

## Social Value in Greater Manchester Case study



### Redgate Holdings

[Redgate Holdings](#) is a commercial enterprise which specialises in recycling and waste disposal. Based in Gorton in East Manchester, they have a longstanding contract with Manchester City Council to collect, recycle, and dispose of waste. When the Centre for Local Economic Strategies (CLES) first engaged with Redgate nearly ten years ago their core focus was upon delivering a cost- efficient service for Manchester City Council. This meant that the cost of delivering the activities was their most important consideration in service delivery – as opposed to thinking about wider considerations such as the geography of their workforce and supply chain, environmental emissions and their location in one of the most deprived neighbourhoods in the country.

Since meeting with CLES and realising that Manchester City Council were interested in more than just efficiency in procurement and service delivery, Redgate have changed their practices significantly leading to enhanced social value through everything they do. They have actively sought to think about how their activities can also bring local economic, social and environmental benefits.

Their core impact has been through job creation with increased contractual activities with Manchester City Council enabling Redgate to create jobs. The focus of Redgate in recruitment has been upon the direct locality in which they operate, so Gorton and the directly neighbouring wards. Through working with neighbourhood level employment brokers and local community groups, Redgate have been able to support a number of Manchester residents into work (around 10 in the last 4 years). They realised that such an approach improved retention of the workforce as people travelled less distance to work and that Redgate were more embedded in the local community as a business based there, but also as a contributor to addressing local economic and social challenges. They also realised their importance as a contributor to local shops through the spending power of their employees.

Redgate have also undertaken other activities around social value. Whilst much of the machinery they require is specialist and often drawn in from overseas suppliers; they have really started to think about the other goods and services they purchase and develop the local market. They have also as a waste focused organisation sought to think about landfill and the amount it costs to send waste to landfill. Redgate seek to ensure as much waste is recycled as possible. They are also involved in further engagement with local community groups and particularly junior sports teams, all with the aim of becoming embedded in the Gorton community.

For Redgate Holdings, social value is important. It has required a little external stimulus and support, but the organisation has embedded the importance of jobs, supply chains and environmental practice into their everyday activities. It also enables them to be competitive

with much larger organisation when it comes to procurement processes with Manchester City Council. A quote from the Redgate Holdings website is below:

**'Our Fleet of vehicles and plant all meet the highest European directives for emissions, our MRF Plant is powered by optimum efficiency methods, over 60% of our staff travel to work by cycle or public transport and we are supported by and an advocate of the "Manchester - A Certain Future" Climate Change Action Plan. Redgate are proud to be based in Manchester, Employ in Manchester and service the recycling needs for Manchester's Organisations, Businesses and Residents.'**