

# Northern Gateway Social Value Delivery Plan

V1.0  
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## 1.0 Introduction

The Northern Gateway Social Value Delivery Plan (NGSVDP) sits alongside the Northern Gateway Social Value Strategy (NGSVS). The Strategy provides detail on what social value is and how social value outputs will be aligned and delivered across the GM Family (Bury and Rochdale Councils, GMCA and TfGM). The Strategy identifies for key themes for the delivery of social value within Northern Gateway and outlines the importance of reflecting the cross-boundary nature of the Northern Gateway programme by ensuring that outputs are beneficial to communities and businesses across Bury and Rochdale.

The Delivery Plan outlines objectives in Appendix A, for each key theme identified within the Strategy. These objectives should be used to provide contractors with a guide for developing Social Value Action Plans, at a scale commensurate with that of each commission. The Delivery Plan also sets out how the Social Value Delivery Group will work to support implementation, progress and monitoring of social value outputs and ensure that contractors can be linked into relevant districts programmes. The objectives listed in Appendix A are suggested activities, and the Delivery Group should work with contractors to ensure that any Social Value Action Plan's best utilise contractors specialties for social value.

## 2.0 Themes

The Social Value Strategy identifies four key themes, which are integral to the delivery of social value across GM family organisations, which the Delivery Plan aims to champion through social value for Northern Gateway. The key themes, which are set out below, have been developed by evaluating and cross-referencing the Social Value Strategies and Corporate Priorities of Bury Council, Rochdale Council, GMCA and TfGM:

- Environment
- Employment
- Community
- Economy

The table below highlights specific objectives within each theme that Northern Gateway social value should target:

| Environment |   |
|-------------|---|
|             | <ul style="list-style-type: none"> <li>○ Carbon reduction- net zero by 2038</li> <li>○ Promote environmental sustainability</li> <li>○ Work with green organisations</li> <li>○ Adaptation and resilience to climate change</li> <li>○ Enhance biodiversity</li> <li>○ Improved access to public transport and active travel</li> </ul> |
| Employment  |   |
|             | <ul style="list-style-type: none"> <li>○ Payment of real living wage</li> <li>○ Principles of GM Good employment charter</li> <li>○ Employment opportunities for all ages</li> <li>○ Target support for underrepresented groups (e.g. women in STEM, disabled residents, care leavers) to access skilled employment</li> </ul>          |

|                  |   |
|------------------|---|
|                  | <ul style="list-style-type: none"> <li>○ Encourage contractors and employers to offer apprenticeships, T Level placements, and graduate internships in skilled roles</li> <li>○ Focus reduction of NEET through job creation</li> <li>○ Partner with local colleges and training providers to co-design training and higher-level qualifications (3 and above) aligned with growth sectors (e.g. advanced manufacturing, green tech, digital, logistics) to fill skill gaps within organisations</li> <li>○ Support in-work training and progression for existing employees to develop into higher skilled roles</li> <li>○ Support the creation of high-growth, high-value roles through inward investment and business support programmes and initiatives</li> <li>○ Integrate employment and health services (e.g. WorkWell, Live Well models).</li> </ul> |
| <b>Community</b> |   |
|                  | <ul style="list-style-type: none"> <li>○ Strong local communities</li> <li>○ Availability of accessible, good quality green space</li> <li>○ Tackling inequality</li> <li>○ Local spend</li> <li>○ Raise standards of living of local people</li> <li>○ Promote involvement in the local community</li> <li>○ Promote access to public transport and active travel infrastructure</li> </ul>  |
| <b>Economy</b>   |   |
|                  | <ul style="list-style-type: none"> <li>○ Link businesses within local supply chains with business support providers across GM to support sustainability and growth economic diversity</li> <li>○ Promote green businesses and the green sector</li> <li>○ Encourage innovation in key sectors (e.g. advanced manufacturing, green tech, digital) through links with key business support providers</li> <li>○ Build relationships with institutions (e.g. councils, NHS, colleges) to align procurement with local economic goals</li> </ul>  |

### 3.0 Local Needs Analysis

A Local Needs Analysis has been undertaken to understand the needs of the districts of Bury and Rochdale. The analysis includes quantitative and qualitative analysis of the Indices of Multiple Deprivation, and the Corporate Priorities of the GM Family organisations. This has identified the needs and opportunities of an area, and how social value activities can be targeted to support the area.

| Activity                              | Outcome  | TOMs |
|---------------------------------------|--|------|
| Indices of Multiple Deprivation (IMD) | <p>The Indices of Multiple Deprivation (2019) is an overall measurement of deprivation of the Lower layer Super Output Areas (LSOAs) in England. The deprivation level is based on seven indicators:</p> <ol style="list-style-type: none"> <li>1. Income Deprivation</li> <li>2. Employment Deprivation</li> <li>3. Education, Skills and Training Deprivation</li> <li>4. Health Deprivation and Disability</li> <li>5. Crime</li> <li>6. Barriers to Housing and Services</li> <li>7. Living Environment Deprivation</li> </ol> |      |

|                           |   |  |
|---------------------------|---|--|
|                           | <p>The below analysis uses the 'Rank of average score' for each indicator. This measurement identifies the average deprivation levels of a given area, accounting for all LSOAs within the area.</p> <p>The ranking looks at 316 Local Authority areas in England, with a score of 1 indicating that an area is the most deprived, and a ranking of 316 indicating that an area is the least deprived in a specific measure.</p> <p><b>Overall IMD rank:</b><br/>Bury: 95<br/>Rochdale: 15</p> <p><b>Income Deprivation:</b><br/>Bury: 83<br/>Rochdale: 15</p> <p><b>Employment Deprivation:</b><br/>Bury: 57<br/>Rochdale: 16</p> <p><b>Education, Skills and Training Deprivation:</b><br/>Bury: 164<br/>Rochdale: 43</p> <p>The IMD figures suggest that Bury and Rochdale are among some of the more deprived Local Authorities in England. This demonstrates the need for good quality job opportunities across the districts to improve employment and income prospects.</p> <p>Whilst the IMD data shows that on a national scale Bury and Rochdale are amongst the most deprived, it should be considered that each District will still have individual challenges that will require targeted intervention to address. For examples the IMD data suggests that Rochdale has significantly higher deprivation in Education, Skills and Training. Therefore, it may be necessary to target educational social value outputs in Rochdale. This targeted approach can be achieved by collaborating with local officers and VCFE organisations to ensure local needs are met.</p> <p>It also highlights the need to ensure that suitable education, skills and training offers are available to help people gain good quality employment. To ensure that Bury and Rochdale residents can access these offers it will be important to ensure that there is suitable public and active travel to the site.</p> |  |
| Protected Characteristics | <p>As set out in the Equality Act 2010, there are 9 protected characteristics. It is against the law to discriminate against someone based on any of the below characteristics:</p> <ul style="list-style-type: none"> <li>- Age</li> <li>- Disability</li> </ul>   |  |

|            |   |  |
|------------|---|--|
|            | <ul style="list-style-type: none"> <li>- Gender reassignment</li> <li>- Marriage or civil partnerships</li> <li>- Pregnancy and maternity</li> <li>- Race</li> <li>- Religion or belief</li> <li>- Sex</li> <li>- Sexual Orientation</li> </ul> <p>Bury Council and Rochdale Council have also identified additional protected characteristics:</p> <ul style="list-style-type: none"> <li>- Carers</li> <li>- Care experienced children and care leavers</li> <li>- Service and ex-service personnel</li> <li>- Socio economically vulnerable (<i>Bury Only</i>)</li> </ul> <p>This is often most applicable in the context of employment, education and service providers, where there is a legal responsibility to ensure they are complying with the Equality Act.</p> <p>These characteristics should also be considered in the context of social value. Any social value outputs associated with Northern Gateway should be inclusive to the 9 protected characteristics.</p>   |  |
| Key Themes | <p>A review of GM Family's corporate priorities was undertaken, which identified the four key themes of:</p> <ol style="list-style-type: none"> <li>1. Environment</li> <li>2. Employment</li> <li>3. Community</li> <li>4. Economy</li> </ol> <p>The following documents were considered:</p> <ol style="list-style-type: none"> <li>1. Bury Council's <b>Let's Do It strategy</b>. A 10-year plan to achieve the corporate goals and priorities of the borough.</li> <li>2. Rochdale Council's <b>People, Place and Planet Council Plan</b>. A 5-year plan to identify Rochdale's ambitions and priorities, and best ways of working.</li> <li>3. The <b>Greater Manchester Strategy</b>. A plan to outline how to make Manchester one of the best places to grow up, get on and grow old, based on seven key commitments.</li> <li>4. <b>Greater Manchester Transport Strategy</b>. Outlines the approach to utilising devolved powers to deliver a new approach to transport infrastructure across Greater Manchester.</li> <li>5. <b>Greater Manchester Local Transport Plan</b>. Sets out long-term objectives for transport. Sets the strategic direction for transport in GM and provides the foundation for policies to achieve the objectives.</li> <li>6. <b>Greater Manchester 5 Year Environment Plan</b>. Outlines Greater Manchester's ambition to be Carbon Neutral by 2038.</li> </ol> |  |

|                        |   |  |
|------------------------|---|--|
|                        | <b>7. Bury All Age Work and Skills Strategy.</b> A strategy to outline why it is important all residents have access to good quality employment, and how to achieve this.   |  |
| Existing Relationships | <p>The Northern Gateway Social Value Delivery Group (see Item 6) will liaise with districts and the Northern Gateway PMO at the time of commissioning a piece of work to establish charities, business and organisations that should be engaged with.</p> <p>Utilising existing relationships with educational establishments, businesses and community groups will ensure that the cumulative impact of social value outputs can be maximised.</p> |  |
| National TOMs          | The Northern Gateway Social Value Delivery Group will work with contractors and project managers to discuss the project, and which National TOMs would best align with the planned work. Any TOMs commitments required to meet procurement framework standards will also be developed with Delivery Group Members.  |  |

## 7.0 Role of the Social Value Delivery Group

The purpose of the Social Value Delivery Group will be to provide strategic direction to social value workstreams. The group will oversee the development, implementation and monitoring of social value commitments and outputs, and escalate any issues or decisions to PMO as required. The Delivery Group will meet on an ad hoc basis to coordinate social value activities.

The role of the Social Value Delivery Group is to:

- Ensure the development of social value outputs aligns with the key themes identified from the GM Family's Corporate priorities as outlined in the Northern Gateway Social Value Strategy;
- Support the development of social value action plans from contractors at the point of commissioning;
- Ensure that contractors can link into existing workstreams within the districts, where their contributions will lead to a positive impact;
- Ensure that social value outputs are delivered as agreed to achieve the expected benefits and outcomes;
- Monitor the reporting of social value outputs; and
- Engage with district representatives to ensure that relevant VCSFE's can be engaged at the appropriate times.

Membership of the delivery group will likely change as different contractors progress different workstreams, however core membership will include:

- District Project Managers
- Representatives from Bury and Rochdale's Business and Investment teams
- Representatives from Bury and Rochdale's Procurement teams
- Representatives from the thematic groups from Bury and Rochdale Council's

## **5.0 Project Commitments**

The project commitments will be agreed at the point of commission based on the four key theme. Commitments will be commensurate with the scale of the commission and linked to any relevant procurement framework requirements.

## **6.0 Reporting**

The Social Value Delivery Group will work with the commissioning Project Manager, and where appropriate external Project Managers and consultants, to ensure that social value commitments align with the district's priority TOMs, and are reported to Northern Gateway PMO on an agreed frequency.

Monitoring is important to allow evidence of social value outputs to be measured and shared with the wider project team. It will be expected that contractors will regularly monitor their social value outputs and produce social value reports. The delivery group will also monitor social value reporting, through case studies, quantitative outputs and evidence of delivery.



## Appendix A: Suggested Outputs:

Appendix A includes suggested social value outputs that would contribute to each identified theme.

### Environment

| Theme                        | Measurable Outcome  |
|------------------------------|---|
| Carbon Reduction             | Savings in CO2e emissions on contract achieved through decarbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark. |
| Green Infrastructure         | m <sup>2</sup> of green space created or enhanced   |
| Biodiversity                 | No of nature-based projects delivered   |
| Sustainable Transport        | No of EV chargers, cycle racks, active travel routes installed, behaviour change programmes delivered   |
| Waste Management             | % of waste reused or recycled locally   |
| Water Efficiency             | No of water-saving installations  |
| Community Climate Engagement | No of residents engaged in climate workshops or events  |
| Green Jobs & Skills          | No of green sector apprenticeships or training placements   |

## Employment

| Theme                         | Measurable Outcome   |
|-------------------------------|--|
| Real Living Wage              | No. of employers paying the Real Living Wage<br><br>Or<br><br>% of employees paid the Real Living Wage   |
| GM Good Employment Charter    | Number of Employers introduced and actively engaging with the Charter<br><br>Number of Employers achieved 'supporter' status of the GEC<br><br>Number of Employers achieved 'member' status of the GEC   |
| Employment & Skills           | No. of FTEs hired from underrepresented groups (e.g. women in STEM, disabled, ethnic minority backgrounds)   |
| Apprenticeships & Internships | No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided (completed or supported by the organisation) - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders) (NT10A)  |
| Apprenticeships & Internships | No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders) |
| Employment                    | No. of full time equivalent direct local employees (FTE) hired or retained   |
| Young Children/Care leavers   | No. of full time equivalent 16-25 year old care leavers (FTE) hired  |
| NEET Reduction                | No. of FTE employees who are NEETs   |
| NEET Reduction                | No. of FTE employees who are NEETs supported into training   |

| Theme                           | Measurable Outcome  |
|---------------------------------|---|
| Skills Alignment                | No. of co-designed training programmes with educational providers aligned to growth sectors   |
| Skills Support                  | No of businesses support in the x industry (e.g manufacturing /creative/foundational etc), including increased access to funded skills provision. |
| Academy                         | No of employers engaging with the business led Manufacturing Academy  |
| In-Work Progression             | No. of employees supported to progress into higher-skilled roles through commercial or GMCA funded programmes and upskilling                      |
| High-Value Roles                | No. of high-growth roles created through business support, upskilling through commercial or GMCA funded programmes                                |
| Employment & Health Integration | No. of employees supported through integrated employment and health & skills services   |

## Community

| Theme               | Measurable Outcome   |
|---------------------|--|
| Strong Communities  | No. of voluntary hours donated to VCFSEs, local events and opportunities.              |
| Tackling Inequality | No. of FTEs hired from disadvantaged backgrounds (e.g. long-term unemployed, veterans) |
| Local Spend         | % of expenditure spend with local suppliers  |
| Standard of Living  | No. of employees supported with financial wellbeing or cost-of-living support          |

| Theme                 | Measurable Outcome  |
|-----------------------|---|
| Community Involvement | No. of community engagement events or partnerships attended   |
| Community Involvement | No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)   |
| Active Travel         | % of investment in or support for active travel or public transport infrastructure (e.g. bike racks, cycle-to-work schemes, provision of public transport to areas with high transport related social exclusion, giving access to jobs at Northern Gateway) |

## Economy

| Theme                                  | Measurable Outcome   |
|--|--|
| Local Supply Chains                    | % of supply chain spend retained within Bury and Rochdale  |
| Supply Chain Development               | No of businesses provided specific procurement training incorporating sustainability, social value and how to prepare tenders.   |
| Local Supply Chains                    | Develop a “Northern Gateway Supplier Network” linking number local SMEs with major contractors.                                  |
| Business Support                       | No of startups accessing growth support  |
| Business Support                       | No. of employers receiving expert business advice through GMCA funded programmes/provision (The Growth Company, MIDAS, BGH etc.) |
| Local Authority Business Support Offer | No of employers offered direct support through Local Authority Business departments and resources                                |

| Theme                             | Measurable Outcome   |
|-----------------------------------|--|
| Social Value                      | No of businesses provided Social Value support tied into local business support  |
| Inward Investment                 | No. of inward investment enquiries supported or converted or<br>No. of strategic investor engagements or events attended   |
| Economic Diversity                | No. of businesses supported in underrepresented sectors (Low Carbon, Adv manufacturing, Tech and Digital) through GMCA funded programmes/provision (The Growth Company, MIDAS, BGH etc.) |
| Economic Diversity and SME Growth | No. of SMEs supported or created through Enterprise Hubs ( <i>specify for specific industries e.g Creative SMEs, Adv manufacturing etc.</i> )  |
| Economic Diversity and SME Growth | No. engagement with SMEs, start-ups and scale-ups, though multiple channels, to signpost them to funded support though established and new Support Programmes.                           |
| Innovation                        | No. of innovation projects supported in key sectors through GMCA funded programmes/provision (The Growth Company, MIDAS, BGH etc.)   |
| Innovation                        | No of employers delivered support to support innovation and digitalisation   |
| Institutional Alignment           | No. of procurement partnerships with local institutions (NHS, Local Authority etc.)  |