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# GROUNDWORK GREATER MANCHESTER



## Social Value Policy



### 1. PURPOSE

Groundwork Greater Manchester's social value policy outlines our commitment towards understanding, measuring and managing the social value that our organisation is creating and could create in the future. Whilst social value is only enshrined in law for public sector procurement, we are committed to the delivery of social value through all our activities, irrespective of the type of organisation that commissions or funds our work.

We understand that this process is important for four reasons:

- i. To be accountable to our stakeholders and ensure that we are taking responsibility for the role we are playing in their lives.
- ii. To manage our activities to be able to maximise the social value we are creating.
- iii. To enable continual improvement and delivery of best practice as an organisation.
- iv. To reduce our assumptions about the way our activities create value through outcomes to stakeholders.

We recognise that we deliver social value:

- i. Directly, in the services that we provide and in the communities that we work
- ii. Through our own business operations and decisions including: as a significant employer; our purchasing practices; our facilities management; and our transport of people and materials
- iii. In partnership with other organisations, enterprises and individual people.

Our Social Value policy covers a 3 year period (2020-23). We have committed to the development of social value action plan which is owned at an Executive Level by our Assistant Executive Director and monitored by our Board on a quarterly basis.

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## 2. LEGAL CONTEXT

Social value legislation focuses on achieving the three pillars of sustainable development as defined by the United Nations: economic wellbeing, social wellbeing and environmental wellbeing. These forms of well-being are rarely mutually exclusive. Organisations which commit to delivering social value consider all effects of their actions, both positive and negative and intended and unintended, and make a conscious effort to ensure that these effects are net positive so that the organisation contributes to the long-term wellbeing and resilience of individuals, communities and society in general.

The Public Services (Social Value) Act 2012 required public sector procurement to consider, at the pre-procurement stage, how procurement could improve the social, economic and environmental well-being of the relevant area, and also to consider how in conducting the process of procurement, the commissioner might act with a view to securing that improvement.

The Social Value in Procurement (SVP) model introduced in 2020 has strengthened the requirements for central government procurement. New measures will require government departments to assess and explicitly evaluate how contracts:

- Support COVID-19 recovery, including helping local communities manage and recover from the impact of COVID
- Tackle economic inequality, including creating new businesses, jobs and skills, as well as increasing supply chain resilience
- Fight climate change and reduce waste
- Drive equal opportunity, including reducing the disability employment gap and tackling workforce inequality Improving health and wellbeing and community integration

Under the new SVP Model Central government will now be required to go further than the Public Services (Social Value) Act 2012 to ensure that all major procurements explicitly evaluate social value, where appropriate, rather than just consider it.

Social Value legislation only applies to public sector procurement, however we are committed to delivering social value irrespective of who procures or funds our services.

## 3. DEFINITION OF SOCIAL VALUE

There are many definitions of social value and the term is not defined in law. We have chosen not to adopt a specific definition of social value for the purposes of this policy, but to articulate how the broader articulation of social value (economic, social and environmental wellbeing) applies to

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our organisation and our partners, and how we can support the delivery of maximum social value in Greater Manchester through our activities.

Greater Manchester Combined Authority adopts the Sustainable Procurement Taskforce definition which defines Social Value as:

“A process whereby organisations meet their needs for good, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and economy, whilst minimising damage to the environment.”

As a supplier to GMCA and other public sector organisations in Greater Manchester this policy and associated action plan sets out how Groundwork GM will support our partners in delivery of the objectives embedded within this definition.

## 4. SCOPE OF THE POLICY

This policy applies to all of Groundwork Greater Manchester's activities.

Groundwork Greater Manchester's vision is of a greener more resilient city region, with stronger, healthier communities, responsible business and enhanced prospects for all local people.

We seek to achieve this by delivering a range of services as follows:

- Community engagement
- Landscape Design and Build
- Training and Coaching for Employment
- Early intervention to support health and well-being
- Sustainable business consultancy

We are committed to addressing the climate and nature emergencies, whilst also supporting those communities most in need. We pledge to play our full part in building Greater Manchester back better beyond the Covid-19 pandemic, supporting a green recovery in the city region. As such we have identified three priorities for 2020-23 with a “green thread” of climate and nature running throughout.

### Our Strategic Priorities for 2020-23

Supporting Young People to Bounce Back

Supporting Greener Growth

Facilitating the Power of Communities



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**Delivering Social Value Directly through the Services we Provide:** Social Value is not new to Groundwork Greater Manchester. As a registered Charity committed to creating better places, improving peoples prospects and encouraging greener living and working the creation of social value is at the heart if everything we do. Our focus is on working with those communities in Greater Manchester who have been “left behind”. This includes:

- Place based communities facing multiple challenges including low educational attainment, high unemployment, low wage economy, high benefits dependency and long term health conditions. These places frequently fall within the most deprived 20% of communities in Greater Manchester (IMD 2019) and are often multi-cultural and ethnically diverse.
- Communities of interest including young people, armed forces veterans, care experienced people and people with a criminal record. These groups often face multiple barriers to accessing education, training and employment. They are also sometimes isolated within their place based community

In designing and delivering services we seek to be led by the communities we work with, understanding their strengths and needs in order to develop solutions. We focus on building the capacity, skills and knowledge required to deliver the changes that our stakeholders desire in their lives. We understand that economic, social and environmental well-being are intrinsically linked and aim to develop services that create sustained positive change across all three pillars, and to measure both intended and unintended change.

**Delivering Social Value through our Business Operations:** This relates to the decisions we make as a business and considering the changes we can make which are reasonable and practical in order to increase our social value. This includes our approach to:

- Purchasing –considering how the organisational practices of our supply chain impact on the social and economic profile and environment of the area in which they operate, and how changes to our purchasing decisions where possible might help us deliver greater impact
- Facilities – reviewing our approach to waste, water and energy management at our premises, considering opportunities for nature creation and for benefiting local communities and partners through use of our buildings and sites
- Transport – Exploring ways in which we could encourage the use of sustainable transport and reduce our transport emissions as an organisation

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- Human Resources – Ensuring social value commitments are embedded within our recruitment, remuneration and training and development practices. This will include ensuring our approaches are fair, equitable, inclusive and support sustainable employment

### **Delivering Social Value in partnership with other organisations, enterprises and individual people:**

Collaboration is at the heart of Groundwork's delivery model. We partner with organisations, enterprises and people across the City Region including local authorities, housing associations, businesses ranging from multi nationals through to local SMEs and social enterprises, national and local charities, a variety of community organisations and individual people who can bring insight, knowledge and skills to our operations. Through these relationships we seek to increase our social value by harnessing our collective expertise, capacity, skills, knowledge, lived experience and financial resource. We partner with organisations and individuals who share our ethos, values and ambitions in order to maximise the impact of our work.

## **5. OUR SOCIAL VALUE OBJECTIVES**

Our organisational commitment to social value is summarised in our social value objectives:

1. **Promote employment and economic sustainability** – tackle unemployment; support and sustain people in employment, education and training; facilitate the development of work based skills; raise the living standards of local residents; provide high quality, local jobs
2. **Promote participation and citizen engagement** – enable communities to participate more effectively in local decision making; promote active citizenship through social action; reduce social isolation; build skills and capacity within communities, targeting those who currently feel unable or unwilling to take part
3. **Promote environmental sustainability** – support businesses, communities and individuals that we work with to reduce waste, limit energy and to engage in greener and more socially responsible behaviours; raise awareness of climate change and potential for local action; engage businesses and communities in climate conversations and action for climate and nature; embed environmental sustainability within our own operational decision making processes and associated policy framework
4. **Promote diversity, equity, inclusion and fairness** – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across Greater

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Manchester; embed the principles of diversity, equity and fairness within our own business operations and associated policy framework

5. **Build the capacity and sustainability of the voluntary and community sector**– Support grassroots community organisations to build capacity and access resources; promote and support residents to volunteer in community groups and organisations, particularly reducing the age profile by promoting the involvement of young people
6. **Understand and value the change which we deliver** – Involve stakeholders; collect impact data which allows us to understand change to make operational decisions; ensure social value measurement is practicable and proportionate to the resources available; align our approach with Social Value UK's Principles for understanding and valuing change.<sup>1</sup>

## 6. OUR SOCIAL VALUE COMMITMENTS AND PRIORITIES

Our social value commitments and priorities for further improvement during 2020-23 are summarised below. This is supported by our detailed Social Value Action Plan which is a working document used to measure progress against our social value objectives.

Objective 1: Promote Employment & Economic Sustainability	
Existing Commitments	<p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>▪ Delivery of coaching and mentoring programmes to support employment for target groups including services to support young people, care experienced people, armed forces veterans and people with a criminal record into employment education and training. This includes our Care to Work, Operation Re-Org, Princes Trust Team and Achievement Coaches programmes</li> <li>▪ Provide waged intermediate job opportunities and training for people in our target groups particularly, but not exclusively, via our Fencing and Landscaping and Green Teams</li> </ul> <p><b>Our Business Operations</b></p> <ul style="list-style-type: none"> <li>▪ Pay a minimum of the Real Living Wage to all permanent staff</li> <li>▪ Promote appointment of people with lived experience to support our delivery activity</li> <li>▪ Provide training and development opportunities for all staff, as appropriate to their role</li> <li>▪ Employ apprentices and trainees within the organisation</li> <li>▪ Provide high quality and accessible well-being support for staff including regular 121s with line managers, access to trained Mental Health First Aiders and an externally provided Employee Assistance Programme. Our Well-Being Committee provides challenge, runs activities and makes recommendations for further improvements</li> </ul> <p><b>Our Partnerships</b></p>

<sup>1</sup> Social Value UK 7 Principles for Understanding and Valuing Change: Involve Stakeholders; Understand what Changes; Value the Things that Matter; Only Include What is Material; Do Not Overclaim; Be Transparent; Verify the Result  
<http://www.socialvalueuk.org/what-is-social-value/the-principles-of-social-value/>

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	<ul style="list-style-type: none"> <li>Work with local businesses to provide additional support to our youth and employment programmes e.g. work experience and placements, mock interviews and mentoring</li> <li>Support local Employment and Skills Networks and Partnerships including: Employment and Skills Partnerships in Trafford, Oldham and Rochdale; Rochdale Youth Employment &amp; Skills Federation Task Group; Greater Manchester and Tameside Learning Provider Networks and associated professional exchange meetings; Tameside Working Well Integration Board; Armed Forces Veterans Network in GM</li> </ul>
<b>New Commitments / Areas of Focus for 2020-23</b>	<p><b>During 2020-23 we commit to:</b></p> <ul style="list-style-type: none"> <li>Secure funding and resources required to continue our employment programmes to support targeted groups</li> <li>Continue to provide waged employment for people in our target groups and with lived experience to support delivery of our programme. Utilise new funding programmes such as DWP Kickstart or the Flexible Support Fund to extend our reach and expand our services in the face of C-19, Brexit and the climate emergency</li> <li>Support a Green Recovery in Greater Manchester by seeking funding to develop green skills employment programmes in order to promote environmental careers and to give those facing barriers to employment the skills and knowledge to access green jobs. We will also embed climate knowledge and adaptation skills within all of our employment programmes</li> <li>Support our staff through the pandemic by being a responsible employer: facilitating remote working and flexible return to work; providing safe workplaces and well-being support; and providing sustainable jobs</li> </ul>

Objective 2: Promote Participation & Citizen Engagement	
<b>Commitments</b>	<p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>Deliver community engagement services which promote resident involvement, local leadership and co-creation of neighbourhood based solutions. Working with communities to build their capacity and skills so that they can deliver lasting change in their own neighbourhoods</li> <li>Deliver community youth work which is based on the principles of youth participation and environmental social action. We are committed to creating the next generation of community Green Leaders in Greater Manchester</li> <li>Promote our own nature sites for community engagement, education and volunteering purposes</li> </ul> <p><b>Our Business Operations</b></p> <ul style="list-style-type: none"> <li>Involve our beneficiaries in service design and provide frequent opportunities for feedback on their experiences. We do this through focus groups, surveys and 121s</li> <li>Provide “reasonable” time off for staff to undertake volunteering in their local communities</li> </ul> <p><b>Our Partnerships</b></p> <ul style="list-style-type: none"> <li>Connect businesses, community groups and residents via our corporate partnership programmes. These have led to the delivery of much longed for community projects such as Jude’s Garden in Trafford and Hattersley Community Garden</li> <li>Celebrate our local communities via Groundwork’s National Community Awards and other local and national opportunities, including Manchester’s Youth Buzz Awards</li> </ul>
<b>New Commitments / Areas of Focus for 2020-23</b>	<p><b>During 2020-23 we commit to:</b></p> <ul style="list-style-type: none"> <li>Secure funding and resources required to continue to deliver our community engagement services and youth work</li> <li>Continue to make our nature sites available for community use, seeking funding and resources to ensure they are maintained to the highest possible standard</li> <li>Establish stronger beneficiary voice processes within the Trust to inform our business priorities and service delivery (see Objective 6)</li> </ul>

**Objective 3: Promote Environmental Sustainability**

**Commitments**

**Our Services**

- Facilitate the power of communities to respond to the climate and nature emergency by providing local residents with the skills, knowledge, expertise and capacity to take action at a neighbourhood level
- Deliver support and advice to Greater Manchester businesses to help them adopt environmental and socially responsible practices. This includes environmental training, auditing and consultancy
- Support local businesses to stay up to date on environmental issues and to improve their own performance via our Green Business Membership and Awards
- Deliver domestic energy advice to Greater Manchester residents via our Energyworks programme, with a particular focus on supporting vulnerable people to stay warm and well in their homes
- Create & enhance green & blue infrastructure to the benefit of Greater Manchester's communities via our landscape design and build services. The teams design and deliver nature based solutions, parks and other urban greenspaces, typically working in tandem with the local community
- Host the Irwell Catchment Partnership
- Manage 5 high quality nature reserves in Greater Manchester: Roch Valley, Irkside Nature Reserve, Boarshaw Clough, Summit Nature Reserve and Trafford Ecology Park

**Our Business Operations**

- Deliver our services through an ISO 14001 accredited Environmental Management System (EMS) ensuring that environmental best practise is embedded within our work and promoted externally
- Reduce our carbon emissions, waste and energy use across all our operations as far as is practicable. Specific examples include using bio-degradable hydraulic oil in our own plant, planning work to maximise use of pool vehicles, encouraging cycling and installing solar panels and rainwater harvesting at our premises at Trafford Ecology Park. Monitored via our EMS
- Retain our Carbon Literate Organisation Silver Award

**Our Partnerships**

- Give our time generously to support a number of environmental programmes and partnerships including Natural Capital Group, Irwell Catchment Partnership and GM Greenspace Management Group
- Offer our sites as a showcase of environmental best practice for example the Meeting Place at Trafford Ecology Park has a range of features including traditional construction methods, rainwater harvesting and pv panels

**New Commitments / Areas of Focus for 2020-23**

**During 2020-23 we commit to:**

- Secure funding and resources required to continue our community engagement, sustainable business, Energyworks and landscape design and build programmes
- Retain our ISO14001 accreditation
- Promote Groundwork GM operational environmental performance pledge
- Embed climate conversations and messaging in all our delivery tailoring these to our audiences. This will include all our community engagement, coaching and mentoring and training programmes
- Achieve Carbon Literate Organisation Gold Award
- Adopt an ethical purchasing policy which includes consideration of environmental sustainability



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Objective 4: Promote Diversity, Equity, Inclusion and Fairness	
<b>Commitments</b>	<p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>Support communities to make a difference where it is needed most through our range of community, employment, youth, business, land and homes services.</li> <li>Ensure our services are underpinned by an understanding of needs in the neighbourhoods where we work</li> <li>Play our part in delivering a socially just, economically strong Greater Manchester, which respects our planetary limits</li> </ul> <p><b>Our Business Operations</b></p> <ul style="list-style-type: none"> <li>Provide equal pay. We monitor our gender pay balance which was positive at our last report in March 2019</li> <li>Offer flexible working options to support those with family and other caring responsibilities</li> <li>Provide internal challenge from via a Trust EDI committee supported by a Senior Manager. The committee also monitors our performance</li> </ul> <p><b>Our Partnerships</b></p> <ul style="list-style-type: none"> <li>Support the commitment of the Federation of Groundwork Trusts to improve the way we promote equality, diversity and inclusion</li> <li>Seek external support and advice from providers who are experts in this field, especially those in the voluntary and community sector</li> </ul>
<b>New Commitments / Areas of Focus for 2020-23</b>	<p><b>During 2020-23 we commit to:</b></p> <ul style="list-style-type: none"> <li>Undertake a full governance review including putting a spotlight on the representativeness of our current structures in terms of the communities we serve. We will implement improvements based on the findings of this review</li> <li>Adopt an ethical purchasing policy, which includes nurturing young entrepreneurs, supporting local businesses, and those with black, Asian and minority ethnic leaders</li> <li>Implement our EDI Action plan including: <ul style="list-style-type: none"> <li>Improve our visibility to BAME communities, particularly during recruitment</li> <li>Provide a staff training programme and guidelines covering EDI issues including, but not exclusively, challenging racism and understanding gender identity</li> <li>Raise the profile of EDI within the Trust through a programme of cultural celebrations and social media content</li> <li>Implement our Working Carers Action Plan</li> </ul> </li> </ul>

Objective 5: Build the Capacity & Sustainability of the Community & Voluntary Sector	
<b>Commitments</b>	<p><b>Our Services</b></p> <ul style="list-style-type: none"> <li>Deliver our own charitable objectives as we have done in Greater Manchester for more than 30 years</li> <li>Support the development of capacity, knowledge, networks and connections within the sector in areas where we are the most appropriate CVS partner to do so, e.g. we are the Climate Change Lead for the Youth Sector in Manchester</li> <li>Support the ability of smaller organisations to access support and funding, particularly from the private sector, e.g. our role in managing Tesco Bags of Help grants and connecting community groups with businesses looking to support local projects</li> </ul> <p><b>Our Business Operations</b></p> <ul style="list-style-type: none"> <li>'Buying social' by purchasing supplies and services through Greater Manchester based social enterprises where possible. Some examples of social enterprises we contract with are: Fairfield Recycling for green waste and timber recycling; Tree Station for arboriculture work; Start Creative for joinery work; Good Mood Food for catering</li> </ul>

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	<b>Our Partnerships</b> <ul style="list-style-type: none"> <li>Give generously of our time to support local CVS infrastructure networks including: the Boards and Committees of Trafford Partnership Stronger Communities, Salford CVS, Action Together; Getting Connected and Active Physical Activity Alliance, Bolton; and Kirkholt Millions Partnership, Rochdale</li> <li>Promote collaboration with the community and voluntary sector. We believe that we can be stronger by bringing our collective expertise, skills, knowledge and capacity together than we are apart. We are committed to collaboration in order to generate revenue and resources for the sector, and ultimately secure our sustainability. Our CVS partners are too numerous to list but include environmental charities, neighbourhood based organisations and specialist providers.</li> </ul>
<b>New Commitments / Areas of Focus for 2020-23</b>	<b>During 2020-23 we commit to:</b> <ul style="list-style-type: none"> <li>Secure funding and resources to enable us to continue providing a capacity building and resourcing function for GM's community and voluntary sector where it is appropriate for us to do so, particularly in relation to climate and nature action</li> <li>Continue to partner with environmental charities, neighbourhood based organisations and specialist providers in GM in order to secure the sustainability of our sector through funding and resources</li> <li>Adopt an ethical procurement policy for our business which enshrines the principles of buying social within our policy and practice</li> </ul>

Objective 6: Understand and Value the Change We Deliver	
<b>Commitments</b>	<ul style="list-style-type: none"> <li>Hold a list of stakeholders and ensure our stakeholder involvement is complete, representative, open ended and unbiased with regard to our stakeholder groups</li> <li>Involve representatives from our stakeholder groups and sub-groups at least annually in our business operations and service development and design</li> <li>Delivery of a series of headline impact measures under our three priority areas of young people, greener growth and power of communities (Groundwork GM Vision Refresh 2020-23)</li> <li>Hold data on the inputs (financial, time and other resources) to deliver social value through our core services. This includes financial accounting processes, staff timesheets and project performance measures</li> </ul>
<b>Areas of Focus for 2020-23 (Across all SV UK Principles)</b>	<ul style="list-style-type: none"> <li>Establish clearer beneficiary voice processes, especially to involve beneficiaries in a more strategic way in service development and improvement</li> <li>Improve the capture and analysis of our impact data in line with organisational resources and needs and appropriate for level of decision making. Include exploration of digital engagement tools</li> <li>Improve our impact measurement through development and adoption of the Groundwork Impact App and the development of an Impact Framework for Groundwork GM</li> <li>Understand the inputs (financial, time and other resources) to deliver additional social value through our business operations e.g. by changing purchasing decisions or investment in transport</li> <li>Work with external advisors to ensure our measurement is effective, reasonable and transparent. Recent and current advisors include Social Profit Calculator, Moore Kingston Smith, Hatch Regeneris and experts within other Groundwork trusts</li> <li>Produce a verified Groundwork GM Social Value report no later than summer 2023</li> </ul>

More detail on the impact resulting from our social value commitments can be found in our most recent Groundwork Greater Manchester Vision and Progress Report

<https://www.groundwork.org.uk/wp-content/uploads/2020/08/Groundwork-GM-2020-23-for-web.pdf>

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## 7. ASSOCIATED POLICIES AND PROCEDURES

- Equality, diversity and inclusion
- Recruitment and selection
- Appraisal, training and development
- Staff handbook
- Control of suppliers
- Environment and sustainability