



Overview and Scrutiny Ethical Procurement and Contract Management Sub Group

Date: Thursday, 13 September 2018
Time: 2.00 pm
Venue: Council Chamber, Level 2, Town Hall Extension

Everyone is welcome to attend this committee meeting.

Access to the Council Chamber

Public access to the Council Chamber 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.**

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Membership

Councillors - Russell (Chair), Ahmed Ali, Clay, Farrell, Hacking, Igbon, Lanchbury, H Priest, Shilton-Godwin, Stone, Watson and S Wheeler

Agenda

1. **Minutes** 3 - 8
To receive the minutes of the Ethical Procurement Subgroup on 7 June 2018.

2. **Update on delivery of social value in the new health and social care arrangements** 9 - 22
Report of the Executive Director of Planning and Operations, Manchester Health and Care Commissioning

This report provides an update on the development of the approach to delivery of social value within the new health and social care arrangements, including information on the proposed outcomes of the Local Care Organisation framework and how social value is being delivered under these arrangements.

3. **M Futures**
Report to follow.

4. **Work Programme and an overview of MCC contracts** 23 - 28
Report of the Governance and Scrutiny Support Unit

To consider a proposed work programme for the remainder of Sub Group meetings for 2018/19. In considering the work programme the Sub Group will be advised of a number of high level MCC contracts that it may wish to review at future meetings.

Further Information

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

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This agenda was issued on **Friday, 7 September 2018** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 6, Town Hall Extension (Mount Street Elevation), Manchester M60 2LA

Resources and Governance Scrutiny Committee – Ethical Procurement Subgroup

Minutes of the meeting held on 7 June 2018

Present:

Councillor Russell– In the Chair
 Councillor A Ali
 Councillor Clay
 Councillor Hacking
 Councillor Lanchbury
 Councillor Watson

Councillor Ollerhead, Executive Member for Finance and Human Resources
 Councillor Stogia, Executive Member for Environment

Apologies: Councillor Farrell

RGSC/EP/18/07 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 22 February 2018.

RGSC/EP/18/08 Delivery of Social Value through the Council's Highways Contracts

The Sub Group considered a report of the Director of Operations (Highways) which provided an update on progress in developing and embedding social value as a business as usual aspect within the Highways Service. The report outlined the actions taken since the Ethical Procurement sub-group meeting on 6 December 2017 and also highlighted future planned activity.

The Director of Operations (Highways) referred to the main points and themes within the report which included:-

- The approach to Social Value within Highways was based on a Plan, Do, Monitor and Evaluate principle;
- The service was in a period of improvement and transformation and as such a significant amount of work and effort was required to fully develop and embed the required approach to Social Value;
- It was intended to establish a Project Manager (Social Value) post to lead on Social Value and recruitment had commenced with the intention of appointing an experienced Project Manager;
- A communication and engagement plan was currently being implemented, which included engaging with the Highways Leadership and Wider Leadership Teams to promote Social Value;
- A training and development programme would also be developed to further

- support colleagues understanding of Social Value;
- Changes were being introduced to all future tender documentation which would include detail surrounding the 'Our Manchester Strategy' and Social Value objectives to enable suppliers to provide an effective response;
- A significant number of Highways contracts were agreed prior to the introduction of the Social Value Policy, and future opportunities would significantly outweigh what was currently incorporated and in order to understand the contract position within Highways a full review of existing contracts had started;
- Initial conversations had begun with current suppliers around social value;
- The current scale of the project pipeline would require a significant amount of procurement activity in the coming years either by letting new contracts or utilising existing ones, with both approaches presenting Social Value opportunities;
- It was felt that highways tender documentation could be improved to both emphasise the importance to the Council of Social Value and to provide some guidance about what a good response could be and a number of improvements had been introduced following meetings with procurement colleagues; and
- Whilst there had been significant work to date to improve the understanding of the importance of Social Value within the department, there was still work and progress needed to deliver the required outcomes.

Some of the key points that arose from the Groups discussions were:-

- The Group welcomed the change in approach to delivering Social Value within the department;
- Clarification was sought as to the exact role of the Project Manager (Social Value);
- Who would be responsible for ensuring the deliverability of Social Value Key Performance Indicators (KPI's) and how will they be monitored/tracked;
- What financial penalties could be put in place for failure to deliver on the KPI's;
- Was there any scope to increase staffing capacity within the department and was there any opportunities for apprentices to move from level 1 to level 2 or 3 on other contracts;
- Was there any liquidated damages clauses included in contracts issued;
- If not already included, could consideration be given to incorporating protected characteristics within the KPI's;
- Was it possible to monitor the equitability and representation of Manchester residents across the apprenticeship provision;
- It was commented that the Council had adopted its Social Value policy for a number of years now, so why had it taken the highways department so long to acknowledge the requirement of delivering Social Value from its contracts;
- There was an element of concern that the transformation programme for the department was planned to take too long; and
- Reassurance was sought that as well as embedding Social Value, the department would also embed the Council's approach to Ethical Procurement;

The Director of Operations advised that the Project Manager would have responsibility for a number of related areas connected to Social Value, which would

include ensuring that Social Value was embedded within the Department, reviewing and working with the supply chain to identify and implement Social Value opportunities and establishing systems to identify measurable benefits from projects.

It was explained that it would be the responsibility of the service to ensure that Social Value KPI's formed part of any contract awarded and the monitoring of these would be through monthly project management meetings. In terms of financial disincentives for non-performance, there was an aspiration to include these in future contracts for failure by to deliver social value requirements, although any financial disincentives would need to be sufficient enough to warrant implementation and in some circumstances would be difficult to implement in terms of contract law.

The Director of Operations advised that he was looking to increase staffing capacity and the suggestion around apprenticeship progression would be looked into as there was an aspiration to increase the number of apprentices and provide them with opportunities to undertake a variety of work.

It was confirmed that there was no liquidated damages clauses within contracts as this was difficult to enforce, however the suggestion of incorporating protected characteristics within contracts could be included as part of the social value KPI's and would include information on gender pay gaps. In addition, it was reported that the monitoring of the equitability and representation of Manchester residents across the apprenticeship provision already took place.

It was acknowledged the service had found itself previously lacking in delivering Social Value from its contracts, however, the transformation programme that was now in place for the whole Highways service would result in a complete change in culture and approach to Social Value. All contractors that had been appointed from November 2017 had been required to submit a Social Value offer of up to 20% within contracts and current long standing framework contracts would not be used after the current financial year as they did not have enough Social Value weighting. These would be re-procured with a higher Social Value weighting once they had expired.

Furthermore, it was confirmed that it would be one of the responsibilities of the appointed Project Manager (Social Value) to ensure that as well as Social Value was embedded into the department, so too was the Council's policy on ethical procurement.

Decision

The Group:-

- (1) Notes the report;
- (2) Requests that Officers include protected characteristics within the KPI's for Social Value;
- (3) Requests that an update report is submitted to the November meeting of the Group, which will include the proposed revisions to future tender documents; and
- (4) Agrees that in the future, an annual report is submitted to this Group on the progress that is being made with implementing Social Value within the service.

RGSC/EP/18/09 Our Town Hall – Update

The Sub Group considered a report of the Director of Trading Services which provided an update on the Our Town Hall project and provided a detailed update on social value activity delivered by the Our Town Hall project team.

Officers referred to the main points and themes within the report which included:-

- Details on the progress made with the procurement of a management contractor for the project;
- Work that had been done in relation to intrusive surveys;
- An update on planned access and accessibility of the Town Hall;
- An update on how Social Value was being delivered, including the outcome of the Supply Chain event held in February 2018;
- Work undertaken with schools and colleges to establish good relationships to build on for future planned activity;
- Details on the planned 2018 intake for M Futures apprentices;
- Activities that had taken place with Higher Education establishments
- The activities delivered by the Client and Design Teams to date;
- Details on how it was intended to monitor and evaluate the Social Value requirements of the Management Contractor; and
- The key next steps over the next three months.

Some of the key points that arose from the Groups discussions were:-

- The project was a prime example of could be achieved when Social Value was embedded from the start of a process and throughout the project;
- It was clear that there was a co-operative approach to delivering the project between the Council and contractors;
- The progress made to date was in right direction;
- What bearing might the Consulting Association, which was an organisation founded by large construction firms to blacklist Trade Unionists, have on ethical procurement for this project;
- Would it be possible to gather information on Trade Union penetration within the management contractor;
- What work was planned with Manchester College to raise awareness of opportunities for students to gain employment on the project;
- Was any resilience built into the Social Value plan for when construction commenced;
- In terms of recruitment for apprentices, what approaches had been undertaken to improve accessibility to job opportunities for females and other priority groups;
- What work was being undertaken at the design stage to take account future accommodation needs in the Town Hall for parents with young children and disabled service users;

The Director of Trading Services advised that it was planned to deliver a session to Senior Leaders (the top 200 managers of the Council) on what could be achieved

from the opportunities to achieve Social Value. There was also some lunchtime learning session planned to communicate to the wider workforce the progress that was being made on the project and what was being delivered from the project in terms of Social Value.

It was explained that the concerns raised in relation to the possible impact the Consulting Association may have on the delivery of ethical procurement within the project would be addressed in the competitive dialogue process with the potential management contractors, to ensure that they would be completely compliant with the Council's requirements for the project.

The Group was advised that as part of the work undertaken with schools and colleges, Manchester College had been included in the co-designed workshop to come up with a programme of activity that could be rolled out next year. There was also a group of students coming in from the college for work experience in the near future, with a view to broaden awareness of opportunities that would exist.

The Director of Trading Services advised that following advice from industry experts, the Council would be looking to offer incentivisation within contract to install the resilience within the project.

It was reported that within the documentation for the Management Contractor, they would be required to take appropriate steps to ensure the workforce they were taking on was accessible to priority groups and it was expected that how they intended to do this would be demonstrated through the competitive dialogue process.

The Director of Trading Services agreed to look at what work had been done to date in terms of proposed access for parents with young children and disabled service users and report back.

Decision: The Sub Group:-

- (1) Notes the report;
- (2) Requests an update following the Senior Leadership and lunch time learning sessions;
- (3) Requests that Officers look at how Trade Union rights will be guaranteed amongst the contracted and sub contracted work force;
- (4) Requests that Officers investigate the opportunity to provide a presentation to all Members on the Riba Stage 2 of the design of the project at a future meeting of full council; and
- (5) Requests a note to members of the Sub Group on the proposed access for parents with young children and disabled service users.

RGSC/EP/18/10 Work Programme

The Subgroup considered its Work Programme and its terms of reference. In doing so it considered how best to continue to scrutinise the Town Hall project going forward.

The Group felt that if there were any updates around the delivery of Social Value from the Town Hall project then this should be reported to the Sub Group, however if there was anything wider that needed reporting on the project, this should be considered by the appropriate Scrutiny Committee.

The Group also considered that it would be appropriate that for future meetings, the Group adopted a strategic overview approach in reviewing the delivery of Social Value and Ethical Procurement across the Council as it was not possible to review every individual contract. This overview should include looking at the consistency, monitoring and enforcement of delivering Social Value and Ethical Procurement.

Decision:

The Sub Group:-

- (1) Notes the items currently aligned to the work programme for the September meeting
- (2) Agrees that going forward it should adopt a strategic overview approach to reviewing the delivery of Social Value and Ethical Procurement across the Council;
- (3) Agrees that future agendas should be structured to include a strategic overview, a review of the delivery of Social Value and Ethical Procurement from a specific contract and an update on the delivery of this from an existing contract that the Group has previously considered.

**Manchester City Council
Report for Resolution/Information**

Report to: Ethical Procurement and Contract Management Sub Group –
13 September 2018

Subject: Update on delivery of social value in the new health and social care arrangements, including information on the proposed outcomes of the Local Care Organisation framework and how social value is being delivered under these arrangements

Report of: Executive Director of Planning and Operations, Manchester Health and Care Commissioning

Summary

The report provides an update on the development of the approach to delivery of social value within the new health and social care arrangements. In recognition of the importance of embedding social value within the transformation of the health and social care system in the city, Manchester Health and Care Commissioning (MHCC) has funded a post to develop an inclusion and social value strategy which will set out social value priorities across both MHCC and the Manchester Local Care Organisation (MLCO).

Key to the development of this strategy has been the opportunity to share resources across MHCC and the constituent parts of the MLCO with a focus on using social value as an enabler to reduce both health and workforce inequalities.

Recommendations

The sub group is asked to note progress on the development of the strategy and delivery plan to embed social value across MHCC and MLCO commissioning, service delivery and workforce.

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 health and social care organisations which have been established using health and social care devolution powers, constitute the largest public sector employers in the city. Ensuring that the workforce of these organisations reflects our diverse communities is a key part of the draft inclusion and social value strategy.

A highly skilled city: world class and home grown talent sustaining the city's economic success	Existing and predicted skills gaps within health and social care organisations across the city means that our approach reflects the need to make best use of the apprenticeship levy across the system to support more local people into 'good' work with progression opportunities.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Linking inclusion and social value together through a single strategy reflects the opportunity to use social value as an enabler to reducing health and workforce inequalities. There is strong evidence that a diverse workforce delivers better health outcomes and by providing work with progression for under-represented groups, we will support better health outcomes for those communities.
A liveable and low carbon city: a destination of choice to live, visit, work	Whilst the main focus of the MHCC and MLCO inclusion and social value strategy will be on employment, we will support carbon reduction through the requirements built into contracts with providers and where we can deliver more in-house e.g. through the proposed office move to co-locate MHCC and MLCO teams by December 2018.
A connected city: world class infrastructure and connectivity to drive growth	The strategy recognises the need to improve health outcomes for all residents in order to support the inclusive growth agenda. Part of this is ensuring that health services are fully accessible and that any capital investment reflects the need to improve connectivity for residents.

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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 the Ethical Procurement Sub Group – 20 December 2017.
Introduction to the new arrangements for health and social care and how social value has been considered in these arrangements to date

1.0 Introduction

- 1.1 As reported to this sub group in December 2017, MHCC had recognised the need to develop a more strategic approach to the delivery of social value both in-house and through commissioning and procurement and that this approach needed to be applied to both Manchester Health and Care Commissioning (MHCC) and the Manchester Local Care Organisation (MLCO). In recognition of the opportunity to use social value to reduce health and workforce inequalities and therefore support delivery of the Locality Plan and wider Our Manchester Strategy, MHCC has created a post to lead on the development of a five year inclusion and social value strategy for MHCC and MLCO. The Strategic Lead for Inclusion and Social Value post was recruited to in February 2018 through a job share approach, with one of the post holders being deployed part time from MCC's Work and Skills Team. This has facilitated the opportunity to build MCC's existing social value strategy and delivery mechanisms into the strategy. A final version of the strategy and delivery plan will be presented to the MHCC Board and MLCO Partnership Board respectively for approval in early autumn 2018.
- 1.2 This report provides an overview of the opportunities that have been identified to derive social value from health and social care commissioning, service delivery and workforce through the development of the strategy. It also provides an update on social value activities which have been delivered since the last report and planned activities which will form part of the delivery plan which accompanies the inclusion and social value strategy.

2.0 Background

- 2.1 In April 2017, Manchester City Council and NHS Manchester Clinical Commissioning Group (CCG) entered into a single commissioning arrangement for health, adult social care and public health. This brought together the leadership and delivery of commissioning for these services into a single arrangement. The partnership organisation, called Manchester Health and Care Commissioning (MHCC), is a key part of the infrastructure which supports delivery of the Manchester Locality Plan 'Our Healthier Manchester'. MHCC was established to make best use of collective health and social care resources (financial and non-financial). Another key objective is to deliver better health outcomes through coordination of the new health and care provider delivery arrangements within the city, namely Manchester Local Care Organisation (MLCO), the Single Hospital Service and Greater Manchester Mental Health. The sharing of strategic resources and approaches to workforce and commissioning of services across the system will be key to further developing the health and social care infrastructure and the MLCO in particular.
- 2.2 Manchester governance arrangements for integrated health and social care commissioning and delivery sit within MHCC and are overseen by MHCC's Executive committee, reporting to the MHCC Board. City Council representation includes at least one Executive Member and another position

nominated by an Executive Member, currently the City Council Chief Executive, with the City Treasurer in attendance.

- 2.3 The City Council has entered into a partnership to formally establish the Local Care Organisation (MLCO) and to ensure the delivery of integrated health and social care services. The partnership comprises four provider organisations Manchester City Council, Manchester Foundation Trust, Manchester Primary Care Partnership and Greater Manchester Mental Health. MCC representation on the LCO Board comprises an Executive Member and another position nominated by the Executive Member, currently the Deputy Chief Executive.
- 2.4 Manchester City Council and NHS Manchester CCG have agreed a pooled single commissioning budget for health, adult social care and public health from April 2018 with a Section 75 Partnership Agreement and Financial Framework. The Manchester Agreement sets out the overall financial context for health and social care, including detailed financial and activity assumptions.
- 2.5 The single budget will include the all of the CCG budget and the majority of the Council's adult social care budget, excluding the budget for Homelessness, Adults Safeguarding Service and Our Manchester Voluntary and Community Sector grants. When the Council's budget was approved in February 2018 the total single MHCC budget for 2018/19 was £1.117billion, made up of £930m (Health) and £186.5m (MCC). The purpose of the single health and care budget is:
- To commission coordinated health, social care and public health services, through the Local Care Organisation, Single Hospital Trust and other providers.
 - To shift investment upstream enabling proactive and co-ordinated care within neighbourhoods to reduce demand on high cost, acute or long term institutional care.
 - To realise benefits of cost efficiency through increased purchaser power, reduced duplication and reduced detrimental decisions at a system level.
 - To develop opportunities for a more strategic approach to capital and revenue financial planning.
- 2.6 The current Manchester Agreement is a starting point for more formal system governance and supporting working arrangements. It is intended that the arrangements will evolve and grow in both scope and maturity, strategy and collective ways of working which will enable more effective implementation of the Locality Plan.
- 2.7 The development of an approach to generating social value from health and social care activities and commissioning is therefore set within a context of system transformation. This provides opportunities to utilise the good practice already in place and being developed through MCC across the evolving health and social care infrastructure but also presents a need to think differently about how social value can be derived from services which are not commissioned through a competitive process; the majority of NHS (Clinical

Commissioning Group) funding is spent on contracts which are negotiated annually. The five year MHCC and MLCO inclusion and social value strategy which is currently being developed, with a view to full implementation starting from Quarter 3 2018/19, sets out the opportunities and priorities for embedding social value across the system.

3.0 MHCC and MLCO Inclusion and Social Value Strategy

- 3.1 In order to develop the MHCC and MLCO inclusion and social value strategy, a full review of existing social value mechanisms and activity has been undertaken to establish what is already working well and where there are opportunities to derive more social value from in-house activities and commissioned services.
- 3.2 A 'Theory of Change' workshop was held in March 2018 with stakeholders across health and social care (including MCC) to establish our vision for inclusion and social value and priorities for the strategy and delivery plan. Whilst there are opportunities to deliver social value across a range of areas reflected in the GM and city's social value policy, including environmental sustainability, our primary focus will be on using social value mechanisms to increase employment of local people. There will be a particular focus on recruiting, retaining and supporting the progression of Black and Minority Ethnic people, disabled people and people with a long term health condition both directly as big employers and through our supply chains. By focusing our social value approach in this way, we believe that we can improve health outcomes for under-represented communities.
- 3.3 The draft strategy recognises the opportunity to adopt existing and emerging MCC social value processes and delivery mechanisms such as the social value toolkit, long established relationships between MCC and employment support organisations such as Jobcentre Plus and Breakthrough UK and NHS workforce and organisational development resources to support the progression of BME staff through positive action.

4.0 Progress on deriving social value through commissioning and procurement

- 4.1 As described above, MHCC will adopt the same processes and approaches to MCC in the delivery of social value wherever possible. Social value will be explicitly covered at the commissioning and pre-tender stages, the minimum score of 20% for social value will be built into MHCC commissioning. MHCC is working towards adoption of the Ethical Care standard which involves a requirement for providers to pay all employees at least the Manchester Living Wage and not offer excessive zero hour contracts.
- 4.2 There are a number of recent examples of MHCC commissioned services where social value has been included in the project specification and procurement process, including the Community Links for Health North and

Community Links for Health Central and South (to be known as Be Well). Social value targets have been built into the contracts for these services and will be monitored and reported back to the MCC Social Value Board and MHCC Board. Social value was heavily featured at a market event in July for potential bidders for homecare services with information provided on what social value is, why it is so important to MHCC, how it will be built into the specification and scoring process and what some of the existing mechanisms are to deliver social value.

- 4.3 Manchester City Council has committed to paying the Manchester (Real) Living Wage to all staff and this includes an ambition to apply the same to all commissioned and sub-contracted services. Our procurement powers offer us a real opportunity to apply this across MHCC commissioned services and this will be applied to the homecare services contract as well as the Continuing Health Care contract. MHCC has budgeted for this uplift and publicly announced this positive development for care workers in March 2018 which aligns with the Unison Ethical Care Charter which MCC signed up to work towards in October 2017.
- 4.4 A large proportion of the NHS commissioning budget is spent on contracts which are negotiated on a year by year basis rather than through procurement e.g. hospital contracts. MHCC is therefore developing an approach to deriving more social value from these contracts using an NHS Commissioning for Quality and Innovation (CQUIN) funding mechanism which makes a proportion of healthcare providers' income conditional on demonstrating improvements. The CQUIN targets will be linked to improving employment outcomes for local people and will be put in place as part of annual contract negotiation from autumn onwards in time for an April 2019 start. This represents a step change in terms of our requirements of providers.
- 4.5 As the delivery of social value is fairly new to some of the MHCC workforce, we will be working collaboratively with MCC's Corporate Procurement Team, the Integrated Commissioning Team and the Work and Skills Team to deliver training and guidance to staff across commissioning, contract management and quality assurance as well as the MLCO to embed an understanding of social value across the organisations.
- 4.6 The development of the Local Care Organisation for the city (MLCO) continues to progress with support from MHCC. This development has included involvement of the Voluntary and Community sector and a range of stakeholders through a series of 'Future Search' workshops which took an Our Manchester approach to establishing priorities and purpose. Whilst the MLCO does not have a commissioning function at present, the agreement is that for procurement and commissioning purposes, the MCC/MHCC approach will be adopted in the future.
- 4.7 As reported previously, in the development of the MLCO outcomes framework, MHCC has incorporated indicators to reflect the requirement of MLCO to take account of social value, with a focus on employment. The indicators are to:

- Reduce the proportion of Manchester residents aged 16-64 claiming ESA and incapacity benefits (The roll out of Universal Credit will require a change of wording to reflect a reduction in the proportion of residents claiming a health related out of work benefit)
- Increase the proportion of LCO employees who are Manchester residents
- Increase the number of adults who are helped to stay in work

4.8 The case study included as Appendix 1 provides an early example of a service which 'sits' within the MLCO and where existing social value delivery mechanisms have been utilised to support local unemployed people into reablement roles. This is one example of MLCO activity which will deliver against the outcomes framework indicators agreed with MHCC. Performance information against the indicators within the outcomes framework is not available yet but can be provided to a future meeting of this sub group.

5.0 MHCC 'in-house' social value

5.1 In addition to the social value being derived through commissioning and the MLCO, MHCC has been developing its approach to 'in-house' social value delivery. As a relatively new organisation, we have been able to bring good practice from the two 'host' organisations (MCC and the Manchester CCG) into the development of our working culture and practice. We are for example working collaboratively with MCC to develop a mechanism for passing on up to 10% of the MCC and MHCC apprenticeship levy to pay for the delivery costs of apprenticeships within homecare and primary care respectively. We are also working alongside the MCC Our Manchester team to develop our approach to collaboration with and funding of Voluntary and Community sector groups. We have also brought in Manchester Foundation Trust's Head of Sustainability to support an approach to the planned office move for MHCC and MLCO teams which will minimise our carbon footprint.

5.2 The staff volunteering policy launched for MHCC staff mirrors the MCC three day per year policy. It is still early days in terms of the implementation of the policy but we have examples of teams and individuals supporting events such as the recent launch of the Wythenshawe Forum Futures employment and skills zone – offering support for job applicants and staff supporting NHS careers aspiration events for young people at the East Manchester Academy. Other staff have provided mentoring support for apprentices and delivered 'In the Know' tours for unemployed residents – this is a pre-work experience model which aims to break down some of the recruitment barriers that some of our residents tell us they experience by just bringing them into the workplace to give an insight into working life and what careers we can offer.

5.3 There is also a strong link to social value within the city's health and social care Locality Workforce transformation plan – we recognise our role in supporting more under-represented communities into work with progression opportunities. There is strong evidence that diverse workforces deliver better health and social care outcomes and that 'good' work is good for health. We

will be adopting a number of measures to recruit more disabled and BME staff and have collaborated across the health and social care system in the city to agree our priorities and mechanisms to this end. For example, all health and social care organisations in the city are signing up to achieve Disability Confident Level 3 in 2019. Disability Confident is a voluntary government standard for employers to improve recruitment and retention of disabled staff. Whilst achievement of the standard will not in itself necessarily change outcomes for disabled people, it will provide a shared framework across organisations which we will develop collaboratively and allow us to measure impact and share resources. MHCC has already funded a pilot this year across all organisations to give managers of disabled staff the tools to support staff to stay in work and progress.

6.0 Conclusion

There has been some real progress since the last report to this sub group in terms of developing the MHCC approach to social value. This has been based on what works well within the existing and evolving MCC approach and allows for a specific focus on improving health outcomes through employment related social value. The draft five year MHCC and MLCO inclusion and social value strategy and delivery plan which is due to be presented to the MHCC Board and MLCO Partnership Board in the autumn will provide the framework for implementation of the measures outlined in this paper. As the city's health and social care infrastructure continues to develop, this will provide the basis for further embedding social value within commissioning, contract review and in-house activities.

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Appendix 1 Social Value Case Studies

Case study 1 - Reablement recruitment Manchester Local Care Organisation, 2018

Manchester City Council's Work and Skills team introduced the Manchester Growth Company to the Lead Reablement Manager within the MLCO to support a focused approach on recruitment of unemployed Manchester residents as part of a large scale recruitment exercise. The Manchester Growth Company delivers the Working Well programme in the city to support disabled people and people with long term health conditions into work along with Skills for Employment, just two of a number of social value delivery mechanisms featured within the MCC Social Value toolkit.

Paul Teale, Lead Reablement Manager described the support offered which has been run in parallel with standard recruitment methods such as greaterjobs. "We are currently interviewing Manchester residents for a number of reablement roles and have been running a pre-employment training course in Manchester to give each resident a better chance when applying for these roles.

The Manchester Growth Company has sourced candidates through job centres, the Manchester Employer Suite, which is a partnership between MCC and Jobcentre Plus, to match Manchester people to jobs in the city and other providers across the city to ensure that we have a good number of prospective candidates to put forward and that the opportunities are open to all.

The team has also been advertising our vacancies across Manchester by sharing them with a range of partners including local work clubs, colleges and training providers to move more Manchester people in to employment. We have held a number of jobs fairs and carried out a number of sessions on what the Reablement Support Worker role entails on a day to day basis to ensure that candidates are a good match for the vacancies."

Recruitment panels having been taking place over the past four months and further interviews have been set for the next few weeks. The number of applications received has been positive. Currently we have been able to offer 54 positions.

Lesley Coombes was referred to the Skills for Employment Programme in September 2017 by Jobcentre Plus as she was looking for care work but struggling to get through the application process. Lesley was very discouraged and felt that looking for a job had been very hard work and felt very down and unhappy about the whole situation. It was having a knock on effect with her finances and she really needed to find work as soon as possible.

Lesley was encouraged to join a Sector Based Work Academy for Care in the Community pre-employment course which she completed successfully. Lesley had been trying to find work herself whilst on programme and the results were disappointing even with all the right qualifications and skills sets for this sector. Lesley was directed to the Reablement worker roles and was successful at interview and started her new job in June 2018.

“After being unemployed for several years I was finding it quite difficult to even get an interview. My job centre referred me to Skills for Employment where I met a wonderful lady Rita Mobley who advised me and gave me options and told me about the opportunity with Manchester City Council as a Reablement Support Worker. I completed the application form and was offered an interview. Then to my amazement and delight they offered me a position. I am over the moon and my future looks so more positive. I would like to thank the Growth Company and must thank Rita for all her help and support and being there whenever through this journey. Thank you so much Rita you have made a real difference.” Lesley Coombes, Reablement worker.

Paul Teale, Reablement Lead Manager, Manchester Local Care Organisation commented on the social value approach put in place; “Working with the Manchester Growth Company has provided a great opportunity to get Manchester people who have been out of work for long periods into vacancies which we need good people for. The Manchester Growth Company has really supported us in providing pre-employment training programmes before new staff commence employment, so the individual gets a real understanding of what the role entails.”

Case study 2 – Training for managers of disabled staff

As part of MHCC’s social value approach to improving recruitment, retention and progression levels for disabled people within the organisations which form the health and social care infrastructure in the city, MHCC has funded a training pilot for fifty managers in 2018. Managers from MHCC, wider Manchester City Council teams, MLCO, Manchester Foundation Trust and Greater Manchester Mental Health have been offered a place on the training which is delivered by two local disabled peoples’ training organisations, Breakthrough UK and Results CIC.

The training has been developed to support managers to develop the skills and confidence to in turn support disabled staff to thrive at work. The training includes group work, followed by one to one coaching to allow managers to;

- Learn about the rights framework for disabled people and the support available for disabled colleagues and their managers and employers.
- Be supported, including via coaching, to work out the best approach to being an effective confident manager generally – and of disabled staff.
- Receive a user-friendly toolkit to support you in your future work and development.

Content includes

- The social model of disability: what, why and how?
- The power of language: normalizing discussion of disability at work and developing your own confidence in conversations about this.
- Duties and rights: a toolkit for finding your way around the statutory framework including ‘reasonable adjustments’ (support for disabled employees) and the Access to Work fund.
- It’s personal: experience and ownership of disability – your relationship with it.

- Mindset and the asset model of management: being aware of your strengths and how to develop them.
- Preparing for coaching: personal development tools.

Feedback from participants has been extremely positive. One manager commented that “The Disability and Inclusion training is one of the best (if not the best) training sessions I have ever been on. Very interesting and informative - it has really changed my perspective and practice in this area and I would highly recommend it to anyone, whether a manager or not.”

The intention is that following on from the training, participants will act as champions within their organisations, share their learning and continue to network with participants from other organisations to build a network of managers skilled in managing disabled staff. The intention is to roll out this approach under the framework of attainment of the Disability Confident Level 3 standard. This is a good example of how social value is being delivered by sharing resources and approaches across the health and social care system.

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**Resources and Governance Scrutiny Committee
Ethical Procurement Sub Group
Work Programme**

Meeting 2 – Thursday 13 September 2018 Report deadline Tuesday 4 September 2018				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Delivery of Social Value in the new Health and Social Care arrangements – update	To receive a report on the proposed outcomes of the Local Care Organisation framework and how Social Value is being delivered under these arrangements.	Cllr Craig (Executive Member for Adults Health and Wellbeing)	Carolyn Kus Ed Dyson	See December 2017 minutes To invite representation from the Leadership of the LCO
M Futures	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	
Work Programme and an overview of MCC contracts	To consider a proposed work programme for the remainder of Sub Group meetings for 2018/19. In considering the work programme the Sub Group will be advised of a number of high level MCC contracts that it may wish to review at future meetings.		Carol Culley/ Scrutiny Support Unit	

Meeting 3 – Thursday 29 November 2018
Report deadline Tuesday 20 November 2018

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Delivery of Social Value through the Council's Highways Contracts - update	To receive an update report on how Social Value is being delivered through the Council's Highways Contracts to include the proposed revisions to future tender documents.	Cllr Stogia (Executive Member for Environment)	Steve Robinson	See June 2018 minutes
Social Value Key Performance Indicators	<p>To receive a report on the key performance indicators for the delivery of Social Value.</p> <p>To include the following information:-</p> <ul style="list-style-type: none"> • who decides what the KPIs should be for social value in any given contract; • how was the Council ensuring consistency across the organisation; • was there a central resource that co-ordinates this or do individual departments have responsibility 	Cllr Ollerhead (Executive Member for Finance and Human Resources)	TBC	
Work Programme	To review/approve the current work programme		Scrutiny Support Unit	

Meeting 4 – Thursday 28 February 2019
Report deadline Tuesday 19 February 2019

Item	Purpose	Lead Executive Member	Lead Officer	Comments
Contract development and enforceability	<p>To receive a report on the Council’s process for contract development and the measures available to ensure the terms of these contracts are enforceable.</p> <p>The report will include the liaison between the Council’s procurement and legal teams in developing these contracts</p>	TBC	Fiona Ledden/ Rebecca Maddison	
Procurement of Building works for Schools	To receive a report that provides details on the top 5 contractors used by the Council for building works on schools and what social value they are providing through these contracts	Cllr Rahman (Executive Member for Schools, Culture and Leisure) Cllr Ollerhead (Executive Member for Finance and Human Resources)	Amanda Corcoran/ Jared Allen	
Work Programme	To review/approve the current work programme		Scrutiny Support Unit	

Items to be scheduled (Items highlighted in grey have been added to one of the above meetings)				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
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	
The Council's Social Value Fund	To consider a report on the Council's Social Value Fund. This report will include:- <ul style="list-style-type: none"> • what is in the fund to date; • what is being done with the money within the 	Cllr Ollerhead (Executive Member for	TBC	

	<p>fund;</p> <ul style="list-style-type: none"> • 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 	Finance and Human Resources		
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.			

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