

## Social Value and Environment Guidance for Suppliers and Bidders for Council Contract Opportunities

**This guidance is a working document and we welcome any feedback on how we can improve it – please send feedback to [procurement@manchester.gov.uk](mailto:procurement@manchester.gov.uk))**

In Manchester, we encourage organisations to operate and provide goods and services in such a way that offers maximum social, environmental and economic benefit to Manchester residents and communities. This has become even more of a priority in light of the coronavirus pandemic and the economic and social impacts it has had on Manchester.

Research shows that the impact has fallen particularly hard on certain groups. For example, the direct health impacts from coronavirus have been felt acutely, but by no means exclusively, by older residents and residents with underlying health conditions. But economically too, certain groups have been disproportionately affected. These include young people, especially those with low or no qualifications, who face significant barriers to a very challenging labour market, and Black, Asian and Minority Ethnic populations.

We and our partners across Greater Manchester share a common aim: as we rebuild our economy and society following the crisis caused by Covid-19, we will look to use social value to tackle the inequalities around us and make the things that we do, good, fair and sustainable. **We want to partner with organisations and suppliers that share our values, that look at the wider value they can offer to society, and that will contribute to Manchester's ambition to be zero-carbon by 2038.**

Manchester City Council takes this seriously when evaluating bids for council contracts. Since 2015 the council has applied a minimum 20% weighting to social value when evaluating tenders. The council is building on this and from 2021, it is introducing a further dedicated environmental score of 10% bringing the total social value consideration to up to 30% the overall bid score.

This short guide explains a little further what we are looking for and provides some pointers for how organisations can have the biggest impact on social value.

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# PART ONE: SOCIAL VALUE

## What is social value?

The concept of social value refers to the wider value to society that organisations can generate, i.e., value generated beyond the direct value that the organisation and its customers or end-users receive.

An example is an organisation that looks to employ people from disadvantaged backgrounds, who face greater barriers to work. The organisation benefits from the skills and labour provided, but there is also additional value generated to society from having fewer people who may otherwise be out of work and the economic and social benefits that come with that. Another example is a company that has put in place environmentally friendly operations, which the customer does not directly benefit from, but society does (e.g. from cleaner air).

Local authorities and other public bodies have a legal duty under The Public Services (Social Value) Act 2012 to consider the social good and wider impact that could come from the procurement of services before they embark upon it.

It is important to highlight that social value is not purely a commissioning or procurement concept. Rather social value goes to the heart of what public bodies are about, and Manchester City Council aims to drive social value through its own operations, and through its wider influence with businesses and organisations across the city, as well as through its commissioning.

The council has a formal social value policy, which can be found [here](#).

## Our social value priority outcomes

We and our partners across Greater Manchester share the six overarching areas of focus for social value articulated in the refreshed 2020 GMCA Social Value Framework, aimed at supporting a green, inclusive, economic recovery for the city:

*Create the employment and skills opportunities that we need to build back better.*

As we learn to live and work in a post-COVID economy, we need to ensure that an appropriately skilled workforce is available locally to meet the immediate and emerging needs, and that the talent pipeline is in place to future-proof jobs, businesses and workers with the agility and resilience needed in a shifting labour market. We want organisations across Manchester to deliver social value to inspire our young people about their future career prospects and help them to understand the opportunities available to them across all industries.

We particularly are looking to promote: (i) new jobs and apprenticeships in the city for Manchester residents; (ii) to target recruitment and job opportunities for our priority groups (explained below); (iii) provide training, or similar support opportunities to help priority groups into work and progress in work.

*Provide the best employment that you can.*

While employment growth has been strong over recent years, too many of our residents are in low paid and insecure roles with little opportunity to progress, an issue highlighted by the pandemic. As many employers will testify, engaging employees brings significant benefits: lower turnover of staff, a more motivated and dedicated workforce, and new insights, ideas and perspectives to help an organisation succeed. The evidence is that businesses that support and invest in their employees are more profitable, add more value, and are better respected.

Excellent employment practice also helps Manchester succeed. The opportunity to progress through secure and fulfilling work brings health as well as financial benefits. Higher pay reduces poverty and the social deprivation which it brings. It gives young people hope and confidence that Manchester offers them the opportunity to succeed.

Manchester City Council is also taking steps to increase the diversity in our own workforce and is looking to build our understanding of the diversity of our supply chain, particularly how Black, Asian and Minority Ethnic communities and women are represented both in the workforce and in company ownership.

We particularly encourage organisations to: (i) commit to the Greater Manchester Good Employment Charter (<https://www.gmgoodemploymentcharter.co.uk/>), including paying

all staff at least the Real Living Wage; and (ii) promote fair employment practices, ensuring workforce equality and diversity within supply chains

### *Develop a locally based and resilient supply chain*

Social value presents a chance for any organisation to use resources in a more impactful way, and think more clearly about how wider social, environmental and economic benefits can be achieved through the day to day activities of our work.

But much more can be achieved if the same principles are applied to your purchasing, your trading and supply chains. As well as improving wellbeing directly through your own actions, your organisation can act indirectly through its supply chain, influencing others, as well as through collaborative work with partners.

By adopting this approach, you can play a vital part in ensuring economic resilience and sustained local investment. Put simply, buying locally, ethically and sustainably will improve our chances of recovering from the current Covid-driven recession. Your purchasing decisions can influence the success of your suppliers' businesses and impact on the lives of their employees.

This can also make good 'business sense' - social value will provide greater value for money and can help to mitigate the impact of negative external factors – if we all work together. By putting greater emphasis on social value there is sometimes a misconception that this increases costs. However, this ignores the broader, medium to longer term outcome benefits that social value can bring. For example, employment of people who have been long term unemployed leads to a reduction in the cost of welfare benefits and an increase in their personal spending power. It could also have a beneficial effect on health services, strengthen community cohesion and foster a greater sense of happiness and wellbeing.

### *Be part of a strong local community*

One of the biggest benefits of Social Value comes from the wider financial and nonfinancial value that your organisation can create in terms of the wellbeing of individuals and communities. During the pandemic we have seen a rise in community volunteering – people wanting to help out and help people. This proactive support could be harnessed by business to achieve a huge and positive benefit for local people and local communities, your employees, their families and friends.

Getting involved in local projects is a great way to be part of a community, building its strength and resilience; and ensure that no one from any background gets left behind.

We are looking to harness the skills and experience of Manchester suppliers, whether that be through direct support (e.g. volunteering) or through supporting voluntary and

community organisations that work with our priority groups (see below for more information on our priority groups).

### *Make your organisation greener*

Manchester declared a climate emergency in July 2019. We did this to show our commitment to responding to the critical challenge posed by climate change, and play our full part in tackling that threat. We felt that the council should lead by example.

We have set ourselves the aim of making Manchester a zero-carbon city by 2038 or before – at least 12 years earlier than the national 2050 target. To achieve this citywide, emissions will need to reduce by 13 per cent every year until 2038.

Manchester City Council itself is taking a number of actions to reduce its own emissions and is looking for its suppliers to do the same.

Together we can work to address climate change, improve air quality, promote greener production and consumption of resources, improve our natural environment and develop resilience and adaptation to the impacts of climate change.

### *Keep the air clean*

Manchester, as part of Greater Manchester, is developing a Clean Air Plan to tackle harmful and illegally high levels of roadside air pollution across the city-region. We need to clean up the air we all breathe. Dirty air damages our health and plays a part in thousands of deaths every year. In towns and cities, road vehicles are the main source of air pollution. But we can be affected by poor indoor air quality too.

Everyone is at risk. Air pollution harms our health at every stage of life and is even linked to early deaths. In fact, the effects can start as early as a baby's first few weeks in the womb. The most vulnerable people in society are hit hardest – children, older people and those already in poor health.

## Our social value priority groups

Actions to promote social value can have greater impact if focused on people who are more likely than most to be at a disadvantage.

Manchester has therefore identified priority groups for social value. For example, we know care leavers or young people not in education, employment or training are more likely to find it harder to get the breaks in life that others may have. The coronavirus pandemic has exacerbated some of these disadvantages, whilst also highlighting other groups including different ethnic groups and the over-50s, who have been disproportionately impacted economically.

Our priority groups are:

- Children and young people, specifically: looked after children and care leavers; young people who are Not in Employment, Education or Training (NEET) or at risk of becoming NEET; and young people involved in or at risk of being involved in the criminal justice system.
- long-term unemployed with an underlying health condition or complex needs.
- Black, Asian and Minority Ethnic communities, who have been disproportionately impacted by the coronavirus pandemic.
- disabled people.
- older people; and
- vulnerable adults, by which we mean residents who may be overcoming a crisis or, domestic violence and abuse, rough sleepers.

For all groups, there should be a focus on paid work within occupational areas with good post-COVID prospects and high-quality training relevant to future job growth.

# Key elements that we are looking for from suppliers

In terms of putting the above priorities into practice, there are broadly two elements that the council is looking for from its suppliers, set out below. The social value questions we ask bidders will usually be structured accordingly and will usually account for 20% of the overall score.

## 1. a purpose-driven commitment to social value.

For example, if you are a prospective supplier interested in bidding for a contract opportunity, we would be interested in understanding what you already do as an organisation that is consistent with our priorities and values. We will usually ask some questions too around your approach to ethical business practices, and whether you currently pay staff at least the Real Living Wage.

The Council is interested here in your commitment to social value and the evidence to demonstrate that; the scale of delivery (e.g. hiring of x apprentices last year) is expected to be commensurate with an organisation's size, and smaller organisations will not be at a disadvantage.

If you are an existing supplier, we may look to discuss with you how social value is developing in your organisation and with your own supply chain, such as updates on whether staff are paid at least the Real Living Wage, and what steps you are taking to promote inclusion and diversity.

If you want to understand further about the ethical business practices we are looking for, further information can be found in our Ethical Procurement Policy [here](#).

## 2. Creation of additional social value as part of the delivery of the specific contract you have / are bidding for.

We are interested in hearing from suppliers' innovative ideas for what they could do as part of the contract with the council. In tender opportunities, questions will usually cover:

- what social value you can commit to i.e., SMART (Specific, Measurable, Actionable, Realistic and Timebound) according to specified KPIs and any additional KPIs and actions you propose.



- a method statement for how you will deliver these outcomes, including how you will collect data and monitor performance, and what difference it is intended to make.

For example, you might be looking to hire young people who are currently not in education, employment, and training as apprentices on the contract. We would want to know not just how many Manchester young people you would be looking to hire, but also your plans for recruiting the young people (e.g., working with the local Jobcentre) and how you will monitor and evidence that the social value commitment has been achieved.

See the box below for some pointers and ideas for where suppliers can add value.

## Examples of how suppliers can add social value

We don't want to be prescriptive, but we have a few steers on where we believe suppliers can most add value:

- Focus on Manchester's priority outcomes and priority groups, as described above.
- Many of our priority groups are facing economic and social challenges following Covid, such as job losses, debt, poverty, risk of homelessness, loneliness etc. Actions that can help people into work or support vulnerable people who have been disproportionately impacted during the pandemic are higher priority right now.
- some contracts may be better suited to particular opportunities, and we will try to highlight these in our specifications.
- explore opportunities for sharing your organisation's skills and resources with Manchester-based organisations such as voluntary and community organisations, schools, and colleges.
- link in with resources like The Manchester Employer Suite, who provide various recruitment services.
- Consider committing, if not already done so, to the Care Leavers Covenant, the Armed Forces Covenant to create job, training and other opportunities for care leavers and ex-armed forces personnel.
- Commit to the Greater Manchester Good Employment Charter (<https://www.gmgoodemploymentcharter.co.uk/>), including paying all staff at least the Real Living Wage.
- have a plan for retaining money in the local economy, including through use of local, Manchester-based supply chains.
- identify specific actions that can be measured and tracked. As part of that, we are looking to include in our specifications specific Key Performance Indicators to guide suppliers on the level of detail and measurement expected.
- Focus charitable giving on We Love MCR, Young Manchester and Big Change
- Facilitate donations of surplus food through the Food Response Team & Council's website to ensure food can be distributed to those who need it and reduce food waste.
- Some contract opportunities – usually smaller opportunities – may also have an option for suppliers to make a cash contribution to Manchester's Social Value Fund, instead of (or alongside) 'in-kind' social value commitments.

## General advice and tips when submitting tenders

The best answers on social value:

- Tell us about good work you are already doing in relation to social value. If you don't currently operate in Manchester, tell us what you are doing where you are operating currently.
- Demonstrate what new commitments you will be able to undertake for Manchester as part of the contract with the council.
- Provide evidence and sufficient detail in method statements to give confidence that your social value is deliverable. This could include detail around the proposed links with other organisations to deliver social value, an operational plan for delivery, and (if available) examples of / learning from social value delivery from other projects.
- Keep focused on the social value priority groups and the opportunities to support people as part of Manchester's efforts to recover from the pandemic and deliver a green, inclusive economy.
- Treat social value delivery as a core part of delivery against the contract.
- Have SMART commitments (i.e., Specific, Measurable, Actionable, Realistic, Timebound), with corresponding action plans and targets that are monitored throughout the life of the contract.
- Demonstrate the governance you apply to the contract, and to the organisation more generally, to manage and promote social value delivery.

## Managing social value delivery

Social value commitments and plans need to be backed up by a robust approach to monitoring and managing delivery. For some contracts – particularly capital works contracts and highways contracts - providers may be required to submit social value data (quantitative and qualitative) via electronic portals.

More generally, suppliers will be expected to report on social value delivery as a core part of the management of the contract, which would usually include:

- Details of KPI targets met or part met.
- (Where relevant) qualitative information such as feedback from recipients of the social value offer, staff feedback on how they found the recruitment process, etc. The focus here is on understanding the difference being made.
- Identification of any risks and issues relating to social value delivery. We recognise plans may need to change in light of changing circumstances. This was certainly the case when the Covid-19 pandemic first hit, and a number of

social value plans had to be re-worked. We will be looking to have ongoing, proactive discussions with suppliers to identify early on any risks or issues and put in place mitigating actions.

# Useful contacts to develop opportunities

## General resources

The Greater Manchester Combined Authority provides an overview of the priority outcome themes across Greater Manchester along with some practical actions. <https://www.greatermanchester-ca.gov.uk/what-we-do/economy/social-value-can-make-greater-manchester-a-better-place>

The Centre for Local Economic Studies (CLES) has established a Centre of excellence in relation to community wealth building, which organisations can get involved with as well as seek advice and support from [CLES](#).

## Employment and training

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.

## Supporting schools and voluntary, community sector organisations

Manchester has a [guide](#) for organisations looking to work with schools.

Manchester [Volunteer Inspire Programme](#) helps connect up volunteers with opportunities in Manchester.

## Covenants and Related Commitments

- [GM Good Employment Charter](#)
- [Care Leavers Covenant](#)
- [Armed Forces Covenant](#)
- [Living Wage Foundation](#)

## Equality, Diversity and Inclusion

The Employers Network for Equality & Inclusion is an employer network covering all aspects of equality and inclusion issues in the workplace, and has a number of resources available on their [website](#).

## Skill givers

The [Skill Givers](#) project aims to make the most of volunteer time offered by employer supported volunteering schemes for everyone involved. They do this by working with local voluntary and community groups, charities and social enterprises across Manchester and Salford, to identify where they really need support. These requests are then developed into short-term opportunities, often one day, for individual employee

volunteers to complete tasks and projects that will provide the chance to share skills, learn new ones and really make a lasting difference to a group.

**Recommended charities**

- We Love Manchester
- Young Manchester
- Big Change Manchester

## **PART TWO: THE ENVIRONMENT**

Manchester declared a climate emergency in July 2019. We did this to show our commitment to responding to the critical challenge posed by climate change and play our full part in tackling that threat.

The council felt that it should lead by example and has set itself the aim of making Manchester a zero-carbon city by 2038 or before – at least 12 years earlier than the national 2050 target. To achieve this, the council has set an initial milestone target of achieving a 50% reduction in carbon emissions from its own buildings, energy and transport by 2025 (from circa 30-32,000 tonnes in 2019/20 to circa 15-16,000 tonnes in 2024/25).

We are similarly calling on individuals and organisations to take action to respond to the climate emergency. This includes the council's own supply chain, where we are looking for suppliers that are committed to reducing their emissions and supporting the city's net-zero ambition. To reflect this, the council is introducing a 10% score weighting in the evaluation of tenders specifically in relation to the environment and climate change.

This short guide sets out further what we are looking for and how suppliers can make a difference by reducing their carbon footprint.

## What do we mean by carbon emissions?

Manchester City Council follows the [Greenhouse Gas Protocol](#) - the most widely-used international accounting tool - which categorises direct and indirect emissions into three broad scopes:

- Scope 1: All direct greenhouse gas emissions that are owned or controlled by the reporting entity.
- Scope 2: Indirect greenhouse gas emissions from consumption of purchased electricity, heat or steam.
- Scope 3: Other indirect emissions, such as the extraction and production of purchased materials and fuels, transport-related activities in vehicles not owned or controlled by the reporting entity, outsourced activities, waste disposal, etc.

Under the Protocol, carbon emissions measurement should include as a minimum Scope 1 and Scope 2 emissions.

For those perhaps starting out on carbon reduction and learning about net-zero, there can be a lot of different terminology used. The Crown Commercial Service (part of central government) has developed a [glossary](#) of terms which you may find helpful.

## What are we looking for from suppliers?

We are looking for suppliers that are passionate and committed to carbon reduction and wanting to work together to share learning and embed good practice. We are particularly interested in:

- **your current emissions by scope and how you measure them** – e.g. what tool(s) do you use for measurement, does your measurement include Scope 3 emissions, what parts of your organisation are included in the measurement scope, do you measure carbon intensity ratios (i.e. carbon emissions as a proportion of a relevant business metric)?;
- **your baseline emissions measurements (if available)** - what year the baseline was established and the progress you have already against them;
- **your plans to reduce your carbon emissions further** and become net-zero
- hearing innovative approaches for reducing carbon;
- (where applicable) **how you minimise the carbon impact of your products across their lifecycle**, i.e., design, manufacture, operational use and end-of-life;
- (where applicable) **contract specific carbon reduction targets** that you will set in relation to the specific contract that you are bidding for / delivering.
- Construction and works contracts may have particular **design and building standards** to meet in relation to the environment and carbon emissions.



## Example questions we may ask in Invitations to Tender

Wording and structure of evaluation questions may vary depending on the nature and scale of the contract. The following questions cover standard elements that we commonly ask bidders.

Typically an Invitation to Tender will include two questions as a minimum – one on measurement (i.e., current emissions, baseline emissions, and reduction targets), and one on actions that will be taken to reduce emissions. There could be supplementary questions probing certain areas in greater detail, for example, if a contract involves a large amount of transportation, the council may be interested in how a bidder will reduce its fleet emissions.

### Example carbon emissions measurement questions

Please describe how you currently monitor carbon emissions and help support Manchester's net-zero ambition. If you do not currently measure and monitor emissions, please set out how you propose to do so in the future.

In your answer, please provide details, where available, on:

- your current carbon emissions are (if measured), broken down by Scope 1, 2 and 3 emissions, if possible, defined as follows:
  - Scope 1 – carbon emissions associated with your buildings and your fleet
  - Scope 2 – changing the type of energy you use, and
  - Scope 3 – the embodied carbon in your products and the materials you use, your supply chain, reducing emissions from your waste, and changing the approach to business travel
- a summary of how you ensure (or will ensure) a robust approach to measurement, (e.g., the tools used, which elements are included in the measurement, and what parts of your organisation are included in the measurements)
- any existing baseline measures and emissions reduction targets in place for your organisation, again broken down by Scope 1, 2 and 3 emissions where possible
- what reports/monitoring information will you be able to provide to show reductions in the emissions of your organisation overall, and progress reducing these during the lifetime of this contract in Manchester?

(Where contract specific measurement applies) How will you monitor carbon emissions for this particular contract?

- What reports/monitoring information will you be able to provide to show reductions in the emissions of your organisation overall, and progress reducing these during the lifetime of this contract in Manchester?
- Please articulate how you will develop a baseline measurement and key performance indicators that can be monitored through contract management.

## **Example carbon reduction actions questions**

Please provide details of the actions you are already taking and what further plans you have to:

- reduce your organisation's carbon emissions and evidence to support your reductions in emissions.
- wider plans to make your organisation greener and improve the environment which could include waste reduction, eliminating single use plastics, contribution to local green infrastructure projects in Manchester including supporting biodiversity, purchasing of sustainable goods and services in your supply chain, among other actions.

In your answer, please include any proposed key performance indicators that can be monitored throughout the life of this contract.

What are the specific actions you will undertake through delivering the activities of this contract in Manchester, during the lifetime of the contract, for each of the following three scopes?

- Scope 1 – carbon emissions associated with your buildings and your fleet
- Scope 2 – emissions from the energy you use
- Scope 3 – the embodied carbon in your products and the materials you use, your supply chain, reducing emissions from your waste, and changing the approach to business travel.

The following are example supplementary questions relating to carbon reduction actions that may be asked, particularly in relation to higher value contracts. Supplementary questions like these will be tailored to the nature of the contract in question and these should not therefore be seen as exhaustive.

- Does your organization have a formal Environmental System (EMS) in place such as ISO14001 or equivalent? If not, please demonstrate how you manage

your organisation's environmental impacts, providing any supporting evidence that is relevant to this contract.

- Please demonstrate your arrangements for providing employees and/or subcontractors who will be engaged in this Contract, with training and information on related environmental issues.
- Please describe your arrangements for monitoring the environmental performance of your supply chain, to ensure that any suppliers you may engage with on this contract are operating in an environmentally sustainable way

## What makes a good response?

- A clear, robust basis for measuring carbon emissions (as a minimum for scope 1 and 2 emissions, preferably scope 3 too)
- evidence of a clear, detailed action plan for reducing carbon emissions at an organisation level, and where applicable, in relation to the specific contract
- proposed targets for carbon reduction (organisation-wide, and where applicable, contract specific targets) and evidence of progress made to date
- for contract specific targets, consideration as to how to propose to establish baseline emissions, from which to be able to measure carbon reductions
- for larger contracts, a certified approach for measuring carbon emissions
- supporting evidence that the supplier takes a comprehensive approach to carbon reduction. This could include:
  - evidence of innovations / changes made by the organisation to improve energy efficiency, reduce waste, etc
  - clear, effective governance in place for environmental management. This might apply to larger suppliers in particular and can include: roles and responsibilities; environmental risk assessments undertaken; environmental emergency response plans; waste management plans
  - training and communication for employees in relation to carbon reduction and the environment
  - evidence of continuous improvement and learning approaches embedded in the organisation.
  - steps taken in the organisation's own supply chain to promote carbon reduction and a cleaner environment.

## Contract Monitoring

**The key measure we will look to track as part of the contract is your carbon footprint (i.e. carbon emissions) against targets over the lifetime of the contract.**

Contracts may also include supplementary measures or Key Performance Indicators according to the nature of the contract, and also what the supplier themselves proposes

to measure and track. For example, contracts involving a high amount of travel may include specific travel-related targets; catering contracts may measure use (or non-use) of single-use plastic etc.

Similarly, any specific commitments you make in your bid will be captured in the contract and will be monitored throughout the life of the contract.

The council recognises too that throughout the lifetime of the contract, things change that could require rethinking of initial plans. The covid pandemic is a case in point, where suppliers had to adapt (for example) their social value commitments. The key is that there is no let-up in carbon reduction, but if plans need to be altered to achieve those reductions, the council will discuss any new proposals with you.

# Where to find further guidance and support

## Carbon Measurement

There are several tools available to support organisations with their measurement and many have been developed for specific sectors. For some contract opportunities the council will specify a particular measurement tool to be used, such as the [Highways England Carbon Tool](#) for highways contracts. In general though, the council does not specify specific tools. Good starting resources for tools include:

- The Carbon Trust, which has developed various tools including a [SME Carbon Footprint Calculator](#)
- The [Greenhouse Gas Protocol website](#)
- Industry Trade bodies

## Carbon Reduction Actions

The council recognises suppliers will be at different stages of maturity in terms of carbon reduction. For those who want to learn more about how they can reduce their carbon footprint, a good place to start is the Manchester Climate Change Agency which has identified [15 actions](#) for organisations and residents to take for Manchester to become zero carbon by 2038. The 15 actions include links for further support in relation to key areas for reducing emissions:

- food
- transport and flying
- reducing waste and reusing and recycling
- renewable energy
- existing buildings
- green spaces and gardens
- water conservation
- new developments and construction

An example of a simple and effective carbon reduction plan can be found in the council's [Sustainable Events Guide](#), produced with Julie's Bicycle, which although focused on events, has broader applicability to other areas.

For organisations wanting to go deeper and explore the opportunities available for reducing carbon and driving growth, the Greater Manchester Business Growth Hub has a number of [case studies](#) and [resources](#) for helping organisations grow and reduce emissions.

The Business Growth Hub has also developed its Journey to Net Zero programme – a fully-funding programme exclusively for SMEs in Greater Manchester that are at an early stage on the path to net zero emissions. Further information and details of how to apply can be found [here](#).

