

Social Value Strategy 2024-2027

November 2024

Introduction

What is Social Value

Local authorities and other public bodies are legally obligated to consider the social good in contracts, subject to public procurement legislation.

Social Value is about maximising this 'good' and can be defined as:

The currency for conducting responsible, sustainable business. In simple terms, it is the value an organisation contributes to society beyond business as usual.

Currency here isn't necessarily financial. This value could be economic, community focused or environmental.

In Bury we're clear that social value extends beyond the legal requirements and procurement process. It's everyone's responsibility and about how we work together with businesses, the voluntary sector and our communities to maximise the value of everything we do to benefit Bury people.

This document sets out the Council's strategic approach to Social Value and describes how we will use this value to help deliver the objectives of our LET'S Do It! Strategy.

The National Context

The **Public Services (Social Value) Act 2012** came into force on 31 January 2013. Under the act, local authorities and other public bodies have a legal obligation to consider the social good that could come from the procurement of services as part of the commissioning cycle. The aim of the Act is not to alter the commissioning and procurement processes. The Act is designed to ensure organisations give due consideration of the wider impact of their commissioning and procurement activities to enhance their outcomes and outputs from the services delivered.

The **National Themes Outcomes and Measures (TOM's)** is a framework for delivering excellence in measuring and reporting Social Value. The National TOMs Framework has evolved into a Social Value measurement standard across the UK. Its flexible yet robust structure can be adapted to meet the needs of individual organisations. The National TOM's also include financial 'proxy values' to help measure the value delivered and quantify the wider value created through Social Value.

The **National Procurement Policy Statement (NPPS)** stresses that Local Authorities should have regard to the following outcomes in their procurement activities, alongside any additional local priorities, where it is relevant to the subject matter of the contract and proportionate to do so

- Creating resilient businesses and opportunities for quality employment and skills development
- Improving innovation, supply chain resilience and security of supply

- Tackling climate change and reducing waste

The **Procurement Act 2023** require buyers and suppliers to publish KPIs on key commitments and emphasizes the importance of social impact in tender evaluations, encouraging suppliers to contribute positively to society.

Social Value in Greater Manchester

Greater Manchester was an early adopter of Social Value. In 2014, Greater Manchester Combined Authority published its first [Social Value Framework](#). Greater Manchester's local authorities have used this framework to formulate their own arrangements, with adjustments made to fit the locality and its unique characteristics or requirements. **The Greater Manchester Social Value priorities** which are summarised into six themes:



- Real Living Wage
- Principles of Greater Manchester Good Employment Charter
- Tackling inequality
- Local spend
- Economic diversity
- Carbon reduction

In Bury, our Strategy and Objectives are aligned with this Framework.

The Bury Context

The [Let's Do It Strategy](#) sets out a clear ambition for Bury 2030: to stand out as a place that is achieving **faster economic growth than the national average, with lower than national average levels of deprivation**. Bury Council play a central role in driving the delivery of this ambition.



LET'S Do It! was codesigned with a wide range of stakeholders and partners, including the Bury business community who have a critical role to play here in supporting the delivery of this ambition as partners across our borough.

It is important that this focus is set in the financial and societal context in which the Council operates. This includes a 29% reduction in core spending power since 2010/11 set alongside significant and growing demand for our specialist services, particularly social care, with a 17% increase in demand in 2023/24 alone.

The backdrop of Covid recovery, rising inflation and the cost-of-living crisis pose unprecedented challenges for our communities. However, our commitment to the LET'S principles and ambition, including working **Together** to deliver with our businesses and communities remains the same.

The Council spends over £100M a year through its contracts. Maximising the social value of this spend, as well as the strategic opportunity this brings to promote wider corporate social responsibility and support community wealth building, presents an essential opportunity to support our commitment to truly inclusive economic growth.

Social Value in Action

Social Value isn't new. The Council's previous Social Value Policy was written in 2017 and has provided a framework to deliver some important outcomes.

The Local Government Procurement Index shows that, in 2022 Bury¹:

- Spent £63.8M with SMEs
- Spent £14.5M with the VCSE
- Spent £59.6M with locally based suppliers

As well as this, the Council is also benefiting from significant Social Value contributions through collaborative procurement activity at the Greater Manchester level through contracts such as the SUEZ waste contract and REED agency contract.

Radcliffe Community Skills Centre



Delivered by VINCI as part of their Social Value contribution to the Radcliffe Hub works the skills centre offers an opportunity for young people aged 16-24 not in employment, education or training to learn new skills and gain a Level 1 Award in a construction trade with 24 trainees expected to be supported through the Centre by January 2025.

¹ [The Local Government Procurement Index \(tussell.com\)](https://www.tussell.com)

Real Living Wage Accreditation



Following the Council's accreditation as a Real Living Wage employer in 2021 payment of the living wage to staff directly engaged on Council contracts has been built in as an expectation within the procurement process and has impacted rates of pay to an estimated 4,000 people in the Council supply chain, mainly in Adult Social Care roles. This, in turn, has had a positive impact on workforce stability and retention, in particular the home care market which supports over 800 residents each day and now has a 1 day average wait time for care and support to begin.

The below is feedback from one of our care providers in Bury:

Implementing the Real Living Wage has had a transformative impact on our organization's recruitment and retention efforts. Prior to this change, the rising cost of living had left several members of our workforce struggling, contemplating a return to benefits as it seemed financially more viable. However, upon announcing our commitment to becoming a Real Living Wage employer, there was a palpable sense of relief among our employees who cherished their work in looking after vulnerable elderly individuals.

The implementation of the Real Living Wage not only addressed financial concerns but also significantly boosted staff morale. Employees were more willing to take on additional hours as they were now receiving fair compensation for their dedication. This increase in pay not only improved self-esteem but also played a crucial role in retaining our valuable staff, preventing the loss of talent to other industries, such as retail.

Since the initiation of the Real Living Wage on 25th October 2021, and with the upcoming increase to £12.00 per hour on 1st April, 2024, we have observed a positive three-year trend in hourly rate growth, rising by £3.09 per hour. For someone working 40 hours per week, this translates to an annual pay increase of £6,427.20 or an additional £535.60 in their monthly pay packet. Care staff have expressed that this financial boost has significantly alleviated the burden of essential expenses such as rent, fuel, and utility costs, leaving some surplus for personal luxuries.

In essence, the Real Living Wage has not only been an effective tool in mitigating poverty among our workforce but has also become a catalyst for enhanced job satisfaction, increased commitment, and improved overall well-being among our employees.

We need to build on this and increase the number of accredited Real Living Wage employers in the borough from the current baseline of 33.

Creating Opportunities for our Care Experienced Young People

The Council is keen to ensure our strategic partners share our important Corporate Parenting mission. As such, we have been working closely with large Private Sector organisations with which we have Strategic Partnerships and Joint Ventures to ensure our Looked After Children and Care Experienced young people receive direct benefits from large scale activities occurring within the Borough.

The Council has established a joint venture partnership with two large, national developers to deliver regeneration at scale in both Prestwich and Bury Town Centres.

The Council has held training and development sessions with Prestwich Joint Venture partner Muse Places LTD which introduced our Looked After Children to careers in property development, architecture, project management and town planning. Muse have provided facilities in the City Centre for the events and have organised for high profile, inspiring professionals across the built environment from within their supply chain to share their experience and the mechanics of developing a career in property/construction. Further events are being planned including tours of completed projects and construction sites. The events have focused on inspiring our children to a career in this challenging field, in addition to showcasing role models, career benefits and encouraging women into the field.

The Council has secured funding to provide an apprenticeship, ringfenced to our care experienced young people. Our Joint Venture partner on the Council's Mill Gate Shopping Centre regeneration project, Bruntwood, has agreed to host the apprentice within their national organisation. Recruitment for the post will begin shortly, and will offer one of our children a sought-after position within a nationally regarded organisation. This is a tremendous opportunity and the apprentice will be supported by both Bruntwood and the Council to succeed. In addition, they will have the opportunity to work across numerous projects, and support the Joint Venture in Bury. This will allow the apprentice to make their mark on an important Town Centre site.

Further apprentice opportunities are currently under development with the Council's contractor partner Vinci, in addition to the construction skills centre in Radcliffe.

Work by the Children and Young People's Directorate in promoting the Council's Corporate Parenting mission has placed our children at the heart of the development of large regeneration projects and construction initiatives through in-depth workshops held with project management and commissioning staff. The Regeneration team hope to bring forward further opportunities and have been working to link up the construction skills centre with vocational training opportunities available at Alternative Provision (education) currently under construction in Radcliffe. This will begin in February 2025.

Despite these notable successes, the previous Bury approach has not delivered the full potential that Social Value can bring, and this Strategy seeks to maximise that potential and ensure tangible and quantifiable outcomes for Bury people aligned to our Strategic priorities.

Social Value at the Heart of LET'S Do It!

LET'S Do It! isn't just a strategy for service improvement, it is a radical new proposition for community power; putting relationships first and creating a borough in which every single person plays their part.



Social Value can and must play a crucial part here by:

Supporting a move away from purely transactional processes of procurement towards building relationships and working with locally based organisations and the wider business community.

Building the capacity and sustainability of local voluntary, community and faith organisations.

Promoting the models of ethical business and employment which the Council expects through our relationships and spending power.

Whilst **Social Value** is sometimes described as an element of the transactional procurement process this isn't the case. It's everyone's responsibility and an area where we all have a part to play.

We will only achieve the true benefits from Social Value if it forms an integrated part of our overall approach to business engagement, community development and inclusive growth. This includes three broad areas of work:

Corporate Social Responsibility	<p>Business commitment to social outcomes. – Promoted through our wider business relationships including Bury Business Leaders Group and led by the Council's Business and Investment Team.</p> <p>Developing relationships which benefit the Bury economy and our residents and go well beyond the transactional in recognition of a shared commitment to LET'S and our borough, including quality employment standards and a shared commitment to the environment.</p>
Social Value in Procurement	<p>Using the legislative framework and building on our relationships with business and the VCSE to maximise the social value add of procurement activity, match supplier commitments to Bury priorities at both the strategic and practical level and ensure we turn commitments into tangible outcomes for our people.</p>
Community Wealth Building	<p>A people-centred approach to local economic development, which redirects wealth back into the local economy, and places control and benefits into the hands of local people. – There are some big opportunities here but this will require a step change in how we think and act as a Team Bury partnership. Our Social Value Strategy is key to moving us in this direction.</p>

The Pillars of Community Wealth Building²

The Centre for Local Economic Studies (CLES) has developed five pillars of Community Wealth Building:

1. Plural ownership of the economy.
2. Making financial power work for local places.
3. Fair employment and just labour markets.
4. Progressive procurement of goods and services.
5. Socially productive use of land and property



Through our Social Value Strategy we will work to develop clear approaches and actions across each of these five areas.

² [How to build community wealth | CLES](#)

Our Social Value Objectives

In maximising the potential of Social Value this strategy has four objectives aligned to the four principles of the LET'S Do It! Strategy.



Local

We will strengthen our relationships with local businesses to benefit Bury people and actively work to increase the proportion of our spend with local suppliers through business development as well as engagement.



Enterprising

We will move from our current 5-10% social value contribution to a 20% standard weighting from all contracts with a value over £25K over the next three years. This will be supported by a strengthened infrastructure to ensure direct and demonstrable contributions are made linked to an annually reviewed set of priorities and a clear approach to assuring delivery.

This is a significant shift. In moving to this new standard, we will need to develop our system, processes and culture as well as engaging with the supplier market to share our priorities and how they can contribute. We will initially focus on high-value contracts (£5M+) to deliver immediate benefits.



Together

We will build relationships through the current and potential supply chain and connect business to our voluntary, community and faith sector to shape and deliver a shared approach to Community Wealth Building.



Strengths

Following the example set by the Council, we will expect a minimum set of standards for those we work with, including payment of the Living Wage, a commitment to the principles of the GM Good Employment Charter and a demonstrable commitment to sustainability and the principles of the Bury Climate Action Strategy.

Measuring and Assuring Social Value Delivery

Measuring Social Value

It's critical that we have in place:

1. An agreed mechanism for understanding and defining local needs and priorities to identify and triangulate the opportunities which Social Value can respond to
2. A clear mechanism to assess and measure the social value contributions made through the procurement process.
3. A strong contract management focus to ensure commitments are delivered upon
4. An approach to quantifying the impact of social value to assure Members and the public of the impact this is having.

To support this, we will build a partnership approach to identifying needs and priorities and make use of the national Themes Outcomes Measures (TOMs) method of social value measurement. We'll deliver training to our contract managers, so that they have the confidence and capability to manage social value delivery as part of the contract management process and engage proactively with local suppliers so they're clear on the part they can play.

Assuring Delivery

As part of the procurement and contract management process we will ensure Social Value is considered at four key stages.

1. **Opportunity assessment:** The first stage of any commissioning and procurement process will be the undertaking of a social value 'opportunity assessment' as part of the pre-procurement activity. This will identify the appropriate, relevant and achievable elements of social value that could be delivered through the life of the contract and how this could be achieved. In addition, officers will identify any opportunities for local businesses or organisations to participate in the process and the best way to encourage and support them.
2. **Embedding outcomes in the tender process:** Following the identification of suitable social value outcomes, these will be embedded within the tender process either through specific requirements in the specification, and/ or the application of the Council's priority TOMs, where tenderers will determine what is relevant and proportionate for them to deliver through the specific contract. Tender responses will then be evaluated in accordance with the published criteria.
3. **Formal contract:** Following the conclusion of the tender process, a formal contract will be entered into incorporating the commitments made as part of the preferred bidder's response.
4. **Contract management:** Through a structured contract management process, contract managers will monitor social value commitments ensuring they are delivered in their entirety and using the Council's leverage and legal contractual clauses when appropriate to remedy poor performance. Where appropriate, contract managers will seek periodic assurance that the contract remains compliant with the real living wage.

Governance, Reporting and Making it Real

Delivery of our Social Value Strategy will be driven by a Steering Group bringing together representatives from all Council Departments, the Bury VCFA and business community.

The Steering Group will be responsible for:

1. Owning an action plan to ensure the necessary infrastructure is in place to deliver and measure the impact of the Strategy's four objectives
2. Assuring delivery of social value commitments made at a strategic level and coordinating action to ensure the benefit of these commitments is maximised
3. Recommending an annual set of priority TOMs to be used in the procurement process, aligned to the Council's Corporate Plan priorities and LET'S DO It! (The proposed priority TOMs for year 1 are appended to this Strategy and have been agreed through an analysis against the Council's Corporate Plan priorities).
4. Considering how specific asks for support from the VCSE or wider community could be addressed through social value and matching community requests to the expertise and commitments of the business community.

Because of the strategic importance and opportunity of social value and because this opportunity cuts across all areas of the organisation, the annual priority TOMs will be formally agreed each year by Cabinet as part of the Corporate Planning process.

Cabinet will also receive an annual report on social value activity and achievements.

Appendix: 2024/25 Corporate Plan Priorities mapped to the National Themes, Outcomes and Measures. (TOMs)

The national TOMs framework contains over 120 different potential measures of social value. 14 measures are proposed below for periodisation in the first year of the Social Value Strategy mapped to the Council's three Corporate Plan priorities. Where relevant, the TOMs will be further refined to specify priority groups or geographical areas of focus.

Corporate Plan Priority	Social Value TOM
Sustainable Inclusive Growth	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract (NT1)
	No. of full time equivalent employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) (NT3)
	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE) (NT15)
	Number of voluntary hours donated to support VCSEs (excludes expert business advice) (NT17)
	Equipment or resources donated to VCSEs (£ equivalent value) (NT16)
Improving Children's Lives	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract (NT4A)
	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs) (NT4)
	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid) for students from targeted areas (NT12)
	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships) (NT13)
	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time) (NT8)
Tackling Inequalities	No. of full time equivalent armed forces veterans employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) and facing specific barriers to transitioning to civilian employment that do not qualify them as disabled (e.g. long term service) (NT3A)
	No. of full time equivalent armed forces veterans employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer) and facing specific barriers to transitioning to civilian employment that do not qualify them as disabled (e.g. long term service) (NT3)
	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders) (NT9A)
	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation) - delivered for specified groups (e.g. NEETs, under-represented gender and ethnic groups, disabled, homeless, rehabilitating young offenders) (NT10A)
	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract (NT1)

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