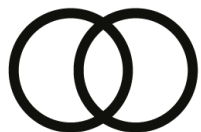




@CLEStinkdo
@ManCityCouncil
#SocialValueMCC

Powering Social Value through recovery



CLES
the national organisation
for local economies



**MANCHESTER
CITY COUNCIL**



The Impact of MCC's Procurement Spend 2019/20



MANCHESTER
CITY COUNCIL

Neil McInroy

Chief Executive

Centre for Local Economic Strategies (CLEs)



@CLEstinkdo
@ManCityCouncil
#SocialValueMCC



Community wealth building: A growing movement



MANCHESTER
CITY COUNCIL



A growing movement around
Community Wealth Building



13 years working with MCC



@CLEsthinkdo
@ManCityCouncil
#SocialValueMCC



The Impact of MCC's Procurement Spend 2019/20



MANCHESTER
CITY COUNCIL



£511m

Amount spent by Manchester City Council with its top 300 suppliers in financial year 2019/20.



£353m

Amount spent with Manchester based organisations in 2019/20, or 69.2% of the total spend with the top 300 suppliers. It was 51.5% in 2008/09



62.9%

The proportion of procurement spend with SMEs has increased from 46.6% in 2014/15.



@CLEstinkdo
@ManCityCouncil
#SocialValueMCC



Manchester: 2019/20



MANCHESTER CITY COUNCIL



£143m

Estimated re-spend of the top 300 suppliers back in the Manchester economy on local employees and suppliers of their own in 2019/20.



2,251 jobs

Suppliers to Manchester City Council created an estimate 2,251 jobs in Manchester in 2019/20.



55,385 hours

Suppliers to Manchester City Council provided an estimated 55,385 hours of support to the voluntary and community sector in 2019/20.



6,189 opportunities

Suppliers to Manchester City Council created an estimated 6,189 employment opportunities for 'hard to reach' individuals in Greater Manchester in 2019/20.



576 apprenticeships

Suppliers to Manchester City Council created an estimated 576 apprenticeships in Manchester in 2019/20



@CLEStinkdo
@ManCityCouncil
#SocialValueMCC



Where next: beyond social value?



MANCHESTER
CITY COUNCIL

- Potential for Manchester's economic recovery to centre socially and environmentally generative businesses - make social value central to economic recovery and target social value initiatives to those most affected by Covid.
- Opportunity to advance MCC's climate work through procurement and commissioning.
- Enable more generative businesses to enter council supply chains through the use of prequalification criteria.
- Maximise the impact of public spend in Manchester through an Anchor Network.
- Deepen understanding of the local market, with a particular focus on ownership and decarbonisation.
- To pluralise the local economy and MCC's supply chains, need unconventional business support → CWB Hub



@CLEsthinkdo
@ManCityCouncil
#SocialValueMCC



Update on Social Value Activities



MANCHESTER
CITY COUNCIL

David Houlston

Strategic Lead Policy and Partnerships
Manchester City Council

Peter Norris

Work and Skills Specialist
Manchester City Council



@CLEStinkdo
@ManCityCouncil
#SocialValueMCC



Building on a decade of tangible benefits



MANCHESTER
CITY COUNCIL



Economic impact in 2018/19

- £461m spend with top 300 suppliers - £322m Manchester based (69.9% up from 51.5% in 2008/09)
- 50.5% of spend with SMEs
- 561 apprentice opportunities created
- 1,579 jobs created by suppliers
- 7,730 opportunities created for hard to reach residents in GM

Existing commitments:

- MCC has signed up to a number of national covenants and is a Living Wage employer. These commitments are embedded within the Council's approach to Social Value.





Developing a Social Value Policy



MANCHESTER
CITY COUNCIL

Manchester City Council continues to support the GM Social Value Framework as a high level framework but need a more granular Social Value Policy which addresses Manchester's priorities.

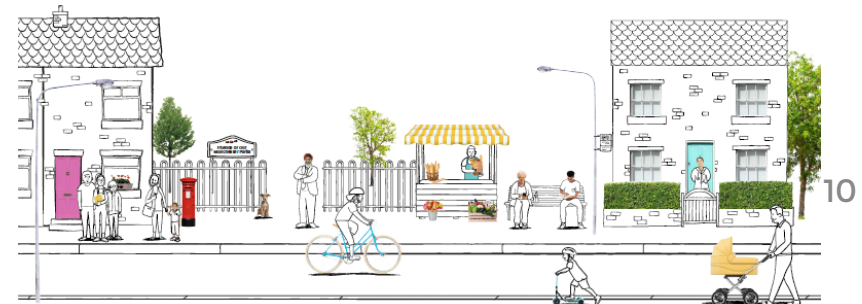
The development of the Policy has been driven by the need to:

1. Prioritise actions to support Manchester's recovery.
2. Expand priority groups to reflect groups disproportionately impacted by the pandemic.
3. Respond to the climate emergency and support delivery of the Manchester Climate Change Framework 2020-25



Our Manchester Strategy

Forward to 2025



Focus actions, for the medium term, to meet the challenges presented by the economic impact of COVID-19:

- Maximise new **job creation**, increasing overall labour demand in the city, and ensure residents are supported into these opportunities.
- **Support unemployed Manchester residents** to re-enter work as quickly as possible - especially priority cohorts.
- **Support and strengthen organisations** that make a positive contribution to Manchester and retain money in the local economy.
- Support Manchester's transition to a **zero carbon city**.
- Ensure '**good employment**' (e.g. Living Wage) is centre to any opportunities.
- Focus **charitable giving** on We Love MCR, Young Manchester and Big Change.
- Facilitate **donations of surplus food** through the Food Response Team & Council's website to ensure food can be distributed to those who need it & reduce food waste.
- Establish the required processes to make use of the **Social Value fund** and realign to the priorities.



2. Expanding priority groups



MANCHESTER
CITY COUNCIL

Background

Since 2017 Manchester has looked to target social value efforts at the following priority groups:

- Children and young people, specifically: looked after children and care leavers; young people who are Not in Employment, Education or Training (NEET) or at risk of becoming NEET; and young people involved in or at risk of being involved in the criminal justice system;
- long-term unemployed with an underlying health condition or complex needs;
- disabled people;
- older people; and
- vulnerable adults overcoming a crisis or, domestic violence and abuse, rough sleepers.

Social Value Policy

This list has been reviewed in light of the impact of the pandemic and also wider work within the Council around equality and diversity. The new Social Value Policy suggests the following changes:

- Black, Asian and Ethnic Minority residents to be added as an additional priority group.
- For all groups, there should be a focus on paid work within occupational areas with good post-COVID prospects and high quality training relevant to future job growth.



3. Climate Change/ Zero Carbon



MANCHESTER
CITY COUNCIL

Background

- Commitments in July 2019 Climate Emergency Declaration & Council's Climate Change Action Plan 2020-25.
- Introduced consistent questions on the environment and zero carbon to all Invitation to Tenders.
- A minimum 20% social value weighting applied to evaluation of tenders.
- Trialled an additional 10% social value weighting (so total 30% weighting) specifically for environment action to support the city's zero carbon 2038 target.
- Undertaken categorisation of spend by type with overlay of the known, or estimated, environmental impact of each category.

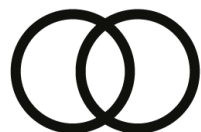
Social Value Policy

- To reflect the Council's commitment to achieving zero carbon by 2038, all procurements will allocate an additional 10% of the evaluation score to a supplier's contribution to carbon reduction within their own operations. In limited circumstances where this is not considered practicable, this score may be revised for an individual tender.
- In the longer term, the 10% environment weighting may ultimately be a temporary measure - over time, the aim is for zero carbon to be integral to specifications such that a dedicated weighting may not be needed.



@CLEStinkdo
@ManCityCouncil
#SocialValueMCC

Workshops



CLES
the national organisation
for local economies



**MANCHESTER
CITY COUNCIL**

BUILD BACK BETTER

Greater Manchester Social Value
Framework



Greater Manchester

Social Value Network

**GREATER
MANCHESTER**
DOING THINGS DIFFERENTLY

Welcome and agenda

PRESENTATIONS

- Overview of the GM Social Value Framework
- Getting involved in the GM Good Employment Charter
- Working with communities for social value

QUESTIONS AND DISCUSSION

What is the framework?

Concept: Social Value is everyone’s business – broadened scope to be used across all sectors to guide actions and maximise impact

Aim: ‘Social Value’ becomes the right way to do business in GM

Proposal: Publish a high-level and strategic framework of specific and action orientated priorities which can be used by any business, and public or VCSE sector organisation

The Framework will:

- Be aligned with UN SDGs and Greater Manchester Strategy
- Contain priority actions for ‘social value’ as ‘good business’
- Can be backed up by accessible brokerage and support
- Include actions which have increased priority as a result of the coronavirus pandemic.
- Inform procurement processes



The priorities...

- Provide the Best Employment That You Can
- Clean Air in Greater Manchester
- Create the Employment and Skills Opportunities That We Need to Build Back Better
- Be Part of a Strong Local Community
- Make Your Organisation Greener
- Develop a Local, GM-based and Resilient Supply Chain

Where can I access it?

<https://www.greatermanchester-ca.gov.uk/what-we-do/economy/using-social-value-to-make-greater-manchester-a-better-place/>

Why are we doing this?

- To tackle the growing inequalities which exist in GM
- Encouraging actions now which will have longer term benefits
- Share the responsibility
- Shift the focus of 'social value' away from only being a discussion about public procurement (and in particular the tender process)
- But to build the 'market' into which the public sector does its procurement
- Measurement shouldn't just about proving 'value' for procurement – should be used to improve performance and for the benefit of the business

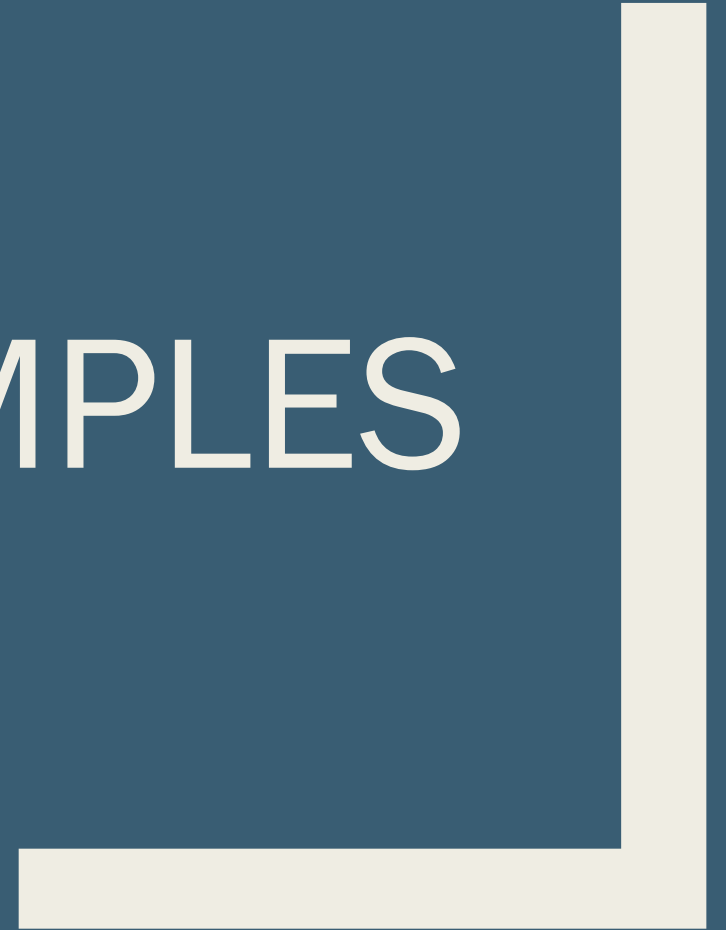
What can I use it for?

In order to make social value part of 'business as usual', this Framework should be free to use and easy to do...

- As a talking point in corporate or business planning...
- As a checklist for the commissioning of services...
- As a guide for the development of procurement strategies and social value policies...
- For discussion in a team meeting....
- As a framework for your social impact reporting....
- And to take action.... to tackle the widening inequalities post Covid-19, and to build back a better, fairer and greener economy in Greater Manchester

If all businesses, community groups, social enterprises, voluntary and public sector organisations take at least **one new action** against one of these areas, together we can make a huge difference for Greater Manchester.

EXAMPLES





**GREATER MANCHESTER
GOOD
EMPLOYMENT
CHARTER**

Supported by



GMCA GREATER
MANCHESTER
COMBINED
AUTHORITY

ANDY BURNHAM
MAYOR OF
GREATER
MANCHESTER

What is the Charter?



The Greater Manchester Good Employment Charter is a voluntary membership and assessment scheme that aims to **raise employment standards across GM**, for all organisations of any size, sector or geography.

GMgoodemploymentcharter.co.uk

Characteristics of Good Employment



Real Living Wage



Secure Work



Engagement & Voice



Flexible Work



Recruitment



People Management



Health & Wellbeing

Employer Funnel



Employer Engagement

Supporter

Development
Evaluation &
Assessment

Member

Benefits of Joining the Movement:



Network of Employers



Network Events



Visible Commitment to Employees



Access to Resources



Performance Improvement

230+ Employers

Employers engaged in the process



110+ Supporters

Employers signed up to the Charter

200,000+ Employees

Employees covered by Supporters

26 Members

Employers that have progressed from Supporters to Members

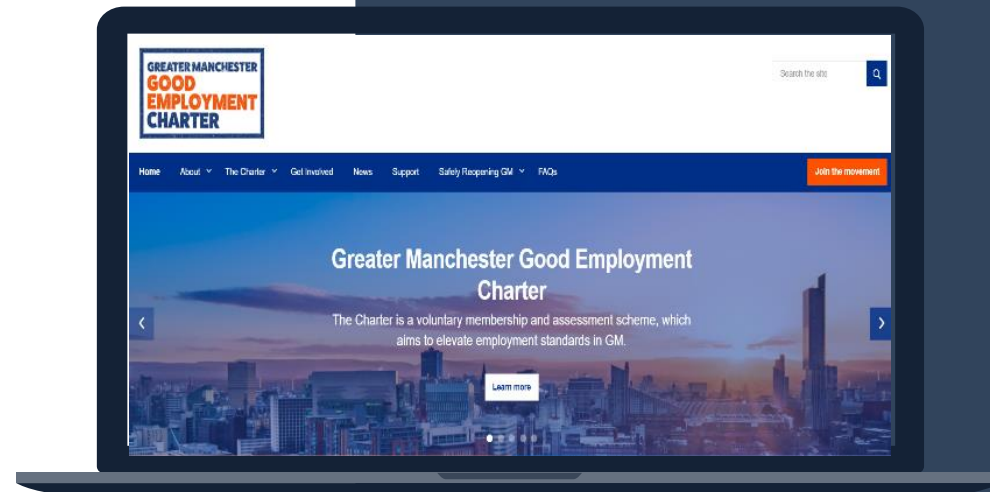
Supporters Network **Webinars**



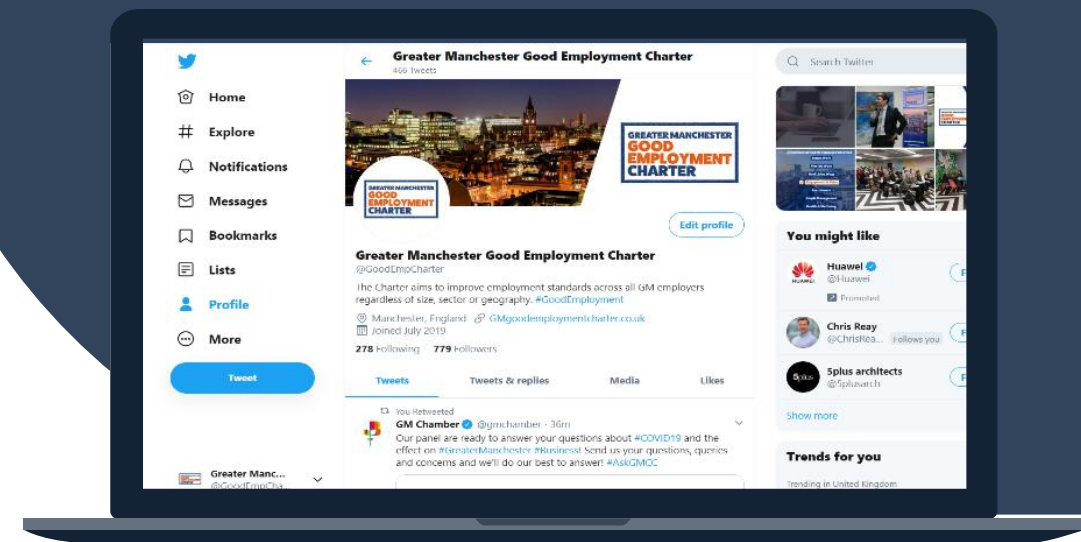
- Webinar series running bi-monthly from April 2020
- Experts from partners of the Charter and the Supporters Network, webinars on topics:
 - Building Back Better
 - Home Working/Flexible Working
 - Equality Issues, Equalities Reporting
 - Employee Engagement & Voice
 - Reopening Workplaces Safely
 - Health and Wellbeing
 - Redundancy the Right Way
 - Coffee Chat – Mental Wellbeing
 - Real Living Wage – Getting Accredited
 - In Conversation with Joeli Brearly, Pregnant then Screwed
 - Hospitality Sector Specific – with ACAS
 - Age Friendly Employment

The website

- News & Blogs
- FAQs
- Resources
- Supporters Commitment
- Membership Criteria
- Latest updates available on Twitter
- If you are interested, please contact Carol.Halford@growthco.uk for further information



GMgoodemploymentcharter.co.uk



[@GoodEmpCharter](https://twitter.com/GoodEmpCharter)

Real Living Wage Campaign



- Payment of the real living wage is a key characteristic of the charter
- Alongside the Living Wage Foundation, Andy Burnham has committed for GM to become the first living wage city region in the UK over the next 3 years
- Good pay will be a component of our drive to build back better with an inclusive economy
- For more information on becoming a living wage accredited employer, contact Daniel.Howard@livingwage.org.uk



Be Part of a Strong Local Community

Nigel Rose

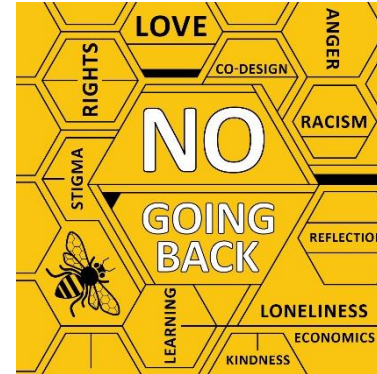
Macc and Greater Manchester Social Value Network

How do you personally contribute to making the community where you live stronger?

Defining a Strong Community

- Positive sense of identity
- Strong voice about what happens locally, people care
- High levels of involvement through volunteering and activism
- Well connected both internally and externally
- Strong partnerships
- Sufficient and well-working public, private and voluntary sector assets

Resources




 Greater Manchester
Social Value Network

Good Practice in Social Value Partnerships

A guideline for how to forge successful local partnerships between private and voluntary sectors

April 2020

https://www.geography.org.uk/write/MediaUploads/download/GA_PRBSCWhatIsASustainableCommunity.doc

Greater Manchester Social Value Network

To encourage organisations in every sector to seek relevant **social, environmental and economic value** from everything that they do, including service delivery, commissioning and procurement. Social value considers more than just the financial transaction and includes: Happiness; Wellbeing; Health; Inclusion; Empowerment; Poverty; Environment.

Through

- Influencing
- Building a network
- Training and Conferences
- Newsletters and Publications

www.gmsvn.org.uk

Discussion



- *Have you got examples that you would like to share of how your organisation is partnering with local communities, voluntary organisations or social enterprises to create social value?*
- *Are there any Good Employment Charter Supporters or Members here – how has the Charter helped your organisation?*
- *Has anyone got any good examples of support and brokerage that has helped your organisation create social value?*

Don't forget to contribute to the Flinga Board: "Your organisation's name and the action(s) you're going to take to support Manchester's recovery after what you've heard during today's event".

www.flinga.fi Access Code: F6BY4HS



Changing approaches to Procurement & Commissioning post exit from the EU

MCC and CLES event

11th March 2021

Agenda

- **The Green Paper “Transforming Public Procurement”**
 - What’s in it and what happens next?
- **Discussion**
- **Purpose of the workshop**
 - “Provide some ideas for improving Commissioning & Procurement”

Transforming Public Procurement

1. Procurement that better meets the UK's needs
2. A simpler regulatory framework
3. Using the right procedures
4. Awarding the right contract to the right supplier
5. Using the best commercial tools
6. Ensuring open and transparent contracting
7. Fair and fast challenges to procurement decisions
8. Effective contract management

Procurement that better meets the UK's needs

- **No EU rules – WTO rules instead**
 - *Hold the front page – the EU is in the WTO so they are the same!*
- **Principles of public procurement**
 - *“open, transparent, non-discriminatory behaviours and processes”*
 - *Public good, value for money, transparency, integrity, fair treatment of suppliers, non-discrimination*
- **National Procurement Policy Statement (interim rules – implemented “soon”)**
 - *“National priorities” for Social Value, Pipelines and developing better Commercial Capability*
- **Oversight**
 - *Mystery Shopper on steroids – powers to monitor and to intervene*

A simpler regulatory framework

- All Procurement Rules (350+ regulations) combined into a single regulatory framework
 - Public Contracts Regulations 2015 (**PCR**), Utilities Contracts Regulations 2016 (**UCR**), Concession Contracts Regulations 2016 (**CCR**) and Defence and Security Public Contracts Regulations 2011 (**DSPCR**)

BUT

- *“The procurement of healthcare services is not being considered as part of this Green Paper because the Department of Health and Social Care is continuing to consider next steps in relation to the NHSE proposals on procurement in the Long Term Plan”*
- So, a single regulatory framework that **excludes Health**

Using the right procedures

- **7 “complex and inflexible” procedures to be replaced with 3 new ones**
 - Flexible procedure that gives freedom to negotiate and innovate to get the best from the private, charity and social enterprise sectors
 - Open procedure for simpler, ‘off the shelf’ competitions
 - Limited tendering procedure to use in certain circumstances, such as crisis or extreme urgency
- **Removal of Light Touch Regime (flexible procedure to be used instead) so higher threshold disappears**

Awarding the right contract to the right provider

- MEAT – replace with MAT
- Grounds for Exclusion – new mandatory exclusion for
 - criminal convictions for any fraud (not just against state)
 - new discretionary exclusions eg non payment of taxes, deferred prosecution agreements
- A central “debarment list” for councils to use for mandatory exclusions
- Past poor performance – increase ability to take into account of performance even if this did not lead to contract being terminated

Using the best commercial purchasing tools

- Framework Agreements, split to 'closed' and 'open' agreements.
 - 'Open Agreements max term now 8 years, must be opened at least once to allow new suppliers to join
 - **All** frameworks and DPSs must be recorded on a central register
 - Direct award permissible in all frameworks but single supplier frameworks only for 'closed'
 - Can remove suppliers who subsequently found to not comply with the 'exclusions' rules
- New DPS+ for all types of procurement not just 'common goods and services' to replace existing DPS system.
- Ability to charge suppliers for being on the framework once they have been awarded a contract

Ensuring open and transparent contracting

- Central Platform where all contract information will be uploaded either directly or by a council's own system (eg The Chest)
- Contracts Finder will be retained
- Central Platform will host additional functionality over time eg register of framework contracts
- Data Standard and links to FOIA etc

Fair and fast challenges to procurement decisions

- New tailored expedited civil court process for procurement disputes, ability to process cases based on written evidence only
 - Better, cheaper system to allow for SME and VCSEs to challenge procurements
 - A more balanced remedies regime to remove some of the litigious culture/delays
- Tribunal system for low value claims
- Capping the level of damages available to aggrieved bidders at 1.5 x the bid costs
- Removing automatic suspension on the award of contracts let competitively in crisis or extreme urgency situations.
- Removing the requirement to provide an individual debrief letter to each bidder at the end of a procurement process – it all goes on the web instead

Effective Contract Management

- **Tackling payment delays down the supply chain**
 - Powers to intervene
 - More transparency – private sector required to report on performance as public sector does now
- **More flexibility to amend contracts in times of crisis by re-ordering and clarifying Reg 72 of PCR**
- **New requirement to publish contract amendment notices**
- **Capping the profit paid on contract extensions where the incumbent raises a legal challenge**
- **Using supplier feedback to drive supplier excellence**
 - To consider how to ensure councils provide regular feedback to suppliers

Discussion

- **Any strong views on the Green Paper?**
- **Any issues from the floor**
 - Green Paper related
 - Non-Green Paper related
- **Summary of discussion**

Care Leaver Covenant / Being A Corporate Parent

A Brief Guide



Care Leaver Covenant

The Covenant is a promise made by private, public or voluntary organisations to provide support for care leavers aged 16-25 to help them to live independently.

In July 2016, the Government published 'Keep on Caring' to support young people from care to independence. A key policy commitment in the paper is a strategic pledge to introduce a Care Leaver Covenant.

<https://mycovenant.org.uk/>

In this workshop we will talk about being a Corporate Parent, Manchester's Care Leavers, why it is important, what you can do to help and our social value procurement toolkit.

What Is A Corporate Parent?

‘As the corporate parent of children in care, the state has a special responsibility for their wellbeing. Like any other parent they should put children first. That means all staff working for public bodies, and bodies who can make a valued contribution, being a powerful advocate for them to receive the best of everything and helping children to make a success of their lives.’

Care Matters Transforming the lives of Young People in Care 2006

Why Does It Matter?

'I had to be put into care to be protected from my dad and then I'd suffered worse'
(Growney 1998)

There is clear evidence that the outcomes for Looked After Children and Care Leavers tend to fall short of their peers and the gap is widening, particularly in terms of;

- Educational attainment and Training
- Employment
- Entry and involvement in the criminal justice system
- Becoming a young parent
- Overall health and wellbeing

Top Ten Things Young People Worry About Leaving Care

1. Being on your own (loneliness)
2. Not being able to cope
3. Not being able to get help when you most need it
4. Not having enough money to get by on
5. Cleaning up after yourself
6. Leaving before being ready to do so
7. Having nowhere/no-one to come back to
8. Being put in some 'dodgy' places
9. Becoming homeless
10. *"Not being able to settle anywhere"* – having to keep moving around

Who Are Manchester's Looked After Children & Care Leavers

Children in Care who are aged 0-18 years and subject to:

- A Care Order
- A Section 20 arrangement under Children Act 1989 (with parental agreement)
- Leaving Care arrangements

They can live with foster carers, relatives, friends, children's homes/residential schools and semi-independent accommodation.

Manchester's Looked After Children & Care Leavers

Question	Answer
How many children and young people are cared for by Manchester City Council	1315 aged 0-18 years
Care Leavers	961 Care Leavers 285 Under 18 676 Aged 18 - 25
Gender	Male: 55% Female: 45%
UASC	129 Aged 16 - 25
EET / NEET	64% of our young people aged 16 - 25 are engaged in EET

Manchester's Corporate Parenting Panel and Partnership Strategy

Ensures the council and its partner agencies have a full and joint commitment to:

- Improving the outcomes for Manchester's Looked After Children and Care Leavers
- Develop and monitor the implementation of Manchester's Permanence and Leaving Care strategy and associated plans
- Promote a coordinated and partnership approach to delivery of services; implement the Service Delivery Plan
- Provide an effective challenge where services are not delivering positive outcomes for Looked after Children and Care Leavers

Key Strategic Priorities

- Voice and Influence of Young People
- Health
- Education, Employment & Training
- Independent Living Skills
- Accommodation Options
- Workforce Development

Service Priorities

- Care Leaver App
- Drop-in with Health and DWP
- Stronger links in Covid Response - Homelessness, Prince's Trust, EET Providers, Mental Health
- Redesign Engagement Events in light of Covid
- Embed quality practice to ensure consistently good delivery
- Expansion of Mentoring offer
- Raise awareness of Corporate Parenting responsibilities

What Can You Do To Help?

- Ensure social value aspects within contracts benefit the needs of our young people
- Provide/promote/ring-fence entry level employment or apprenticeships opportunities
- Other employment opportunities
- Support access to low or no cost leisure activities
- Promote the Adoption and Fostering Service recruitment campaign
- Promote their involvement in Further/Higher Education/Training
- Provide suitable accommodation for care leavers
- Be an Independent Visitor or Mentor to a Looked After Child / Care Leaver

How Can You Fulfil Your Corporate Parent Responsibilities

- Prioritise social value, support and sharing responsibility
- Ask yourself 'would this be good enough for my child'
- Raise Awareness
- Advocate, promote, challenge and prioritise their inclusion in services

Care Leavers Social Value Procurement Toolkit

- In March 2020 Manchester City Council, along with 15 other Local Authorities, was appointed as a champion for the Care Leavers Social Value Procurement Toolkit
- The Toolkit sets out how Public bodies in particular can maximise and target specific benefits to care leavers through the procurement process
- The Toolkit enhances Manchester City Council's existing social value procurement process and in addition to its adoption by the Council, in December 2020, all the Greater Manchester Children's Commissioners agreed to adopt the Care Leavers Social Value Procurement Toolkit
- Tenders are now being developed across GM that target specific Social Value benefits for Care Leavers
- Manchester City Council recommend that all Local Authorities consider adopting the Toolkit to maximise the Social Value benefits for care leavers

Contacts

If you have an offer for our young people speak to us:

- Ian Brown – Head of Corporate Procurement ian.brown@manchester.gov.uk
- Nick Whitbread – Service Lead – Leaving Care nick.whitbread@manchester.gov.uk
- Ed Salmon – Education, Employment, Training Lead edward.salmon@manchester.gov.uk

Final Thought

‘Children in public care are *our* children.

We hold their future in *our* hands ’

Education Protects DfES



Any Questions?

Need to include a mention and link to the interactive 'commitment' element which was introduced earlier, asking contributors to:

“Your organisation's name and the action(s) you're going to take to support Manchester's recovery after what you've heard during today's event”.

Details of the Flinga board (the website we are using to track responses), are here:

www.flinga.fi

Access Code: F6BY4HS



Balfour Beatty and the Armed Forces

Balfour Beatty



Balfour Beatty is a leading international infrastructure group. We finance, develop, build, maintain and operate the increasingly complex and critical infrastructure that supports national economies and deliver projects at the heart of local communities.

Working with our supply chain

Our ability to collaborate with our supply chain partners to drive improvements in safety, sustainability, innovation and efficiency is key to our and our customers success.

We have around 12,000 active supply chain partners on over 350 live projects at any time. We understand the importance of investing in long-term relationships that are:

- Mutually beneficial
- Encourage openness, honesty and trust
- Promote learning and continuous improvement



Our Sustainability Strategy – Building New Futures

- Our Sustainability Strategy, Building New Futures, embodies our ambition to go further to reduce our environmental footprint and have a positive, sustainable impact wherever we work
- It has been developed with input from key stakeholder groups in the UK, US and Hong Kong and focusses on the three areas most important to our business – the environment, materials and communities
- It sets firm 2030 targets, including a formal commitment to set a science-based target to reduce carbon emissions and outlines our 2040 Ambitions to:
 - Go Beyond Net Zero Carbon
 - Generate Zero Waste
 - Positively Impact More than 1 Million People



Our Sustainability Strategy, Building New Futures



Environment

Responding to climate change and managing our impact on the environment



Materials

Choosing the right materials, using less materials and creating value from the materials we no longer need



Communities

Improving the prosperity and wellbeing of individuals and communities

2040 Ambitions

Beyond Net Zero Carbon

Generate Zero Waste

Positively Impact More than 1 Million People

2030 Targets

Achieve our science-based carbon reduction target

40% reduction in waste generated

£3bn social value generated

Local Sustainability Action Plans

Armed Forces Community

We currently recruit approx. 50 ex forces personnel annually, however we are looking to increase this intake to over 200 over the next couple of years. Our currently Armed Forces Community is around 200 strong.

We are working with the following organisations to introduce and attract this new talent to our business and to our supply chain partners.



Steve Doolan

- Left school at 16 (No Qualifications)
- Worked as labourer 16 -18
- Joined army at 18 as infantry soldier (Operational tours in Northern Ireland, Iraq & Afghanistan)
- Also attended training exercises in Germany, Belize (Jungle) Kenya & Falklands.
- May 2010 – Injured in an I.E.D attack whilst serving in Afghanistan.
- Learning how to adapt to a new way of life.
- Personal Trainer (3 years)
- Project Coordinator – Retail instillation (2 Years)
- Attended Project RECCE
- Public Liaison Officer (PLO) – Balfour Beatty



Cedric Marie

- Former Police Officer for 5 years
- Joined the army as an infantry soldier (operational tours in Afghanistan) before transferring to the HR department
- Also attended training exercises in Germany, Canada and Cyprus
- Left the Army to pursue a career in Health & Safety
- Learning how to adapt to new way of life
- Contract roles we HE SIMMS & Barnfield Construction
- Attended Project RECCE
- Health, Safety, Environment, Sustainability & Quality Advisor (HSESQ) – Balfour Beatty





SOCIAL VALUE CALCULATION

08

£1.71 **MILLION**

Balfour Beatty

National TOM's social value calculation (Balfour Beatty)

Employability
Mental health support
Health interventions
Careers
Mentoring
Volunteering
Disability support
Counselling

Every £1.00 spent
has generated
£3.83 of social value.



IMPROVE
SUCCESS
TRAINING
MOTIVATE
WORK
INSPIRE

Any questions?

Andrea Holt – Social Value Lead – North West
andrea.holt@balfourbeatty.com

MANCHESTER CLIMATE CHANGE FRAMEWORK 2020-25

Our strategy towards making Manchester a thriving, zero carbon, climate resilient city.

Version 1.0
February 2020

MANCHESTER
CLIMATE CHANGE PARTNERSHIP

MANCHESTER
CLIMATE CHANGE AGENCY

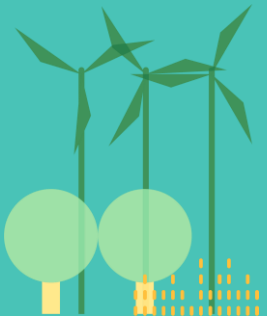
OUR AIM

Manchester will play its full part in limiting the impacts of climate change and create a healthy, green, socially just city where everyone can thrive.

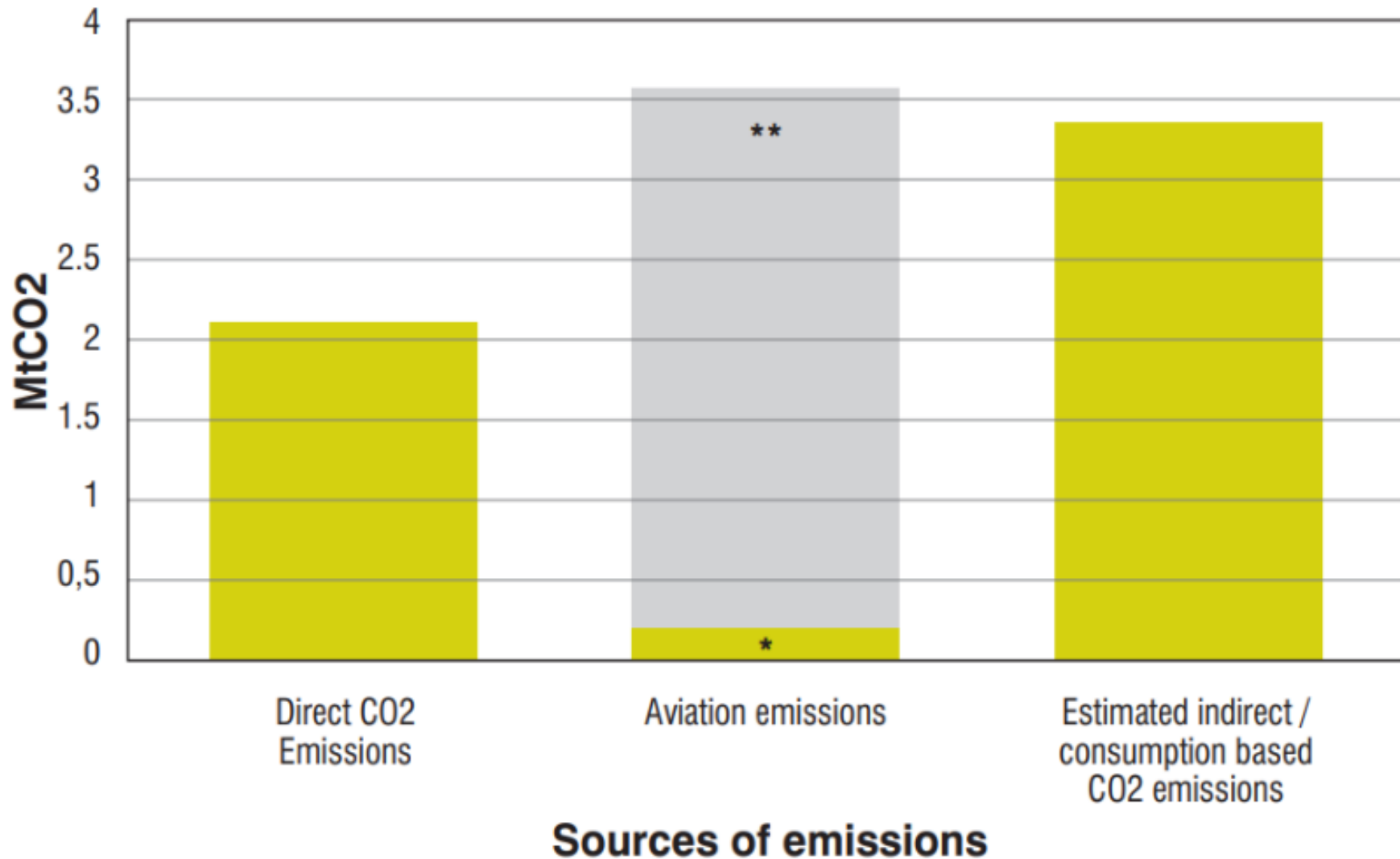
MANCHESTER
CLIMATE CHANGE PARTNERSHIP

OBJECTIVES

1. STAYING WITHIN OUR CARBON BUDGETS
2. CLIMATE ADAPTATION AND RESILIENCE
3. HEALTH AND WELLBEING
4. INCLUSIVE, ZERO CARBON AND CLIMATE RESILIENT ECONOMY



OUR CO₂ EMISSIONS



** Flights from Manchester Airport taken by non-Manchester residents and organisations

* Flights taken by Manchester residents from Manchester and other UK airports

INDIRECT / CONSUMPTION-BASED CO₂ EMISSIONS SUB-OBJECTIVE:

MANCHESTER
CLIMATE CHANGE
PARTNERSHIP

To better understand the broader climate change impact of the city's consumption of goods and services and take action to develop more sustainable consumption practices for the city's residents and organisations.



Tacking Consumption Emissions

Dr Joe Blakey

Department of Geography

The University of Manchester

joe.blakey@Manchester.ac.uk

@joeblakey



The Need to Act on Consumption



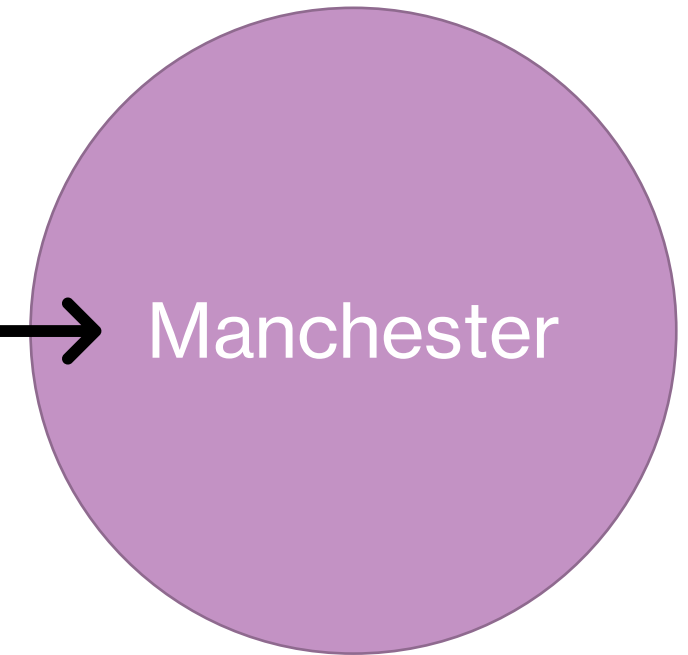
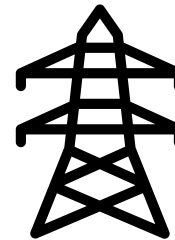
Cities' mitigation efforts mostly focus on transport, buildings, energy and waste (Tozer and Klenk, 2018).



Accounts and budgets focus on in-boundary and electricity generation emissions (Blakey, 2021).



What we measure tends to be what we manage.





A Narrow Picture of Our Accountability?

- Manchester has a majority service sector (lots of things imported in).
- Not a lot of production in-boundary.
- Cities do not exist in a vacuum.
- A need to deal with Manchester's role in emissions beyond the border.

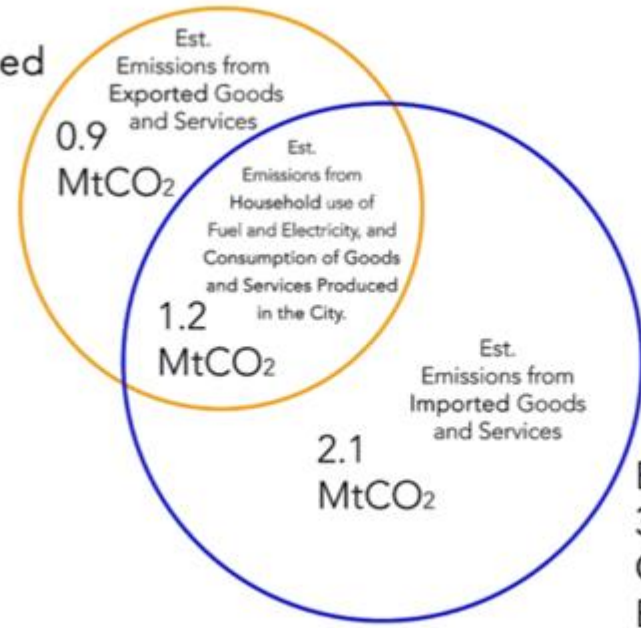


Consumption-based Emissions

- All emissions from the consumption of goods or services *regardless* of where they occur.
- For example, Manchester's footprint would include:
 - Emissions from hothousing Scottish strawberries consumed in Manchester
 - Emissions from citizens' flights or car journeys from Manchester
 - Emissions from cement used in new builds in Manchester
 - Emissions from growing and consuming food in the city



2.1 MtCO₂
Production-based
Emissions



Est.
3.3 MtCO₂
Consumption-based
Emissions

Estimate of Manchester's Consumption-based Emissions

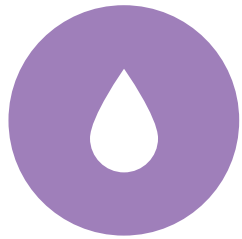
Estimated consumption-based footprint for the City of Manchester. Based on 2017 BEIS data and the consumption-based footprint of the C40 cities (Manchester Climate Change Partnership, 2020; p.27).

Urgency of Action

- The consumption of goods and services in high income cities is a crucial lever of action and must be **reduced by two thirds within the next decade** to prevent climate breakdown (C40, Arup, & University of Leeds, 2020).
- Moreover, **leaving future increases in consumption unchecked could undermine decreases made in current zero carbon targets** (Erickson, Chandler, & Lazarus, 2012).
- Not currently monitored and budgeted for – but this is on the horizon. **A need to get ahead of the curve.**



Emissions Hotspots



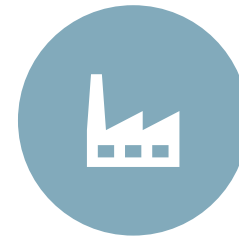
WASTE AND
WASTEWATER



CONSTRUCTION



FOOD AND DRINK



OTHER
MANUFACTURED
GOODS



USE OF
TRANSPORT
BEYOND THE CITY

(Jones, 2019)



Decarbonising Consumption in Manchester's COVID-19 Recovery

- **A stark warning about the scale of the challenge.** In 2020 global emissions reduced by 6% - still short of the 7.6% annual reduction required to limit global warming to 1.5°C (United Nations, 2020).
- We may "leap from the COVID frying pan into the climate fire" (Hepburn, O'Callaghan, Stern, Stiglitz, & Zenghelis, 2020, p.4).
- **The pandemic has shown us that society is capable of taking quick decisions and drastic action in the face of an emergency, and that we can do so with empathy and solidarity.**

The Challenge Post-COVID

“You listen to **plans for recovery and what they’re saying is always consume, consume, consume** - we need to get people back to places and start consuming things. But **that is really hard to square with a carbon perspective where we want to be saying: consume less.**”

(Participant, Workshop 14 Oct 20)

“**The lesson from COVID-19** is more subtle: it shows that the challenge for climate strategy is not to assume, as politicians have done, a limited room for manoeuvre on climate, but rather **to work with citizens to explore what is possible.**”

(Howarth et al., 2020, p. 1112)



Decarbonising Consumption in Manchester's COVID-19 Recovery: Big Picture Messages

- **We need a climate-first recovery.**
- **Take a holistic perspective.**
- **The problem is inequalities in consumption.**
- **Society is open to change.**
- **Cities need to emerge as leaders – together.**
- **Be bold – start where things are difficult.**



Tackling Consumption Emissions Hotspots

Low Hanging Fruit

... and Ambitious Actions

Decarbonising Consumption in Manchester's COVID-19 Recovery: Food and Drink



Low-Hanging Fruit

Promoting low carbon food within organisations and public institutions

Low carbon school meals and food education

Local recovery programmes to support low carbon food

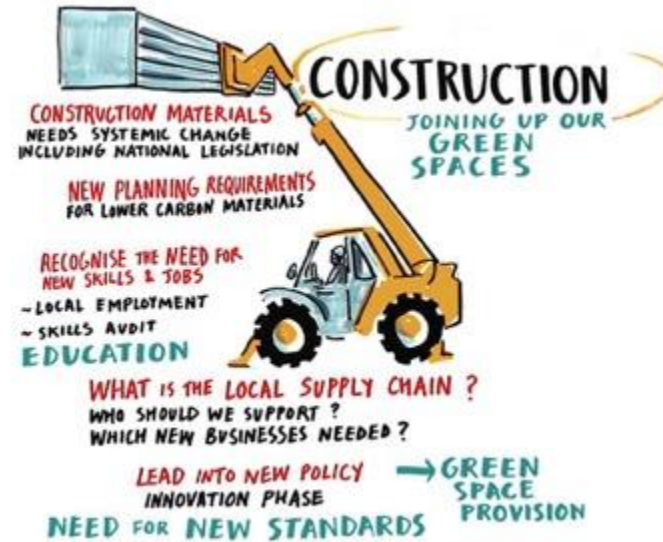
Local planting efforts

Ambitious Actions

Support a wider low carbon food culture

Re-thinking work-life priorities to enable more sustainable food practices

Decarbonising Consumption in Manchester's COVID-19 Recovery: Construction



Low-Hanging Fruit

Intervening across the life cycle of construction materials

Encourage experiments to increase acceptance of low carbon construction

New planning and procurement rules to include carbon indicators

Ambitious Actions

Create local base of low-carbon skills, knowledge and resources

Decarbonising Consumption in Manchester's COVID-19 Recovery: Other Manufactured Goods



Low-Hanging Fruit

Decarbonising final-mile delivery

Rethinking advertising

Ambitious Actions

An ecologically viable economy and society

Decarbonising Consumption in Manchester's COVID-19 Recovery: Waste and Wastewater



Low-Hanging Fruit

Tackling food waste by supporting innovative businesses

Reducing the need for wastewater treatment

Ambitious Actions

Moving towards a circular economy

Creating infrastructure for better waste management

Decarbonising Consumption in Manchester's COVID-19 Recovery: Transport Beyond the City



Low-Hanging Fruit

Sustain and accelerate active travel schemes

Improve integration between cycling and the Metrolink

Encourage large institutions to rethink their business travel practices

Ambitious Actions

Addressing travel privileges and inequalities

Thinking through transport and housing in a holistic way



Final Points

- The **consumption-based perspective flags up blind spots and it highlights the city's interconnected role in global efforts** to reduce carbon emissions and limit global warming.
- Even though we do not yet have the data to introduce a detailed carbon budget and targets around consumption, we know what we need to do. The expertise amongst citizens, organisations and academics in the city, alongside the wider literature, points to **clear priorities for tackling the five emission hotspots**.
- What needs to happen next is for these broad **recommendations to be taken up, developed and operationalised**.
- There will be a need **to build coalitions among various stakeholders, involving local communities, interest groups, businesses and organisations**, to help formulate a holistic vision of a zero carbon city including both production and consumption.