

# Northern Gateway Social Value Strategy

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## 1.0 Introduction

Social Value should consider the economic improvements a contractor could make to an area, and also the social and environmental impacts. This could be defined as:

*The purpose of social value is to consider the wider social, economic, and environmental impact that awarding a contract to a specific supplier will have – in other words, The benefits the contractor can bring to a community or a place, by looking at their approach to delivering the supplies, services and works set out in the contract specification.*

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 described 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 is not necessarily financial. This value could be economic, community focused or environmental. It is important that social value is considered for the whole life cycle of any project, including projects associated with the development of Northern Gateway.

The Northern Gateway allocation has the potential to be genuinely transformational and to be a key driver in rebalancing the Greater Manchester economy by boosting the competitiveness of the northern districts. Social value has a crucial role to play in this, and has the potential to bring substantial, long-lasting benefits to businesses and communities within Bury and Rochdale due to its scale and longevity.

## 2.0 Purpose and Role

In recognition of the cross-boundary nature of the programme, the purpose of the Northern Gateway Social Value Strategy (NGSVS) is to set out the strategic approach to social value and align the social value priorities of Bury Council, Rochdale Council, GMCA and TfGM, the organisations leading the development of Northern Gateway from within the ‘GMfamily’. This Strategy seeks to maximise the social value potential which could be realised from the scale and longevity of the development of Northern Gateway and ensure tangible and quantifiable outcomes for the communities and businesses of Bury and Rochdale.

The four organisations whose social value priorities have been considered in the SGSVS are:

- Bury Council
- Rochdale Council
- Greater Manchester Combined Authority (GMCA)
- Transport for Greater Manchester (TfGM)

Appendix A outlines the links to the relevant strategies for each of these organisations.

Whilst each commissioning organisation will need to work within the bounds of their own organisational Social Value Strategies and Corporate Priorities, consideration must be given to

the cross-boundary nature of the scheme. Northern Gateway provides opportunity for residents from the Bury and Rochdale to directly benefit from the development and delivery of the site and social value objectives and targets should be tailored as such.

The NGSVS identifies key themes (see Section 6) which cut across organisational social value priorities. These key themes should be used as a basis for the delivery of social value at Northern Gateway.

A complimentary Social Value Delivery Plan has also been developed, which includes social value objectives to be delivered by contractors, in line with the four themes identified in this NGSVS. At the commissioning stage, each project should use this Delivery Plan to inform activities and targets to be implemented during the delivery of that specific project. The Social Value Strategy and Delivery Plan will be reviewed as a minimum on an annual basis by the Social Value Delivery Group.

At the commissioning stage the Social Value Delivery Group should also be engaged. The Delivery Group will include representatives from across the GM family and will meet on an ad hoc basis to coordinate social value activities. The social value commitments required within any procurement framework being utilised should also be considered.

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

True benefits will only be achieved 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:

Business engagement	<p>Business commitment to social outcomes – working with business development teams from Bury and Rochdale Councils to promote our wider business relationships. This activity should be led through the Northern Gateway Social Value Delivery Group.</p> <p>Developing relationships which benefit the Bury and Rochdale economies and residents, including quality employment standards and a shared commitment to the environment. This could be achieved by encouraging business to work towards the GM good employment charter.</p>
Social Value in Procurement	<p>Using the legislative framework and Northern Gateway Procurement Strategy, build on our relationships with business and the VCSE to maximise the social value added of procurement activity Bury and Rochdale council priorities and ensure we turn commitments into tangible outcomes for our people.</p>

Supporting the local economy and supply chain

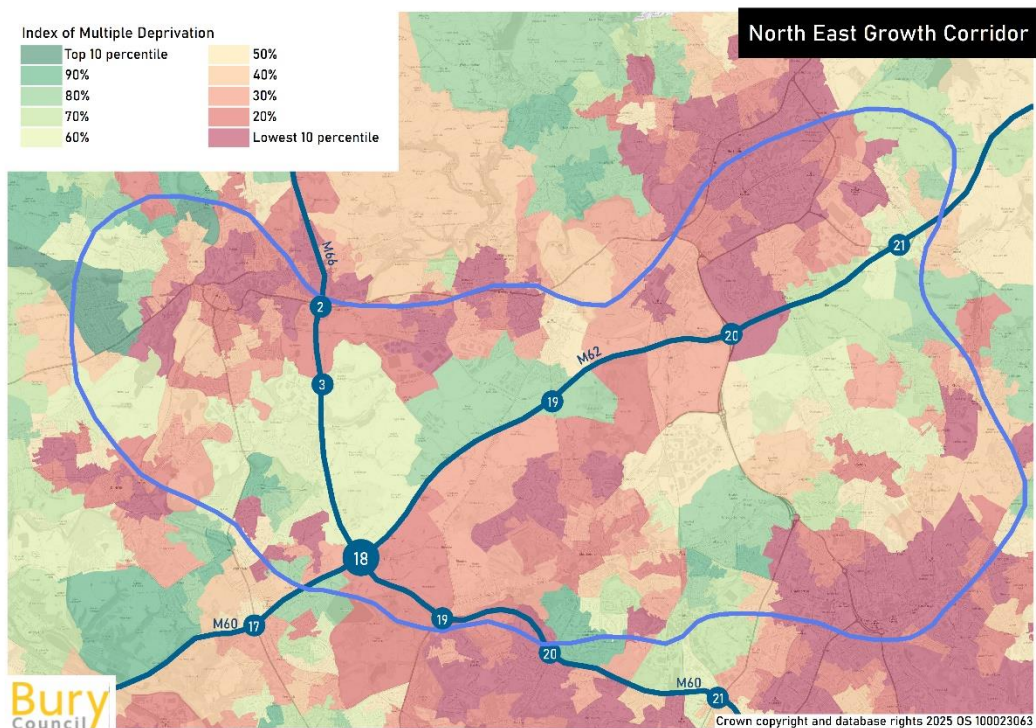
Supporting local economic development, will help to create more jobs for local people which redirects spending back into the local economy. Using local supply chains will also help to achieve environmental objectives.

### 3.0 Scope

The Northern Gateway site comprises two allocations within the adopted Places for Everyone Plan:

- JPA1.1 (Heywood/Pilsworth) is a nationally significant proposal for employment development. This allocation within the Northern Gateway is recognised as one of two Investment Zones in Greater Manchester. The site occupies a strategic location adjacent to the M60, M62 and M66 and market analysis considers that this, together with the scale of the opportunity, will attract high quality businesses and employment opportunities.
- JPA1.2 (Simister / Bowlee) will see the delivery of new housing that is well integrated with, and brings positive benefits to, the surrounding communities. The site is located between the settlements of Prestwich and Middleton and borders onto the M60.

The figure below shows the distribution of deprivation across the Northern Gateway Site, and highlights that some of the most deprived areas within Greater Manchester fall within the Northern Gateway boundary:



To ensure social value is added for the benefit of these communities, any Northern Gateway commission must consider delivery of Social Value within the districts of Bury and Rochdale (see Appendix B), and not just the boundary of the commissioning authority.

## **5.0 Project Delivery**

The delivery and measurement of social value outputs is the responsibility of the commissioning authority, in line with the Northern Gateway Procurement Strategy, Northern Gateway Social Value Delivery Plan and in accordance with statutory and corporate procurement rules and regulations.

When developing project briefs for procurement purposes, the lead organisation should liaise with the Social Value Delivery Group to understand what current social value initiatives are in place through other Northern Gateway projects in order to build on cumulative impact or focus on areas of social value which need further development.

## **6.0 Key Social Value Themes**

Evaluation and cross-referencing of the corporate priorities and social value goals of the four organisations within the Northern Gateway GM Family has taken place (see Appendix C) and has identified four key cross-cutting themes, which social value priorities and principles should be focussed on:

- Environment
- Employment
- Community
- Economy

## **7.0 Suggested Activities**

It is intended that any project level social value outputs are aligned with and informed by Bury and Rochdale Social Value Strategies. This will help to ensure that outputs will help to tackle identified issues within the two districts, and further social value outputs that are already being delivered across Bury and Rochdale. The Social Value Delivery Group will support with implementation of this.

## **8.0 Targets and Measurement**

The Northern Gateway Social Value Delivery Plan sets out the objectives for each of the themes detailed above and provides a Local Needs Analysis to demonstrate the need for social value. The Delivery Plan also outlines the role of the Social Value Delivery Group to support the development and implementation of social value action plans from contractors.

Monitoring is important to allow evidence of social value outputs to be measured and shared with the wider project team. It will be expected that contractors will regularly monitor their social value outputs and produce social value reports.

Targets and measurements are outlined in the Northern Gateway Social Value Delivery Plan.

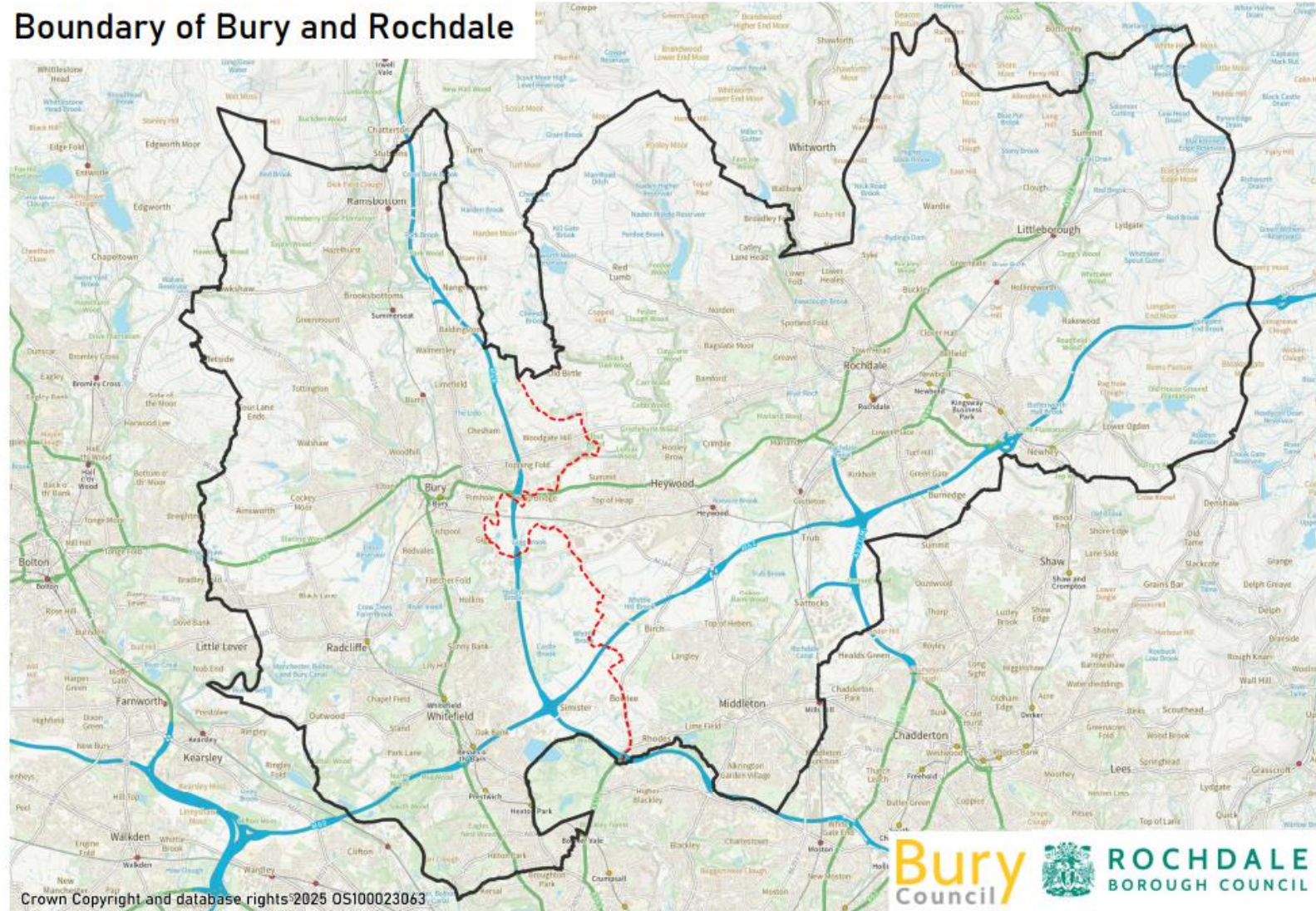
**Appendix A: Social Value Strategies and Corporate Policies:**

- Bury Let's Do It! Strategy: [Let's Do It! strategy - Bury Council](#)
- Rochdale Borough Council People, Place and Planet Council Plan 2028 : [Council plan documents | Rochdale Borough Council](#)
- GMCA Greater Manchester Strategy: [Greater Manchester Strategy 2025–35](#)
- TfGM Greater Manchester Transport Strategy 2040: [\[Insert title of report\]](#)
- TfGM Local Transport Plan





## Appendix B: Map of Bury and Rochdale



## Appendix C: Evaluation Outputs - Key Social Value Themes

<b>Bury Corporate Priorities: <u>Let's Do It! strategy - Bury Council</u></b>	
Local neighbourhoods	Integrated public service teams in neighbourhoods
	Carbon neutral (eco-housing, public sector emissions, recycling and clean air, blue and green infrastructure)
Enterprise to drive economic growth and inclusion	Economic strategy including COVID recovery
	Spatial plan: Local and places for everyone
	All-age skills strategy, early years; school improvements; further and higher education
	Regeneration plans for Radcliffe, Bury Town Centre, Ramsbottom, Whitefield and Prestwich
Delivering Together	Community Voice
	A cultural legacy- strengthening cultural economy, furthering inclusion, and community engagement
	Joined up health and social care
	Digital and transport connectivity
A strength-based approach	Community wealth building
	Community capacity: The plans the Council and public sector partners have to improve infrastructure and enable growth
	Population Health- Bury Public services to join the Northern Care Alliance Community of Practice
	Inclusion

<b>Rochdale Corporate Priorities: <u>People, Place and Planet Council Plan 2028</u></b>	
Everyone is succeeding and living well	Offer support that will help people to access the basics
	Deliver integrated all age health services
	Strengthen support for those with social care needs to live independently
	Improve early years education and standards
	Support people to gain the skills needed to obtain higher value jobs and wages
	Strengthen our approach to protecting people from harm

A thriving, fairer and sustainable economy	Provide space and support for high value business development
	Support people in gaining and maintain good employment
	Create more supply, quality and choice in the housing market
	Enhance transport systems
	Regenerate town centres to improve the heritage, culture and creative offer
Taking action on climate change	Responsible consumption and production
	Raise awareness with communities about climate change
	Support local renewable energy
	Help to reduce energy demand of homes, buildings and transport
	Implement nature-based solutions
	Strengthening waste and recycling management
Transforming council delivery	Implement data functions to improve decision making and project delivery
	Apply a consistent approach to optimising revenue and funding
	Utilise digital technology to deliver efficient services
	Apply 'good employment' practices to develop the workforce
	Implement public service reform practices to deliver integrated services
	Strengthen partnerships and comms to build the Rochdale brand

GMCA Corporate Priorities: <u>Greater Manchester Strategy 2025–35</u>	
A Greener Greater Manchester: Responding to the Climate Emergency	A carbon neutral GM
	Capitalising on opportunities of moving on carbon neutrality
A Fairer Greater Manchester: Addressing inequalities and improving wellbeing for all	An equitable GM
	Respond to all evidenced inequalities, recognising the individual identities that experience disproportionate discrimination, alongside the role of place and poverty
A Prosperous Greater Manchester: Driving local and UK growth	A new economic vision
	Developing our frontier sectors:

Ten distinctive places: One unique GM	Health Innovation- support healthy aging, create opportunities for health institutes, lead health and care system transformation
	<ul style="list-style-type: none"> <li>- Supported by Living Well at Home programme</li> </ul>
	A global gateway: <ul style="list-style-type: none"> <li>- Aviation policy to support Manchester Airport being carbon neutral by 2038</li> <li>- Enable international partnerships</li> </ul>
	The Foundational Economy
Ten distinctive places: One unique GM	6 Growth locations across GM
	Ensure all parts of GM have good access to safe, reliable, affordable transport infrastructure
	Housing and employment sites, which meet community needs

<b>TfGM Corporate Priorities:</b> <u>[Insert title of report]</u> <i>Note: LTP, which this assessment is based on, is due to go to public consultation in late 2025</i>	
Supporting sustainable economic growth	Providing more capacity and creating a flexible, integrated transport system to accommodate to thousands of new trips the system will see with increasing population
	Improve journey time reliability, reducing the costs associated with congestion
	Ensure networks are maintained to withstand adverse weather
Improving quality of life for all	Make walking, cycling and public transport a realistic alternative to driving
	Ensuring transport is not a barrier to work or moving to better jobs
	Ensuring good access education, healthcare and shopping
	Improving safety confidence and infrastructure of active travel provisions
	Reducing emissions and poor air quality, by ensuring that GM is compliant with legal limits of particulate matter
	Reducing deaths and serious injury on roads
	Take a holistic approach- to increasing physical activity, improving air quality, and reducing delays and congestion.



Protecting our environment	Taking action through the 5-year Environment Plan
	Reducing transport emissions
	Protecting natural and built environment from the impacts of transport
Developing an innovative city-region	TfGM Innovation Prospectus identified areas where investment in innovation can be made
	TfGM work in collaboration with public bodies, industry and research institutions
	Use technologies to work towards 2038 Carbon Neutral target and the 2040 strategy
	Creation of eHUBS to access shared electric, sustainable transport
	5G Smart junctions project

**ABC**- Climate Action

**ABC**- Physical Health

**ABC**- Built Environment

**ABC**- Economic Development