



City of  
**BRADFORD**  
METROPOLITAN DISTRICT COUNCIL



# Social Value and Inclusive Growth Rationale and Policy Document



City of Bradford  
Metropolitan District Council

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## 1. Foreword

Councillor Susan Hinchcliffe  
Leader of the Council

As a council we want to build a fairer and more inclusive district in which every resident has the opportunity to contribute to and share in economic growth. This new policy is one way of putting our own house in order in the council so that we can make sure that every penny we spend supports our wider economic goals to make sure that everyone in Bradford feels the benefits of success.

Bradford Council's Social Value Policy is, very simply, a policy document for how we intend to do more to support Bradford's local supply chain and its economy through our procurement activity. The policy will place a real value on those suppliers who can offer more than the core technical requirements of the contract for goods, works or services.

In short, we want to make the Bradford Pound go further. Alongside other progressive employers, we can be a standard bearer in building a local supply chain that is connected to its wider social responsibilities and which offers high-quality employment and training opportunities to local people, while delivering great value for money.

Local businesses have a real stake in the success of this district, so they can also enjoy the long-term benefits of investing in this place and its people. And the money spent with local businesses can help to stimulate further economic activity because much of that money is reinvested locally further down the line. Our local suppliers will be well placed to re-spend and invest the Bradford Pound in our local economy and to employ local people and give them the skills they need to enjoy successful working lives.

There is no contradiction between strengthening corporate social responsibility and getting best value; on the contrary we believe the two must go hand in hand. Public, private and third sector organisations that invest more in their local areas and workforce will reap the benefits from having a skilled, productive workforce.

The launch of this policy provides a template to show how we can all work together to achieve more social value in how we do business as a district. We have lots of great employers who truly value the place and its people. Whether it's through high-quality apprenticeships, sponsoring local community groups or building links with our schools, for example, there are lots of ways that businesses deliver wider social value. We want to spread that best practice. We will reach out to our public and private sector partners in the Bradford District to ask them to join us in our ambition

so that we can use our collective influence to do more business locally and for the benefit of the many, not the few.

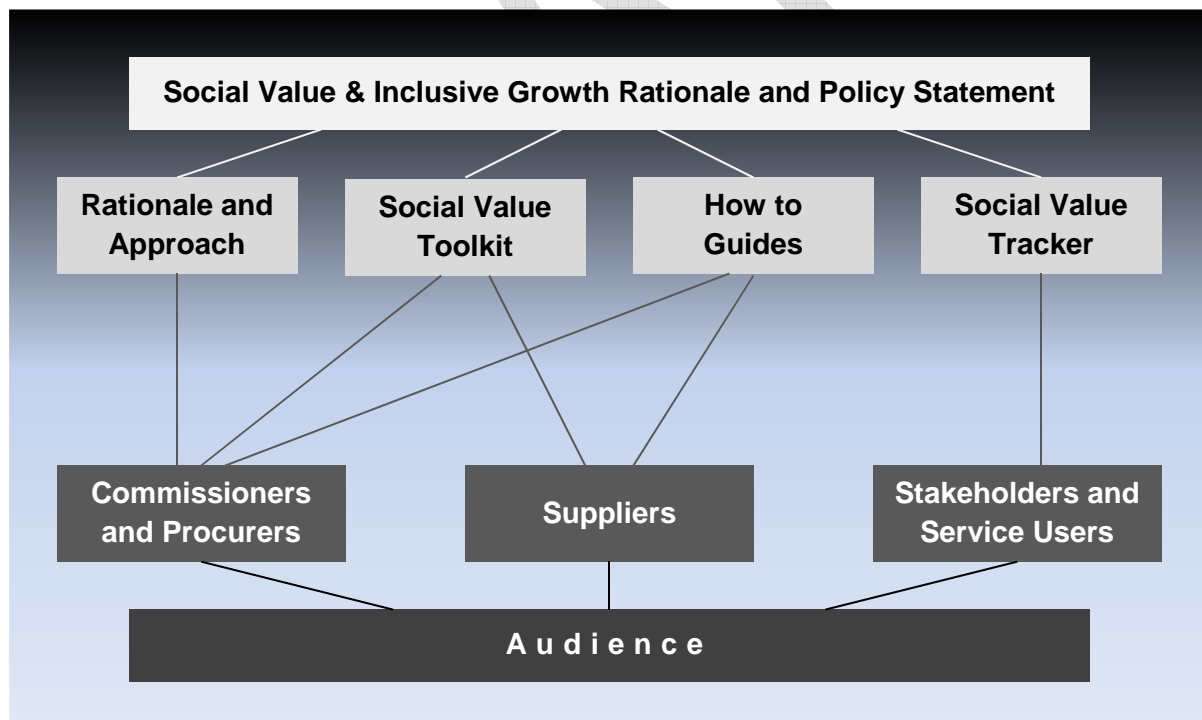
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## 2. Introduction and Acknowledgements

This Policy sets out for Commissioners, Procurers and the Council's Suppliers what the City of Bradford Metropolitan District Council is seeking to achieve for the residents and businesses of the Bradford District and the wider Leeds City Region economy by taking a reasonable, scalable and proportionate approach to securing Social Value to promote local economic benefit and realise Inclusive Growth from the contracts it procures, awards and manages.

The Council believes that all those involved in the cycle of establishing need, designing and specifying requirements, procuring contracts, supplier management and contract delivery, and the analysis and reporting of outputs and outcomes have an important role to play in securing Inclusive Growth benefits through Social Value for the Bradford District.

This Social Value and Inclusive Growth Rationale and Policy Document works in four sections setting out; the Council's Rationale and Approach, its Social Value Toolkit, a 'How to' Guide and Checklist, and a Tracker for reporting progress. It is acknowledged each section has a specific purpose and therefore its sections may hold particular relevance to groups within its overall audience.



The Council resolved to take a lead on Inclusive Growth at its meeting of the 21<sup>st</sup> of March 2017. Following this decision development of the Council's Social Value Policy has been led by a Steering Group providing direction, input and support, and a Reference Group that has delivered outputs against five primary objectives, to:

- Identify the current external position and review three examples of good practice.
- Undertake a review of historical annual spend over a three year period and establish a baseline for Bradford.
- Produce input to and recommendations on strategy and policy that reflect Bradford's ambition and intent.
- Formulate an implementation plan that will enable the required changes to strategy, policy and practice from April 2018.
- Identify two Bradford based organisations willing to develop a baseline and to look, in principle, to adopt the findings of the review.

This Policy is the summary of activity centred on these objectives by members of the Steering and Reference Groups including Elected Members and Council Officers, representatives from partner public sector organisations in the District, and the Voluntary and Private sectors of the local economy. In preparing this Policy the Council wishes to specifically acknowledge the input, support and constructive challenge it has received from:

Manchester City Council  
 Nottingham City Council  
 Hull City Council  
 The University of Bradford  
 NHS Bradford District CCG  
 Bradford District Assembly VCS  
 Bradford Trident  
 Inspired Neighbourhoods  
 Bradford Chamber of Commerce  
 Cllr Alex Ross-Shaw, and

Colleagues from:

- Children's Services
- Health and Wellbeing
- Economic Development
- Office of the Chief Executive
- Finance & Procurement
- Legal Services
- ICT
- Building & Technical Services

The Council would also like to acknowledge the benefit coming from research and reports published by:

- The Centre for Local Economic Strategies
- The Joseph Rowntree Foundation
- The Good Economy
- The RSA
- The Social Value Hub

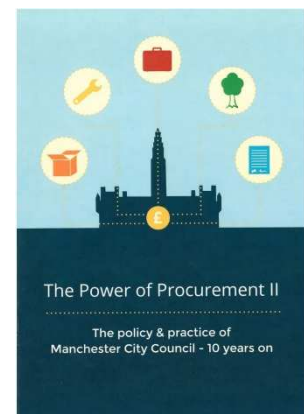
### 3. Purpose

Within an environment of reducing resource and rising demand there is a need for the Council, like all public bodies to find a better and more efficient way of identifying and responding to the needs of its citizens and stakeholders.

The Council aims to grow the Bradford economy and in doing so it will look to creatively use both its influence and its procurement approach to increase the capacity of Bradford's local supply market. Moreover it wishes to ensure that it maximises the potential to motivate its suppliers to promote and instil an ethos of Inclusive Growth so that economic activity has a beneficial impact that is spread across society. In short, every pound that the Council spends needs to do more than purchase high quality value for money supplies, services or works; it should in aggregate also be a lever for growth contributing to Bradford's economic resilience; colloquially this is referred to as the 'Bradford Pound'. With a supplier spend of £406m there is the potential for a 'big local' impact.



***Research into the application of Social Value by other local authorities evidences meaningful benefits. For example Manchester City Council has increased its local spend from 52% to 74% (+22%), with supplier re-spend in the Manchester economy growing from 25p in the £ to 47p in the £. Manchester's top 300 suppliers also provided additional economic benefits of 1,481 new jobs, 262 apprenticeships, 20,638 hours of volunteering activity, 47,875 hours of support for the local VCS sector and 334 employment opportunities for 'hard to reach' individuals.***



***Although a hypothesis, similar results for Bradford would increase spend with local suppliers from £191m to £244m (+£45m) with nearly half of this amount (£21m) then being re-spent by suppliers in the Bradford economy (additional net effect of £66m), with the potential for similar pro-rata economic benefits.***

In return the Council expects all its suppliers to adopt a high standard of ethical trade practices and to ensure the same throughout their supply chains. The application of this Policy provides the additional impetus for placing local and Inclusive Growth requirements upon the suppliers awarded the Council's contracts. This Policy is though flexible and scalable to the value, nature, duration and complexity of the contract that is being procured and relevant to all suppliers from micro SME to larger businesses, which have the potential to contribute to local growth.

As a Leader within the Bradford District and as an important voice within the Leeds City Region the Council will also proactively seek the support of its partners and regional anchor organisations to adopt the principles of this Policy to ensure the benefits of Inclusive Growth have maximum reach and impact.

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## 4. Background and Scope

At its meeting of Tuesday, 21 March 2017 the Council considered and resolved the following in relation to Inclusive Growth:

### ***BRADFORD COUNCIL IS TAKING A LEAD ON INCLUSIVE GROWTH***

#### ***Resolved-***

#### ***This Council notes:***

- *Bradford Council is playing a lead role in inclusive growth for our region, as demonstrated when we hosted the Inclusive Growth Commission's regional launch event on 6 March 2017*
- *It is crucial that everyone in the district gets the opportunity to contribute to and share in any economic growth*
- *We are committed to making inclusive growth principles integral to our own practices and in our influence with partners and third party organisations*

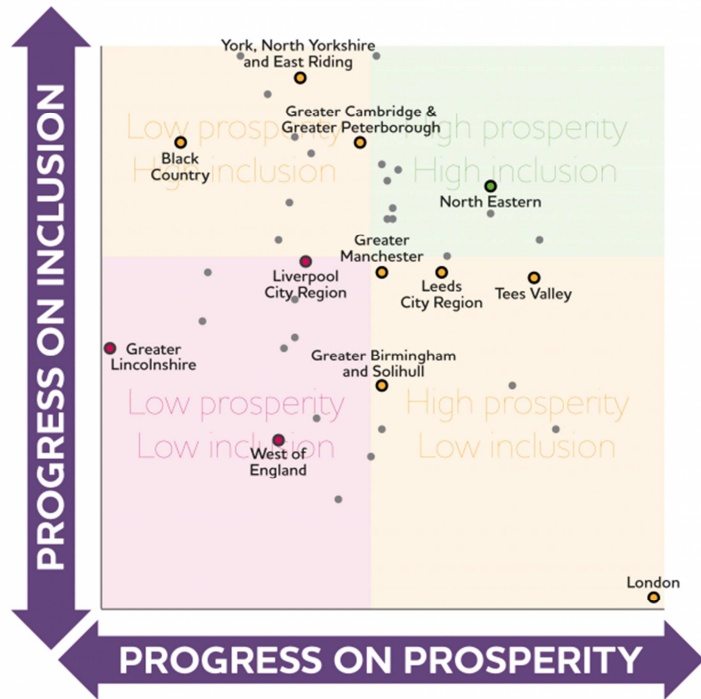
#### ***We resolve to:***

- *Consider inclusive growth as part of the Council's Procurement Review*
- *Continue supporting employment and skills programmes such as SkillsHouse and encourage partners to get involved*
- *Work with private and third sector partners on a Business Covenant to promote strong corporate social responsibility throughout the Bradford District.*

Inclusive Growth is an increasingly used term, and the Council's development of this Policy has taken account of, and acknowledges the good work produced by organisations including the Centre for Local Economic Strategies, The Good Economy, the Royal Society of Arts, and the Joseph Rowntree Foundation.

Promoting Inclusive Growth through Social Value in public procurement means buying goods, works and services in a way that helps:

- Create jobs; tackles unemployment, under employment, or inactivity,
- Creates better jobs; a living wage, and secure employment contracts,
- Strengthens skills and employability,
- Builds cohesive and confident local communities,
- Contributes to wider economic and institutional transformation, and
- Lowers barriers to social mobility and inequality.



The extract from the Joseph Rowntree Foundation's Inclusive Growth Monitor 2017 (see left) shows that the Leeds City Region economy is a 'high prosperity' economy, comparing well to the majority of city regions, and that whilst currently classed as 'low' it is also close to becoming a 'high inclusion' economy.

Bradford's commitment to taking a lead on Inclusive Growth has the potential to make a difference in improving economic inclusion.

<https://www.jrf.org.uk/report/inclusive-growth-monitor-2017>

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## 5. Policy Context

The Bradford District Plan for 2016-2020 covers the priorities for the District and how the Council will work together with partner organisations, residents, businesses, communities and the voluntary sector to achieve shared aims.

The Plan was written collaboratively between the Bradford District Partnership (BDP) organisations and sets out how all members of the Partnership can do things differently, help communities to do more for themselves, work better across organisations and prevent rather than just respond to issues. It aims to draw on the resources and activity of local people, communities, businesses and organisations across the district and covers the five priorities for the District:

- Better skills, more good jobs and a growing economy
- A great start and good schools for all our children
- Better health, better lives
- Safe, clean and active communities
- Decent homes that people can afford to live in

The Council believes there are clear links between the District priorities and the principles of Inclusive Growth, and is working with partners to develop an Economic Growth Strategy for the District based on building a more productive and inclusive economy.

In implementing its approach to Inclusive Growth the Council will make use of its obligations under the Public Services (Social Value) Act 2012.

The Public Services (Social Value) Act 2012, allows the Council like any other public body to consider the social, economic and environmental benefits of their approach to the procurement a public contract before the process commences. Specifically the Act works in three limbs; firstly there should be consideration of how what is being procured may be of benefit to the economic, environmental or social wellbeing of an area, secondly how such benefits might be secured, and finally whether it is necessary to consult on such proposals.

Whilst the Act is specifically applicable to 'over EU threshold' services contracts The Council holds that it is good practice to consider a scalable and proportionate application of the principles of Social Value to any contract of any value.

The Council will also make use of provisions expressly set out in the Public Contract Regulations 2015 to involve its service users, suppliers and potential suppliers in the commissioning phase of establishing need and identifying solutions. It will also consider how it can frame its contract opportunities to be accessible to Small and Medium sized Enterprises (SME) from both the private and voluntary sectors.

These enablers for Social Value are also identified in the Council's Procurement Strategy.

Web link??

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## 6. Social Value Definition

The Public Services (Social Value) Act does not define 'Social Value', the Act is intended to be flexible and allow choice over the type of the Social Value benefits that can be sought from commissioning and procurement activity.

The Social Value Hub ([www.socialvaluehub.org.uk](http://www.socialvaluehub.org.uk)) provides a useful, brief and accurate definition of Social Value as:

*'The benefit to the community from a commissioning / procurement process over and above the direct purchasing of goods, services and outcomes.'*

The Council's ambition for the benefit to the community from commissioning and procurement processes is to facilitate and support an economic environment for Inclusive Growth.

## 7. Social Value Objectives for Inclusive Growth

Realising Inclusive Growth through the application of a Social Value Policy to the Council's contracts contributes towards the attraction of wealth, enhancing economic growth and addressing poverty.

Research by the Good Economy sets out in their position paper *'The Good Economy: A Better Future for Everyone'* that the principles of Inclusive Growth can be successfully fostered through their Four Pillars model of:

- Good Jobs providing Decent Living Standards,
- Business Dynamism backed by Inclusive Investing,
- Human Development enabled by access to Universal Services, and
- Social Cohesion through Democracy in the Community.

These pillars have resonance with local priorities; Business Dynamism (recognising the value of investing in the local economy), Good Jobs (raising both skills and employment opportunities), Human Development (including support for social care) and Social Cohesion (placing value on the contribution of the voluntary sector and the importance of environmental issues).

And, as such these principles can be easily aligned with the Council's Corporate Priorities:

- Better skills, more good jobs and a growing economy,
- Decent homes that people can afford to live in,
- A great start and good schools for all our children,
- Better health, better lives,

- Safe, clean and active communities, and
- A well-run council, using all our resources to deliver our priorities

And in combination provide the framework for defining the Council's procurement objectives.

Corporate Priority	Inclusive Growth / Good Economy Pillars	Procurement Objectives
Better skills, more good jobs and a growing economy	<b>Business Dynamism;</b> <i>Inclusive investment in sustainable growth and social impact</i>	<ul style="list-style-type: none"> <li>• Establish a supplier base which has knowledge of local issues and priorities</li> <li>• Increased economic benefits for the Bradford District</li> <li>• Build a base of suppliers that are responsive and flexible to needs</li> <li>• Increased local spend</li> </ul>
Decent homes that people can afford to live in	<b>Good Jobs;</b> <i>Decent living standards achieved through employment, jobs that pay decent wages and fulfil carer aspirations</i>	<ul style="list-style-type: none"> <li>• Increase opportunities for good jobs and sustainable employment</li> <li>• Promotion of employment, training and skills opportunities</li> </ul>
A great start and good schools for all our children	<b>Human Development;</b> <i>access to high quality public services, especially those with the highest needs</i>	<ul style="list-style-type: none"> <li>• Procurement of quality and cost effective services that are safe and best meet need</li> <li>• Support the balance of innovation with evidence based approaches to identify solutions at an early stage</li> <li>• Support demand reduction for specialist services</li> </ul>
Better health, better lives		<ul style="list-style-type: none"> <li>• Reduction of the District's carbon footprint through reduced consumption of natural resources</li> </ul>
Safe, clean and active communities		<ul style="list-style-type: none"> <li>• Support the delivery of budget savings and maximising of efficiencies</li> <li>• A supplier base that invests in Bradford's communities</li> </ul>
A well-run council, using all our resources to deliver our priorities	<b>Social Cohesion;</b> <i>social mobility and vibrant civic communities</i>	

## 8. Social Value Toolkit

The toolkit section of the Council's Social Value Policy outlines and provides guidance for implementing Social Value for:

- **Commissioners** at the outset of a cycle of identifying need and suitable solutions,
- **Procurers and Buyers** as requirements are specified and the market invited to respond, and
- **Suppliers** when preparing their bids for Council contracts and then also how their Social Value contributions will be monitored through supplier and contract management activities.

**Commissioners;** the attributes of a good commissioner includes; a detailed knowledge of the subject matter of what is being commissioned, an ability to undertake constructive challenge and to be innovative in scoping contracts over re-procuring 'more of the same'. To ensure effective integration of this Social Value Policy into the Council's commissioning activity, and spending the 'Bradford Pound' well, with the most beneficial results processes shall include:

- Cross-departmental working between commissioners, procurers and economic development teams so that the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy are designed into, and become integral parts of the commissioning process to strengthen the local economy and obtain the best value for the 'Bradford Pound'.
- Close working with Procurers and Category Managers, and Economic Development staff as necessary to build a detailed understanding of the local supply base for Council contracts. This can include an ongoing review of the number of suppliers from the Bradford District that are registered on YORtender, and; targeting bid writing engagement sessions with those suppliers that have either never bid for Council contracts, or those that have so far been unsuccessful in bidding.
- Innovation through supplier and user involvement in the commissioning process by actively allowing for both preliminary market consultation, and the prior involvement of candidates or tenderers. This can be through specific, targeted (and documented) discussions or through wider 'meet the buyer' type events. This will be facilitated through use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation.
- Make practical use of the obligations set out in the Council's Contracts Standing Orders to seek quotes from local suppliers for contracts with an estimated value of less than £100k, and record in writing why it has not been possible to seek quotes from local suppliers.
- Considering both the type and amount of Inclusive Growth Social Value that is proportional and in scale with the contract opportunity. The type of Social Value that the Council is seeking from its contracts is set out, and will be

selected from the following table. Selection will be through documented and therefore transparent discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer as appropriate.

The square brackets [ ] in the following table allow for commissioners and procurers to set reasonable (proportionate) Social Value requirements in tender documents for the Council's procurements. Bidders' responses will be evaluated by assessment of how close their proposal comes to meeting the Council's requirements; i.e. a proposal that fully meets requirements scores full marks with lesser proposals proportionally scoring fewer points, with no additional marks being available for offering to over-achieve against the Council's Social Value requirements.

Procurement Objective		Social Value Requirement
Business Dynamism	Establish a supplier base which has knowledge of local issues and priorities	<ul style="list-style-type: none"> <li>• Work towards paying staff the [ ] Living Wage within two years of being awarded a contract.</li> <li>• Increase the rates of pay for the lowest paid staff by [ ]% within two years of being awarded a contract.</li> <li>• Improve the skills levels of existing staff by training [ ]% of the workforce to Level [ 2 / 3 / 4 ]</li> <li>• Reduce average sickness absence by [ ]% through an improved health, wellbeing and support package for staff.</li> </ul>
	Increased economic benefits for the Bradford District	<ul style="list-style-type: none"> <li>• Support [ ] number of Bradford new business start-ups by running practical workshops with enterprise clubs.</li> </ul>
	Build a base of suppliers that are responsive and flexible to needs	<ul style="list-style-type: none"> <li>• Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities with [ ] weeks of the contract start date.</li> </ul>
	Increased local spend	<ul style="list-style-type: none"> <li>• Support the Bradford local economy by spending [ ]% of total expenditure in the local supply chain.</li> <li>• Support the local supply chain by spending [ ]% of total expenditure in the Leeds City Region</li> </ul>
Good Jobs	Increase opportunities for good jobs and sustainable employment	<ul style="list-style-type: none"> <li>• Create [ ] number new jobs in the Bradford local economy.</li> <li>• Create [ ] number of traineeships and, or apprenticeships for Bradford local residents.</li> <li>• Create [ ] number skills enhancement opportunities for local Bradford young people (especially those from whom the Council is their Corporate Parent), school leavers or the long term unemployed.</li> </ul>
	Promotion of employment, training and skills opportunities	<ul style="list-style-type: none"> <li>• Provide [ ] number of days meaningful work experience for Bradford local residents.</li> <li>• Support [ ] number of Bradford people back to work by providing career mentoring for job clubs, including mock interviews, CV advice, and careers guidance.</li> <li>• Support Bradford young people into work by delivering employability support (e.g. CV advice, mock interviews, careers guidance) to [ ] number of school and college students.</li> <li>• Employ [ ] number of Bradford ex-offenders (or other group of people who typically face additional challenges in competing in the labour market).</li> </ul>



Procurement Objective		Social Value Requirement
Human Development	Procurement of quality and cost effective services that are safe and best meet need	<ul style="list-style-type: none"> <li>Commit [ ] hours resource to working with service users, commissioners, contract managers and the sector to identify proposals for alternative methods of service delivery and contract performance.</li> </ul>
	Support the balance of innovation with evidence based approaches to identify solutions at an early stage	<ul style="list-style-type: none"> <li>Support prevention by running education and publicity campaigns with specific targets. Support [ ] number of staff, residents or service users to stop smoking, increase their physical activity, or access money advice.</li> </ul>
	Support demand reduction for specialist services	<ul style="list-style-type: none"> <li>[ ]% of service users supported to self help.</li> <li>Coordinate and run a Bradford befriending scheme to reduce social isolation, and prevent the consequences of social isolation for [ ] older people.</li> </ul>
Social Cohesion	Reduction of the District's carbon footprint through reduced consumption of natural resources	<ul style="list-style-type: none"> <li>Reduce the amount of waste generated by [ ]% compared to the year prior to the award of the contract.</li> <li>Reduce the amount of waste sent to landfill by [ ]% compared to the year prior to the award of the contract.</li> <li>Reduce carbon emissions by [ ]% over the duration of the contract.</li> <li>Reduce energy and water consumptions by [ ]% over the duration of the contract.</li> <li>Increase the use of renewable, or community generated energy as a proportion of total energy consumption by [ ]% over the duration of the contract (without increasing overall energy consumption).</li> <li>Support [ ] number of Bradford households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty and contributing to climate change goals.</li> </ul>
	Support the delivery of budget savings and maximising of efficiencies	<ul style="list-style-type: none"> <li>[ ]% spend disinvested from acute interventions and reinvested in prevention.</li> </ul>
	A supplier base that invests in Bradford's communities.	<ul style="list-style-type: none"> <li>Contribute [ ] number of hours of business planning support, financial advice, legal advice, or HR advice to Bradford voluntary organisations through an Employer Supported Volunteering scheme.</li> <li>Provide [ ] hours volunteering to support Bradford based community projects and activities.</li> <li>Provide facilities or resources (human or materials) for use by, or to support Bradford community and voluntary organisations for [ ] hours per year.</li> <li>Work with community and voluntary organisations in Bradford to create [ ] number of new volunteering opportunities in the Bradford District.</li> <li>Support Bradford local community and voluntary organisations through the supply chain by spending [ ]% with community and voluntary organisations in the Bradford District.</li> </ul>

**Procurers and Buyers;** a well run procurement exercise will be contingent upon a quality commissioning process. To maintain that quality the procurement of a public contract must be contained in a process that is open, transparent and proportionate in its processes, and performed in a non-discriminatory way to secure the optimal combination of cost and quality, i.e. value for money for the Council. The

introduction of a Social Value component into the traditional balance of cost and quality should not run counter to these principles. When applied correctly a Policy will enhance the Council's evaluation of the tenders it receives by legitimately taking into account wider economic, social or environmental considerations.

To ensure the successful integration of Social Value into the Council's procurement activity processes shall include the following:

- Designing tender processes that are accessible and encourage a variety of potential suppliers to bid for the Council's contracts. The Council will do this by;
  - Building on the detailed understanding of the local supply market established at the commissioning stage and actively seeking to engage local businesses in tender competitions through 'meet the buyer events', raising awareness of the Council's procurement processes and supporting non-tender specific bid writing training.
  - Continuous evaluation of its tender documents and online processes to ensure that preparing and submitting a bid is as simple and efficient a process as possible for bidders (whilst maintaining a quality, core standard of legal compliance),
  - Publishing and maintaining a forward plan of planned procurements on the Council's website, and making use of Prior Information Notices (PIN) as an 'open call' to encourage market interest and bidder participation,
  - Through only asking the minimum, proportionate number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract (good practice would be no more than five questions, other than in exceptional circumstances), and
  - Application of the positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid), and in accordance with Regulation 58(9) ensure the minimum financial turnover required does not exceed twice the estimated contract value.

**Suppliers and Supplier Management;** whilst not mandated the Council encourages and welcomes its suppliers to adopt the following standards and to also encourage the same in their supply chain:

- That the Council's suppliers commit to upholding high standards of moral and ethical employment across their workforce, and expect the same from their supply chains.
- That there will be rigorous implementation and adherence to Health and Safety standards and legislation, and provision of '21st Century' welfare facilities for all workers.

- Apprenticeships are actively promoted especially where this will provide opportunity for the most disadvantaged people in our society.
- That all staff will be paid and treated fairly with, as appropriate, provisions to include paid holidays, a sickness benefit scheme, pension, accident compensation and a death in service scheme.
- That temporary workers are employed through agencies upholding the highest standards of ethical behaviour, compliance and quality of service.
- That collaboratively Employers, Trade Unions and industry specialists play a vital role in creating safe and productive work places.
- There shall be equality and opportunity for all and that there will be no place for 'blacklisting'.
- That the environmental impacts of a suppliers business activities shall be minimised.
- That the District's business premises and sites will be clean, well managed 'good neighbours'.

All suppliers who have committed to the delivery of Social Value objectives through a Council contract will be required to submit a quarterly report to evidence the progress made against their objectives. The Council will sample and audit a number of supplier reports for assurance that the information provided is accurate.

In return the Council's offer to its suppliers and local businesses includes:

- Seeking to encourage local businesses to engage in tenders for Council contracts through publishing a forward plan of tender opportunities and where appropriate offering pre-tender 'meet the buyer' local market engagement sessions.
- Promoting this Policy as a tool for increasing the participation of local businesses in tenders for Council contracts, with the aspiration of making the most of opportunities to spend locally and seek the maximum beneficial return for the 'Bradford Pound'.
- Asking the Council's suppliers to make use of the District's potential local supply chain.
- Paying all of its suppliers promptly, and expect the same for payment within the supply chain.
- Acting ethically and fairly in the procurement and management of Council contracts.
- Realising the value of making appropriate beneficial use of the 'Council as a Client' in marketing collateral.
- Participation in economic development and growth programmes, inward investment programmes, enterprise coaching and advice on securing external funding.

## 9. Social Value 'How to' Guide and Checklist

The application of Social Value criteria to the Council's contract opportunities is proportionate and scalable and will follow the financial thresholds set out in the Council's Contracts Standing Orders. (The Policy will be reviewed if and when the relevant sections of Contracts Standing Orders are revised).

- Applying Social Value to the procurement of contracts in scalable and proportionate way;
  - For contracts with an estimated value of less than £25k the application of Social Value is optional, and at the discretion of the Authorised Officer.
  - For contracts with an estimated value between £25k and £100k the Authorised Officer must apply at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets. (The [ ] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
  - For contracts with an estimated value greater than £100k the Authorised Officer must apply at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion). (The [ ] sections of the objectives shall be completed in consultation with the Council's Finance and Procurement Team, or the Employment and Skills Team as appropriate).
  - For contracts with an estimated value greater than the relevant EU threshold (currently £164k for supplies and services, £4.1m for works, and £589k for specific Light Touch Regime contracts), and with a duration of more than two years the Authorised Officer must consider the application of either the requirement to create [ ] new jobs, [ ] traineeships and, or apprenticeships in the local economy, or [ ] skills opportunities for young people, school leavers or the long term unemployed in consultation with the Employment and Skills Team.
  - Frameworks will require commissioners and procurers to identify suitable Social Value criteria from the Council's agreed list, taking account of framework value and duration, and set these out in tender documents. However it will be necessary to consider whether; it is more suitable to seek proposals from bidders when advertising the framework opportunity (for example a large single supplier framework for goods), or at call-off stage.

In 2016/17 the Council published 389 contract opportunities on YORtender, of which 222 were worth more than £25k; with the total spend with its suppliers as follows. On this basis, once embedded the Council's Social Value Policy could have significant potential to seek Inclusive Growth benefits from the Council's contracts.

	<b>Number of Suppliers</b>	<b>Total Aggregate Spend*</b>
Suppliers paid <£25k	3,479	£18,943,678
<b>Suppliers paid £25k to £100k</b>	<b>617</b>	<b>£30,342,979</b>
<b>Suppliers paid &gt;£100k</b>	<b>590</b>	<b>£344,298,545</b>
	4,666	£393,585,202

*\* Excluding direct Social Care payments*

Social Value shall be worth 10% of the overall marks available in the evaluation of bids for Council contracts. Each Social Value objective set as part of the Council's contract award criteria shall be assessed using the evaluation criterion set out in the Council's template procurement documents. A minimum score for Social Value, applied on a pass / fail basis must not be required as part of the evaluation process.

The Council's Social Value Policy will be reviewed annually taking account of revisions to the Council's Contracts Standing Orders and also provide the opportunity for the review and possible revision of the content of the Council's Policy.

The following checklist must be completed by, on behalf of an Authorised Officer before uploading a tender for a contract with an estimated value of more than £100k to YORtender.

1.	There has been cross-departmental working between commissioners, procurers and economic development teams to consider the maximum impact from the Council's Social Value Policy and Inclusive Growth Policy that can be achieved through this contract.	
2.	The potential for innovation in contract delivery through preliminary market consultation, and the prior involvement of candidates or tenderers has been considered and, undertaken and documented as necessary in accordance with Regulations 40 and 41 of the Public Contracts Regulations 2015.	
3.	There has been a documented assessment of the potential local supply base.	
4.	The type of Social Value that the Council is seeking from this contract has been selected from the Council's Social Value objects, and as appropriate considered through transparent, documented discussion(s) between Commissioner, Service User, Supplier or Potential Supplier, and Procurer.	
5.	The minimum necessary number of quality (award) questions to establish a bidder's ability and proposals to deliver a contract have been asked in the tender documents (no more than five questions, other than in exceptional circumstances).	
6.	The positive obligation set out in Regulation 46 of the Public Contracts Regulations 2015 to divide contracts into lots (so that there is more opportunity for SME organisations to bid) has been considered.	
7.	In accordance with Regulation 58(9) of the Public Contracts Regulations the minimum financial turnover required from a supplier does not exceed twice the estimated contract value.	
8.	For contracts with an estimated value greater than £100k the Authorised Officer has applied at least one objective from each of the Social Value Requirements Objectives Sets (Business Dynamism, Good Jobs, Human Development and Social Cohesion).	
9.	For contracts with an estimated value greater than the relevant EU threshold, and with a duration of more than two years the Authorised Officer has applied either the requirement to create [ ] new jobs, [ ] traineeships and, or apprenticeships in the local economy, or [ ] skills opportunities for young people, school leavers or the long term unemployed.	

For contracts with an estimated value of less than £100k the Authorised Officer should maintain suitable written records to show that:

- Where practical quotes will be sought from local suppliers.
- For contracts with an estimated value of less than £25k the application of Social Value was considered by the Authorised Officer.
- For contracts with an estimated value between £25k and £100k the Authorised Officer has applied at least two of the Council's Social Value Requirements, with at least one Business Dynamism or Good Jobs Objectives Sets.

## 10. Reporting

The Social Value and Inclusive Growth benefits secured through this policy shall be reported in the Well Run Council part of the Council Plan.

Currently the Council tracks its supplier spend as follows, and has the aspiration to develop this profile through the promotion of Inclusive Growth and providing opportunities for local business to maximise the impact of the 'Bradford Pound':

	Total Spend	Local Spend (Bradford District)	SME Spend	Local SME Spend
2016/17	£406m	47% £191m	72% £294m	39% £160m
5 year goal (est. £)	-	>60% (£244m)	75% (£305m)	>50% (£203m)

In addition to existing indicators for % of expenditure spent locally, % of expenditure spent regionally, % of expenditure spent with SME suppliers, and % of expenditure spent with VCS suppliers, additional indicators shall include:

- Number of contracts securing Social Value
- Jobs created in the Bradford District
- Apprenticeships and training opportunities created in the Bradford District
- Hours of community volunteering
- Hours of support for the voluntary and community sector
- Employment opportunities for 'hard to reach' individuals

A summary of the Social Value secured through the award or extension of a contract worth more than £100k must be included in the Leader's Briefing / Regulation 84 Report submitted to Finance and Procurement.