



Overview and Scrutiny Ethical Procurement and Contract Management Sub Group

Date: Friday, 4 October 2019

Time: 10.00 am

Venue: Council Antechamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council 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. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership

Councillors - Russell (Chair), Ahmed Ali, Clay, Lanchbury, Reid, Shilton Godwin, Watson and Wheeler

Agenda

- 1. Minutes** 3 - 10
To receive the minutes of the Ethical Procurement Subgroup meeting held on 31 July 2019

- 2. Our Town Hall Work Package Procurement Strategy** 11 - 60
Report of the Director of Capital Programmes attached.

This report provides an update on the Our Town Hall work packages procurement strategy and includes a number of case studies as illustrative examples of the strategy in practice.

- 3. Our Town Hall Equality and Diversity Update** 61 - 66
Report of the Director of Capital Programmes attached

This report provides an update on the monitoring and recording of diversity within social value deriving from the Our Town Hall Project. The report also provides an update on whether specific Key Performance Indicators (KPI's) can be established to monitor this activity.

- 4. Work Programme** 67 - 72
Report of the Governance and Scrutiny Support Unit

To review and agree the Work Programme for the Subgroup.

Further Information

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

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This agenda was issued on **Thursday, 26 September 2019** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 3, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Overview and Scrutiny Ethical Procurement and Contract Management Sub Group

Minutes of the meeting held on 31 July 2019

Present:

Councillor Russell (In the Chair)
Councillors Ahmed Ali, Clay, Lanchbury and Reid

Also present:

Councillor Ollerhead, Executive Member for Finance and Human Resources
Councillor N Murphy, Deputy Leader

RSG/EP/19/08 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 21 February 2019.

RSG/EP/19/09 Update on Modern Slavery

The Sub Group considered the report of the City Treasurer (Deputy Chief Executive) that provided an update on the activities to address Modern Slavery.

The main points and themes within the report included: -

- An update on the amendments to the tender documentation, noting that it was recognised that the contract management arrangements which followed were essential to the effective monitoring of the position and identifying any concerns or issues which might arise;
- Information on the Ethical Procurement Policy;
- Information on the arrangements to safeguard against Modern Slavery within the Procurement Process;
- Noting that the Council had issued an amended Standard Terms and Conditions in June 2019, to include for whistleblowing and the Modern Slavery Act 2015;
- Information on activities delivered to raise awareness of the Modern Slavery Act 2015 through the Council's Ethical Procurement Policy; and
- Providing the voluntary Slavery and Human Trafficking Statement that had been produced, noting that this was a working document which would be reviewed and updated over the next 12 months.

Some of the key points that arose from the Sub Group's discussions were: -

- Which areas of activity were at most risk of Modern Slavery;
- Was there more awareness of Modern Slavery now amongst contractors;

- What work was being delivered at a Greater Manchester (GM) level to address Modern Slavery;
- What action was taken following a report of Modern Slavery; and
- The need to be mindful that there were many different forms of Modern Slavery.

Officers reported that one of the activities most at risk of Modern Slavery was within the construction industry. In recognition of this officers from Capital included in their evaluation of recent tenders for the North West Construction Hub (Medium Value Framework and Small Works Framework) to undertake site visits on tenderers current projects, speaking with managers and operatives, and observe what and where information was made available to those working on site in relation to identifying and reporting modern slavery and whistleblowing arrangements.

The Procurement Manager Level II advised that Modern Slavery and the ethics of the Council were prominent in all contracts so the importance of these was evident to all suppliers. Officers advised that security contracts and cleaning contracts would be reviewed to ensure that this was reflected also.

The Head of Integrated Commissioning and Procurement stated that overall, larger employers who were legally required to, had adopted appropriate policies and procedures in relation to Modern Slavery, and advice and guidance could be provided to smaller businesses on this issue. He also advised that the Local Government Association had produced guidance for use by procurement teams within local authorities.

Officers advised that the Deputy Mayor for Policing, Crime, Criminal Justice and Fire was working with Greater Manchester Police to address Modern Slavery as a specific piece of targeted work. Members were advised that allegations would be investigated and prosecuted by the police as this was a criminal offence, adding that any breaches of the contract would also be investigated and appropriate action taken.

The Sub Group was advised that officers from the procurement team also attended multi agency safeguarding meetings so that they could share and learn of local intelligence that might raise concerns regarding Modern Slavery practices that could then be appropriately investigated.

Following discussion amongst the Sub Group as to what employment practices defined Modern Slavery the Chair advised that Modern Slavery laws were designed to address specific criminal practices and Labour Laws existed to protect employees from other forms of bad practice that workers experienced.

Decisions

The Sub Group endorsed the Slavery and Human Trafficking Statement.

RSG/EP/19/10 Information on the Social Value Policy and how equality outcomes are measured and recorded

The Sub Group considered the report of the City Solicitor that provided an update on the Social Value Policy and how equality outcomes were measured and recorded.

The main points and themes within the report included: -

- Information on the six objectives that were embedded into the procurement process that had been developed to positively impact on equality outcomes;
- Information on the Council's current method for monitoring and measuring Social Value; and
- Information on the work to develop a Social Value Tracker, incorporating the National Themes, Outcomes, and Measures (TOMs) with the flexibility to incorporate bespoke TOMs to Manchester.

Some of the key points that arose from the Sub Group's discussions were: -

- Clarification was sought on how the categories provided in appendix 1 had been agreed;
- Why were the protected characteristic as defined in the Equalities Act 2010 not included in the list;
- How had the relationship changed with contractors in their attitude and understanding of Social Value; and
- When would the data for 2018/19 be available.

The Executive Member for Finance and Human Resources stated that it was important to recognise that the report was a voluntary survey of economic activity and not an equalities survey. Not all organisations completed it. The Executive Member stated that the particular groups identified, such as the over 50s, long term unemployed, ex-services and young people not in employment education or training had been agreed to address specific social and economic issues and barriers.

The Chair recommended that consideration needed to be given to reviewing what was captured and recorded, with particular regard for equality data as social value became embedded in contracts and part of 'business as usual' for the Council. A Member commented that it was important to ensure this was undertaken in an appropriate way so as not to be too onerous on suppliers being asked to complete the survey.

The Procurement Manager informed the Sub Group that Social Value monitoring was currently the responsibility of contract managers and the development of a Social Value Tracker that incorporated the TOMs would standardise this process, noting that the tracker would require suppliers, contractors and service providers to update and upload evidence of delivering their social value commitments throughout the contract period. She stated this tracker was currently in development and would be tested before being rolled out. The Chair stated that the Sub Group would welcome the opportunity to review and comment on the development of the tracker before it went live.

The Social Value Project Manager for Highways stated that the monitor would provide a better data set at a directorate level as the tracker would be a more formal and meaningful system of recording Social Value activity and information. The Procurement Manager added that not every directorate had a dedicated Social Value officer.

The Social Value Project Manager for Highways informed the Members of the positive outcomes delivered in relation to Social Value by engaging in positive conversations with contractors in the Highways Service. She described that engaging with contractors had allowed for a better understanding of what Social Value looked like and what was expected by the Council, especially in regard to priority groups. She described that good practice was promoted and a quarterly newsletter was produced that was issued to all providers, adding that this was very well received and circulated more widely.

In response to a request from a Member, the Head of Integrated Commissioning and Procurement confirmed that the TOMs would be circulated to the Sub Group.

The Head of Corporate Procurement stated that the monitoring and measurement of social value on the Council's revenue spend was undertaken through the annual survey, and this was undertaken retrospectively and the 2018/19 survey would be issued in the near future and the results reported.

Decision

The Sub Group;

1. Recommend that a report on the development and implementation of the Social Value Tracker is submitted for consideration at an appropriate time;
2. Recommend that the Head of Integrated Commissioning and Procurement circulate the National Themes, Outcomes and Measures (TOMs).

RSG/EP/19/11 Our Town Hall – Social Value Update

The Sub Group considered the report of the Director of Capital Programmes that provided an update on how social value was being delivered through the Town Hall Project with a focus on the approach and activity undertaken by the management contractor.

The main points and themes within the report included: -

- Providing an update on the project, noting The Our Town Hall project was currently moving towards the latter stages of the design process, with notice to proceed and the start of construction works expected to begin in early 2020;
- Information on the appointment of the management contract, noting that unique to the Our Town Hall project was that fact that it was explicitly part of the management contractor's role to maximise the number of opportunities created for Manchester residents and businesses to benefit from the project;
- Information on the engagement activities with the supply chain;
- An update on the Council's oversight of procurement;
- How social value was driven through the supply chain, noting that all contractors working on the project must provide a named lead person who was

responsible for ensuring delivery of social value outcomes for their work package;

- An update on the social value delivered to date;
- An update on local spend to date;
- An update on the delivery of qualifications and professional membership;
- Information on school, college and higher education engagement;
- Information on the M Futures programme, noting that this was the flagship higher level apprenticeship scheme for the project and provided a unique opportunity for apprentices to gain broad experience of working in professional roles in construction;
- Information on the number of work placement, time banking and volunteering opportunities;
- Activities around equality and diversity;
- Information on the external evaluation of the social value delivered that had been undertaken by the Centre for Local Economic Strategies (CLES); and
- Next steps.

Some of the key points that arose from the Sub Group's discussions were: -

- Had engagement work been undertaken with organisations such as the Chamber of Commerce and the SME Club (Small to Medium Enterprise);
- What were the outcomes of the Audit assessment of the Lendlease package procurement due diligence process;
- Further detail was sought regarding the reported 50 new qualifications across the project;
- The need to target those Manchester residents from the most deprived areas to offer training and employment opportunities;
- Consideration needed to be given as to how to creatively use volunteering time to deliver projects in the community;
- Health and safety of staff was an important consideration;
- Recognising the perceptions of working within the construction industry it was important to encourage females and Black, Asian and minority ethnic (BAME) residents of Manchester to apply for opportunities presented through the delivery of this project;
- Could Key Performance Indicators (KPI's) be reviewed and amended as the project progressed;
- What training had been provided to enable work package managers and procurement managers to maximise social value within their area;
- Further information was requested on how contractors were selected and who had oversight of this process;
- Of the seven apprentices on the M Futures higher level apprenticeships scheme what percentage of these were BAME and how many were female;
- Consideration should be given to developing specific KPI's in regard to BAME and female employees;
- How confident were officers that Social Value would be achieved and how was this reported and evaluated; and
- Had the project team engaged with Historic England in the design and delivery of the project.

The Work and Skills Project Manager addressed specific questions raised and informed the Sub Group that they had delivered a number of procurement events that had involved the Chamber of Commerce and the Federation of Small Businesses; the Audit inspection had resulted in an opinion of Substantial Assurance and the recommendations made regarding process had been addressed. He further confirmed that the target of 50 apprentices was specific to the higher, level 4 apprenticeships.

The Work and Skills Project Manager further commented that there was a target of 30% of employees who were Manchester residents, however he stated that challenges could be presented due to the unique nature of the project, compared to standard construction projects, but the work was ongoing with Lendlease to deliver this. He further noted the comments regarding targeting the most deprived areas and consideration would be given as to how that data was captured and reported.

The Work and Skills Project Manager stated that the project was working with schools and colleges to promote the project as an opportunity and positive choice for females. He also stated that the M Futures programme was proactively reaching out to schools and Further Education colleges to engage with students, and this activity was supported by a number of female project staff who had acted as ambassadors for women in construction.

The Work and Skills Project Manager advised the Sub Group that they had received 42 applications for the seven higher level apprenticeships scheme, however they had not been appointed as yet so could not provide a breakdown by BAME and gender. He further commented that employers had been asked to put forward diverse interview panels for the upcoming M Futures recruitment.

The Deputy Leader stated that targeted engagement work had been delivered to encourage females to apply for apprenticeships and consider the construction industry as a career option. He said that challenges still existed in relation to this however improvements had been made when compared to the Town Hall Extension project. He said that consideration would be given as to how diversity could be monitored and recorded whilst being mindful of the need to successfully deliver the project.

In regard to the use of volunteering days, the Work and Skills Project Manager said that this programme was in an early stage, however the intention was to use this to establish relationships with local organisations and develop further opportunities. He advised that due to the specialist craft people that would be working on the Town Hall it presented an opportunity for them to volunteer their skills to work on other historic buildings in the city.

The Project Director acknowledged the comment made by a Member in regard to the importance of Health and Wellbeing for all staff, especially in regard to mental health. In response to the question regarding revising KPIs he said that these would be reviewed and adjusted where appropriate for any new contracts as work packages were procured. He further stated that Lendlease had a full time lead officer with responsibility for Social Value. He described that Lendlease had a good model for delivering this and staff had attended Our Manchester training so that they

understood the context in which this project was to be delivered, and this would be cascaded throughout the supply chain.

The Project Director said that a market testing exercise had been undertaken with smaller contractors prior to Lendlease being appointed so that they were assured and encouraged to apply for a contract on a major project and work with a Tier One contractor. He stated that the Executive Procurement Group had oversight of the project, and the Deputy Leader was also kept regularly informed of progress. In addition, the Collaboration Panel met quarterly to monitor performance and review KPIs.

The Project Director stated that the Social Value was embedded in the contracts and that discussions were with CLES to consider the options for recording this using qualitative analysis and sampling.

The Project Director confirmed that the Project Team had worked very closely with Heritage England through the consultation process and they had reported that they were very confident with the design proposals. He stated that a Conservation Officer worked within the team and was fully consulted with and had sign off as the work progressed and this was also supported by rigorous oversight by heritage architects. He further commented that all contractors received a heritage induction session so that they were fully aware of the context and expectations of working on such a unique project.

The Chair recommended that Members of the Sub Group should meet with representatives of Lendlease and that further details of the work packages should be considered by the Sub Group at an appropriate time and that future reports should include information on how contractors complied with the Unite Construction Charter.

Decision

The Sub Group;

1. Recommend that a detailed report on work packages prior to them being finalised, including case studies and information on Trade Union recognition, be submitted at the next meeting, including representatives from LendLease; and
2. Recommend that the Project Director, in consultation with the Deputy Leader consider how the monitoring and recording of diversity within social value can be reported and if specific KPIs can be established to monitor this activity, to be considered at the next meeting.

RSG/EP/19/12 Work Programme

The Subgroup was invited to consider and agree the work programme.

Members requested that at the next meeting the Sub Group consider a report on specific work packages in relation to Social Value and the Our Town Hall Project. This

report would include particular reference to whistleblowing arrangements and Trade Union recognition.

Members requested that following a request from the Neighbourhoods and Environment Scrutiny Committee, a report on the Biffa contract be added to the work programme for consideration at an appropriate time.

Members requested that a report on Ethical Procurement and Security contracts be added to the work programme for consideration at an appropriate time.

Members requested that a report that provided an analysis of the impact of Ethical Procurement on different Council Departments be added to the work programme for consideration at an appropriate time.

Decision

To agree the Work Programme subject to the above amendments.

**Manchester City Council
Report for Information**

Report to: Ethical Procurement and Contract Management Sub Group –
4 October 2019

Subject: OTH Work Package Procurement Strategy

Report of: Director of Capital Programmes

Summary

This report provides an update following the recommendation at the 31 July 2019 that a detailed report on the Our Town Hall work packages procurement strategy be submitted to this sub-group. As well as a summary of the strategy that is being used the report includes a number of case studies as illustrative examples of this process in practice.

Recommendations

To note the contents of 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 |
|---|

| |
|---|
| An objective of the OTH project is to make the building more sustainable. |
|---|

| Manchester Strategy outcomes | Summary of how this report aligns to the OMS |
|---|--|
| A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities | The report shows how procurement of works package contractors will benefit Manchester. |
| A highly skilled city: world class and home grown talent sustaining the city's economic success | The report shows how procurement of works package contractors will benefit Manchester. |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | The report shows how procurement of works package contractors will benefit Manchester. |
| A liveable and low carbon city: a destination of choice to live, visit, work | An objective of the OTH project is to make the building more sustainable. |

| | |
|---|-----|
| A connected city: world class infrastructure and connectivity to drive growth | N/A |
|---|-----|

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Name: Paul Candelent
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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 Executive Committee – *Town Hall Complex Strategy* – 23 July 2008
- Report to Executive Committee – Town Hall Complex Programme - Transforming Customer Experience – 11 February 2009
- Report to Executive Committee – *Town Hall and Albert Square Maintenance Programme* – 1 October 2014
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 27 July 2016
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 16 November 2016
- Report to Executive Committee – *Capital Programme (Budget 2017/18 – 2021/22)* – 11 January 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 8 March 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall Social Value and Communications* – 22 June 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall* – 7 September 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 13 September 2017
- Report to Resources and Governance Scrutiny Committee – *Manchester Town Hall and Albert Square 'Our Town Hall'* – 9 November 2017
- Report to Resources and Governance Scrutiny Committee - *Manchester Town Hall and Albert Square: 'Our Town Hall'* – 1 February 2018
- Report to Ethical Procurement Sub Group - *Our Town Hall Social Value Update* - 22 February 2018

- Report to Ethical Procurement Sub Group - *Our Town Hall Procurement Launch Event* - 22 February 2018
- Report to Resources and Governance Scrutiny Committee - *Town Hall Project - Capital and Revenue Budget Position* - 24 May 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Management Contractor Procurement* - 6th September 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Letting of the Management Contract* - 6th December 2018
- Report to Executive - *Our Town Hall Project Management Contractor Appointment* - 12th December 2018
- Report to Ethical Procurement and Contract Management Sub Group – *Our Town Hall Social Value Update* - 31st July 2019

1.0 Introduction

- 1.1 At Ethical Procurement Sub-Group on 31 July 2019 a paper was presented which updated the Sub-Group on the delivery of Social Value targets and the progress with works package procurement. The paper is attached as **Appendix 1**.
- 1.2 This further paper is the response of the OTH team to the request at Sub-Group for a detailed report on the works package procurement strategy, including case studies, and will be presented to Ethical Procurement Sub Group in October.
- 1.3 The paper describes the overarching strategy, the six procurement options from which the appropriate strategy is selected for each package, and then presents a study of the MEP package (two stage tender, high value); the stonework repairs package (competitive tender to smaller craft-based companies, mid value) and the lifts package (single source tender, low value).
- 1.4 In each case, the paper describes the commercial and technical factors influencing the selection of the appropriate procurement option and the way in which Social Value is procured, monitored and delivered.

2.0 Council oversight of procurement

- 2.1 The Our Town Hall project is currently moving towards the latter stages of the design process, with notice to proceed and the start of construction works expected to begin in early 2020 and scale up over the course of that year. Lendlease were appointed management contractor in January 2019 and will manage a programme of construction works that includes over 120 individual work packages and a large and complex supply chain. Part of Lendlease's role is to maximise the number of opportunities created for Manchester residents and businesses to benefit from the project.
- 2.2 In selecting management contracting as the preferred procurement strategy for the project, the Council has recognised that it is a procurement model which gives us the flexibility to tailor the procurement of individual works packages to the needs of the project rather than the one size fits all approach of traditional contracting.
- 2.3 In the previous report to this sub-group, members were updated on the oversight of works package procurement by the Executive Procurement Group (EPG) and the Executive member for the OTH project, noting in particular that the EPG is attended by both the Council's Head of procurement and the Project Director. The Executive Member for the OTH project is briefed on the progress of procurement on a fortnightly basis.
- 2.4 In the event that a change to the agreed works package strategy is proposed, to respond to market conditions for example, approval to the change will be sought from the City Treasurer and the Executive Member for Finance and Resource.

2.5 Progress with the procurement of the Works Packages is reported to the Council's Procurement Group meeting, to Project Board and to the Strategic Board.

2.6 The previous report noted that the contract with Lendlease stipulates that all works package procurement is open book and that MCC has the right of approval for all tender short-lists. The due diligence process was explained in detail.

3.0 Works package procurement strategy

3.1 The works package procurement process seeks for each package to strike the optimum balance between technical and social value objectives.

3.2 The works package procurement strategy has been developed to identify the number of contractors required for each element of works to achieve best value, whilst ensuring that an appropriate legacy for the City is a key consideration.

3.3 The number of work packages has been derived based on a number of considerations. Some examples are:

- Strength of available supply chain
- Value/size
- Capabilities
- Capacity
- Number of operatives
- Potential to deliver KPIs
- Local labour and spend
- Support for SMEs
- Complexity and ability to manage interfaces
- Appropriate allocation of risk.

3.4 The project procurement strategy comprises 6 procurement options, and each package will fall into one of these. These have been designed to provide sufficient flexibility to achieve best value in respect of the project objectives and are cognisant of the capacity for specific packages within the supply chain.

3.5 The table below shows the number of packages by value and as a percentage of the value of the construction works that are forecast to be procured under each procurement option.

| Package procurement strategies | | | |
|-----------------------------------|-----------------|-------------------------|--|
| Procurement strategy option | No. of packages | Total value of packages | Total package value as % of construction |
| Stage 3 design competitive tender | 0 | £0 | 0.0% |

| | | | |
|---|------------|---------------------|-------------|
| Full stage 4 design competitive tender | 97 | £86,603,905 | 49.7% |
| Stage 3 market test and stage 4 tender | 6 | £11,498,887 | 6.6% |
| 2 stage in competition | 1 | £34,220,336 | 19.6% |
| Tendered contractor design proposals | 1 | £2,000,000 | 1.1% |
| Negotiation/ single source | 12 | £11,036,439 | 6.3% |
| N/A e.g. Management Contractor's direct costs | 4 | £28,947,267 | 16.6% |
| Totals | 121 | £174,306,834 | 100% |

3.6 When bidding for the role of management contractor, Lendlease were required to forecast which packages would contribute to the delivery of all project KPIs, including Social Value, and this forecast informed the offer that was inserted into the Contract. This forecast was based on the work they had already done to ascertain supply chain capacity for each package. At that early stage, it was already clear that a number of works packages had very limited local capacity.

3.7 **Appendix 2** sets out the Lendlease Social Value forecast that was submitted at bid stage, from which it can be seen that Lendlease expect to provide:

- 40% of project spend in Manchester
- 50% of project spend in Greater Manchester
- 50 new jobs created
- 72 careers information/advice/guidance sessions in schools
- 40 STEM sessions in schools
- Work with 800 students and Manchester HE Institutions
- 46 work placements for 14-16 year olds
- 40 work experience placements for people aged 17+ (including adults)
- 125 level 3 apprenticeship opportunities
- 50 level 4 apprenticeship opportunities
- 100 sustained apprentices
- 12,800 unstructured volunteer hours
- Commitment to paying Manchester Living Wage through the supply chain

3.8 The above figures include what is forecast to be delivered both through the Lendlease project team and their wider supply chain.

3.9 It should be noted that the benefit of the management contracting approach is that it provides the Council the opportunity to flex its approach to the procurement of individual works packages, such that where opportunities arise to exceed the Social Value obligations embedded into the head contract with Lendlease, we have the ability to do so. This means that we have the ability to improve upon the original Lendlease offer where it is possible to do so.

3.10 Similarly, where feedback from the market identifies that there are potential emergent issues (with capacity or appetite, for example), it gives us the ability to move packages between procurement option.

- 3.11 The Council's Ethical Procurement Policy is embedded into the contract with Lendlease, and a monitoring framework is being developed with Unite and Lendlease to ensure that this and the Unite Charter is appropriately reflected throughout the project supply chain.

4.0 Case studies

- 4.1 We have selected the following packages as case studies to demonstrate how the packaging strategy, procurement options and KPIs are being handled on OTH:

- MEP: two stage tender (procurement option D), high value (total package value circa £30.3m), split between Stage 1 pre-construction services and Stage 2 construction.
- the stonework repairs package (procurement option C), mid value (total package value circa £6.9m).
- the lifts package (procurement option F), low value (total package value circa £1.6m)

- 4.2 These packages have been selected as case studies since procurement options 3, 4 and 5 are the ones which do not follow a traditional single stage competitive tender. In addition, the MEP and lifts packages respectively represent the two extremes in terms of what was forecast as part of the Lendlease Social Value offer, in that the MEP package was forecast as part of the Lendlease Social Value offer, in that the MEP package was forecast to contribute significantly, whilst the lifts package was not.

5.0 Case study one: MEP package

- 5.1 The mechanical, electrical and plumbing package is valued at £34m and is the largest single package on the project, encompassing strip out of existing services, and design, installation and commissioning of a huge range of services including ventilation, electrical, network and telephony, heating, cooling, lighting, water, and gas.
- 5.2 To date, this is the only package that is forecast to be procured via the 2 stage competition procurement option. This approach follows in principle the same approach that was adopted in procuring the management contractor, namely that the MEP contractor is appointed initially under a pre-construction services agreement for a fee, to work with the team in defining the sub-contracted works packages that will form the MEP works.
- 5.3 This procurement option was selected to enable the early engagement of the MEP contractor with the design team in recognition of the scale and complexity of the package, which is closely integrated across all design clusters. Early engagement will significantly de-risk the project by contributing to development of the mock-up rooms, the asbestos surveys, the interfaces with Metrolink, Electricity Northwest and the Civic Quarter Heat network project, and by testing the buildability of the proposed MEP design solutions.

- 5.4 At the same time, and acknowledging the significant contribution that the MEP package will make to our Social Value targets, early engagement enables us to work very closely with the MEP contractor in packaging works, and thus having a far greater influence on the outcome than would have been the case in a lump sum tender approach.
- 5.5 The long-listed contractors comprised 18 contractors, of whom 2 are Manchester based, and 13 are based in (or have substantial offices within) Greater Manchester.
- 5.6 The successful contractor, NG Bailey, was appointed on 01 July, and will work with Lendlease and the Council in the period up to Notice to Proceed to develop the contract price, programme and Social Value commitments of MEP supply chain.
- 5.7 Given the scale of this package the forecast social value commitments were anticipated to be significant. This includes 45% Manchester resident workforce, 40% Manchester spend, creation of 15 new jobs, 31 level 2-3 apprenticeships, 16 level 4+ apprenticeships and 28 work placements. The appointed contractor is also appointing a dedicated social value manager to work with Lendlease and the client team in the delivery of social value objectives. In many cases the appointed contractor exceeded the forecast social value targets, for example an additional 3 jobs created, additional 4 STEM sessions in local schools, and an additional 8 work experience placements for Manchester secondary school students.
- 5.8 The NG Bailey Social Value offer is described at **Appendix 3**.

6.0 Case study two: Stonework repairs package

- 6.1 The External Stonework Repairs package is budgeted at approximately £6m and is one of the larger packages. This is the largest single 'Heritage' focussed package on the project. The scope incorporates the repair and replacement of identified areas of stonework on the external facades of the Town Hall, also the internal courtyard facades and the roof level stonework including chimney repairs.
- 6.2 There has always been a clear concern identified by all parties about the quantity and size of stonemasonry companies available within the Manchester area to deliver packages of this value. Most of the UK's largest stonemasonry companies are London based. Consequently, the decision was taken from the outset to split this package into at least 3 lots which will then allow smaller locally based contractors to tender the work. The long list of potential tenderers identified 29 possible contractors offering stonemasonry as a skill of which 2 are based in Manchester with a further 15 based in Greater Manchester.
- 6.3 This work package is currently being tendered and was issued to a shortlist (only 1 of which is based outside the North-West) of 8 contractors in lieu of the

normal 3-4 tenderers. The rationale for tendering to so many contractors was that we are aiming to appoint at least 3 different contractors to the 3 lots mentioned earlier and we anticipate that some contractors will decline due to workload/capacity constraints.

- 6.4 The procurement approach has been to tender the work based on the latest external surveys predominantly using binoculars. Once the scaffolding has been erected, the facades will be cleaned and validation survey will be undertaken by the Designers which then inform the Stage 4 information requirements (procurement option C). This information will be used by the bidders to firm up their offer and the order will be placed on full Stage 4 design and measure.
- 6.5 Given the specialist heritage nature of this package it was always deemed that from a social value perspective we would employ local companies who employ a local workforce and that we would focus on creating both apprentices and heritage apprentices, leaving a lasting legacy for the City by training up a new batch of skilled craftsmen. For aesthetic reasons we are only able to source the stone from a single quarry which supplied the original stone for this building, so the social value created by this package is mainly related to the manpower and machinery involved in transforming that stone into the necessary blocks and artefacts required and installing it.
- 6.6 As we have not yet concluded the tender process, we are not able to categorically state the social value offering being made by the contractors from the shortlist, and assuming all short-listed contractors return a tender, it is very likely that at least 2 of the 3 contractors being awarded work will be based in Manchester or Greater Manchester. At bid stage we assumed that this work package would be let to a Greater Manchester based contractor.
- 6.7 Most of the mid-tender reviews have given a strong positive feedback on their social value commitments and it is anticipated that the social value targets will be met or exceeded. As a minimum for these packages we have targeted the contractors to create 3 new jobs, 6 apprenticeships and at least 800hrs of volunteering in addition to other social value requirements included in the Lendlease bid.

7.0 Case study three: Lifts package

- 7.1 The lifts package, valued at approximately £1.5m, covers the design, equipment purchase, delivery and installation of the lifts. Due to the nature of this work it was not anticipated that a high proportion of this spend would be in Manchester or Greater Manchester given that lifts are generally constructed elsewhere in Europe, predominantly Germany and Italy, and this is where equipment is likely to be sourced. The Social Value offer from Lendlease did not anticipate that this package would contribute to the project's targets for local labour or local spend. The workforce will be small with around six operatives on site.

- 7.2 The lifts package is one of a limited number of packages that were selected as single source negotiations, owing to the critical nature of the complex interfaces with the design of structures, architecture and building services, and the need to engage with a contractor sufficiently early to inform design ahead of the application for Listed Building Consent.
- 7.3 In parallel with the ongoing pre-qualification process, and continuing design development, it was agreed that the most appropriate procurement route for the lifts package would be single source negotiation, owing to the critical nature of the complex interfaces with the design of structures, heritage architecture and building services, and the need to engage with a contractor sufficiently early to inform design ahead of the application for Listed Building Consent.
- 7.4 The final decision to negotiate with Ansa Elevators was taken since they have successfully installed lifts in other Council properties (including the Town Hall Extension) and has a strong record of aftercare. This was given significant weight given the complexity of the installations for OTH, referenced above.
- 7.5 In terms of the social value gained from this package the outcomes for Manchester are in the main very good. Manchester spend and Manchester resident workforce are likely to be low given the value of spend on equipment manufactured elsewhere, and the fact the appointed contractor is based in Oldham. As noted above, this package was never intended to make a significant contribution towards social value outcomes, however this is accounted for in the round across all packages and local spend against forecast is on track. The appointed company are very passionate about apprenticeships, with the director and a regional manager both starting as apprentices, and have offered two new apprentice starts as part of this contract, together with two work placements, school engagement activities, and voluntary time committed. The ANSA Elevators Social Value offer is described at **Appendix 4**.

8.0 Forecast position and progress in delivery of social value to date

- 8.1 The table at **Appendix 5** sets out the status with delivery of the Social Value targets to date, showing targets and actual progress for the management contractor, the consultant team and the Council.

Manchester City Council Report for Information

Report to: Ethical Procurement and Contract Management Sub Group – 31 July 2019

Subject: Our Town Hall – Social Value Update

Report of: Director of Capital Programmes

Summary

This report provides an update on how social value is being delivered through the Town Hall Project with a focus on the approach and activity undertaken by the management contractor.

Recommendations

To note the contents of the report and the progress made to date in delivering economic and social value for Manchester.

Wards Affected: All

Alignment to the Our Manchester Strategy Outcomes (if applicable)

| Manchester Strategy outcomes | Summary of how this report aligns to the OMS |
|---|---|
| A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities | The Our Town Hall project will create both employment opportunities for Manchester residents as well as opportunities for Manchester suppliers and contractors. |
| A highly skilled city: world class and home grown talent sustaining the city's economic success | The Our Town Hall project will provide training and upskilling opportunities at a range of levels. |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | The Our Town Hall project will work to ensure that opportunities are made available to Manchester's diverse communities |
| A liveable and low carbon city: a destination of choice to live, visit, work | The Our Town Hall project will improve the efficiency and sustainability of the Town Hall and ensure sustainability throughout the construction process. |
| A connected city: world class infrastructure and connectivity to drive growth | The Our Town Hall project will restore a world class civic building and public square in the heart of Manchester |

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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 Executive Committee – *Town Hall Complex Strategy* – 23 July 2008
- Report to Executive Committee – Town Hall Complex Programme - Transforming Customer Experience – 11 February 2009
- Report to Executive Committee – *Town Hall and Albert Square Maintenance Programme* – 1 October 2014
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 27 July 2016
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 16 November 2016
- Report to Executive Committee – *Capital Programme (Budget 2017/18 – 2021/22)* – 11 January 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 8 March 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall Social Value and Communications* – 22 June 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall* – 7 September 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 13 September 2017
- Report to Resources and Governance Scrutiny Committee – *Manchester Town Hall and Albert Square 'Our Town Hall'* – 9 November 2017
- Report to Resources and Governance Scrutiny Committee - *Manchester Town Hall and Albert Square: 'Our Town Hall'* – 1 February 2018
- Report to Ethical Procurement Sub Group - *Our Town Hall Social Value Update* - 22 February 2018

- Report to Ethical Procurement Sub Group - *Our Town Hall Procurement Launch Event* - 22 February 2018
- Report to Resources and Governance Scrutiny Committee - *Town Hall Project - Capital and Revenue Budget Position* - 24 May 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Management Contractor Procurement* - 6th September 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Letting of the Management Contract* - 6th December 2018
- Report to Executive - *Our Town Hall Project Management Contractor Appointment* - 12th December 2018

1 Introduction

- 1.1 At the time of the last report to this sub-group the Our Town Hall project was in the middle of the design stage and the relatively early stages of appointing a management contractor for the construction works. This report is intended to provide an update on social value activity undertaken over the last 18 months with a particular focus on the commitments made and processes implemented by the management contractor Lendlease in maximising social value for the City.

2 Project update

- 2.1 The Our Town Hall project is currently moving towards the latter stages of the design process, with notice to proceed and the start of construction works expected to begin in early 2020 and scale up over the course of that year. Lendlease were appointed management contractor in January 2019 and will manage a programme of construction works that includes over 120 individual work packages and a large and complex supply chain.
- 2.2 In selecting management contracting as the preferred procurement strategy for the project, the Council has recognised that it is a procurement model which gives us the flexibility to tailor the procurement of individual works packages to the needs of the project rather than the one size fits all approach of traditional contracting.
- 2.3 In the previous report to this sub-group, members were updated on the delivery of social value during the early design stages of the project where a number of successful activities and initiatives had been established which the consultant team contributed to and led. It was acknowledged in the report that the relative scale of the project at this design stage was small in comparison to the construction stage, and that the vast majority of social value outcomes would be delivered through the management contractor and their supply chain over the period 2020 to 2024.

3 Appointment of the management contractor

- 3.1 Lendlease were appointed management contractor in January 2019 following a competitive dialogue processes that took place over the preceding year. As with all contracts awarded by MCC, 20% of a tender's score was awarded on the basis of the bidders response to questions on social value. In addition to questions directly related to social value, bidders were asked to make reference to their social value response throughout the tender.
- 3.2 Perhaps unique to the Our Town Hall project is that fact that it is explicitly part of the management contractor's role to maximise the number of opportunities created for Manchester residents and businesses to benefit from the project.
- 3.3 Encouragingly, both final bids received contained very strong responses to the social value questions. The total social return on investment (SROI) for Lendlease's offer was calculated at £9,031,540. This is calculated net of local

labour and local spend, based on the cumulative fiscal, economic and social value of activities committed to.

- 3.4 The KPIs to which Lendlease committed at bid stage are embedded in their contract and attract penalties for non-delivery. Lendlease have committed to working with MCC to provide the maximum opportunity for local contractors. The contract with Lendlease requires that they deliver 40% of the project value within Manchester and 50% within Greater Manchester. These targets were arrived at following extensive evaluation during the Competitive Dialogue stage, which informed the Lendlease bid.

4 Supply chain engagement

- 4.1 Lendlease has developed a comprehensive procurement strategy that involves over 120 individual work packages, more than triple the number of packages found on projects of comparable value, partly due to the breaking down of packages into elements of work to enable smaller SME companies to participate and develop their company on the project, such as stone work and slate roofing.
- 4.2 Part of the engagement strategy that will ensure the widest possible engagement with local contractors has been the ongoing dialogue through the supply chain, in particular with SMEs and businesses that might not be set up to tender larger projects. Lendlease commenced this process as part of their own bid for the role as Management Contractor, and they have continued with this since appointment. Lendlease is committed to meet the buyer events, the first of which was held on Wednesday 24th April, at the Town Hall, and attended by over 400 businesses. This was the second event we have run following an initial launch event in February 2018 that was reported on previously to this group. These events provided potential contractors and suppliers with the opportunity to meet the team, find out more about work packages and more about the wider OTH project. In the run up to the April event promotional information was distributed through trade networks including Constructionline and the Greater Manchester Chamber of Commerce. Social media advertising was also used with paid advertising on LinkedIn targeted specifically at Manchester businesses.
- 4.3 The Meet the Buyer Event was also used to introduce contractors and suppliers to a range of voluntary and community sector organisations as well as representatives from existing GM employment and training programmes to help them develop their ideas about how to deliver social value in practice.
- 4.4 Following the event attendees were asked to complete a short survey to which 75% of respondents reported that the event was useful and 66% reported that they were more interested in the project as a result of the event.



Photographs from the April 2019 Meet the Buyer Event

5 Council oversight of procurement

- 5.1 The contract with Lendlease stipulates that all works package procurement is open book and that MCC has the right of approval for all tender short-lists. The works package procurement process requires that for each package the draft procurement strategy and tender lists are signed off by officers of the Council in advance of tender. This is unusual for a management contracting approach as the management contractor would ordinarily have complete control of the process with relatively little input from the client.
- 5.2 At the point at which Lendlease were appointed, we invited the Council's Audit team to undertake an assessment of the Lendlease package procurement due diligence process, to ascertain that it was set up appropriately. The Audit concluded with a statement of Substantial Assurance.
- 5.3 An Executive procurement Group (EPG), comprising senior Council Officers (Project Director and the Head of Procurement) acts as the final arbiter on all procurement decisions. The EPG will sit fortnightly during the current procurement stage of the project. Its terms of reference are set out below.

'Role / Accountability:

The role of the Executive Procurement Group (EPG) is to review and approve the Procurement Strategy for the project from the outset and throughout procurement of work packages (WP's). This is to check compliance with the requirements of the principles, processes and procedures as set out in Management Contractor's Specification and specifically section 2.20 and the contract. Any proposed deviation away from these principles is to be identified by LL and reviewed and approved at EPG.

Reports and updates to be provided by LL against WP Social Value KPI's.

Review programme for procurement and agree actions to mitigate delays.

Responsibilities:

- *Approve WP tender lists*

- *Approve WP individual procurement strategies*
- *Receive and review Tender Recommendation Reports*
- *Review compliance with SV KPI's and LL actions to ensure KPI's are achieved holistically.*
- *Receive and review fortnightly procurement progress against the procurement programme*
- *Review progress against WP's that will form part of NTP.'*

5.4 The vast majority of work packages by value follow one of a number of competitive procurement routes, though we do retain the facility to directly award contracts if required. Single sourcing will be kept to a minimum and is only considered where there is a strong evidence base and rationale to support it. This would include for example securing highly specialist supplies such as stone or slate where there is only one source or where the complexity of the design interfaces and need for early engagement to inform design makes this the best option. It will be ensured that there is a transparent process for signing off these decisions.

5.5 The following table shows the forecast breakdown between procurement routes.

| Route | No. Packages | Value | Value as % of total cost |
|----------------------------|--------------|---------------------|--------------------------|
| Competitive process | 105 | £134,323,128 | 77.1% |
| Negotiation/ Single source | 12 | £11,036,439 | 6.3% |
| Other | 4 | £28,947,267 | 16.6% |
| Total | 121 | £174,306,834 | 100% |

Note: "Other" refers to insurance, warranties, bonds etc.

5.6 Work package procurement follows the same due diligence process:

- A procurement strategy for each package is agreed with the Council that determines the procurement route from a number of options.
- Where the procurement route is to be competitive, a long list of potentially suitable tendering companies is compiled through dialogue with the Council and wider project team, taking into account market engagement activities such as the meet the buyer event, and which forms the basis of market testing with the supply chain and the implementation of the due diligence process. As part of this process, potential bidders are invited to complete a pre-qualification questionnaire (PQQ) document, which covers such topics as Skills, Quality, Health and Safety, Sustainability Financial Standing, long-term stability, business location and Heritage experience.
- The due diligence process is used to short-list the companies that will be invited to tender. These will be companies that are considered to be technically capable, financially robust, and able to deliver against the project's strategic objectives, including social value.

- The tender documents for each package will specify the evaluation methodology, including the scoring system that takes into account quality, price, heritage experience and social value.
- Following receipt of tenders, EPG will receive a Tender Recommendation Report prior to the placement of the works package contract.

- 5.7 Currently the project is only in the very early stages of work package procurement with only a small amount by value let, mainly relating to pre-construction works in advance of notice to proceed. The majority of packages by value will be procured over the period 2020 – 2021 with the majority concluded by mid-2022. The overwhelming majority of packages are procured via competitive process. We would be happy to provide future reports on progress to this sub group.
- 5.8 There is an opportunity to carry out further market research and engagement in advance of packages being procured as part of the process described in section 5.4 above.
- 5.9 It should be noted that Lendlease as part of its routine business practices has a number of qualifying metrics that pre-qualifying companies must meet before they can be short-listed to tender. One of these is in relation to the assessment of financial standing, which requires that each contractor must have sufficient turnover that the work package value will be less than 30% of the company's annual turnover. This is a requirement that ultimately protects the Council.

6 Driving social value through the supply chain

- 6.1 As described above the role of the management contractor is to procure and manage a large and complex supply chain working on over 120 individual work packages that vary greatly in duration, value and scope. It is therefore a crucial part of their role to ensure that all contractors and suppliers that make up the wider supply chain are supported to contribute towards the overall social value outcomes of the project. This is something that has been specifically written into the management contractor's contract specification.
- 6.2 To provide support and day-to-day oversight of the social value workstream MCC's Work and Skills Team are embedded in the Our Town Hall Project via the Work and Skills Project Manager. Additional dedicated resource is provided by Lendlease in the form of a Social Value Lead. Both the Work and Skills Project Manager and the Social Value Lead work closely with the Lendlease procurement and commercial teams to ensure that social value is given the appropriate level of consideration through the procurement process. Lendlease's approach to the management of social value requires individual work package managers and procurement managers to maximising social value within their area, rather than this responsibility sitting remotely with one sustainability manager.
- 6.3 All contractors working on the project must provide a named lead person who is responsible for ensuring delivery of social value outcomes for their work package. For larger packages this may be a full time position. Social value

leads from across the design team and Lendlease form a social value working group that meets every other month to share opportunities and best practice.

6.4 The following process has been implemented to drive social value through Lendlease's supply chain:

1. Using available information on each work package, including value, scope and duration of works together with early market engagement and engagement with employment/skills and training providers Lendlease have forecast social value KPIs on a package by package basis.
2. Forecast KPIs are used as a basis for engagement with the supply chain around social value, with the final agreed targets for the package forming part of the contract with the supplier.
3. Lendlease report on a fortnightly basis to EPG to update forecast KPIs with what has actually been committed through the procurement process. This allows the team to then make adjustments across the portfolio of packages to ensure that the project achieves or exceeds its targets overall.
4. On appointment, contractors will agree a schedule for the delivery of their social value KPIs with Lendlease.
5. Once the contractor starts work they are supported, if required, by Lendlease and the client team to deliver against KPIs they have committed to. This support can range from providing information and guidance about services in the city they can work with, to putting contractors in contact with voluntary or community sector organisations, or linking them up to existing activities such as the M Futures scheme.
6. All contractors are made aware of existing resources, organisations and activities that are already established in Manchester that they can link with to achieve their targets, with the aim being to make the process as easy as possible for contractors (particularly SMEs), and ensuring that we get the maximum benefit for the city.
7. Lendlease monitor progress against schedule and report any variation to the Social Value Lead for discussion with the Work and Skills Project Manager to put in place additional support or challenge as required. Report by exception to the Project Director and Head of Work and Skills via Work and Skills Panel.

6.5 In summary, we have an open book procurement process with Council oversight, and we are currently tracking ahead of target on the local spend targets. The table below details the current forecast reported to EPG on the KPIs for local spend as a percentage of the overall construction value.

| KPI Forecast | | |
|---|---------------------------|--------------------------|
| | SV2a | SV2b |
| | Procurement in MCR | Procurement in GM |
| Forecast total package value | £88,241,670 | £141,662,274 |
| Forecast % of total construction value | 50.6% | 81.3% |
| MCC compliance target | 40.0% | 50.0% |
| Lendlease OTH target | 50.0% | 80.0% |

7 Social value delivery to date

7.1.1 The wider Our Town Hall team that is made up of the six design team companies, Lendlease, the MCC Client Team and variety of smaller directly appointed contractors and consultants have made significant contributions towards meeting our ambition for social value delivered through the project, even at this early pre-construction stage.

7.1.2 This section of the report provides some narrative on activities delivered to date. Please note that targets refer to those agreed for the OTH project as a whole back in 2017. In several cases we expect to significantly exceed the given target, particularly where we have been able to develop new models of delivery.

7.1.3 A table showing targets and progress is included as an annex to this report.

7.2 Local spend

7.2.1 OTH is committed to achieving a minimum of 40% project spend in Manchester. To the end of the financial year 2018/19, combined revenue and capital project spend in Manchester is as follows:

| Item | Value | % Manchester Spend |
|-------------------------------|-----------------------|---------------------------|
| Project office costs | £10,613,683.26 | 42% |
| Design team costs | £7,753,658.44 | 72% |
| Other tier 1 contractor costs | £734,351.52 | 57% |
| Total | £19,101,693.22 | 57% |

Note this does not include construction costs as the package procurement process is ongoing.

7.2.2 Please refer to paragraph 6.5 above for forecast spend as a percentage of overall construction value.

7.3 Qualifications and professional memberships

- 7.3.1 The OTH project has committed to achieving a target of at least 50 new qualifications across the project and at least 20 new professional memberships (e.g. chartership). The majority of these are expected to be delivered through the construction phase and with the time taken to complete qualifications there is of course some lag between starts and completions.
- 7.3.2 At the time of writing the project has achieved 3 new qualifications and 1 new professional membership. A further 3 qualifications and 2 professional memberships are in progress.
- 7.3.3 As we move into the construction phase we will be working with the Construction Industry Training Board (CITB) to ensure that contractors are claiming and spending funding towards training and qualifications to which they are entitled, including specialist heritage training which will form part of the project's skills legacy.

7.4 School and college engagement

- 7.4.1 The OTH project has overall targets to provide at least 50 careers and employment related sessions and at least 50 STEM (science, technology, engineering and maths) sessions for schools and colleges in Manchester, as well as at least 50 work placements for secondary school age young people.
- 7.4.2 To date the project team have worked with nineteen secondary schools, three sixth forms and two primary schools in Manchester. In addition to these we have also supported the Manchester Youth Zone and We Love Manchester Summer School.

7.4.3 Activities undertaken with schools and colleges include:

- *Mentoring* - Two schools have been provided with mentors via the One Million Mentors programme with a further two planned starts for September 2019. We are actively promoting One Million mentors amongst the team as a good way of using volunteer time and providing meaningful support to young people in Manchester and aim to get more staff signed up in time for the next academic year.

In addition to One Million Mentors six of our M Futures apprentices have completed a programme of mentoring for small groups of students in three schools specifically tailored towards young people interested in construction and apprenticeships. These sessions were requested by the schools and designed in collaboration with them, with apprentices running six sessions for each group.

- *Work Experience* - The project team have supported 48 work experience placements for young people of both school and college age to come and spend time working in and learning about the Town Hall and the construction sector.

The previous report to this committee detailed the development of a shared work experience week that was designed with Manchester schools and the project's design team and which was based on the M Futures apprenticeship scheme. The week provides an opportunity for a group of young people to spend time with each of the major disciplines (architecture, project management, engineering etc) involved with the project, learning about those roles and undertaking a number of "mini-projects" over the week. We have run this event three times since the last report, reaching a total of 33 young people. Since joining the project Lendlease have been able to add an additional construction focused element to the week and site visit to two of their "live" sites in the city centre.

"I got out of the week more than I expected. I thought construction wasn't for me but I was wrong"

- East Manchester Academy Pupil

"I found out about more engineering jobs and opportunities. I also found out about opportunities after school such as apprenticeships"

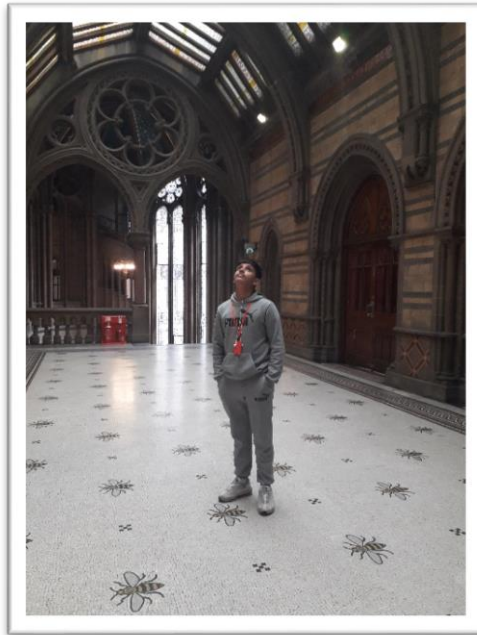
- St Peter's RC High School Pupil

In addition to the work experience week the team have also supported and additional 15 individual placements for students in Manchester who are particularly interested in one company or aspect of the project. These have been provided by both the design team and Lendlease.



Students participating in OTH's Work Experience Week

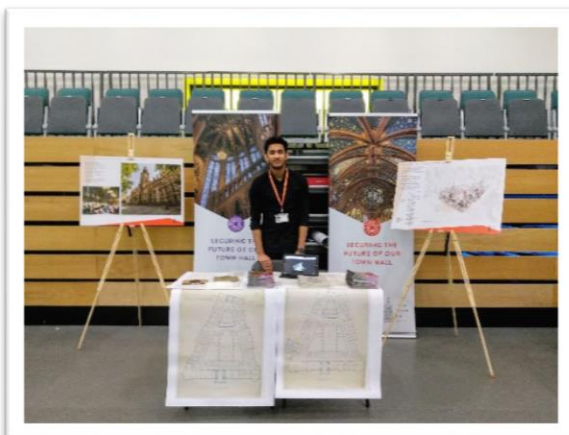
- **Site Visits** - The team regularly host visits to the site for groups of young people with the most recent group coming from the We Love Manchester Summer School. Often visits are used as a first step to engage with a school or a group of young people before bringing them on to work experience or other activities. Site visits are also used to introduce young people to some of the job roles in the construction industry and to give them the chance to meet some of our current apprentices.



We Love Manchester Sumer School student on The Bees landing

- *Careers fairs and other careers focused activities* - As well as the schools we already have a relationship with the project is connected with a number of information, advice and guidance (IAG) providers in Manchester and aims to attend careers fairs and other events in schools as often as we can. To date we have been able to support 28 events which have included careers fairs & school careers days, mock interviews enterprise days and enterprise challenges.

We always aim to use the events as an opportunity to engage with students and school staff around other opportunities on the project.



Careers fair at St Paul's High School and Manchester Disability Jobs Fair

- *STEM events and classroom based sessions* - The project team have taken part in five STEM events, most recently our first classroom session in a primary school where sustainability consultants BDP ran a session about the Town Hall and sustainability.

In June 2019 Lendlease supported a 2 day Civil & Structural Engineering event at The Manchester College with CITB and CPMUK attended by over 200 year 10 students from more than 10 schools.

7.5 Higher education engagement

- 7.5.1 The OTH project has committed to working with at least 1,500 students in higher education in Manchester (including University of Manchester, MMU, and the University of Salford's School of the Built environment).
- 7.5.2 Work with both the University of Manchester and MMU, in particular the joint school architecture, has been a real success and credit to project architects Purcell who have driven this relationship forward. Together with the University of Salford School of the Built Environment with have supported 940 students in Manchester through a number of activities, including:
- *Themed site visits* - students are given a tour around the site and undertake an activity relating to their course, e.g. carrying out measured surveys or sketching design ideas for different spaces.
 - *Mentoring* - Purcell have mentor a number of Manchester students through the RIBA mentoring scheme. We also provide a mentor to MMUs business school.
 - *Careers fairs* - Attendance at university careers fairs to promote opportunities in construction to university students .
 - *Work placements* - Purcell have offered paid work experience placements to Manchester students particularly interested in working in a heritage environment.
 - *Industry placements* - Linked to the above, Purcell have also recruited a number of Manchester students for their industry placements (all architecture students must undertake two years in industry as part of their studies). Several of these students were initially engaged with the project through the other activities listed above.
 - *Research Projects* - The project has supported two research projects focused on the history of the building and historical sources of information about the building. The results of these projects will be used to inform the development of the future "visitor experience" offer in the building.
 - *MSA Events* –The School of Architecture's annual *Events* programme sees groups of five masters students lead a group of fifteen undergraduate students to complete a brief and deliver a project set by a client. In 2018 we successfully supported four groups, and in 2019 built upon this by supporting another four groups but with two of these being specifically asked to work with a school in Manchester with the aim of introducing younger students to the world of higher education. This lead to groups of architecture students running design sessions with pupils from Whalley Range High School and The East Manchester Academy to explore how we could make the building and Albert Square a more attractive destination for young people.



Selection of posters created by student project groups

7.6 M Futures higher level apprenticeships

- 7.6.1 *M Futures* is the flagship higher level apprenticeship scheme for the project and provides a unique opportunity for apprentices to gain broad experience of working in professional roles in construction. Each of the design team companies and Lendlease have committed to employing apprentices through this scheme, which also runs on other major projects in Manchester including the Factory, Circle Square and Manchester Life.
- 7.6.2 The first intake of six apprentices recruited in September 2017 are now approaching completion with at least four staying in the industry and two staying to work on the OTH project. Two of our apprentices will now be completing degree level qualifications paid for by their employers.

“Through the apprenticeship I’ve had the opportunity to experience every element of a major project. The experience I’ve gained is invaluable.”

- Dylan

“This apprenticeship scheme has given me the opportunity to explore multiple future job roles in the construction industry and since beginning on the project, I have gained invaluable insight into the future career routes that are open to me and I have acquired skills that will prove useful to me in the future.”

- Matt



First cohort of six M Futures apprentices, and apprentice of the near nominee Matt McGowan.

- 7.6.3 We are about to appoint the third (and largest) intake of seven apprentices onto the scheme with recruitment concluding in the first week of August for a September 2019 start. In contrast to previous years where it has been difficult to generate good quality applications from Manchester itself, this year we will be taking 42 applicants that meet the residency criteria through the final interview stage for M Futures across all participating sites. The Manchester residency criteria for apprentices requires applicants to be either resident in Manchester or to have attended college in Manchester.
- 7.6.4 As the project has not yet entered the construction phase there have been very few opportunities for trade-based apprenticeship starts on the project and very few opportunities of level 2 or level 3 apprenticeships. To date one level 3 apprentice has been employed through the scaffolding work package and a further one business support apprentice is expected to be created within the project office in the very near future. The recruitment of level 2 and level 3 apprentices will begin with the appointment of works contractors and the start of construction next year.
- 7.6.5 As reported previously to scrutiny committee the first intake of apprentices onto the OTH M Futures scheme were not Manchester resident, however we have worked hard with colleges in the city to ensure that we generated more good quality applications from within the city, and our employers have agreed to ring-fence vacancies for Manchester residents
- 7.6.6 Finally, in terms of completing apprentices there is a lag between starts and completions, Given that higher level apprenticeships generally take two years to complete, the M Futures cohort completing this year will be the first completions towards this target, but this will begin to rise one to two years after appointment.

7.7 Work placements

- 7.7.1 The OTH project will provide a minimum of 50 work placements for Manchester residents aged 17+. To date we have provided 13 placements for Manchester residents.

- 7.7.2 In addition to work placements for school and university students described above Lendlease have offered 2 work placements for 2 homeless people. Structural Engineers Ramboll have been able to provide two paid internships for an MCC care leaver with their engineering team with a view to him being in a position to apply for their graduate scheme when he completes his studies, and we have also run a work experience week for a group of college students.

“This is the last week of my placement. It has been going very well so far and I am learning a lot and getting all the necessary connections from the office.”

- *Manchester Care Leaver*

- 7.8 Going forward we intend to work with a number of Manchester based initiatives, including GM Hidden Talent and Skills Support for Employment, as well as our existing voluntary and community sector partners, to ensure those Manchester residents who will benefit the most are able to access placements on the project, in some cases preparing them to make job or apprenticeship applications.

7.9 Time bank and volunteering

- 7.9.1 The project has a commitment to spending 10,000 hours of voluntary time with projects around Manchester. In addition to some of the events and activities recorded above, we have established a number of initiatives to ensure the entire project team are able to contribute:

- ***Barnabus Drop In Centre*** Beginning in March 2019 Lendlease established a weekly volunteering session helping out at the Barnabus drop in centre on Bloom Street to provide food and clothing to homeless people in Manchester. At present we generally send two or three volunteers each Friday morning for half a day and have given just over 130 hours of time to date. This session is supported by the entire project team.
- ***Canal and River Trust*** Lendlease staff have undertaken cleaning and tidying work on lock 89 (Tib Lock) in the city centre.
- ***Centre Point*** Lendlease staff have spent 52 hours over 2 community days prepping and painting support rooms at Centre Point's base in central Manchester.
- ***Friends of Clayton Hall*** - Faithful and Gould have spent 12 hours helping the Friends of Clayton Hall with work in the grounds surrounding the hall. We aim to eventually build on our relationship with the Friends Group to assist them with work relating to the ongoing maintenance and running of the Hall.

7.9.2 In addition to the above the team have also raised money and donated items to a range of charities working in Manchester included We Love Manchester, MacMillan, Wood Street Mission, Stand Up to Cancer and more.



£5,000 Donation to Wood Street Mission and staff volunteering at Centre Point

7.10 Health and wellbeing

7.10.1 The project team are passionate about ensuring the health and wellbeing of the entire team and led by Lendlease have established several active groups that also help staff from different teams and organisations get to know each other. To date these have included:

- Blood pressure monitoring, nutrition and diet
- Events such as Manchester 10k run, Three Peaks, Manchester 100k cycle, Walking with the Wounded walk
- Five-a-side football team
- Menopause support
- Yoga group
- OTH choir

8 Equality and diversity

8.1 The construction industry, like other sectors, does face some significant problems in terms of perception of the industry and working conditions that mean that frequently the diversity of the workforce does not reflect that of the wider population. This problem is particularly acute in relation to the number of young women and girls exploring careers in or joining the industry.

8.2 We are mindful that when working with young people we need to show that the industry is inclusive and that there are all kinds of roles and careers that suit a wide range of skills and interests. Much of the activity above has been developed with this in mind, and we are fortunate that we have team members that act as real champions for gender equality in the industry. When bringing groups into the building we specifically request that schools and colleges put

forward an equal number of males and females and this approach has helped address some early imbalances.

- 8.3 Regarding apprenticeships, unfortunately despite revising all promotional materials to include images of women in construction and case studies of current female apprentices only 4 of the 42 applications are from women. This is obviously disappointing and clearly relates to wider issues that are in some ways beyond our control, however there is more we can do to try and address this through closer work with schools and colleges to develop longer term relationships with students.
- 8.4 In terms of ethnicity we have found that the backgrounds of people we have engaged with to date is broadly reflective of the wider population. The applicant pool for this year's apprenticeship intake is generally positive with white, black, Chinese, Arab and mixed ethnicities all marginally underrepresented Asian (including Indian and Pakistani) slightly over represented.
- 8.5 As we move into the construction phase with more opportunities for potential job and apprenticeship starts we are already considering how we ensure there is a support route available for older people. This is a focus of MCC's Work and Skills Team who are currently undertaking some joint work with MAES and corporate communications in this area that we will be able to draw on. We also intend to build our relationship with organisations specifically working with older people to ensure they are aware of opportunities on the project.
- 8.5.1 Lendlease are required to monitor diversity in the workforce as part of their contract.

9 Pathways towards work

- 9.1 While the individual activities described above are all positive outcomes in their own right we have always been aware that the real opportunity we have with Our Town Hall is to link these opportunities together to form a pathway towards work for Manchester residents. Now that we are approximately 2 years into the design programme we are beginning to see some of links taking effect, for example:
 - Young people engaged at school based events returning to us to undertake work experience placements.
 - College students who have visited the building or completed work experience applying for apprenticeships.
 - University students who have met project staff or visited the building joining us for summer placements or for their year in industry.
 - Completing apprentices staying in the industry and in some cases moving into employment and further training within the project team.
 - Making the link between "stages" - e.g. getting university students and apprentices to work with high school students.
- 9.2 Again, at this stage in the project the volume of this activity is relatively low compared to the construction phase, however it provides us with a good

foundation to build on to secure opportunities for Manchester residents as the project progresses.

10 External evaluation of social value

10.1 Given the unique nature of the project the client team has requested some external evaluation of work undertaken and this was completed by CLES in April 2019. In relation to activities undertaken the report stated:

“The documentation reviewed and conversations undertaken as part of this mini-evaluation revealed a number of positive outcomes being realised through the social value activities...The outcomes include:

- *Improved aspirations for careers in project management, design, and construction;*
- *Some enhanced knowledge around civic democracy;*
- *Changing mindsets amongst children and young people;*
- *More effective relationships and partnerships between Manchester City Council, the Design Team contractors, schools and universities;*
- *Quality work experience and mentoring opportunities;*
- *Improved knowledge around design and construction;*
- *Sustainable apprenticeships with Design Team contractors.”*

10.2 Concerning the procurement of the management contractor, CLES found that:

The evaluation and scoring of social value responses to procurement opportunities is notoriously difficult, with challenges often being around the subjectivity of questions and responses, the lack of robustness of the process, and the skills of those undertaking the evaluation. The approach of Manchester City Council in the procurement of the management contractor has been contrary to this common perception. The Council has used a mix of quantitative and qualitative scoring mechanisms for the evaluation of responses, including the Social Profit Calculator; together with a minimum of three people collectively reviewing responses. This has enabled a robust and effective approach to evaluation...This clearly evidences that competitive dialogue was an effective approach in the case of the Our Town Hall project.

11 Next steps

11.1 The main development since the last report has been the appointment of Lendlease as management contractor. This has meant that we have been able to start planning in detail how we intend to deliver social value outcomes in Manchester during the construction phase of the project.

11.2 We do now have a good foundation to work from to secure opportunities for Manchester residents with the trade contractors that will be joining the project from early 2020.

11.3 Some of the planned work to support this includes:

- Working with other heritage projects to support the delivery of heritage skills training opportunities for contractors and residents.
- Further support for voluntary and community groups in Manchester especially around the maintenance or refurbishment of historic buildings.
- Working with the Manchester College to support work placements as part of the roll out of T-Levels including in occupations such as communications and administration in addition to construction.
- Broadening Higher Education Engagement beyond construction and built environment disciplines.
- Providing additional volunteering opportunities for the project team.

12 Conclusion

- 12.1 In conclusion, this report demonstrates that given the current stage in the project lifecycle the Our Town Hall Project has already had a major impact towards achieving the project objective *to deliver economic and social value for Manchester*, and that we have a strong foundation on which to build as the project approaches the construction phase.
- 12.2 The Lendlease procurement process is entirely open-book and the Council has the final say on all procurement decisions, as monitored by the Executive Procurement Group. At the time of writing, we are forecasting to exceed the overall Social Value targets for the project, and are working hard to ensure that Manchester businesses and communities are engaged with and can benefit from the project.
- 12.3 The project team now needs to focus on continuing this success in a project environment that will see the complexity of the supply chain greatly increase over the coming months, ensuring that the enthusiasm and passion shown thus far is matched by our works contractors.

Appendix 1 – Social Value KPI Summary 26th July 2019

| KPI Ref | Description | OTH Base Target | Actual | Notes |
|---------|---|-----------------|--------|---|
| SV1 | % of workers MCR resident | 30% | 21% | Design team and client team |
| SV2a | % of project spend in Manchester | 40% | 57% | April 2016 – March 2019, net of Lendlease |
| SV2b | % of project spend in Greater Manchester | 50% | 68% | April 2016 – March 2019, net of Lendlease |
| SV3 | New jobs created | 45 | 24.5 | Includes 3 x positions currently recruiting |
| SV4 | New qualifications | 50 | 3 | 3 in progress – volume expected in construction phase |
| SV5 | New professional memberships | 20 | 1 | 2 in progress – volume expected in construction phase |
| SV6 | Progression in professional memberships | 20 | 0 | |
| SV7 | School/college careers/employment sessions | 50 | 28 | |
| SV8 | School/college STEM sessions | 50 | 5 | Further planning required for 2019/20 academic |
| SV9 | Students supported with employment, skills or subject/ research work. | 1500 | 940 | |
| SV10 | HE research projects | 35 | 2 | Further 1 in progress and 2 in development. |
| SV11 | Work placements 14-16 | 50 | 33 | |
| SV12 | Work placements 17+ | 50 | 13 | |
| SV13 | New apprentices up to level 3 | 100 | 1 | Further 1 to start recruitment imminently |
| SV14 | New apprentices level 4+ | 50 | 12 | Further 7 currently in recruitment |
| SV15 | MCR resident apprentices | 100% | 38% | Refer to section 7.6.5 |
| SV16 | Existing Apprentices | 100 | 1 | Volume expected in construction phase |
| SV17 | Completing Apprentices | 100 | 0 | First 6 completions expected September 2019 |
| SV18 | Time bank hours spent | 10,000 | 165.5 | Weekly volunteering established |
| SV19 | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | 100% | 100% | 100% commitment |

Appendix 2 - Our Town Hall: Management Contractor Social Value KPI Summary

| Key Performance Indicators (KPI's) | | | LL Commitment | Procured to date | Future Procurement | Total Forecast (Adjusted as packages are procured) | Variance |
|------------------------------------|------------------------------|--|---|---------------------|-----------------------|---|----------|
| Ref. | KPI | Definition | Compliance Base Target (Units) (X) | Achieved to date | Forecast | Total Forecast | Variance |
| SOCIAL VALUE | | | | | | | |
| SV1 | Local Economic Benefit | % of workers reside in Manchester | 30% | 45% | -5% | 40% | 10% |
| SV2a | Local Economic Benefit | % of project spend in Manchester | 40% | 23% | 27% | 50% | 10% |
| SV2b | Local Economic Benefit | % of project spend in Greater Manchester | 50% | 23% | 57% | 80% | 30% |
| SV3 | Employment | Number of jobs created or backfilled as a result of staff move | 36 | 18 | 32 | 50 | 14 |
| SV4 | Qualifications | Number of Manchester resident people achieving an accredited qualification at a higher level than they held when they were first employed on the project (Excluding apprentices) | 40 | 21 | 29 | 50 | 10 |
| SV5 | Qualifications | Number of people employed on the OTH project who achieve a professional membership who had not previously held one | 10 | 6 | 6 | 12 | 2 |
| SV6 | Qualifications | Number of people employed on the OTH project who progress to a higher level of professional membership | 10 | 4 | 8 | 12 | 2 |

| | | | | | | | |
|-------------|--------------------|---|------|-----|-----|-----|------|
| SV7 | Education & Skills | Number of sessions to support delivery of careers information advice and guidance in Manchester schools and colleges | 40 | 55 | 17 | 72 | 32 |
| SV8 | Education & Skills | Number of STEM curriculum sessions delivered in Manchester schools and colleges | 40 | 24 | 16 | 40 | - |
| SV9 | Education & Skills | Number of students attending a Greater Manchester University supported with employment, skills or subject/ research work. | 800 | 100 | 700 | 800 | - |
| SV10 | Education & Skills | Number of Higher Education research projects supported at Greater Manchester HE institutions | 10 | 8 | 4 | 12 | 2 |
| SV11 | Work Placements | Number of work placements provided to Manchester resident young people or young people attending a Manchester educational establishment and aged 14-16 | 40 | 10 | 36 | 46 | 6 |
| SV12 | Work Placements | Number of work placements provided to Manchester residents or young people attending a Manchester educational or training establishment aged 17+ | 40 | 20 | 20 | 40 | - |
| SV13 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 3 or below | 100 | 32 | 93 | 125 | 25 |
| SV14 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 4 or above | 35 | 17 | 33 | 50 | 15 |
| SV15 | Apprentices | Percentage of new apprentices employed on the project who are Manchester resident or attend a Manchester based educational institution or University of Salford | 100% | 80% | 80% | 80% | -20% |
| SV16 | Apprentices | Number of existing Manchester resident apprentices working on the OTH project | 70 | 31 | 69 | 100 | 30 |
| SV17 | Apprentices | Number of completing Manchester | 70 | 31 | 69 | 100 | 30 |

| | | | | | | | |
|-------------|---------------------|---|-------|------|-------|--------|-------|
| | | resident apprentices | | | | | |
| SV18 | Volunteering | Number of hours donated to supporting other Manchester projects | 8,000 | 5010 | 7,790 | 12,800 | 4,800 |
| SV19 | Employment | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | 100% | 100% | 100% | 100% | 100% |
| SV20 | Ethical Procurement | 100% Compliance with the Employers Ethical Procurement Policy | 100% | 100% | 100% | 100% | 100% |

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Appendix 3 - Our Town Hall: Social Value Targets Work Package: Main MEP Services (NG Bailey)

| Key Performance Indicators (KPI's) | | | | | |
|------------------------------------|------------------------|--|---|-------------------------|------------------------------|
| Ref. | KPI | Definition | Evidence | WP Proposal (as LL bid) | Current Forecast (as bought) |
| SV1 | Local Economic Benefit | % of workers reside in Manchester | Percentage of total workforce employed to deliver the OTH project which are Manchester Residents. | 30% | 45% |
| SV2a | Local Economic Benefit | % of project spend in Manchester | Value or percentage of spend on contracting a Manchester workforce and supply chain to deliver the OTH project. | 0% | 100% |
| SV2b | Local Economic Benefit | % of project spend in Greater Manchester | Value or percentage of spend on contracting a Greater Manchester workforce and supply chain to deliver the OTH project. | 100% | 100% |
| SV3 | Employment | Number of jobs created or backfilled as a result of staff move | Number of new jobs created on the project team or supply chain or by back filling posts. All employees to be paid the Manchester living wage (£8.45 per hour) | 12 | 15 |
| SV4 | Qualifications | Number of Manchester resident people achieving an accredited qualification at a higher level than they held when they were first employed on the project (Excluding apprentices) | Achieving any qualification at a higher level than they currently have | 15 | 20 |

| | | | | | |
|------|--------------------|---|---|-----|-----|
| SV5 | Qualifications | Number of people employed on the OTH project who achieve a professional membership who had not previously held one | New Professional memberships achieved by project team members, e.g. RICS. | 4 | 6 |
| SV6 | Qualifications | Number of people employed on the OTH project who progress to a higher level of professional membership | Employees progressing to the next level of their professional membership. i.e. Student Membership to Chartered. | 4 | 4 |
| SV7 | Education & Skills | Number of sessions to support delivery of careers information advice and guidance in Manchester schools and colleges | A session is defined as a minimum commitment of 1hr. Please note: city wide careers events with multiple employers will not count towards this KPI. | 50 | 50 |
| SV8 | Education & Skills | Number of STEM curriculum sessions delivered in Manchester schools and colleges | A session is defined as a minimum commitment of 1hr. Curriculum is defined as supporting a specific subject, module and/or course such as STEM. | 20 | 24 |
| SV9 | Education & Skills | Number of students attending a Greater Manchester University supported with employment, skills or subject/ research work. | A session is defined as a minimum commitment of 1hr. Please note: city wide careers events with multiple employers will not count towards this KPI. | 100 | 100 |
| SV10 | Education & Skills | Number of Higher Education research projects supported at Greater Manchester HE institutions | A research project can be at any level, from undergraduate to PhD, and can be supported on and/or off site. 3-6 months minimum | 8 | 8 |

| | | | | | |
|------|-----------------|--|---|----|----|
| SV11 | Work Placements | Number of work placements provided to Manchester resident young people or young people attending a Manchester educational establishment and aged 14-16 | Work experience for young people 16 or under. Between 1 and 2 weeks in duration. | - | 8 |
| SV12 | Work Placements | Number of work placements provided to Manchester residents or young people attending a Manchester educational or training establishment aged 17+ | Work experience for people in education or training aged 17+ for between 2 and 6 weeks. | 20 | 20 |
| SV13 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 3 or below | This is the total number of new apprentices at level 3 or below only that will work on the OTH project. There is a minimum duration of 1 year employment for all apprenticeships on the OTH project and all apprenticeships will be paid minimum wage (25+ rate) | 31 | 31 |
| SV14 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 4 or above | This is the total number of new apprentices at level 4 or above only that will be working on the OTH project. There is a minimum duration of 1 year employment for all apprenticeships on the OTH project and all apprenticeships will be paid minimum wage (25 | 16 | 16 |

| | | | | | |
|------|---------------------|---|--|-------|-------|
| SV15 | Apprentices | Percentage of new apprentices employed on the project who are Manchester resident or attend a Manchester based educational institution or University of Salford | n/a | - | 80 |
| SV16 | Apprentices | Number of existing Manchester resident apprentices working on the OTH project | This is the total number of existing apprentices that will be working on the OTH project. Your total number of existing apprentices can include apprentices of any level or location. Does not include new apprentices who will work on the project. | 30 | 30 |
| SV17 | Apprentices | Number of completing Manchester resident apprentices | Apprentices completing a higher level qualification than they currently have on the OTH. Includes existing and new apprentices of any level | 30 | 30 |
| SV18 | Volunteering | Number of hours donated to supporting other Manchester projects | 1 hour volunteer work at any time (unstructured volunteering) | 5,000 | 5,000 |
| SV19 | Employment | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | 100% | 100% |
| SV20 | Ethical Procurement | 100% Compliance with the Employers Ethical Procurement Policy | n/a | 100% | 100% |

Appendix 4 - Our Town Hall: Social Value Targets Work Package: Lifts - New (Ansa)

| Key Performance Indicators (KPI's) | | | | | |
|------------------------------------|------------------------|--|---|-------------------------|------------------------------|
| Ref. | KPI | Definition | Evidence | WP Proposal (as LL bid) | Current Forecast (as bought) |
| SV1 | Local Economic Benefit | % of workers reside in Manchester | Percentage of total workforce employed to deliver the OTH project which are Manchester Residents. | 0% | 25% |
| SV2a | Local Economic Benefit | % of project spend in Manchester | Value or percentage of spend on contracting a Manchester workforce and supply chain to deliver the OTH project. | 0% | 0% |
| SV2b | Local Economic Benefit | % of project spend in Greater Manchester | Value or percentage of spend on contracting a Greater Manchester workforce and supply chain to deliver the OTH project. | 0% | 100% |
| SV3 | Employment | Number of jobs created or backfilled as a result of staff move | Number of new jobs created on the project team or supply chain or by back filling posts. All employees to be paid the Manchester living wage (£9.00 per hour) | - | 1 |

| | | | | | |
|-----|--------------------|--|---|---|---|
| SV4 | Qualifications | Number of Manchester resident people achieving an accredited qualification at a higher level than they held when they were first employed on the project (Excluding apprentices) | Achieving any qualification at a higher level than they currently have | - | 1 |
| SV5 | Qualifications | Number of people employed on the OTH project who achieve a professional membership who had not previously held one | New Professional memberships achieved by project team members, e.g. RICS. | - | - |
| SV6 | Qualifications | Number of people employed on the OTH project who progress to a higher level of professional membership | Employees progressing to the next level of their professional membership. i.e. Student Membership to Chartered. | - | - |
| SV7 | Education & Skills | Number of sessions to support delivery of careers information advice and guidance in Manchester schools and colleges | A session is defined as a minimum commitment of 1hr. Please note: city wide careers events with multiple employers will not count towards this KPI. | - | 5 |
| SV8 | Education & Skills | Number of STEM curriculum sessions delivered in Manchester schools and colleges | A session is defined as a minimum commitment of 1hr. Curriculum is defined as supporting a specific subject, module and/or course such as STEM. | - | - |

| | | | | | |
|------|--------------------|--|---|---|---|
| SV9 | Education & Skills | Number of students attending a Greater Manchester University supported with employment, skills or subject/research work. | A session is defined as a minimum commitment of 1hr. Please note: city wide careers events with multiple employers will not count towards this KPI. | - | - |
| SV10 | Education & Skills | Number of Higher Education research projects supported at Greater Manchester HE institutions | A research project can be at any level, from undergraduate to PhD, and can be supported on and/or off site. 3-6 months minimum | - | - |
| SV11 | Work Placements | Number of work placements provided to Manchester resident young people or young people attending a Manchester educational establishment and aged 14-16 | Work experience for young people 16 or under. Between 1 and 2 weeks in duration. | - | 2 |
| SV12 | Work Placements | Number of work placements provided to Manchester residents or young people attending a Manchester educational or training establishment aged 17+ | Work experience for people in education or training aged 17+ for between 2 and 6 weeks. | - | - |

| | | | | | |
|------|-------------|---|---|---|---|
| SV13 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 3 or below | This is the total number of new apprentices at level 3 or below only that will work on the OTH project. There is a minimum duration of 1 year employment for all apprenticeships on the OTH project and all apprenticeships will be paid minimum wage (25+ rate) | - | 1 |
| SV14 | Apprentices | Number of new Manchester residents apprentices recruited to the OTH project at level 4 or above | This is the total number of new apprentices at level 4 or above only that will be working on the OTH project. There is a minimum duration of 1 year employment for all apprenticeships on the OTH project and all apprenticeships will be paid minimum wage (25 | - | 1 |
| SV15 | Apprentices | Percentage of new apprentices employed on the project who are Manchester resident or attend a Manchester based educational institution or University of Salford | n/a | - | - |

| | | | | | |
|------|---------------------|---|--|------|------|
| SV16 | Apprentices | Number of existing Manchester resident apprentices working on the OTH project | This is the total number of existing apprentices that will be working on the OTH project. Your total number of existing apprentices can include apprentices of any level or location. Does not include new apprentices who will work on the project. | - | 1 |
| SV17 | Apprentices | Number of completing Manchester resident apprentices | Apprentices completing a higher level qualification than they currently have on the OTH. Includes existing and new apprentices of any level | - | 1 |
| SV18 | Volunteering | Number of hours donated to supporting other Manchester projects | 1 hour volunteer work at any time (unstructured volunteering) | - | 10 |
| SV19 | Employment | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | Percentage of workforce (excluding apprentices) paid at least Manchester Minimum Wage | 100% | 100% |
| SV20 | Ethical Procurement | 100% Compliance with the Employers Ethical Procurement Policy | n/a | 100% | 100% |

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Appendix 5 - Our Town Hall Project Social Value Dashboard – August 2019

| | | | | | | Management Contractor | | | | Design Team | Client Team | |
|---------|---|---------------------|--------------------------|------------------------|--|-----------------------|----------------|------------------------|------------------------|--------------------|---------------------|--------------------|
| KPI Ref | KPI Summary | Project Base Target | Project Forecast to date | Project Actual to date | Notes | LL team target | LL team actual | LL Supply Chain target | LL Supply Chain actual | Design Team actual | Direct Works Actual | Client Team Actual |
| SV1 | Local Employment | 30% | 30% | 21% | Will rise with appointment of M Futures apprentices | 40% | 12.5% | 40% | TBC | 20% | N/A | 22% |
| SV2a | MCR Spend | 40% | 40% | 57% | | 50% | 63% | 50% | 54% | 77% | 57% | 40% |
| SV2b | GM Spend (including MCR) | 50% | 50% | 68% | | 80% | 100% | 80% | 79% | 100% | 71% | 46% |
| SV3 | New jobs created | 45 | N/A | 23.5 | 2 positions currently being recruited to | 3 | 1 | 50 | 1 | 7.5 | 0 | 14 |
| SV4 | New qualifications achieved | 50 | 0 | 1 | Forecast through construction phase | 2 | 0 | 50 | 0 | 1 | 0 | 0 |
| SV5 | New professional memberships achieved | 20 | 0 | 2 | Forecast through construction phase. 2 in progress | 3 | 1 | 12 | 0 | 1 | 0 | 0 |
| SV6 | Progression in professional memberships | 20 | 0 | 0 | Forecast through construction phase - but to check with design team if there has been any movement here. | 3 | 0 | 12 | 0 | 0 | 0 | 0 |

| | | | | | | | | | | | | |
|------|--|------|-----|------|---|-----|----|-----|---|------|---|---|
| SV7 | School/college careers/employment sessions | 50 | 10 | 16 | Actual revised down - individual mentoring sessions removed and counted towards volunteer hours. Completed mentoring programme to count as 1 towards this target. | 40 | 3 | 72 | 0 | 8 | 1 | 4 |
| SV8 | School/college STEM sessions | 50 | 10 | 6 | Planning for next academic year to make some progress here - fewer STEM focused events in schools | 25 | 1 | 40 | 0 | 4 | 1 | 0 |
| SV9 | Higher Education students supported with employment, skills or subject/research work | 1500 | 450 | 1247 | Will maintain current approach and activities until building becomes less accessible. | 200 | 22 | 800 | 0 | 1225 | 0 | 0 |
| SV10 | Higher Education research projects supported | 35 | 5 | 2 | 1 in progress and 2 in development | 3 | 0 | 12 | 0 | 1 | 0 | 1 |
| SV11 | Work placements 14-16 yrs | 50 | 20 | 35 | Well ahead of expected progress after setting up work experience week | 30 | 4 | 46 | 0 | 30 | 0 | 1 |
| SV12 | Work placements 17+ yrs | 50 | 10 | 14 | Work experience opportunities for adults expected through construction phase | 4 | 2 | 40 | 0 | 12 | 0 | 0 |

| | | | | | | | | | | | | |
|------|--|-------|------|-----|--|------|-----|-------|------|-------|------|------|
| SV13 | New apprentices up to level 3 | 100 | 0 | 1 | Level 3 apprenticeship opportunities expected through construction phase | 2 | 0 | 125 | 1 | 0 | 0 | 0 |
| SV14 | New apprentices level 4+ | 50 | 8 | 11 | Further 7 starts planned by 2nd September 2019. 3 additional created through client team. | 4 | 0 | 50 | 0 | 8 | 0 | 3 |
| SV15 | Manchester resident apprentices | 100% | 80% | 41% | This will increase with next cohort of M Futures apprentices. | 80% | N/A | 80% | 100% | 25% | N/A | 66% |
| SV16 | Existing apprentices employed | 100 | 0 | 1 | Volume expected through construction phase | 100 | 0 | 100 | 0 | 1 | 0 | 0 |
| SV17 | Completing apprentices | 100 | 0 | 0 | First completions expected 2nd September 2019 with volume coming through construction phase | 100% | 0 | 100 | 0 | 0 | 0 | 0 |
| SV18 | Volunteer hours spent | 10000 | 800 | 566 | Looking at further ways to increase this - weekly volunteering day established, partner with MCR VIP | 4000 | 289 | 12800 | 10 | 123.5 | 89 | 54.5 |
| SV19 | Compliance with MMW | 100% | 100% | 4 | All companies commit to this as part of tender process | 100% | 0 | 100% | 100% | 100% | 100% | 100% |
| SV20 | Compliance with Ethical Procurement Policy | 100% | 100% | 4 | All companies commit to this as part of tender process | 100% | 0 | 100% | 100% | 100% | 100% | 100% |

Notes and Definitions

Base Target - refers to the KPIs agreed for the OTH project in its entirety in 2017

Forecast - refers to the progress against the target that we expect to have been delivered by the point in time this dashboard is issued. This section will largely be populated through the construction period.

Actual - refers to the actual progress at the point in time this dashboard has been issued
Targets for Lendlease and their supply chain form part of their contract with MCC and may result in over-performance against most OTH targets

Manchester City Council Report for Information

Report to: Ethical Procurement and Contract Management Sub Group –
4 October 2019

Subject: OTH Equality and Diversity Update

Report of: Director of Capital Programmes

Summary

This report provides an update following the recommendation at the 31 July 2019 meeting that the Project Director, in consultation with the Deputy Leader to consider how the monitoring and recording of diversity within social value can be reported, and if specific Key Performance Indicators (KPI's) can be established to monitor this activity.

Recommendations

To note the contents of the report.

Wards Affected: All

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| Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city |
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| Not applicable. |
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| Manchester Strategy outcomes | Summary of how this report aligns to the OMS |
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| A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities | Ensuring all Manchester residents can access opportunities on the OTH project. |
| A highly skilled city: world class and home grown talent sustaining the city's economic success | Ensuring all Manchester residents can access opportunities on the OTH project. |
| A progressive and equitable city: making a positive contribution by unlocking the potential of our communities | Ensuring all Manchester residents can access opportunities on the OTH project. |
| A liveable and low carbon city: a destination of choice to live, visit, work | Not applicable. |

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| A connected city: world class infrastructure and connectivity to drive growth | Not applicable. |
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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 Executive Committee – *Town Hall Complex Strategy* – 23 July 2008
- Report to Executive Committee – Town Hall Complex Programme - Transforming Customer Experience – 11 February 2009
- Report to Executive Committee – *Town Hall and Albert Square Maintenance Programme* – 1 October 2014
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 27 July 2016
- Report to Executive Committee – The Refurbishment of Manchester Town Hall and Albert Square: 'Our Town Hall' – 16 November 2016
- Report to Executive Committee – *Capital Programme (Budget 2017/18 – 2021/22)* – 11 January 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 8 March 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall Social Value and Communications* – 22 June 2017
- Report to Resources and Governance Scrutiny Committee – *Our Town Hall* – 7 September 2017
- Report to Executive Committee – Manchester Town Hall and Albert Square: 'Our Town Hall' – 13 September 2017
- Report to Resources and Governance Scrutiny Committee – *Manchester Town Hall and Albert Square 'Our Town Hall'* – 9 November 2017

- Report to Resources and Governance Scrutiny Committee - *Manchester Town Hall and Albert Square: 'Our Town Hall'* – 1 February 2018
- Report to Ethical Procurement Sub Group - *Our Town Hall Social Value Update* - 22 February 2018
- Report to Ethical Procurement Sub Group - *Our Town Hall Procurement Launch Event* - 22 February 2018
- Report to Resources and Governance Scrutiny Committee - *Town Hall Project - Capital and Revenue Budget Position* - 24 May 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Management Contractor Procurement* - 6th September 2018
- Report to Resources and Governance Scrutiny Committee - *Our Town Hall Project Letting of the Management Contract* - 6th December 2018
- Report to Executive - *Our Town Hall Project Management Contractor Appointment* - 12th December 2018
- Report to Ethical Procurement and Contract Management Sub Group – *Our Town Hall Social Value Update* - 31st July 2019

1.0 Introduction

- 1.1. Manchester is a remarkably diverse city and the OTH team recognises the importance of ensuring that the opportunities created through the OTH project are accessible to all Manchester residents equally. We expect to see the diversity of the city reflected in the people who are engaging with the project's social value activities and opportunities.
- 1.2. We are also acutely aware of some of the wider issues around diversity in construction and that in many respects we are starting from a low base. The construction industry in general suffers from a perception problem that is self-reinforcing in that it is perceived as an industry dominated by white men, putting off people from other backgrounds, and therefore ensuring that the workforce remains predominantly white and male. This perpetuates the stereotype of the industry and acts as a significant barrier to change.
- 1.3. There are many other examples of barriers that women and BAME communities in particular face when entering and progressing in the industry. Nationally, while BAME groups make up around 10% of the population, only 3.8% of construction workers are from non-white backgrounds, and only around 14% of construction workers are female. In Manchester over one third of the population are from non-white backgrounds.
- 1.4. A further consideration is how the diversity of the workforce differs across roles and professions, this is especially relevant in terms of gender, but broadly speaking the work force becomes less diverse at more senior levels.

2. Monitoring and KPIs

- 2.1. Monitoring diversity in the workforce is something that is written into the management contractor specification. It is intended that this will be carried out using the workforce induction process using a standard template developed by MCC, and which would enable us to monitor gender, gender identity, age, ethnic origin, disability, sexual orientation, faith, relationship status and caring responsibilities. It would be possible to share this data at a project level, but would not identify individual work packages or contractors.
- 2.2. Monitoring diversity in the workforce was not a requirement for the design team however we are undertaking a process to address this retrospectively.
- 2.3. There are already a set of KPIs (including but not limited to social value) that have been contractually agreed with the management contractor and which are incentivised through a performance incentivisation model. The design team have also signed up to making a contribution to the same set of KPIs over the duration of the project.
- 2.4. Members have previously requested that the project team consider setting KPIs around participation in social value activities. There are some nuances to ensuring that any targets are both realistic and sufficiently challenging. Therefore, we intend to undertake a number of actions:

- Establish a baseline for the diversity in the project's current workforce to use as a benchmark indicator from which to measure progress.
 - Use this baseline to benchmark ourselves against relevant industry averages.
 - Use this benchmark to determine an appropriate target that will exceed the industry average.
- 2.5. It is important to note that any new KPIs set will not be contractual without the agreement of both parties. However, we have a good relationship with contractors and suppliers who have committed to delivering social value on the project and in many instances ensuring activities are accessible to all may simply mean targeting existing commitments more effectively.
- 2.6. It may be necessary to set targets unique to certain KPIs. For example, it is reasonable to expect that the diversity of those taking part in school engagement activities should be broadly reflective of the school population in Manchester as there are fewer barriers for participation in these activities, and this is what we have found from our experience to date. For apprenticeship starts the gap between the target and the profile of Manchester's population will be and is larger given the multiple and complex barriers that prevent people from some backgrounds moving into a career in the industry.
- 2.7. Generally speaking we propose to set a target to outperform the national average for the industry, taking into account the current position to ensure that any target is sufficiently challenging. We have requested guidance from the Growth & Neighbourhoods Directorate Equality, Diversity, and Inclusion Team to provide external support and challenge on this.
- 2.8. We are also working with other members of the Work and Skills Team to ensure equality and diversity is fully reflected in the Work and Skills Service Plan and to specifically ensure that we embed equality, diversity and inclusion in our day to day work including how we record and evidence it.

3. Proactive action

- 3.1. To be successful in achieving any KPIs it will be crucial to agree an approach to maximising participation in the activities delivered across the project team. We have begun a conversation with Lendlease and the project's design team on this subject and have agreed to set up a small working group to look more closely at the individual challenges and opportunities. Initial actions agreed are to:
- Ensure that when we enter the construction phase and delivery of activities become less centralised that we have a mechanism in place for sub-contractors to monitor and report on equality and diversity within their own social value offer.
 - Ensure all contractors coming onto site complete an equality and diversity monitoring form as part of the site induction. This data will be used to maintain an up to date profile of the workforce.

- Consider how we can support contractors to access equality and diversity training as part of the project induction process, and whether they could access existing MCC e-learning.
 - Work with established networks in the city (e.g. Construction Skills Network) to identify examples of best practice that we can replicate on the project.
 - Ensure we are participating fully in existing schemes that promote diversity in the construction workforce in Manchester (e.g. Go Construct, Women in Engineering Week).
 - Ring-fencing activities such as work experience week for certain cohorts, e.g. women, older people.
 - Identifying champions from within the project team who can act as role models for people from diverse backgrounds and link them in to established volunteering schemes such as One Million Mentors.
 - Forming better links with voluntary and community groups that work with diverse communities as part of the OTH volunteering scheme.
 - Ensuring we are presenting and communicating opportunities in such a way that they are more attractive to people from diverse backgrounds, and that we are challenging stereotypes about the industry.
- 3.2. Some of the actions above are things that were planned or which we have been doing anyway, but which had not been pulled together under a focused approach to diversity.
- 3.3. Following an initial meeting with social value leads from the consultant team we have agreed to set up a small working group to put together an action plan around diversity and social value. It is intended that this group will work together to lead on implementing some of the actions identified above and develop any new activities required.
- 3.4. The project team will monitor diversity across social value activities, however in some instances it is important to note that this may not be possible, particularly in the case of events organised by third parties.

4. Conclusion

- 4.1. While there are significant challenges relating to a lack of diversity within the construction industry we clearly have an opportunity with the Our Town Hall Project to challenge stereotypes about the industry and provide opportunities for Manchester residents of all backgrounds to develop their skills, experience and understanding of the construction.
- 4.2. The actions proposed in this report are a starting point for work in this area and are something that we want to develop further over the coming weeks and months. It is therefore proposed that we provide an update to members at a future meeting of the Ethical Procurement Sub Group.

**Resources and Governance Scrutiny Committee – Ethical Procurement and Contract Management Subgroup
Work Programme – October 2019**

| Meeting 2 – 10:00am 4 October 2019, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Wednesday 25 September 2019 | | | | |
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| Item | Purpose | Lead Executive Member | Lead Officer | Comments |
| Our Town Hall Project & Social Value | <p>To receive a report on how Social Value is to be delivered via a number of work packages prior to them being finalised. The report will include case studies and information on Trade Union recognition.</p> <p>Representatives from LendLease to be in attendance.</p> <p>An update is to be provided following the recommendation at the 31 July 2019 meeting that the Project Director, in consultation with the Deputy Leader to consider how the monitoring and recording of diversity within social value can be reported, and if specific Key Performance Indicators (KPIs) can be established to monitor this activity.</p> | Cllr Ollerhead (Exec Member for Finance and Human Resources) | <p>Paul Candellent</p> <p>Peter Norris</p> <p>Peter Schofield/ Ian Brown</p> | See minutes of the meeting of 31 July 2019. Ref: RSG/EP/19/11 Our Town Hall – Social Value Update |
| Work Programme | To review and approve the current work programme. | - | Mike Williamson | |

| Meeting 3 – 2:00pm 26 November 2019, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Friday 29 November 2019 | | | | |
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| Item | Purpose | Lead Executive Member | Lead Officer | Comments |
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| Work Programme | To review and approve the current work programme. | - | Mike Williamson | |

| Meeting 4 – 2:00pm 25 February 2020, Council Antechamber, Level 2, Town Hall Extension Deadline for reports: Friday 14 February 2020 | | | | |
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| Item | Purpose | Lead Executive Member | Lead Officer | Comments |
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| Work Programme | To review and approve the current work programme. | - | Mike Williamson | |

| Items to be scheduled | | | | |
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| (Items highlighted in grey have been added to one of the above meetings) | | | | |
| Item | Purpose | Lead Executive Member | Lead Officer | Comments |
| Appointment of local people/companies to MCC contracts – the Council's legal position | To consider a report on what the Council's legal position is in relation to trying to ensure local people and companies gain employment on local contracts. | Cllr Ollerhead (Executive Member for Finance and Human Resources) | Rebecca Maddison | |
| Review of the Ethical Procurement Policy with regard to Trade Union recognition and Whistleblowing | To consider the Council's Ethical Procurement Policy and whether the policy has appropriate Trade Union/whistleblowing recognition within in it or whether this is an area that requires strengthening | Cllr Ollerhead (Executive Member for Finance and Human Resources) | Ian Brown | |
| Social Value outcomes - measurement and tracking | To consider a report on how the Council tracks the outcomes of social value derived from its contracts, including:- <ul style="list-style-type: none"> • who is responsible for doing this; • what information is being collated; and • what methodology is being used | Cllr Ollerhead (Executive Member for Finance and Human Resources) | TBC | |

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| The Council's Social Value Fund | <p>To consider a report on the Council's Social Value Fund. This report will include:-</p> <ul style="list-style-type: none"> • what is in the fund to date; • what is being done with the money within the fund; • how is the Council ensuring that it isn't just a way in which contractors add 10% to the project price, and then hand back 5% as a social value contribution | Cllr Ollerhead (Executive Member for Finance and Human Resources) | TBC | |
| Delivery of Social Value and Ethical Procurement from the Council's Security Contract(s) | To receive a report on what steps the Council has taken / is taking to ensure that its security contract(s) are being ethically procured and how Social Value is being delivered from these contracts. | Cllr Ollerhead (Executive Member for Finance and Human Resources) | Ian Brown/ Steve Southern/ Julie McMurray | |
| Promotion of Social Value from Executive Members | To review what emphasis Executive Members have been placing on Social Value when approving contracts | All Exec Members | | Invite Executive Members to the meeting |
| The benefit of Social Value | To invite local companies to come and discuss how they have implemented social value within their organisations and what it has meant to them in terms of how they operate. | | | |
| Delivery of Social Value in the new Health and Social | To receive an update on delivery of social value in the new health and social care arrangements. The report will provide data and analysis of measure | Cllr Craig (Executive Member for | Carolyn Kus Ed Dyson | See September 2018 minutes |

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| Care arrangements – update | on how social value is being delivered under these arrangements. | Adults Health and Wellbeing) | | |
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| Proposal from Neighbourhoods and Environment Scrutiny Committee | | | | |
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| Item | Purpose | Lead Executive Member | Lead Officer | Comments |
| Review of the Council's contract with Biffa Waste Services for the collection of waste and recycling | <p>To review the Council's contract with Biffa Waste Services and in particular look at:</p> <ul style="list-style-type: none"> • Whether they are fulfilling their contractual obligations; • The use of agency workers to undertake permanent roles on lower wages; • The use of zero hour contracts; • Appropriate training for staff to complete their duties; and • Whether new vehicles in use are fit for purpose. | Cllr Akbar (Executive Member for Neighbourhoods) | Fiona Worrall/ Heather Coates | See NESC mins 10 October 2018 |

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