



# Select Committee: The Wolverhampton Pound - Procurement, Contract Management, and Commissioning

16 February 2022

<b>Time</b>	6.00 pm	<b>Public Meeting?</b>	YES	<b>Type of meeting</b>	Select Committee
<b>Venue</b>	Committee Room 3				

## Membership

Councillor Susan Roberts MBE  
Councillor Paul Appleby  
Councillor Jonathan Crofts  
Councillor Valerie Evans  
Councillor Barbara McGarrity QN  
Councillor Rita Potter  
Councillor Zee Russell  
Councillor Jacqueline Sweetman  
Councillor Ellis Turrell

## Information

If you have any queries about this meeting, please contact the democratic support team:

**Contact** Julia Cleary  
**Tel/Email** [julia.cleary@wolverhampton.gov.uk](mailto:julia.cleary@wolverhampton.gov.uk)

# Agenda

## PART 1 – Items open to all attendees

<i>Item No.</i>	<i>Title</i>
1	<b>Welcome and Introductions</b>
2	<b>Apologies for Absence</b>
3	<b>Declarations of Interest</b>
4	<b>Our Voluntary and Community Sector</b> (Pages 1 - 16) [To receive a presentation from Mark Taylor, Deputy Chief Executive; Joanna Grocott, Place Based Innovation Lead; Laura Thomas, Chief Executive Citizens Advice – Wolverhampton and Dudley, and Clare Roberts-Molloy, Lead BID and Tender Writer YMCA Black Country Group.]
5	<b>City of Wolverhampton Council, Business Support - Social Value Approach</b> (Pages 17 - 36) [To receive a presentation from Isobel Woods, Head of Enterprise]

# Select Committee

## Our Voluntary and Community Sector

16<sup>th</sup> February 2022

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Mark Taylor  
Deputy Chief Executive

Joanna Grocott  
Place Based Innovation Lead

Laura Thomas  
Chief Executive Citizens Advice  
Wolverhampton and Dudley

Clare- Roberts-Molloy  
Lead Bid and Tender Writer,  
YMCA Black Country Group

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Agenda Item 4

# One City – Our Voluntary and Community Sector

## Our aims for the session

Key facts about the Voluntary and Community sector (VCS) and how it operates

Update on our journey so far with the sector and outcomes of the sector led research including;

- A baseline of key themes that are important to the sector in the context of commissioning, procurement and support for the sector
- What are the priorities that the sector see going forward.
- Impact and recovering from Covid

## One City – our journey so far

- Deputy Chief Executive as Voluntary Sector Champion Officer
- Councillor Clare Simm and subsequently Councillor Gillian Wildman as Voluntary Sector Councillor Champion
- Establishment of the Cross Sector Forum and action plan representing the sector
- Continued proactive engagement with various groups e.g. Wolverhampton Equalities and Diversity Partnership, Third Sector Partnership, Learning Communities, Faith groups.
- Chief Operating Officer and Director of Public Health and officers both contribute to and chair various partnerships and carry out proactive engagement with the VCS.
- Engagement with individual organisations to help organisations to achieve
- Ward funds established to support communities to tackle issues in their areas, building resilience and reducing demand on services
- Our principles and approach for City for Everyone is embedded in our Council Plan
- Our improved engagement and consultation has shaped our city priorities including the new Council Plan

## One City – our journey so far

We've continued to build on our relationships and have delivered better outcomes for our residents and city during Covid including;

- Established a Food Bank forum to work with food banks across the city
- Worked with the VCS to implement the One City Fund to raise funds for VCS groups in the city working with our most disadvantage groups during Covid
- Worked in partnership to support those who were self isolating to provide food, medicines and mental health support
- Our VCS have provided on the ground support in communities to ensure people are safe and get what they need.
- Supporting our approach to place based, working in partnership to encourage those hardest to reach to access testing, vaccine and support.

# WOLVERHAMPTON'S VOLUNTARY SECTOR



There are a number of well-known  
VS organisations that have been in the city  
**100+ years**

Lots more have  
been operating for  
**50+ years**

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**11,900+**

volunteers in the city  
within the voluntary sector



**4,400+**

paid employees  
across the city



Ratio of  
**3 volunteers**  
to every  
**1 paid employee**



Received in the sector through council funding

**£11.1 MILLION**

(2017/2018)



Total income for the sector is approximately

**£140 MILLION**

(2017/2018)



For every **£1 received** from the council the sector **generates £13**



Volunteering contributes between

**£18 to £36 MILLION**

per year to the economy\*



Support provided in the city:

**CARE  
ADVICE & GUIDANCE  
HEALTH, MONEY  
EMERGENCY PROVISION**



Volunteering could include:

**SELF-SUPPORT  
WORK EXPERIENCE  
UPSKILLING**

\*based on between half a day and a full day per week



## One City – our journey so far

A Cross Sector Forum with representatives from the Voluntary Sector and Council was established in 2019 to develop and deliver an action plan against three themes. These included;

- **Stronger relationships** – Recognition, respect and trust will underpin the relationship between the Voluntary and Community Sector and City of Wolverhampton Council, creating a culture of mutual respect and awareness of each other.
- **Quality communication** – Building opportunities for communication across the Voluntary and Community Sector and City of Wolverhampton Council to increase awareness and create opportunities to share knowledge, best practice and engagement.
- **Co-ordinated commissioning** – Develop and implement a co-ordinated commissioning process, establishing co-production and co-design between the Local Voluntary and Community Sector and City of Wolverhampton Council and other public bodies as appropriate.

## Achievements

The Cross Sector Forum has been critical in influencing and facilitating activity across the system including;

- Raising the profile of the Voluntary and Community sector in the city
- Developing a framework to embed co-production in everything we do
- Contributed to the development of training programmes for VCS groups to access opportunities to bid for funding
- Contributed to the development of Social Value principles and the Wolverhampton Pound framework

The Cross Sector Forum is currently completing a report that will be shared with the Voluntary Sector Alliance and inform future objectives.

## One City – our journey so far

Building on the outcomes of the action plan the Cross Sector Forum recently commissioned the University of Wolverhampton to complete a consultation exercise to establish a baseline of the Voluntary and Community sector to inform future priorities.

The consultation included :

- Informing the priorities of the sector
- Commissioning approaches
- How they will respond to future demands in the City
- Identify inequality and remedies to address it
- What the sector needs to achieve
- Identifying risks and challenges
- How they envisage the future

## Emerging themes from the baseline research

Building better cross-sector relationships to support organisations for positive and delivery of services

Funding practices that enhance transparency and effectiveness in local commissioning

The future role of local VCS leadership and an environment for successful local infrastructure

The impact of Covid on the local sector: demand for VCS services has increased, but capacity has not increased in line with demand.

Working collaboratively to access regional and national commissioning, e.g. Integrated Care Partnership

Ensuring Wolverhampton Voluntary and Community Sector benefits from the Wolverhampton Pound.

# Reflections from Cross Sector Forum members

## Introduction:

Laura Thomas (Cross Sector Forum member)  
CEO, Citizens Advice Dudley and Wolverhampton



## Page 11 About us:

- Established in 1939, the day after World War 2 broke out
- Deliver legal advice up to Tribunal in 11 different advice enquiry areas
- We have nearly 20 different contracts across Dudley, Wolverhampton, the wider Black Country
- Last year we supported over 15,000 people per annum
- We deal with over 47,000 advice issues per annum
- We answered 24,000 calls through our Contact Centre in Dudley and Wolverhampton alone
- Last year, we brought in £13.7 million in income for clients
- Last year, we addressed £7 million in debt for clients and;
- Tackled 118 discrimination cases
- Demand is out stripping capacity 3:1!

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## Reflecting on outcomes: Being new to Wolverhampton

- There is excellent buy in from WC Council to the VCS role and value in making the City great
- The VC sector is diverse – this presents both challenges and opportunities
- Building resilience can only be achieved by leadership, from ‘within’ the VCS, supported by the Council
- VCS infrastructure needs to be transformative
- Establishing an appetite for risk is critical for a successful VCS
- Collaboration and co-production will lead to successful outcomes

***“Citizens Advice didn’t hold my hand, they strengthened my grip”  
(anonymous client)***

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## Cross sector forum member reflections

### Introduction:

Clare Roberts-Molloy (Chair, Cross Sector Forum)  
Lead Bid and Tender Writer, YMCA Black Country Group



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### About us:

- YMCA is the largest and oldest charity working with young people in the world.
- We are part of a Worldwide movement that helps more than 58 million people in 119 countries
- YMCA BCG is an independent local charity, and has supported Young People in Wolverhampton for over 100 years
- We deliver across Wolverhampton, Walsall, West Bromwich and Dudley & Redditch
- Our services include Accommodation, Training & Education, Family Work (Nurseries), Support & Advice, and Health & Wellbeing
- We bring community transformation by helping people to believe in themselves and realise their potential – supporting them to grow and develop in Mind, Body & Spirit
- We currently support more than 14,000 people per year

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## Reflecting on outcomes: Established member of Wolverhampton

- Wolverhampton has a vibrant and enthusiastic VCS that goes above and beyond to support residents and communities in the city
- Many examples of best practice delivered via numerous partnerships, forums and boards supporting the sector and service delivery across the city
- Despite delivering positive impact, the sector faces some internal disruptors and there is currently no clear process for managing disruptive and negative behaviours
- VCS focus is on larger organisations and smaller, grassroots organisations are often 'left out'.
- Huge scope for capacity building and leveraging the resources and talents within the sector for the benefit of the city
- Sector has a large appetite for co-production and partnership bids
- Frustration faced by the sector around national providers delivering/duplicating services in city with little benefit to the sector



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# City of Wolverhampton Council Social Value Approach

Wolverhampton Pound

Towns Fund

Wolves at Work

Significant Anchor Institutes in the city, collective spend £834 million

## 5 Key Objectives

1. Retaining and growing local wealth prioritising local spend
2. Embedding social value in the city leverage local spend and employment
3. Leading the green transition
4. Supporting growth in health and wellbeing economy
5. Growing and promoting cultural creative city

# City of Wolverhampton Council - City Charter

**Develop and  
grow a skilled  
workforce**

**Encourage  
healthy  
lifestyles and  
independence**

**Support more  
people to be  
active within  
their  
communities**

**Support  
business to  
develop and  
grow**

**Support the  
reduction to the  
carbon footprint  
and eliminate  
unnecessary  
waste**

# City Charter – Social Value Approach

Focus is to prioritise local spend through procurement and commissioning approaches to strengthen and support local supply chains, encouraging the growth of new sectors and creating new jobs.

Embed in key regeneration projects to building strong relations, offer incentives and use local authority levers to secure local spend from prime contractors

Work with the city's commercial contractors and key strategic relationships to shape a joint delivery model with ambitious outputs and outcomes

# Wolves at Work: Social Value Delivery Approach

## Social Value Toolkit

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Social Value Structure

The 5-stage Approach

Skills and Employment Plan

# Wolves at Work: Social Value Structure

To maximise Social Value benefits from Investment in the City for residents, students, communities and businesses that will help with their development and sustainable economic growth.

**City of Wolverhampton Partnerships:**  
Council teams and City Teams/ External key partners

**Recruitment and Jobs**  
**Skills & Workforce Development**

**Recruitment and Jobs**  
City of Wolverhampton Council  
and Partners

Focus:

- recruitment campaigns and activities

**Stakeholder Relationships**  
City of Wolverhampton Council

Focus:

- engagement with stakeholders and partners

**Skills & Workforce Development**  
City of Wolverhampton Council and  
Partners

Focus:

- inclusive skills programmes and future skills pathways

# The 5-stage Approach - To Maximise Benefits from Investment in the City

Strategic Objectives: Increase local spend, secure local employment, secure community benefits

## Development Stage 1

Pre-application  
Investment  
Strategic  
Companies

## Planning Stage 2

Supply chain  
analysis  
Shaping skill  
bridges  
Introductions

## Supply Stage 3

City Team  
approach to  
responsibility  
Key partners,  
investor, supply  
chain

## Delivery Stage 4

Business support  
Wolverhampton  
Pound  
Shared  
intelligence

## Monitoring Stage 5

Monitoring and  
SV reporting  
Feedback,  
evaluate and  
review

Wolves at Work Account Management - Skills and Employment Plans and Workforce planning



# Wolves at Work: Skills and Employment

Wolves at Work has developed a highly successful employment brokerage service delivered as a partnership between the Council, DWP and local employers.

Key businesses are asked to sign a Pledge to support local residents to access:

- Jobs
- Apprenticeships
- Upskilling of the existing workforce
- Work experience

Monitor and review, revise and adjust to ensure outcomes are achieved.

# Approach to Maximise Benefits from Investment in the City

## Skills and Employment Plan



# Construction Projects - Social Value

- Project Title  
All
- WV Living Project?  
All
- Contractor  
All
- Ward  
All
- Theme  
All
- Outcomes  
Page 25
- 01/01/2017 30/06/2022
- Employer Enterprise Team  
All
- Employer Work Coach  
All
- CWC - Head of Service  
All
- CWC - Project Manager  
All

Social Value Amount Achieved

£9.37M

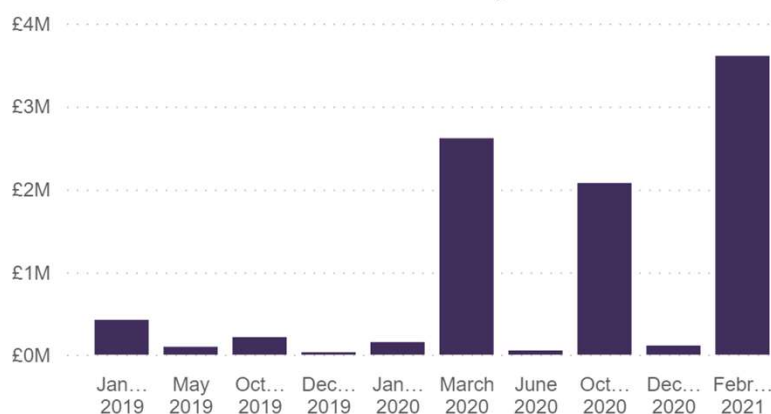
Social Value Target

£1.98M

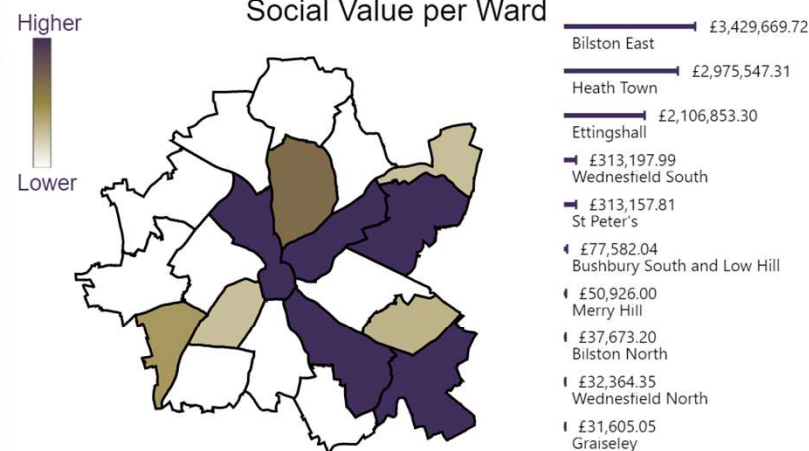
Social Return on Investment

£7.39M

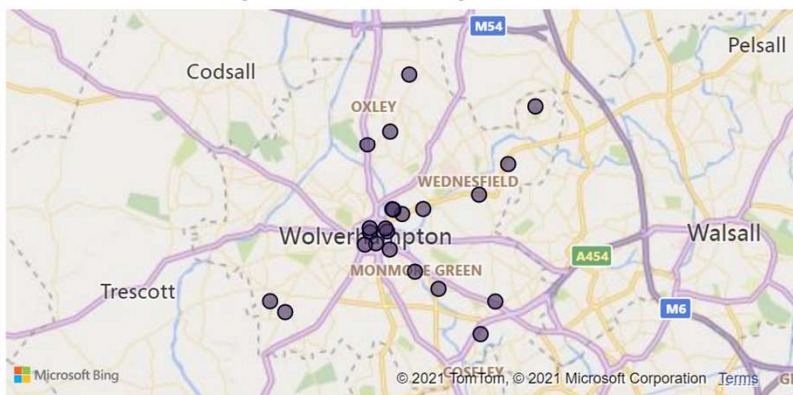
Social Value Month by Month



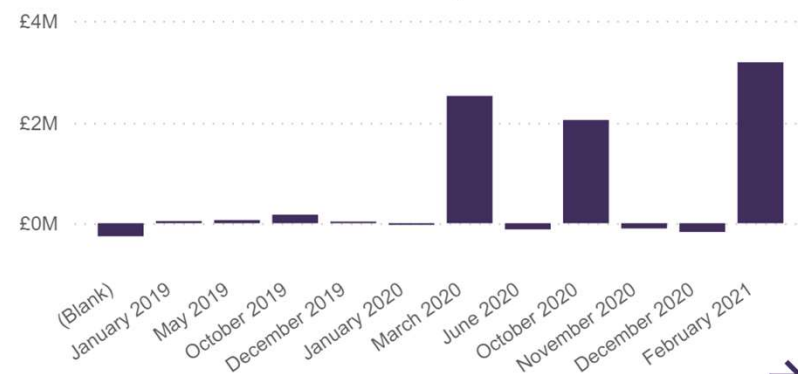
Social Value per Ward



Project Locations by Postcode



SROI Month by Month



# Benefits, Achievements and Legacy



**Consistent and effective process**



**Working collaboratively with internal departments**



**Supply Chain links and opportunities**



**Additional resources allocated by investors/contractors**



**Inclusivity of opportunities**



**Effective working relationships**



**Legacy – investors/contractors adopting Wolves at Work approach**



**Flexible processes and flexible approach**



**Reporting of outcomes achieved**



**Innovation by investors/contractors**



**Greater awareness for City Partners**

# Social Value – City of Opportunity



**Galliford Try – Wolverhampton Interchange phase 1**



**Countryside Properties – Bilston Urban Village, 400+ new homes**



**Construction Hub  
Willmott Dixon – WV Living, CITB,  
Wolverhampton college, The Marches,  
Wednesfield**



**WV Living – contractor's apprentice**



**Willmott Dixon – delivering  
Virtual WEX**

## Next Steps – Social Value Approach

- To integrate and expand programme as part of the wider strategic opportunities identified by the Wolverhampton Pound and Procurement strategy.
- To collate case studies and share outcomes and impact of completed projects.
- To deliver integrated skills and employment plans to meet the project outcomes of Towns Fund.



i9 Development

# End of Project Report

Local Labour Distance	People count	People Days	Workforce %
Within 10 miles	175	3943	45.55%
Between 10-20 miles	89	154	17.81%
Between 20-30 miles	37	368	4.25%

\*Figures collated from turnstile data, system in operation between May 2020 – June 2021

### Local £ Spend Distance Within 10 miles

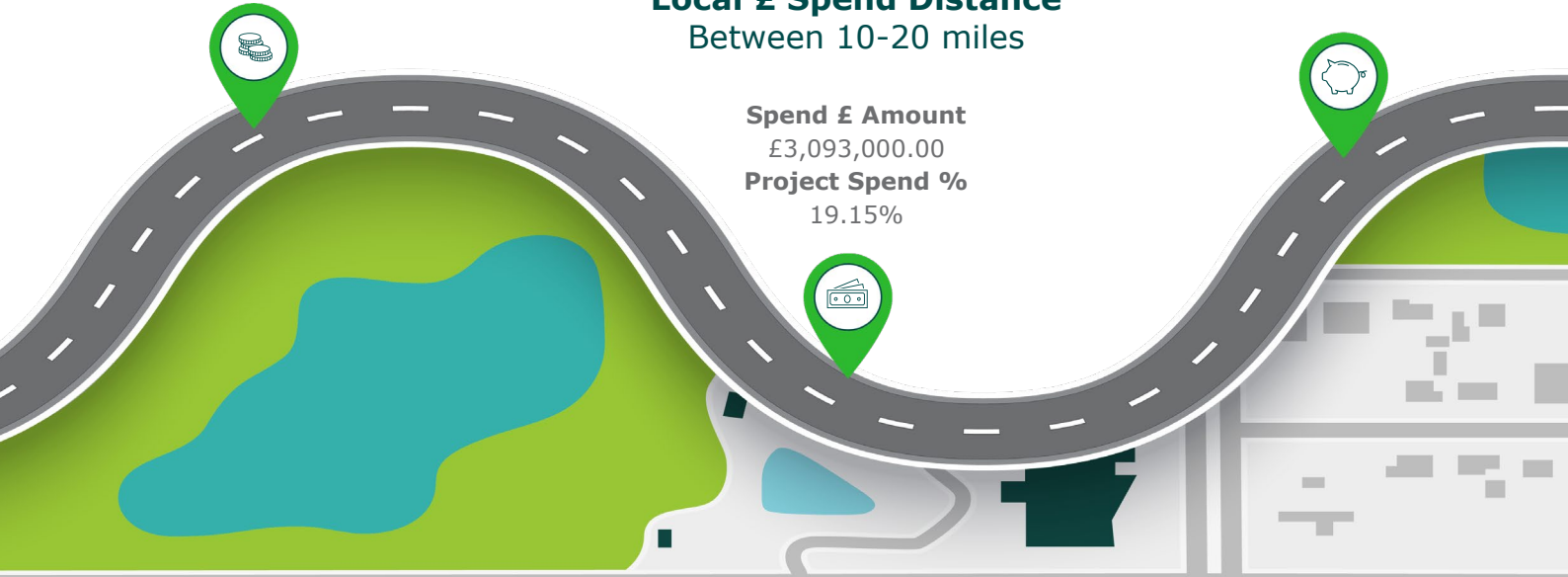
**Spend £ Amount**  
£1,417,500.00  
**Project Spend %**  
9.15%

### Local £ Spend Distance Between 20-30 miles

**Spend £ Amount**  
£70,000.00  
**Project Spend %**  
0.45%

### Local £ Spend Distance Between 10-20 miles

**Spend £ Amount**  
£3,093,000.00  
**Project Spend %**  
19.15%



\*Primarily, project supply chain partners regardless of locality looked to source material provisions locally wherever relevant and possible, to contribute towards local spend.

\*\*Additionally, GRAHAM procured skips, cleaning supplies and miscellaneous materials from local suppliers throughout project lifespan.



## 19, Wolverhampton Project Impact Created:



**537**

Students Engaged



**42**

GRAHAM Staff supported student engagement



**90**

GRAHAM Staff Delivery Hours



**40**

GRAHAM Staff Preparation Hours



**7**

Existing Site-Based Apprentices



**4**

Work Experience Placements



**5**

L&M Training Opportunities



**8**

New FTE local jobs



**22**

Events & EA Meetings Supported



**281**

Apprentice Days



**From the early onset of the i9, Wolverhampton project, we had created an Employment and Skills plan to deliver a range of outcomes to support local emerging talent to include, but not limited to; site visits, site-based work experience, internships and curriculum support.**

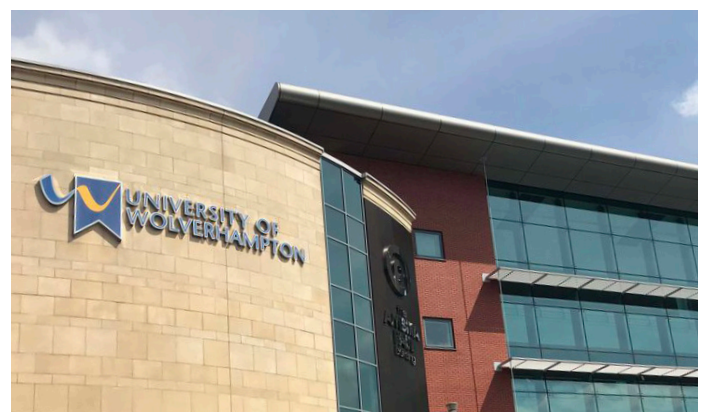
**Working in collaboration with key local stakeholders, the i9 Project Management and Social Impact Team were quick to react to the pandemic and its immediate restrictive and negative impact for local students.**

Immediately our team worked directly with The University of Wolverhampton and its Head of Civil Engineering, Peter Mills to develop a new alternate engagement and delivery plan. Working closely to the University's Module Leader, Dr Renukappa we developed a partnership to create a delivery plan that was relevant to student needs and their learning requirements.

**Our i9, Wolverhampton Management team through resilience and key partnerships, successfully delivered their first bespoke virtual Masterclass Presentation and Q&A session for the budding engineering students.**

**I9, Project Manager, Gary Irving** said, "Covid-19 brought with it many challenges, however our Industry in particular faces challenges daily, making us extremely resilient and quick to adapt in our resolutions" and went on to say, "After discussions with the University Professors, we decided to create an interactive 'Masterclass Presentation' for their learners. We asked them which topic areas they would like us to cover, to support and enrich their current modules, we listened and embedded their requests within our presentation."

**// Covid-19 brought with it many challenges, however our Industry in particular faces challenges daily, making us extremely resilient and quick to adapt in our resolutions. //**



During the interactive Q&A session, the team also received fantastic project and industry related questions from students, after the event Head of Civil Engineering, Peter Mills, forwarded student feedback including comments such as;

"The presentation on the i9 Project was clear, informative, and interesting. It covered all aspects from the start to current state of the project, changes due to site constraints and effects of COVID on the project.

I found having Gary and Chris talking about the project was great as you could really see their passion for their project, and they know all the ins and outs of it making it more personal and interesting to hear about. The presentation slides themselves were full of great information, drawings and images; this aided their great presentation. I really enjoyed hearing about the i9 and hope to see the end result"

### St Matthias Design & Build Mentoring programme.

Our **Social Impact Advisor**, Louise Seddon worked in direct partnership with **Carol Codner, City of Wolverhampton EBP, Education and Enterprise Advisor** to deliver engagement and essential support to build skills, knowledge and resilience of city wide students from Wolverhampton.

Our schools engagement programme also included; Ormiston New Academy, Colton Hills, St. Edmund's, OLSC, Smestow, The King's School, Wednesfield High and The Royal Wolverhampton.

Through their collaboration another opportunity to create further lasting impact was offered through an additional role of Enterprise Advisor for -

## THE CAREERS & ENTERPRISE COMPANY

### The Careers & Enterprise Company – Black Country.

Our Social Impact advisor took on the role and subsequently we were partnered with St Matthias High School and their careers leader Ms Rebecca Neath. Through Compass meetings we developed our relationship and GRAHAM suggested a mentoring programme to support 12 of Year 10 St Matthias students.

### Delivering lasting impact

The GRAHAM Design & Build Mentoring programme student participants were introduced to the programme through a face to face presentation delivered by GRAHAM at St Matthias school. The students were given a project brief to create a winning garden and reflection space within school grounds for other students to access. The project brief and requirements included creating 4 teams of 3 and within each team students had to decide who should be **Project Manager, Design Manager and Sustainability Manager** within each group. Working to the brief each team also submitted at least 2 ideas to attract birds, wildlife and pollinators into their garden designs.

A unique programme to include a blended delivery of both face to face and virtual meant students personally met with project management teams and had the opportunity to ask them direct questions through our 'Meet the experts' sessions to support their designs. In the finale, each team presented their design ideas to a panel of judges and we created the winning design through pro-bono works and voluntary support, including donations and support from our i9, Supply chain Partners.

**Rebecca Neath, Careers Leader at St Matthias** said: "The garden project was a unique opportunity for the school and its students to be creative and work on something from beginning to end. "From starting out with a project brief, coming up with design concepts, and then seeing the completed project brought to life, it has been an invaluable and enjoyable experience. GRAHAM was encouraging and supportive throughout the lifespan of the project, making the experience a really positive one for the students and whole school community."

One student said: "It was great to put our creative skills to play and see the final outcome of the project. We really enjoyed playing the different roles and jobs of construction and putting our ideas into a real-life project."



Pro-Bono St Matthias Design  
& Build Reflection Garden Costs.



**£450**

Plants



**£950**

Roof to pergola -materials and labour



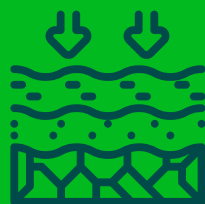
**£1500**

Timber for Pergola and planters



**£650**

Labour for pergola and planter



**£500**

Topsoil for planter



**£65**

Fixings

**£100**

Water fountain



**£40**

Weed barrier



**£250**

Skip



**£850**

General labour costs



**£500**

Steel for pergola



**£5,855**

Total Build Costs

## Celebration Presentation

On 16<sup>th</sup> November 2021, GRAHAM celebrated the 12 learners who participated in the GRAHAM Design & Build programme through the delivery of a special award ceremony.

Our i9 Project Manager, Gary Irving personally presented each of the students with their certificates outlining their skills and knowledge gained and each received GRAHAM goody bags with special scientific calculators in advance of their final exams.

The garden project winners additionally received their Winning Certificates for their CV portfolios and each received £25 Amazon Gift Cards.



*Hayden Jordan, pictured after receiving his award and prize.*



*Kaci McDonald, pictured after receiving her award and prize.*

*Kaci's identical twin sister Keira McDonald also received a winner's certificate and prize.*



*Bailey Bridgen, pictured after receiving his award and prize.*

We will remain active in collaboration with St Matthias School through our Enterprise Advisor role and commitments.

We will deliver our support and industry guidance through compass meetings and employer engagement, careers events and employability and skills focused activities such as; CV writing workshops, Mock Interviews and 'Guess my Job'.

**Delivering  
lasting impact**

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