

# Social Impact report 2018: one year on

Showing how Salford City Council is using  
social value for a better and fairer Salford



Salford City Council  
December 2018



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## INTRODUCTION **City Mayor**

In 2017, Salford City Council became one of the first local authorities in the country to publish a social impact report; demonstrating the many ways we are using social value to benefit local communities.

I'm incredibly proud that Salford continues to be a leader in promoting and creating social value. Entering the eighth consecutive year of austerity within our city, it is more important than ever that we are able to maximise the value of every pound we spend in Salford.

One year on from publishing the report, we have continued to make good progress in delivering even greater social impact for the people of our great city.

We have continued to see the amount we spend with Salford based suppliers increase; ensuring more money stays in the local economy and creating more employment and training opportunities for local people. We celebrated our fifth anniversary of becoming an accredited Foundation Living Wage employer – the only council in Greater Manchester to be accredited. And we have taken the bold decision to bring more of our services back in-house to further maximise our purchasing power for local benefit.

However, we are still on a journey in Salford and there is much more we want to do. To make the city truly inclusive requires deep relationships and strong collaboration across the public, private and voluntary sectors - to ensure economic and social justice is at the very heart of everything we do.

As a member of the ground-breaking Salford Social Value Alliance, we are proud to support the city's 10% Better Campaign and this One Year On report sets out the progress we have made against our 10% pledges to highlight how we are using social value to create a better and fairer Salford for all.

**Paul Dennett**  
**City Mayor, Salford**

# ONE Local Economic Benefit

Salford is at the start of something new. We are building an inclusive economy - where businesses, communities and people contribute to Salford's success and reap the rewards.

There is no doubt that the city has been increasingly successful in attracting inward investment and development, as a basis for economic growth. However, despite this great success, we know that this approach, on its own, is unlikely to be enough.

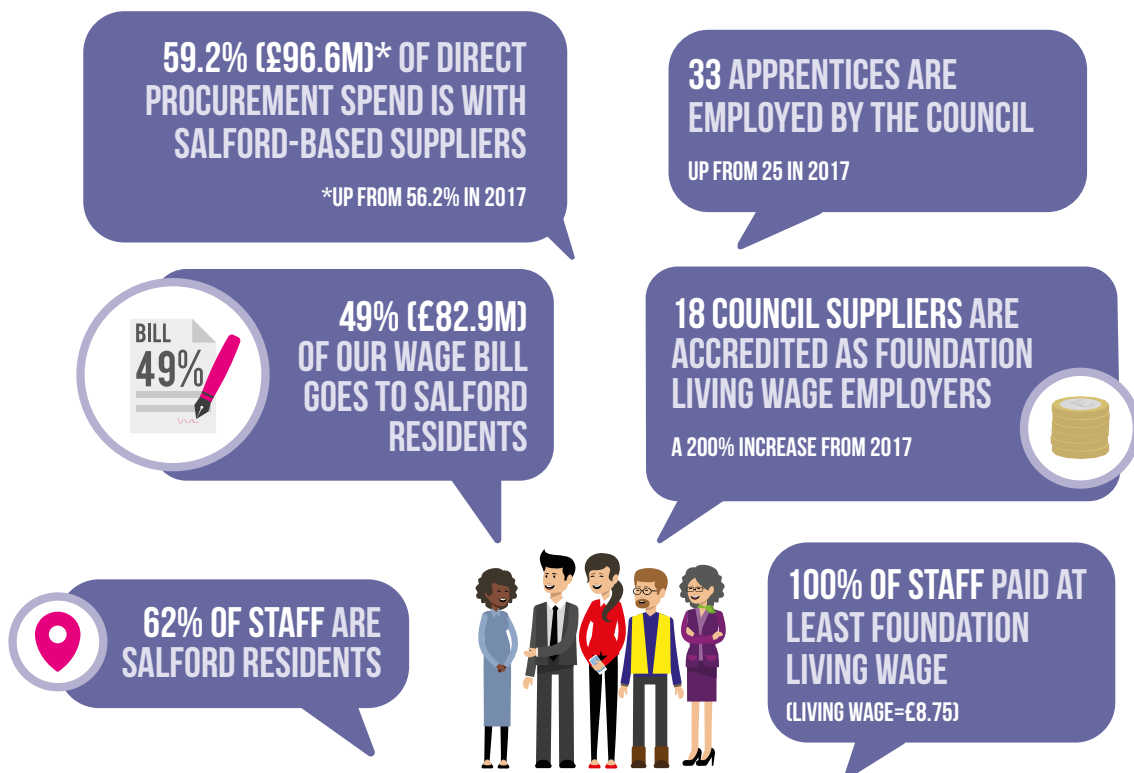
An inclusive economy in Salford will be an economy which truly benefits local people, maximises social value, deepens local enterprise and supply chains, while bringing fairer wages for all.

To deliver this ambition, the council is working closely with Centre for Local Economic Strategies (CLES), key anchor institutions such as the NHS and University, businesses and our thriving third sector to turn this rallying call into concrete actions to take forward over the next 12 months.

In this, the city joins a growing range of places, in the UK and internationally, who are building local wealth and making economic and social justice a reality.

## 2018 highlights

The following summarises the direct benefit of the council's spending in the last 12 months.



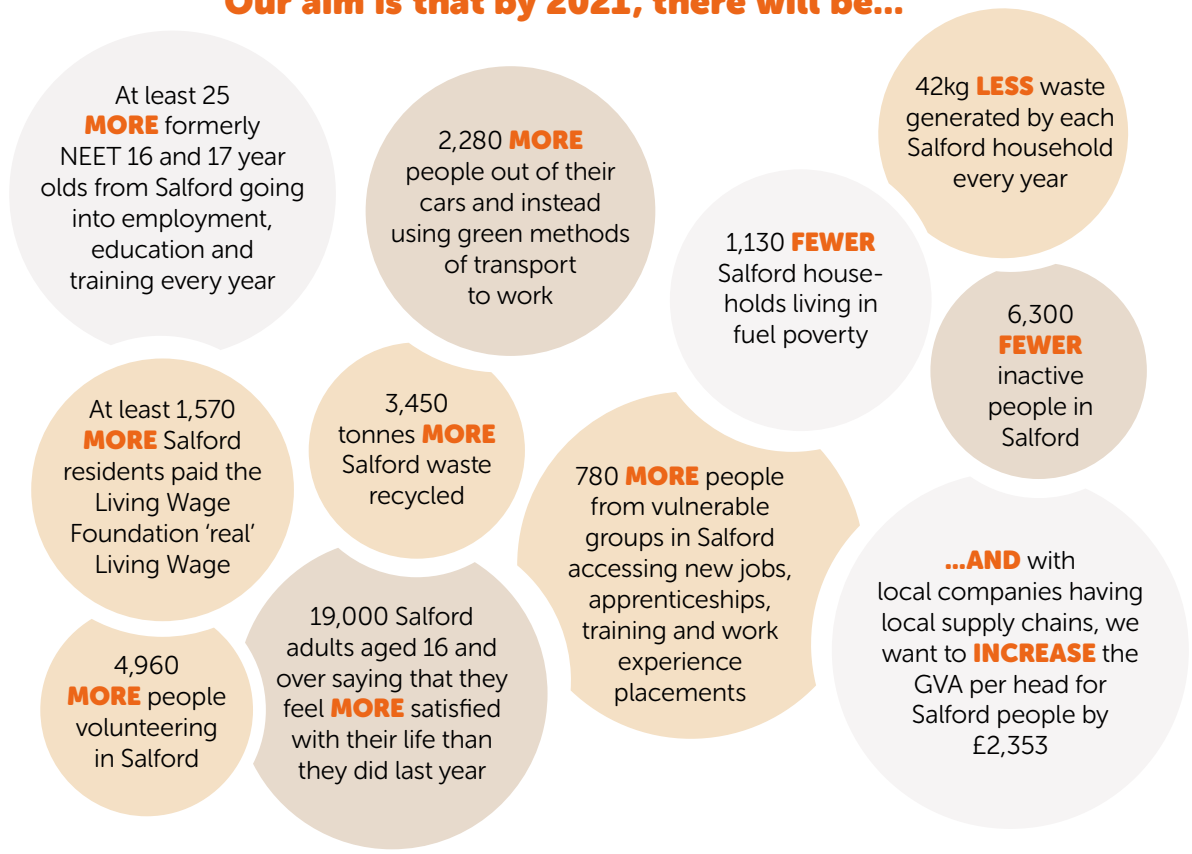
\* proportion of spend with our top 300 suppliers

# TWO Delivering our 10% Better Pledges

Salford City Council is a key member of the Salford Social Value Alliance – a unique collaboration between organisations from the public, private, and voluntary, community and social enterprise sectors who are working together to use social value to make Salford a better place.

In 2017 the Alliance launched its 10% Better campaign that uses social value to make a 10% improvement across 11 social, environmental and economic outcomes for the benefit of Salford and its people.

## Our aim is that by 2021, there will be...



To contribute towards these Salford wide targets, the council agreed a number of 10% Better Pledges and the following provides a summary of our progress made over the past 12 months towards these 2021 targets.



PLEDGE  
#1

## We will work to enable a 10% increase in the value of purchasing from organisations based in Salford

### Our progress:

In 2017/18, the council spent nearly £163.5million on procuring goods and services from our top 300 suppliers. This is a reduction of around £33.6million from the year before, largely due to ongoing central government budget cuts that has seen an overall reduction in the council's revenue budget of a staggering £213 million since 2010.

However, despite this sharp fall in our overall spending power we remain steadfast in our commitment to ensuring what money we do have available is spent in a way that generates the most amount of social impact for our communities.

This is why we have continued to prioritise buying locally as far as possible, and our spend with Salford-based suppliers has **increased from 56.2% in 2016/17 to 59.2% in 2017/18.**

But we have plans to go much further. The council will continue to embed social value into every specification of contract we procure and commission, by introducing more effective contract management to monitor and report on social value and maximise impact through our contracts.

PLEDGE  
#2

## We will recruit 10% more young people aged 16-24 into apprenticeship opportunities within the council

### Our Progress

The council continues to positively promote quality apprenticeship opportunities to Salford's young people, particularly among looked after children, care leavers and young people who are not in education, employment or training.

In 2017/18, 14 young people started a new apprenticeship – **a significant 133% increase** from the year before. And since April 2018, a further four young people have been recruited bringing the total number to 18.

In total, the council currently employees 33 apprentices (from all age groups) with a further 55 people (both external and internal candidates) expected to begin an apprenticeship by March 2019.





## We will develop an employee volunteering programme to support the workforce to undertake voluntary activity in local communities

### Our Progress

In early 2019, the council will be launching our new employer supported volunteering scheme that will encourage and support more of our workforce to volunteer in the local community.

The scheme (24 Hours to Make a Difference) will allow employees within the council to take up to 24 hours paid time off each year to undertake formal volunteering activity with a wide range of Salford based charities and community organisations.

Over 62% of our workforce are Salford residents which provides us with a unique opportunity, as one of the city's main employers, to contribute to increasing the number of volunteers in Salford. Volunteering is not only a great way to help others in the community and give something back, it is also a great way to share and learn new skills.

The scheme works in partnership with Salford CVS who will help match employees to suitable volunteering opportunities in Salford, with a target to deliver 300 volunteer days in 2019.



## Engage 10% more families with children aged 0-18 years in Health Improvement Service community activities

### Our Progress:

The Health Improvement Service continues to work with families across Salford to support them to take part in healthy community activities together.

In 2017-18, the service worked with 274 families with children aged 18 and under – **a 12% increase** on the year before. Since April 2018, the team have worked with a further 161 families.

During the year, the team has developed a range of new physical activity initiatives to support even more families at greatest risk of poor health. This includes the popular Mini-Dribblers football programme in Little Hulton and Bikes for All programme in Eccles.



PLEDGE  
#5

We will reduce energy use across all council facilities – seeking a 10% reduction (electricity and gas combined) (saving of 3,441,720kWh or 940 tonnes of carbon)

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**Our Progress:**

The council has continued to deliver its Carbon Management Plan, leading to a significant **6% reduction** in electricity and gas usage across council buildings in 2017/18. This has helped save over 574 tonnes of carbon towards our ambitious target of a 40% reduction in CO2 emissions.

Among some of the energy saving measures put in place over the last year to become even more energy efficient includes:

- The introduction of new heating and lighting controls in council buildings
- Encouraging staff to become carbon literate through training and awareness events
- Continued roll out of more fuel efficient vehicles



PLEDGE  
#6

We will increase recycling by:

- 1. Increasing the recycling rate by 10% of the waste generated within council buildings and offices**
- 2. Supporting schools to increase food waste recycling by 10%, from the waste they generate within their kitchens**

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**Our Progress**

The council continues to make good progress to increase the amount of office waste it collects and recycles, with the introduction of 32 more paper and mixed recycling bins in key council buildings, and the upgrading of outdoor recycling bins to prevent contamination.

Three Salford schools are also trialling a new food waste recycling scheme. If successful, the scheme will be extended to a further 21 schools - significantly boosting the amount of food waste recycled in the city.

Salford wide, latest figures from April to September 2018 show that **46.18% of all household waste is now sent for recycling, reuse or composting against a target of 46%.**

The additional recycling in key council buildings will potentially result in eight to ten tonnes of extra waste being diverted from landfill.



PLEDGE  
#7

We will enable a 10% increase in the volume of the council's business miles undertaken by cars in the Green Wheels Car Club

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Our Progress

Salford's first eco-friendly Car Club scheme continues to go from strength to strength.

Introduced as a safe and cost effective alternative to employees using their own vehicles for business travel; the scheme has seen an impressive **21% increase** in business miles in 2018.

All miles travelled in the club are driven in low or no emission vehicles which has saved an estimated 1,232 tonnes of carbon.

Salford is the only council in Greater Manchester to provide a car club for employees and is working closely with other GM authorities, NHS trusts, Universities and Transport for Greater Manchester to encourage them to do the same.



PLEDGE  
#8

Increase use of Parks and Open Spaces by:

1. Increasing the number/membership of Parks Friends Groups by 10%
2. Increasing the number of people attending events in our city's Parks and Open Spaces by 10%

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Our Progress

Friends of Parks groups continue to play a vital role in managing Salford's beautiful parks and open spaces and increasing community involvement.

There are 30 friends of parks and cemeteries groups in Salford (the same as last year), which is still significantly more than many other areas of Greater Manchester.

In addition, 93 events were held in our parks in 2018 (compared to 87 in 2017), attracting an estimated 300 more people – **a 6% increase** than the previous year.

Overall participation in cultural, sport and leisure activities in the months April-September 2018 is **1% higher** compared to the same period last year, with over one million visits recorded across the city's sporting and cultural facilities.



## We will encourage a 10% increase in the number of accredited Living Wage Employers in our supply chain

### Our Progress:



Payment of the Living Wage Foundation's real UK Living Wage remains a strong focus of the council's procurement and commissioning (this is higher than the government's National Living Wage).

In 2017/18, there were 18 council suppliers accredited as Living Wage Employers – a huge **200% increase** from the year before.

Salford currently has 28 accredited Living Wage Employers based in the city and through our refreshed Employment Standards Charter we will continue to call on other good employers in Salford to sign up and do the same.

Paying the real Living Wage is good for everyone. Organisations that have introduced the real Living Wage have seen significant improvements in productivity, staff motivation, quality of work and reductions in staff absence.



## We will work with Stonewall as part of our commitment to be an inclusive employer, undertaking a number of actions to support diversity in our workforce

### Our Progress:

Over the last 12 months, the council have been participating in Stonewall's Workplace Equality Index – the definitive benchmarking tool for employers to measure progress on lesbian, gay, bi and trans inclusion in the workplace.

Demonstrating our work against ten areas of employment policy and practice, we have been working on several priority areas for action including:

- Raising awareness of workplace relevance of sexual orientation/ gender identity among staff and to residents through supporting major visibility events such as Salford's Pink Picnic and Manchester Pride.
- Increasing declarations of sexual orientation in monitoring data.
- Undertaking a review of council policies and practices to ensure inclusivity.



Together this activity has enabled us to evidence a full Workplace Equality Index submission, in which we will receive feedback in February 2019 – this will allow us to further plan for 2019/20.



## We will increase the number of referrals received by the Affordable Warmth Referral Network by 10% to tackle fuel poverty

### Our Progress:

Salford's Affordable Warmth Referral Network offers help and advice to low income households living in fuel poverty. This can range from discounts on energy bills and free gas safety checks, to grants to replace central heating.

During 2017/18, the network received 287 referrals – a significant **11.6% increase** compared to the year before.

In total 2,485 households in Salford were assisted to heat their homes and reduce their energy bills in 2017/18 – **3.5% above target**.



### Next Steps

To make Salford a truly Social Value City, the council aims to maximise the benefit from all money invested in Salford. Achieving this involves a commitment from the many businesses, public service providers, voluntary and community organisations and social enterprises in the city to embed social value into everything they do.

Over the next 12 months, the council will continue to demonstrate strong leadership around social value both through delivery of our 10% Better Pledges and by improving the way we capture social value created through our supply chain.

This will involve improving how we manage and monitor our contracts to ensure suppliers deliver against their social value commitments and influencing other public and private sector partners to maximise the collective money spent in Salford for the benefit of local communities.

**If everyone contributes a little  
towards social value then together  
we can make a huge impact.**

