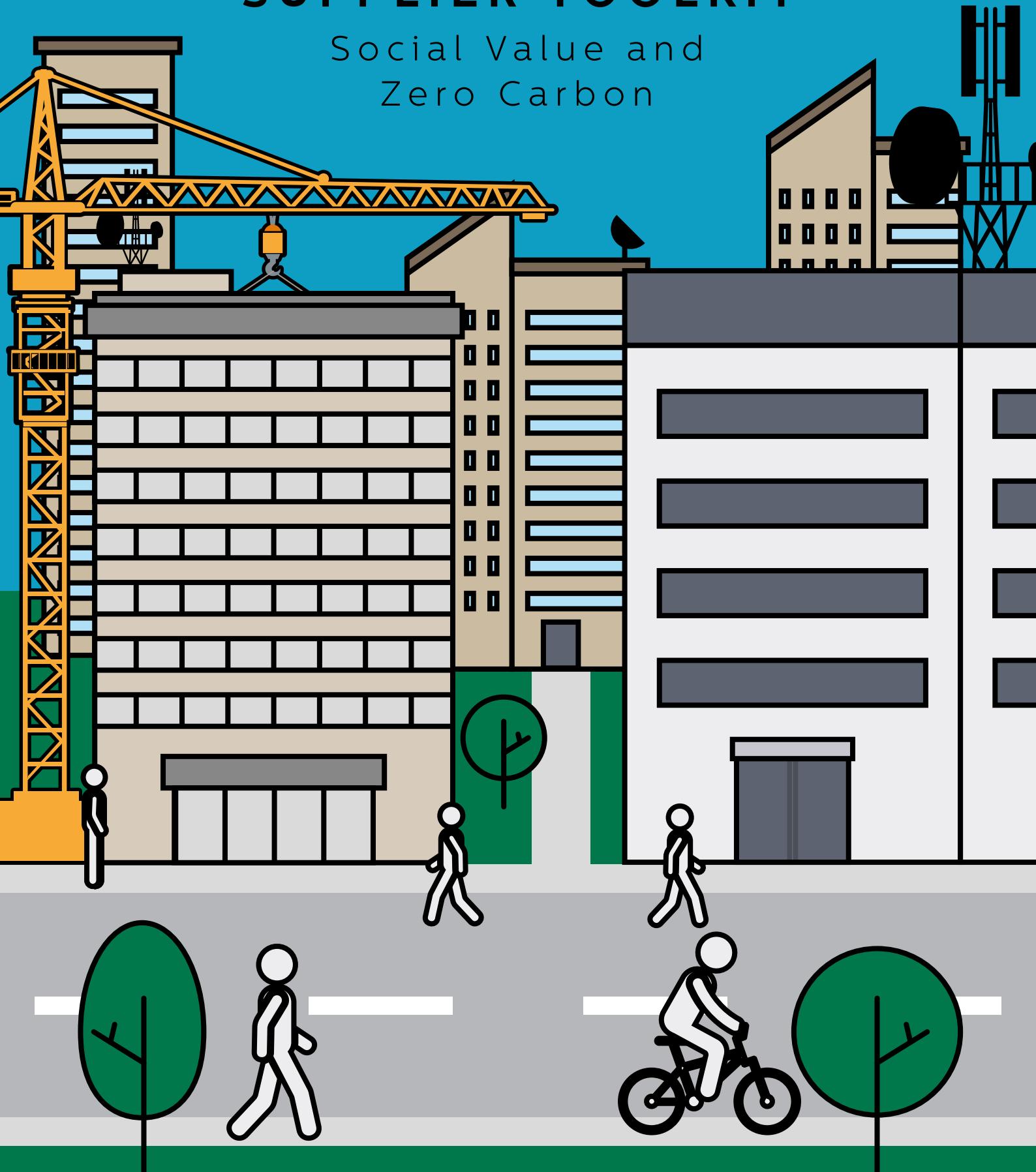


# MANCHESTER CITY COUNCIL SUPPLIER TOOLKIT

Social Value and  
Zero Carbon



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# INTRODUCTION

Manchester's impressive regeneration has been achieved by developing a shared vision across the public, private, and voluntary sectors – and delivering it in genuine partnership. We are committed to driving inclusive growth and becoming a zero-carbon city, and we can't do this without the support of other organisations.

Procurement is one of the ways we channel the efforts and expertise of our partners and suppliers into tackling some of the biggest challenges faced by our communities. We want to work with organisations who share our values and passion for Manchester, and we hope this toolkit helps our partners to become an important part of that ambition.



## Purpose and scope of the toolkit

This toolkit supports suppliers and organisations bidding for Manchester City Council contracts to understand and meet our Sustainable Procurement requirements. It covers both social value and zero carbon and is relevant to organisations of all sizes and sectors. Whether you're new to social value or already delivering it, this guide will offer you practical advice, examples and resources to help you align with the Council's priorities.

The guidance offers practical advice, and shares best practice examples and resources to help suppliers:

- **Understand the Council's social value priorities:** Gain a comprehensive understanding of the five social value themes that Manchester City Council prioritises within its procurement processes.
- **Align with community and economic goals:** Learn how to align your business practices with the Council's objectives to create a more inclusive, equitable and thriving city.
- **Enhance social impact:** Discover ways to improve your social impact through inclusive employment, community engagement, and providing meaningful support for local voluntary and community organisations.
- **Develop competitive tender responses:** Create compelling and competitive tender responses that demonstrate your commitment to social value and zero carbon, and your ability to deliver meaningful community benefits.
- **Foster long-term partnerships:** Understand how to build stronger, long-term partnerships with the Council and other Manchester organisations, as well as the city's communities, so that you can contribute to the city's broader social, economic and environmental goals.

## Definitions

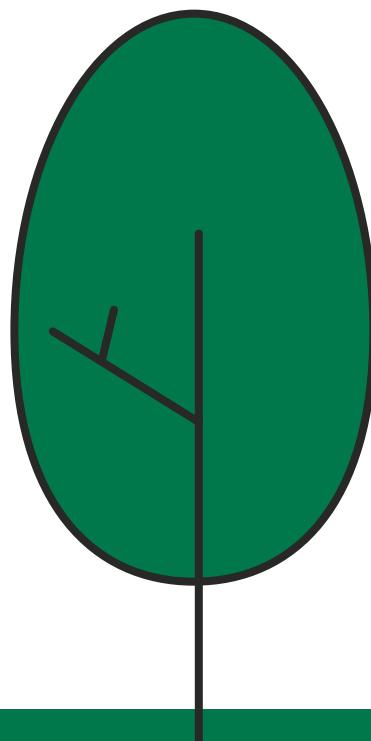
**Sustainable Procurement:** This toolkit uses the term ‘Sustainable Procurement’ to cover our approach to both zero carbon and social value in our procurement processes and subsequent delivery of contracts.

**Social value:** Social value describes anything having a positive impact in a local area that benefits society as a whole. Manchester City Council is legally required to consider how we can generate social value through our spend. We also champion a broader definition of social value. We look beyond ‘added social value’ (what an organisation delivers in addition to its core services for the purpose of creating social value) and celebrate ‘inherent social value’ (the intrinsic benefit to society that is already present within the design of certain services and organisations).

**Zero carbon:** Zero carbon refers to a state where no net carbon dioxide emissions are released into the atmosphere by an organisation – meaning that any carbon emissions produced are either subsequently eliminated or offset (by taking measures to remove an equivalent amount of carbon from the atmosphere). Our target is for Manchester to become a zero-carbon city by 2038 at the latest, and we have a citywide climate change action plan to help us get there. **Note:** Zero carbon is different from carbon neutral. While both aim to reduce environmental impact, zero carbon typically means no carbon emissions are produced in the first place, whereas carbon neutral allows for emissions to occur but requires them to be balanced out through offsetting. For more details, please refer to the glossary.

**Local:** For the purposes of this toolkit, ‘local’ refers specifically to organisations and activities based within the [Manchester City Council boundary](#) that benefit Manchester residents. For some larger contracts, we might apply a tiered approach to social value and environmental impact that has targets on a neighbourhood level, as well as for Manchester and Greater Manchester.

Further definitions are given in the glossary at the end of this toolkit.



# MANCHESTER CITY COUNCIL'S SUSTAINABLE PROCUREMENT PRIORITIES

Manchester City Council is looking for suppliers that are ethically sound and support the city's social value and zero carbon priorities, which includes:

1. Reducing carbon emissions and environmental impact
2. Creating good employment opportunities for local people
3. Supporting local Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations
4. Delivering added social value for Manchester's residents and neighbourhoods.

These priorities are embedded throughout the procurement lifecycle – from commissioning and specification development to tender evaluation and contract management. Suppliers are expected to contribute through both inherent social value (eg. ethical business practices, legal compliance) and **added social value** (eg. community initiatives, employment programmes, carbon-reduction plans).

Manchester's sustainability ambitions are underpinned by two key goals:

- **Becoming a zero-carbon city by 2038**, supported by the Manchester Climate Change Action Plan (CCAP)
- **Delivering on the 2025 Social Value Policy**, aligned with the Greater Manchester Social Value Framework.

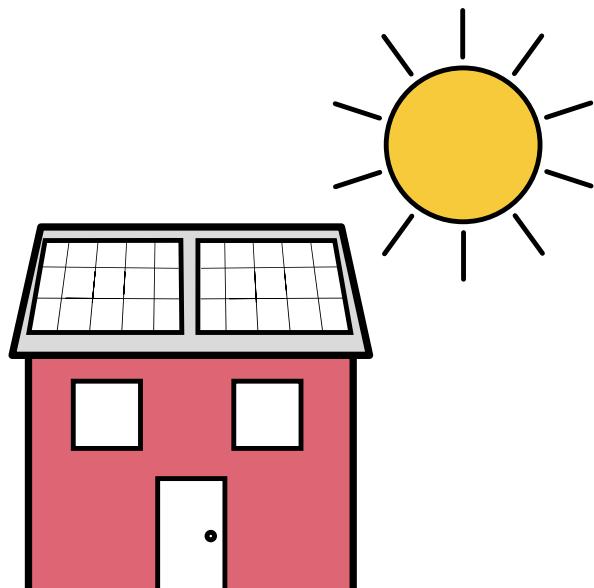
These goals are scored separately in tenders but are closely linked in practice. We encourage supplier innovation in how these priorities are delivered.

## What we expect from suppliers

To support these ambitions, suppliers should align with the following principles:

- **Ethical sourcing**: Transparent, fair and responsible supply chains
- **Inclusive employment**: Fair pay, secure jobs, and opportunities for underrepresented groups
- **Community engagement**: Meaningful collaboration with local communities and VCFSEs
- **Capacity building**: Support for smaller suppliers and voluntary organisations
- **Waste reduction**: Reusing, recycling, and circular economy practices
- **Resource efficiency**: Optimising materials, energy and water use
- **Carbon reduction**: Clear targets across Scope 1, 2, and 3 emissions
- **Green energy procurement**: Transitioning to renewable energy sources.

By adopting these principles, suppliers help deliver contracts that meet service needs while generating lasting benefits for Manchester's people and places, as well as the planet.



# EMBEDDING SUSTAINABLE PROCUREMENT REQUIREMENTS IN TENDERS

Manchester City Council applies a 20% weighting for social value and a 10% weighting for environmental sustainability in all tenders. This means that 30% of a bid's total score is assigned to social value environmental impact. Suppliers are expected to follow the Council's Sustainable Procurement strategies and policies, which reflect our commitment to inclusive growth, climate action, and community wellbeing. Key policies include:

- [Social Value Policy](#)
- [Ethical Procurement Policy](#)
- [Manchester Climate Change Plan](#).

## Understanding sustainability criteria

Suppliers must be aware of and follow the full range of sustainability performance metrics and criteria that will be assessed as part of their tender responses. These criteria are designed to ensure that suppliers contribute to Manchester City Council's environmental and social value goals, helping the city become a zero-carbon, inclusive, and thriving place by 2038.

The overarching criteria for social value and environmental sustainability are given below, but additional requirements are likely to be included in each tender opportunity. Our social and environmental requirements (and your responses) should always be proportionate to the size of the contract; this is explained in more detail in a separate section below and some of this toolkit will be most relevant to larger contracts (which are usually those with a total financial value of over £5million).

### Social value criteria

- **Driving inclusive growth:** Demonstrate how your organisation supports local economic development, including spend with Manchester-based SMEs and VCFSEs, and ethical supply chain practices.
- **Creating good employment opportunities:** Show commitment to fair pay, secure work, and inclusive recruitment. This includes paying the Real Living Wage, offering apprenticeships, and increasing the diversity of your workforce. Creating pathways to support Manchester residents into training and employment opportunities.
- **Reducing city inequalities:** Outline how your services or initiatives will support communities that experience the biggest inequalities in Manchester. Take steps to celebrate diversity, promote wellbeing, and reduce barriers to opportunity for people who face discrimination or disadvantage (see glossary for definitions).
- **Strengthening the voluntary sector:** Develop long term partnerships and describe how you will collaborate with local VCFSEs, provide capacity-building support, or contribute to community-led initiatives, based on what those organisations have identified as their needs.



## **Environmental criteria – creating a green and zero-carbon city (aligned with zero-carbon goals)**

- **Energy efficiency:** Demonstrate how your products, services or operations minimise energy consumption. This may include using energy-efficient technologies, optimising processes, and implementing energy-management systems. Certifications such as ISO 50001 (Energy Management) may be required. You may also wish to highlight any use of microgeneration (eg. solar panels, wind turbines, biomass boilers) and improvements to building fabric (eg. insulation, glazing, air-tightness measures) that contribute to reduced energy demand and improved efficiency.
- **Waste management:** Outline strategies for reducing waste, promoting recycling and reuse, and ensuring responsible disposal. This could involve using recyclable or biodegradable materials and adhering to standards such as ISO 14001 (Environmental Management). In addition, suppliers should describe how these are being implemented in practice, including any recent progress or initiatives. Examples may include staff engagement programmes, internal waste audits, or partnerships with recycling providers. Suppliers are also encouraged to offer long-life products that are easy to repair or upgrade, supported by resources such as repair manuals, spare parts availability, and service plans.
- **Carbon reduction:** Set and evidence clear targets for reducing your carbon footprint, including Scope 1, 2, and 3 emissions. This may involve carbon assessments, offsetting schemes, and renewable energy use.
- **Sustainable sourcing:** Prioritise ethical and sustainable sourcing practices. Avoid materials linked to deforestation or exploitation and ensure fair labour practices. Certifications such as FSC (Forest Stewardship Council) and Fair Trade can support your case.

- **Water conservation:** Implement measures to reduce water consumption and waste, including water-efficient technologies and recycling systems.
- **Pollution prevention:** Use non-toxic materials, pollution control technologies, and comply with environmental regulations on emissions and discharges. You should also identify any restricted or controlled substances used in their operations or products, and outline how these are safely handled, stored and disposed of in accordance with relevant legislation and best practice. This includes ensuring proper staff training, documentation, and risk mitigation procedures to prevent environmental harm.
- **Carbon Reduction First – Our Position on Offsetting:** Manchester City Council prioritises direct carbon reduction over offsetting. While offsetting may play a role in some organisations' strategies, it is not promoted as standard by the Council. Suppliers are expected to:
  - Focus on reducing emissions at source (Scope 1, 2, and 3)
  - Avoid reliance on offsetting as a primary strategy
  - Only use offsetting where unavoidable, and ensure schemes are credible (e.g. Gold Standard) and ideally local (e.g. City of Trees)
  - The UK Climate Change Committee advises that offsetting can delay net zero progress due to integrity and governance concerns. MCC aligns with this view and encourages suppliers to demonstrate meaningful reductions in their own operations first.

# PRE-TENDER PREPARATION

Manchester City Council works with a wide range of suppliers, from large national organisations to small local businesses and voluntary sector groups. We understand that capacity, resources and experience vary, and we apply a **proportionate approach** to sustainability and social value requirements.

For example, a supplier bidding for a £30,000 contract will not be expected to provide the same level of detail or evidence as one bidding for a £3million contract. Our aim is to make Sustainable Procurement **accessible and achievable** for all suppliers, regardless of size.

We encourage all suppliers to engage with sustainability and social value in a way that is appropriate to their organisation and the opportunity. This might mean starting small, focusing on a few key areas, or building on existing good practice. What matters most is a genuine commitment to delivering positive outcomes for Manchester's people and places, and the planet.

The following sections provide guidance to help you prepare a strong and sustainable tender response. Use what's relevant to your organisation, and don't worry if you're not able to address every point – **quality and relevance matter more than quantity**.

## Assessing your sustainability impact

Start by reviewing how your organisation already contributes to sustainability and social value. This includes both your internal practices and any community-facing activities. Key areas to consider:

- **Employment and inclusion:** What policies and practices do you have around fair pay, job security, diversity, and inclusive recruitment? Are you aligned with frameworks like the Greater Manchester Good Employment Charter?
- **Community engagement:** How do you work with local communities or VCFSE organisations? What initiatives or partnerships have you supported?
- **Supply chain and sourcing:** Do you work with local SMEs or VCFSEs? Are your sourcing practices ethical and environmentally responsible?
- **Environmental practices:** What steps have you taken to reduce energy use, manage waste, and lower carbon emissions? Have you conducted any audits or lifecycle assessments?

This assessment doesn't need to be exhaustive – focus on how it can be applied to the contract you are considering bidding for.



## Gathering relevant data and evidence

Once you have assessed your impact, gather supporting evidence. This will help you demonstrate credibility and track progress over time. You may also like to make use of the Council's free Intelligence Hub data to understand the demographics and needs of different areas of Manchester.

### Social value evidence

- Employment and training metrics (eg. unemployment rates for different demographic groups in different parts of the city)
- Community impact (eg. existing local partnerships and initiatives)
- Equality and diversity data (eg. demographic breakdowns, Equality Impact Assessments)
- Organisational policies (eg. Real Living Wage, Supply Chain Management)
- Qualitative evidence (eg. case studies, testimonials, feedback from beneficiaries).

### Environmental evidence

- Key metrics (eg. energy use, waste generation, emissions, water consumption)
- Certifications (eg. ISO 14001, ISO 50001, FSC)
- Progress reports against environmental goals.

**Remember:** Qualitative evidence is just as important as quantitative data. We want to understand the real-world impact of your work, not just the numbers. You can reference any case studies or reports you have produced or used that show your understanding of good sustainability practices.

## Setting sustainability goals and targets

Based on your assessment and available data, consider setting some sustainability goals that align with Manchester City Council's priorities. These goals should be:

- **Specific** to your organisation and the contract opportunity
- **Measurable**, with clear indicators of success
- **Achievable** and proportionate to your capacity
- **Time-bound**, with realistic delivery timelines.

You don't need to set goals in every area – focus on what is most meaningful and feasible.

### Examples of social value goals

- Create apprenticeships or jobs for Manchester residents, prioritising underrepresented groups
- Support local supply chains and remove barriers for diverse suppliers
- Partner with VCFSEs to co-design and deliver community initiatives
- Promote digital inclusion, health and wellbeing, or community cohesion.

### Examples of environmental goals

- Reduce energy consumption and transition to renewable energy
- Minimise waste and increase recycling rates
- Lower carbon emissions across Scopes 1, 2, and 3
- Improve water efficiency and sustainable sourcing practices.

Setting thoughtful goals helps demonstrate your commitment and gives the Council confidence in your ability to deliver meaningful outcomes.

# DEVELOPING A STRONG TENDER RESPONSE

When a contract opportunity is advertised, it will often be in the form of an Invitation to Tender (or, for lower value opportunities, an Invitation to Quote), which will have specific questions relating to social value and the environment. In general, these questions ask bidders to demonstrate what they will commit to if they were to win the contract.

This section provides some example questions as a guide. Please note that the questions will vary between different contracts, and please be aware that some procurement exercises may be conducted in stages. (For example, the first stage may ask bidders what they currently do in relation to sustainability and social value, and the second stage may ask them what they would deliver if they are successful).

Your tender response should demonstrate how your organisation will meet the Council's environmental and social value requirements. This includes both your organisational practices and any additional activities you may deliver on top of the core contract. We will usually expect to see your proposed delivery plans and evidence of past performance.

We will assess the extent to which your response is aligned to our priorities, the robustness of your delivery plan, and the credibility of your commitments. Higher scores will be awarded to suppliers who provide responses that are realistic, measurable, and create meaningful outcomes.

We recognise that suppliers vary in size and capacity. Responses should be proportionate to the contract value and tailored to your organisation's strengths.

## What makes a strong tender response

Social value and environmental sustainability are not an optional extra – it's a core part of how Manchester City Council delivers public services. The best tenders show that suppliers understand this and have embedded social value and zero carbon practices into their approach to delivering the contract. We care about impact, and qualitative evidence helps us understand the difference you have made. Strong submissions typically:

- **Treat social value as integral to service delivery**, not as a separate or secondary consideration. For example, if an Invitation to Tender includes a question in the 'Quality' section about staffing, you can demonstrate social value by explaining how you will recruit from underrepresented groups or local communities.
- **Present a credible and thoughtful delivery plan**, showing how social value will be achieved in practice. This might include partnerships with local organisations, examples of previous impact, or approaches tailored to the needs of Manchester's communities.
- **Include a balanced approach to measurement**, using both:
  - Quantitative metrics (eg. number of jobs created, emissions reduced, volunteer hours contributed), and
  - Qualitative evidence (eg. case studies, testimonials, user feedback, interviews with community partners) to show the real-world impact of your work.

We encourage suppliers to use the types of evidence that best reflect their organisation's size, capacity, and delivery model. What matters most is that your response is **genuine, proportionate, and clearly aligned with the Council's sustainability and social value priorities**.

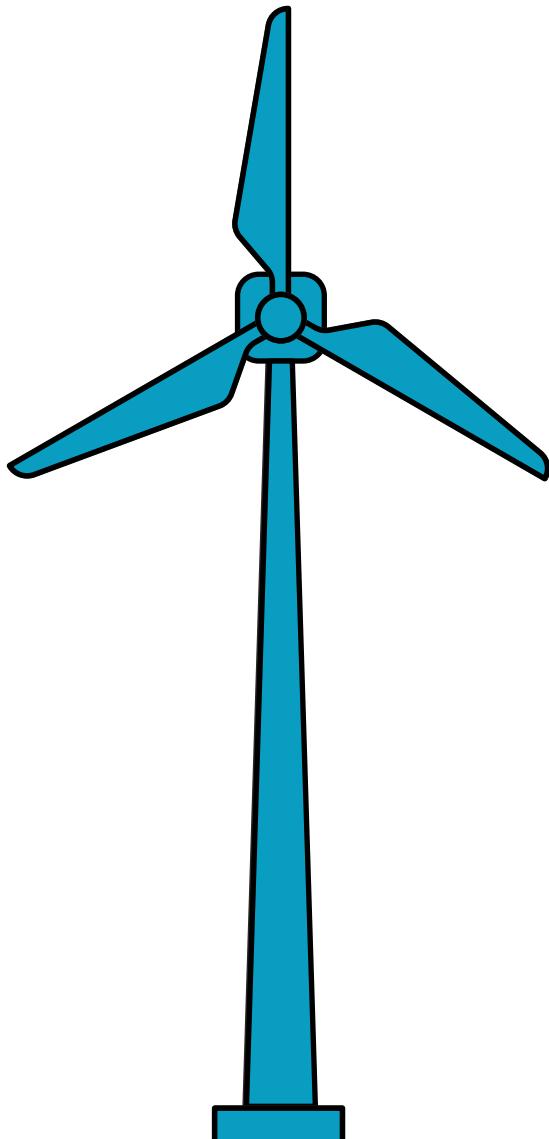
## Manchester City Council Social Value Fund

In exceptional cases where suppliers are unable to deliver direct social value initiatives, particularly in non-place-based contracts, Manchester City Council may invite a financial contribution to its Social Value Fund. This ring-fenced and fully audited fund is managed by the Council and its elected members and is used exclusively to support projects that advance Manchester's social value priorities. Contributions to the fund are scored as part of the tender process but we would always encourage direct delivery over a purely financial commitment. Suppliers are expected to confirm their commitment and follow through with the agreed transfer upon contract award. This mechanism ensures that all contracts, regardless of delivery model, can generate meaningful local impact.

## Relevant KPIs for suppliers

To ensure the effectiveness of any contractual sustainability requirements, it is essential that the benefits it brings to Manchester can be quantifiable and measurable. For larger contracts, suppliers should establish baselines that are relevant and proportionate to the scope of the service. Setting SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Key Performance Indicators (KPIs) should be an integral part of the specification development process and/or extracted from tender submissions once the procurement process has concluded.

**Please note:** The Key Performance Indicators (KPIs) provided in this section are illustrative examples only. They are intended to help suppliers understand the types of KPIs that may be included in Council contracts. The actual KPIs will be tailored to the specific requirements of each contract and will be clearly defined in the tender documentation. Suppliers should not assume that the KPI examples given below will apply to their tender.



## Social value KPI examples

Priority	Key Performance Indicators
<b>Inclusive growth</b>	<ul style="list-style-type: none"> <li>Percentage of spend with local SMEs/VCFSEs</li> <li>Number of subcontracting opportunities created for local suppliers and MSMEs</li> <li>Hours of training or mentoring provided for local supply partners</li> <li>Number of vocational learning placements, including Skills Bootcamps and T Levels</li> <li>Number of sessions or hours delivering sector career talks to different resident demographics and providing curriculum input to influence the varying levels of learning, from school to university (<a href="#">Inspire the workforce of the future   BREE - Building Relationships with Employers and Educators   Manchester City Council</a>)</li> </ul>
<b>Good employment</b>	<ul style="list-style-type: none"> <li>Number of FTE jobs created for Manchester residents</li> <li>Number of apprenticeships or work placements offered for Manchester residents</li> <li>Percentage of staff paid the Real Living Wage</li> <li>Percentage of workforce recruited from underrepresented groups.</li> </ul>
<b>Reducing inequalities</b>	<ul style="list-style-type: none"> <li>Number of community representatives included in co-design activities and/or decision-making processes</li> <li>£ value or hours contributed to Manchester community projects</li> <li>Number of initiatives delivered in Manchester areas of high deprivation (<a href="#">Deprivation: data and intelligence   Deprivation   Manchester City Council</a>)</li> <li>Number of community representatives involved in decision-making.</li> </ul>
<b>Strengthening VCFSEs</b>	<ul style="list-style-type: none"> <li>£ value of cash or in-kind donations to Manchester-based VCFSEs</li> <li>Number of formal long-term partnerships with Manchester-based VCFSEs</li> <li>Number of capacity-building activities delivered (eg. training, mentoring)</li> <li>Number of volunteering hours provided by staff</li> <li>Number of wellbeing initiatives delivered in partnership with local organisations.</li> </ul>

## Environmental KPI examples

These KPIs provide a framework for tracking progress in areas such as carbon reduction, energy efficiency, employment, inclusion, and community impact. Suppliers might be asked to share information about current performance (known as a baseline), and we welcome any additional voluntary commitments they are able to make to help deliver meaningful social value outcomes through the contract.

Priority	Key Performance Indicators
<b>Organisational commitments working towards net zero (Scopes 1, 2 and 3)</b>	<ul style="list-style-type: none"> <li>Carbon reductions in CO2 emissions against baseline, broken down by Scope 1, 2 (minimum required) and 3 emissions, where data is available.</li> </ul>
<b>Contract-specific carbon-reduction plans related to Scope 1, 2 and 3 emissions</b>	<ul style="list-style-type: none"> <li>Car miles travelled, and avoided on the contract as a result of a green transport programme or equivalent (eg. Cycle to Work programmes, public transport or car-pooling programmes, route planning etc), including breakdown by vehicle type, noting that electric vehicles (EVs) have a lower per-mile carbon footprint than internal combustion engine (ICE) vehicles</li> <li>Percentage of fleet planned to be used directly on contract that complies with EURO 6 emissions standard or is LEV (Low Emissions Vehicles such as electric or hybrid). The fleet includes passenger cars, light commercial vehicles and heavy trucks</li> <li>Tonnes of hard-to-recycle waste diverted from landfill or incineration through specific recycling partnerships (eg. Terracycle or equivalent).</li> </ul>
<b>Contract-specific actions to support environmental improvement through Reduce, Reuse, Recycle</b>	<ul style="list-style-type: none"> <li>Tonnes of hard-to-recycle waste diverted from landfill or incineration through specific recycling partnerships (eg. Terracycle or equivalent)</li> <li>Reduction of avoidable single-use plastic against an agreed baseline.</li> </ul>
<b>Additional environmental and climate change-related initiatives as part of the contract</b>	<ul style="list-style-type: none"> <li>Value (£) of other initiatives to safeguard the environment and improve biodiversity in Manchester (including tree planting, monetary or in-kind donations to Manchester-based sustainable management projects)</li> <li>Value (£) of other initiatives to respond to the climate and ecological emergencies (including donations of expert business advice, staff climate change training, non-expert staff time, equipment, materials and/or funds)</li> <li>Value (£) of other initiatives to respond to the climate and ecological emergencies (including donations of expert business advice, staff climate change training, non-expert staff time, equipment, materials and/or funds).</li> </ul>

## Tender questions for suppliers

To ensure that suppliers align with our social value and environmental sustainability goals, we will ask targeted questions in our tenders that assess your commitment and capabilities. Below are examples of questions we might ask, along with the types of responses we would want to see. We also hope to see your commitment to social value and environmental sustainability reflected throughout the whole bid – not just in the specific questions.

Please note: The following are examples designed to help suppliers prepare for the types of sustainability-related questions that may be included in tender processes. Manchester City Council does not use a fixed set of standard questions. The actual questions will vary depending on the nature and scope of each contract. Some smaller tender opportunities may ask one overarching question rather than specific questions for each priority area.

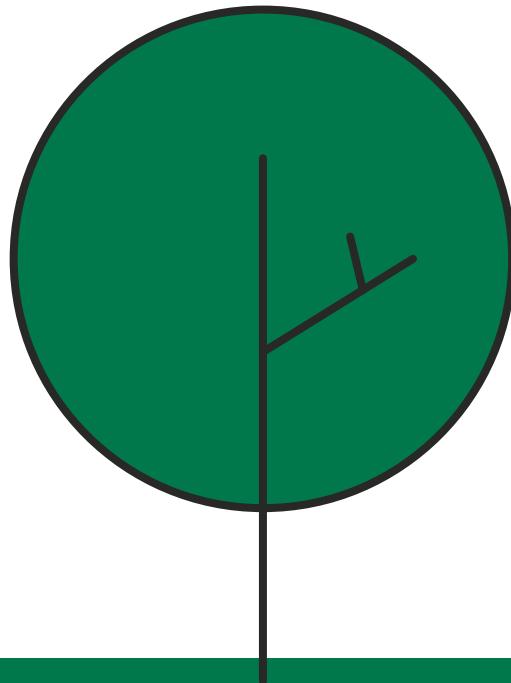
### Social value questions (20% score weighting in tenders)

#### 1. Inclusive growth

**Generic question:** Demonstrate a clear and proactive approach to supporting local economic development in Manchester.

#### Expected response:

- **Spend targets with local suppliers:** Show a clear commitment to working with Manchester-based businesses, including a target or estimate of how much of the contract value will be spent with local SMEs or VCFSEs. You might also mention any existing relationships with local suppliers or the approach you will take to build new ones.
- **Creating local opportunities:** Give examples of how you will open up subcontracting or partnership opportunities to smaller or voluntary sector organisations. This could include simplifying your procurement processes, advertising opportunities locally, or offering joint bidding arrangements.
- **Capacity-building initiatives:** Explain how you will help local suppliers to grow and succeed, such as offering mentoring, training or support for things like compliance, quality assurance, or digital skills. You could also mention any events, workshops or networking opportunities you may plan to host or take part in.



## 2. Good employment

**Generic question:** Demonstrate how you will create fair and inclusive employment opportunities for Manchester residents through this contract.

**Expected response:**

- *Real Living Wage commitment:* Show a clear statement confirming that all staff working on the contract will be paid at least the Real Living Wage. If not already in place, a plan to work towards this standard should be included.
- *Jobs, apprenticeships, and placements for priority groups:* Give details of how you will create employment, training or work experience opportunities for Manchester residents, particularly for people who may experience employment inequalities. Include specific numbers or targets where possible, ensuring that any positive action follows the UK Equality Act.
- *Workforce diversity and wellbeing initiatives:* Explain how you will promote equality, diversity and inclusion in your recruitment and workplace practices. This might include inclusive recruitment methods, staff wellbeing programmes, flexible arrangements, or support for mental health. You could also reference any alignment you have to the Greater Manchester Good Employment Charter.

## 3. Reducing inequalities

**Generic question:** Demonstrate a clear and proactive approach to promoting inclusion and supporting communities that experience inequalities.

**Expected response:**

- *Community-based initiatives:* Describe any projects or partnerships you will support that directly benefit local communities, particularly those experiencing inequalities. These might include initiatives that focus on celebrating diversity, responding to food security, growing youth engagement, or promoting community cohesion.

- *Targeted outreach and engagement:* Explain how you will reach and involve people who may face barriers to accessing services or opportunities. This could include working with local VCFSEs, using inclusive communication methods, or co-designing services with residents.

- *Support for health, wellbeing, and digital inclusion:* Outline how your organisation will help improve wellbeing for priority groups. This might involve supporting mental health initiatives, promoting active lifestyles, or helping people access digital tools and services – especially those at risk of exclusion.

## 4. Strengthening the voluntary sector

**Generic question:** Demonstrate how you will collaborate with and support local VCFSE organisations.

**Expected response:**

- *Partnerships and co-design:* Describe how you will involve VCFSEs in shaping and delivering your services and/ or social value initiatives. This might include co-designing community projects, subcontracting elements of the contract to VCFSEs, or collaborating with the voluntary sector on community outreach and engagement activities.
- *Donations or in-kind support:* Outline any financial contribution, equipment, materials or other resources you plan to offer to local VCFSEs. This could also include access to facilities, pro bono services, or support with fundraising.
- *Volunteering and mentoring:* Explain how your staff will support the voluntary sector through volunteering, mentoring, or sharing expertise. This might include offering business advice, delivering training sessions, or supporting governance and leadership development.

## 5. Delivery plan and innovation

**Generic question:** Describe how you will deliver your proposed social value initiatives and any innovation you will bring that goes beyond the core contractual requirements.

**Expected response:**

- *Creative, locally relevant proposals:* Describe any unique or innovative ideas you plan to implement that respond to local needs or priorities. This might include new approaches to co-design and community engagement, or responses to cross-cutting priorities and new needs.
- *Measurable outcomes and KPIs:* Explain how you will deliver your commitments and track the progress of your social value initiatives. Include any resource allocation, specific targets, indicators, or reporting methods you will use to demonstrate success.
- *Evidence of past success or pilot projects:* Share examples of similar initiatives you've delivered elsewhere, including what was achieved and how it could be adapted or scaled for Manchester. If the idea is new, explain how you plan to test and evaluate it during the contract.

## Environmental questions (10% score weighting in tenders)

### 1. Carbon reduction

**Generic question:** Provide details of your plans to reduce your organisation's carbon emissions, including within Scopes 1, 2 and 3. What specific actions will you undertake during the contract term to reduce emissions?

**Expected response:**

- *Baseline year:* You should provide a baseline year from which you are setting your organisational target and progress since then.
- *Emissions overview:* A detailed overview of your current emissions levels, methodologies for tracking and measuring emissions, and tools or systems used for monitoring.
- *Reduction strategies:* Specific actions you are taking to reduce emissions, such as adopting energy-efficient technologies, transitioning to renewable energy sources, optimising production processes, and implementing waste-reduction strategies.
- *Contract-specific actions:* Detailed plans for reducing emissions during the contract term, including measurable Key Performance Indicators (KPIs).
- *Offsetting:* Manchester City Council does not promote carbon offsetting as standard practice. Suppliers should focus on direct emissions reduction across Scope 1, 2, and 3. Where offsetting is used, it must be clearly justified and unavoidable, verified by credible schemes (e.g. Gold Standard), preferably local (e.g. City of Trees) and transparently reported, including volumes, certification, and location.



## 2. Energy efficiency

**Generic question:** Describe your approach to environmental sustainability, including steps taken in the design and manufacture of services to increase energy efficiency and reduce environmental impacts.

**Expected response:**

- *Past successes:* Provide evidence of past successes in reducing energy consumption for clients.
- *Awareness-raising:* Outline strategies for raising awareness among service users about energy efficiency.
- *Energy data:* Explain methods for providing clients with energy-consumption data, analysis, and recommendations for improvements.

## 3. Embodied carbon

**Generic question:** How will you ensure that services delivered will be environmentally friendly through the elimination of avoidable single-use plastics (A-SUP) during the contract term?

**Expected response:**

- *Current use:* Describe your current use of A-SUP within your organisation and supply chain.
- *Elimination strategy:* Outline your plans for phasing out A-SUP, including alternative materials, methods or processes.
- *Progress measurement:* Provide a detailed plan for tracking progress in eliminating A-SUP, including internal monitoring systems, audits, and regular reporting procedures.

## 4. Climate adaptation

**Generic question:** Provide a copy of your sourcing and resilient supply policy and demonstrate how it relates to the reduction of supply chain risks due to climate change.

**Expected response:**

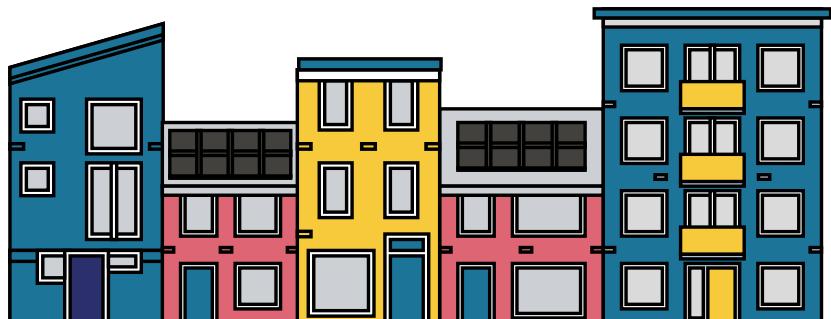
- *Policy and evidence:* Provide a comprehensive policy and evidence of how you manage climate change risks in sourcing supplies.
- *Resilience planning:* Describe your strategies for resilience planning, availability of alternative sources, and communication with suppliers to manage risks.

## 5. Vehicle emissions

**Generic question:** Describe your approach to environmental sustainability in the purchase, maintenance and operation of your transport fleet to reduce vehicle emissions.

**Expected response:**

- *Transport and emissions reduction:* Provide evidence of reduced transport and associated emissions for clients.
- *Fuel efficiency training:* Explain the training provided for drivers to encourage fuel-efficient driving.
- *Vehicle performance data:* Describe methods for providing clients with vehicle performance data, analysis, and recommendations for reducing emissions.



## 6. Natural environment

**Generic question:** Describe your approach to environmental sustainability and biosecurity, including steps taken to protect and enhance biodiversity.

**Expected response:**

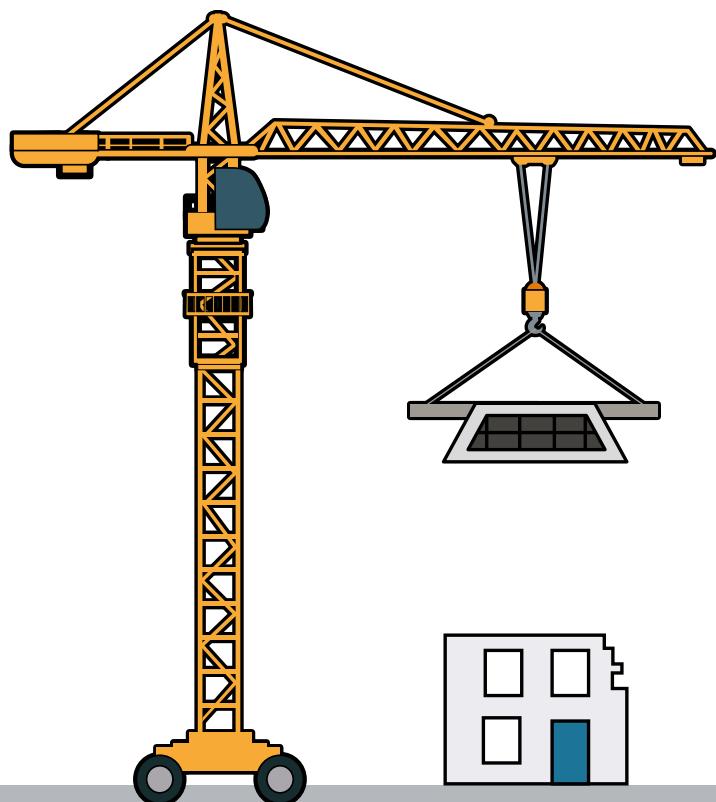
- *Sustainability measures:* Outline specific measures for energy efficiency, waste management, and water conservation.
- *Biosecurity protocols:* Detail preventative measures, hygiene and sanitation, and monitoring and surveillance.
- *Biodiversity impact:* Describe actions taken to protect local ecosystems and enhance biodiversity.

## 7. Waste management

**Generic question:** Describe your approach to environmental sustainability, including steps taken to maximise the use of sustainable materials and apply the waste hierarchy.

**Expected response:**

- *Sustainable materials:* Explain your use of sustainable and innovative materials in design and manufacturing processes.
- *Waste hierarchy application:* Outline strategies for reducing waste, reusing materials, and recycling.
- *Circular economy outcomes:* Provide specific KPIs linked to environmental sustainability, such as reduction in carbon emissions, percentage of materials sourced sustainably, and waste-diversion rates.
- *Product design for longevity:* Describe how products are designed to support long life, repairability and upgradability, and to facilitate material and component recovery and reuse at end of life.



# PROPORTIONALITY OF SOCIAL VALUE COMMITMENTS

## Tailoring expectations to contract size and supplier capacity

We aim to make social value expectations proportional to the size, scope, and value of each contract. This ensures that all suppliers, regardless of size or capacity, can contribute meaningfully to the wellbeing of the city. Manchester City Council uses a **tiered approach** to guide social value commitments and KPIs:

### All suppliers

- All suppliers are expected to demonstrate **inherent social value** – embedding this approach throughout the practices of their organisation. This would include paying the Real Living Wage, adopting inclusive recruitment practices, following ethical business standards, and being able to show delivery of the UK Equality Act requirements.
- We encourage suppliers to seek advice from local VCFSE infrastructure bodies (eg. MACC) to identify meaningful ways to engage and collaborate with local communities and the voluntary sector.



### Gold (high-value contracts – typically over £1million)

- We expect multiple commitments across all social value themes, supported by a detailed delivery plan, quarterly reporting, and impact case studies.
- **Examples:** Hosting 3–5 apprenticeships annually, ensuring 25% of employment opportunities are filled by people facing disadvantage, forming long-term partnerships with at least two local VCFSE organisations, and improving internal practices such as inclusive recruitment or ethical sourcing.
- **Social Value Fund:** If direct delivery is not feasible, a contribution of up to 5% of the total contract value may be requested.

### Silver (medium-value contracts – typically £250,000 to £1million)

- We expect commitments across at least two themes, as well as a clear delivery plan and six-monthly reporting.
- **Examples:** Hosting 1–2 apprenticeships, offering one structured work placement, and supporting a local VCFSE or community initiative.
- **Social Value Fund:** A contribution of 1–2% of the total contract value may be considered where direct delivery is not possible.

### Bronze (low-value contracts – typically under £250,000)

- We expect at least one measurable commitment aligned to a social value theme, and a simple delivery plan.
- **Examples:** Delivering a careers session at a local school, making a financial donation to a local charitable fund, or improving inclusive recruitment practices.
- **Social Value Fund:** A contribution of up to 1% of the total contract value may be requested if direct delivery is not appropriate.

## Place-based Social Value Frameworks

Regeneration presents a unique opportunity to transform the socioeconomic landscape of an area. These schemes span multiple partners and neighbourhoods and often have timelines of over ten years. To maximise impact, we have created Social Value Frameworks to bring together a shared vision and priorities for social value across the whole regeneration area – harnessing the collective knowledge and resources of partners. If you are a supplier working in a specific geographical part of the city, we would encourage you to review your social value response in line with these frameworks. We currently have Social Value Frameworks for north, east and south Manchester that can be found on our website.

## Voluntary sector suppliers

Manchester City Council is committed to building a diverse and inclusive supply chain and we actively encourages participation from Voluntary, Community, Faith and Social Enterprise (VCFSE) organisations and Small and Medium-Sized Enterprises (SMEs). These organisations play a vital role in delivering innovative, community-focused and environmentally responsible services.

We understand that bidding for Council contracts can feel daunting, especially for smaller organisations. That's why we apply a proportionate and scalable approach to social value and sustainability requirements tailored to the size and nature of the contract. For example, a small contract will not require the same level of detail or evidence as a large strategic commission.

For ring-fenced funding opportunities, such as voluntary sector grant programmes, we also take steps to reduce paperwork and simplify the application process for VCFSEs. This helps ensure that local organisations can focus on delivering impact rather than navigating complex bureaucracy.

If you are a VCFSE organisation bidding for an open and competitive tender, your approach to social value and zero carbon

may look different to that of larger private or statutory sector providers – and that's okay. Many VCFSEs already deliver inherent social value through their core activities, and we encourage you to show evidence of this in your bid.

## VCFSE guidance

### Pre-procurement:

- Consider whether delivering a Council contract is the right fit for your organisation. Contracts can diversify income but may involve more formal requirements than grant funding.
- Register on relevant procurement portals and ensure you meet basic standards (eg. data protection).
- For larger contracts, you may wish to partner with a prime supplier. Market engagement events are a good opportunity to connect and highlight your specialisms.

### Tender response:

- Demonstrate your commitment to social value and environmental sustainability, even if your delivery model differs from larger providers.
- Highlight your inherent social value (eg. fair recruitment, community engagement) and show how these will be integrated into contract delivery.
- Offer added value where possible. For example, if environmental sustainability isn't currently a focus, consider new commitments in that area.
- If you're part of a consortium or subcontracting arrangement, the lead bidder will usually submit the response, but you'll need to provide relevant information to support it.

### Support:

There are local programmes and organisations that offer guidance on social value, bid writing, and impact measurement. See the Further support section of this toolkit for more information.

## Innovative approaches to sustainability

To deliver added environmental and social value, suppliers are encouraged to propose innovative solutions that go beyond the core contract requirements. These approaches should be measurable and tailored to Manchester's priorities but should demonstrate creativity and ambition. They could include:

- *Community-led projects:* Propose new initiatives that respond to local needs, such as co-designing programmes with residents, youth-led projects, or neighbourhood-based wellbeing schemes.
- *Inclusive employment models:* Introduce innovative ways to support underrepresented groups into work, such as supported internships, flexible entry-level roles, or partnerships with specialist employment providers.
- *VCFSE collaboration:* Suggest creative ways to work with local voluntary and community organisations, such as shared service delivery, joint funding bids, or community innovation labs.
- *Digital and social inclusion:* Offer new approaches to tackling digital exclusion, or improving access to services for marginalised groups, including through tech donations, training, or mobile outreach.
- *Renewable energy:* Detail your plans to use renewable energy sources in your operations. This could involve installing solar panels, wind turbines or biomass boilers, or purchasing green energy from renewable energy providers.
- *Circular economy:* Outline how you will adopt circular economy principles in your operations. This could involve designing products for longevity, repairability and recyclability, implementing take-back programmes, and finding new uses for waste materials.
- *New technologies:* Highlight any new technologies you will implement to improve sustainability. This could include using advanced manufacturing technologies to reduce waste, implementing smart energy management systems, or developing new products with lower environmental impact.



# CONTRACT DELIVERY AND MANAGEMENT

## Implementing social value and environmental practices

If you are successful in a bid for a contract with Manchester City Council, your environmental and social value commitments will become an integrated part of your contract delivery and our management of your contract performance. In most cases, your contract manager at Manchester City Council will be responsible for monitoring and supporting your social value performance. Suppliers may also be required to track and report on social value and environmental KPIs through the Council's contract management system or any other online platform as specified.

Detailing how you will implement and maintain both environmental and social value practices throughout the contract period is essential for ensuring meaningful and measurable outcomes are secured for Manchester. Key steps include:



### Training staff

- *Environmental training:* Provide induction and ongoing training on environmental policies, energy efficiency, waste reduction, and carbon management.
- *Social value training:* Train staff on inclusive recruitment, community engagement, safeguarding, and working with VCFSEs.
- *Role-specific training:* Offer targeted training for roles such as contract managers, community liaison officers, and sustainability leads.

### Monitoring performance

- Establish systems to track delivery against agreed KPIs and commitments.
- Use both qualitative and quantitative data from energy meters, HR systems, community partners, and supply chain records.
- Implement software or spreadsheets to manage and analyse data.
- Ensure regular validation and verification of data.

### Continuous improvement

- Conduct regular reviews of both environmental and social value delivery.
- Update delivery plans based on performance data and stakeholder feedback.
- Encourage staff at all levels to contribute ideas and lead initiatives.
- Don't wait for the Council contract manager to take the lead – if you have a great idea for how to improve something, or have delivered some big impact that you'd like to celebrate and share the learning from, just go for it!
- Sign up to our [Social Value Newsletter](#) to learn about other initiatives in the city.

## Collaboration and shared learning

Manchester City Council encourages suppliers to collaborate across sectors and share learning to maximise impact. This includes working with other suppliers, VCFSEs, and community stakeholders to co-design initiatives, exchange best practices, and scale successful approaches. The Council facilitates this through supplier forums, brokerage platforms, and knowledge-sharing events that help build a more inclusive and sustainable delivery ecosystem.

## Sharing best practices

- **Case studies:** Document and share examples of successful initiatives, such as inclusive recruitment campaigns or biodiversity projects.
- **Knowledge exchange:** Participate in Council-led workshops, supplier forums, or sector networks.
- **Collaboration:** Work with other suppliers and community partners to share learning and scale impact.

## Monitoring and reporting KPIs

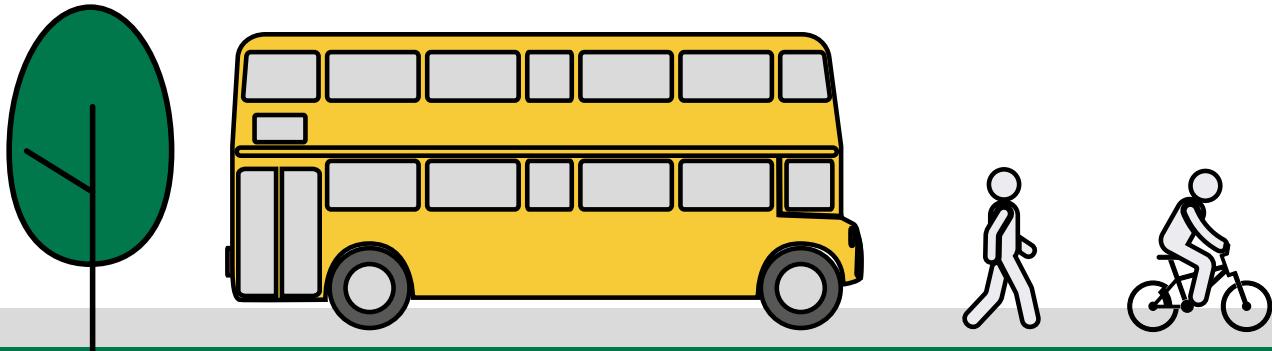
Establishing a robust system for tracking and reporting on sustainability KPIs is essential for demonstrating accountability and progress.

### Defining KPIs

- **Environmental KPIs:** Energy use (kWh), waste diversion rates, CO<sub>2</sub> emissions, water consumption.
- **Social value KPIs:** Number of jobs and apprenticeships created, percentage of spend with local SMEs/VCFSEs, hours of volunteering, community investment (£).

### Reporting

- Produce monthly, quarterly or annual reports covering both environmental and social value performance.
- Include qualitative case studies and feedback from service users or community partners to illustrate the outcomes behind the numbers and to demonstrate your impact.
- Share updates with the Council, community partners and internal teams.
- Provide clear, evidence-based reporting that includes successes, challenges and lessons learned.



## FURTHER SUPPORT

We have compiled a list of local resources and organisations which may be useful for suppliers who are wanting to enhance their social value and zero carbon practices. Please note, that this is not an exhaustive list and the links were accurate in 2025). These resources provide comprehensive information, best practices and support for suppliers who are aiming to align with Manchester City Council's socioeconomic and environmental goals.

Priority	Supporting organisations and programmes (links are provided below)
<b>Good employment</b>	<ul style="list-style-type: none"> <li>Greater Manchester Good Employment Charter</li> <li>BREE (building relationships between employers and educators)</li> <li>Manchester City Council-supported internships</li> <li>Real Living Wage</li> </ul>
<b>Inclusive growth</b>	<ul style="list-style-type: none"> <li>Manchester Social Economy Alliance</li> <li>The Growth Company</li> <li>North and south Manchester business networks and BW3 (Wythenshawe)</li> <li>Federation of Small Businesses</li> </ul>
<b>Reducing inequalities</b>	<ul style="list-style-type: none"> <li>Manchester Intelligence Hub (socioeconomic data)</li> <li>Manchester Disability Collective</li> <li>Manchester BME Network (Black and minority ethnic)</li> <li>Manchester Homelessness Partnership</li> </ul>
<b>Supporting the voluntary sector</b>	<ul style="list-style-type: none"> <li>Greater Manchester Social Value Network</li> <li>Manchester Community Central (MACC)</li> <li>Manchester VIP (volunteering platform)</li> <li>We Love MCR Charity</li> <li>Real Change Manchester</li> </ul>
<b>Creating a green and zero-carbon city</b>	<ul style="list-style-type: none"> <li>Green Economy</li> <li>The Carbon Trust</li> <li>Science Based Targets initiative (SBTi)</li> <li>Race to Net Zero</li> <li>Carbon Literacy Trust</li> <li>Bee Net Zero Pledge</li> </ul>

## Local Networks (GMSVN and MSEA)

The GMSVN is a regional network that connects cross-sector organisations and shares good practice among social value partners in Greater Manchester. It shares updates through a newsletter and hosts regular networking and training events.

The MSEA is an alliance of local social economy organisations that also shares information and hosts events aimed at growing the social economy in Manchester.

## Green Economy

Green Economy is an organisation dedicated to supporting businesses in Greater Manchester as they transition to a net-zero economy. The organisation provides comprehensive support to help businesses decarbonise, build resilience and achieve financial savings, while also fostering the growth of local green technology and service providers.

### How to get involved

- Join the marketplace to list your services or find green suppliers.
- Access support via the GM Business Growth Hub for free training, advice, and tailored sustainability plans.

### Contact information

- Address:** 90 Great Bridgewater Street, Manchester M1 5JW
- Phone:** 0161 228 1111
- Website:** [greenconomy.co.uk](http://greenconomy.co.uk)

## Guidelines and standards

- [Greater Manchester Good Employment Charter](#) – a framework for fair and inclusive employment practices.
- [UK Social Value Model \(MAC\)](#) – Government guidance on embedding social value in procurement.
- [ISO 14001](#): Environmental Management Systems – provides a framework for effective environmental management systems.
- [ISO 50001](#): Energy Management Systems – offers guidelines for improving energy efficiency and reducing energy consumption.
- [Greenhouse Gas Protocol](#) – a global standard for measuring and managing greenhouse gas emissions.
- [Forest Stewardship Council \(FSC\)](#) – certification for responsible forest management.
- [Fair Trade Certification](#) – ensures fair labour practices and sustainable farming.

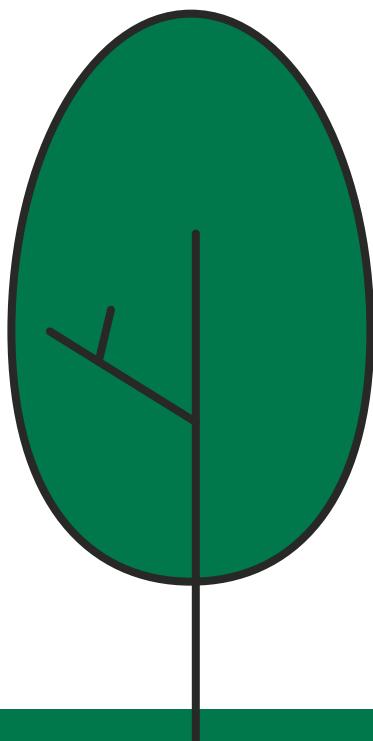
## Organisations and initiatives

- [MACC \(Manchester Community Central\)](#) – Manchester's Voluntary Sector Infrastructure Organisation.
- [We Love MCR Charity](#) – Manchester City Council's charity supporting community resilience.
- [Real Change Manchester](#) – a fund supporting people experiencing homelessness.
- [The Carbon Trust](#) – provides expert advice and support for organisations aiming to reduce their carbon footprint.
- [Sustainable Procurement Pledge \(SPP\)](#) – a global community of procurement professionals committed to Sustainable Procurement practices.
- [Oracle Supply Chain Management](#) – offers insights and strategies for improving supply chain sustainability.

- [BREE: Building Relationships between Employers and Educators](#)
- [Manchester VIP – Manchester Volunteering Programme](#)
- [North Manchester Social Value Framework](#)

## Key policies and strategies

- [Manchester City Council Social Value Policy](#)
- [Manchester City Council Ethical Procurement Policy](#)
- [Investing in Success: Manchester City Council Economy Strategy](#)
- [Making Manchester Fairer: Manchester City Council Reducing Inequalities Strategy](#)
- [Our Manchester 2025–2035: Overarching Strategy for the City](#)
- [Procurement Policy Note \(PPN\): Carbon Reduction Contract Schedule Action Note 01/24 March 2024](#)
- [Procurement Policy Note – Taking account of carbon reduction plans in the procurement of major Government contracts](#)
- [Manchester City Council Climate Change Action Plan 2025-2030](#)
- [Manchester Climate Change Framework](#)



# CASE STUDIES AND GOOD PRACTICE EXAMPLES

## Successful social value and environmental initiatives by suppliers

The case studies below show how Manchester City Council suppliers have successfully delivered meaningful environmental and social value outcomes. Some of the contracts were small and some are long term and multi-partner programmes of work, but all of them have created meaningful social value for the city. These short examples demonstrate how sustainability and inclusion can be embedded into service delivery and furthered through additional activities, ensuring that every organisation that works in Manchester is contributing to our local social, economic and environmental goals.

### 1. Sustainable Construction: Balfour Beatty

Balfour Beatty, an international infrastructure group, collaborated with Manchester City Council on a sustainable construction project. The company used sustainable materials, implemented waste-reduction strategies, and employed energy-efficient construction practices from design through to completion. The project minimised any negative environmental impacts and set a new benchmark for future construction projects in the city.

### 2. School Road Safety: Signalize Prints

Using the Manchester City Council BREE programme, Signalize Print built partnerships with three local primary schools in Clayton, east Manchester. Using their knowledge and connections as a Highways contract, Signalize held awareness-raising sessions with the schools so the students could create their own creative road safety signs, which have been proudly installed in their neighbourhoods.

### 3. Regeneration Partnerships: North Manchester

North Manchester is home to some of the most deprived parts of the city, and it is in the early stages of a large-scale housing and health-led regeneration, representing a £6billion investment over the next decade. The organisations involved (anchor institutions and joint venture development partners) created a shared 'North Manchester Social Benefits Framework' in 2021 to articulate the ambition for how to improve the health, wellbeing, education and economic opportunities for existing residents. The framework has five overarching themes that respond to the specific needs of communities in north Manchester and has links into the North Manchester Business Network. To support delivery against the North Manchester Social Benefits Framework, social value governance structures and additional resources were developed, including a supplier network, a contractor's guide, a local social value brokerage service, and an on-site community construction skills centre. So far, this partnership has jointly created over 4,900 new local jobs and supported over 64 community projects (and much more!).

### 4. Community Engagement: Mitie

Mitie are a facilities management company that aligned their social value strategy to our Manchester priorities, creating a 'manifesto for Manchester' with a focus on promoting citizen participation and engagement. They are based in Wythenshawe so built their social value offer around their local networks and relationships, working with Manchester communities that may face disadvantage. In two years, their team spent over 1,000 hours of voluntary support on local community projects, which included delivering into-work support sessions.

## 5. We Love MCR funding: AGR

AGR are a global energy and engineering consultancy that have a contract to provide Manchester with renewable energy. This involves a solar farm, which is based in Lincolnshire, and a lot of AGR's work will be carried out remotely. For their social value to have the biggest impact, AGR have committed to provide financial support for the We Love MCR Charity. They will support two projects throughout the 15 years of their contract: the Rising Stars Fund (which provides grants for ambitious young Mancunians who face disadvantage) and the Stronger Communities Fund (which supports projects that strengthen community resilience and cohesion).

## 6. Education initiatives at Chorlton Library: Equans

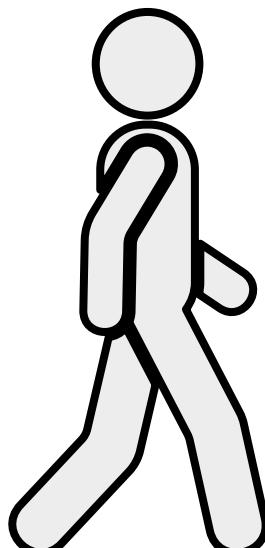
Equans are a sustainable regeneration company that have worked in Manchester for more than thirty years. As part of their refurbishment of Chorlton Library, they partnered with three local schools that are attended by students who have diverse special educational needs (Melland High School, Firwood High School, and Pioneer House High School). They delivered career guidance sessions, construction showcases, and STEM student challenges to bring electrical engineering to life. The company also had a focus on green skills, delivering energy-efficiency workshops. Over 400 young people in Manchester benefited from this aspect of their social value work.

## 7. Digital inclusion: XMA

XMA are an IT Solutions Business, and they focused their social value commitments to Manchester on digital inclusion. They donated over 300 refurbished laptops to local charities and partnered community hubs that provide digital skills support for local people, helping to bridge the digital divide.

## 8. Hyper-local employment at Manchester Town Hall: NG Bailey and Lendlease

The Our Town Hall restoration is a high-profile and complex project to completely refurbish this iconic building, which is over 140 years old. This contract's social value commitments focused on employment, and NG Bailey and Lendlease have supported their supply chains to be part of reaching the ambitious employment goals. So far, Our Town Hall is overperforming on all but one of its social value outcomes, and it is having a massive impact for residents in the city. Over 45% of all new employment opportunities have gone to local people, and more than 800 of them have completed qualifications, apprenticeships or work placements.



# GLOSSARY OF TERMS

**Added social value:** New or additional initiatives proposed by a supplier that go beyond the core contract requirements to benefit the local community.

**Biodiversity:** The variety of plant and animal life in a particular habitat or ecosystem. High biodiversity is often an indicator of a healthy environment.

**Capacity building:** Activities that improve the skills, capabilities and resources of individuals or organisations – particularly SMEs and VCFSEs – to participate in procurement and service delivery.

**Carbon footprint:** The total amount of greenhouse gases emitted directly or indirectly by an individual, organisation, event or product.

**Carbon neutral:** A state where the net carbon emissions of an organisation, product or activity are zero. This is achieved by balancing emitted carbon dioxide with equivalent carbon offsets, such as investing in renewable energy, tree planting, or carbon-capture technologies. Unlike zero carbon, which aims to eliminate emissions entirely, carbon neutral accepts that some emissions may occur but compensates for them elsewhere.

**Circular economy:** An economic system aimed at eliminating waste and the continual use of resources through principles such as reuse, repair, refurbishment and recycling.

**Climate adaptation:** Adjustments in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderate harm or exploit beneficial opportunities.

**Climate mitigation:** Efforts to reduce or prevent the emission of greenhouse gases, aiming to limit the magnitude and rate of long-term climate change.

**Co-design:** A collaborative approach to designing services or initiatives that involves stakeholders, including community members and VCFSEs, in the decision-making process.

**Decarbonisation:** The process of reducing carbon dioxide emissions through the use of low-carbon power sources, increased energy efficiency, and other measures.

**Disadvantage:** Disadvantage refers to someone who is in an unfavourable circumstance and/or faces additional barriers to leading a fulfilling life and gaining employment. This includes people who have experienced homelessness, trauma, substance misuse, poverty, long-term unemployment, abuse and neglect. It can also apply to people who are carers, current and former armed forces personnel, and care leavers, because of the known inequalities that they experience. Inequalities often intersect, and multiple disadvantage is a systemic problem and not an individual issue.

**Discrimination:** It is against the law to discriminate against someone because of a protected characteristic. There are nine protected characteristics in the 2010 UK Equality Act: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

**Embodied carbon:** The total carbon emissions associated with the production, transportation and installation of building materials.

**Energy efficiency:** The use of technology or practices that reduce the amount of energy required to provide products and services.

**Ethical sourcing:** The process of ensuring that the products being sourced are obtained in a responsible and sustainable way, considering environmental and social impacts.

**Good employment:** Employment that is fair, secure, inclusive and supportive of employee wellbeing, often aligned with the Greater Manchester Good Employment Charter.

**Green energy:** Energy produced from renewable sources such as solar, wind, hydro, and biomass, which have a lower environmental impact compared to fossil fuels.

**Green procurement:** The acquisition of goods and services that have a reduced impact on the environment throughout their lifecycle, from production to disposal.

**Inclusive growth:** Economic growth that is distributed fairly across society and creates opportunities for all, particularly underrepresented or disadvantaged groups.

**Inherent social value:** The value already embedded in an organisation's culture and practices, such as ethical employment, inclusive recruitment, or community ownership.

**Lifecycle assessment:** A technique to assess the environmental impacts associated with all stages of a product's life, from raw material extraction through to disposal.

**Net zero:** Achieving a balance between the amount of greenhouse gas emissions produced and the amount removed from the atmosphere, resulting in no net increase in atmospheric greenhouse gas levels.

**Priority groups:** Individuals or communities identified as facing barriers to employment or services, such as care leavers, disabled people, long-term unemployed, or ethnic minority groups.

**Real Living Wage:** A wage rate based on the cost of living, voluntarily paid by employers who choose to go beyond the Government minimum.

**Reducing inequalities:** Actions taken to address social, economic and health disparities, particularly for people facing discrimination or disadvantage.

**Renewable energy:** Energy from sources that are naturally replenishing, such as solar, wind, and hydroelectric power.

**Resource efficiency:** The practice of using materials, energy and water in a way that maximises their value and minimises waste and environmental impact.

**Scope 1 emissions:** Direct greenhouse gas emissions from sources that are owned or controlled by an organisation, such as emissions from company vehicles or on-site fuel combustion.

**Scope 2 emissions:** Indirect greenhouse gas emissions from the consumption of purchased electricity, steam, heating, and cooling.

**Scope 3 emissions:** All other indirect greenhouse gas emissions that occur in the value chain of the reporting company, including both upstream and downstream emissions.

**Social value:** The additional benefit to the community, economy and environment generated through a contract, beyond the core service being procured.

**Social Value Fund:** A ring-fenced fund managed by Manchester City Council, used to support community projects when direct social value delivery is not feasible.

**Sustainable Procurement:** The process of purchasing goods and services in a way that achieves value for money on a whole-life basis and generates benefits not only for the organisation but also for society and the economy, while minimising damage to the environment.

**Sustainable sourcing:** The integration of social, ethical and environmental performance factors into the process of selecting suppliers.

**VCFSE (Voluntary, Community, Faith and Social Enterprise):** A collective term for organisations that operate for social good rather than profit, often rooted in local communities.

**Waste hierarchy:** A framework for managing waste in order of preference: prevention, reduction, reuse, recycling, recovery, and disposal.

**Zero carbon:** Refers to achieving net-zero carbon dioxide emissions by balancing them with carbon removal or simply eliminating carbon emissions altogether.

With thanks to all our suppliers and partners  
for playing such an important role in advancing  
the wellbeing of Manchester's economy,  
communities, and environment.