



# Social Value Procurement Policy

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For more information please contact [procurement.team@torbay.gov.uk](mailto:procurement.team@torbay.gov.uk)

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# Introduction

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The Council recognises the important role it can play in enabling Social Value through its procurement activity. In 2019/2020 we spent approximately £57 million via our procurement activity. Through our approach to Social Value, we will integrate economic, environmental and social sustainability into our procurement processes.

As a Co-operative Council we are committed to the implementation and enhancement of the Innovation Networks principles. This includes the principle of maximising Social Value and working to ensure there are better tools to provide better local social and economic outcomes for Torbay and our network partners. This policy will set out the path for Social Value implementation in our procurement processes by Torbay Council.

‘One Torbay: Working for all Torbay – Community and Corporate Plan 2019 -2023’ outlines the ambition for Torbay and its residents to thrive.

We want Torbay to be a place where we have turned the tide on poverty and tackled inequalities; where our children and older people will have high aspirations and where there are quality jobs, good pay and affordable housing for our residents.

We want Torbay to be the premier resort in the UK, with a vibrant arts and cultural offer for our residents and visitors to enjoy; where our built and natural environment is celebrated and where we play our part in addressing the climate change emergency.

This policy will contribute to our role as one of the anchor institutions in the Torbay Community Wealth Building (CWB) programme. Torbay Council has adopted the Community Wealth Building Approach as part of its Repositioning Plan to support the economic recovery to ensure an inclusive and sustainable long term economic growth by capitalising on the activity generated by the local anchor institutions. This programme looks at how we (and our partners) will work as organisations, from the goods that we buy, to the people that we employ, the assets we own, and the powers that we have, to bring about positive change and maximise the local economic opportunities.

Torbay are looking to build its economy by putting communities first and helping people to thrive by:

- Supporting good quality jobs with fair terms and conditions for local people
- Encouraging local spending
- Using land and property for the common good
- Supporting small businesses and social enterprises to grow
- Increasing investment within the local economy by harnessing and recirculating local wealth

This policy focuses on the Social Value we can accrue through our procurement activity only. It forms part of a wider programme of work (as part of the Community Wealth Building Programme) which will also look at the Social Impact we can achieve as both an employer and a partner with other local organisations.

Key features of the policy include:

- The use of nationally recognised Themes and Outcomes Measures (TOM's) to measure Social Value contributions.
- The alignment of TOM's with the Community & Corporate Plan 2019-2023 to support bidders in understanding 'what matters most to Torbay'.
- The importance of considering and including Social Value in any activities that will result in a procurement over the value of £50,000.
- A commitment to a minimum 10% scoring value on any procurements over the value of £50,000.
- The process for weighting and scoring Social Value as part of the procurement process (including priority weightings where risks of modern slavery or significant climate impact are identified).
- The responsibility of contract managers to monitor and report on social value outcomes.

## Background

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The Public Services (Social Value) Act 2012 came into force in January 2013 cementing the responsibilities of a contracting authority (when procuring service contracts subject to public procurement regulations) to take into account the "economic, social and environmental wellbeing of the relevant area" in its procurement activity.

Whilst Torbay Council has undertaken its responsibilities under this legislation there has not been a consistent approach across the Council in how Social Value is secured, evaluated, monitored and measured. As such we have been unable to measure the impact of Social Value from our procurement activity to inform strategic planning nor have we been able to fully maximise the benefits to the community.

Torbay Council intends to demonstrate further commitment to the principles set out in the Act by going beyond the Act's requirements and implementing this policy into all aspects of its commercial and procurement activity where it is practicable to do so. In doing this, both the detail and spirit of the Act can be delivered in all council commercial and procurement activity.

## Scope

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This policy is intended for use by all officers who are involved in, or affected by, the Council's commissioning, procurement, and contract management activities, and includes all purchases made under the Council's Contract Procedure Rules and the Public Contracts Regulations 2019.

## What is Social Value?

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Social Value asks the question: "If £1 is spent on the delivery of services can that same £1 be used to also produce a wider benefit to the community?" This involves looking beyond the price of each individual contract and looking also at the collective benefit to the community.

Social Value is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves **value** for money on a whole life basis in terms of generating benefits not only to the organisation, but also to **society** and the economy, whilst minimising damage to the environment.

The Public Services (Social Value) Act 2012 states:

The Authority must consider:

- how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area and
- how, in conducting the process of procurement, it might act with a view to securing that improvement.

In order to really deliver Social Value and have it fully embedded and considered, commissioners and other officers must move away from just considering the core service being delivered by a supplier to one that recognises the overall value of outcomes delivered.

*Example - In a contract for building works we may ask bidders to show how they would Promote Local Skills & Employment. Contractors may, as part of their bid, make a commitment to recruiting at least 10% of new workers in the next 12 months from people who have been in long term unemployment. This is of no direct benefit to the bid for building works but is of added Social Value to Torbay.*

## Why is Torbay Council doing this?

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The need for Local Authorities to use the money they spend to drive sustainability in the supply chain and build community wealth is increasing.

Requiring suppliers to deliver social benefits while they deliver the main element of their contract means that there is a magnified benefit for the Council and our Community. Torbay Council can make requests to all suppliers and challenge them on what they will provide on the issues that matter most to Torbay.

By putting Social Value and Impact at the heart of all we do we can ensure that all our procurement activity contributes to the social, economic and environmental wellbeing of Torbay. As a Council we have several priorities and responsibilities that this procurement policy will help to contribute to by maximising the value of the money we spend. This includes:

- Our corporate parenting role
- Climate policy and action plans
- Taking action to reduce and address Modern Slavery
- Contributing to the development and growth of Community Wealth in Torbay

Improving how we incorporate Social Value into our commissioning and procurement process is not difficult and can make a tangible difference to people in the community, to service delivery and to the Council's (and partners) spending outcomes as a whole.

Adoption of this policy can provide the following benefits:

- **Encouraging a more diverse base of suppliers** – Promoting supplier diversity; including the participation of small and medium sized enterprises (SME’s) and 3rd sector organisations, and local suppliers in general.
- **Promoting fair employment practices** - Ensuring workforce equality and diversity within supply chains.
- **Meeting targeted recruitment and training needs** - Offering a range of apprenticeship, training and skills development opportunities as well as employment opportunities.
- **Community benefits** - Maximising opportunities for Torbay organisations to participate in the council’s supply chains and encouraging all suppliers to make a social contribution to the local area which in turn will enhance our Community Wealth Building response as an Anchor Institution.
- **Ethical sourcing practices** - Ensuring compliance with UK, EU and international standards, promoting fair trade and fair pricing policies, sourcing materials locally, tackling corruption, child labour, modern slavery, blacklisting of union members and similar social issues, protecting animal welfare; and
- **Promoting greater environmental sustainability** - Minimising waste and pollution, supporting carbon reduction initiatives, improving energy efficiency and other sustainability programmes. Supporting the Council and Community to become Carbon Neutral by 2030.

*Example - in Manchester their Social Value Programme delivered within 24 months (over 22 contracts worth £17m) a range of benefits including: Donation of money or goods to community organisations or projects worth £43,232, provision of pro-bono services to community organisations worth £17,855/600 hours and contributions to the wider economy including work placements, apprenticeships, training and incorporating social enterprises into the supply chain.*

*These additional benefits came to the area through no additional spend from the Council but by discharging their responsibilities to Social Value through money already being spent*

## How Social Value will be incorporated into procurements?

As a minimum, all procurements over £50,000 will be required to include Social Value metrics as a part of the scoring and evaluation process. However, wherever possible, procurements below this value should also seek Social Value benefits from contracts.

The standard weighting for Social Value will be a minimum 10% of the overall evaluation score and, where it is feasible, this may be higher.

The suggested weightings that we will apply to Social Value can be seen in the table below:

Evaluation criteria	Where price is important	Where quality of service is important	Where Social Value opportunity is high
Quality	35%	50-55%	40-45%
Price	50-55%	35%	40-45%

<b>Social Value</b>	10-15%	10-15%	15-20%
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As you can see in the table, the standard tolerance for the weightings that will be attributable to Social Value is between 10% and 15% regardless of whether the emphasis is towards quality or price. However, where the Social Value opportunity is high (examples of this would be where there is very limited market differentiation between price/quality from providers, high value contracts, long term contracts or contracts that provide good opportunities for suppliers to provide Social Value) then the tolerance is then between 15% and 20%.

**Consideration of Social Value should begin at the earliest stages of the commissioning/ procurement planning process. It should form an integral part of the planning process from project initiation. Support and guidance should be sought from the PCMC Team at the earliest stage of the process to support you with this.**

Where projects are being jointly commissioned with other Authorities or public bodies the allocation of 10% will not be mandatory but we should strongly advocate for a minimum of 10% allocation to Social Value in the scoring. Negotiation with partners on Themes, Outcomes and Measures will be required and should stick to the spirit of the policy and framework in seeking to add Social Value to the local communities of all participating contracting authorities.

## Measuring & Monitoring Social Value Impact

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Measuring and monitoring delivery of Social Value accrued from our procurement activity consistently will enable us to be accountable to our community and help us build up a picture organisationally of our impact across Torbay. It will enable us to make the most difference to the lives of the people who live here.

The Public Services (Social Value) Act 2012 does not prescribe what form consideration of its requirements might take or how the procurement process should be adapted to incorporate social value. The key question with respect to social value in a procurement process (and contract/performance management, for that matter) is the same as it is for any other element, namely on what basis does the procuring or contracting party determine the most advantageous of the options presented and/or whether the option(s) available are better or worse than any given benchmark, or the outcomes originally promised or forecast?

In general terms, it is clear that comparability – and therefore some form of measurement system – are key to incorporating social value in procurement. For this reason, the adoption of a framework for measurement will be developed for use under this policy and in our commissioning and procurement processes.

The National Themes, Outcomes and Measures (TOMs) measuring tool developed by the Social Value Portal and endorsed by the Local Government Association will be used to capture Social Value offers from bidders participating in procurement processes to ensure offers can be evaluated in an open, fair and transparent way. A key benefit of a TOMs-based Social Value measurement system is that it comprises a series of objectively researched standalone measures.

To support bidders' understanding of 'what matters most to Torbay', the indicators outlined within TOMs will be aligned with the Council's priority areas identified within the Community and Corporate Plan. This will form our 'Social Value Framework' which will be regularly reviewed and updated to ensure it is relevant to local need (Draft attached in Appendix 1).

For some measures "proxy values<sup>1</sup>" will be utilised to measure in financial terms the added value to Torbay. Where available we will use national proxy values to measure Social Value impact and where possible develop localised proxy measures. Where proxy measure are not available we will use a count only record and measurement.

Once a procurement exercise is concluded, the responsibility for ensuring the committed Social Value benefits are actually delivered will fall to the officer(s) managing that individual contract.

It will be the responsibility of the contract manager to feedback data on all Social Value Outcomes within that contract to the Contract Management Team so these can be centrally recorded and monitored across the Local Authority. Reports on Social Value delivered will be included within the procurement, contract management and commissioning team's regular reporting to the Senior Leadership Team.

## Priority Indicators

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In order to maximise the social value contributions that will make the most difference to Torbay, up to three objectives can be selected for priority weighting during the procurement process. This means that submissions under these objectives will receive a priority weighting score in the evaluation. Officers/project teams will need to read through the objectives and the indicators which sit under them, to establish a maximum of the three most appropriate objectives for the project. The PCMC Team can support staff with this process.

In selecting priority objectives officers should take into consideration:

- Which elements of the Community & Corporate plan will your contract help deliver?
- Is there a natural alignment with any particular objectives or indicators with the contract?
- What are the biggest Social Value impact opportunities for Torbay from this particular market area?
- Can the market provide an indication of what priority objectives are most achievable within this area of the market? Consultation on this should be undertaken as part of market engagement activities.
- Consulting with other departments on potential priority objectives.

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<sup>1</sup> By proxy value we mean an indirect value of the desired outcome which in itself is strongly correlated to that outcome



## Mandatory priority weighting

Where a procurement is assessed as high risk for:

- Modern slavery (for example suppliers and their supply chains in construction, hospitality, manufacturing, or certain geographical locations)
- Negative Environmental Impact (for example large scale construction, manufacturing, hospitality, Retail)

an automatic priority weighting to relevant indicators will apply.

Your procurement officer will support you in assessing if this mandatory weighting will apply to your procurement.

## Capital Builds /Regeneration Schemes

Torbay is looking to extract social value through its regeneration schemes, not only in the end outcome, but also throughout the construction process. Over the next seven years there is a planned regeneration programme of around £676M which is expected to be brought forwards.

Torbay Council will be developing Employment and Skills Plans (ESP) with each contractor to support, employ, and train local people within the construction sector – not only in the building trades, but also in the wider supply chain including engineering, design, and archaeology.

As part of the development of the ESPs specific cohorts and areas deprivation will be targeted and work placements, training and qualifications, and local employment opportunities created.

## Submitting and Evaluating Social Value

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Once the priority indicators have been identified (as outlined above), these indicators will then form the “Social Value Objectives” which will be referred to within the tender documents and will be the basis of what bidding organisations will submit their commitment against as part of their method statement response.

The suppliers will be asked to provide a Method Statement Response which will capture their commitment against our Social Value Objectives and will enable the project team to evaluate the response using 0 to 5 scoring methodology.

Within their submission, bidders will be asked to evidence (and will be scored against):

- How they will deliver against the objectives.
- How it will be achieved and when by.
- What tools they will use to gather data.
- How they will monitor the progress against their social value commitment(s).

Higher scoring will be awarded for submissions that are able within their evidence to demonstrate:

- Long term sustainability
- Long term positive social impact
- Direct impact within Torbay

# Monitoring & Reporting Social Value

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Once a contract has been awarded it will be the responsibility of the contract manager to ensure that monitoring and reporting of Social Value outcomes is included as part of the routine contract monitoring process.

The contract manager will be required to feedback information on Social Value on a quarterly basis to the central contract management team ([contract.management@torbay.gov.uk](mailto:contract.management@torbay.gov.uk)) so that information on Social Value impact can be collated across the whole Local Authority. This information will be reported to the Senior Leadership Team as part of the Procurement, Contract Management & Commissioning (PCMC) Teams regular reporting process.

An annual Social Value Impact report will be produced by the PCMC team.

Routine and consistent reporting and review of our Social Value impact will contribute to and inform strategic development and decision making both within the Council and wider Community. The Council will put in place systems and processes to facilitate Social Value reporting and management by contract managers.

## Support for officers

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We will provide a series of workshops and guides for officers in implementing this policy including:

- Including Social Value consideration at the planning, sourcing and business case stage.
- Putting market engagement at the heart of everything we do and talking to our markets prior to procurements being issued – this will help us understand what level of social value can be sustained and prepare the market for tender submission.

## Support for Bidders

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We will run a series of workshops for bidders to provide an overview of:

- What our expectations of the market are in relation to Social Value;
- Examples of Social Value in Contracts to demonstrate Social Value in practice;
- The chosen objectives;
- How the responses will be scored; and
- How the Social Value in the Contract will be monitored.

The information provided at the workshops will be made available for all future tenders to ensure that all bidders are receiving the same information on Social Value.

We will ensure there is a written 'Guide to Bidders' in relation to Social Value and how this will be implemented by Torbay Council in all future procurements.

We will ensure that specific workshops are run for bidders from local SME's and VCSE's to ensure that the adoption of this Policy and associated processes does not cause any additional barriers to them bidding for and winning public sector contracts.

## Review

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Torbay Council will periodically review its Social Value Policy. In doing so, it will take account of any changes in legislation pertaining to the Public Services (Social Value Act) 2012, the Local Government Act, Public Contracts Regulations and any changes to the council's priorities.

This policy will be reviewed at minimum every three years.

DRAFT

# TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

## Social Value Themes

### Thriving People

- Objectives**
- Reduce levels of deprivation; Support healthy, physically active lives for all;
  - Work with partners to tackle crime, including exploitation and its effects;
  - Protect and involve children and young people.

### Thriving Economy

- Objectives**
- Capitalise on the unique strengths of our economy;
  - Close the educational attainment gap and broaden skills base within the workforce;
  - Protect and accelerate the development of employment space to accommodate business growth

### Council Fit for the Future

- Objective**
- Commitments to ethical procurement, including verifying modern slavery and other relevant requirements.

### Tackling Climate Change

- Objectives**
- Increase recycling rates; Reduce Torbay's carbon footprint;
  - Encourage a sustainably build environment;
  - Implement re-wooding and rewilding.

## Bidders Social Value Commitments

## Social Value Outcomes

# TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

## THRIVING PEOPLE

### Objective: Reduce Levels of Deprivation

NT1	More employment opportunities for people who live in the local area
NT54	Retraining opportunities for workers from traditionally high carbon industries
NT2	Portion of local people employed in the local area
NT3	Employment opportunities for people who are long term unemployed
NT4	Employment opportunities for young people (18-24) who are not in employment, education or training
NT5	Employment opportunities for people who are rehabilitating offenders
NT6	Employment opportunities for people with disabilities
NT7	Support into work for unemployed people over 24 supported into work through the provision of career mentoring, including mock interviews, CV advice and careers guidance
NT13	Opportunities for work placements that pay Minimum or National Living Wage according to eligibility – 6 weeks or more (internships)
NT28	Donations or in-kind contributions to local community projects (£ and materials)
NT29	Volunteering time dedicated to support local community projects
NT30	Support provided to help local community draw up their Community Charter or Stakeholder Plan
NT57	SMEs to provide their gender salary pay gap
NT40	Commitment to reducing the gender pay gap within the workforce through a variety of initiatives
NT41	Commitment of employees ensuring that their staff are paid at least the relevant Real Living Wage
NT42	Contractors within the supply chain who are supported to paying their employees at least the Real Living Wage
NT58	Contractors are supported to pay all employees who are on a renewed Contract or have been subject to TUPE the relevant Real Living Wage rate
NT25	Initiatives to be taken to tackle homelessness
	Improve delivery, affordability, and quality of housing

### Objective: Support healthy, physically active lives for all

NT20	Opportunities for employees to access wellbeing programmes, such as flexible working time arrangements and access to health and wellbeing resources
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### Objective: Reduce reliance on addictive substances

NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcohol problems, drugs etc.) or wellbeing initiatives in the community, including physical activities for adults and children
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### Objective: Promote good mental and physical health, reducing the occurrence of preventable illnesses

NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
NT55	Opportunities for employees to access workplace screening and support for anxiety and depression
NT39	Mental health campaigns to create community of acceptance, remove stigma around mental health in the workplace
NT56	Commitment by Contractor(s) and Sub-Contractor(s) to implement Thriving at Work mental health core and enhanced standards

## TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

NT21	Equality, diversity and inclusion training provided for staff and supply chain staff
<b>Objective: Work with partners to tackle crime, including exploitation and its effects</b>	
NT22	Commitments to ethical procurement, including to verify modern slavery and other relevant requirements
NT43	To identify and manage the risks of modern slavery and other relevant requirements
NT59	To undertake supply chain audits to identify and manage the risk of modern slavery occurring
NT60	More opportunities to employ people in the supply chain who will be able to identify and manage the risk of modern slavery
NT62	Commitment by Contractor(s) and Sub-Contractor(s) to implement initiatives to protect against cyber security risks in the delivery of the Contract and for training to be provided to staff to help them identify and manage cyber security risks
	Work with partners to tackle domestic abuse and sexual violence and its effects
	Work with partners to reduce offending and reoffending and its impacts
<b>Objective: Protect and involve children and young people</b>	
	We need to develop and agree these indicators (in further consultation with the Social Value Portal & local stakeholders)– we want to include TOM’s that support the Local Authority in its Corporate Parenting role for our cared for and care experienced children and young people – we will be looking at outcomes that provide support and opportunities for our children & young people.

### THRIVING ECONOMY

<b>Objective: Capitalise on the unique strengths of our economy</b>	
NT22	Commitments to ethical procurement, including to verify modern slavery and other relevant requirements
NT43	To identify and manage the risks of modern slavery and other relevant requirements
NT59	To undertake supply chain audits to identify and manage the risk of modern slavery occurring
<b>Priority Objective: Build community wealth</b>	
NT14	More business opportunities for Voluntary, Community and Social Enterprises (VCSEs)
NT15	Businesses using their expertise to support VCSEs and Small and Medium Enterprises (SMEs) pro bono (e.g. financial advice, legal advice, HR advice, HSE)
NT16	More equipment or resources donated to VCSEs (£ equivalent value)
NT18	More opportunities for local business
NT19	More opportunities for micro, small and medium enterprises
NT63	Initiatives to support rough sleepers through training for security and night staff to enable facilities spaces to open up after hours
<b>Objective: Close the educational attainment gap and broaden the skills base within the workforce</b>	
NT50	Innovative measures to promote local skills and employment
NT7	Career talks, curriculum support, literacy support, safety talks delivered to local schools and colleges
NT9	Training opportunities leading to vocational qualifications (BTEC, City and Guilds, NVQ, HNC) to be supported by local employers
NT10	Apprenticeship opportunities to be supported by local employers
NT11	Young people (under 24 years old) supported into work (e.g. CV advice, mock interviews, careers guidance)
NT13	Opportunities for meaningful work placements or pre-employment course; 1-6 weeks student placements

# TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

Support the creation of University College South Devon

**Objective: Protect and accelerate the development of employment space to accommodate business growth**

NT51 Innovative measures to promote and support responsible businesses

## COUNCIL FIT FOR THE FUTURE

NT22 Commitments to ethical procurement, including to verify modern slavery and other relevant requirements

## TACKLING CLIMATE CHANGE

**Objective: Increase recycling rates**

NT68 Increased percentage of plastic recycling rate

NT69 Dedicated support for micro, small and medium enterprises and voluntary, community or social enterprises to adopt circular economy solutions

NT70 The elimination of single-use plastic through reusable packaging solutions

NT71 The implementation of circular economy solutions through local partnerships

NT72 Increased hard to recycle waste diverted from landfill or incineration through specific recycling partnerships

**Objective: Reduce Torbay's carbon footprint**

RE39 More use of sustainable energy sources in local industrial processes and business operations (e.g. renewable energy)

NT44 Commitment to achieve net zero carbon by 2030 with the inclusion of monitoring with specific milestones

NT64 Monetary contributions to offset equivalent tonnes of carbon where carbon cannot be reduced within the Contract's timeframe

NT45 To achieve a Carbon Certification

NT32 Less air pollution from transport through utilising cycle to work schemes and use of public transport etc.

NT33 More infrastructure for low or no emission vehicles (electric cars, hybrid cars, etc.)

NT65 Higher number of fleet or construction vehicles that comply with EURO 6 emission standards or is LEV

NT66 Monitoring fleet emissions as part of the contract

NT73 Increased number of contractors operating low or zero emission vehicles

NT48 Supply chain to achieve Carbon Certification

NT49 Requirements for suppliers to demonstrate climate change and carbon reduction training for all staff

NT53 Innovative measures to safeguard the environment and respond to the climate emergency.

**Objective: Encourage a sustainably developed built environment**

NT67 Donations or investments attributable to the contract geared towards environmental and biodiversity conservation and towards sustainable management projects for both marine and terrestrial ecosystems

Address flood risks

## TORBAY COUNCIL SOCIAL VALUE FRAMEWORK

	Use technology to drive change
<b>Objective: Implement re-wooding and rewilding</b>	
<b>NT47</b>	Donations or investments attributable to the contract geared towards expert designed sustainable reforestation or afforestation initiatives
<b>Objective: Improve communications and transport connectivity and sustainability</b>	
<b>NT46</b>	Increased availability for employees to use corporate travel schemes such as subsidised public transport
	Regenerate and re-invent our town centres