

Greater Manchester Housing Providers

# Social Value Toolkit



## About us

Established as a group in 2010, Greater Manchester Housing Providers (GMHP) is a collective of 26 housing providers who either own or manage one in every five homes across Greater Manchester, housing over half a million residents.

Together we are increasing the supply of homes, creating a skilled workforce and supporting the improvement of

the lives of residents across our communities. As a collective we also focus on wider strategies and interventions on issues such as health and social care, employment and skills, fuel poverty and the ageing population. GMHP also have substantial expertise in the management and regeneration of deprived neighbourhoods and communities.





## Introduction

Greater Manchester Housing Providers are committed to driving change in the role social value plays in supporting social outcomes across Greater Manchester. As a group with a strong social purpose and a combined annual turnover in excess of £1bn we are keen to maximise social value within our own organisations as well as influence those working with us to do the same.

*We have committed to working collaboratively to embed and increase the social value that we create collectively through our supply chains. In 2017, we pledged to work together to:*

- Embed social value into our procurement and contract management processes.
- Establish a common framework for measuring the impact of our supply chain spend on an annual basis.
- Work with our suppliers to create social impact through our contracts and partnerships.
- Maximise the social impact of our purchasing within the Greater Manchester City Region.

This guide has been developed by GMHP to explain why social value is important to us; to highlight hands-on, simple ways that existing or potential suppliers can deliver social value; and to help organisations respond to questions about social value when bidding for work.

## What is Social Value?

*Social Value is “the benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes” - The Public Services (Social Value) Act 2012*

Our collective commissioning and procurement activities have a significant impact on the local economy. Decisions about commissioning services, funding a project, or where and how we buy our goods can create and deliver additional social benefits.

Social value is the difference that is made through those decisions – it’s about being socially responsible and using our spending power to; minimise our impact on the environment, create opportunities and improvements to the local economy and support our customers and communities to become the best they can be.

The majority of GMHP members work to the priorities set out within the Greater Manchester Social Value Policy. These are to:

- **Promote employment and economic sustainability** – tackle unemployment and facilitate the development of residents’ skills

- **Raise the living standards of local residents** – working towards paying the living wage, maximise employee access to entitlements such as childcare and encourage suppliers to source labour from within Greater Manchester
- **Promote participation and citizen engagement** - encourage resident participation and promote active citizenship
- **Build the capacity and sustainability of the voluntary and community sector** – practical support for local voluntary and community groups
- **Promote equity and fairness** – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough
- **Promote environmental sustainability** – reduce wastage, limit energy consumption and procure materials from sustainable sources

The full policy can be found via the following link:  
[https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca\\_social\\_value\\_policy\\_-\\_november\\_2014](https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca_social_value_policy_-_november_2014) .

## Why Social Value matters to the Greater Manchester Housing Providers

Social value matters to us as it allows us to deliver more for less, achieving the maximum value from every pound that we spend.

By incorporating social value when we commission and procure, we can deliver a wider range of social outcomes and improve lives, places and communities, in parallel to securing the goods, works or services we need to operate.

Social value is central to delivering social, economic and environmental outcomes, creating a greater impact from each and every contract we let. Many suppliers already deliver a range of positive social impact to the communities of Greater Manchester. We want to increase this further to ensure that our supply chain contributes as much as possible to the wellbeing of Greater Manchester.

Because of this, companies and organisations wishing to work with us, should increasingly be thinking about social value when responding to our tenders or delivering our services. We want our suppliers to join us on this journey and help us to deliver more.

## How can suppliers deliver social value?

There are many ways that suppliers can engage in and support the delivery of social value when working with us. It could be something as simple as reducing your impact on the environment or working towards paying the Living Wage, or it could be something more community focused such as targeting employment opportunities locally or supporting a local community project. This is fundamentally about changing the core way you operate your business to make a difference where you work.

As a collective, Greater Manchester Housing Providers have agreed some broad themes that we are aiming to achieve. This means if you are bidding for our contracts you will see similar social value themes. The main thing is to consider how and when you as a supplier can contribute to those themes. In some cases the social value requirements will be specified in the tender documentation, in others there will be opportunities for you to offer more flexible solutions within those themes.

When a level of added social value is agreed in a contract it will become part of the contract management arrangements, so it’s important to ensure that you can deliver and evidence what is agreed.

## How your business can add social value

The table below provides examples of practical ways that suppliers can deliver social value, as well as useful points of contact for support. These are only potential areas of support and you should be aware there are numerous people, organisations or communities that you could support throughout GM.

### Employment and economic sustainability

Theme	Examples	Potential areas of support
Promote employment and economic sustainability – tackle unemployment and facilitate the development of residents’ skills	<ul style="list-style-type: none"> <li>Creating jobs through the contract which can employ local people</li> <li>Offering apprenticeships and traineeships to support the next generation of talent</li> <li>Hosting work experience placements or supported internships</li> <li>Offering training opportunities to young people or those furthest from the labour market</li> <li>Changing your recruitment processes to make them more inclusive</li> <li>Delivering sector specific training such as CSCS and health &amp; safety training</li> <li>Committing to maximising spend within the local supply chain through a set KPI</li> <li>Holding a contract specific meet the buyer event</li> <li>Committing to provide contract opportunities to SMEs or social enterprises</li> <li>Offering enterprise training and support for SMEs and Social Enterprises to access supply chain opportunities</li> </ul>	<p>Each housing provider will be able to advise the best way to channel opportunities to their customers, be it for employment, work experience or to provide training. In addition there are many organisations or existing projects you may be able to tap into, a selection of which are included below:</p> <p><b>Support on Apprenticeships</b></p> <ul style="list-style-type: none"> <li><a href="https://www.gov.uk/take-on-an-apprentice">https://www.gov.uk/take-on-an-apprentice</a></li> <li><a href="http://theapprenticeshiphub.co.uk/">http://theapprenticeshiphub.co.uk/</a></li> <li><a href="http://www.gmchamber.co.uk/service_brands/gm-apprentice-share">www.gmchamber.co.uk/service_brands/gm-apprentice-share</a></li> <li><a href="https://www.citb.co.uk/citb-apprenticeships/shared-apprenticeship-scheme">https://www.citb.co.uk/citb-apprenticeships/shared-apprenticeship-scheme</a></li> </ul> <p><b>Offer Work Placements - Skills for Employment</b></p> <ul style="list-style-type: none"> <li>Manchester Athena, a strategic alliance of 11 GM housing associations deliver Skills for Employment programme to provide work placements and skills accreditations aimed at helping unemployed local people gain the skills and experience they need to secure long-term employment. For further details email <a href="mailto:daniel.allman@onemanchester.co.uk">daniel.allman@onemanchester.co.uk</a></li> </ul> <p><b>Support those with multiple barriers - Motiv8</b></p> <ul style="list-style-type: none"> <li>Motiv8 supports people aged over 25 across GM who need support with health, alcohol, drugs, domestic violence, debt, homelessness or other issues. Motiv8 is across GM by five housing organisations as part of Manchester Athena. For more details visit - <a href="http://motiv8mcr.org">http://motiv8mcr.org</a></li> </ul> <p><b>Supported internships</b></p> <ul style="list-style-type: none"> <li>Support to recruit a supported internship <a href="https://www.pureinnovations.co.uk/what-we-offer/employment/supported-internships/">https://www.pureinnovations.co.uk/what-we-offer/employment/supported-internships/</a></li> </ul> <p><b>Mentor a business</b></p> <ul style="list-style-type: none"> <li>Support to offer your mentoring skills to a start up business <a href="http://www.businessgrowthhub.com/business-from-start-up-to-expansion/mentoring">www.businessgrowthhub.com/business-from-start-up-to-expansion/mentoring</a></li> </ul> <p><b>Opening up your supply chain to SMEs or social enterprises</b></p> <ul style="list-style-type: none"> <li><a href="https://www.gmchamber.co.uk/">https://www.gmchamber.co.uk/</a></li> <li><a href="http://www.fsb.org.uk/">http://www.fsb.org.uk/</a></li> <li><a href="https://gmsen.net/directory">https://gmsen.net/directory</a></li> <li><a href="https://www.socialenterprise.org.uk/members-map">https://www.socialenterprise.org.uk/members-map</a></li> </ul>

### Raising living standards of local residents

Theme	Examples	Potential areas of support
Raise the living standards of local residents – working towards paying the living wage, maximising employee access to entitlements such as childcare and encouraging suppliers to source labour from within Greater Manchester	<ul style="list-style-type: none"> <li>Committing to paying or working towards paying the Living Wage</li> <li>Committing to work alongside existing charities or projects that aim to raise living standards e.g. GM Entrenched Rough Sleepers project</li> <li>Supporting people who may face barriers to access employment or training with your company; for example Looked After Children or Care Leavers, Carers, Young people 16-25, Ex-offenders or people who have been unemployed for more than a year</li> <li>Create move-on opportunities for local area employees so that employment is sustained beyond the life of the contract</li> <li>Mandating sub-contractors to commit to source local labour or subcontractors</li> <li>Committing to use a contract to provide training opportunities</li> </ul>	<p>Providers to GHMP can access a range of support that can help them to develop their own internal policies to benefit their staff within GM, or they can also access support to assist specific groups of people who may require support. Each housing provider may well be targeting specific groups so it is useful to check what their focus is.</p> <p><b>Support to pay or work towards paying the living wage</b></p> <ul style="list-style-type: none"> <li><a href="https://www.livingwage.org.uk/">https://www.livingwage.org.uk/</a></li> <li><a href="http://www.gmpovertyaction.org/gmlivingwage/">http://www.gmpovertyaction.org/gmlivingwage/</a></li> </ul> <p><b>Support a community grocer or pantry scheme</b></p> <ul style="list-style-type: none"> <li><a href="http://fareshare.org.uk/fareshare-centres/greater-manchester/">http://fareshare.org.uk/fareshare-centres/greater-manchester/</a></li> </ul> <p><b>Supporting young people into employment</b></p> <ul style="list-style-type: none"> <li><a href="https://gmtalentmatch.org.uk/">https://gmtalentmatch.org.uk/</a></li> </ul> <p><b>Supporting care leavers into employment</b></p> <ul style="list-style-type: none"> <li><a href="https://www.pureinnovations.co.uk/2015/02/18/make-a-difference-with-pure-insight/">https://www.pureinnovations.co.uk/2015/02/18/make-a-difference-with-pure-insight/</a></li> </ul> <p><b>Help to identify skills gaps and develop your employees</b></p> <ul style="list-style-type: none"> <li><a href="http://www.businessgrowthhub.com">www.businessgrowthhub.com</a></li> </ul> <p><b>Help to develop workplace policies for carers or working families</b></p> <ul style="list-style-type: none"> <li><a href="http://employersforcarers.org">http://employersforcarers.org</a></li> <li><a href="https://www.workingfamilies.org.uk/employers/">https://www.workingfamilies.org.uk/employers/</a></li> <li><a href="http://www.acas.org.uk/media/pdf/3/1/Flexible_working_and_work_life_balance_Nov.pdf">http://www.acas.org.uk/media/pdf/3/1/Flexible_working_and_work_life_balance_Nov.pdf</a></li> </ul>

## How your business can add social value

The table below provides examples of practical ways that suppliers can deliver social value, as well as useful points of contact for support. These are only potential areas of support and you should be aware there are numerous people, organisations or communities that you could support throughout GM.

### Participation and citizen engagement

Theme	Examples	Potential areas of support
Promote participation and citizen engagement - encourage resident participation and promote active citizenship	<ul style="list-style-type: none"> <li>Offering an employee volunteering scheme</li> <li>Offer mentoring programmes to local residents to increase confidence and develop skills</li> <li>Provide your meeting rooms to community groups to facilitate inclusive engagement and participation</li> <li>Providing support to services that reduce social isolation</li> <li>Committing to supporting existing youth or/ arts groups</li> </ul>	<p>There is a range of support channels for suppliers that wish to promote resident participation or active citizenship.</p> <p><b>Providing facilities for use by community and voluntary organisations</b></p> <ul style="list-style-type: none"> <li><a href="http://www.sharesomewhere.org">http://www.sharesomewhere.org</a></li> </ul> <p><b>Engaging with tenants</b></p> <ul style="list-style-type: none"> <li><a href="http://www.tpas.org.uk/commercial">http://www.tpas.org.uk/commercial</a></li> </ul> <p><b>Develop employee volunteering opportunities</b></p> <ul style="list-style-type: none"> <li><a href="https://do-it.org">https://do-it.org</a></li> <li><a href="https://www.joininuk.org">https://www.joininuk.org</a></li> <li><a href="https://volunteermatters.org.uk">https://volunteermatters.org.uk</a></li> </ul> <p><b>Find local charities, fundraisers, projects or appeals to support</b></p> <ul style="list-style-type: none"> <li><a href="https://localgiving.org/search/">https://localgiving.org/search/</a></li> <li><a href="http://www.macc.org.uk/content/working-business">http://www.macc.org.uk/content/working-business</a></li> <li><a href="http://locality.org.uk/about/">http://locality.org.uk/about/</a></li> <li><a href="https://www.navca.org.uk/">https://www.navca.org.uk/</a></li> <li><a href="https://www.bitc.org.uk">https://www.bitc.org.uk</a></li> <li><a href="https://www.gmcvo.org.uk">https://www.gmcvo.org.uk</a></li> </ul>

### The voluntary and community sector

Theme	Examples	Potential areas of support
Build the capacity and sustainability of the voluntary and community sector- practical support for local voluntary and community groups	<ul style="list-style-type: none"> <li>Providing pro-bono support to not-for-profit organisations through free resources, professional advice or labour</li> <li>Enabling employee volunteering to be channelled into the local community</li> <li>Supporting employees to take up governance roles as board members or trustees of charities, schools or social enterprises</li> <li>Providing fundraising activity to support a local cause</li> <li>Providing facilities for use by community and voluntary organisations</li> </ul>	<p>In many cases social value can be created through linking with existing projects or organisations to support what they are already delivering. There is a range of ways that this support can be brokered, including through housing providers.</p> <p><b>Offering your facilities for community use</b></p> <ul style="list-style-type: none"> <li><a href="http://www.sharesomewhere.org/">http://www.sharesomewhere.org/</a></li> </ul> <p><b>Find local charities, fundraisers, projects or appeals to support</b></p> <ul style="list-style-type: none"> <li><a href="https://localgiving.org/search/">https://localgiving.org/search/</a></li> <li><a href="http://www.macc.org.uk/content/working-business">http://www.macc.org.uk/content/working-business</a></li> <li><a href="http://locality.org.uk/about/">http://locality.org.uk/about/</a></li> <li><a href="https://www.navca.org.uk/">https://www.navca.org.uk/</a></li> <li><a href="https://www.bitc.org.uk">https://www.bitc.org.uk</a></li> <li><a href="https://www.gmcvo.org.uk">https://www.gmcvo.org.uk</a></li> </ul> <p><b>Develop employee volunteering opportunities</b></p> <ul style="list-style-type: none"> <li><a href="https://do-it.org">https://do-it.org</a></li> <li><a href="https://www.joininuk.org">https://www.joininuk.org</a></li> <li><a href="https://volunteermatters.org.uk">https://volunteermatters.org.uk</a></li> </ul> <p><b>Becoming a Trustee or Governor</b></p> <ul style="list-style-type: none"> <li><a href="https://www.gov.uk/become-school-college-governor">https://www.gov.uk/become-school-college-governor</a></li> <li><a href="https://do-it.org/channels/trustee-finder">https://do-it.org/channels/trustee-finder</a></li> <li><a href="https://reachvolunteering.org.uk/im-an-organisation">https://reachvolunteering.org.uk/im-an-organisation</a></li> </ul>

## How your business can add social value

The table below provides examples of practical ways that suppliers can deliver social value, as well as useful points of contact for support. These are only potential areas of support and you should be aware there are numerous people, organisations or communities that you could support throughout GM.

### Equity and fairness

Theme	Examples	Potential areas of support
Promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough	<ul style="list-style-type: none"> <li>Provide support and opportunities for those furthest from the labour market</li> <li>Support young people into work by providing mentoring and developing employability</li> <li>Implement policies that support carers</li> <li>Supporting those leaving care to access employment</li> </ul>	<p>Across GM there are a number of groups which may find themselves in greater need or further from the labour market than others. These can include the homeless, the over 50's, long term unemployed, care leavers or those with debilitating health conditions.</p> <p><b>Mentoring:</b></p> <ul style="list-style-type: none"> <li><a href="http://www.mentoring.org/get-involved/become-a-mentor/">http://www.mentoring.org/get-involved/become-a-mentor/</a></li> </ul> <p><b>Supporting young people</b></p> <ul style="list-style-type: none"> <li><a href="https://www.gmyn.co.uk/cm/">https://www.gmyn.co.uk/cm/</a></li> </ul> <p><b>Overview of carers rights</b></p> <ul style="list-style-type: none"> <li><a href="https://www.nidirect.gov.uk/articles/overview-carers-rights">https://www.nidirect.gov.uk/articles/overview-carers-rights</a></li> </ul> <p><b>Supporting care leavers</b></p> <ul style="list-style-type: none"> <li><a href="https://www.learningandwork.org.uk/resource/employer-guide-to-supporting-care-leavers-in-the-workplace/">https://www.learningandwork.org.uk/resource/employer-guide-to-supporting-care-leavers-in-the-workplace/</a></li> <li><a href="http://www.manchestercarersforum.org.uk">http://www.manchestercarersforum.org.uk</a></li> </ul> <p><b>Support poverty alleviation</b></p> <ul style="list-style-type: none"> <li><a href="http://www.gmpovertyaction.org">http://www.gmpovertyaction.org</a></li> </ul>

### Environmental sustainability

Theme	Examples	Potential areas of support
Promote environmental sustainability – reduce waste, limit energy consumption and procure materials from sustainable sources	<ul style="list-style-type: none"> <li>Committing to minimise waste and maximise the recycling of materials both on and off site</li> <li>Committing to specific environmental sustainability, carbon emission and waste management objectives and targets throughout the contract</li> <li>Achieving reduced carbon emissions throughout the contract</li> <li>Using eco-friendly materials and improving the energy efficiency of our stock</li> <li>Utilising local suppliers to reduce your carbon footprint</li> <li>Proposals for ensuring subcontractor compliance with waste legislation and waste management targets for the contract</li> <li>Promoting the use of sustainable transport to employees</li> <li>Projects to enhance neighbourhood greenspace</li> <li>Commitment to deliver physical improvements to community buildings</li> <li>Supporting Carbon Literacy Initiatives within your workforce and communities</li> </ul>	<p>Suppliers that are bidding to work with GHMP can deliver a tangible social impact through working to reduce their own carbon footprint, mandating their project supply chain or using their position as an employer to help engage and educate their staff. There is a range of support available to deliver these.</p> <p><b>Support to reduce your business carbon footprint</b></p> <ul style="list-style-type: none"> <li><a href="https://www.groundwork.org.uk/sites/msstt">https://www.groundwork.org.uk/sites/msstt</a></li> <li><a href="https://www.businessgrowthhub.com/services/energy-efficiency">https://www.businessgrowthhub.com/services/energy-efficiency</a></li> </ul> <p><b>Supporting carbon literacy training for communities</b></p> <ul style="list-style-type: none"> <li><a href="http://www.carbonliteracy.com">www.carbonliteracy.com</a></li> <li><a href="https://www.carbontrust.com/home/">https://www.carbontrust.com/home/</a></li> </ul>

## WRPS Ltd – One Manchester Roofing Programme Case Study

In September 2016 WRPS Ltd were successful in winning a tender issued by One Manchester for a roofing programme in the Alexandra Park area of Manchester. The programme consisted of multiple re-roofs as well as fascia and soffit renewals. Social Value was an integral part of the tender forming 20% of the available marks and was a key element in their success in winning the tender.

WRPS Ltd were keen to work closely with One Manchester to deliver social outcomes alongside a programme of roofing improvements. Within the procurement process WRPS committed to deliver a range of social value pledges including:

- Employing two Greater Manchester Apprentice Share scaffolding apprentices
- Delivering a range of roofing repairs, new doorframes and external improvements to Manley Park Play Centre – home of local community group Youth on Solid Ground



- An additional programme of internal works to Manley Park Play Centre above the tender requirement, including co-funding a new boiler

The Manley Park Community Centre is a popular destination for local children, and the centre now looks better than ever.

### **Majid Dar, co-founder of the Youth on Solid Ground project explained what it meant to have the work carried out on the Community Centre:**

*"It's been a lifesaver for this organisation and this community. We have hundreds of kids who use these facilities and without this work it would have been an unsafe space for them to use.*

*"I think it's a brilliant initiative to get businesses involved in community projects and programmes. With them giving something back and doing something, residents from the communities are benefiting. We're helping these kids grow and develop and so it's all going in a circle, everybody benefits."*

WRPS Ltd have built upon the success of the programme with a range of additional social value through a second phase: This has included:

- Hosting One Manchester Apprentice to provide valuable site based working experience

- Proactively providing scaffolding support to Moss Side Caribbean Carnival to support policing and carnival floats
- Paying for ten community members to attend the Moss Side Boxing Club annual dinner
- A range of works at local biking charity Bike Hive to provide storage works to enable the charity to increase and more securely store their stock

### **Simon Howarth, Commercial Director at WRPS Ltd said:**

*"As part of any tender WRPS focus highly on Social Value trying our utmost to go the extra mile and provide a highly localised offer for our clients and customers".*

*"As the programme of works has developed we have highlighted areas that we felt we could support the local community with and this has been a real success. We are delighted to be able to see a range of local organisations that are also benefitting from our work for One Manchester"*

## Glendale – Bolton at Home Grounds Maintenance Contract Case Study

In April 2015, Glendale Grounds Management Ltd was successful in winning a tender issued by Bolton At Home for a three year grounds maintenance contract, with the potential to extend for a further two years. Social Value was included in the tender forming 10% of the available marks and was pivotal in the award decision.

Glendale committed to working closely with Bolton at Home to deliver social outcomes in the local area as well as a challenging grounds maintenance service. Within the procurement process, Glendale committed to deliver a range of social value outcomes including:

- an enhanced financial contribution to Bolton at Home's social value fund over and above the minimum financial contribution of 1% of the contract value
- two full time apprentices
- six work placements per year
- support for Bolton at Home's annual Stars of the Community awards
- 320 donated hours to deliver social value projects across Bolton and
- a commitment to the Team Bolton Pledge.

Since the commencement of this contract Glendale has delivered above and beyond their original social value offer.

Since 2015, Glendale has provided paid seasonal work opportunities for 33 residents from Bolton at Home neighbourhoods. 8 of these residents have progressed from seasonal to permanent contracts within Glendale, whilst others have gained permanent work with other organisations. 4 traineeships have been facilitated with 2 of the trainees progressing through to permanent contracts within Glendale. Glendale has also recruited 2 apprentices from Bolton at Home neighbourhoods.

As part of the social value offer within the contract, members of Glendale's local team have delivered a number of environmental projects including;

- clearing up a piece of land at Johnson Fold which had fallen into disuse following the demolition of the former housing office. Nine cherry trees and 278 hawthorn hedges were planted, new top soil was laid before trees were planted and the land was reseeded. A new fence was added as well as planting shrubs and hedging plants.



- tidying up and improving the communal garden at Flockton Court over two days during July 2017. If residents had any specific gardening jobs they wanted to see completed, Glendale staff were available to discuss any issues with residents. They also delivered a free hanging basket session for residents, with all materials provided including the soil and plants, and the baskets were then used to decorate the communal garden.

Glendale has been one of the proud sponsors of the annual Stars of the Community awards since the commencement of their contract.

**Members of the local community said**

*'We really appreciate the dedication and commitment shown by the volunteers from Glendale's local team to help make these improvements to the environment, in addition to the work carried out in their day jobs.'*

In 2016, the successful partnership with Glendale was a key factor in being awarded a Responsible Business Award from Business in the Community (BITC) in the category of Employment for Excluded Groups. Glendale supported one of their employees to attend the assessment panel in London, together with a team of staff from Bolton at Home, and share their story directly with the judging panel. The award recognized the success in securing jobs for Bolton at Home customers within the supply chain.

The chair of the judging panel said 'Bolton at Home is instilling a culture of inclusion throughout the whole organisation and it's a culture that they are extending to their supply chain'.

**Jon Lord, Chief Executive of Bolton at Home, said**

*'We've always made it a priority to help people living in our communities improve their employment prospects. Over the past 3 years we have been helping customers breakthrough personal, social and economic barriers to prepare for work and secure actual jobs with our network of suppliers and contractors'.*

A new joint programme is in development which will see Glendale delivering a successful estate rangers project. The project provides valuable work experience and training in horticulture to residents from Bolton at Home neighbourhoods by providing 12 week placements within the local Glendale team. This project increases the employability of those who take part and 70% of those taking part have subsequently gained paid employment.

**Sean, one of the previous estate rangers, who is now employed by Glendale, explains his journey.**

*'Everyone at the UCAN and Glendale has helped me. They built my confidence. Eventually I started applying for jobs. This was great, just to get a couple of interviews, I got dressed up for one, all suited and booted and that felt good!'*

Glendale's contract has now been reviewed and extended for a further 2 years.

One in every five homes in the city region is owned or managed by a member of the Greater Manchester Housing Providers group. Over half a million residents live in those properties. We operate socially responsible businesses which means we take account of the impact of our activities and maximise the positive benefits of our work. This includes going beyond simply maintaining homes to creating opportunities for our residents and communities.

To that end in one year alone we've helped over 7,000 residents to get back into work; implemented poverty reduction initiatives that helped residents save over £14m; invested over £1.6m in apprenticeships; and attracted over £72m of investment into Greater Manchester.