

MCC Social Value Measurement Review

Final Report – Feb 2022



This report is a review of and advice regarding the future development of Manchester City Council's social value reporting and measurement.

Introduction

Manchester City Council has worked with CLES over the past 14 years to advance their pursuit of progressive procurement. The council have been trailblazers in advancing the procurement aspects of community wealth building, and their work continues to inspire dozens of other local councils, city regions and devolved administrations who are pursuing community wealth building as part of their plans to recover from the Covid-19 pandemic.

This has been done in the past by, for example, creating their own bespoke social value priorities, and embedding them into their procurement policies, rather than following generic pre-existing social value frameworks. A key factor in its successful implementation has been the council's commitment to continued improvement, driven by political leadership, officer dedication and supplier support. The success of this work so far is borne out by the evidence, demonstrating the Council's approach to harnessing its spending power has improved the lives and livelihoods of those in Manchester.



Spending

Amount spent with top 300 suppliers

Q1 £128m Q2 £137m



Re-spend

Amount re-spent within Manchester

Q1 £54m Q2 £59m



Jobs

Jobs created for Manchester residents

Q1 2,043 Q2 2,537



Apprenticeships

Apprenticeships created for Manchester residents

Q1 418 Q2 275



Volunteer hours

Hours of voluntary and community activities

Q1 15,747 Q2 18,836



Opportunities

Opportunities created for 'hard to reach' individuals

Q1 4,146 Q2 1,096

CLES's historic consultation with suppliers has shown the benefits this approach to procurement has had, not only for the suppliers themselves, but also for their local employees. They have spoken highly of MCC's approach, comparing it favourably to other authorities they deal with in England.

Manchester City Council recognises that its approach to procurement is not perfect, particularly in relation to its approach to contract monitoring with different metrics and systems used across departments to collect, analyse and disseminate data. MCC also recognises that quantitative data does not provide the full story of the impact that social value policy and activities brings for Mancunians, and particularly those facing challenges associated with poverty and deprivation. And MCC recognises it could do more around the engagement of the Council with suppliers.

As a council MCC are committed to continually enhancing their social value policy so they can build a more socially and economically just city from this pandemic, as well as dealing with the climate crisis head on. For example, amending the approach to focus social value activities upon those most impacted by the pandemic. They therefore asked CLES to undertake a piece of work which reviewed existing approaches to social value monitoring, which test a new approach to survey based monitoring that was undertaken on a quarterly basis, and which explored and advised upon how contract monitoring could demonstrate the real impact procurement and social value policy has upon Mancunians.

As the pandemic enters its endgame, there remains very tough times ahead for both local residents and businesses. But in times of challenge Manchester must continue to deepen its progressive actions and change in order to strive for better outcomes for Manchester residents. CLES are pleased to understand MCC are investing in a team which will have responsibility to collect and analyse data in addition to engaging directly with suppliers on their social value commitments. We hope that the findings of this report assist in that process of further progressing the way in which procurement and social value is undertaken.

Methodology

The work undertaken to compile this review is split into three distinct parts:

- 1) A review and analysis of the information from the Council's existing systems for monitoring social value to establish whether a meaningful quarterly report on social value can be produced.
- 2) A re-running of the annual 'top 300 suppliers survey' for the first 6 months of the 21/22 financial year, undertaken on a quarterly basis and a comparison with the finding of the 20/21 survey findings.
- 3) Undertaking supplier case studies, split into an interview of both:
 - a) the suppliers; and
 - b) the supplier's beneficiaries.

This review then concludes by making some strategic advice / recommendations on how the Council can amend and improve its social value reporting and measurement into the future

Analysis and findings

The social value data provided by the council and included in this review are:

- Highways 21/22 Q1 and Q2;
- Northwest Construction Hub 21/22 Q1 and Q2;
- The Factory ;
- Old Town Hall and
- CLES supplier surveys from 19/20, together with newly gathered data from the periods 20/21, 21/22 Q1 and 21/22 Q2.

Alongside CLES reviewed social value documents relating to:

- Social value policy
- Ethical policy
- Culture and climate
- Children's and Education

Across these systems there are consistent themes for which social value is recorded, however the indicators used vary from system to system and project to project with a long list of all the indicators used. There are some very similar or overlapping indicators, as detailed in Appendix 1. In addition, it is clear there is confusion from some suppliers when responding, about what units they should be reporting social value in (hours, weeks, raw numbers, percentages, GBP), about whether Greater Manchester numbers are inclusive of Manchester numbers and more. Some data are being collected on a 'social value to date' basis and some on a 'social value delivered in given timeframe' basis. These inconsistencies make it difficult and time consuming to aggregate the data into meaningful numbers which provide the Council with useful information.

Table 1 shows a summary of total social value delivered for quarters 1 and 2 of financial year 2021/22 from the CLES top 300 suppliers survey, Highways and Northwest Construction Hub data. These are the sources and indicators for which we were able to aggregate meaningful data within these time periods. Social value figures for the previous financial year are presented alongside, but these are solely from the CLES supplier survey. Due to the issues detailed above, this process required a degree of manual checks and interpretation. A breakdown of social value indicator by project/system is included in Appendix 1.

Table 1: Manchester social value headline figures

	2020/21 CLES survey	2021/22 Q1 CLES survey, Highways, NWCH	2021/22 Q2 CLES survey, Highways, NWCH
Total amount spent by Manchester City Council with its top 300 suppliers	£416m	£128m*	£137m*
Supplier re-spend in Manchester	£156m	£54m*	£59m*
Jobs created for Manchester residents	2,303	2,043	2,537
Apprenticeships created for Manchester residents	629	418	275
Hours of voluntary and community activities	141,528	15,747	18,836
Employment opportunities created for individuals described as 'hard to reach'	2,703	4,146	1,096

* CLES survey only.

Several of the figures in Table 1 stand out:

- The Q1/2 jobs figures are higher than what one might expect given the previous yearly figure. This may reflect wider changes of where the economy was at that stage of the pandemic, i.e. where lots of suppliers were taking on new staff in this period;
- The apprenticeship numbers are also higher than what one might expect given the previous yearly figure. This may reflect government schemes such as Kickstart;
- The number of hours of voluntary and community activities delivered in Q1/2 is significantly lower than the yearly figure, although this figure was (looking further back) an anomaly, again perhaps affected by the pandemic lockdown with companies feeling they wanted to contribute more having developed an increase sense of community; and
- Conversely the employment opportunities created for individuals described as 'hard to reach' is an unusually low number in 2020/21, increasing significantly in quarter one of 2021/22 before returning to a more expected level. It is not unimaginable that opportunities for hard to

reach individuals have fallen significantly, possibly due to more competition in the labour market from non-hard to reach individuals

Lastly, the nature of the way this data is collected (a survey which samples a subset of the entire supplier base), numbers are always susceptible to influence by particularly large numbers from one or two survey responses. As MCC looks to amend the way in which social value is collected, such a system should be designed to gather as wide a coverage of responses as possible to minimise such limitations.

Case Studies

CLES undertook case studies of a selection of MCC suppliers, together with a beneficiary of each supplier's social value activities. We tried to engage with suppliers that were not necessarily 'traditional' in delivering social value outcomes, so instead of engaging with construction companies, we engaged with providers of goods, advertising companies, facilities management providers, and care and housing providers.

Whilst a full case study of each supplier interviewed (including details of their contract with MCC, their approach to social value, its impact and their thoughts on MCC's approach to social value) is presented in Appendix 3, a brief summary of the impacts upon the suppliers' beneficiaries' are presented below.

Case Study – Furniture Resource Centre Group (FRC)

The Furniture Resource Centre (FRC) is a Social Enterprises which has a mission to end furniture poverty. FRC provides a range of residential furniture, equipment, and associated products to Manchester City Council as part of the local welfare scheme. As part of their contract with Manchester City Council, FRC committed to delivering a number of Social Value outcomes including:

- Employing local Mancunians to work in the warehouse and as delivery drivers for the furniture products.
- Using local Manchester and Greater Manchester suppliers to provide them with the goods and services they need to effectively deliver the contract.
- Being a Good Employer and ensuring all employees are paid at least the Real Living Wage.
- Volunteering work with the voluntary and community sector and in schools around FRC's campaign to end furniture poverty.

Whilst the delivery of the furniture products contract is at a relatively early stage, FRC are already beginning to see impacts of their Social Value activities. In particular, they have been able to move a number of people into employment and also enhance the pay of those on low incomes – this has been evident for those able to achieve vehicle licenses and higher-level driving qualifications.

Mike is a local worker and has an employment history of domestic services and warehouse/factory operations. Prior to his traineeship at FRC, Mike was working zero-hour contracts which offered no structure or security of regular income, which led to him having more precarious living situations. Luckily, Mike managed to stay with family and friends for a period of time, but this put significant strain on his ability to see or spend time with his kids.

Mike saw the traineeship on 'Indeed' and, after a quick and easy application and interview process, was offered a role as a trainee warehouse operator where he quickly built rapport with workers and with management. After a brief period, Mike was offered a full-time role with regular hours and pay. He really enjoys his job and feels like he has agency and feels valued. In addition, gaining job security has allowed Mike to live independently in his own rented property. With structure, regular income and resources Mike now spends more time with his children, which is something he has wished to do for a long time.

Beneficiary Case Study – HumanKind

Lee is a local to Greater Manchester and has a history of precarious living conditions, homelessness, and substance addition. For a time, he was living in tents in public parks in South Manchester as he did not want to be placed in a hostel for risk of further substance abuse. During this period, Lee started volunteering for a community centre run for and by people who experience homelessness in Collyhurst. Through these connections, he was introduced to an opportunity to work with HumanKind.

Lee was offered a paid, full-time role with HumanKind but felt he didn't yet have the confidence to take on this role. Instead, the charity worked with Lee to design a bespoke traineeship to support him in his development towards a full-time role while ensuring that he has his own choice of clients to avoid personal triggers. Lee feels like this traineeship, and his volunteering roles, has benefitted his life in a plethora of different ways. He feels that his role in helping people with a history of homelessness and those in recovery maintain their stable tenancies has given him purpose and he is learning something new every day. He feels that a 5-day-a-week structure has developed his confidence and supported his drive to avoid substance abuse which has led to a complete change of mind set. Lee is also passionate about the diversity of his team, which he feels has exposed him to a wealth of new ideas and experiences. He is excited to see what comes next for him and is looking forward to further development and career progression.

Case Study – Mitie

Mitie, an organisation which provides a range of Facilities Management services across the UK and beyond, commenced their most recent contract with Manchester City Council in April 2020, being the Council's core provider for security services.

During the bidding process for the security services contract with Manchester City Council, Mitie developed their 'Manifesto for Manchester' strategy which outlined

a suite of Social Value commitments for delivering as part of the contract. Aligned to the principles and priorities of Our Manchester, these Social Value activities are seeking to (amongst other things) tackle unemployment, promote participation and citizen engagement, and promote environmental sustainability.

To date, Social Value delivery has focused upon two key themes. First, Mitie has delivered a range of volunteering activities with Manchester based Voluntary and Community Sector Organisations. Second, Mitie has set up the Ready2Work Programme which seeks to support people from some of Manchester's most deprived communities into employment opportunities in security.

Whilst the security services contract is relatively new, the Social Value activities described earlier have already started to have an impact upon Manchester's communities:

Jack is a local trainee who went through a period of unemployment following 3 years of college studies. He was frustrated at the lack of opportunities he had following his achievements in further education, but with a lack of work experience he felt like he was wasting his time waiting by the phone for a return call from recruiters. After visiting his local job centre, he discovered the 'Ready2Work' scheme which was ran in collaboration with Mitie. Finding an accessible interview process, he was surprised to learn that not only would he gain more vocational qualifications, but also a wealth of work experience on a range of sites and have an opportunity to interview for a role at the end.

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

Case Study – EQUANS (previously ENGIE)

One of the contracts that EQUANS - the new name for ENGIE's services-led businesses - have with Manchester City Council is the Manchester Public Buildings Service Contract which delivers a range of repairs and maintenance activities.

EQUANS used both their own overarching Social Value Strategy and a bespoke approach for the Manchester Public Buildings Service Contract, aligning it particularly to the Our Manchester priorities. They are seeking to deliver an array of Social Value as part of the contract including:

- Fundraising activities for charities based in Manchester.
- Volunteering activities on community projects and in supporting Voluntary and Community sector organisations.
- The delivery of community-based workshops to ensure effective community engagement in the delivery of the contract.
- The provision of careers advice in local Manchester schools.

- The recruitment of Manchester residents into employment opportunities, with a particular focus upon care leavers.

Luke is a care leaver who grew up in foster care and moved around a lot between the ages of 3-10 and 14-18, being in the care of over 25 different carers across the country in this period, before moving to Manchester to study a degree in 2018. Seeing the 'Care Leavers Covenant' online, Luke applied first applied for an internship dedicated towards people in similar circumstances. Having saved for a mortgage, he bought his first home and found the 'Helping Hands' project from EQUANS.

After an easy application process, which was designed to gauge his circumstances and needs, Luke found he was offered assistance not only in moving his furniture, with vehicles and a crew, but also help with installation of white goods, plastering and decoration. There was also assistance in covering the costs of paint. In addition, Luke was offered an abundance of advice on home making and maintenance. Luke noted that this help was a "godsend" and that while most schemes can be patronising for care leavers, this one was focussed on giving him agency and ownership. Luke loves living in Greater Manchester and said that this scheme has helped him finally find roots, agency and a stable transition from childhood to adulthood; this has greatly contributed to him developing a good state of mental health.

Recommendations

Manchester City Council has been a pioneer in its approach to social value, applying it to a wide range of contracts, and in the process delivering many benefits of the residents of the city. Yet partly because the agenda has been such a success (in terms of how broadly it has been applied) it has become a little fragmented across council areas, departments, systems etc. CLES has listed some practical recommendations it feels MCC should implement to reform the way it collects, measures and monitors social value. This will enable the council to focus its Social Value 'asks' of suppliers, along the lines of its priorities, whilst allowing the flexibility and innovation of suppliers when thinking about how to provide social value. It will also increase the utility of data which is collected. Allowing it to be aggregated, analysed, and acted upon.

1. Streamline number of quantitative indicators

Understandably, the council is keen to collect a wide range of quantitative measures to report on its progress and align social value outcomes to those of Our Manchester. Yet, this desire must be balanced against the need to not add too large a burden of bureaucracy, not only on the small and medium sized businesses it wishes to do business with, but also the officers responsible for contract monitoring. Therefore, CLES recommends MCC streamlines the number of quantitative measures it requires of its suppliers, to enable ease of reporting at a high level across contract areas. Whilst this may result in fewer measures being reported on, a standardised approach to a streamlined number of indicators which

reflect the strategic priority areas of the council (see Recommendation 2), together with qualitative measures to highlight the human dimension of social value (see Recommendation 4), will be an impactful way to measure social value going forward.

2. Standardise data collection

Currently the way social value is monitored across the council is a little fragmented. For example, the common area of 'apprenticeships' are classified differently depending on the contract/system – for example as number of apprentices in absolute terms, some as a number of apprenticeship weeks; sometimes local spend is reported as a percentage, other times as an overall amount in pounds etc.

Allowing all projects to report social value in a uniform way will benefit both suppliers and the process of analysis and interpretation. This should include the consistent indicators and consistent units of measurement. Thought should be given to how these measures will be aggregated. CLES recommends picking out between 1-4 quantitative 'core' indicators for each of the social value KPI 'themes' which are well established indicators for suppliers (for example having been used within the top 300 suppliers survey for several years), relatively simple to collect but still robust when collated against the supply chain as a whole. There would then also be other optional 'additional' indicators, which the supplier could use to detail other social value it is delivering that does not fit into the core measures, and thus leave room for flexibility and innovation. For example:

- **KPI 1: 'Employment and Skills'**
 - Core indicator SV KPI 1A : *Jobs created during contract*
 - Core indicator: SV KPI 1B : *Apprenticeships*
 - Additional indicator: *Of the jobs created during the contract, please specify, if known, how many were within these priority groups: Care Leavers, NEET etc¹*
 - Additional indicator: *Of the Apprenticeships created during the contract, please specify, if known, how many were within these priority groups: Care Leavers, NEET*
 - Additional indicators: *Training, Work Experience etc (SV KPI 1C to I)*
- **KPI 2: 'Employment - Workforce'**

¹ Currently not all suppliers give this breakdown – this may be for a variety of reasons. They are unable to provide this information for confidentiality / GDPR reasons, or perhaps do not yet ask/measure this about their staff. As such, we have suggested included it outside of the 'core' indicator so as not to disadvantage suppliers who, for whatever reason, are unable to specify whether these jobs fall into these priority groups.

- Core indicator: *do you pay all your employees the Real Living Wage (as defined by the Living Wage Foundation) (Y/N)*
- Additional indicator: *Is your organisation signed up to the Greater Manchester Good Employment Charter? (Y/N)*
- Additional indicator: *Tackling workforce inequality (SV KPI 2A), Working Conditions (SV KPI 2C), Promoting staff well-being (SV KPI 2D)*
- **KPI 3: 'A Strong Community'**
 - Core indicator: *Monetary value of time provided for community organisations ²*
 - Core indicator: *number of employees (total)*
 - Core indicator: *% of turnover spent on employee wages (approx.)*
 - Core indicator: *% of workforce employees resident in Manchester (approx.)*
- **KPI 4: 'Local Supply Chain'**
 - Core indicator: *number of organisations in their supply chain (total)*
 - Core indicator: *% of turnover spent on supply chain/sub-contractors wages (approx.)*
 - Core indicator: *% of supply chain/sub-contractors headquartered/offices in Manchester (approx.)*
- **KPI 5: 'Clean Air & Greener'**
 - Core indicator: *Does your organisation have a net zero carbon plan? (Y/N)*
 - Core indicator: *If so, details of your zero-carbon roadmap (split by: buildings; fleet; own supply chain)*
 - Additional indicator: *Reducing carbon footprint/pollution and improving air quality (SV KPI 5A), Reducing carbon emissions (SV KPI 5B)*
 - Additional indicator: *Plans for green space (on suppliers own land or council land – i.e. Rewilding, supplying bee farms etc)*

² We feel the language for this indicator should separate out the 'in kind' services or advice with a monetary value as opposed to less meaningful 'CSR' type activities – perhaps with some examples of what this indicator does / doesn't include

- Additional indicator: *signing up to sustainability mentorship programme*³

Given MCC are seeking to measure social value every quarter, the measures ultimately decided upon must be realistic asks in terms of supplier capacity to collate, and of course legal advice should be sought if MCC are moving to a position where these indicators become a condition of contract.

Each commitment should be added to a master spreadsheet with all contracts contained within it, with an individual spreadsheet sent to each supplier to fill in each quarter, which they can then report against and add any explanatory comments, to be collated and aggregated up by the new team member. See Appendix 2 for an example of how this could be laid out.

Due to impracticalities of collecting and analysing the data on a quarterly basis, CLES feels the best course of action would be to collect and analyse the data on a six-monthly basis, initially through a survey but moving towards the system described above. CLES would be happy to run this data for the period Q3 and Q4 of 2021/22, together with the next annual survey and analysis as normal, allowing for the fact the new team who will eventually have responsibility for undertaking this work are yet to be recruited. Gathering directly comparable data may be challenging given we are tweaking the definitions of measures as well as the frequency of measurement, but this pilot phrase could be trialled with the suppliers who responded to the Q1 and Q2 survey to get approximately comparable statistics, before the system is refined and rolled out to the entire supplier base.

When this system is in place (most likely within the next financial year), there should be a dialogue with suppliers (perhaps in the form of a mandatory training video to be provided to all suppliers) to explain how you fill in the return, why it is important, and who within their organisation file it etc (recommendation 5)

3. Spotlight qualitative human stories

Qualitative 'human stories' are able to better reflect what social value means to those 'on the ground', and hence can help better understand the impact beyond imperfect quantitative measures. As such, CLES feels each quarter MCC should try and gather some outcome focused stories of what social value means to people – both suppliers (i.e. impact of gaining MCC contract on a SME) but also workers (both benefits of getting the job, increased hours or better terms and conditions as a result of MCC's social value policies). The approach to beneficiary consultation

³ This idea could be around sorting suppliers into sustainability mentors– those who have environmental/sustainability officers within their teams and who could provide support - and mentees – perhaps smaller suppliers who do not have much knowledge on sustainability/net zero and could use support on designing a net zero roadmap. This would have the dual benefits of spreading sustainability knowledge across the supply chain more generally, as well as making these roles more permanent feature within sectors, as CLES has heard these positions have thus far tended to be a temporary nature at present (i.e. relying on consultants to write net zero roadmap)

needs to be inclusive and representative of Manchester's diverse communities and link to the priority groups outlined in the Our Manchester Strategy.

A bonus of this approach would be stories which can be communicated to stakeholders (whether that be internal MCC staff, or external residents) on the value and importance of social value.

4. Provide guidance for suppliers on updated social value monitoring.

The clearer suppliers are of MCC's 'asks', the more confident MCC can be of the robustness of suppliers responses. As such, we feel it is important to provide guidance to suppliers of this new system of social value monitoring and measurement, perhaps in the form of a short video that is mandatory watching for all suppliers, covering the template, how to fill it in, why it is important to do so etc. This toolkit could sit alongside the existing toolkit for suppliers around social value.

5. Maintain space for social value innovation

It is important that whilst MCC may be aiming to streamline and standardise their social value reporting, they should maintain their scope for flexibility and innovation within their social value processes. This could be done by building in the flexibility to use different indicators, or perhaps an entirely different approach to SV for a particular contract/project. For example, when working with Hywel Dda University Health Board in Wales, CLES is developing a public values framework, recognising that many of the most substantial opportunities to achieve impact and systemic change lie significantly upstream of formal procurement processes. It aims to prompt deeper consideration about how spending can create more systemic and lasting change, and which sits across the whole organisation.

Appendix 1 – social value indicator mapping exercise

Outcome 1 – Improved Employment and Skills Opportunities

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Improved Employment and Skills opportunities	Percentage of existing employees that are Manchester residents	X					X	
	Creating new jobs	X				X	X	
	Creating new jobs for Manchester residents	X	X			X		
	Creating new jobs for Greater Manchester residents	X						
	Creating Apprenticeships					X	X	
	Creating Apprenticeships for Manchester residents	X				X	X	
	Creating Apprenticeships for Greater Manchester residents	X						
	Creating employment opportunities (jobs, work experience, placements) for those 'hard to reach' (including long term unemployed; disabled people; young people not in education, employment or training; care leavers; vulnerable adults)	X	X			X		
	Breakdown of above employment opportunities by: disabled people; young people not in employment, education or training; long term unemployed; BAME; ex-offenders; asylum seekers or refugees; homeless; over 50's; ex-services	X						
	Creating new apprenticeships	X						
	Creating new apprenticeships for Manchester residents	X						
	Raise employees skills through training and access to professional development as befits their role to improve quality and secure better value for money					X		X
	Number of weeks of work experience						X	X
	School/college careers/employment sessions							X
	School/college STEM sessions							X
	Higher education students supported with employment, skills or subject/research work							X
Higher education research projects supported							X	

Outcome 2 – Enhanced Local Economy – develop a locally based and resilient supply chain

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Enhanced Local Economy – develop a locally based and resilient supply chain	Percentage of existing suppliers to supplier based in/with a branch in Manchester	X	X				X	
	Build understanding of diversity of supply chain and particularly how black, Asian and minority ethnic communities and women are represented both in the workforce and community ownership		X					
	The Council is committed to improving engagement with SMEs, voluntary sector and charitable organisations and where appropriate tenders will be adapted to their needs				X			

Outcome 3 - Equitable Employment – providing the best employment

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Equitable Employment – providing the best employment	Sign up to Care Leavers Convenent	X			X			
	Payment of Real Living Wage	X						
	Commitment to Good Employment Charter		X					
	Suppliers, service providers and contractors shall not unlawfully discriminate within the meaning of any scope of Law (whether in age, race, gender, religion, disability, sex orientation or other in employment)				X			
	Appropriate health and safety policies and procedures are operated and are overseen by a senior manager responsible for compliance and monitoring and for				X			

	ensuring employees have the necessary training and health and safety equipment							
	Invest in measures for tackling ill health as health employees experience a better quality of life and tend to be more productive				X			
	Excessive use of Zero Hours contracts should be avoided and suppliers, service providers and contractors should be working towards eliminating such contracts				X			
	Adherence to Armed Forces Convenent				X			
	New qualifications achieved						X	
	New professional memberships achieved						X	

Outcome 4 – Environment

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Environment – make your organisation greener	Measurement of carbon emissions	X						
	Change in carbon emissions since starting to measure them	X				X		
	Presence of Environmental Management Strategy							
	Component parts of Environmental Management Strategy (recycling increases; energy usage; carbon emission reduction; waste minimisation; cycle or walk to work scheme)							
	Average plastic recycling rates					X		X
	Supplier solutions on energy-saving, renewable energy and emissions reductions							X
Environment – keep the air clean	Support Manchester’s transition to a zero carbon city		X		X			
	The supplier, service provider and contractor endeavour to purchase through suppliers and contractors who are continuously working at improving labour and environmental standards in the supply chain				X			
	Amount invested in volunteering initiatives relating to the environment					X		
	Average % of Euro 6 compliant vehicles used					X		X
	Incentives in place to encourage employees to travel sustainably							X

Outcome 5 - Enhanced Voluntary and Community Sector – be part of a strong local community

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Enhanced Voluntary and Community Sector – be part of a strong local community	Active encouragement of staff to undertake volunteering activities in local community	X						
	Support of voluntary and community sector as follows: developing their capacity to become sub-contractors; employees becoming trustees; providing back office functions; sponsorship/donations/organising charity events	X						
	Hours spent providing support to the voluntary and community sector across Greater Manchester	X						
	Facilitate donations of surplus food		X					
	Number of staff volunteering hours					X	X	

Outcome 6 - Building a safe, happy, healthy and successful future for children and young people

Outcome	Indicator/Metric	CLES Survey	Social Value Policy	Childrens'	Ethical Policy	Highways SVP	Old Town Hall	Culture & Climate
Building a safe, happy, healthy and successful future for children and young people	Ensure Social Value is embedded within all commissioning to ensure we reinvest in communities and services			X				

Appendix 2 – example social value supplier return

	A	B	C	D	E
1	Theme	Indicator	Committed	Q1 Progress Against Commitment	Comment
2	KPI 1: 'Employment and Skills'	Jobs created during contract (1A)	8	2	
3	KPI 1: 'Employment and Skills'	Apprenticeships (1B)	4	1	
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					
14					
15					
16					

	A	B	C	D	E
1	Theme	Indicator	Committed	Q1 Progress Against Commitment	Comment
2	KPI 1: 'Employment and Skills'	Of the jobs created during the contract, please specify, if known, how many were within these priority groups: Care Leavers, NEET etc		Care Leaver: 1	
3	KPI 1: 'Employment and Skills'	Of the Apprenticeships created during the contract, please specify, if known, how many were within these priority groups: Care Leavers, NEET etc			
4	KPI 1: 'Employment and Skills'	Training			
5	KPI 1: 'Employment and Skills'	Work Experience etc			
6					
7					
8					
9					
10					
11					

Appendix 3 – full case studies

Case Study – Furniture Resource Centre

About the Furniture Resource Centre

The Furniture Resource Centre (FRC) is part of FRC Group, which is a group of Social Enterprises which have been operational for over 30 years, and which have a mission to end furniture poverty. Based out of Liverpool, but with branches and warehouses across Greater Manchester, FRC seeks to provide furniture and access to wrap-around services to some of the North West's impoverished communities. In addition, FRC seeks to address contemporary economic and social challenges by providing real jobs paying the real living wage, training courses and supporting marginalised communities to return to the labour market – this includes HGV driver training. Finally, FRC seeks to advocate for an end to furniture poverty with both local authorities and central government.

About FRC's contract with Manchester City Council

FRC provides a range of residential furniture, equipment, and associated products to Manchester City Council as part of the local welfare scheme. Delivered as part of a framework contract between April 2021 and March 2023, this includes the provision of affordable and free furniture for some of Manchester's most vulnerable communities. FRC currently employs 20 staff directly to work on the delivery of the contract, the vast majority of whom are Manchester residents. The organisation prides itself on its ability to respond quickly to need and support vulnerable residents across Manchester.

FRC and Social Value

Social Value is at the heart of the way in which FRC operates, as it is a values and people based organisation. Everything that FRC does seeks to improve the lives of those living in furniture poverty and is targeted at the most impoverished in society. Social Value is fundamental to both day to day activities associated with FRC and the way in which they approach their contractual relationships with local authorities across North West England.

As part of the furniture products contract with Manchester City Council, FRC committed to delivering a number of Social Value outcomes including:

- Employing local Mancunians to work in the warehouse and as delivery drivers for the furniture products.
- Using local Manchester and Greater Manchester suppliers to provide them with the goods and services they need to effectively deliver the contract.
- Being a Good Employer and ensuring all employees are paid at least the Real Living Wage.
- Volunteering work with the voluntary and community sector and in schools around FRC's campaign to end furniture poverty.

Impact of Social Value Activities

Whilst the delivery of the furniture products contract is at a relatively early stage, FRC are already beginning to see impacts of their Social Value activities. In particular, they have been able to move a number of people into employment and also enhance the pay of those on low incomes – this has been evident for those able to achieve vehicle licenses and higher-level driving qualifications.

Mike is a local worker and has an employment history of domestic services and warehouse/factory operations. Prior to his traineeship at FRC, Mike was working zero-hour contracts which offered no structure or security of regular income, which led to him having more precarious living situations. Luckily, Mike managed to stay with family and friends for a period of time, but this put significant strain on his ability to see or spend time with his kids.

Mike saw the traineeship on 'Indeed' and, after a quick and easy application and interview process, was offered a role as a trainee warehouse operator where he quickly built rapport with workers and with management. After a brief period, Mike was offered a full-time role with regular hours and pay. He really enjoys his job and feels like he has agency and feels valued. In addition, gaining job security has allowed Mike to live independently in his own rented property. With structure, regular income and resources Mike now spends more time with his children, which is something he has wished to do for a long time.

FRC is committed to delivering Social Value through everything they do and because of that they set an annual Social Value budget across all activities, and which the organisation's Board holds employees accountable to.

FRC and Manchester City Council's approach to Social Value

FRC were very positive about Manchester City Council's approach to Social Value and procurement. They felt that procurement approaches did not feel transactional, but instead enabled them to develop a relationship both with procurers and those in departments with responsibility for managing contracts. This relationship development has enabled FRC to develop a set of Social Value activities that are proportionate to the contract and that fit very much with their own organisational values.

Case Study – Mitie

About Mitie

Mitie is a growing and evolving organisation, which provides a range of Facilities Management services across the UK and beyond. The organisation employs some 77,000 people globally who engage with thousands of customers on a daily basis. Environment, Social and Governance (ESG) form a key part of Mitie's operational model, with the organisation not just looking to deliver effective contracts but also

ensure that high standards around sustainability are met and additional value is added for the economies and communities in which they work.

About Mitie's contract with Manchester City Council

Mitie's most recent contract with Manchester City Council commenced in April 2020, with Mitie being the Council's core provider for security services including: manned security at high-risk main buildings; manned guarding and patrols of community buildings, parks, amenities and public areas; manning and operation of the City's main CCTV control centre; and security and response for City car parks. The contract with the City Council commenced in earnest at the beginning of the Covid-19 Pandemic meaning that Mitie had to be adaptable in the handover of activities from the previous contractor and in providing efficient and effective online training for new staff.

Mitie and Social Value

As outlined earlier, Mitie as an organisation is committed to ESG and delivering as much additional social benefit as possible in the places in which they operate. Their commitments to Social Value across the five pillars of employment, responsibility, community, environment, and innovation has led to the organisation being listed in the Inclusive Top 50 Employers for three consecutive years. Environmental sustainability forms a key part of Mitie's ESG commitment, with the organisations fleet now including some 1200 electric vehicles, which alongside other environmental activities has saved Mitie's clients over 353,000 tonnes of carbon.

During the bidding process for the security services contract with Manchester City Council, Mitie developed their 'Manifesto for Manchester' strategy which outlined a suite of Social Value commitments for delivering as part of the contract. Aligned to the principles and priorities of Our Manchester, these Social Value activities are seeking to (amongst other things) tackle unemployment, promote participation and citizen engagement, and promote environmental sustainability.

To date, Social Value delivery has focused upon two key themes. First, Mitie has delivered a range of volunteering activities with Manchester based Voluntary and Community Sector Organisations including litter picks with Wythenshawe Waste and a Christmas appeal with Wood Street Mission. At Christmas 2021, Mitie sourced 214 coats and 17 pairs of shoes for vulnerable families across Manchester. Second, Mitie has set up the Ready2Work Programme which seeks to support people from some of Manchester's most deprived communities into employment opportunities in security – as part of the Programme, individuals are provided with employability skills, real work experience and security focused qualifications.

Mitie are also working with Manchester City Council on homelessness reduction, particularly in engaging with those individuals that are utilising car parks to find safer places to shelter. In addition, Mitie are seeking to support the Council in meeting their Net Zero targets by maximising the proportion of their fleet which are electric vehicles.

Impact of Social Value Activities

Whilst the security services contract is relatively new, the Social Value activities described earlier have already started to have an impact upon Manchester's communities. Work around food vouchers for children has raised recognition of the importance of the issue, work around the transfer of staff has led to opportunities for upskilling, and activities around employability has led to previously unemployed people moving into employment opportunity.

Jack is a local trainee who went through a period of unemployment following 3 years of college studies. He was frustrated at the lack of opportunities he had following his achievements in further education, but with a lack of work experience he felt like he was wasting his time waiting by the phone for a return call from recruiters. After visiting his local job centre, he discovered the 'Ready2Work' scheme which was ran in collaboration with Mitie. Finding an accessible interview process, he was surprised to learn that not only would he gain more vocational qualifications, but also a wealth of work experience on a range of sites and have an opportunity to interview for a role at the end.

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

Mitie and Manchester City Council's approach to Social Value

Mitie were very positive about Manchester City Council's approach to procurement, with Social Value elements clearly set out in the tender documentation. They particularly felt that the provision of documents such as Our Manchester and the Ethical Procurement Policy helped them to understand the Social Value requirements and adapt their offer around Social Value accordingly.

Case Study – EQUANS (previously ENGIE)

About EQUANS

EQUANS - the new name for ENGIE's services-led businesses - is a global multidisciplinary organisation, operating in 17 countries across the world and currently employs some 13,500 people in the UK. EQUANS UK & Ireland supports businesses, communities and the public sector by mobilising its expertise to provide low-carbon energy solutions, offer cutting-edge technical and FM services and transformative regeneration across the UK & Ireland

About EQUANS contract with Manchester City Council

EQUANS undertakes work around regeneration and service provision across Greater Manchester with a number of local authorities and other public sector agencies. One of the contracts that they have with Manchester City Council is the Manchester Public Buildings Service Contract which delivers a range of repairs and maintenance activities.

EQUANS and Social Value

The delivery of Social Value as part of local authority contracts is fundamental to the way in which EQUANS operates as an organisation. EQUANS (the Places and Communities North and Central Team) has developed their own Social Value Strategy, outlining their organisational commitments around employment, health and well-being, community volunteering, and the environment for example. The realisation of this Social Value Strategy is delivered through a dedicated Social Value team on an organisational level and Social Value leaders in each of EQUANS offices. One of the key areas of focus of EQUANS Social Value Strategy is around engaging with 'hard to reach' individuals including care leavers, ex-military personnel, and victims of domestic abuse.

The Strategy builds upon initial work EQUANS started to undertake with individual clients around four years ago, where they sought to align their Social Value activities to the priorities of particularly Councils that they were looking to deliver contracts for on a bespoke basis. EQUANS used both their overarching Social Value Strategy and a bespoke approach for the Manchester Public Buildings Service Contract, aligning it particularly to the Our Manchester priorities. They are seeking to deliver an array of Social Value as part of the contract including:

- Fundraising activities for charities based in Manchester.
- Volunteering activities on community projects and in supporting Voluntary and Community sector organisations.
- The delivery of community-based workshops to ensure effective community engagement in the delivery of the contract.
- The provision of careers advice in local Manchester schools.
- The recruitment of Manchester residents into employment opportunities, with a particular focus upon care leavers.

Social Value sits at the heart of everything that EQUANS does with internal training also provided on the principles of Social Value.

Impact of Social Value Activities

EQUANS uses the National TOMs (Themes Outcomes Measures) to monitor on a quantitative basis the outputs delivered through their Social Value commitments. They do however recognise that the qualitative stories of the change that Social Value activities have on an individual's life presents a much more complete picture of impact.

Luke is a care leaver who grew up in foster care and moved around a lot between the ages of 3-10 and 14-18, being in the care of over 25 different carers across the country in this period, before moving to Manchester to study a degree in 2018. Seeing the 'Care Leavers Covenant' online, Luke applied first applied for an internship dedicated towards people in similar circumstances. Having saved for a mortgage, he bought his first home and found the 'Helping Hands' project from EQUANS.

After an easy application process, which was designed to gauge his circumstances and needs, Luke found he was offered assistance not only in moving his furniture, with vehicles and a crew, but also help with installation of white goods, plastering and

decoration. There was also assistance in covering the costs of paint. In addition, Luke was offered an abundance of advice on home making and maintenance. Luke noted that this help was a "godsend" and that while most schemes can be patronising for care leavers, this one was focussed on giving him agency and ownership. Luke loves living in Greater Manchester and said that this scheme has helped him finally find roots, agency and a stable transition from childhood to adulthood; this has greatly contributed to him developing a good state of mental health.

EQUANS and Manchester City Council's approach to Social Value

EQUANS recognises that Manchester City Council is at the forefront of practice around Social Value and procurement and seeks to align their own organisational Social Value Strategy and commitments accordingly. The setting of a weighting around Social Value of 30% means that suppliers have to take the Social Value elements of the bidding process seriously and the monitoring of outputs. The implementation of a dedicated Monitoring Officer from MCC has allowed EQUANS to work 1-2-1 with Manchester City Council to ensure activity remains aligned to Client and local priorities. This implementation has been key to ensuring EQUANS Social Value activity remains focussed and meets the needs of the local community in which they work.