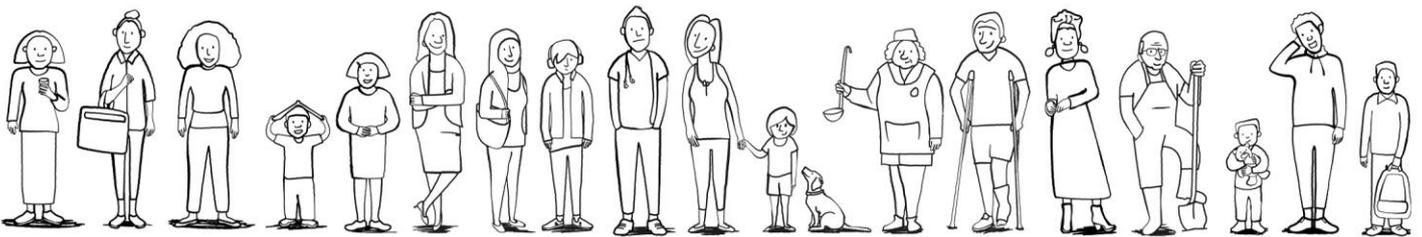


• Social Value Toolkit • for Suppliers 2017



Introduction

This document outlines what the Council is seeking to achieve for Manchester's residents and neighbourhoods through Social Value.

Its intention is to provide guidance, information and contact details as a support to suppliers when considering their 'offer' and delivery of social value when engaging in a Manchester procurement tender and the successful award of a contract.

'Our Manchester Strategy'

The Our Manchester Strategy sets out the vision for the city for the next ten years, from 2016 to 2025. It is the City's strategy, and has been developed together with residents, businesses, public services and voluntary and community organisations. There has never been a clearer picture of what matters to people who live and work in Manchester

The vision set out in the strategy is for a city that will:

- have a competitive, dynamic and sustainable economy that draws on our distinctive strengths in science, advanced manufacturing, culture, and creative and digital business – cultivating and encouraging new ideas
- possess highly skilled, enterprising and industrious people
- be connected internationally and within the UK
- play its full part in limiting the impacts of climate change
- be a place where residents from all backgrounds feel safe, can aspire, succeed and live well
- be clean, attractive, culturally rich, outward looking and welcoming.

To help us achieve this vision the strategy sets out objectives under five themes:

- A thriving and sustainable city
- A highly skilled city
- A progressive and equitable city
- A liveable and low carbon city
- A connected city.

The full strategy can be downloaded here:

[The Manchester Strategy](#)

www.manchester.gov.uk/downloads/download/6426/the_manchester_strategy



Greater Manchester Combined Authority (GMCA)

The Greater Manchester Combined Authority (GMCA) is made up of the ten Greater Manchester councils, which includes associate members and Manchester Partners of the Association of Greater Manchester Authorities (AGMA), and a Mayor, who work with other local services, businesses, communities and other partners to improve the city-region.

The ten councils (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford and Wigan) have worked together voluntarily for many years on issues that affect everyone in the region, like transport, regeneration, and attracting investment.

Associate members, and Manchester Partners to the Association of Greater Manchester (AGMA) and GMCA include Blackburn Darwen BC, Blackpool, Cheshire East, and Warrington Councils, Greater Manchester Fire and Rescue Authority, Greater Manchester Police Authority, Greater Manchester Waste Disposal Authority, Manchester Central Convention Complex, Commission for New Economy, Greater Manchester Passenger Transport Executive Transport for Greater Manchester (TfGM), and the Integrated Transport Authority.

The GMCA gives local people more control over issues that affect their area. It means the region speaks with one voice and can make a strong case for resources and investment. It helps the entire north of England achieve its full potential.

The GMCA is run jointly by the leaders of the ten councils and the interim Mayor of Greater Manchester. In 2017 it will have a fully elected mayor with more powers and responsibilities.

A variety of boards, panels and committees look specifically at areas like transport, health and social care, planning and housing.

The ambitious vision for a prosperous, self-reliant Greater Manchester will be achieved by collaborating with a range public, private and voluntary partner organisations.

Procurement and Social Value

Manchester City Council (MCC) recognises the positive impacts that our suppliers bring to the communities of Manchester. It is hoped that through our supply chain further positive impact can be made through use of this tool kit.

The Council is keen to make sure that our supply chain contributes as much as possible to the overall wellbeing of our residents and we therefore include social value as part of the procurement process. In 2015 the Council increased its weighting for social value considerations from 10% to 20%, meaning that all companies and organisations bidding for MCC contracts have to give social value serious consideration when putting tenders together.

When tendering to supply goods, services or works potential suppliers will be asked to provide details and evidence of how they meet the Council's six social value objectives (see page 4 under the heading Social Value).

Potential suppliers will be scored on their 'offer' back to Manchester's residents which can be either as:

- 'Social Value in Kind'. Depending on the size and nature of the contract this could range from offering a work experience placement to a high school student to agreeing to take on a number of apprentices as part of a large scale construction programme.

Or where suitable

- 'Social Value Fund'. Offering cash contribution in lieu of offering 'Social Value in Kind'. Examples of what social value opportunities this fund may be used for can be found in the section on page 8.

We will continue to encourage companies and organisations to provide opportunities directly where they can make an impact and have a contract of the longevity and scale to deliver. However, the introduction of the 'Social Fund' provides flexibility for companies and organisations and an opportunity for those who are successful to make a contribution to social value where the size of contract would otherwise prevent it. This may be more deliverable for some organisations.

The Council's Ethical and Social Value Objectives

Ethical Procurement Policy

The Council is committed to ensuring a high standard of ethical trade practices across its commissioning and procurement activities. In accordance with this Policy the Council expects its suppliers, service providers and contractors to observe the policy's provisions and to demonstrate a similar commitment to an ongoing programme of ensuring and, where necessary, improving ethical practices locally and globally.

All suppliers, service providers and contractors to Manchester City Council must commit to employing the highest ethical standards in every area listed in all sections of the policy, in their own operatives and those within their supply chain. In addition, social value principles and practices apply to suppliers, service providers and contractors and their supply chain as required in the Council's Social Value Policy, ensuring that maximum benefits are gained to improve economic, social and environmental well-being.

The full policy can be found via the following link:

[Ethical \(procurement\) policy - Manchester City Council](#)

www.manchester.gov.uk/directory_record/160214/ethical_procurement_policy

Social Value Policy

MCC's social value objectives are found in the GMCA Social Value Policy. These are:

- Promote employment and economic sustainability – tackle unemployment and facilitate the development of residents' skills
- Raise the living standards of local residents – working towards living wage, maximise employee access to entitlements such as childcare and encourage suppliers to source labour from within Greater Manchester
- Promote participation and citizen engagement - encourage resident participation and promote active citizenship
- Build the capacity and sustainability of the voluntary and community sector– practical support for local voluntary and community groups
- Promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough
- Promote environmental sustainability – reduce wastage, limit energy consumption and procure materials from sustainable sources

The full policy can be found via the following link:

[GMCA Social Value Policy | GMCA](#)

Environmental strategy

Manchester is a city committed to action on climate change. In 2009 residents and businesses came together to produce the city's first ever climate change strategy, *Manchester: A Certain Future*. In January 2016, just one month after the Paris Agreement, we committed to 'become a zero carbon city by 2050'.

You can find out about our plan for becoming zero carbon, how we are doing, and how you can get involved on the web address below:

[Manchester Climate](http://www.manchesterclimate.com)

www.manchesterclimate.com

Manchester's great outdoors – a green and blue infrastructure strategy

Our green and blue spaces (Green Infrastructure or GI for short) have been the focus of an exciting, innovative and extensive new strategy that aims to highlight their incredible value and functionality.

Gardens, golf courses, parks, allotments, woods, ponds and canals - Manchester's great outdoors has something for everybody, and will play a huge role as the City grows and thrives over the coming years. These spaces will provide a kind of life support system for the City. They are great places for health and recreation, havens for wildlife, a backdrop for investment and so much more.

Working together with a range of partners and employing cutting edge technology backed up by an extensive evidence base, for the first time ever we have started to qualify and quantify the extent and value of the City's Green Infrastructure.

We have developed a long term vision that will be realised over the next ten years; a vision that will see Manchester as a truly Green City with Green Infrastructure at its heart. View the action plan by following the link below.

[Green and blue strategy and action plan.](http://www.manchester.gov.uk/downloads/download/6314/manchester_green_and_blue_strategy)

www.manchester.gov.uk/downloads/download/6314/manchester_green_and_blue_strategy



Work and Skills Priorities for Manchester City Council

Manchester's Work and Skills Strategy 2015-2020 is closely aligned with the 'Our Manchester Strategy' (mentioned previously) and sets out its vision:

"Manchester's vision is to be in the top flight of world class cities, a thriving and sustainable city, as competitive as the best with an internationalised, dynamic and sustainable economy comprising highly skilled, enterprising and industrious people."

The Manchester Work and Skills Board leads on the development of a work and skills system which meets the growth needs of all businesses and enables residents from all backgrounds to obtain the skills and attributes employers require. New and existing businesses will benefit from a growing pool of local talent, whilst residents will be much better equipped to compete within the local labour market. Increasing numbers of residents will be able to access sustainable and healthy work with opportunities for in work progression, resulting in a fairer and more equal city.

Our priorities are built on three areas of the Our Manchester Strategy:

- Business & Enterprise
- Resident Skills
- Addressing Inequality

Social Value can play a significant role in Manchester achieving its objectives to make this a thriving and prosperous city.

Business & Enterprise

- Maximise employment opportunities for local people
- Increased employer investment in current & future workforce
- Skills are no longer perceived as a barrier to growth
- Businesses able to retain local talent

Examples could be:

Supporting young people to develop enterprise skills

Upskilling existing staff

Recruiting a graduate trainee or offering a supported internship/placement

Mentoring a small business

Offer support to a charity or community group such as volunteering your staff time to sit on a Board or act as a school governor or providing pro-bono advice or support.

Resident Skills

- Prioritise resources into higher level & technical skills that meet demand of growing sectors
- Embed teaching of skills required by growing sectors into education.
- Improved careers advice.
- Support and promote quality jobs with training with a focus on Apprenticeships

Examples could be:

Offering jobs with training such as recruiting apprentices

Offering to work with school(s), colleges and training providers to provide information about your industry or sector

Providing quality placements to people with recent work experience

Hosting school visits at your premises

Addressing Inequality

- Early intervention/prevention of young people Not Engaged in Employment or Training.
- Reduce gap between resident & workplace wage
- Support more residents into work which provides a good standard of living via the real living wage and healthy work principles

Examples could be:

Offering work experience placements for young people not engaged in employment, education or training

Tap into the support agencies that can link you with young people such as career connect.

Consider offering support or mentoring to young people leaving care or a young offender to help turn their lives around.

Promote healthy work and support people with health conditions and disabilities into work

Employ an unemployed resident

Offering work experience for residents who have been out of work for a long time

Ensure staff terms and conditions are fair and that staff are paid the real living wage.

In order to deliver these priorities there are a range of organisations and initiatives you could link into – please see information within this toolkit on useful contacts - support for suppliers.

How your business can be successful in adding social value to your bid and delivery of contracts.

The following pages provides guidance using the Council's social value framework and a number of examples of activities that your business could get involved with to add social value to your bid.

This list is not exhaustive and you might have your own ideas about things that you can do or get involved in.

We are always open to new ideas and innovation.

If you would like to talk to someone about the activities suggested or about anything else that you think your business could offer please contact the Work and Skills team:

workandskillsadmin@manchester.gov.uk

[Or call 0161 234 1515](tel:01612341515)

Social Value Framework

Manchester Guidance for Suppliers

Objective	Examples of what you could offer	
Promote Employment and Economic Sustainability	Creation of new jobs in the local economy and access for Manchester residents into these jobs	
	Creation of traineeships for local residents	
	Creation of apprenticeships for local residents	
	Deliver meaningful work experience for local residents	
	Support people back into work – Deliver mentoring	Provide career mentoring for job clubs: mock interviews, CV advice, careers guidance
	Support young people into work – Deliver employability support to: <ul style="list-style-type: none"> • schools • college students • ex-offenders • others who typically face additional challenges in competing in the labour market 	Provide mock interviews, CV advice, careers guidance Deliver or support mentoring projects
	Support new business start-ups	Run practical workshops with enterprise
	Support the local economy through expenditure in the local supply chain	
	Support the local supply chain with expenditure within the Manchester area	
	Attract inward investment into Manchester	
	Support fair and ethical trading in the supply chain	
	Secure investment in, or in-kind contribution to fuel poverty and /or family poverty initiatives in Manchester	

Objective	Examples of what you could offer
<p>Raise the living standards of local residents</p> <p>And</p> <p>Promote equity and fairness</p>	Pay staff the Manchester Living Wage of £9.00ph
	Increase rates of pay for lowest-paid staff
	Improve skills levels of existing staff
	Improve health, wellbeing and support for staff
	Flexible working practices for staff who are carers
	Work alongside residents and organisations in parts of the City that are particularly disadvantaged, with a view to improving outcomes

Objective	Examples of what you could offer
<p>Promote participation and citizen engagement</p>	Support to self-help service users
	Reduce isolation for older people - coordinate and run a befriending scheme

Objective	Examples of what you could offer
<p>Build capacity and sustainability of the Voluntary and Community Sector</p>	<p>Deliver an employer supported voluntary scheme – offer employment opportunities and staff engagement within business and actively support employee volunteering.</p> <p>Contribute a number of hours to voluntary and community organisations for :</p> <ul style="list-style-type: none"> • business support • financial advice • legal advice • HR advice
	Provide facilities for use by community and voluntary organisations (number of hours or days per year)
	Create/support new volunteering opportunities in Manchester
	Support local third sector organisations through the supply chain by spending with community and voluntary sector providers and Social Enterprises in Manchester
	Contribute to, or fundraise for Manchester charities. Examples include: We Love Manchester, Young Manchester, or support to the Homelessness Charter.

Objective	Examples of what you could offer
Promote environmental sustainability	Reduce waste
	Reduce amount of waste sent to landfill
	Reduce carbon emissions
	Reduce energy and water consumption
	Increase use of renewable energy or community generated renewable energy
	Support households to better manage their energy demands <ul style="list-style-type: none"> • Improvements in the fabric of their homes • bringing them out of fuel poverty • contributing to climate change goals

Useful Contacts

Apprenticeships and Internships

<p>Recruit an apprentice</p>	<p>There are many business benefits of growing your own talent. Recruiting an apprentice is easier than many businesses think and there is a range of support available to employers thinking about taking on an apprentice.</p>	<p>Employing an apprentice www.gov.uk/take-on-an-apprentice/overview GM Apprenticeship Hub http://theapprenticeshiphub.co.uk</p>
<p>Recruit a Supported Intern</p>	<p>Supported Internships are employment based courses for students with Special Educational Needs, Learning Difficulties or other health needs to develop employability skills. Both the employer and student can access a range of support to make the placement a success.</p>	<p>Supported Internships www.pureinnovations.co.uk/what-we-offer/independence/supported-internships</p>
<p>Share an apprentice</p>	<p>GM Chamber of Commerce Apprentice Share (formerly known as the GTA) is the Shared Apprenticeship Programme in the North West managed by Greater Manchester Chamber of Commerce. The Shared Apprenticeship scheme enables organisations to pool their projects into programmes making more sustainable training opportunities for Apprentices. The Apprentice Share will recruit and directly employ an Apprentice and place them on site with you for the length of time you are on the job. When you finish on site you have the choice to keep the Apprentice or return them for Apprentice Share to place on another site to continue their Apprenticeship.</p>	<p>Apprentice Share www.gmchamber.co.uk/service_brands/gm-apprentice-share</p>
<p>Apprenticeships Grants</p>	<p>The National Apprenticeships Service can offer a grant of £1,500 to recruit 16 to 24 years olds into apprenticeships.</p>	<p>Grants for employing young people - Manchester City Council www.manchester.gov.uk/info/827/growing_and_maintaining_a_business/4894/financial_incentives_for_employing_young_people</p>

<p>Apprenticeship Ambassador</p>	<p>If your organisation already employs an apprentice, they could become part of the apprentice ambassador programme and share their experiences with other people considering a similar career choice.</p>	<p>Apprenticeships www.manchester.gov.uk/info/827/growing_and_maintaining_a_business/4895/apprenticeships_meeting_the_skills_needs_of_your_business</p>
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Recruitment

<p>Recruit local residents</p>	<p>The Employer Suite is a free recruitment service that matches Manchester residents to your vacancies, provides professional space for open days and interviews and offers advice on other support to recruit e.g. recruitment of ex-offenders or people with disabilities. The service is used by a wide range of organisations, from nationally and internationally recognised brands to local SMEs.</p>	<p>The Employer Suite www.manchester.gov.uk/info/827/managing_a_business/5024/free_recruitment_supportuite_a_free_recruitment_service</p>
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<p>Graduate recruitment</p>	<p>For employers that want to recruit graduates from Manchester Metropolitan University (MMU) or The University of Manchester. Free job advertising, candidate short-listing, pre-recruitment training and interview space</p> <p>Manchester Metropolitan University T. 0161 247 3485</p> <p>The University of Manchester www.careers.manchester.ac.uk/recruit T. 0161 275 2828</p>	<p>MMU Employers and Recruiters www2.mmu.ac.uk/careers/employers-and-recruiters</p> <p>The University of Manchester Recruiters www.employers.manchester.ac.uk</p>
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Local Business

<p>Use local suppliers</p>	<p>Find local suppliers using industry standard databases of the Library's Business Information Service or the directory of third sector organisations in Manchester. Local supplier databases can be accessed in person at the Central Library Business and Intellectual Property Centre. The directory of third sector organisations can be accessed online through the Manchester Community Central website.</p>	<p>Manchester Community Central www.manchestercommunitycentral.org/directory</p>
<p>Mentor a business</p>	<p>The Business Growth Hub is recruiting mentors that can help new and existing businesses grow. Mentors will receive initial training and ongoing support.</p>	<p>Business Growth Hub Mentors www.businessgrowthhub.com/business-from-start-up-to-expansion/mentoring</p>
<p>Corporate Social Responsibility</p>	<p>Many areas in Manchester have their own Corporate Social Responsibility (CSR) networks to help businesses meet their CSR aims in their neighbourhoods. Joining or supporting these networks is a great way to give back to the community.</p>	<p>t.van.rooij@manchester.gov.uk r.tracey@manchester.gov.uk</p>
<p>Inward investment and re-location support</p>	<p>Midas - Manchester Growth Company For investors and businesses that want to (re)locate in Manchester Support with property searches, recruitment, introductions to key stakeholders</p>	<p>Invest in Manchester www.investinmanchester.com/property-search</p>
<p>Investment and Premises</p>	<p>Technology, Finance & Premises (Manchester Tech Trust) For technology and digital businesses looking for investment and premises Managed introductions to potential investors</p>	<p>Manchester Tech Trust www.manchestertechtrust.com/our-directory</p>

Volunteering

<p>Volunteering</p>	<p>Enrol as a volunteer on the Manchester Volunteer Inspire Programme. There are so many different opportunities for people from all backgrounds and areas of the community, whether it's supporting sports events in Manchester, coaching in your local club, school or community.</p>	<p>Manchester Volunteer Inspire Programme http://mcrvip.com</p>
	<p>Homelessness is a growing concern in Manchester. Pledges could include financial contributions, donating in-kind resources such as volunteers, products, skills or expertise, or supporting employment projects by offering entry level jobs, with the aim of working together to reduce homelessness and ultimately to eliminate it. Alternatively pledges could include a commitment to join one of a number of 'action groups' being set up to look at specific priority issues that have been identified as presenting the greatest problems to those who are homeless.</p>	<p>Homelessness Charter Manchester City Council www.manchester.gov.uk/news/article/7445/homelessness_charter_marks_new_approach_to_tackling_homelessness_in_manchester Mustard Tree - Get Involved www.mustardtree.org.uk/about-us Shelter - GROW Traineeships http://icmblog.shelter.org.uk/transition-from-peer-mentor-to-a-grow-trainee</p>
	<p>Find volunteer opportunities in Manchester - information, support and training for residents who want to volunteer.</p>	<p>Volunteering in the Community - Manchester City Council www.manchester.gov.uk/info/200101/voluntary_organisations/5787/volunteer_to_get_more_experience</p>

Environment

	<p>ENWORKS has been helping businesses of all sizes and sectors in the North West of England to improve their environmental performance. Their support focuses on making economic and environmental savings by using resources such as energy, water and materials more efficiently, and managing residual waste.</p>	<p>Green Intelligence http://enworksinbox.com</p>
<p>Environment</p>	<p>The Green Growth Pledge is a new initiative from the Business Growth Hub that allows you to commit to a range of actions – from simple first steps to wholesale changes – that will reduce environmental impact and help you grow at the same time.</p> <p>Green Growth is designed to help you increase your profitability by reducing your environmental impact and taking advantage of the growing market for low carbon and environmental goods and services. Part of the Business Growth Hub, the services are built on the internationally recognised ENWORKS support service.</p>	<p>Green Business Growth Pledge - Business Growth Hub http://www.businessgrowthhub.com/green-growth/green-growth-pledge</p>

‘Social Fund’ Opportunities

There are many activities across the City where the ‘Social Fund’ will be used to achieve a positive impact on social value outcomes. The following pages have been included to give suppliers examples of some of these activities the ‘Social Fund’ might be used for.

Title and description of activity	Linked to GMCA Social Value Policy
<p>My-Future ILM scheme.</p> <p>Programme provides a 3 month paid work experience with additional employability support for young people not in employment, education or training (aged 16-24).</p>	<p>Outcome 1: More local people in work</p> <ul style="list-style-type: none"> • Create traineeships (including apprenticeships) for local residents • Provide meaningful work experience for local residents
<p>Manchester Work Club Network</p> <p>Funding for the ongoing support to Work Clubs across Manchester which deliver employment support, training and jobs.</p>	<p>Build capacity and sustainability of the Voluntary and Community Sector –</p> <p>Outcome 6: An effective and resilient third sector</p> <p>Outcome 1: More local people in work</p> <ul style="list-style-type: none"> • Support people back to work by providing career mentoring for job clubs, including mock interviews, CV advice, and careers guidance • Support young people into work by delivering employability support
<p>Funding for basic skills provision within local communities to add value to local Neighbourhoods.</p>	<p>Outcome 1 More local people in work</p> <ul style="list-style-type: none"> • Support people to learn English making them more competitive and bring them closer to the labour market

<p>“Our Manchester” start-up loans – seed funding to support Manchester residents set up their own business or become self-employed.</p>	<p>Outcome 2: Thriving local businesses</p> <ul style="list-style-type: none"> • Support x number of new business start-ups by running practical workshops with enterprise clubs
<p>Crowdfunding pledge pots around youth enterprise projects.</p>	<p>Outcome 2: Thriving local businesses</p> <ul style="list-style-type: none"> • Support new business start-ups by running practical workshops with enterprise clubs
<p>Social enterprise support (to develop a social value supply chain that developers/construction companies can readily utilise).</p>	<p>Outcome 6: An effective and resilient third sector</p> <ul style="list-style-type: none"> • Support local third sector organisations through the supply chain by spending a percentage of total expenditure with community and voluntary sector providers based in Greater Manchester

Please note that these examples are for illustrative purposes only and serve to highlight the sort of activity that the Social Value Pot might deliver. Approved projects/activity have not yet been decided.