



Overview and Scrutiny Ethical Procurement and Contract Management Sub Group

Date: Thursday, 21 February 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.**

Filming and broadcast of the meeting

Meetings of the Overview and Scrutiny Ethical Procurement and Contract Management Sub Group are 'webcast'. These meetings are filmed and broadcast live on the Internet. If you attend this meeting you should be aware that you might be filmed and included in that transmission.

Membership

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

Agenda

- 1. Minutes** 3 - 8
To receive the minutes of the Ethical Procurement Subgroup meeting held on 29 November 2018.

- 2. Appropriateness of advertisements on Council owned land** 9 - 12
Report of the Strategic Director – Development

This reports provides a summary of the council's position to ensure that inappropriate content is not displayed through the advertising estate. The report also summarises how the council intends to engage the market through the procurement process in order to find the appropriate supplier to operate the small format advertising estate.

- 3. Procurement of Building works for Schools** 13 - 30
Report of the Head of Major Projects

This report provides a summary of the social value activities and outcome resulting from the major construction projects commissioned on schools during 2018.

- 4. Contract development and enforceability**
Report to follow.

- 5. National Agreements for the employment, welfare, grading and training of Employees and Apprentices.**
Report to follow.

- 6. Work Programme** 31 - 36
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:

Mike Williamson
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This agenda was issued on **Friday, 15 February 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 Thursday, 29 November 2018

Present:

Councillor Russell (Chair) – in the Chair
Councillors Ahmed Ali, Clay, Lanchbury and Watson

Also present:

Councillor Stogia - Executive Member for Highways, Planning and Transport
Councillor Ollerhead- Executive Member for Finance and Human Resources

Apologies: Councillor Farrell, Hacking, Igbon, H Priest, Reid, Shilton Godwin, Stone and S Wheeler

RGSC/EP/19/5 Minutes

Decision

To approve as a correct record the minutes of the meeting held on 13 September 2018.

RGSC/EP/19/6 Developing and embedding Social Value within Highways Service - update

The Group considered a report of the Director of Operation (Highways) which provided an update on developing and embedding social value within the Highways Service. The report outlined the actions taken since the previous Ethical Procurement sub-group meetings on 7 June 2018 and December 2017 and the improvements made since the appointment of the Social Value Project Manager within the service. It also highlighted further planned activity for social value and next steps for the service to continue with this area of development.

The Executive Member for Highways, Planning and Transport referred to the main points and themes within the report, which included:-

- The Social Value Project Manager joined the Highways service in July 2018 and had made significant improvements to raise awareness of social value and its importance as well as embed a culture across the service so that it becomes the norm;
- Relationships with suppliers had significantly improved and as a result Highways were achieving greater outcomes for Manchester from a delivery and social value perspective;
- The Social Value Project Manager had undertaken a review of contracts within Highways and met with 19 suppliers to date to raise contractors' knowledge and understanding surrounding social value;

- Tender documents had been reviewed to ensure that social value questions are tailored to the specific contract or framework in mind;
- Four social value workshops in conjunction with Executive Members and the Procurement Team had taken place to raise awareness and aid staff's understanding of social value;
- There was now an understanding of the need to collaborate across frameworks with regards to developing and bringing together best practice around social value;
- It was intended to hold Supplier Days to bring the supply chain together into a regular forum to discuss and emphasise the importance of social value across the supply chain;
- It was planned to embed social value into governance processes and procedures as part of the implementation of the new PMO within the service
- Highways would work collaboratively with the support of the Integrated Commissioning Team to upskill and inform contract and commissioning managers about the importance of monitoring social value and identify the correct method to report on this; and
- The Service would continue to look into ways of developing social value KPIs for the service and now include the highest percentage for social value (currently 20%) in all future tenders

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

- The progress that had been made in embedding and delivering Social Value within the Service was very welcoming;
- How were the monitoring and evaluation processes going to be developed;
- Were there still some suppliers resistant to embracing Social Value;
- Clarification was sought as to what the TC971 contract framework was;
- Having undertaken the work to date, was it felt that this would result in improved relationships with suppliers in the future;
- Was it possible to have details on the number of in-house apprentices that had been taken on;
- Was there any information available on the delivery of Social Value from the Manchester Inner Ring Road contract;
- Was there any means of calculating Social Value in house and connected to this was there any data on the number of the BME and EDI employees within the department;
- Was there any specific reasons as to why the planned Supplier Days had not yet taken place;
- Had there been any engagement with Trade Unions; and
- With the appointment of the Social Value Project Manager, what was the expectation of contract management officers

The Social Value Project Manager advised that she had begun tracking Social Value commitments and met with contractors regularly for data on Social Value. It was hoped that in the future it would be possible to provide quantitative evidence of how social value was being delivered. At the present moment this was work in progress but would be contained in future updates.

The Group was advised that developing people's knowledge and understanding of what social value was had met with varied success and had been challenging in some instances. The Social Value Project Manager provided an example to the group where a contractor not been forthcoming in providing a social value element as part of a contract with the Council and how this had been addressed to a point where social value was now being delivered.

The Social Value Project Manager advised that relationships with contractors in the main had improved and in some instances, the Council was on its second round of social value commitments with some contractors. It was also evident that contractors were now actively thinking on how they can deliver social value as part of the tender submission.

In terms of measuring social value in house the Executive Member for Finance and Human Resources reported that it was difficult to quantify certain aspects of social value and social value calculators did not provide all outcomes for the varying aspects of what could be derived from social value.

The Director of Operations (Highways) advised that in terms of in-house apprentices, the department had two within Manchester contracts and a further high level apprentice in the design office. It was the intention of the department to take on more apprentices during 2019 once appropriate support mechanisms were in place. It was also reported that it was intended to rotate apprentices amongst suppliers in order to provide them with a wider opportunity to develop their experience and skills. He also commented that in terms of the Inner Ring Road contract, the contractor had offered social value and it was being monitored on a monthly basis in terms of their delivery but the main contracts for this work pre-dated the active implementation of our current social value approach. The Group was also advised that the Council had monthly meetings with Trade Unions and they were aware and supportive of the Council's approach to delivering social value.

The Social Value Project Manager advised that although her role was to ensure social value was being embedded across the Highways department and to also ensure contractors were aware of their requirements in the tender process, it was for contract managers to monitor the delivery of social value once a contract was in place. To aid in this, social value workshops were to be set up to help raise awareness of staff across all departments.

Decision

The Group welcomes the progress that has been made developing and embedding social value within the Highways Service.

RGSC/EP/19/7 Use of Social Value Key Performance Indicators (KPIs) in contracts.

The Group considered a report of the City Treasurer which provided information on the key performance indicators for the delivery of social value, which included who decided what the KPIs should be for social value in any given contract, how was the

Council ensuring consistency across the organisation and whether there was there central resource that co-ordinated this.

The Head of Integrated Commissioning referred to the main points and themes within the report which included:-

- Central to the Council's approach was ensuring that social value and its monitoring was explicitly covered at all stages of procurement, including the commissioning and pre-tender stages, tender, contract implementation, and contract monitoring;
- The Integrated Commissioning team had taken stock of the use of Social Value KPIs in new and existing (including old) contracts, with particular focus on identifying good practice;
- It was commissioners / contract managers who proposed what the KPIs should be for social value in any given contract, and the relevant Strategic Director (or delegated authority) who approved it;
- The Council promoted consistency through governance and guidance in the shape of toolkits, templates and sharing best practice;
- Individual departments were responsible for ensuring that there were robust KPIs in contracts;
- Where contracts predated the introduction of social value there was mixed picture of suitable KPIs being in place; and
- Currently there was no benchmarking across the Council as there was no common position on what appropriate level of social value should be based on contract value as each contract was done on a case by case basis, tailored to circumstance.

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

- Had there been any work to develop informal best practice sharing across directorates;
- How did the Council monitor contractors to ensure that they were adhering to the social value requirements of the contract;
- Did the Council monitor how many of "Our Children" achieved employment opportunities across all Council contracts;
- How was the Council monitoring the underlying structural change that the Council was looking to achieve from the delivery of social value;
- Had any consideration been given to linking social value in kind received from small value contracts into the Council's Neighbourhood Investment Fund or Community and Voluntary Sector; and
- Why were there no KPI's for the Housing and Residential Growth contract relating to Grove Village.

The Head of Integrated Commissioning advised that work was being undertaken around developing the understanding and experience of deriving social value amongst teams and services. There were also proposals to set up a practitioner network to allow individuals to share information and collaborate on ideas. The Executive Member for Finance and Human Resources added that best practice that was being shared across departments was also challenged by senior officers that sat

on the SMT Social Value Group, as this provided a better understanding of what worked and also provided for learning opportunities for where improvements could be made. It was also reported that Officers were looking at how suppliers who were looking for a social value partners could be joined up with the voluntary and community sector in order to deliver social value.

The Group was advised that in terms of monitoring contractors, this was built into each contract management arrangement, the methods of which would vary amongst contracts as to exactly how this was monitored, but would usually take place on a monthly basis. An example was given as to how the Capital Programmes team monitored and tracked apprentices being employed on Manchester City Council contracts through the North West Construction Hub. In terms of monitoring the opportunities for 'Our Children', the Head of Integrated Commissioning commented that 'Our Children' were a priority category in terms employment opportunities and although she didn't have figures available, she advised that it would be possible to undertake an exercise to analyse this across contracts.

In terms of monitoring the underlying structural change that social value was to bring about, it was explained that this would happen over time. The Head of Corporate Procurement cited an example of how this was happening with Barclays bank, who were providing financial guidance to Manchester care leavers and also providing opportunities for 15 Manchester young people from hard-to-reach groups to gain meaningful employment with one of their partners. It was also explained that suppliers needed to be informed of what was expected of them in terms of delivering social value prior to the submission of tenders. Reassurance was given that the majority of new contracts being awarded now covered these requirements and Strategic Directors were taking a more active role in monitoring the social value element of contracts within their Directorates.

The Executive Member for Finance and Human Resources noted the suggestion of linking social value in kind from small value contracts into the Council's Neighbourhood Investment Fund or Community and Voluntary Sector and agreed that this could be considered as there was a need to think imaginatively as to how social value could be delivered from small contracts.

The Head of Integrated Commissioning advised that there was a challenge in changing existing large contracts to deliver social value, with Grove Village being an example of this. Officers with responsibility for monitoring this contract were aware of the need to improve the delivery of social value from this contract and would be looking at achieving this at each break point within the length of the contract.

Decision

The Group notes the report

RGSC/EP/19/8 Work Programme

The Subgroup were invited to consider and agree the work programme. The Chair proposed that the next meeting took place on Thursday 21 February 2019 at 10:00am

Decision

The Subgroup:-

- (1) agree the Work Programme, subject to any amendments agreed by the Chair following discussions with officers; and
- (2) agrees that the next meeting takes place on Thursday 21 February 2019 at 10:00am

**Manchester City Council
Report for Information**

Report to: Ethical Procurement Sub Group – 21 February 2019

Subject: Small Format Advertising – Council Influence on Adverts
Displayed on Council Assets

Report of: Strategic Director - Development

Summary

This reports provides a summary of the council's position to ensure that inappropriate content is not displayed through the advertising estate. The report also summarises how the council intends to engage the market through the procurement process in order to find the appropriate supplier to operate the small format advertising estate.

Recommendations

The sub group are asked to note the council's position on managing appropriate content through the advertising estate and to note the procurement process to be undertaken in order to find a supplier.

Wards Affected: Ancoats & Beswick, Cheetham, Deansgate and Piccadilly Wards

Contact Officers:

Name: Eddie Smith
Position: Strategic Director - Development
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Background documents (available for public inspection): None

1.0 Introduction

- 1.1 Following the discussions at Resource and Governance Scrutiny Committee held on 6 December 2018 the Strategic Director – Development was asked to provide assurance that the council would not be supportive of any advertising that celebrated inappropriate conduct and what the Council could do through the procurement process to influence advertisers who wish to use Council owned land.
- 1.2 The current Small Format Advertising contract is due to end in October 2019 and is currently managed by JC Decaux. Over the last year work has been undertaken to understand the market in order for the Council to be in the best position to receive bids that meet the cities requirements. In order to move forward with an agreed approach this paper will set out the council's position which aims to assure members of the appropriate nature of advertisements and to provide the Council with the best opportunity to effectively use the advertising estate to generate income.
- 1.3 The Council will be going to market for a new advertising supplier, therefore, it was felt that this would be an appropriate time to set out the council's position and seek to assure members before moving forward with the procurement process.

2.0 Background

- 2.1 The small format advertising contract currently covers 99 sites across the city centre, owned and maintained by JC Decaux. It should be noted that this represents a small part of the advertising space within the city centre. The Council has no influence on what can be displayed on screens or boards on private land or other platforms that have approved planning permission on the adopted highway such as the BT Inlink stations.
- 2.2 The Council is seeking to have the estate digitised and looking for an innovative advertising partner in order to provide a platform which can offer more than a simple advertising platform but can also link in with the cities smart cities ambitions.
- 2.3 The advertising estate has now been brought into Strategic Development to be part of the investment estate portfolio in order to be managed more effectively. It is anticipated that the new arrangement will bring in significant income from April 2020. This is due to the time it will take to roll out the new equipment and for the provider to start generating income.

3.0 Guidelines and Contractual Obligations

- 3.1 The advertising industry is regulated by the Advertising Standards Agency (ASA) and the Committee of Advertising Practice (CAP). They set out Advertising Codes for guidance to the industry on how to ensure that the way they advertise is legal, decent, honest and truthful and consumer confidence is maintained. The code is an overarching framework that details what

advertisers are able to produce. Any advertisement can be required to be amended or withdrawn. Advertisers that breach the code can be subject to sanctions, such as the withholding of advertising space or withdrawing trading privileges.

3.2 Within the specification and the subsequent contract with the supplier it will be stipulated that any advertisement that is displayed, will be in line with the regulations. This will be monitored through a key performance indicator requesting 100% compliance.

3.3 Further to this the Council will set a number of criteria which will be agreed by the supplier in order for them to look to control the type of advertisements. These will be as follows:

1. the Advertisement must comply with the CAP Code or any guidelines, decisions, directions or recommendations issued by the ASA;
2. the Advertisement must comply with the law or incites someone to break the law;
3. the Advertisement must not be in advocacy of, or opposition to, any politically, environmentally or socially controversial subjects or issues;
4. the Advertisement must not infringe on any trademark, copyright or patent rights of another company;
5. the Advertisement must not relate to films which have not been granted permission for public exhibition or which do not show the British Board of Film Classification certificate;
6. the Advertisement must not promote the disparagement of any person or class of persons;
7. the Advertisement must not promote or incite illegal, violent or socially undesirable acts;
8. No Advertisements for products with high sugar content within 75m of any educational establishment for children under 16 years old;
9. No Advertisement relates to tobacco products and e-cigarettes within 75m of any educational establishment for children under 18 years old;
10. the Advertisement must not promote weapons, gambling or illegal drugs;
11. the Advertisement must not promote financial organisations and loan advancers with punitive interest rates, 'cash for gold' or similar pawn broker type agents;
12. the Advertisement must not promote the availability of adult or sexually orientated entertainment materials;
13. the Advertisement must not be displayed if it is likely to cause widespread or serious offence to members of the public, on account of the nature of the product or service being advertised, the wording or design of the Advertisement or by way of inference;
14. the Advertisement must not depict men, women or children in a sexual manner or displays nude or semi-nude figures in an overtly sexual context (for example, while the use of underdressed people in most underwear advertising may be seen as an appropriate context, gratuitous use of an overtly sexual nature will be unacceptable);

15. the Advertisement must not refer to indecency or obscenity or use obscene or distasteful language;
16. the Advertisement must not depict direct or immediate violence to anyone shown in the advertisement;
17. the Advertisement must not condone or provoke anti-social behaviour;
18. the Advertisement must not contain negative references to Manchester City Council Services or those services provided or regulated by the Authority, organisations associated with the Authority or Greater Manchester Local Authorities;
19. the Advertisement may not adversely affect in any way the interests of the site owner; and
20. the Advertisement relates to a political party or parties or a political cause.

3.4 It is felt that this criteria will ensure that the Council is not seen to be promoting anything that would be out of line with its ethos. This will be monitored through contract management and will be a non-negotiable element of the negotiation that will take place with suppliers through the procurement process. These criteria will be in addition to any voluntary measures adopted by the successful provider.

3.5 The solution should provide comfort that these types of stipulated advertisements will not appear within the Council's estate, but does not stop them appearing elsewhere in the city. It also should be noted that any restrictions will have an impact on the income that the Council can generate from the contract.

4.0 Procurement

4.1 In order to secure the best deal for the city from a supplier, the Council will enter into a competitive dialogue process, this procurement route is felt to be the best way to reach a mutually beneficial relationship with a supplier. It provides flexibility through an iterative process, giving the authority the opportunity to engage formally with the market prior to finalising the tender documentation. The Council is looking to maximise the return from the advertising estate, as the current contract is currently not generating any revenue. The new arrangement will include a fixed fee and a return on a percentage of the gross revenue. Allowing the council to budget based on fixed income whilst incentivising the supplier to generate as much revenue as possible through our advertising estate.

5.0 Recommendations

5.1 Recommendations appear at the front of this report.

**Manchester City Council
Report for Information**

Report to: Ethical Procurement Sub Group – 21 February 2019

Subject: Procurement of Building works for Schools

Report of: Head of Major Projects

Summary

To provide a summary of the social value activities and outcome resulting from the major construction projects commissioned on schools during 2018.

Recommendations

To note and agree content of this report.

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	Through training and development of pupils, students and residents there will be a growth in employment in the construction sector.
A highly skilled city: world class and home grown talent sustaining the city's economic success	In addition to pupils and students the training element of social value has also been directed to upskilling existing staff and higher level qualifications.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Training for residents gives better chances for them to be upskilled and offer opportunities for social progression through increased and wider employment opportunities.
A liveable and low carbon city: a destination of choice to live, visit, work	Wider projects within the programme of social value have included the Bees in the City project which specifically encouraged city tourism visits.
A connected city: world class infrastructure and connectivity to drive growth	

Contact Officers:

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Name: Amanda Corcoran
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Background documents (available for public inspection): None

1.0 Introduction

- 1.1 The Ethical Procurement Sub-Group has requested of the Director of Education - "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."
- 1.2 Since 2008, Manchester has seen a significant growth in demand for primary school places and as a result there has been a significant programme of primary school expansion over a period of time. Most recently, Education commissioned the Capital Programmes and Procurement Team to design and construct a number of school expansion projects to satisfy demand for places expected to be required in September 2018.

2.0 Background

- 2.1 During 2018 all major school construction projects were procured through a competitive 2 stage tender exercise through the North West Construction Hub for the programme of works.

ISG were the contractor successfully appointed to this programme carrying out the following major projects: -

Education basic need 2018 – 5 primary school expansions

Plymouth Grove – refurbishment of redbrick early 1900's school to allow relocation of primary pupil referral unit from Gorton Mount

Beaver Road – construction of a new campus to accommodate years 4, 5 & 6 and allow the school to expand in all years

Armitage Primary – construction of nursery and community facility

In addition to the schools programme ISG were also successful in winning a number of other projects with MCC namely Velodrome Track Refurbishment, Moss Side Leisure Centre Refurbishment and Hulme District Office Refurbishment (due to complete April 2019).

- 2.2 At the time of scoring the mini-competition exercises contractors were evaluated on quality, cost and social value with their social value offer being judged against the minimum requirements of the North West Construction Hub.
- 2.3 Once appointed to carry out the works ISG recorded and reported on their social value delivery compared to their individual project targets on a monthly basis.
- 2.4 ISG like many other major contractors employ social value specialists and utilise a social value profit calculator to attach a monetary value to their activities.

3.0 Quantification of Social Value Benefits delivered

3.1 During the course of all contracts the social value activities were measured and collated by both the contractor and the North West Construction Hub Firefly system for recording KPI's.

3.2 The activities carried out on each of the education contracts are summarised in the table below:-

Project	Apprentice weeks	Community activities	Education activities	Employment support	Work placements	Training weeks
<u>Basic Need</u>	31.0	4	4	2	3	19.5
Ringway	49.0	3	7	14	4	16.0
Crossacres	28.2	3	4	7	4	16.4
Webster	44.4	1	7	11	3	12.7
Lily Lane	33.2	2	8	7	4	23.3
St James						
Plymouth	79.6	4	5	17	10	66.0
Beaver Rd	78.0	7	7	13	6	25.2
Armitage	27.1	3	5	4	1	13.1
TOTALS	370.5	27	47	75	35	192.2

In addition to the education and schools' projects ISG also worked on a number of non-education projects where social value activities were delivered in parallel and in conjunction with those on the education projects. The total of those other activities carried out on these projects can be summarised as below giving a total of social value activities for 2018 delivered by ISG.

Project	Apprentice weeks	Community activities	Education activities	Employment support	Work placements	Training weeks
ISG non-schools projects	265.6	22	17	40	20	117.9
TOTALS (All ISG)	636.1	49	64	115	55	310.1

3.3 ISG produce a large number of case studies to demonstrate the activities that they undertake each year, five of these case study documents are appended to this report covering the following elements of social value delivered around the 2018 programme.

WOWEX – the world of work experience a programme ISG delivers every year across North West England encouraging school children to consider careers in construction. From their 2017 programme ISG are now employing and supporting a higher level apprentice in surveying and the 2019 programme has 24 participants of which 16 are from Manchester schools with the remaining 8 being from adjacent boroughs.

Sayyid Alam – Sayyid was unable to gain employment on graduating from Salford University due to lack of relevant skills and experience. Through ISG he was able to undertake work placements and skills training which have resulted in him gaining full time employment, with ISG, starting as an assistant site manager on the Plymouth Grove and then Moss Side Leisure Centre projects.

Enabling enterprise – a programme run by a social enterprise established by a group of experienced teachers to promote non-core curriculum life skills such as communication and teamwork to primary age children. Through the 2018 schools programme a social value activity undertaken by ISG was to provide seed funding for the Enabling Enterprise programme to be offered across Manchester schools. To date 1,965 pupils and 97 staff across 6 schools have participated and more schools have registered to take part as the programme rolls forward.

Daniel Walker – Daniel is an apprentice working with MCC and its partners as part of his HNC Construction studies. In order to gain relevant experience of health and safety ISG supported Daniel with an 8 week placement and specific training at Plymouth Grove project.

Bees in the City – along with a number of other partner organisations ISG donated a large amount of staff resource to the activities around planning, programming, placing and removing the Bees in the City artwork over the summer of 2018, a project which all involved in have had a great sense of pride.

4.0 Recommendations



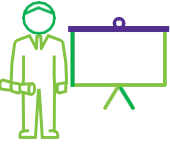


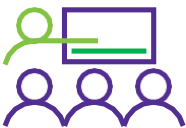
- 4.1 The committee members are requested to note and accept this report of the quantities and types of activities delivered, under our developing approach to social value on construction projects, with relation to the 8 schools projects (and wider programme of works) as noted herein.

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Appendix 1

Social value delivered by ISG in 2018 for Manchester City Council

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Project	 Apprentice weeks	 Community activities	 Education activities	 jobcentreplus Employment support	 Work placements	 Training weeks	
EBN SCHOOLS PROGRAMME							
Basic Need 5 School programme							
Ringway (Off-site manufacture)	31.0	4	4	2	3	19.5	
Crossacres (Off-site manufacture)	49.0	3	7	14	4	16.0	
Webster (Off-site manufacture)	28.2	3	4	7	4	16.4	
Lily Lane (Off-site manufacture)	44.4	1	7	11	3	12.7	
St James' (Off-site manufacture)	33.2	2	8	7	4	23.3	
Plymouth (Renovation)	79.6	4	5	17	10	66.0	
Beaver Road (Off-site manufacture)	78.0	7	7	13	6	25.2	
Armitage (Off-site manufacture)	27.1	3	5	4	1	13.1	
EBN TOTAL	370.5	27	47	75	35	192.2	

Appendix 1

Social value delivered by ISG in 2018

for Manchester City Council



(Page 2 of 2)

Project	Apprentice weeks	Community activities	Education activities	Employment support	Work placements	Training weeks	
NATIONAL CYCLING CENTRE							
National Cycling Centre	N/A	1	1	2	4	2.4	
MOSS SIDE LEISURE CENTRE							
Moss Side Leisure Centre	204.2	11	7	24	9	101.4	
HULME DISTRICT OFFICE							
Hulme District Office	61.4	10	9	14	7	14.1	
CUMULATIVE TOTAL FOR ALL PROJECTS							
	636.1	49	64	115	55	333.1	

Appendix 2 – Specific case studies

- WOWEX
- Sayyid Alam
- Enabling Enterprise
- Daniel Walker
- Bees in the City

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Appendix 2 – Specific case studies

- WOWEX
- Sayyid Alam
- Enabling Enterprise
- Daniel Walker
- Bees in the City

WOWEX, Manchester



ISG's World of Work Experience (WOWEX) programme is celebrating its sixth intake of pupils, having supported 78 students from across the North West over the last two years, including from Manchester schools.

Developed as part of ISG's commitment to leave a lasting legacy in the communities it works in, the week-long programme sees students gain a taste of life in the construction industry.

The most recent session saw 13 pupils aged 15-17 from several different schools and colleges including Manchester spend five days following the process of tendering for a project to final pitch, with a visit to a live construction site as part of the programme.

The students visited the Plymouth Grove School project in Manchester, which ISG delivered as part of the wider EBN schools programme with Manchester City Council, through the North West Construction Hub framework. Students used live material to understand the process of tendering. The students looked at live risk assessments from Manchester City Councils EBN projects: Beaver Road Primary School and Plymouth Grove and saw the real live programme for Ringway Primary School.

The initiative was established with the help of £28,443 in Construction Industry Training Board (CITB) funding for innovation. ISG's head of social value Vicky Hutchinson designed, developed and piloted a course of stimulating activities that would give a flavour of real work in a range of construction careers.

The project has been hugely successful, with participants giving glowing feedback – almost 9 out of 10 attendees said they would now consider a career in construction following the course, up from fewer than 4 out of 10 beforehand.

“ I'd just like to say thank you once again for the wonderful opportunity that you gave me to participate in the WOWEX week; it was a great week where I developed a number of key skills that are desirable in any industry, but most importantly, this week really allowed me to see the variety of roles and professions within the construction industry as now I know what I want to do. Thanks to ISG!!!”

Natalie Rong, student from Loreto College Hulme



The materials to deliver WOWEX courses have been made available to the wider construction industry through the CITB, with the initiative continuing to be rolled out across ISG, particularly in Manchester.

Annie Timmins from Greater Manchester completed WOWEX back in February 2017. Annie showed commitment and dedication and has now secured a higher apprenticeship position in surveying with ISG.

This year we have seen an increase in people applying for the higher apprenticeship programme who have completed the WOWEX placement. This year's programme will start in September 2019.

WOWEX 5 : 19-23 March 2018		
School/College	School year	No. of attendees
Connell Sixth Form College, Beswick	Year 12 Business BTEC	11

WOWEX 6 : 9-13 July 2018		
School/College	School year	No. of attendees
Loreto College, Hulme	Year 12	5
Winstanley, Wigan	Year 12	1
St Ambrose, Swinton	Year 10 (DEC students)	3
St Ambrose, Swinton	Year 11 (DEC students)	1
Salford City College	Year 1 Construction	2
St Francis Xavier's College, Liverpool	Year 12	1

2
years

6
WOWEX events
delivering

78
student weeks and

672
staff hours in delivery

Sayyid Alam, Graduate



For Sayyid Alam, a two-week placement on one of our Manchester City Council (MCC) EBN school projects, turned into more than just practical experience to put on his CV.

A recent graduate from Salford University, Sayyid found that after finishing his construction project management course he didn't have the qualifications needed to work on a site.

After unsuccessfully applying for a construction administration role with another contractor, he discovered a sector-based work academy run by Minstrell in partnership with ISG. The three-week academy saw Sayyid gain a health and safety level 1 qualification, a construction skills certification scheme (CSCS) card, as well as receiving interview skills training and visiting live sites.

After meeting ISG's project skills co-ordinator Larene Linley, and social value co-ordinator Lucy Barton, Sayyid was encouraged to apply for a further two-week work placement on our Plymouth Grove School project.

Supported and mentored by project manager Mick Wilks and senior site manager Ben Jackson, Sayyid's work and determination saw him offered a place on the team as a trainee site manager.

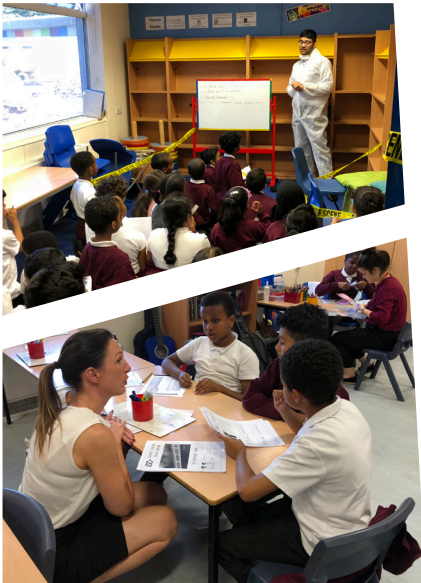
On completion he moved on to the Moss Side Leisure Centre project for MCC and is now undertaking his rotation training within ISG.

Larene Linley commented: "All Sayyid needed was a helping hand. He is an incredibly capable person, but lacked the experience to get his foot on the ladder. It is a pleasure to have been able to play a part in his success and it just goes to show how important work experience is in helping young people join our business and the wider industry."

“ I am over the moon, I couldn't believe it at first. Ben Jackson and Mick Wilks are such good mentors and colleagues, they are teaching me loads of things, and I couldn't have asked for anything better than to be given this opportunity. It's a massive step in getting to where I want to be with my career. Ultimately without Mick, I wouldn't be here, I will never be able to thank him enough for his belief in me. I also want to say a big thank you to Larene and Lucy for assisting and helping me get this far.”

Sayyid Alam, graduate

Enabling Enterprises



ISG has supported with a £10,000 donation, to improve teaching skills and children's education in Manchester.

As part of a £35 million EBN Schools Programme awarded to ISG by Manchester City Council through the North West Construction Hub (NWCH), we have partnered with Enabling Enterprise to support schools in close proximity to our sites, providing £10,000 of "seed funding" and 53 hours of staff time.

In total, we have supported 97 teachers and 1,965 students, from across six different schools, as part of the programme. These schools include: Clarendon Primary School, Armitage Church of England Primary School, Bridgelea (PRU), Webster Primary School, Trinity Church of England High School and St Wilfrid's RC Primary School.

In June, Barry Denton, Anthony Lane and Vicky Hutchinson visited one of the schools benefitting from the investment. The session, at Webster Primary School, saw Enabling Enterprise deliver a day activity called 'Stolen Sweets'. The children learned interpersonal skills by working in teams to figure out which nursery rhyme character stole the sweets.

Almost 20 members of staff and 540 pupils participated in the day. The activities develop essential life skills of listening, presenting, problem-solving, creativity, staying positive, leadership and teamwork that would not ordinarily be delivered under the school curriculum.

Head of social value, Vicky Hutchinson, explains the drivers for the partnership: "These sessions deliver skills that we know employers look for in their young talent. Enabling Enterprise helps pupils learn and practice these essential skills all the way through their school life, ensuring that they are work ready."

Enabling Enterprise is an award-winning social enterprise set up by a team of experienced teachers. It supports schools by providing specialist training and resources to enable teachers to explicitly teach essential skills to their students. This partnership has been extremely beneficially to all students: "This is such an important thing to do. So many of these students believe they are 'not good at anything'. Days like this just allow them to see they have strengths outside of the classroom." Teacher, Trinity Church of England High School

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Daniel Walker, Apprentice



Daniel Walker from Manchester City Council's (MCC) Future Apprenticeship Programme needed help in meeting his health and safety objectives as part of his apprenticeship.

Daniel, studying a Level 4 HNC Sustainable Building course with Total People, attended ISG's Plymouth Grove, Manchester City Council's EBN schools project over an eight-week period.

Mick Wilks, ISG's project manager on Plymouth Grove, ensured that Daniel was exposed to vital health and safety tasks that take place on a construction site and enable him to obtain the necessary skills and knowledge.

Daniel checked visitors and workers to ensure they were competent, had the correct documentation, helped maintained adequate and appropriate notices and warnings, conducted maintenance checks on PPE and even assisted site inductions. Daniel also worked alongside Dean Johanson, ISG's HSQ&E advisor, to identify areas to improve health and safety, implementing systems for identifying hazards and reducing risk and completing regular checks on health, safety and welfare protection systems.

“This is great preparation for the real world and the progression of my career. I have now managed to extend my knowledge of various responsibilities when on site as a site manager.”

Daniel Walker, apprentice

“A quick note of thanks to you and your team for taking in Daniel in over the last couple of months and helping him better understand the importance of H&S from a Contractors perspective. Genuinely appreciated by us both, and I know he has benefited from the experience.”

Tim Laycock, Major Projects Manchester City Council Capital Programmes and Procurement

8

apprenticeship weeks
completed on site

“Bees in the City”, Manchester



ISG got behind the Bee in the City initiative by volunteering their time.

ISG’s project manager, Tony Dougan and framework director, Neil Walker helped in planning the installation and de-installation of the Bees and attended the planning meetings on a regular basis. Tony co-ordinated the team at ISG and 17 staff members got involved. 271 volunteered hours were completed in total of which 110 hours were done at weekends and nights.

In addition to time, ISG also donated materials and paid for the hire of equipment totalling £2,200. ISG’s supply chain also supported the project in donating time and material to a cost equivalent of £3,200.

Sally Ann Wilkinson, Director of Wild in Art – the organisers of “Bee in the City” – commented about Tony and ISG’s support: “It has been an absolute privilege to work with you over the summer on the Bee in the City project. On behalf of the team, who could not have spoken more highly of you, a very big thank you for all your hard and professional work. Knowing you and the ISG team were there to support us through this has meant the world to us.”

ISG was delighted to support the project knowing that it was a free summer holiday activity. 695,000 people actively took part in finding the Bees located across the city. As well as helping to bring people together and encouraging civic pride, the event has also encouraged people to be more active. More than 80% said the event encouraged them to walk more than usual (82%) and get outdoors more (83%). More than a third of trail goers were groups of family and friends, and 66% of people said that the Bees helped them to spend more time with their family. The art trail of bees had a total economic impact of £33.5 million, contributing £10.2 million of GVA to the local economy.

This project really showed of how the private and public sector can work together to create extraordinary things for the community of Manchester.

“It has been an absolute privilege to work with you over the summer on the Bee in the City project. On behalf of the team, who could not have spoken more highly of you, a very big thank you for all your hard and professional work. Knowing you and the ISG team were there to support us through this has meant the world to us.”

Sally Ann Wilkinson, Director of Wild in Art

17

ISG staff members got involved

271

hours volunteered by ISG staff, including

110

hours at weekends and nights

£2,200

materials and equipment hire donated

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

Meeting 4 – Thursday 21 February 2019 Report deadline Tuesday 12 February 2019				
Item	Purpose	Lead Executive Member	Lead Officer	Comments
Contract development and enforceability	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. The report will include the liaison between the Council's procurement and legal teams in developing these contracts	Cllr Ollerhead (Executive Member for Finance and Human Resources)	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	

National Agreements for the employment, welfare, grading and training of Employees and Apprentices.	To receive a report that provides details on the National Agreements for the employment, welfare, grading and training of all staff, including apprentices, in the associated construction industries, who are to be employed on MCC contracts, with a potential view to requesting contractors to consider adopting these.	Cllr Ollerhead (Executive Member for Finance and Human Resources)	Jared Allen/ Lucy Makinson/ Fiona Ledden	
Appropriateness of advertisements on Council owned land	To receive a report for information on what degree of influence the Council could have on the appropriateness of adverts that are displayed on Council land as part of the tendering process.	Cllr N Murphy (Deputy Leader)	Carol Culley/ Eddie Smith	
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
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	
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	<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

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				
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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