

## GREATER MANCHESTER TRANSPORT COMMITTEE

Date: 21 February 2020  
Subject: TfGM Social Value  
Report of: Eamonn Boylan, Chief Executive

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### PURPOSE OF REPORT

To provide an update to members on TfGM's contribution to social value.

### RECOMMENDATIONS:

The GMTC is requested to:

1. Note the content of the report and comment as appropriate;
2. To discuss and identify further opportunities or areas of focus for TfGM to deliver social value in future; and
3. To comment on the current GM Social Value policy objectives to inform the review of the policy.

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**Equalities Implications: N/A**

**Climate Change Impact Assessment and Mitigation Measures: N/A**

**Risk Management: N/A**

**Legal Considerations: N/A**

**Financial Consequences – Revenue: N/A**

**Financial Consequences – Capital: N/A**

**Number of attachments to the report: N/A**

**BACKGROUND PAPERS:**

Promotion of Social Value in TfGM Projects, 08 February 2019, TfGM Committee Capital Projects and Policy Sub-Committee

GMCA Social Value Policy, November 2014

<b>TRACKING/PROCESS</b>		
Does this report relate to a major strategic decision, as set out in the GMCA Constitution		No
<b>EXEMPTION FROM CALL IN</b>		
Are there any aspects in this report which means it should be considered to be exempt from call in by the relevant Scrutiny Committee on the grounds of urgency?		No
GM Transport Committee	Overview & Scrutiny Committee	
21 February 2020	N/A	

## 1 INTRODUCTION

- 1.1 This report provides an update on how TfGM is delivering on social value in response to a request from members of this committee. It follows a report on social value delivered specifically by TfGM's capital programme received by the former TfGM Capital Projects and Policy Sub-Committee in February 2019.
- 1.2 Greater Manchester leads the way in 'social value' and was the first city-region to publish a social value framework. The GM Social Value Network, of which TfGM is a member, is well established and has successfully raised profile, increased activity and enabled practice sharing across all sectors.
- 1.3 TfGM has adopted the GMCA's Social Value policy which has been in place since 2014 and this report lists the social value being delivered by TfGM against the six objectives of the GMCA policy. The objectives include promoting employment, raising local living standards, citizen engagement, working with the voluntary sector, support for disadvantaged groups and environmental sustainability.
- 1.4 The term 'social value' has now taken a broader meaning in policy terms linked to 'responsible business' and inclusive growth, rather than simply to value that can be added to procurement activity.
- 1.5 This report, therefore, covers the wider social value contribution TfGM is making through all of its activities including procurement and its capital programme; through bus and Metrolink operations; by the support it provides to community rail groups; as an employer; travel offers and engaging with local people and businesses.
- 1.6 As a public body, everything that TfGM does should deliver some form of social value. However, the activity summarised in this report demonstrates that TfGM has a well-established culture of working beyond its statutory remit to help meet the wider aims and objectives of the Greater Manchester Strategy.

## 2 TFGM DELIVERY OF SOCIAL VALUE

### **Objective 1 - Promote employment and economic sustainability - tackle unemployment and facilitate the development of skills**

- 2.1 TfGM supports the development of skills and work experience both directly and through its procurement. TfGM itself has over forty apprentices completing qualifications between level 2 to 7, who are a mixture of new employees and existing employees to support their future career aspirations.

- 2.2 TfGM has four apprentices completing a Level 6 Chartered Manager Degree with Manchester Metropolitan University as part of its Leadership Development Programme. Applications for this scheme were limited to GM residents. The majority of training providers TfGM uses to deliver apprenticeship training are based in Greater Manchester to ensure the money from the Apprenticeship Levy is reinvested in the region.
- 2.3 To promote the range of apprenticeships and careers available at TfGM, officers visited Whalley Range and Levenshulme High Schools as part of National Apprenticeship Week.
- 2.4 TfGM has introduced a work placement process which provides structured, quality work experience opportunities to GM schools within areas of high deprivation, and has joined the GM Mayor's Work Shadowing Programme to offer 16-19-year olds opportunities to shadow TfGM's current employees in their role.
- 2.5 TfGM incorporates social value weighting into its procurement specifications, with the weighting and the specifications dependent on the nature of the contract. For example, the Stockport Mixed Use main works contract includes minimum requirements to provide an Employment and Skills Plan as well as a Sustainable Procurement Plan.
- 2.6 The Wigan Bus Station contractor, Vinci, provided work placements for three students from Wigan & Leigh College and recruited five apprentices during the construction phase. Representatives of Vinci and TfGM also visited the college as guest speakers to explain to students the process for big construction projects. The team presented to over 100 engineering and trade students.
- 2.7 The project team for Ashton Interchange have conducted twelve employment activities, fourteen work placements and fourteen training weeks to date.
- 2.8 Within their bid to operate the Metrolink network, KAM committed to providing apprenticeships, traineeships and graduate internships to provide employment opportunities for local people and to develop new skills and essential work experience within local communities.
- 2.9 KAM have honoured these commitments, recruiting 22 new apprentices and 6 new trainees in 2019 alone. KAM are also launching a STEM (Science, Technology, Engineering and Mathematics) Ambassador Programme in February 2020 in partnership with the National STEM Ambassador Centre to further entice young people from local communities into the industry.
- 2.10 KAM are also delivering social value through their third-party suppliers. For example, they ensure that subcontractors do not use 'zero hour' contracts as part of their delivery of goods and/or services.

- 2.11 TfGM's Access to Employment programme provides a 28-day ticket offer and refurbished bikes for jobseekers and apprentices as well as one day interview bus ticket for jobseekers. Over 37, 300 28-day tickets, and 38,500 one day tickets have been issued and over 1,970 refurbished bikes have been provided.
- 2.12 Evaluation of the scheme showed that 95% of people claimed the offer was important in getting them to their job. 61% said that that they couldn't work where they currently do if they had not received the ticket(s). 75% claimed that support and travel advice from TfGM meant that getting to work is less difficult. 61% said it has helped them look for work in places they had not considered.
- 2.13 Following the collapse of Thomas Cook, TfGM and GMCA secured free bus and Metrolink travel to an employment fair at Manchester Airport for those affected.

**Objective 2 - Raise the living standards of local residents - working towards living wage, maximise employee access to entitlements such as childcare and encourage suppliers to source labour from within Greater Manchester**

- 2.14 TfGM has a number of measures in place to prioritise the use of local businesses and local labour, both directly and through contractors, to support the Greater Manchester economy. For example, through its procurement TfGM specifies that local dealerships should be used when leasing fleet and for fleet repair.
- 2.15 TfGM's capital programme has put this into practice with significant benefits for local people and suppliers. During the construction of the Leigh Guided Busway, 80% of contractor Extrudakerb's workforce were employed locally and 80 local firms were employed within their supply chain during the project.
- 2.16 On the Bolton Interchange project employment rates within a 50-mile radius were 84% and within a 20-mile radius 48%.
- 2.17 On the Trafford Park Line project, the main contractor's key subcontractors including earthworks, highways, lighting and traffic are based in Greater Manchester and the North West. Approximately 55% of the inducted workforce is from Greater Manchester.
- 2.18 Metrolink operator KAM has a minimum target for 40% of the total value of its supplier contracts to be sourced from Greater Manchester or within a 25km radius of Greater Manchester. KAM are currently exceeding this target with 47% of its third party supplied expenditure meeting this criteria.
- 2.19 To help raise local living standards TfGM has applied the principles of the Living Wage Foundation to its pay scales. Currently the lowest hourly rate paid by TfGM to

its employees (apart from those on apprenticeship contracts) is £9.45, which equates to £18,240 for a full-time employee. This compares favourably with the Real Living Wage of £9.00 per hour.

- 2.20 TfGM also promotes the living wage through its procurement contracts. For example, real living wage provisions within the upcoming Security Contract (which is an area where low paid workers are often paid less).
- 2.21 On the Wigan Bus Station project, the contractor achieved a Fair Payment score of 100% which meant that all subcontractors were paid within 45 days.

**Objective 3 - Promote participation and citizen engagement - encourage resident participation and promote active citizenship**

- 2.22 TfGM carries out significant engagement activity with local people to encourage resident participation and active citizenship. In this way TfGM can ensure that new infrastructure reflects local communities, the impact of major works on local people and businesses is mitigated and consultations about future transport strategy is promoted.
- 2.23 To promote the recent consultation on the future of local bus services 89 events took place across the city-region, with almost 6,000 interactions. Events included public information stands in shopping centres, public drop-ins at libraries and attendance at community and business group meetings.
- 2.24 During the building of Wigan Bus Station, artwork contractor, Musson+Retallick held consultation sessions with local people to explore ways in which Wigan's heritage might be reflected in the public artwork. These sessions informed the design for the art at the bus station.
- 2.25 Similarly, as part of the construction of Ashton Interchange community engagement is taking place with school children and community groups who are contributing to a steel tree sculpture.

**Objective 4 - Build the capacity and sustainability of the voluntary and community sector - practical support for local voluntary and community groups**

- 2.26 TfGM works closely with a wide range of community groups and supports employees in their voluntary and charitable endeavours.

- 2.27 TfGM works with a wide variety of community rail groups which are managed through a collaboration with the Association of Community Rail Partnerships (ACoRP), train operating companies (TOCs) and Network Rail.
- 2.28 There are 36 station 'Friends of' groups in GM with memberships that range from one or two individuals to much larger groups which work with schools, colleges and the wider community. Activities include light cleaning and maintenance, planting, other gardening, art projects and events at their stations throughout the year.
- 2.29 TfGM's Small Grants Fund is available to match-fund community rail projects that either improve the station environment or lead to community involvement. Around £20,000 has been allocated in the last 18 months, leveraging match funding from ACoRP, Northern and Network Rail and supporting the delivery of 60 community rail projects.
- 2.30 Project benefits include social and economic regeneration, increased footfall, social inclusivity and reduction in private vehicle usage. Reductions in anti-social behaviour and improved perceptions of overall safety are reported at 'adopted' and 'cared for' stations.
- 2.31 TfGM is currently working with community transport operators to support expansion and franchising of successful models. This includes developing a toolkit for community and charitable organisations to set up new operations in future and establishing a Community Transport Forum to help share good practice within the sector.
- 2.32 TfGM has donated six yellow school buses for local community use. The buses were due to be decommissioned as they had reached TfGM's maximum age threshold (15 years). The 'Your Bus Competition' invited schools, community groups and volunteer organisations to bid for a bus to benefit the wider community. Successful applicants have repurposed the vehicles to be used as spaces for libraries, counselling and for STEM support work.
- 2.33 TfGM's Best Companies Employee engagement survey score for 'Giving Something Back' has increased year on year – this reflects specifically to the work TfGM does around charities and volunteering.
- 2.34 TfGM has two employee-nominated corporate charities, the Bone Cancer Trust and Mind, and staff coordinate a variety of large and small-scale events every year. Last year TfGM raised over £9,500 for these charities.
- 2.35 TfGM supports employees who are undertaking their own charity initiatives, advertising them throughout the organisation so their fundraising message reaches wider audiences. TfGM also introduced a volunteering initiative where employees get a paid day's leave to volunteer for a Greater Manchester charity.

- 2.36 The provider of the TfGM IS Enterprise Hardware contract has committed to volunteer days in supplying their skills within Greater Manchester and allow use of their city centre building for charities and not-for-profit sector as well as donating old (not obsolete) stock organisations.
- 2.37 Metrolink contractor, KAM has formed some excellent relationships with local schools, businesses and groups. Whilst there are general obligations in the contract with TfGM, KAM have been particularly active in this area, setting an annual target of 245 schools visits per annum.
- 2.38 Whilst actively engaging with the community to promote the Metrolink brand in a positive light, it is hoped that operational and reputational benefits can accrue from this activity by educating a diverse range of the Greater Manchester community on behaviours, safety, ticketing as well as promoting the adherence to byelaws and reduction of anti-social behaviour and crime across the network.
- 2.39 KAM are now looking to reach out to different stakeholders, agencies and partners throughout the next two to three years, looking to work more proactively with regards mental health, vulnerable persons, homelessness, restorative justice and local charities.

**Objective 5 - Promote equity and fairness - target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough**

- 2.40 TfGM aims to attract talented individuals to the organisation who are identified as the best people for the job whilst also aiming to engage a workforce which reflects the diverse communities across Greater Manchester. TfGM promotes opportunities to a wide pool of candidates, and specifically alerts TfGM's network of under-represented groups.
- 2.41 To support diversity and inclusion within the workplace there is a mandatory eLearning training module and classroom-based training bespoke training. There is also one-to-one support available for individuals with any Diversity & Inclusion related issues.
- 2.42 In 2018, TFGM were awarded the 'Investors in Diversity' Award by the National Centre for Diversity (NCfD) which supports organisations to improve their Fairness, Respect, Equality, Diversity, Inclusion and Engagement policies and practices. In 2019, the organisation progressed to being awarded the 'Leaders in Diversity' Award. At the 2019 NCfD Grand Awards, TfGM won the 'Transportation Organisation of the Year' Award and was placed 77 in the Top 100.



- 2.43 KAM are also committed improving the diversity of their workforce including increasing the proportion of female employees within the workforce from 14% to 20% by 2024 (the end of KAM's tenure); increasing the proportion of staff from an ethnic minority from 15% to 25% by 2024; and setting up an 'Equality and Diversity Steering Group' to manage initiatives intended to increase the diversity of applicants and employees. KAM are still in the relatively early stages of delivering against these commitments, but they have increased the proportion of female employees to 15% and have undertaken a number of initiatives to support International Women in Engineering days, the latest of which being collaboration with the Metrolink infrastructure partner, MPT, to facilitate a day of activities with Whalley Range Girl's High School and supporting 'The Girl's Network' charity.
- 2.44 TfGM worked with the GMCA to support an initiative from the regional charity Curious Minds to give more young people from deprived areas the opportunities to access cultural events. The pilot in Wigan invited schools to apply for free transport for a cultural trip to take place over the winter. 24 applications were accepted with trips including The Museum of Wigan Life, Stockport Air Raid Shelter and Manchester Art Gallery. Work is now underway to develop and implement a sustainable model for all districts.
- 2.45 As part of Trafford Council's Summer of Sport initiative, to ease the financial burden of the school summer holidays on low-income families, TfGM organised six free trips to the Museum of Transport for groups of up to 20 children, aged 7-9, from the Trafford borough. Goodwin's Coaches provided transport to and from the venue as a goodwill gesture and the Museum sourced extra volunteers to support the visits.
- 2.46 The Bed Every Night scheme is available to people experiencing or at risk of rough sleeping in Greater Manchester. TfGM has provided System One day bus tickets which can be used on any bus in Greater Manchester for an unlimited number of journeys on the day of ticket validation, allowing people to travel safely to their immediate accommodation and also to transfer to a more permanent location.

**Objective 6 - Promote environmental sustainability - reduce wastage, limit energy consumption and procure materials from sustainable sources**

- 2.47 The breadth and diversity of TfGM's capital programme covering green spaces, buildings, cycle and walking routes, and the Metrolink network enables delivery of environmental sustainability through a wide range of initiatives.
- 2.48 Buildings such as bus stations and interchanges include LED lighting, grey water harvesting systems, green roofs, heat recovery systems, roof lights to maximise natural day light, and solar panels to improve environmental sustainability. Ashton

Interchange, currently under construction, will generate at least 15% of its electricity through photovoltaic cells.

- 2.49 TfGM deploys smart building management systems in new infrastructure, enabling maintenance to be completed remotely, thereby reducing TfGM's maintenance vehicle mileage and carbon footprint. TfGM also has a target for 70% of the TfGM fleet (non-bus operations) to be electric by 2021 and Euro VI compliance specified as a minimum standard.
- 2.50 New green spaces are also considered where opportunities arise. At Wigan Bus Station, 60 new trees, a wildflower meadow and a variety of new plants to create habitat for local wildlife were planted.
- 2.51 Over 300,000m<sup>3</sup> of excavated soil from the Leigh Guided Busway site were moved to adjacent former colliery land at Higher Folds to create a new community woodland, which involved the planting of over 18,000 trees. Felled trees from the busway site were carved into seats and donated to 3 local primary schools as part of their 'outdoor classroom' programmes.
- 2.52 TfGM contractors are expected to explain how they will contribute to environmental sustainability. The Stockport Mixed Use main works contract (yet to be awarded) as part of the Stockport Interchange development contains a minimum requirement to provide a Sustainable Procurement Plan, and there are requirements in the contract with KAM to produce plans covering energy, noise, vibration, waste, vegetation and habitats.
- 2.53 KAM has plans for tree planting at the Metrolink depots as part of its vegetation/habitat management plan. KAM has also proposed to reduce the total amount of waste sent to landfill to 5% or less of the total amount of waste that is collected; and to increase recycling, reuse or recovery of all waste to 95% or more of the total amount of waste collected. They currently report that there is no waste sent to landfill, with 39% being recycled and the remaining 61% being incinerated.
- 2.54 Metrolink uses 'green' energy to power the network, from the high voltage supplies used to power the trams to the low voltage electricity to power the on-stop tram equipment. Almost half of the energy is generated from wind, with the remainder generated from photovoltaic, landfill gas and biodegradable sources.
- 2.55 KAM are looking at initiatives to further reduce consumption, including depot solar installations, EV vehicle charging provision (including for staff use), LED lighting upgrades and removal of gas heating systems.
- 2.56 Finally, TfGM is currently a bronze level carbon literacy organisation. Carbon Literacy training has been rolled out across the organisation to inform employees about climate change and how they can reduce their carbon footprint.