key performance indicators ("KPI's") / (TOMs) to monitor their performance against pre-agreed benchmarks. The Medium Value Framework Agreement by NWCH Frameworks is in line with the Greater Manchester Combined Authorities (GMCA) social value policy. Social Value measurements are:

- **Jobs:** Promote local skills and employment;
- **Growth:** Supporting growth of responsible regional business;
- **Social:** Healthier, safer, and more resilient communities;
- **Innovation:** Promoting social innovation & Carbon.

A total of 11 suppliers were appointed to this framework.

- 4.8 In market engagement events, the council continues to promote social value and ethical procurement. For example, Integrated Commissioning and Procurement officers recently presented on social value at an ICT supplier day and, separately, ran a session on Modern Slavery at a North West Construction Hub regional market event (construction is one of the sectors more at risk of modern slavery).

Measurement

- 4.9 As previously highlighted to the Resources and Governance Scrutiny Committee, measurement of social value has been another area of focus. Integrated Commissioning have worked to tighten up social value Key Performance Indicators (KPIs) and measures, both to drive more specific commitments from bidders and also to drive greater consistency in measurement. These have been used, for example, in the aforementioned Wythenshawe procurement, and are being built into the new contract management system. Work to refine measures further will continue and the team are also connected with a Cooperative Council's Innovation Network working group which is looking to develop a harmonised measurement framework.

Training and guidance

- 4.10 Further to the Task and Finish work, a new social value toolkit is currently in development. This includes a toolkit / guidance on zero carbon, which has had more of a focus within contracting this year – Integrated Commissioning commissioned face-to-face training sessions for contract leads earlier this year, which was delivered by a specialist environmental consultancy. That

work has led to the development of new a new e-learning package which is planned to be available in the new year.

Procurement documentation

- 4.11 Over the last month, the Procurement team has reviewed and in places rewritten procurement documentation (I.e. Invitation to Tender documents), one of the aims of which is to make the wording clearer, particularly for smaller organisations and VCSEs who may be less familiar with public procurement. Wording on social value and expectations of potential suppliers has been updated as part of this. The new documents are in the final draft stage but will be used on some of the upcoming procurements, including homecare.

Systems

- 4.12 Earlier in the summer, Integrated Commissioning reviewed the market for dedicated social value monitoring tools and sought quotes from suppliers. A paper subsequently went to the Social Value Governance Board advising that the council should retain the use of the Social Value Portal for Highways and North West Construction Hub – two areas where the Themes, Outcomes and Measures framework used by the Portal is better suited to – but for wider contracts, to make use of the social value functionality in the new contract management system. This will be a more cost-effective approach and will also simplify the approach so that social value monitoring is carried out within the same system that monitors delivery of the contract requirements.
- 4.13 For context the NHS nationally use the same system and also are using it for social value measurement, including across Greater Manchester. This recommendation will be reviewed periodically as the systems landscape is changing significantly over the coming years, both internally with the new finance and HR system which is being procured currently, and externally as software developers continue to develop their offerings.

5. The Social Value Fund

- 5.1 The Social Value Fund was originally developed to enable suppliers to make monetary contributions for social value, as well as resources in kind (e.g. providing staff volunteering time, giving time and expertise to VCSE organisations etc). Whilst in-kind contributions are the priority, and are the focus in procurements these days, the Fund was and still is a potential avenue for suppliers who might not be well placed to offer support directly.
- 5.2 Since 2022, the Social Value Governance Board agreed to use the Fund on a number of projects, which had a strong focus on work and skills (aligned with Manchester's Social Value priority outcomes) and on children and young people (one of Manchester's Social Value Priority Groups, and also a particular focus in 2022, which was 'Our Year').

5.3 The table below summarises the projects funded with a combined value of £225k:

Project Title	Brief Outline	Fund Draw Down
Additional / outreach resource on NEET & Unknown	To enhance current offer to deliver outreach activity wards with highest unknown NEET (Not in Employment, Education or Training) figures - engaging parents / young people in non youth specific venues, retail and leisure.	£30,000
Supported Digital Internships	Support NEET and finding access to the workplace challenging due to a neuro-diverse condition - to gain employment in the Digital sector. Will deliver a pre-internship to rebuild confidence; assist with travel and SEMH; and introduce participants to professional digital skills training, using blended face to face and remote learning using an on-line suite of training.	£50,000
Work Club Support	To increase the allocation available through the work & skills budget to community organisations for capacity building and delivery of employment support across the city.	£30,000
Digital Inclusion Support	To support the Digital inclusion programme linked to a refurbished device scheme and support the roll out of digital devices scheme for residents most in need.	£50,000
Duke of Edinburgh	Address gaps in provision and work with Youth partnerships to increase opportunities for young people.	£30,000
City of Trees	City of Trees to support Manchester's green recovery, tackling the climate emergency head on, through planting trees and restoring woodlands for the young people and wildlife of Manchester.	£15,000
Youth Festival	Opportunities for young people to showcase their talents at a city centre site, through performances, including but not limited to spoken word, music, poetry, dance, this will provide young people with a real platform to feel valued and recognised.	£20,000

- 5.4 The value of the fund is currently approximately £60k and the SVGB is scheduled to consider and agree options for the future operation of the Fund to ensure that outcomes and benefits are maximised.

6. Case Studies

- 6.1 The table below summarises some of the Social Value delivered by suppliers to the council through a range of projects and contracts. More detailed documents on some of the achievements are included as appendices to this report.

ISG, The Velodrome, National cycling centre	<ul style="list-style-type: none"> • 6 jobs created and sustained. • 128 education activities to 4000 students. • 240 hours of support to those who are unemployed. • Funded and enabled two NVQ level 2's in Building Maintenance. • Delivered 25 community initiatives. • Waste reduction drive, donating strip out materials to local organisations. • Local supply chain – 81.5% spend within 30 miles and 70% local labour.
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ISG completed a programme of modernisation upgrades at the National cycling centre. Stakeholders within the project - Manchester City Council, MCRActive, operator GLL, British Cycling and other stakeholders, via the North West Construction Hub framework. Further details of the Social Value provided by this project are appended to this report.

Equans, Repairs and Maintenance	<ul style="list-style-type: none"> • 1162 Hours of volunteering. • 98 hours of work experience. • 15 Apprenticeships. • 5 Graduate placements. • £19,015 from fundraising and donations. • 76% average engagement with hard-to-reach groups. • 495.5 hours of employment and skills.
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Equans provide the delivery of repairs and maintenance to local (MCC owned) housing in North Manchester.

Sir Robert McAlpine, Co-op Academy, Belle Vue	<ul style="list-style-type: none"> • 54 Jobs created. • 4 Work experience T-level placements. • 37 people engaged through community activities. • 30 volunteering hours. • 12 Apprenticeships. • £9648 Charitable work/donations. • 14 Work experience placements. • 21 people engaged in Mental Health activities. • 1032 Students engaged in educational activities.
--	---

	<ul style="list-style-type: none"> • 22 People engaged through employment and skills activities.
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Sir Robert McAlpine managed the construction of the new Co-op Academy Belle Vue in East Manchester.

PaSH (Passionate about Sexual Health) Partnership	<ul style="list-style-type: none"> • Members all have a cycle to work scheme. • Members are supporters of the Good Employment charter - 'Disability Confident' and 'Accredited Living Wage Foundation'. • All members provide inclusive employment to local people – up to 96% of employees live within GM. • Up to 56% of the workforce identify as LGBTQ+. • Up to 35% of the workforce identify as having a disability. • Up to 76% of the workforce identify as racially minoritised. • Georges House trust actively engage around 2,500 people living with HIV in activities, events, and engagement each year. • LGBT Foundation hold regular Village Clean Ups, improving the local environment. • Greater Manchester LGBTQ+ Community Fund – grants to support change
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PaSH is a partnership made up of BHA for Equality, LGBT Foundation and George House Trust.

MCC Highways Services	<ul style="list-style-type: none"> • £804 donated to a local Junior football team for their new kits. • Provided use of an electric vehicle to deliver books to 13 schools for local children. • 1500 Easter eggs donated to local children. • Women in Construction Event – reaching 40, year 9 female students. • Provided £30,600 of electrical works to a local football club. • Volunteers provided litter picking and general help for local community days. • 4 hours of road safety workshops to local, year 6 students.
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MCC Highways is made up of a range of contractors including, J.Hopkins, Bethell, Rosgal and Eric Wright Group. Further details of the Social Value provided by Highways works are appended to this report in the Highways monthly newsletter.

JCDecaux, Small format advertising contract.	<ul style="list-style-type: none"> • Planting 5x trees per advertising unit (86) – totalling 430 trees over the contract. • Taking on a placement from University of Manchester per year.
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	<ul style="list-style-type: none"> • Funded a co-ordinator to support the Greater Manchester Mayor Charity. • 2 week placement at the Mustard Tree – supporting people in poverty and homelessness. • Installation of 22 top boxes providing wifi, pedestrian and air quality monitoring. • JCDecaux have pledged to fund £3000 to 3 local groups in Manchester. • Use a rainwater system for the cleaning of the displays in Manchester. • Dispose of all waste types with 100% diversion from landfill. • All sites use 100% energy generated from renewable sources.
--	--

JCDecaux provide small format advertising across Manchester.

Mitie Foundation	<ul style="list-style-type: none"> • 232 hours of support into work. • £2688 donated to local charities. • 151 hours spent on local community projects. • 128 weeks of work placement. • 667 hours of staff volunteering. • 104 hours on local school visits.
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Mitie provide security services to MCC and details of the Social Value provided by this contract are appended to this report.

7. National Social Value Task Force

- 7.1. The National Social Value Task Force (NSVTF) was established a number of years ago by the LGA's National Advisory Group for Procurement and has reached a stage where the membership is in need of rationalisation. A recent initiative from the NSTF has been to publish [Delivering a Social Value Economy - A Social Value Roadmap](#).
- 7.2. The Social Value Economy is defined as one in which all agencies, organisations and individuals have a common goal to improve the societal, environmental and economic challenges our communities face in order for everyone to prosper and flourish.
- 7.3. The Social Value Governance Board agreed to endorse the content of the publication in May 2023 and a number of working groups have now been established to deliver the commitments included in the roadmap document. As these working groups are currently being established, it is too early to report on progress but the Council has committed to supporting the development of the action plans and future reports to the Board will include details of this work.

8. Recommendation

- 8.1 Members of RAGOS are recommended to consider and comment on the contents of this report.

9. Appendices

Appendix 1 - ISG Group Social Value Case Study relating to the National Cycling Centre refurbishment works.

Appendix 2 - Social Value Case Study from Mitie relating to the council's Security Contract

Appendix 3 - October 2023 Highways Social Value Newsletter

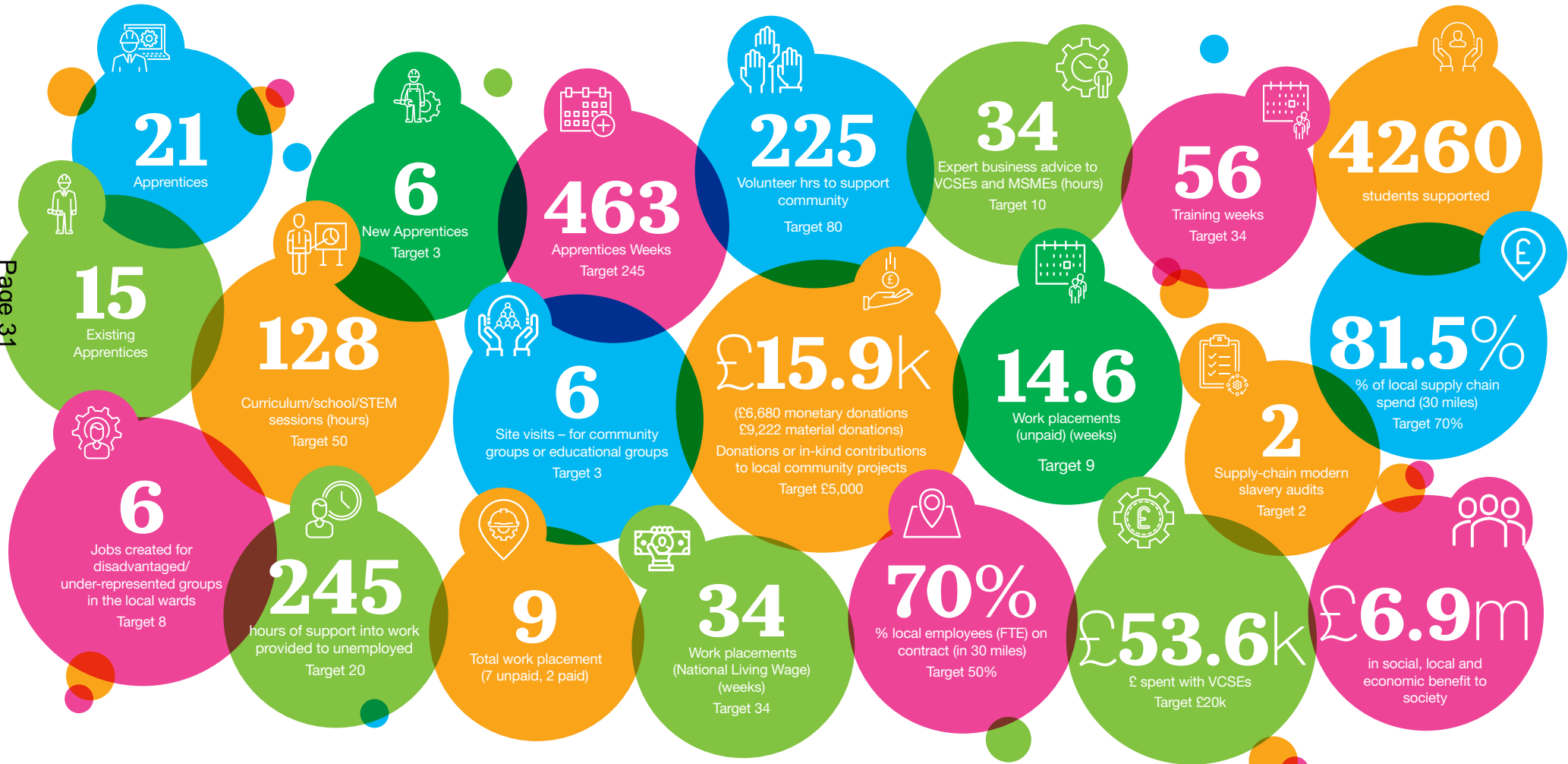
Appendix 4 - Delivering a Social Value Economy – A Social Value Roadmap

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The Velodrome, National Cycling Centre Social Value Case Study



Social value highlights:



Page 31

Appendix 1, Item 6








Introduction

ISG completed a programme of modernisation and operational performance upgrades at the National Cycling Centre in Manchester, decarbonising the facility and significantly upgrading the velodrome, Great British Cycling Team and spectator facilities.

The project was delivered in partnership with Manchester City Council, MCRActive, operator GLL, British Cycling and a range of other stakeholders, via the North West Construction Hub framework. **Collaboration was key throughout to effectively futureproof the velodrome** - through the modernisation of its building services - for generations to come. Once the first phase (which focussed on the arena and track area) was complete, British Cycling resumed their use of the centre with remaining phases delivered sensitively alongside their training for the Paris 2024 Olympic Games.

To maximise social value and long-term benefits in the local community, ISG's social value team worked collaboratively with Manchester City Council and the local 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. As the project developed and ISG were awarded further work at the site, the original targets set were revised, enabling additional social value activity to be delivered.

Key achievements include:

-  **Over £15,000 in monetary and material donations**, including: A charity cycle challenge in partnership with the North West Construction Hub and partners. Raising over **£5,200 for the We Love MCR Charity**;
-  The creation of six jobs for individuals furthest from the workforce
-  National Living Wage work placements
-  128 education activities delivered, supporting over 4,000 students
-  Over 240 hours of support for those who are unemployed, linking with partners such as Pure Innovations.

The project has exceeded the targets set, and has delivered £6.9m social, local and economic value (SLEV) as calculated in the Social Value Portal (SVP) using the TOMs Framework (Themes, Outcomes, Measures). This represents 27% of the contract value for the local community.

Project Overview:

Client: Manchester City Council

Location: East Manchester

Construction value: £26.2m

Contractor: ISG

Start date: October 2021

Completion date: June 2023

Sector: Leisure

Form of Contract: NEC3 Option A

Delivery type: Design & Build



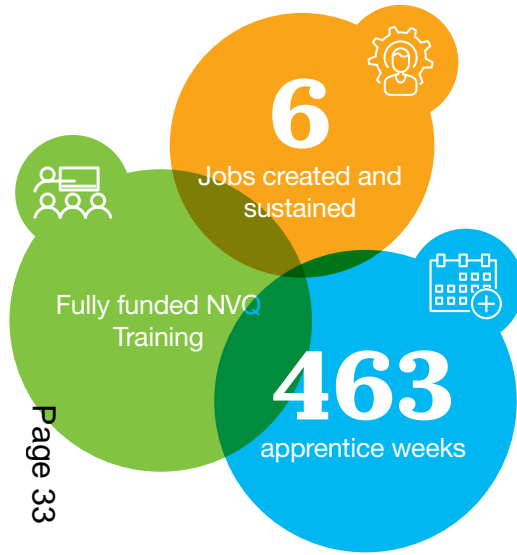
“We are delighted to announce the completion of these important refurbishment works, which have delivered a modern, fit for purpose and energy efficient velodrome which will continue to support elite athletic performance and serve the communities of Manchester for many years to come”.

Louise Harding | Facility Strategy & Capital Projects Lead, MCRActive



The project is on track to achieve a BREEAM rating of 'Very Good'.

Skills and employment opportunities



The project delivered skills and employment opportunities within Manchester, sustaining jobs and upskilling local people. Working closely with our labour agency partner, Minstrell, we engaged with partners, including Pure Innovations and Procure Plus, supporting individuals from a range of backgrounds. As a result, we were able to employ an ex-offender and a neurodiverse individual. Our focus was to ensure that we matched those who were long-term unemployed or facing other challenges and supporting them along their journey into employment. We are pleased to have created six new jobs with roles including a banksman, labourer, and site cleaner. We also recruited a site administrator who we were able to support further, providing engagement and training to progress her role to becoming the project's document controller. She has since continued her employment on another ISG project.

We further upskilled existing employees by sourcing a range of fully funded training courses and **achieved 55.8 training weeks**. Two site operatives were provided with Manchester funding, via the North West Skills Academy, **to achieve an NVQ Level 2 in Building Maintenance**. Additionally, six new apprentices were created on the project, and we sustained 18 apprentices, **achieving 463 apprentice weeks in total**.



“On behalf of GMCA and the Bridge GM team, we would like to say a huge thank you for supporting the Meet Your Future campaign this March with sessions for National Careers Week... The sessions you host provide an invaluable opportunity for our young people to meet with employers”.

Enterprise Coordinator, Bridge GM



“You are treated as an equal and are given responsibilities with guidance and support whenever it is needed”.

Caseigh Magowan, ISG Apprentice Quantity Surveyor on the Velodrome project.

Raising aspirations through learning

50+ hrs education activities

National Living Wage work placements

We are passionate about promoting construction careers and inspiring the younger generation, and supported over 25 schools, colleges and universities throughout the project, **reaching more than 3000 students**. Activities included:

- Partnering with GM Bridge to deliver a range of activities including a green skills event and a 'Meet Your Future' careers session for various local high schools
- Six site visits including a pre-employment familiarisation visit for the supported individual through Pure Innovations, a student from MCRActive and two visits for Manchester College Electrical students
- Supply-chain careers talks - M&E subcontractors Briggs & Forrester delivered multiple careers guidance sessions for high school and college students. Our track engineer specialist partner Bellapart, who delivered the new track barrier as part of the construction works, delivered a presentation to engineering and architect students at the University of Salford. The talk explored the design, fabrication and installation of the new innovative glass barrier at the Velodrome
- Delivery of our 'WOWEX' (World of Work Experience) programme for 10 students
- Attendance at multiple careers days and further virtual careers and education events.

We supported **nine work placements** throughout the project, including National Living Wage paid placements for two architectural students with Ellis Williams Architects. Additional work experiences were achieved for further and higher education students, with placements including a project management focussed two-week placement for a student from the University of Salford and M&E placements with our M&E subcontractor Briggs & Forrester for two Manchester College students.

Page 34



“A huge thanks from me for organising the visit today. The site team and staff from Briggs and Forrester were excellent... we would love the opportunity to come back and revisit the facility”

Lecturer in Construction Management, University of Salford.



Appendix 1, Item 6



Health and wellbeing



On site health kiosk and resources to encourage and support healthy lifestyles



Manchester Sports Awards 2021 table sponsorship, supporting Manchester's sporting communities

Page 35


Health and wellbeing was an important consideration to embed during the planning phases of the social value plan. ISG used the Velodrome project as its location to host its annual World Quality Day, designed to celebrate the work of quality teams. We invited key supply-chain partners and stakeholders from the National Cycling Centre, including British Cycling who shared their vision for quality. Stalls were also set up with companies who showcased innovative products to improve health, safety, and quality in the construction industry. The day was a 'pause for quality' and enabled the team to reflect on its importance. **A raffle was also held, raising over £265 which was donated to Moodswings**, a charity who work with Manchester based individuals experiencing mental health challenges. The funds raised enabled the charity to take beneficiaries on days out.

The project was also pleased to support the annual Manchester Sports Awards, sponsoring a table for the Velodrome operators GLL and their community partners. After being cancelled the previous two years due to the pandemic, the event celebrated the fantastic work that local clubs, coaches, volunteers, athletes, schools and community groups had achieved throughout a challenging 18 months. The commitment and effort made by so many to maintain and develop sport across the city was recognised and the evening was a great success.




“There were so many worthy winners on the night, it should make everyone proud to work and be a part of sport in the city... Your sponsorship was well appreciated and the room was full of community groups which essentially may not have been possible without support from ISG”

Partnership Manager, GLL.

“The money has been used specifically for travel expenses for those that could not afford to come otherwise, and refreshments at the end of the walk.”

Tom | Recover Project Co-ordinator, Moodswings



Appendix 1 Item 6

Undertaking modern slavery audits

The 2018 Global Slavery Index estimates that 136,000 people are victims of Modern Slavery in the UK at any one time, a 2018 report from CIOB stated that the construction industry is the second most prone to exploitation, and according to Unseen, an anti-slavery charity, there were nine cases of modern slavery in the construction sector in the North West in 2022. It can be difficult to identify signs of exploitation, especially in large, complex supply chains involving many subcontractors and labour agencies. However, as a main contractor in the industry, we are passionate about identifying, preventing, and mitigating modern slavery; a key element of our corporate strategy, 'Right thing first', is about having robust governance measures in place.

“Conducting the modern slavery audits demonstrates that ISG are not only actively checking our supply chain for malpractice around modern slavery, but raising awareness and upskilling them to the necessary standard to be able to tackle this issue. More often than not when supply chain partners are not compliant this is not because they don't care, but because they are unaware of the legal requirements and risks in this area and need some extra guidance. By taking this approach, we are making the right steps to equally mitigate modern slavery and support our supply chain”

Alex Mastroddi, ISG Project Manager, National Cycling Centre

Consequently to-date, ISG have never found an instance of modern slavery on site, or in our supply chain. As part of our efforts to uphold this, we conduct right to work and modern slavery audits throughout our supply chain.

Process

The current process for modern slavery audits at ISG sees the Head of Supply Chain send out the ISG Right to Work questionnaire to our supply chain partners. A risk analysis of those results determines how the audits are selected and prioritised. Once the initial audit has been completed, the Head of Compliance then reports audit findings, data and results to the board via the Risk Committee, and then back to the supply chain partner.

The audits foster a collaborative approach between ISG and the subcontractor – ISG's role is to guide and support in improving policy and processes. This allows space for transparency, so that any non-compliance or risk areas are discovered, disclosed, and rectified.

The audit focuses on the following areas:

- Right to work
- Young workers
- Training and certificates
- Governance and policies
- Data protection
- Supply chain

Upon completion of the initial audit, ISG provide full guidance on any processes that we recommend/ require the subcontractor to implement, and we will collaborate with them to ensure our standards are aligned.

We also provide a full report with the audit findings, data and results which is then distributed to the supply chain partner. At the end of the report, there are many useful resources to help the supply chain partner with setting up the necessary processes within their business. If the supply chain partner feels they need any further guidance, they are encouraged to ask the compliance team who will offer them/ signpost them to appropriate support.

Audits at the National Cycling Centre

Two audits were undertaken on the Manchester National Cycling Centre project. One with a Drylining company Quartus, and another with a cleaning company. These trades were selected as they are high risk for modern slavery.

The Quartus audit was successful, with their company director saying “before (the audit) you sent me some videos to watch to do with modern slavery, and even afterwards one of the follow up calls went through how I should record right to work. It was quite simple really, whereas I think if I was told I had to just do it and get on with it, it would have been quite time consuming.”

For the cleaning company, following their audit, ISG required improvements to their processes. At this time, they have decided not to implement these improvements, and therefore will not be continuing work on ISG sites.



Following their audit, they added:



“Just don't be worried about it. Being audited can be quite a daunting thing, but (the ISG team) put us at ease”

Mick Hegarty, Director, Quartus Construction Ltd



“It's something that we've learnt from you and will now be part of our processes going forward, and hopefully we'll be a better company for it. We've always thought about protecting our people, but not so much about protecting ourselves and this does both”

Mick Hegarty, Director, Quartus Construction Ltd

Investing in the local community

We delivered over 25 community initiatives throughout the project, **with total donations and in-kind contributions reaching £15,902**. Our project team and supply-chain partners generously volunteered and contributed materials to support local initiatives. Activities included:

- Our waste reduction drive ensured that materials from the strip-out were re-used, donated or recycled. Material donations were made to organisations such as Sow the City and Salford City Academy. Other headline achievements include: **5.5t of rubber crumb flooring recycled and re-used as equestrian flooring, 25 track lights re-used in the BMX centre as spares, and savings of circa. 2.5t of embodied carbon from the reuse of wooden flooring and doors via social enterprise Emerge Recycling**
- Our site welfare partner, Portakabin, supported Manchester Revolution Basketball Club through the donation of a container for the storage of children’s basketball wheelchairs and equipment
- Mustard Tree were the projects chosen charity for the donation of food and clothes
- A successful charity cycle event in partnership with the NWCH and framework partners, raising vital funds for the We Love MCR charity. **The event raised over £2,600 and ISG were thrilled to be able to match fund this, bringing the total to over £5,200**
- A range of activities to support local VCSE’s and SME’s including pro-bono advice, complementary building services surveys provided by Briggs & Forrester, material donations and volunteer days including litter picking in the local area and sprucing up Philipps Park
- Members of the team helped to **raise over £380** in collaboration with the NWCH, taking part in the 10k Great Manchester Run. The money was donated to Manchester based homeless charity Embassy Village.



“Partnering with ISG on this has allowed us to reach out and support a successful initiative in Manchester and hopefully make a lasting impact”

John Dunn | Regional Commercial Manager for Portakabin



“Thanks again for the great support, it was an excellent event! We will be using the funds raised to support our unique Manchester’s Rising Stars Fund. A lack of resources is holding back the talent of many talented young people – We Love MCR has already helped to change the lives of over 200 Rising Stars, and we want to support many more.”

Ged Carter | Head of We Love MCR Charity



“It has been a pleasure to work on such a unique and exciting project that has enabled us to help the local community in the many ways we have”.

Alex Mastroddi, ISG Project Manager, National Cycling Centre



£6,680
monetary donations



£9,222
material donations



ISG team with clothing donation box



Mary Ord, ISG SV Grad, Portakabin and Manchester Mavericks



James Hardy Jones (Site Manager) and Lizzie Warburton (Apprentice) with donation box



ISG team at Philipps Park

Investing in the local economy



81.5%

spend within the local supply chain



70%

local labour

Page 38

ISG is 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 **81.5% supply-chain spend within 30 miles and 70% local labour**, meaning that ISG direct spend and the spend of our supply-chain, was spent within the local economy, adding strength to the local pound, and supporting SME's within Manchester.



“By working with Community Wood Recycling, ISG is creating real social value and helping to build a circular economy.

We are very grateful for this support.”

Richard Mehmed, Managing Director,
Community Wood Recycling



“We are working with ISG on two current NWCH schemes – the National Cycling Centre and Hough End Sports Village. We enjoy working with the ISG team – their people are open, proactive and collaborative, and are receptive to our professional advice and ideas, making it a genuine partnership”.

Tim Davies, Director, Waterman
Building Services

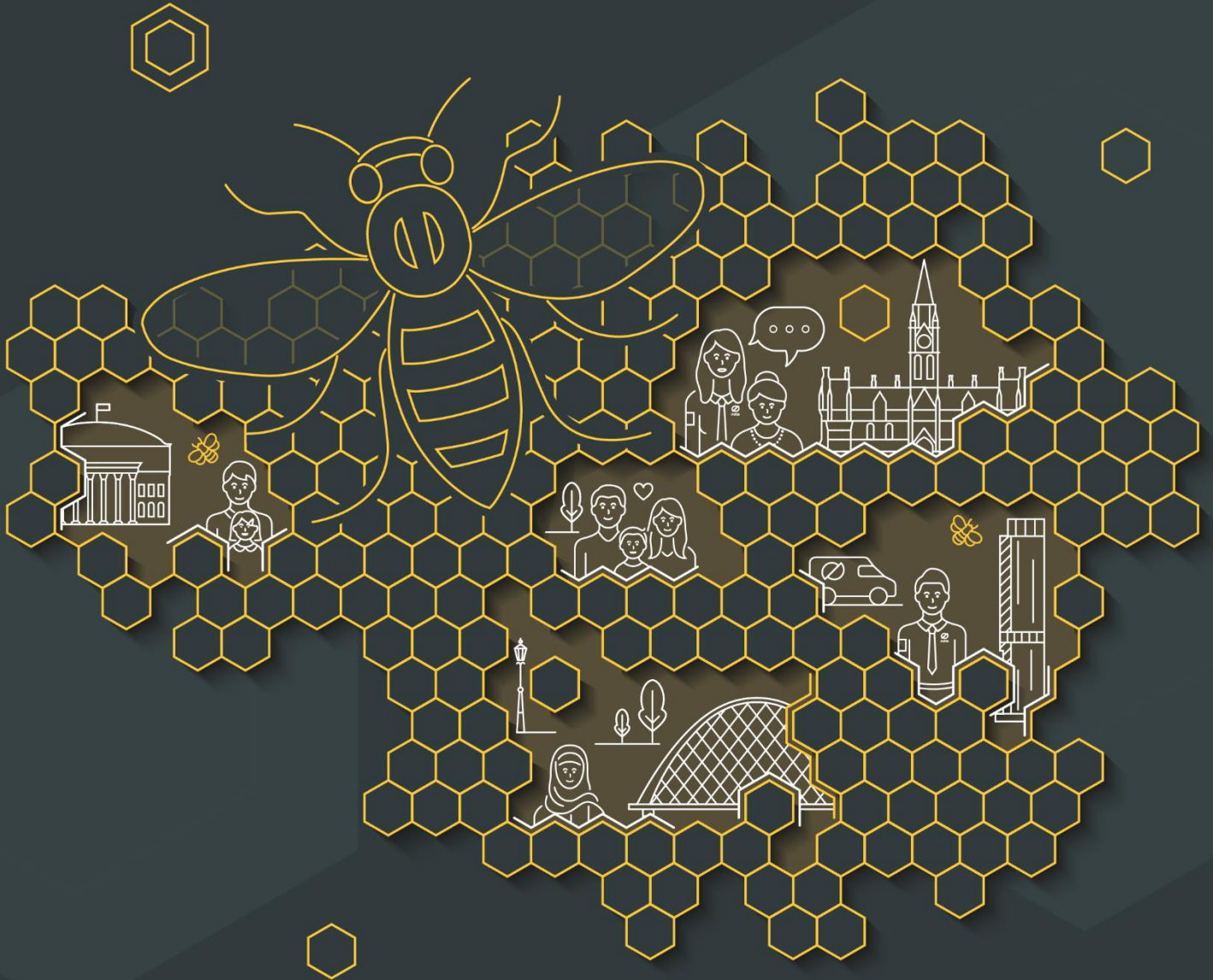


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THE EXCEPTIONAL EVERY DAY



Working in partnership to deliver social value

Manifesto for Manchester: During the tendering process for the security services contract with Manchester City Council, we developed a 'Manifesto for Manchester' strategy which outlined a suite of social value commitments that we will be delivering as part of the contract. Aligned to the principles and priorities of Our Manchester, these social value activities are seeking to (amongst other things), tackle unemployment, promote participation and citizen engagement and promote environmental sustainability.

Giving back to local communities in Manchester: Our team are proud and passionate about Manchester; we have a genuine need to give back to the local communities that we live and work in. For every

project we undertake our focus is always on ensuring it is outcome based so we can have a real impact upon the community and benefit those within it. The projects so far have touched upon a number of the Manchester City Council wards, which include, Woodhouse Park, Sharston, Fallowfield, Crumpsall and Gorton. We also received support for our South Manchester projects from Cllr Mary Monaghan, the representative for Northenden ward at the time.

There are so many more areas of Manchester that we plan to support in the hope that we really can help better our communities and the lives of people who reside within them.

Social value delivered

To showcase the social value benefits that we offer Manchester City Council (MCC) we have provided a series of short case studies identifying the successes we have had grouped by social value aims, these include:

- I. Working with local schools and colleges to support pupils, e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time).
- II. Support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance.
- III. Meaningful work placements or pre-employment course.
- IV. Donations and/or in-kind contributions to specific local community projects (£ & materials).
- V. Hours of volunteering time provided to support local community projects.

Below is a snapshot of the social value outcomes delivered over the last two years:

	232 hours of support into work
	£2,668 donated to local charities plus other in-kind donations
	151 hours spent on local community projects
	128 Weeks of meaningful work placement
	667 hours staff volunteering
	104 hours spent on local school visits




I.

WORKING WITH LOCAL SCHOOLS AND COLLEGES TO SUPPORT PUPILS,
E.G. DELIVERING CAREER TALKS, CURRICULUM SUPPORT, LITERACY
SUPPORT, SAFETY TALKS (INCLUDING PREPARATION TIME)



In 2023 alone our team have provided **104 staff hours** within local schools and colleges to support pupils with career readiness.

Project Name	Business Careers Day
Date of project	30th March 2023
Social Value Benefit	54 staff hours
<p>5 MCC staff collaborated with 4 members of the wider Mitie group to participate in an event organised by our Mitie foundation initiative.</p> <p>Together they organised and hosted a business challenge day where students were given a scenario to overcome.</p> <p>Our team mentored conversations and prompted different ways of thinking which would benefit the students in real life situations.</p>	
	

Project Name	Maths in Business
Date of project	23 rd June 2022
Social Value Benefit	5 staff hours
<p>We partnered with Button Lane School to support children with a project on how to apply maths to business.</p> <p>One member of our team attended the school and acted as the project lead in the learning environment to provide timing of the exercise, engaging with the pupils and making sure they were applying the learnings throughout the exercise.</p>	

Project Name	Career Ready
Date of project	Ongoing since January 2023
Social Value Benefit	45 Staff Hours
<p>At the beginning of 2023 we supported the career ready initiative which is available in Manchester schools/colleges.</p> <p>The programme includes paid internship for 3 students over 4 weeks to begin engaging with working people and workplaces ultimately developing their understanding of different careers and the correct attitudes for the workplace environment.</p> <p>Our team are currently mentoring 3 students that are attending college giving them opportunities and knowledge about a career in facility management.</p>	




II.

SUPPORT INTO WORK' ASSISTANCE PROVIDED TO UNEMPLOYED PEOPLE THROUGH CAREER MENTORING, INCLUDING MOCK INTERVIEWS, CV ADVICE, AND CAREERS GUIDANCE.



Between September 2021 and the end of 2022 our team provided **232 hours of 'support into work' assistance** to achieve this we delivered the following projects:

Project Name	Read Easy
Date of project	January 2022 - Present
Social Value Benefit	130 hours 'support into work'
<p>Read easy is a charity supporting employment and social mobility by teaching adults to read using phonics and turning pages. 2 members of our team volunteered to support this initiative.</p> <p>One of the adults attended the programme until she was confident enough to be able to take the learnings back to her children and then left the course and the other reader remains on the programme having 1.5 hours mentorship a week since April 2022.</p>	
	

Project Name	SIA Training
Date of project	September 2021
Social Value Benefit	102 hours 'Support into work'
<p>To improve employability 4 members of our team trained 6 people at NML House High Street to obtain their SIA licence. 100% of the people passed the training and therefore given a guaranteed interview for available positions in which 3 were offered employment.</p> <p>These candidates have since worked their way into a supervisory role within the account.</p>	



III.

MEANINGFUL WORK PLACEMENTS OR PRE-EMPLOYMENT COURSE



Between From June 2021 to date we have provided 128 weeks of meaningful work placements/pre-employment courses.

Project Name	Ready to Work (R2W)
Date of project	June 2021 – August 2021
Social Value Benefit	128 weeks meaningful work placement

This initiative is a Mitie programme to develop work and interview skills for the unemployed. We offered an 8-week programme for 16 candidates split over two cohorts providing full SIA training along with a payment for an SIA licence.

During the first 2 weeks the candidates were taught all things “Employment.” This ranged from understanding more about Mitie, what we do, our clients to CV writing, interview prep, and workplace expectation. This ended on a high for all the candidates as they each sat a mock interview conducted by the MCC team with support from the Home Office and HMRC.

“My Mock interview was my favourite part of the week, I was so nervous as I know that people often judge me on interview, but it went really well! Receiving feedback straight after my interview helped me too, as it has really boosted my confidence for the weeks to come.”

Carlloyd Samuels R2W Candidate.

Candidates then had the opportunity to participate in 6 weeks voluntary work experience, learning more about the contracts. They got the chance to experience the different elements of security on the contracts from Carparks, Custodian teams, Key holders, CCTV, First Response to Site Security in the prestigious Manchester Town Hall.

“In the beginning I thought security was just one thing, keeping a site safe and the people but after this experience I now see it is so much more than that!”

Jack Johnson Ready2Work Candidate.

Jack is a local trainee who went through a period of unemployment following 3 years of college studies. He was frustrated at the lack of opportunities he had following his achievements in further education, but with a lack of work experience he felt like he was wasting his time waiting by the phone for a return call from recruiters.

After visiting his local job centre, he discovered the ‘Ready2Work’ scheme which was ran in collaboration with Mitie. Finding an accessible interview process, he was surprised to learn that not only would he gain more vocational qualifications, but also a wealth of work experience on a range of sites and have an opportunity to interview for a role at the end.

He was awarded official security badges and mapped a career development plan during the 2-month initial training programme. After this period, Jack was accepted for a full-time role as front of house security in a Manchester office close to home. Jack states he would tell others who are in his position to apply for the ‘Ready2Work’ programme, stating that the programme offers a holistic training package. He really enjoys his full-time role with Mitie, offering him structure and stability while allowing him access to work accessibly through local public transport.



IV.

DONATIONS AND/OR IN-KIND CONTRIBUTIONS TO SPECIFIC LOCAL
COMMUNITY PROJECTS (£ & MATERIALS)



Between 2021 and 2023 we **provided £2,668 total donations**, plus in-kind contributions to local communities. The projects we worked on were as follows:

Project Name	Macmillan Coffee Morning
Date of project	25 th November 2022
Social Value Benefit	50 hours volunteering + £310 donated
<p>To raise money for the Macmillan charity our team organised and hosted 5 coffee mornings across varying MCC buildings including Town Hall, Gorton Hub, and Alexandra House. We successfully raised £310 which was donated to the charity.</p>	

Project Name	Humans Manchester
Date of project	January 2022
Social Value Benefit	8 hours volunteering and food donated
<p>Humans Manchester are a charity within Manchester supplying food to those who are unfortunate enough not to be able to afford it.</p> <p>One member of our team spent a full day with this charity working to hand out the food as well as taking in donations which had previously been collected to support further.</p>	



Project Name	Easter Eggs for Royal Manchester Children’s Hospital
Date of project	April 2022 and April 2023
Social Value Benefit	20 hours volunteering (per year) and donations in kind



For the past 2 years (22 and 23) we have collected Easter eggs to donate to the Royal Manchester Childrens Hospital. Initially our aim was to collect enough for Ward 84 which cares for young children suffering from varying forms of cancer, but our overwhelming response meant we were able to support over children wards within the hospital.



royal manchester
 children’s hospital **charity**
 supporting excellence in treatment, care and research
Registered charity number 1049274

In 2022 there was a final count of 270 easter eggs which was beaten in 2023 providing 288 eggs. Our team both promoted the project to get donations from the local community as well as financially contributing around £80 to buy eggs too.

Project Name	100 miles for MIND
Date of project	May 2021
Social Value Benefit	£566 donated


5 members of the team committed to running 100 miles in May 2021 to raise money for mind charity, they exceeded the mileage to run 746 in total and proudly raised £566.




Project Name	Movember
Date of project	November 2021
Social Value Benefit	£635 donated


5 members of the team supported the widely known event Movember by growing a moustache to raise awareness of men's health issues such as prostate and testicular cancer. We proudly raised £635 during this event.

Project Name	Trussell Trust
Date of project	July 2022
Social Value Benefit	5 hours volunteering and donations in kind



The Trussell Trust is a charity within Manchester supplying food to those who are unfortunate enough to not be able to financially afford it. We provided donations that were taken to the food drive by a member of our team who worked with representatives from The Trussell Trust to help with packaging and distribution of the food parcels.

Project Name	Shelter
Date of project	December 2021
Social Value Benefit	3 hours volunteering and £115 donated
<p>Walk for home is a charity where you get to pledge a donation value against a set walking distance based on your preference and physical ability.</p> <p>As we work closely with outreach who combat homelessness, we naturally wanted to assist Shelter as part of the wider vision and thought this would be a fantastic opportunity to give back.</p> <p>We raised £115 for the cause and walked little over 5K from Manchester City Centre to Philips Park and back. Our initiative Quote “Sparechange4change”.</p>	
	

Project Name	Manchester Big Brew SSAFA Coffee Morning
Date of project	26 th May 2022
Social Value Benefit	6 hours volunteering and £215 donated
<p>This was a coffee morning to raise money to support veterans in greater Manchester via SSAFA armed forces charity who provide lifelong support to veterans and their families.</p> <p>Victor Mashamba took the lead on this project setting up the event and promoting the donation page on his personal social media platforms. This effort resulted in £125 being donated.</p>	
	

Project Name	BW3
Date of project	26 th January 2022
Social Value Benefit	9 hours volunteering and £400 in kind donation
<p>Facilities provided to BW3 (Businesses Working with Wythenshawe) who promote support for local charities and organisations looking to give back to the community. We provided space at our Manchester TSOC offices to enable BW3 to host their gateway event for small businesses within the South Manchester and Wythenshawe area looking to give back to their communities.</p> <p>Our MCC team have attended these events on a regular basis and have been able to use the platform to initiate a number of the social value projects we have completed to date. The event is regularly supported by Manchester city council. In the last year both Mike Kane MP and Leader of Manchester City Council Bev Craig have both spoken at their events, two of the committee members Rob Dillon and Juliet Felstead are also employees of Manchester City council. When the opportunity to support with providing the facilities so that BW3 could host an event we were more than happy to support, we also provided refreshments and food which in total equated to £400 value, a saving to local businesses who are focused on supporting our local communities.</p>	

Project Name	Walk for Alzheimer's
Date of project	24 th August 2022
Social Value Benefit	36 hours volunteering and £117 donated

Our team pictured below all completed the 5K walk in Heaton Park to raise money for the Alzheimer's Charity. This event raised £117.



Project Name	Bowling Competition
Date of project	29 th July 2022
Social Value Benefit	£80 donated



We had a bowling day with Debdale Park bowling club to raise awareness and donations for the club, in total we raised £80.

Project Name	Mitie Spring Clean
Date of project	23 rd March 2022
Social Value Benefit	20 hours volunteering and £150 donated

To support Debdale park, 6 of our MCC team litter picked the park and provided 20 litter pickers to local school Oasis Academy Aspinall. We additionally fundraised £150 worth of food and drink donations for the local Debdale bowls team and attended a challenge game with residents.

Project Name	Community Grocery
Date of project	April 2022
Social Value Benefit	£80 donation

We had the pleasure of attending a local charity event called The Community Grocery who offer a weekly shop for £4 for families with little or no income. There is an additional offering where people can then purchase a ticket and leave behind with a message for families to get there shopping for free. Our team left 20 tickets with messages to support 20 local families.






V.

HOURS OF VOLUNTEERING TIME PROVIDED TO SUPPORT LOCAL COMMUNITY PROJECTS



Between 2020 and 2023 we provided **667 hours of staff time** to local communities as follows:

Project Name	Outreach Volunteering
Date of project	2 nd March 2021
Social Value Benefit	18 hours community volunteering
<p>Three members of our team volunteered with the MCC outreach team to enable us to get a more detailed look at what the project does and have greater knowledge of the homeless communities and the social issues they face daily.</p> <p>This information was then fed back to the wider team on how we can provide appropriate support options such as moving to accommodation. This became invaluable to our teams when working in the city centre car parks and Manchester airport to helping the homeless communities whilst securing facilities.</p>	
	

Project Name	Wythenshawe Waste Warriors
Date of project	26 th September
Social Value Benefit	80 hours community volunteering
<p>Working in conjunction with the local volunteer group ‘Wythenshawe Waste Warriors’ 16 volunteers from our Mitie security team took part in the 5-hour challenge, with the aim to collect one bag of litter each from each of the 17 parks within the area.</p> <p>The Wythenshawe Waste Warriors promote the clean-up of local parks and green spaces to create a community that is environmentally, economically, and physically sustainable. As an active group they work closely with Manchester City Council to deliver against their vision.</p> <p>Mitie donated 20 litter pickers and 25 high vis vests. Our team collected a staggering 132 bags of litter with 16 bags of litter collected from one park alone. The team also collected over 35 items of substance misuse and even a lost mobile phone, thankfully finding its way back to its rightful owner.</p>	
	
<p>Mitie Business Services Commercial Director Kevin Tyrell was one of the volunteers who took part on the day said <i>“It’s a wonderful initiative to be a part of, helping keep our local communities clean and safe so that everyone can enjoy them to their fullest. When I heard that we had the opportunity to take part I had no hesitation in putting my name down and it’s great to help enhance our developing relationship with Manchester CC.”</i></p>	
	

Project Name	Big Mitie Litter Pick
Date of project	14 th June 2022, 20 th October 2022 and 17 th May 2023
Social Value Benefit	9 hours volunteering

On the 14th of June 2022 and between the 18th – 22nd October 2022 and 17th May 2023 the Mitie Foundation in a collaborative effort with Mitie Landscapes and Mitie Waste delivered a week of litter picking sessions across 3 cities: Bristol, London, and Manchester.

Each event was supported by an army of willing Mitie volunteers all eager to get outside and make a positive contribution to the cities they live and work in. Supporting the litter pick in Manchester our 8 volunteers in June, 5 volunteers in October and 8 volunteers in May worked in partnership with MCC representatives to litter pick a number of South Manchester parks.

“The week was a huge success, there was a real buzz at each of the events with colleagues throwing themselves in. Georgia Rabbich of Mitie Energy remarked “when we first set off with our bags and litter picks, I looked around and didn’t really see much litter but as soon as we started to pick up it was surprising how quickly a bag can fill up!! Just goes to show unless you are looking you don’t realise how much litter is actually there damaging wildlife and messing up our parks”.



MMC Manchester



Coop Manchester

Project Name	LifeShare
Date of project	Throughout December 2022
Social Value Benefit	22 hours volunteering

Our operations manager volunteered at the initiative to provide Christmas meals and clothes bank for the homeless.

This was further supported by our custodial team logistically to move equipment to and from the life share office on Houldsworth street to the project venue at Vinci Project.

Project Name	Wood Street Mission
Date of project	December 2021, 2022, and 2023
Social Value Benefit	72 hours volunteering

Christmas toy appeal 2021/22/23. Each year 24 hours of volunteer support provided to support charities with local Christmas toy appeal. We provide logistical support to enable the charity to move donations ready to be delivered on time for Christmas and our efforts have been recognised and praised by the charity as shown below.



Project Name	Marcus Rashford School Meals Vouchers
Date of project	December 2020/ February 2021
Social Value Benefit	80 hours volunteering

Over a four-week period Manchester CC took steps to support children and vulnerable families across Greater Manchester. The support included providing £500,000 worth of meal vouchers that could be used at major supermarkets across 163 locations. The challenge was not only completing this safely and securely but in just 2 days.

Our team was proud to be responsible for the distribution of the Marcus Rashford school meals vouchers in time for the Christmas school holidays. Our careful planning of logistics and team effort meant all vouchers were received by the schools, meaning children would be able to receive food over the holidays. The schools included Newall Green Primary School, Chorlton High School, St Margarets CE Primary School, and Rolls Crescent Primary School.






Project Name	Coats4Kids
Date of project	December 2022 and February 2021
Social Value Benefit	16 hours volunteering

Coats4Kids is a campaign which supports families with schoolchildren in Manchester who face financial hardship. In 2021, Our Operations Manager Shelley Hinard, supported the appeal by posting on social media, which resulted in over 20 households donating to the campaign. Working in true partnership we then arranged our Mitie colleagues to collect the items from the donating households on a chosen Saturday morning. Account Manager Brian Worrall also drove support amongst local businesses and a gym in Wythenshawe where donations were given in bulk. This positive contribution from the whole team enabled us to collect 214 coats, 17 pairs of shoes.

Our support for this campaign also generated additional items such as trainers, teddy bears and around 100kg in other clothing ranging from early years to teenagers meaning we were able to support a further charity call Sure Start.


Support the Coats4Kids campaign by donating any warm coats and shoes you have

The exceptional, every day 

Project Name	LifeShare
Date of project	Throughout Feb 2022
Social Value Benefit	60 hours volunteering

We provided two staff per weekend in February to support at the homeless breakfast club. Our contributions included supplying foodbank donations, clothes donations, furniture donations and Manchester digital collective donations.




Week 1 – Clothing Collection


Week 2 – Digital Items

Week 3 – Food Collection

Week 4 – Office Furniture

As we begin a new month we have to extend a big thank you to @MitieSecurity for their support in the month of February. They've been volunteering to provide security at our Weekend Breakfast Project! They've helped us to provide close to 400 meals to the people of Manchester.





Project Name	Bread and Butter Thing
Date of project	From 9 th December 2022 to Present
Social Value Benefit	310 hours volunteering

This is an ongoing project which started with 5 staff working 3 hours each, now 3 staff working 3 hours weekly.

They volunteer at Gorton library to support food being distributed at low cost to residents. Staff unpack the van and then place the items in bags. When the bags are purchased, the team hand them over to the customers. We also assist carrying the bags for anyone who needs assistance.





Issue 2 – Oct 2023

This is the second and final Social Value Newsletter of 2023 for our suppliers and partners of Manchester City Council's Highways Service. A lot of social value activity has been delivered during the last quarter and as the end of 2023 approaches the Highways Service wanted to recognise and celebrate all of the great work of our supply chain. Without your continued support and dedication, the service would not be able to achieve some of things we have and made a real difference to the people and communities of Manchester.

If you have any case studies, news or information that you would like to be featured in the next quarterly newsletter, please send details to highwaysocialvalue@manchester.gov.uk

Highways Good News Stories

Social value starts with the Highways service first and foremost. The Social Value and Carbon Leads are not only here to support contractors with the delivery of their social value, but they are also here to ensure that the Highways service is playing its part too. As well as supporting our Highways Social Value priorities, we are always on the lookout for other activities that the service can support to leave positive social value outcomes.

Please take a look below to see what the service has been up to recently.

June 2023

Highways Colleagues joined the South Neighbourhood Team, the parks team and other colleagues from MCC to come together on Friday 16 June 2023 to volunteer their time and paint the perimeter railings at Hollyhedge Park in Wythenshawe.



June 2023

To celebrate the tenth anniversary of Mummy's Star, a charity created in memory of an MCC colleague, Highways colleagues held a bake sale and raised £180 for the charity.

**September 2023**

The Highways social value team were contacted by Councillor Hitchen who raised pedestrian safety concerns over HGVs mounting a footway in Newton Heath. The Highways Maintenance Service kindly agreed to purchase and install 9 new bollards.

**October 2023**

**It's time for
Coffee Morning
and you're
invited**



Victoria Bottomley in the Highways service arranged our annual Macmillan coffee morning for colleagues in the THX, and we were blown away by the generosity of colleagues!



Also participating in fundraising for this worthy cause, were our colleagues working in our Hooper Street Highways depot. In total £355 was raised across the service



Thank you to our suppliers!

North Area



Northern Marking happily agreed to purchase football kits for three new team members who joined Moston Junior U14's FC and were without a kit.



The Highways Social Value team were contacted by Councillor Curley on behalf of a disabled resident in New Moston. The resident required a pathway/ dropped kerb across a small section of the grass verge outside his house. The resident has mobility issues and wanted direct access walking from his front door to his car. The request was kindly fulfilled by Thermal Road Repairs.

Please see before and after photos, and Highways would like to say a big thank you to John and his team at Thermal Road Repairs for providing materials, time and labour at no cost to fulfil this request.

Before



After



Central Area

Dowhigh

On Tuesday 26th September, Dowhigh Ltd took a team over to Levenshulme to help Mark O'Pray the Neighbourhood officer for Levenshulme with a project to clean up the village green.

The Dowhigh team provided labour, skills and equipment to:-

- Remove plant trellises and dead roots from walls
- Tidy up planters around the village green
- Cut back and tidy up the raised beds area
- Plant new shrubs in the planters and raised beds
- Clean the path around the raised bed area as well as around the park benches
- Trim back the lower branches of the trees
- Put down seed to generate bed growth in upcoming years
- Give the area a general tidy up

Mark O'Pray said "just wanted to say a massive thank you to Kay and the team from Dowhigh, who did an amazing job today at the Village Green, Levenshulme"



You can read further information about the day - <https://dowhigh.co.uk/news/levenshulme-village-green-good-causes/>



Kiely Bros donated Road Closed signs for Levenshulme Square Festival



Northern Marking Ltd were one of the contractors working on the Rusholme and Moss Side resident parking scheme, and as part of their commitment to social value they made an in kind financial donation of £2000, split between South Central food bank and Anson Community Grocers.

Michelle McHale said "thank you so much for your generous offer to donate £1.000 to Manchester South central foodbank operated by Bridging the Gap (Manchester). Donors like you keep our mission of feeding our community's most vulnerable neighbours at the forefront of our work"



As part of their social value commitments on the Gully Cleansing contract for Highways, Biffa helped with the removal of the waste bins in the pocket park on Thomas Street in the Northern Quarter which was full of rotting food, rotting garden waste and other rubbish that was attracting rodents. The Northern Quarter Action Group is a volunteer group made up of residents and businesses are very happy and can now carry on with their plans for further improvements to the pocket park

Before



After





The Casey Group are one of the contractors working on Northern Quarter area 2 project. In July they supported the Smithfield Residents Committee with the Smithfield Estate clean up. Casey group provided a van, volunteers and equipment to support the litter pick.



Casey also supported the Brotherhood Peace Garden project in Moss Side by arranging for some preloved planters from the MMU to be picked up and delivered to their garden.





Rosgal are proud sponsors of Heart Murals. These are hand painted murals carefully planned and painted by local artist Richard Preston and supported by local residents. The murals are part of the Levenshulme Art Trail which helps with wellbeing and encourages residents to explore the local area. Further murals can be found in Gorton and Longsight.



Rosgal have provided a donation of supplies, materials and traffic management. In addition, they have donated barriers and supplies to St Richards Primary School for their mural and supported the awards ceremony.

Rosgal have generously agreed to provide funding towards 10 Road Safety theatre shows. The shows will be offered to primary schools in Manchester and will be part of the wider programme of activities across Road Safety week in November 2023.

Rosgal have provided a monetary donation to St Peters Church Levenshulme for the School Uniform Recycle that is a charity providing donations of uniforms to local families in need.



Rosgal have also installed traffic management and a traffic management operative for the Chapel Street clean air day



Rosgal donated signs to St Agnes primary school in Longsight to enable children to be picked up and dropped off safely at school while the school undergoes urgent repairs and building works.



South Area

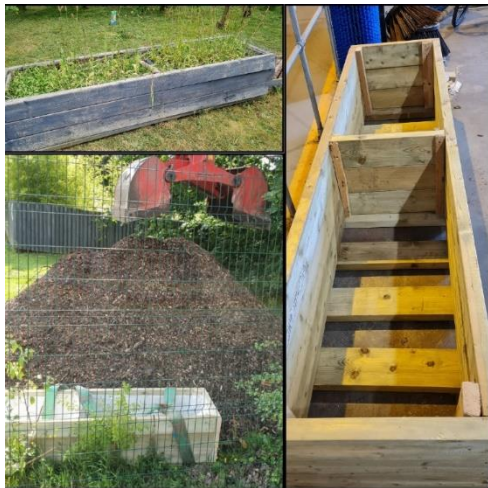
Old Moat

In addition, Thermal Road Repairs also responded to a request from the park ranger for Old Moat Park in Withington who required a footpath that was damaged by a burnt motorbike to be resurfaced. Before and after photos are shown below.



Enviroflow Management Ltd supported the Green Heroes group at the Old Moat Primary School in Withington with the removal and replacing of their planter so that the children can enjoy growing and eating raspberries.

Anne Hinds a teacher at the school provided this feedback "Enviroflow have made a huge difference to the Old Moat community. We now have a trough planter in which we can grow soft fruit to encourage healthy eating and wood chipping which will make our outdoor classroom a safe place for the pupils to have lessons, rather than the uneven concrete floor. We are extremely grateful for the support that Andy has provided. The outdoor classroom and planter will be a major asset for years to come."





**ERIC WRIGHT
GROUP**



Eric Wright group as part of their social value commitment to works for Chorlton Area 3B provided staff volunteering time to support the Annual Community Celebration Day, Merseyfest at Parkway Playing Fields, Chorlton Park with litter picking, setting up and taking down displays, loading/unloading vans, putting up gazebos and generally helping.

In addition Eric Wright and supply chain partners Kenny Waste Management Social Enterprise and Modus Commercial delivered 4 hours of road safety workshops to ninety Year 6 students at St Margaret's primary school at Withington Road, Whalley Range, Manchester, M16 8FQ on Thursday 25th May.

Feedback from Year 6 group leader "Firstly, let me give a massive thank you from Year six for the workshop. The children loved it and the information was delivered clearly and in an impactful way"

Wilde



Wilde hosted a work experience placement for Laaibah a student from Abraham Moss High school. Laaibah was part of a team dedicated to collecting and delivering stationery donations made by Wilde Consultants to some fantastic VCSEs that support the community in Manchester at Northmoor, Barlow Moor Community

Association, The Place at Platt lane and Community Revival. It was incredibly fulfilling to see

how the contributions will make a positive impact in the midst of our neighbourhoods. Laaibah's week at Wilde Consultants was not only a valuable learning experience but also a reminder of the importance of giving back to our communities.



The Highways Social Value team received a request from Councillor White on behalf of local residents who had raised several concerns about pedestrian safety at the junction of Stirling Avenue and Princess Road in Old Moat. Kiely Bros kindly agreed to undertake the repainting of the faded road markings.



City Wide

Many of our highway contractors have supported neighbourhood active streets events, clean up days, clean air day, community and family fund days by providing road closure signs and barriers.



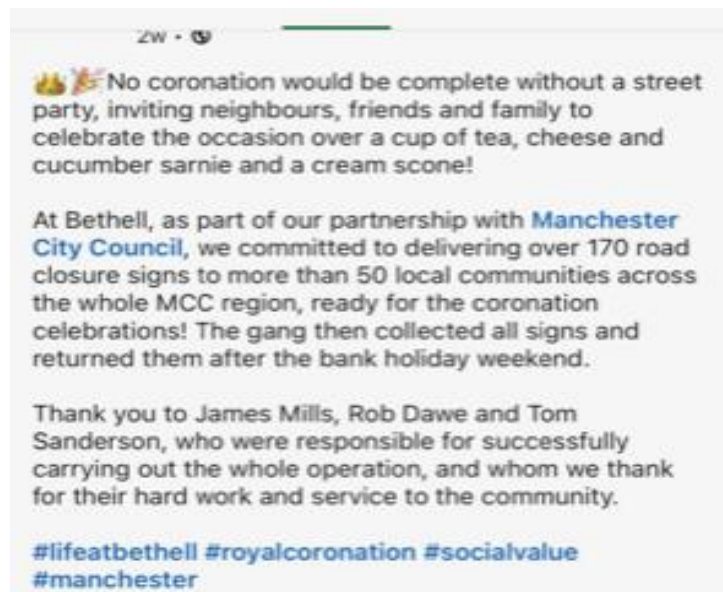
Mace have kindly offered to be a Category Sponsor for the Manager of the year award at this year Awards for Excellence

bethell

Civils • Utilities

Kings Coronation – City wide

The Highways social value team received a request from the Neighborhood team to see if Highways contractors could support with the delivery and collection of road closure signs. The signs were needed by residents and community groups so they could enjoy the king's coronation with street parties at no cost. Bethell one of the surfacing contractors, provided drivers with flatback vans to deliver and collect over 170 road closure signs for the king's coronation across the city.





Townscape Ltd provided an in-kind financial donation of £1500 towards supporting Child Friendly city programme initiatives. Their generous donation provided funding towards two projects

- * Play resources for 150 Afghan refugee children who are due to be displaced from current accommodation and
- *125 dual-language books to 3-7 year olds – providing opportunities to access books and reading material that would otherwise not be available.



Dowhigh and Ventbrook are funding the cost of reflective keyrings and hi viz vests that will be given out to primary schools during Road Safety week 2023.



Urban 360 and the University of Manchester provided a half a day workshop around air quality monitoring to Highways colleagues. The workshop focused on

- Air quality – state of the art
- Choosing sensors
- Designing monitoring schemes
- Data, analysis & interpretation
- Future opportunities & challenges



WSP kindly provided one of their meeting rooms for the training to take place.

Supplier updates

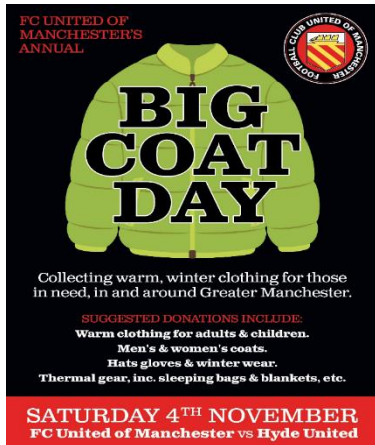


- Launch of the first electric roller in the UK in Piccadilly on night works. It offers a further 40%- 50% reduction in TRR process noise, and a further 20% on CO2 emissions. We see this as a way to enhance our social value offering and viability to undertake schemes in busy areas at night. A further benefit is alleviating pressure on the network without disturbing residents.
- In September 2023 Thermal Road Repairs appointed a Social Value Manager
- In July / August we became a member of MACC, Manchester's local voluntary and community sector support organisation
- Are now a member of the 5% Club .
- In September we have also raised over £2000 for Visyon ([Visyon | What We Do](#)) a North West based Childrens Mental Health Charity.
- In August we participated in and fully funded, "Train Like A Champion" with the Maverick Stars Trust, a Moss Side based initiative to engage local young people through sports and offer nutrition, health and wellbeing advice. TRR also offered education and employment advice. Train Like a GB Boxer - MaverickStars (maverickstarstrust.co.uk)



Are now a member of the 5% Club.

Further initiatives to support:



Support FC United's Big Coat Day - this is a great way to support the North community and get your teams involved and demonstrate reducing your carbon footprint and give something back to the community.



Volunteers are needed for Christmas Tree collection.

[We are JustHelping \(just-helping.org.uk\)](http://just-helping.org.uk) works in partnership with St Anns Hospice and St Francis house and their Christmas Tree Collection is now only three months away and they are looking for volunteers to support the Christmas Tree Collection 2023/24!

All Christmas Trees will be collected from households across Manchester and will be delivered to Wythenshawe Park to be chipped and reused within the ward. The collection will start on Thursday 11th January and is scheduled to finish on Sunday 14th January 2024.

Ways to get involved:

- Provide a long wheelbase van
- Be a van Driver- Drive their vans around Manchester neighbourhoods collecting trees and returning to the collection point
- Driver's Companion- Enjoy the day out slugging Christmas trees on and off vans

Please email tomlaverty@just-helping.org.uk stating how you would like to get involved.

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Our Social Value Roadmap

Delivering a Social Value Economy



Contents

Foreword: A letter from the Social Value Task Force

page 01

1 What is the Social Value Roadmap

page 03

2 Our Vision: The Social Value Economy

page 06

3 How can Organisations Contribute?

page 10

4 A Roadmap to a Social Value Economy

page 14

5 Recommended Actions

page 25



A letter from the Social Value Task Force



We believe that radical collaboration will drive the future for social value; between business, public sector, civil society and individuals who just want to make social value happen.

The National Social Value Taskforce was set up under this belief and to provide insight, initiatives and impetus to support the change needed to push social value up everyone's agenda.

Since our first meeting in February 2016, we have been growing our membership and we now have representation from over 50 organisations. This social value 'movement' is well and truly marching forward and we will continue to look for ways to make this easier for all to embrace and to make social value count.

We are a bottom up movement – and whilst it is true that government first opened the door with the Social Value Act, we needed to be brave enough walk through it. And without these first bold steps, we would not have made the progress we have putting good intention into practice. This included developing strategies, building a measurement framework and embracing change.

This has been a monumental effort, not to be underestimated, but we now need get ourselves ready for the next big push.

That is what this document is all about. Towards a Social Value Economy sets out an exciting agenda for the Taskforce and our Movement. A new phase of ambition on our social value journey: making it real and embedding it into not only what we are doing on a project by project basis, but also in how we are developing our overall business strategies.

It will take some creative thinking and we are going to have to be radical about how we collaborate, but the prize is high with the opportunity of unlocking £60Bn in social value just from how we manage public sector spend, let alone how we look at embedding social value across the private sector

This is what the Social Value Economy is all about, **building an ecosystem in which all agencies, organisations and individuals have a common goal: to improve the societal, environmental and economic challenges our communities face in order for everyone to prosper and flourish.**

So join the movement and let's make this happen!

Yours collaboratively,

Darren Knowd

Chair, National Social Value Taskforce

Guy Battle

CEO, Social Value Portal

Campbell McDonald

CEO, Ownership at Work

£40Bn
in social value
to be unlocked through
public sector procurement



Social Value in numbers



245k
young people

not in education, employment or
training who could be helped

Over
450
schools

either inadequate or in special
measures that need support



1

What is the Social Value Roadmap?

The Social Value Roadmap

Our 'roadmap' was conceived at the National Social Value Conference 2022 during a Hackathon event held on behalf of the National Social Value Taskforce. The event directly engaged attendees in identifying the key challenges facing the Social Value movement and what steps we need to take to ensure that Social Value maintains its momentum.

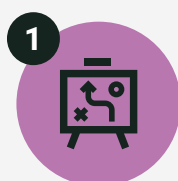
Following the Hackathon, the Taskforce developed a series of discussion papers with contributions from member organisations. This document aims to bring all the ideas and challenges captured in that process into one place with the ambition to answer the question: **how do we start to build a Social Value Economy?**

That vision is one in which the shared efforts of all organisations deliver material progress towards the common goals of addressing social and environmental need and building a 'Social Value Economy'.

Often those needs will have to be articulated and addressed locally, but we cannot shift the dial on social inequality, economic deprivation or planetary climate crisis without building from the bottom up, one organisation at a time.

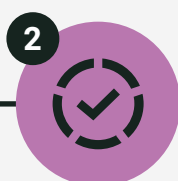
1500+ people directly engaged in shaping the roadmap

The 4-Step Commitment



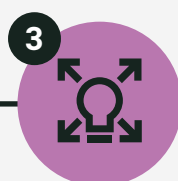
1 Make Core

Make Social Value a strategic priority and reflect it in core business planning



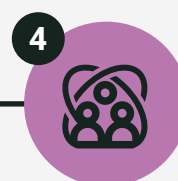
2 Be Accountable

Promote accountability through effective target setting, measurement and reporting



3 Create Capability

Build capacity, capability & creativity

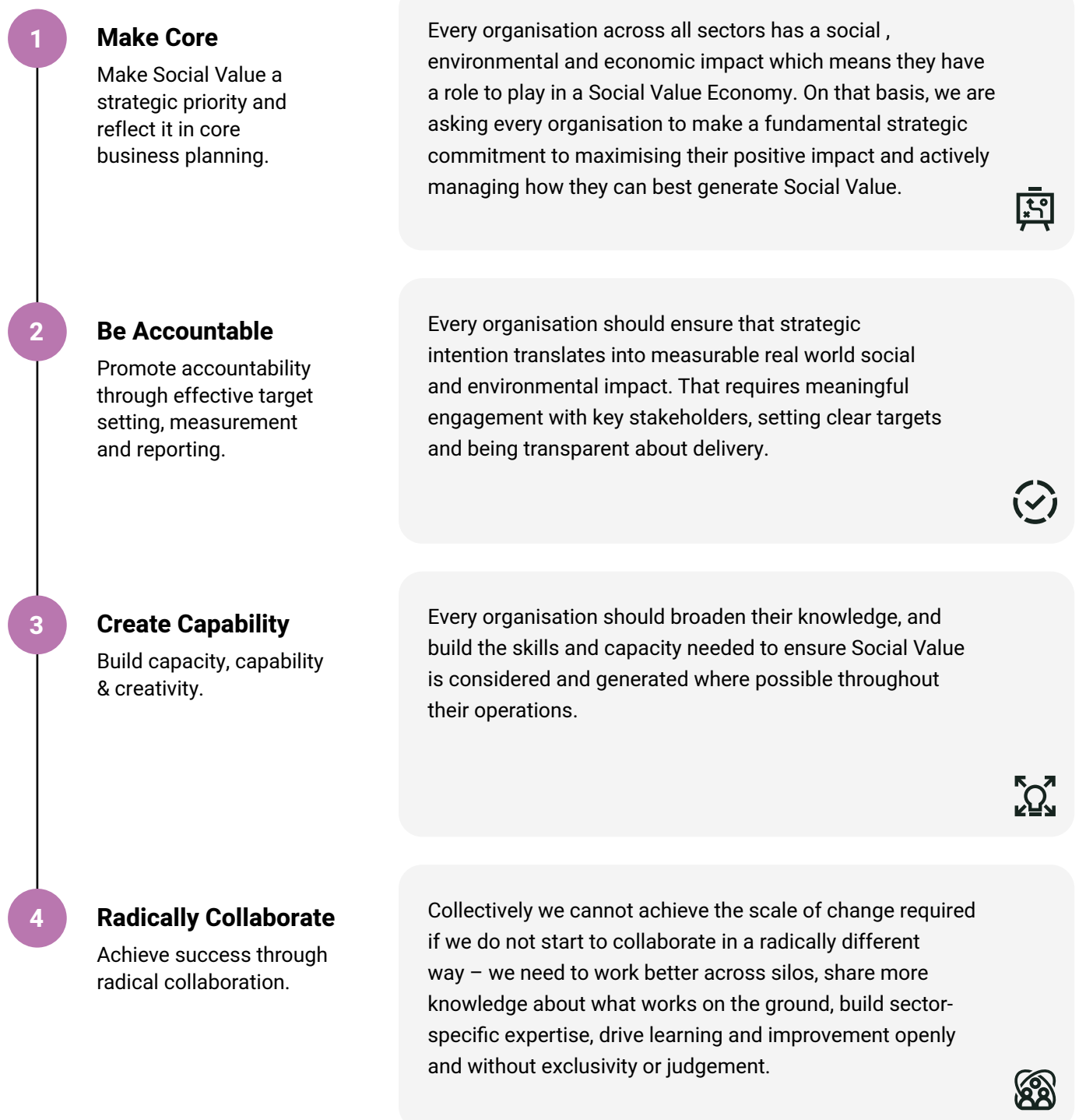


4 Radically Collaborate

Achieve success through radical collaboration

The 4-Step Commitment

We have drawn our roadmap under a series of headings: a 4-Step Commitment that we're asking every organisation to make in order to mobilise the scale of change required:



2

Our Vision: The Social Value Economy

Our Vision: The Social Value Economy

Our complex modern economy is a challenging myriad of players across multiple sectors; public, private, civic and community.

We can only achieve the level of system transformation needed to address social, economic and environmental challenges when the majority of these organisations are all pulling together in the same direction and when our goals are more or less aligned.

Given the obvious differences between ownership models, operational motives and stakeholder expectations, it is inevitable that this will be hard to achieve.

“

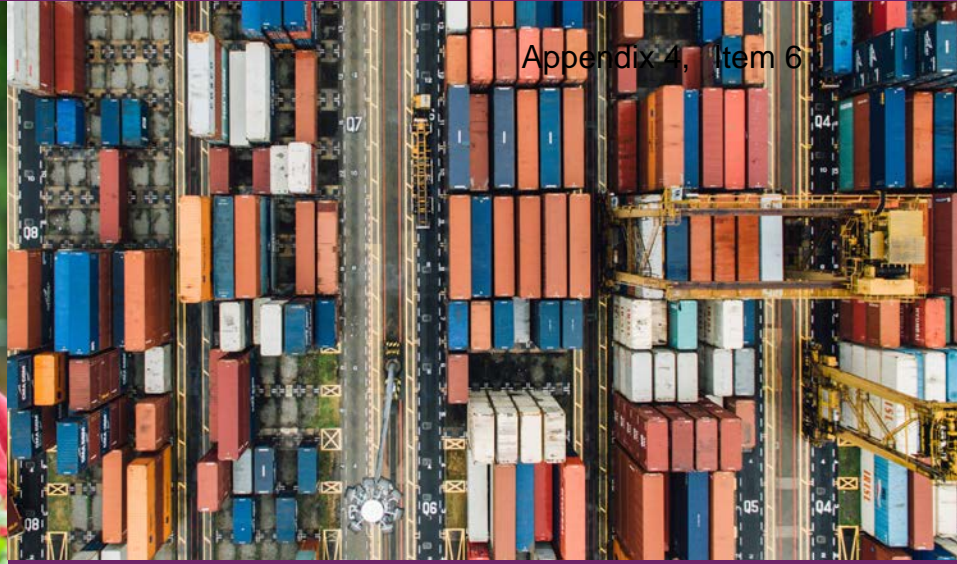
The Social Value Economy is one in which all agencies, organisations and individuals have a common goal: to improve the societal, environmental and economic challenges our communities face in order for everyone to prosper and flourish.”

The National Social Value Taskforce



Despite these challenges, we are witnessing a dramatic shift in how sectors are working together. The Social Value Act has been a significant driver by requiring all public sector buyers to embed Social Value into their decision making across multiple areas of economic activity.

This is transforming the relationship between public buyers and their providers and has begun to prompt private businesses to embrace the spirit of the Act - more than simply how they bid for work, but right across their own day-to-day operations.



**Every organisation has
a part to play in creating
a better society.**

“

Every organisation has an environmental, social and economic impact and so have a role to play in building a 'Social Value Economy'.

The National Social Value Taskforce

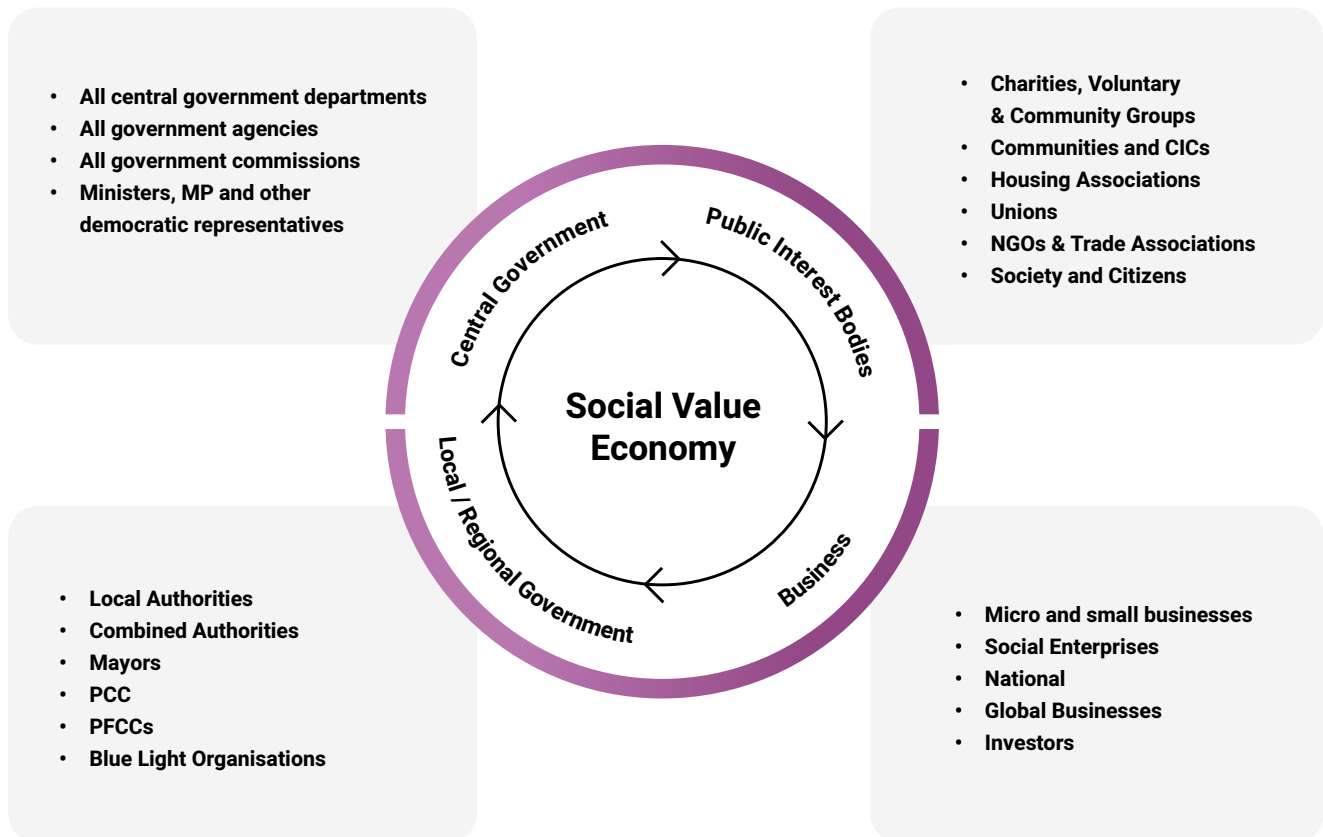
Our Social Value Economy

Those of us who work with social and environmental impact at the core of our roles hold a collective ambition and belief that:

- **Every organisation has a part to play in creating a better society**
- **Consideration of Social Value is an automatic and critical part of all senior decision-making**
- **It's not just an added layer of procurement**

However, we recognise that not everyone shares this ambition today and this document puts forward our case to convince as many organisations as possible to join us on this journey to build a Social Value Economy.

Radical collaboration at work



“

The concept of radical collaboration requires organisations to break out of their traditional silos and work across boundaries and sectors - this will be challenging and at times, uncomfortable...

The National Social Value Taskforce



3

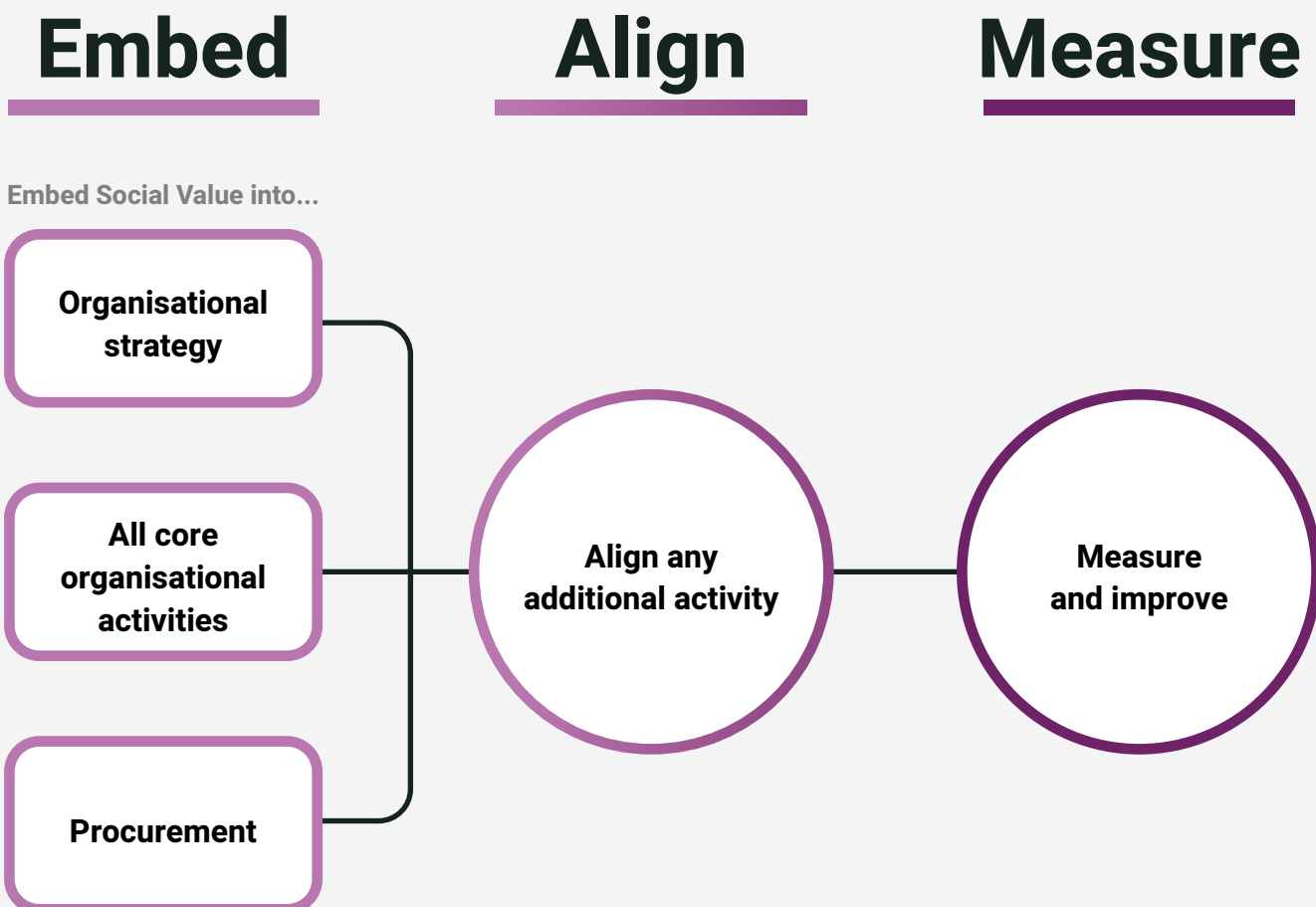
How can organisations contribute?

How can organisations contribute?

Every organisation has a social, environmental and economic impact which means every organisation can contribute to creating a Social Value Economy.

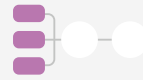
The scale and nature of that contribution will differ according to each organisation, based on what its core activity is and the resources it has available. What is critical

is that consideration of Social Value is embedded as a way of thinking across the whole organisation so that it uses all of its organisational levers to maximise the positive Social Value it generates.





Embed Social Value into...



Organisational strategy

Ensure awareness of social and environmental impact and ambition to generate positive Social Value runs through senior decision-making, strategic planning and capital investment.

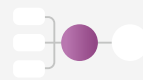
Core organisational activities

Based on what the core purpose of an organisation is, identify where there are relevant and appropriate opportunities to generate positive impact, for instance employment of people who have been struggling to find work or mentoring or volunteering in the community.

Procurement and Supply Chain Management

Engage supply chain in delivering Social Value and use procurement as a tool to shift behaviour, not only extracting maximum value from a contract but also supporting those businesses to generate greater overall impact – and reap the rewards of their contributions.

Align...



Additional Social Value activity the organisation undertakes

Over and above core activity, if the organisation is engaged in, for instance; volunteering, charitable giving, impact investment, advocacy on key social issues (historically what was referred to as Corporate Social Responsibility (CSR) actions), ensure this is folded into a coherent overall approach to Social Value generation to guarantee maximum impact.

Measure...



Your Social Value footprint and learn to improve

Track and report progress to ensure the organisation is making a tangible positive difference and ensure access to emerging best practice to improve over time.

Procurement is a great place to start as it allows buyers to actively manage the terms of its relationship with its suppliers. There is also no doubt that because of the Social Value Act, this is already driving better behaviours and more holistic and interconnected outcomes.

£100Bn

The private sector delivers over £100bn in services, goods and products on behalf of the public sector every year.

£24k

Average £24k Social Value delivery per £100k of contract value.

The wider opportunity

Procurement is a doorway to a wider opportunity. By shifting the mindset and behaviours of all organisations to be accountable for their impact and value creation, we can achieve much more:



Construction:

For instance, the UK economy supports over £110Bn in construction annually and with a target of +30% in Social Value, this could lead to an additional £33Bn in value created for communities.

Social Value
£33Bn
 Annually

Retail Sector:

And the retail sector which contributes £7.8bn per week to the UK economy, could be up to £1.5Bn per week or over £80bn per year in additional Social Value.

Social Value
£80Bn
 Annually



FM Sector:

Or the UK economy spends over £65Bn within the FM sector which could deliver over £13Bn in Social Value.

Social Value
£13Bn
 Annually

To deliver these goals, we need a clear vision and a change of mindset that focuses on collective and radical action in order to deliver our shared goals.

4

A Roadmap to a Social Value Economy

Our Roadmap to a Social Value Economy

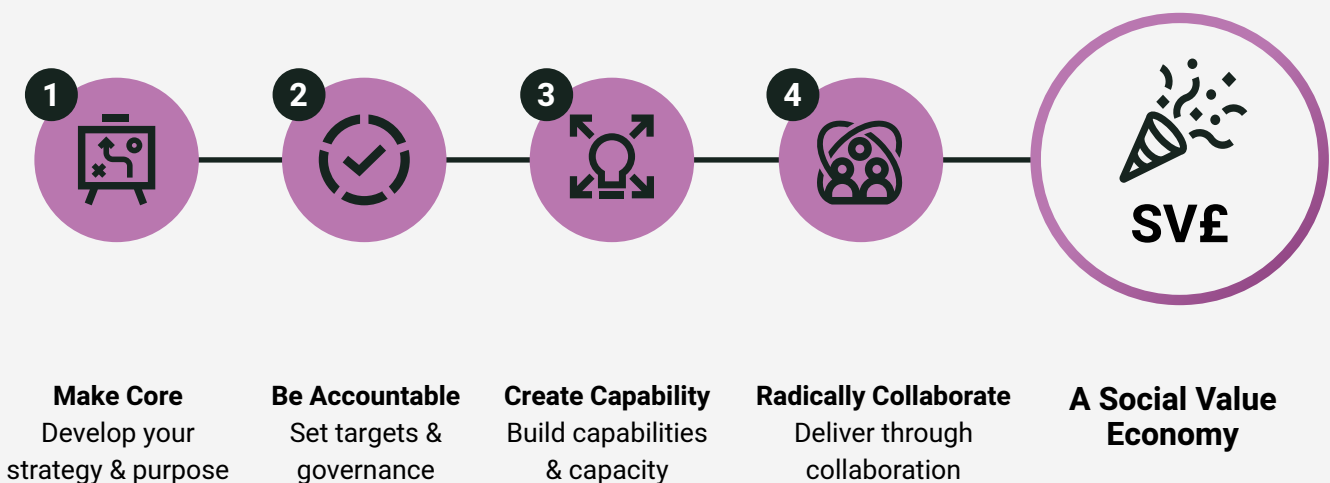
A Social Value Economy is one in which all sectors of society work together to address critical economic, social and environmental needs.

Where practicable they also align their organisational levers (e.g. procurement, recruitment, CSR spend, supply chain, grant giving) to maximise Social Value thereby creating fairer, sustainable, prosperous and inclusive local communities.

This kind of alignment demands a form of radical collaboration that empowers all organisations to break down the traditional ‘silos’ within which they work and collaborate across sectors.

We have identified four commitments that every organisation should consider to achieve our shared ambition to build a Social Value Economy.

Social Value Economy Roadmap



1

Make Core Develop a clear Social Value strategy and purpose

Social Value (by any name) must be more than just a procurement lever or a narrow operational priority, it must be a strategic imperative with explicit buy-in from the top of the organisation.

Those organisations who wish to make clear that Social Value is at the core of their mission can do so by providing a clear purpose statement, thus explicitly moving beyond compliance to value

creation whilst making clear commitments to social, economic and environmental goals.

They could also look to push this beyond just procurement and (through core strategies) across work on grant-giving, planning and all internal processes whilst also producing some form of Social Value of Impact report that describes what has been achieved against their declared goals and how further progress can be made.

Every organisation should have a clear purpose statement, putting Social Value at the core of its mission.



For all other organisations, Social Value should be reflected in responsible business governance and decision-making which will translate into clear organisational goals and targets that are supported by clear delivery plans -

including core metrics that are used to track progress. In addition, Social Value should be fully integrated into iterative business planning and strategy setting to ensure business plan implementation embeds and drives delivery of Social Value across the whole operating model.



Social Value should be fully integrated into iterative business planning and strategy setting to ensure business plan implementation embeds and drives delivery of Social Value across the whole operating model.

We don't always have a clear view about what good actually looks like and nor do we properly understand what an organisation should be doing if it is to succeed. There are likely to be many versions of success and we need to recognise that defining 'good' will vary across

sectors, particularly when bearing in mind the difference between the public, private and 3rd sectors.

However, leadership is key across all sectors and the c-suite and senior leadership need to be fully engaged and seen not only to set the agenda, but also to lead by example.



2

Be Accountable

Promote accountability through effective stakeholder engagement target setting, measurement and clear reporting

Accountability is key to proving the success of our Social Value movement which needs to be underpinned by measurement and good reporting. We want to earn the trust of the communities where we are working and this is only likely to come through a commitment to transparency and a willingness to learn and improve.

It is also true that the greatest value is delivered to people and places where there is the greatest need and where local communities are 'done with' rather than 'done to'. To achieve optimum Social Value, it will be important that stakeholder and community voices are prioritised when defining need, as well as when assessing impact; communities need to feel empowered.

Within this context, there needs to be better use of data and knowledge sharing between local businesses, councils and their service providers around community expectations. Whilst national priorities ought to be incorporated into Social Value plans, these should be joined up with local community needs defined through well developed, responsive community that may also include a 'citizens panel'.

Accountability is key to proving the success of our Social Value movement which needs to be underpinned by measurement and good reporting.



It is not just about the numbers and the 'big ticket' items. We need to collect and report both quantitative and qualitative information for whilst the 'number' will help business leaders understand scale and the importance of Social Value, it is the quality of the offer that will deliver the long term and lasting value for people and places. In this respect, we must counteract the risk that measurement becomes a box-ticking exercise rather than a focus on what really matters. We must measure outcomes and not simply cost inputs.

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We also recognise that there is a danger that if the focus is purely on procurement to deliver Social Value then it will drive a project led approach and a singular focus on short term 'project delivered' Social Value. In this respect, we need to find a way of recognising and encouraging the wider good that an organisation might have through its existing community programmes and its wider operational model. We therefore need a debate about how we recognise and reward commitments that organisations make to deliver basic impacts in how they operate and encourage the right kinds of organisational behaviours as a part of our selection criteria.

And finally, we need to recognise that the voluntary, community, faith and social enterprise sectors are different. Whilst organisations operating within these sectors are generally more aware of the term 'Social Value', their operating models are vastly different as the value they create for society is inherent to their cause and not an additional activity.¹



¹This means that the standard approach to procurement that expects bidders to offer additional value above and beyond their cause means that the bidder may have to divert profit or activities from their core offer; an unintended consequence.

3

Create Capability

Build capacity, capability & creativity

The delivery of Social Value relies on all parties of all shapes and sizes having the core capacity and capability to deliver Social Value and to track, measure, evaluate and improve their social, economic and environmental impact.

It is not a given that every organisation understands what good Social Value looks like nor what part they already are - and can in the future, play in building a Social Value Economy. Currently we see a lack of knowledge and resources across all sectors, with insufficient access to relevant guidance and good practice. If we are to reach our goals, then we need to ensure that all organisations (public, private, MSMEs² and VCFSEs³) have the necessary skills across all departments to maximise Social Value – which means they must have access to learning, training and the knowledge to drive continuous improvement. For smaller organisations this is particularly vital – and it must be affordable, if not free at point of need.

We know that much of the momentum generated to date has been through public sector procurement (driven by the Act) and where providers have been

encouraged to engage with the agenda in order to win work. It is clear that buyers themselves are also at various stages of maturity and need to build their own in-house capabilities and capacity and are looking to learn more about what works and how they should adapt their requirements to reflect different sector opportunities.

Suppliers need to understand what steps they must take to give them the best chance of winning work.

MSMEs

Micro-, Small and Medium-sized Enterprises

VCFSEs

Voluntary, Community, Faith and Social Enterprise

² Micro, small and medium enterprises make up 96% of all businesses

³ Voluntary, community, faith groups and social enterprises

Ensuring inclusivity

Organisations need to ensure inclusivity when considering Social Value – inside their own organisations and within supply chains.

This includes:

- **providing equal opportunities**
- **addressing workforce inequality**
- **tackling economic inequality**
- **promoting diversity through inclusive hiring and procurement policies**

Embedding in the supply chain

It is also important to recognise that it is not only the public sector that buys and in many cases, larger businesses are operating as public sector buyers by proxy and may be looking to embed the principles of the Social Value Act into their own supply chain management decisions. And so, as we move into broader engagement, we must not over complicate the process and ensure that all sectors have the relevant tools to support implementation.

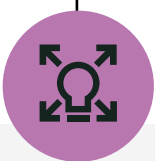
Setting standards

It is likely that accreditation and business standards bodies will have an important role to play in making sure that organisations are able and willing to support the Social Value Economy.

Central government's commitment to net zero on contracts over a certain annual spend and the decisions of some local authorities to mandate compliance with employment charters as a prerequisite for gaining access to public contracts will no doubt inform future debate on this subject, although it is important that this debate takes places within the spirit of localism.

Encourage innovation

Finally, we need organisations to be creative and innovative in how they create and deliver Social Value as there is a risk that standardised Social Value models may fail to consider nuances of individual markets or sectors which in turn may limit or misdirect potential impact. This means that we need to do more to understand best ways for individual sectors to deliver Social Value in contracts (and beyond) and to encourage industry bodies to work with their sectors to raise awareness of what good practice looks like⁴ supporting creative and imaginative ways to respond, possibly through partnerships, and possibly across geographies and sectors.



⁴For instance, the Social Value that is delivered by the construction sector is usually much higher than the IT sector because of the opportunity to employ local labour and a local supply chain.

4

Radical Collaboration

Achieve success through radical collaboration

The very nature of the Social Value Act is that it relies on a collaborative partnership between the buyer and the provider with the shared goal of 'community' at its heart.

This is a simple contractual relationship, but when we look towards building a more inclusive and holistic Social Value Economy, then the level of collaboration needs to be much greater – radical even.

Radical collaboration goes beyond what we normally do to get our

jobs done. It requires us to think and reach outside our traditional silos and sectors in an effort to both understand the challenges others are facing but to find the overlaps and ways that we can align our goals and priorities.

This means that we will need to be proactive in scaling up what we are already doing by increasing the numbers



Radical Collaboration goes beyond 'normal' and will require us to reach outside our traditional silos and align our goals.



of organisations involved, moving beyond the self-selecting minority and all the time, we must remember that not everyone is convinced and that we must continue to raise awareness of why this matters so much.

We must keep talking to one another, sharing learnings and insights, reporting transparently and collaborating around effective solutions across the boundaries we put around our work, including:

- private, public and third sectors
- organisations of all sizes
- local communities
- learning institutions
- organisations in the real economy
- industry-specific sectors
- social and environmental impacts
- regulators, auditors and standards setters
- local, regional and national governments, international Government Organisations (GOs) and Non-Government Organisations (NGOs)

Government at all levels has a key role to play in setting expectation through collaboration and its wider priority setting and policy making.

Government at all levels has a key role to play in setting expectation and it would be beneficial, through collaboration and stakeholder engagement, if it was able to set frameworks for behaviour not just using procurement as a market lever, but also through its wider priority setting and policy making⁵.

In this context of collaboration and complexity, we are going to need strong leadership – from all parts of the ecosystem. Individual parties will be most impactful when they work alongside others to define their contribution, avoid duplication and capitalise on the finite resources each brings to the table.

The nature of our challenge and the radical collaboration that it will take for us to deliver is that the solutions will only be arrived at through multi-stakeholder conversations based on an alignment of goals.



⁵For example and improved audit regime, the Procurement Bill and the National Public Procurement Policy Statement, Net Zero obligations.

Practically though, there are some obvious ways in which collaboration can and should be encouraged:

- ▶ Use unique collectives such as the **National Social Value Taskforce** to drive thought leadership, collaboration and knowledge-sharing.
- ▶ Utilise existing **local and national, public and private sector networks**, including trade bodies and trades unions.
- ▶ **Central Government**, who may be procuring larger national projects, should look to work with their strategic suppliers to agree the areas where they should focus to make a real difference.
- ▶ **Local public and private sector anchor organisations** to use their convening power where appropriate to bring together organisations of all sizes to contribute to agenda-setting, alignment of goals and to agree on a collaborative approach by Place.⁶
- ▶ **Industry bodies** to create buddying frameworks supporting strategic suppliers to build alliances with commissioners and develop deeper understanding of local needs and targeted Social Value.
- ▶ **Industry leaders** to collaborate and pool resources to support particularly smaller supplier organisations (MSMEs and VCFSEs) to measure and manage Social Value.
- ▶ **Conveners** to keep engaging with their key stakeholders to establish what is relevant and important to suppliers and aligning that to where wider public need is the greatest.



⁶A Place Based Approach to Social Value – see work by Durham County Council.

5

Recommended Actions

Recommended Actions

We have identified a list of suggested activities and actions that need to be taken up if we are to deliver our vision for a Social Value Economy.

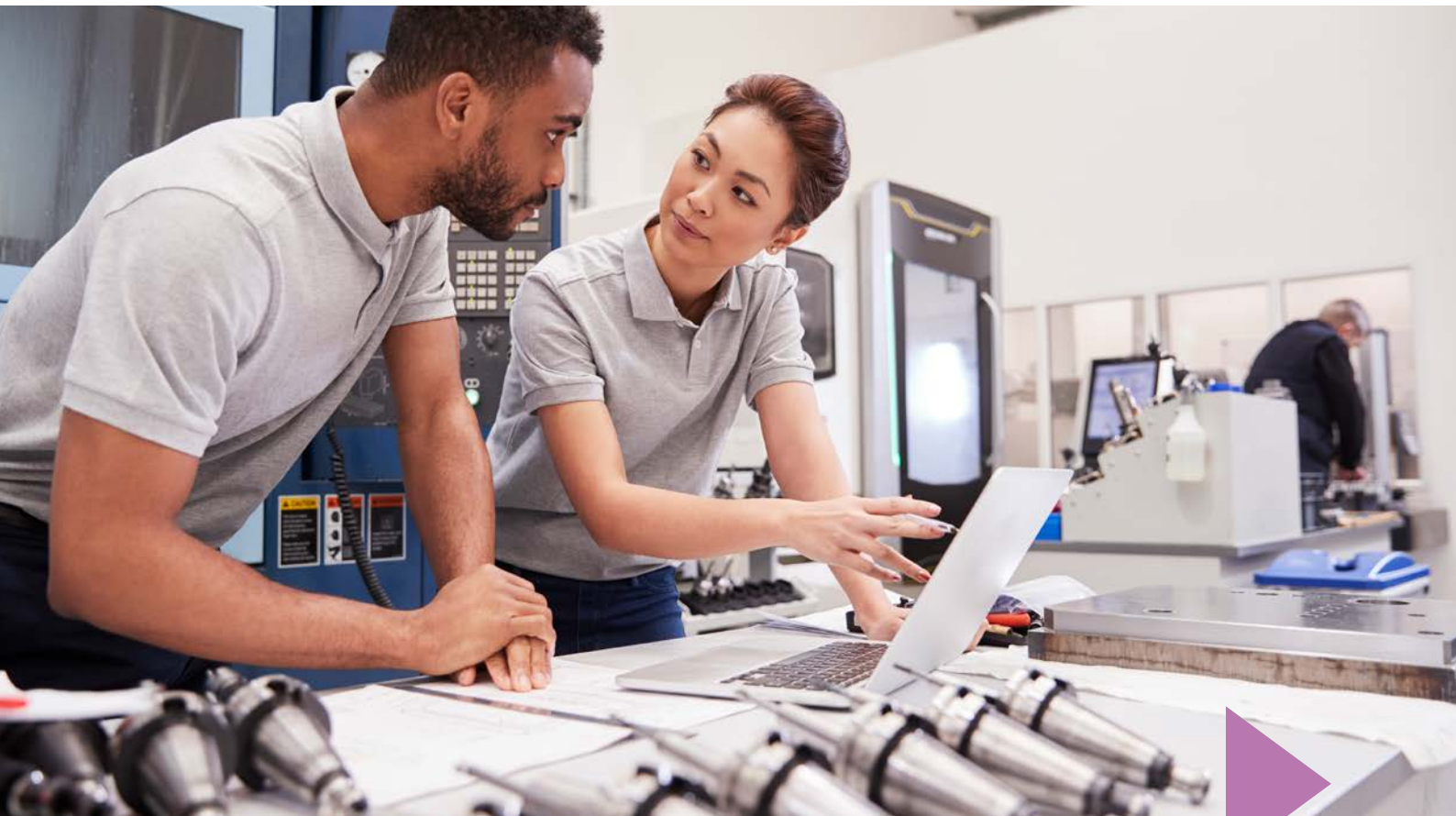
These have been divided into sector specific agnostic commitments and opportunities at an organisational level and then specific objectives that will require collective action and collaboration across sectors coordinated by the Taskforce.




An Organisation's Commitments





Enabling activities by the Taskforce




An Organisation's Commitments


- 
Strategy and goals

For all organisations and sectors to understand and to agree how they can contribute to building a Social Value Economy. This should include an assessment of organisational maturity⁷ and a clear indication of how organisations are able to contribute, including the operational levers and activities that can be activated.
- 
Professional development

Commit to embedding Social Value learning across your whole organisation to ensure it is ingrained into the culture and becomes business as usual.⁸
- 
Supply chain engagement

Where a business has their own supply chain, develop effective learning solutions and help build capabilities and capacity, especially amongst MSMEs and VCFSEs who may otherwise struggle.
- 
Stakeholder engagement

Find a way to better engage community stakeholders in the processes of designing, commissioning, buying and delivery of Social Value. We want to make sure real value is delivered where it will make a real difference.
- 
Share good practice

A commitment to sharing what works and what does not work and promote good practice for the sake of the 'movement' whilst recognising that organisations may wish to keep their competitive edge.
- 
Promote creativity


Find ways of encouraging innovation and creativity whilst rewarding organisations that are doing the right thing.
- 
Reporting


All organisations across all sectors need to commit to producing some form of Social Value of Impact report that describes what has been achieved against their declared goals and a pathway to doing better.


⁷For instance the Social Value Maturity Index


⁸Health and Safety issues were once considered an additional duty, but now are part of the culture of an organisation. This required and requires a constant focus of training and upskilling.


Enabling activities by the Taskforce


- 
Social Value Maturity Index


We will update the Social Value Maturity Index so it is relevant to all sectors and can be used to understand maturity and the steps that need to taken to progress.
- 
Good Practice Guidance


We will develop a guide to good practice for all organisations (public, private and VCFSEs). This should include publishing example strategies and policies for organisations to adapt and adopt.
- 
Build a knowledge hub


We will provide an easy to access resource hub with case studies and easy to use resources including benchmarking tools and sharing good practice.
- 
Simplify procurement

We will explore how organisations could simplify the process of procurement, to ensure it remains inclusive and does not present additional barriers to any sectors of society in delivering public services (SMEs and VCFSEs).
- 
Corporate Programmes

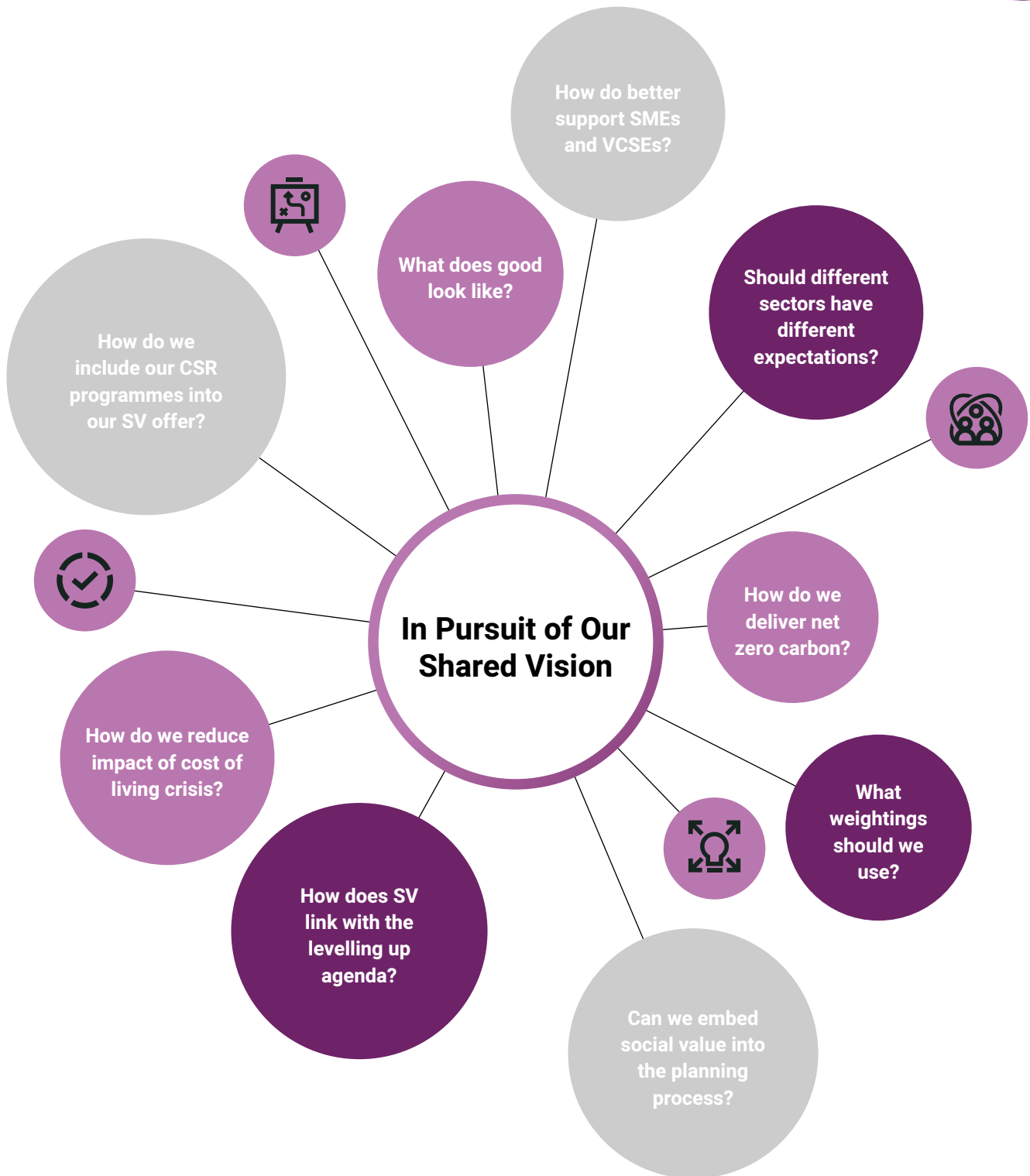
We will explore how an organisation's inherent and wider corporate social responsibility or sustainability programmes may be recognised and supported.
- 
A focus on MSMEs

We need to support solutions that build MSME capacity and make it as easy as possible for the sector to compete on Social Value.
- 
A focus on VCFSEs

We must recognise that VCFSEs are different and will need their own specific support including how Social Value is defined, measured and assessed as a part of procurement.
- 
Support relevant legislation

We will continue to contribute to the development of new and emerging legislation that is relevant to promoting the vision (e.g. Procurement Bill or updates to Diversity Legislation).
- 
Community of practice

We will continue to support and promote collaboration between and across sectors in pursuit of our shared vision.



Share your thoughts:
 Visit: nationalsocialvaluetaskforce.org
 Email: info@nationalsocialvaluetaskforce.com
 Follow: [#socialvalueeconomy](https://twitter.com/socialvalueeconomy)



Collectively we cannot achieve the scale of change required if we do not start to collaborate in a radically different way – we need to work better across silos, share more knowledge about what works on the ground, build sector-specific expertise, drive learning and improvement openly and without exclusivity or judgement.

Darren Knowd, Chair of the National Social Value Taskforce

Contributors

The organisations listed below are a part of the National Social Value Taskforce and have contributed to the development of this document alongside the 1000 contributors from the Hackathon who are too many to mention.

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The National Social Value Taskforce was founded in 2016 to establish a good practice framework to integrate the Public Services (Social Value Act) 2012 into the UK public sector and business community.

The National Social Value Taskforce is an open network and welcomes any organisation that wishes to get involved and help build our collective knowledge of how we can support our communities by working together through the effective implementation of the Act.

Email: information@nsvtf.org

Visit: nationalsocialvaluetaskforce.org

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