

GM Social Value Network Manifesto Launch Workshops Report

12/2/21

Greater Manchester Social Value Network launched its manifesto at an online event on 28th January 2021. The number of participants was limited to 100 and participants came from a wide range of private, VCSE and statutory organisations. As well as launching the manifesto the event also launched GMSVN's "Guide to Good Practice in Social Value Relationships".

The event was chaired by Matt Barqueriza-Jackson (chairperson of GMSVN). The main speakers were: Hazel Blears (Social Value Specialist and Former Secretary of State for Communities and Local Government), Mo Isap (Co-Chair of GM Local Enterprise Partnership), and Rebecca Birkbeck, Director Community & Shared Value, the Co-op) and Andy Burnham (Mayor of Greater Manchester).

GMSVN aims over the next year to build on the themes outlined in the manifesto and designed the 5 workshops to help us develop those themes.

You can watch some of the highlights from the conference at:

www.youtube.com/playlist?list=PLWMgtSLNNsUmFr24RxNk7SpwQI7XWISEP

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Workshop 1: Cooperation and Brokerage

Nigel Rose (GMSVN Steering Group and Macc)

Karen Smith (GMSVN Steering Group and Turn Up The Value)

Manifesto Statement

The public, commercial and social sectors to work together for the common good (Cooperation)

Historically, organisations across the public, commercial and VCSE sectors have not worked that well together and the relationship where there has been one, has often been framed by competition. Partnership has often felt to have been forced with resource attached to it. A more **resilient Greater Manchester economy will need to be framed by cooperation across sectors and people, and whereby all partners have an equal voice and role. Effectively, we need behaviour change with everybody working together for the common good.**

Ways of bringing the public, commercial and social sectors together (Brokerage)

In order for the public, commercial, and social sectors to work together for the common good, we need ways of enabling it to happen – brokerage. All too often organisations within sectors have worked in silos, and sectors have not engaged with other sectors. **Better brokerage is required that enables networks, funding, infrastructure and cross-sector working.**

Notes

Q1: What do we need to ensure effective brokerage in GM

Headlines

- Strong partnerships/networks
- Shared learning
- Routed in communities
- Agreed objectives
- Shared values
- Guided by policy
- Commitment and focus on delivery

Detail

Imagination – build on existing partnerships but try something new to create something new

Good/better partnerships

Regular networking events

Shared learnings

Routes into local communities

Shared values

IT?

Leadership

Clear communication

Understanding the objectives you want to achieve at the start

Networking events

Linking of all GM Social Value/sustainability networks/groups – perhaps a fact finding mission first to find out how many different groups there are

Brokerage workers

Make it fun

Commitment from senior decision makers

Networks of different sectors

Built into policy more

Clear priorities from local authorities

Communities being asked to identify top 3 challenges that they need support on and matched up with people

Matchmaking and committing to further actions

Speakers at network events focussing on key actions to deliver – eg talking homelessness.

Q2: Examples of good practice

Headlines

- **Building on good practice and case studies**
- **Good practice in construction**
- **Active networking and introductions**
- **Collaborative approaches**
- **Sector specific**
- **Area specific**

Details

More role models involved

Real life case studies

Construction companies get it

Sustainable commitment

Co-op pre apprenticeship programme

Attendees at partnership boards/forums being actively introduced to each other via email to encourage linking together

Collaborative approach to skill requirements (construction for example)

Manchester construction skills network

Salford CVS led Social Value by sector

Q3: How will we know it's working?

Headlines

- **Agreed measureable outcomes linked to strategic frameworks**
- **Monitoring progress and being held to account**
- **More awareness and media coverage leading to public support**
- **It becomes 'just what we do'**
- **Shared learning**
- **Increased diversity**
- **Improved quality of life, better outcomes for disadvantaged communities**

Details

Good spatial knowledge so we know what to focus on – what to achieve and measure when it is achieved

People into employment

More coverage of great examples in appropriate media

Clear benefits

Less people living in poverty
Agreed KPIs
When it becomes just what we do
Improved quality of life
Public support
Being held to account to measures you have put in place
Public support
More awareness amongst public, private and VCSE of importance
Monitoring progress
Measured outcomes
Positive outcomes
Good case studies
Learning from each other
Better diversity
More people from disadvantaged communities employed in good jobs
Reduced homelessness
Map outcomes directly against the Manifesto

Workshop 2: Putting Social Value at the heart of Commissioning and Procurement

Peter Schofield (GMSVN Steering Group and Manchester City Council)

Matthew Baqueriza Jackson (GMSVN Steering Group and Independent Policy Advisor)

Manifesto Statement

To put Social Value at the heart of Commissioning and Procurement

Over the last ten years, Greater Manchester has been at the forefront nationally of practice around Social Value Procurement. However, there is recognition that despite this, policy and practice is not as mature as it should be. ***We need to progress Commissioning further and this means a duty that builds Social Value across the whole cycle of Commissioning and Procurement.*** It needs to become a key component of thinking and decision-making at national, city-regional and local levels; and a requirement as opposed to a consideration.

Workshop 3: Putting Social Value at the centre of Industrial Strategy

David Burch (GMSVN Steering Group and CLES)

Anne Lythgoe (GMSVN Steering Group and GMCA)

Manifesto Statement

Economic Development to think socially

The classic approach to Economic Development in recent years has been focused upon physically regenerating our city centres and hoping that the benefits are spread to wider areas and communities. This approach is likely to be at the forefront of economic recovery planning and strategy making. In Greater Manchester, ***we however think that we need a different approach and one where Social Value sits at the centre of Industrial Strategy. We need enhanced Community Wealth Building.***

Notes

Q1: What to do differently?

Share ideas for practical actions, share priorities

Promote alternative models of ownership (i.e. community / co-op ownership)

Look at where pensions are invested and how they can be harnessed

Q2: Which 1 thing to propose to the Mayor

Recommend GMSVN manifesto!!

Make SV as simple as possible. So biz understand its NOT charity / CSR. Its wider than procurement, central to all decisions. To do that...

Align actions on small number of priorities for GM residents (employment security, climate sustainability, fair business)

Whiteboard notes

Make sure there's a unified way for organisations which are not currently invested in social value to understand what it is and how they can embed it in alignment with GM's ambitions.

Build awareness of how to transfer ownership to workers and employees - either at the birth of a business, if it's being scaled, or when ownership is transferred.

Embed understanding that social value is much wider than a procurement issue

Every borough plan must have an explicit section title - Social Value. The 'conversation' needs grow in volume

Keep it simple

Workshop 4: Profit and Social Impact in Business

Tom Wilde (GMSVN Steering Group and Trafford Housing Trust)

Sophie Fryer (GMSVN Steering Group and The Co-op)

Manifesto Statement

Better business

Over many years some businesses have been successful in attracting Government money, inward investment tax breaks, business support, and procurement contracts; despite having unenviable and undesirable business practices. ***We need to create an environment in Greater Manchester where these types of businesses are not welcomed. We need business to meet a certain set of conditions to undertake work in Greater Manchester, and particularly around employment practices, effectively a social license to operate for public good. We also need legislation which requires businesses to include community benefits and social purpose within their articles of association.***

Workshop Overview

We need more businesses that seek to drive social, environmental and economic value from everything they do. We need businesses that meet high standards of employment and manage their supply chains responsibly. However, we also need businesses that are able to generate profits, profits that don't come at environmental, social or economic cost. How can we support and encourage businesses to balance these objectives and attract more businesses to the area that are focussed on positive community outcomes?

Notes

Q1: what does good look like?:

- What does it look like to balance profit and positive social impact?
- Any good examples?
- Are there any 'minimum requirements' in terms of the standards we should expect?

Fair Tax Mark - Manchester based social enterprise - facilitate good tax practice. We know who the bad guys are, but their role is to support and facilitate the 'good' companies.

- About Fair Tax Declaration - which is included in the GMSVN Framework.
- Not just about paying the right amount, but about being transparent / not using tax havens / etc.

Need to ensure staff have a safe place to work and we care for their wellbeing.

Living Wage Employer.

Time-banking - so for every day that a customer pays for, you provide 1 hour of pro-bono work - which can be selected by the customer organisation.

Staff wellbeing practices:

- Equality and diversity
- Mental health support

Sign up to good employment charter.

Embedding it into the DNA of the business / being able to use social accounting to demonstrate how profit is reinvested for social impact / public good.

Q2: What is the approach to influencing businesses

- How do we encourage businesses already in the area to focus both on social impact and profit, and/or attract new businesses that are focussed on positive community outcomes?



Greater Manchester

Social Value Network

- Whose role is this? (e.g. Planning, Economic Policy Makers, GM Mayor, etc?)
- How do we know if we are succeeding?
- what role might the network and our members have?

Need to talk about the future, and explain that you'll need to deliver SV to win tenders.

Needs to go direct to influencers and the Board.

Procurement departments are critical, as businesses will recognise they need to deliver SV to win contracts.

How do we encourage them to engage?

- Awareness raising.
- The more we talk about inequality / poverty / homelessness / etc. - the more businesses will engage.

It's a two-way thing. It needs to come from both sides.

Unilever had a social value strategy, but didn't know how to deliver it.

- All businesses, no matter what size, should have a charity or social enterprise sitting within the business.

Needs to be about brokerage - putting business and people together

Q3: How do we know if we are succeeding?:

Have to have a consistent measurement framework.

Q4: How would we support & encourage businesses to have positive social impact?:

Signposting system - a bank of experts that businesses can consult with

Workshop 5: Encouraging Positive Environmental Behaviour through Social Value

Collette Humphrey (Wythenshawe Community Housing Group)
Elaine Sams (GMSVN Steering Group and ForViva)

Manifesto Statement

Positive environmental behaviour filtering through everything

Prior to the Covid-19 crisis, Greater Manchester was characterised by high levels of carbon emissions and associated poor air quality. Whilst some organisations had started to change behaviour, the crisis has evolved plans around public transport, and space for cycling and walking, amongst other things. Social Value in public procurement has tended to focus on economic benefits. The Covid-19 crisis has once again shown the critical importance of environmental factors. ***We need this momentum around positive environmental behaviour to continue and be a central part of the Social Value that organisations are seeking.***

Notes

Focus is climate change inequalities.

Procurement

Need to procure ethically, for example, green credentials may actually involve destructive industries to make them happen e.g. in the developing world (minerals needed)
Would be useful to have a procurement metric to monitor social value with guidance.
Social enterprise having to work in new ways. Want to buy more local.

Carbon footprint

Organisations to promote employee responsibility of carbon footprint at home
Change habits – less recycling for less use in the first place
Buildings – Advice on how to know and reduce carbon footprint. Options include Great Spaces course, Carbon Trust, GM Green City.
Where do we lobby? What's the impact of leaving the EU in terms of environmental protections, which MPs in GM champion. Options given – gmappg.org.uk

Impact of lockdown

Tackle new issues for waste – we are staying at home and ordering online, this brings excessive packaging waste. Also the consequences of lockdown, beer down the drain which involved a balance of bacteria and more food wasted.
Preserve the benefits of lockdown – growing food, enjoying the outdoors. Can we encourage local growing/buying through specific aisle in supermarkets. Positively there does seem to be more loose fruit and veg, but amazon pick up deliveries is increasing traffic from these locations.
Repurpose commercial real estate to meet different need. Needs to be well thought out/planned.
Jobs sharing
Retain lockdown positive impact through home working, eating better, cooking from scratch fresh produce so less packaging and better for you. Less petrol from not driving to work.

Travel

More traffic on the roads than the first lockdown. How long can almost or totally empty buses be justified.

Greater Manchester Social Value Network Post Covid-19 Social Value Manifesto

The Greater Manchester Social Value Network (GMSVN) believes that Social Value should be at the heart of building back a better, fairer and greener Greater Manchester. The purpose of this Manifesto is to identify the means through which this can become reality. The Manifesto is targeted at every organisation in Greater Manchester across the public, commercial and social sectors.

The Covid-19 crisis has had a significant impact upon organisations across the public, business and voluntary community and social enterprise (VCSE) sectors. It has led to challenges associated with public health, the economy and employment, provision of essential goods and services, and local government finances. It has also happened in an era of global climate emergency.

Many organisations have responded positively to those challenges. Amongst other unforeseen developments, we have seen changes in the behaviour of large corporations as they seek to become more socially responsible. We have seen greater levels of cooperation between organisations across sectors. We have seen increases in cycling and walking, with subsequent health and environmental benefits. And we have seen a growth in citizen activism and desire amongst communities to make a change to our places.

All of these things are what we would broadly define at the Greater Manchester Social Value Network (GMSVN) as being Social Value. As we move towards recovery, we believe that we should not return to the old ways, but that these aspects of Social Value should be harnessed further and accelerated. We believe that Social Value lies at the heart of recovery and reform locally, in a rebuilt Greater Manchester, and at Government level.

However, in order to enable Social Value to continue apace, we need change in how we govern, in how we legislate, and in how we behave. We need:

The public, commercial and social sectors to work together for the common good (Cooperation)

Historically, organisations across the public, commercial and vcse sectors have not worked that well together and the relationship where there has been one, has often been framed by competition. Partnership has often felt to have been forced with resource attached to it. A more **resilient Greater Manchester economy will need to be framed by cooperation across sectors and people, and whereby all partners have an equal voice and role. Effectively, we need behaviour change with everybody working together for the common good.**

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Further Devolution

Greater Manchester has been the forerunner city region for devolved power and resource in recent years. However, the perspective is that not enough has been devolved to this city region as of yet. ***We need a deepening of Devolution in Greater Manchester over a broader set of thematic responsibilities, such as work and skills; with accompanying control over funding; and the ability to set Greater Manchester level regulations.***

Positive environmental behaviour filtering through everything

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GMSVN was set up in 2015 to evolve the Social Value agenda in Greater Manchester. We had a vision that Social Value should be at the heart of everything that Greater Manchester does, whether that be the contents of the GM Strategy and the activities of the Mayor, the process of procurement,

the behaviour of business, or the activities of people. We think that with the adoption of the above 'needs' that this vision will be achievable in a post Covid-19 world.