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<td>An agreement that sets out the overarching terms under which contracts may be awarded, during the life of the framework.</td>
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<td>Greater Manchester Combined Authority</td>
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<td>Invitation to Tender.</td>
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<td>Key Performance Indicators.</td>
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<td>A specific set of rules for certain service contracts including certain social, health and education services, with a contract value of £625,050 or lower.</td>
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<td>An hourly rate wage set independently and updated annually by the Living Wage Foundation.</td>
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<td>Local Money Supply – a measurement of the impact of procurement spend on the local economy</td>
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<td>A new hourly rate set by the government for all employees aged 25 and above</td>
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<td>Prior Information Notice.</td>
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<td>Public Contracts Regulations 2015.</td>
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<td>Option for purchasers to reserve competition for certain health, social and cultural services where the conditions of Regulation 77 of the Regulations are met.</td>
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<td><strong>Reserved Contract</strong></td>
<td>Either a Regulation 77 Reserved Contract or a Regulation 20 Reserved Contract.</td>
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<td><strong>SAQs</strong></td>
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<td>Small and Medium Sized Enterprises.</td>
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<td><strong>Social Value</strong></td>
<td>The additional benefit to the community from the commissioning/procurement process over and above the direct purchasing of good, services, and works. It includes economic, social and environmental benefits.</td>
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<td>The Public Services (Social Value) Act 2012</td>
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<td>A Fund made up of a minimum 1% contribution from procurements used to support Bolton at Home’s Social Value Policy and Core Priorities</td>
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<td>Targeted Recruitment and Training.</td>
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<td><strong>VCSE</strong></td>
<td>Voluntary, Community and Social Enterprise sector also known as the “Third Sector”.</td>
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<td>Bolton at Home’s Environmental Sustainability Plan</td>
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1. Introduction

1.1 The purpose of this document

This document has a dual purpose and is aimed at supporting staff within Bolton at Home with responsibility for procuring goods, services and works on behalf of the organisation, namely to set out:

1. An outline of Bolton at Home’s approach to Social Value and how its Social Value policy and core priorities can be achieved in procurement; and
2. Practical guidance on how to apply Social Value principles to the procurement process and model wording to be used when drafting procurement documents.

1.2 Defining Social Value

This document will set out in Section 2 the instances in which Bolton at Home is bound and/or enabled by legislation to consider Social Value in its procurement.

“Social Value” is not defined in the Social Value Act (2012), but the Act provides a helpful understanding of Social Value as, [support or initiatives that deliver benefit to the] “economic, social and environmental well-being of the relevant area”. Social Value legislation focusses on achieving these three “pillars” of sustainable development as it is reflected in Social Value. Social Value is the additional benefit to the community from the commissioning or procurement process which is over and above the direct purchasing of goods, services, and works, including economic, environmental and social well-being or community benefits that can be delivered to a local area.

Social Value legislation focusses on achieving the three “pillars” of Social Value.

THE THREE PILLARS OF SOCIAL VALUE

Securing through procurement:
- economic well being;
- social well being; and
- environmental well being.
In this document “Social Value” refers to the Core Priorities and other Social Value outcomes that Bolton at Home considers will provide economic, social or environmental benefit to customers or residents of the area it serves. These outcomes may deliver benefits either directly and individually (through businesses and community organisations) or having a more universal impact.

1.3 When this document will be used

This toolkit must be considered and applied when procuring all contracts with a value of £50,000 (excluding VAT) or above, including:

- works contracts (including contracts for a mixture of works and services or supplies);
- services contracts and supplies contracts (including contracts for a mixture of works and supplies or services, and services that fall within the Light Touch Regime);
- framework agreements where the anticipated spend from a call off in any financial year is £50,000 (excluding VAT) or above;
- all joint contracts with other purchasers with an anticipated spend of £50,000 (excluding VAT) or above.

1.4 Other documents to be consulted

The following documents produced by Bolton at Home should be read in parallel with this document:

- Procurement Procedures;
- Procurement Toolkit;
- Social Value Policy;
- Employee Volunteering Policy;
- Continuous Improvement and Value for Money Strategy;
- Journey into Work Strategy; and
- 20x16 Environmental Sustainability Strategy.
2. Social Value – the Legal Framework

2.1 The Public Services (Social Value) Act 2012
When procuring services, the Social Value Act requires Bolton at Home to consider how to:
1. improve the economic, social and environmental well-being of the area served by it through procurement;
2. and how to undertake the process of procurement with a view to securing that improvement; and
3. consider whether to undertake any consultation on that improvement.

2.2 The Public Contracts Regulations 2015
The Regulations apply to above threshold procurements made by Bolton at Home. This document addresses the Regulations to the extent that they are relevant to considerations of Social Value. Bolton at Home’s Procurement Regulations and Procurement Toolkit must also be consulted to ensure that procurement processes are fully compliant with the Regulations. Underlying the Regulations are the EU Treaty Principles, which Bolton at Home must adhere to when procuring, which are:

- transparency;
- equal treatment; and
- proportionality.

Bolton at Home’s approach to achieving Social Value in procurement must comply with the specific requirements of the Regulations, and also be in line with those EU Treaty Principles.

The Regulations provide some useful tools enabling Bolton at Home to achieve this through the following:

**Contract award criteria:** Regulation 67 makes it clear that “social aspects” linked to the subject matter of the contract can be used as award criteria;

**Using Labels:** a specific label can be used to demonstrate that environmental, social or other characteristics that are part of the technical specifications, contract award criteria and/or contract performance conditions are met;

**Compliance with Environmental, Social and Labour Laws:** this is built into different stages of the procurement process, including exclusion of potential candidates and proposed subcontractors, the decision to award a contract, the treatment of abnormally low tenders; and
WHAT IS MEANT BY “LINKED TO THE SUBJECT MATTER OF THE CONTRACT”?

Under the Regulations a matter that is linked to the subject matter of the contract can be taken into account in the evaluation of tenders. Consequently, understanding this concept is crucial to:

1. maximising the amount of Social Value achieved under each contract; and
2. ensuring that the Regulations are complied with, reducing the risk of procurement challenge.

For a Social Value matter to be linked to the subject matter of the contract it must be a core requirement of that contract. There are limits on what requirements could be considered to have a close enough relationship to the contract’s subject matter in order to be considered a core requirement. This is especially the case for supplies contract.

EXAMPLES

- a requirement for targeted recruitment and training in construction related skills is sufficiently linked to the subject matter of a contract to build houses in order for it to be evaluated at tender stage;
- a provision for the use of eco-friendly ingredients in a catering contract is sufficiently linked to the subject matter.
2.3 The Modern Slavery Act 2015

The Modern Slavery Act 2015 was passed on 26 March 2015. The Act consolidates slavery and trafficking offences and introduces tougher penalties and sentencing rules. Bolton at Home’s is required to comply with the Act and to encourage good practice throughout the supply chain, in the prevention, detection, investigation, and prosecution of slavery and human trafficking offences, as well as the identification of victims of those offences.

To support its social value policy, suppliers will therefore be required to provide a statement to confirm what steps the organisation is taking to ensure that slavery and human trafficking is not taking place and provide monitoring information on HR related issues.

2.4 The Small Business and Enterprise Act 2015

The SBEE Act 2015 was passed on 26 March 2015 to improve access to finance and support SMEs growth, as well tightening up on existing employment related legislation including:

- Streamlining public procurement to improve access to public sector contracts
- Increasing transparency on payment practices and policies
- Stopping abuse of zero hours contracts
- Deterring employers from breaking National Minimum Wage legislation

Bolton at Home is required to comply with the Act and promote good HR and finance practice throughout its supply chain. As part of embedding social value in procurement, we also aim to diversify our supply chain by improving access to contracts for SMEs, VCSE and social enterprises.

2.5 Governance

Bolton at Home’s governance arrangements underpin its business and Social Value activities. Governance must be met, which means complying with this Toolkit and all other strategies and policies adopted by Bolton at Home. As a registered charity, Bolton at Home is governed by its broader charitable objects as described in its Articles of Association.
SUMMARY OF BOLTON AT HOME’S CHARITABLE OBJECTS

- to provide social housing and associated amenities to those in need;
- to support older persons, persons with disabilities or chronically sick persons in need of social housing, advice and assistance;
- to provide recreation and leisure facilities in the interest of social welfare;
- to relieve poverty amongst the residents of Bolton at Home’s properties and the neighbouring area;
- the advancement of education, training and retraining, particularly among unemployed people; and
- the promotion of urban and rural regeneration.
3. Social Value Policy Approach

Bolton at Home commits to going beyond the minimum requirements of the Social Value Act, to apply it to procurements of all goods, services and supplies contracts of values above the thresholds identified in Section 1.3 above.

Bolton at Home’s Social Value Policy sets out the organisation’s broader objectives and targets for achieving social value outcomes that are relevant to its customers and communities by working in partnership with stakeholders, including suppliers and partners.

The Social Value in Procurement Toolkit therefore sets out Bolton at Home’s approach on how to apply social value policy through contractual relationships with suppliers.

3.1 Social Value Core Priorities

Bolton at Home has aligned its Social Value core priorities (“the Core Priorities”) to the GMCA Social Value Policy. It is the primary focus when procuring social value and setting social value outcomes in each procurement exercise (see Section 4.3.2).

The Core Priorities set the key drivers which support achieving Social Value outcomes. They help to shape the organisation’s approach to procurement before engagement with the market or preparation of any tender documents:

i. promote employment and economic sustainability – tackle unemployment and facilitate the development of skills

ii. raise the living standards of local residents – working towards living wage, maximising employee access to entitlements such as childcare and encourage suppliers to source labour from with Bolton

iii. promote participation and citizen engagement – encourage resident participation and promote active citizenship

iv. build the capacity and sustainability of the VCSE (voluntary, community and social enterprise) sector – practical support for local voluntary and community groups

v. promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough and

vi. promote environmental sustainability – reduce wastage, limit energy consumption.
3.2 Social Value Outcomes

(a) Payment of a Living Wage

Bolton at Home has pledged its support and commitment to payment of a Living Wage as part of the Greater Manchester Anti-Poverty strategy. The government has recently introduced the new National Living Wage from 1st April 2016 for all employees aged 25 and above. It is Bolton at Home’s aspiration to ensure where possible that contractors, subcontractors, suppliers and service providers also pay a Living Wage as proposed by the Living Wage Foundation. Bolton at Home’s Management Team has approved in principle this approach and is currently considering how best to implement its Living Wage Policy. Further guidance will be issued when available.

(b) Targeted recruitment and training / tackling worklessness

Many people are disadvantaged in the labour market in the area Bolton at Home serves and are at risk of both social and economic exclusion. Procurement for Bolton at Home can be tailored to help support the local labour market and provide employment and training opportunities to those that might otherwise struggle to access the labour market.

**EXAMPLE:** Several of our works contractors now approach us directly to advertise new job opportunities within Bolton and we are able to target job ready customers and provide free recruitment and selection support.

It is Bolton at Home’s policy to procure in a way that maximises opportunities for local people as far as possible within the confines of the Regulations and EU Treaty Principles, which will be achieved by:

- setting specific TR&T requirements;
- putting in place supply chain arrangements so that targeted groups benefit;
- providing recruitment and selection support to suppliers to enable TR&T; and
- asking suppliers to commit to a “pledge” to Team Bolton, Bolton’s strategic employment and skills partnership.
(c) Impact of the local economy

Bolton at Home’s general approach is to use its procurement activities to the benefit of the local economy as far as this is possible within the confines of the Regulations and EU Treaty Principles. In relation to employment and training Bolton at Home’s policy aim is to maximise opportunities for residents in the Bolton area (and in particular Bolton at Home’s customers and residents). See section (b) above further information on this point.

In relation to SMEs and social enterprises, Bolton at Home’s approach is as set out in Section (d) below.

Bolton at Home’s aim is that local organisations are provided with the opportunity to tender for subcontracts and supply contracts where Bolton at Home has a “main” contract with a contractor. In relation to the supply chain, Bolton at Home will promote good practice in managing the supply chain and will monitor sub contractor terms and conditions and ensure that relevant terms are applied, including payment terms.

Bolton at Home aims to use LM3, a methodology for monitoring the local money supply to assess its local economic impact through corporate procurement spend supply chain spend. Whilst Bolton at Home cannot set targets for LM3 as this may discriminate against non-local bidders, it can monitor annual supplier spend and include this as a contract condition.

EXAMPLE

Bolton at Home Tenant Toni, had been out of work and was seeking new career opportunities in Bolton. Our maintenance contractor was recruiting for a new Apprentice Administrator and approached us to advertise the opportunity. Toni successfully competed in the selection process against 50 applicants. She excelled from day one in her role and completed her NVQ Level 2 in Business Administration in her first year. When a vacancy for another for a position within the company as a Trainee Quantity Surveyor was advertised, Toni was encouraged to apply and is now studying for a Quantity Surveying and Construction Management Degree at UCLAN on day release.
**EXAMPLE:** Our fencing contractor has supported the “Incredible Edibles” food growing project on our Johnson Fold Estate, in partnership with our UCAN Centre. In addition to employing 4 customers and providing a work placement, the contractor has donated materials including soil and pallets to make food tubs for customers.

**(d) Support to SMEs and access for SMEs**

SMEs are often well placed to provide Social Value through procurement. However, they are often excluded from competing in tenders due to obstacles that prevent access to the marketplace. An example could be a particularly onerous tendering process involving expenses SMEs cannot afford. Bolton at Home’s policy is to ensure that a level playing field is created so that SMEs are able to compete effectively for tenders. Bolton at Home will open up opportunities to SMEs by:

- drawing the attention of local organisations to contract opportunities;
- use pre-procurement capacity building;
- considering use of lots within contracts; and
- requiring main contractor to open up their own supply chain.

**(e) Support to social enterprises and the “Third Sector” and access for those organisations**

The same approach as for SMEs (see section (d) above) will be taken in order to ensure social enterprises and “third sector” organisations have equal access to Bolton at Home’s procurements.

In addition, Bolton at Home will seek to enter into either Regulation 20 Reserved Contracts or Regulation 77 Reserved Contracts whenever possible and appropriate.

**(f) Social Value impact through the supply chain**

Seeking Social Value throughout the supply chain can increase the impact achievable through procurement. Bolton at Home understands that successful delivery of Social Value down the supply chain is directly linked to the Social Value requirements it places on the main contractor under the contract conditions and specification. Consequently, these documents will be drafted with a view to maximising Social Value achievements through the supply chain.
(g) Environmental Sustainability

Bolton at Home is committed to minimising any negative environmental impact of its operations and wherever possible is keen to encourage its partners and suppliers to do the same. Its 20x16 Plan sets out its approach to protecting and enhancing the environment. Contractual arrangements provide an opportunity to help deliver the 20x16 Plan and so Bolton at Home recognises that procurement processes play an integral role in working to that plan and contributing to achieving its targets. Bolton at Home will use every opportunity to widen the scope of its specifications to maximise environmentally sustainable outcomes in each contract. How this can be achieved is set out in the Social Value Toolkit.

(h) Support to disadvantaged people (including Reserved Contracts opportunities)

Procurement for Bolton at Home presents a significant opportunity to increase support for disadvantaged people. Procuring through Reserved Contracts is a particularly effective way of contributing to support for disadvantaged people. Bolton at Home will also focus on providing support to older persons and people with disabilities by particularly tackling issues of isolation and promoting independent living.

3.3. Other Social Value outcomes

As a general rule, Bolton at Home’s aim is to achieve Social Value in the areas identified as Core Priorities above. However, in addition to the core priorities, Bolton at Home will undertake procurement that achieves any other Social Value outcome where that outcome meets all of the criteria set out in the table below.
<table>
<thead>
<tr>
<th>CRITERIA REQUIRED TO EXTEND TO OTHER SOCIAL VALUE OUTCOMES</th>
<th>(√/✗)</th>
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<tbody>
<tr>
<td>The Social Value outcome is consistent with the Creating Social Value Strategy and the Environmental Sustainability Strategy.</td>
<td></td>
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<tr>
<td>Seeking the Social Value outcome through a contract and/or the commissioning process is likely to improve the economic, social and environmental well-being of the area that Bolton at Home serves.</td>
<td></td>
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<tr>
<td>The potential benefits to Bolton at Home or to the target community justify any additional work and expense that would be incurred by Bolton at Home in achieving the Social Value outcome.</td>
<td></td>
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<tr>
<td>Bolton at Home has access to appropriate expertise in the Social Value outcome, either internally or through a partner organisation, so that proper support can be given to both the procurement team and service teams during the commissioning process and in the delivery of the contract.</td>
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3.4. Social Value Fund

Bolton at Home will require a minimum 1% contribution of the contract price from suppliers as a contribution to Bolton at Home’s Social Value Fund for all contracts with a value of £50k (excluding VAT) or above. This amount will be invoiced by Bolton at Home monthly and annually or at the end of the scheme (where activities are less than a year). The final amount invoiced will be based on the final account and/or actual contract spend for the period, plus VAT.

The following options are available in relation to applying the Social Value Fund to procurement:

1. **Contract condition**
   - Make it a condition of the contract that a minimum 1% of the contract price is invoiced for the Social Value Fund. The 1% social value fund invoiced, will be the spend amount agreed, plus VAT. The bidders response will be evaluated on a Pass/Fail basis.
   - This option is best used where social value is difficult, or cannot be linked to the subject matter of the contract and/or where it may be perceived of a bribe or inducement within the industry sector.
2. Minimum requirement

<table>
<thead>
<tr>
<th>Make the minimum 1% contribution a minimum requirement which is evaluated as part of award criteria. Where 1%, or more is offered, this is evaluated as meeting requirements and therefore scored as 3. Bidders offering less than 1% are scored lower. The bidder who offers the highest %, scores the maximum of 5, ie exceeds requirements. The next highest bidder(s), receives the score of 4.</th>
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</table>

Option 1 can only be used if it can be considered relevant to meeting Bolton at Home’s Core Priorities. In addition, Option 2 can only be chosen if the contribution is sufficiently linked to the subject matter of the contract. This must be must be considered carefully in each procurement exercise on a contract-by-contract basis.

It is anticipated that for the majority of supply contracts, the 1% contribution will be a contract condition which is a Pass/Fail which is not scored as part of the Quality evaluation criteria.

The purpose of the Social Value Fund is to deliver projects and initiatives that meet Bolton at Home’s Social Value Core Priorities. The purpose of the Social Value Fund must clearly be set out in the ITT to demonstrate to bidders that the contribution will go towards achieving Bolton at Home’s Core Priorities.

Funding allocation will be determined by Bolton at Home’s Management Team under the remit that it is directed towards delivery of the Core Priorities. Spend of the Fund contributed to by Bolton at Home’s supply chain in this way will support meeting Bolton at Home’s Social Value Core Priorities. In order to achieve transparency, Bolton at Home will publish annually, a list of spend summarising what projects and initiatives the Social Value Fund has been allocated towards.

The allocation of the Social Value Fund will be reviewed and agreed each year by Bolton at Home’s Management Team. Allocation will be strictly in line with addressing the Social Value Core Priorities Bolton at Home has identified in this Toolkit.

3.5. Costs and affordability

Bolton at Home recognises that costs associated with delivering Social Value may be absorbed within tender prices. However, achieving Social Value also often provides opportunities for cost savings, meaning that the overall tender price may not necessarily be higher.
3.6 Bolton at Home’s approach to framework contracts

Bolton at Home’s commitment to achieving Social Value extends to framework agreements and contracts already existing at the date this Toolkit is adopted and any new frameworks subsequently developed or used. When setting up a framework agreement, where the call-off value of a contract under a it is £50,000 (excluding VAT) or above, Bolton at Home will require bidders to commit to completing and implementing a Social Value Method Statement in relation to the award of each call-off contract. This same approach can be taken for the call-off of contracts of that value or above in existing framework agreements, but only to the extent that the terms of the framework agreement allow for this (eg. where a new specification is required for each all-off contract, social value requirements can be included in that specification).

In these circumstances, Bolton at Home will evaluate Social Value as part of the Quality criteria of the call-off, with a maximum weighting for Social Value of no more than 20% of the total quality score.

3.7 Bolton at Home’s approach to shared/joint procurement and external agents

Where an external consultant or organisation is to be appointed to manage the procurement and/or the contract, then they will be required to implement Bolton at Home’s Social Value Policy and guidance within this Toolkit. Where Bolton at Home is undertaking a joint procurement with other organisations eg a procurement consortium or shared service, then it is the responsibility of Bolton at Home’s lead representative in these Discussions to make partner organisations aware of its Social Value Policy and the Toolkit.
The lead person must highlight when there is a need to include Social Value in the contract, at least in relation to the delivery of it for Bolton at Home.

4. Achieving Social Value in Procurement

This section outlines the processes and procedures to be followed in order to achieve Bolton at Home’s objectives, principles and policies relating to achieving social value in procurement.

4.1 Flow chart: Social Value throughout the procurement process

The flowchart on the next page provides an overview of the 5 steps at which Social Value should be considered during the procurement process including:

**Step 1:** Plan and Analyse (including Approval)

**Step 2:** Determine the Procurement needs and outcomes

**Step 3:** Prepare the procurement documents

**Step 4:** Manage the tender process

**Step 5:** Deliver and manage the contract

These stages are expanded on in the subsequent sections of this Toolkit.
**Step 1:** Plan and Analyse

- Decision and approval to proceed to procurement taken in accordance with Procurement Toolkit
  - Contract value below £50K
    - Continue procurement in accordance with Procurement Toolkit only
  - Contract value £50K or above
    - Continue procurement in accordance with both Social Value Toolkit and Procurement Toolkit
  - Refer to Procurement Hub Team

**Step 2:** Determine the procurement needs and objectives

- Undertake preliminary market engagement
- Set Social Value objectives
- Determine the procurement route
- Consider the type of contract
- Assess advertising needs
The tender process (from advertisement to contract award) must follow the process set out in the Procurement Toolkit. This Social Value Toolkit should also be consulted in relation to the Procurement Procedures.
4.2 Pre-procurement: Plan and analyse

For every new procurement the processes outlined in the Procurement Toolkit must be followed, including the initial process of determining the business case, the need for the new contract and gaining approval.

In the context of Social Value, at the outset of any procurement you must consider the following:

1. **Whether the proposed contract is subject to the requirements of this document.** It will be if the estimated value exceeds the thresholds set out in Section 1.3 ie above £50k (excluding VAT).

2. **If it is, familiarise yourself with Bolton at Home’s overarching Social Value objectives, principles and priorities.** You should read Sections 1 to 3 of this document to achieve this; and

3. **Identify key individuals within Bolton at Home who should be involved in the procurement.** For example, consider whether key individuals tasked with championing Environmental Sustainability, Social Value, Worklessness and Procurement should be involved in the procurement.

The following are the key internal stakeholders who should be consulted at the relevant stage of the procurement:

- **Assistant Directors** budget confirmation and approval
- **Procurers, Commissioners and Contract Managers:** contract reviews, benchmarking (of similar goods, services or works)
- **Partnerships Manager:** Social and Economic Value
- **Environmental Sustainability Officer:** Environmental Value
- **Employment & Skills Managers:** Targeted Recruitment & Training; Partner Agencies
- **Procurement Hub Team:** Current suppliers, Procurement Advice & Support;
4.3 Pre-procurement: Determining the procurement needs and outcomes

4.3.1 Preliminary market engagement

Preliminary market engagement can be a useful tool for determining early on how all contract requirements can be met and also how the Social Value requirements in the procurement process and contract. It can also form part of any consultation process Bolton at Home considers necessary particularly in order to discharge its duties under the Social Value Act for Service contracts. Consequently, at the outset of a procurement process you must consider whether undertaking preliminary market engagement will assist in this manner and, if so, what type of engagement is required and who you should engage with.

Is preliminary market engagement required?

It will be a particularly good idea when the contract is:

- A service contract (or a mixed contract with a service element)
- large;
- of high value; and/or
- strategically important to Bolton at Home.

What type of engagement is required?

This will depend on the nature and context of the contract as well as what you want to achieve from the engagement. It could include any or all of the following:

- informing potential bidders of Bolton at Home’s plans and requirements and considering feedback received; and/or
- seeking advice from independent experts or authorities, or from participants in the relevant market.

Who should we engage with?

This will depend on the nature and context of the contract as well as what you want to achieve from the engagement. It could include any or all of the following:

- potential providers;
- relevant end users; and/or
- any other relevant stakeholders.
What should the engagement be about?
Again, this will depend on the nature and context of the contract, but it could include considering any or all of the following:

- what is being purchased: is the specification realistic, too ambitious or not ambitious enough?
- what the process will look like: for example, do potential bidders have any concerns about timescales?

EXAMPLES
Engagement can help you to achieve a better understanding of the ability of providers in the relevant market to monitor contract-specific staff. This would be of assistance where you anticipate needing to monitor targeted recruitment and/or training requirements during the term of the contract.

Engagement may help to identify innovative solutions (such as waste minimisation) that Bolton at Home would not otherwise have considered specifying.

Is pre-market engagement anti-competitive?
As with all elements of the procurement process, you must ensure that your proposals for pre-procurement market engagement in relation to Social Value will not violate the EU Treaty Principles of transparency, equal treatment and proportionality.

EXAMPLES
Market engagement activities that can be undertaken in a way that ensures EU Treaty principles are upheld include:

- “meet the buyer” events – either directed towards one particular contract, or more generally focussed on how Bolton at Home commissions works, services and goods. These can also be organised by umbrella bodies (such as the local Chamber of Commerce) and so enable suppliers to meet a number of potential buyers at one event;
- soft market testing that will seek to investigate how a market feels about a potential contract, new ideas and potential choices that the contracting authority could make;
**Should records of pre-market engagement be kept?**

It is very important to keep records of what took place during any pre-market engagement not least so that you can ensure information is shared with bidders at procurement stage to ensure competition is not distorted. Records will also provide evidence of consultations undertaken as a consequence of Bolton at Home’s duties under the Social Value Act for service contracts and also those undertaken for works and supplies contracts.

### 4.3.2 Setting and specifying Social Value outcomes

Setting the Social Value outcomes for each contract/commissioning process is a critical part of the procurement of Social Value because:

- good procurement practice determines that tender/contract requirements should be measurable and capable of being monitored and verified;
- adopting a rational process for setting targets is important in obtaining the support of the whole procurement and contract management team;
- the specified outcomes should be compatible with other contract priorities like quality, timely delivery and affordability.

You must set Social Value outcomes for each procurement and then monitor them throughout the procurement process, ensuring a clear and consistent approach throughout.

Understanding potential outcomes from either a single contract or a programme of commissions made can influence which contracts should be prioritised by Bolton at Home in relation to Social Value, should resources for facilitation and monitoring be limited.

It is important to consider the Social Value Core Priorities, before specifying social value outcomes for each procurement. Set out below is some practical guidance on how Bolton at Home’s Core Priorities can be targeted through the procurement process. You must consider the issues and questions raised below before proceeding to draft any procurement documents so as to map out how you will achieve those Social Value outcomes in each procurement.

The most effective way of ensuring Social Value is achieved is by making specific requirements of contractors in contract conditions and specifications. At this pre-procurement stage, once you have identified the Social Value
outcomes it is important to also consider how they can be delivered through the contract terms. Below is some further guidance that addresses this in relation to each Core Priority.

This matrix must be used by commissioners and procurers for each contract to consult and consider which Social Value requirements and outcomes should be used for each contract. Any requirements must also be proportionate to the size and duration of the contract.

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Goods &amp; Supplies</th>
<th>Services</th>
<th>Works</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Social Value Fund</strong></td>
<td><strong>Yes</strong></td>
<td><strong>Yes</strong></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>Contribution to support Social Value Policy and Core Priorities.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Yes</strong> Contract condition in all contracts to invoice for the Social Value Fund. The 1% social value fund invoiced, will be the spend amount agreed, plus VAT.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Yes</strong> Contract condition in all contracts to invoice for 1% pa of contract spend plus VAT to contribute to Social Value Fund.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Or Minimum of 1% pa of contract spend to be deducted which is evaluated as part of tender award criteria.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Consider on a case by case basis where relevant if it is relevant to the subject matter of the contract so can be included within award criteria as part of tender evaluation.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| **2. Impact on the Local Economy: Local Money Supply (LM3)** | **Yes**          | **Yes**  | **Yes** |
| Monitoring of supplier annual spend within the Bolton postcode area. |                   |          |       |
| **Yes** Contract condition in all contracts. |                   |          |       |
| Suppliers to provide annual spend data as part of monitoring requirements. |                   |          |       |

| **3. Team Bolton Pledge**                                | **Yes**          | **Yes**  | **Yes** |
| Voluntary commitment to our strategic partnership |                   |          |       |
| **Yes** Contract condition in all contracts. Particularly relevant for |                   |          |       |
| |                   |          |       |
"Team Bolton" which supports skills and employability across Bolton. (see appendix 9)

<table>
<thead>
<tr>
<th>4. Notification of vacancies</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every vacancy on the contract, including those with subcontractors, shall be notified to Bolton at Home and candidates identified by Bolton at Home are to have an equality of opportunity in the selection process.</td>
<td>Contract condition in all contracts.</td>
<td>Contract condition in all contracts.</td>
<td>Contract condition in all contracts.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. Targeted recruitment and training</th>
<th>No</th>
<th>Maybe</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consideration of all employment and training opportunities for customers and residents living in Bolton to tackle worklessness and support our Journey into Work Strategy.</td>
<td>There is very limited scope for linking Social Value requirements to the subject matter.</td>
<td>There is some scope for linking social value requirements to the subject matter and including within award criteria, depending on the type of contract, duration, value and % of labour used.</td>
<td>There is considerable scope for linking social value requirements to the subject matter and including within award criteria.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>6. Environmental Sustainability</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consideration of environmental factors at all stages of the tender process including at selection stage, ITT, evaluation and award and contract conditions to support 20X16 Plan. Refer to the Environmental Sustainability Guide for further information.</td>
<td>Contract condition in all contracts. Consider at bidder selection stage. Include relevant environmental requirements such as standards and labels within the specification Evaluation of environmental requirements within the ITT method statements &amp; monitoring of environmental KPIs.</td>
<td>Contract condition in all contracts. Consider at bidder selection stage. Include relevant environmental requirements such as standards and labels within the specification Evaluation of environmental requirements within the ITT method statements and monitoring of environmental KPIs.</td>
<td>Contract condition in all contracts. Consider at bidder selection stage. Include relevant environmental requirements such as standards and labels within the specification Evaluation of environmental requirements within the ITT method statements and monitoring of environmental KPIs.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>7. Impact on the local economy: Supply Chain Opportunities</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contractors are required, where it has new opportunities for subcontracts or supplies contracts that are live at</td>
<td>Contract condition in all contracts.</td>
<td>Contract condition in all contracts.</td>
<td>Contract condition in all contracts.</td>
</tr>
</tbody>
</table>
the start of the contract, or become so during the contract period, to hold a ‘meet the buyer’ event to inform local companies of the opportunities.

8. Impact on the Local economy: Notification of supply chain opportunities

All subcontract and supply opportunities shall be notified to Bolton at Home and/or another organisation/portal site named by Bolton at Home.

Yes
Contract condition in all contracts.

Yes
Contract condition in all contracts.

Yes
Contract condition in all contracts.

9. Other social value requirements linked to the subject matter

Consider potential scope of social value which is relevant and proportionate to each contract.

No
There is very limited scope for linking Social Value requirements to the subject matter.

Exception is for large Goods contracts where there may be more scope to consider other relevant outcomes.

Maybe
There is some scope for linking social value requirements to the subject matter and including within award criteria, depending on the type of contract, duration, value and % of labour used.

Yes
There is considerable scope for linking social value requirements to the subject matter and including within award criteria.

(a) Payment of a Living Wage

Bolton at Home’s Management Team are currently reviewing the Living Wage Policy and how it applies to procurements.

Further guidance will be provided in this toolkit when available.

(b) Targeted recruitment and training/tackling worklessness

Bolton at Home’s approach to TR&T is based on over 3 years of considering and successfully delivering Social Value in contracts by working collaboratively with staff, partner agencies and suppliers within Bolton.

You must ask the following key questions (where appropriate, as part of a wider pre-market testing process):
What is the best way of setting employment targets?
This can be set against either the number of workers or durations of work (e.g. Person Weeks). Person Weeks is appropriate where many ‘jobs’ are short-term because the skills needed and the employers involved change as the project progresses, as in construction.

How many people (or how many Person Weeks) will be required to deliver the contract?
Does the commissioning team know this, if not consider researching this with some potential suppliers through ‘soft market testing’.

What proportion of the workforce (or Person Weeks) can reasonably be delivered by new entrants to the sector?
It is important to consider what number of new entrant opportunities can be achieved without jeopardising good quality, a reasonable price and timely delivery.

How long is it before a new entrant to the sector becomes productive?
This can help determine how long a new entrant should be counted as a ‘new entrant’. For these purposes, productive means an employee being able to cover the cost of their employment in the value of the work they deliver for their employer.

What is the typical labour turnover in the sector?
This can help determine how long it will take for a ‘new entrant’ to the sector to move into their second job and create a vacancy for another ‘new entrant’.

What is the scale of demand for the opportunities that will be created, and what training is available locally?
To assess this it is useful to involve training providers that work in the sector being procured, and possibly general employment agencies: what number of trainees and job-seekers.

By asking the above questions you should have been able to establish:

1. the number of new entrant trainees that can reasonably be expected to work on a project;
2. the type and length of training they will need to receive in order to become productive; and
3. a definition of a new entrant trainee that provides clarity to contractors of what is expected of them in terms of training.

At this point you should be able to set a target number of opportunities to be provided.
In the construction sector there is a fairly well-established process for setting targets for ‘new entrants’ to the industry based on:

a) a calculation of the overall labour requirement to deliver the contract e.g. number of people or person weeks;
b) a judgment of what percentage of these can reasonably be delivered by apprentices and new trainees, in the context of other contract requirements like quality, cost and timely completion.

A key issue in setting targets is deciding what the right percentage is for ‘new entrant’ weeks or jobs. There is considerable experience that suggests a benchmark for works contracts in the region of 10% of total labour usage, but it depends on the context of each contract.

You can use this methodology to other sectors, but the appropriate target percentage will be different. Your initial research should inform you on the appropriate target to set.

In some instances it will not be appropriate to set a target (e.g. where take-up is unpredictable because skilled/experienced workers have many more options than new entrants to the labour market). In this instance, instead of setting a target you must:

1. notify named local agencies of all vacancies and/or advertise them locally; and
2. monitor the numbers of local people that benefit.

**Targeted Recruitment and Training Case Studies**

We included Social Value requirements in our 10 year £70m Term Maintenance Partnering Contract. Through targeted recruitment and training and partnership working with our Contractor we have: recruited 21 Apprenticeships and Trainees, provided 15 work placements and delivered 13 accredited work based training places to customers and residents of Bolton.

Since 2014, we have included targeted recruitment and training of customers in our fencing contract. We have successfully recruited for 4 jobs and 1 work placement opportunity and promoted Equality & Diversity by employing Women and Lone Parents in Construction.

We have used the “Team Bolton Pledge” to target long term unemployed customers and residents in Bolton by working collaboratively with Job Centre Plus and Bolton Council Workshop to identify people who would benefit from work placements with our contractors.
(c) Impact on the local economy

To ensure a positive impact on the local economy, you must:

- consider how best to advertise an opportunity to reach a local market (see Section 4.3.5);
- give equal opportunities to bidders expressing an interest as a result of local advertising;
- make it a contractual requirement, where the contractor has opportunities for new supply contracts or subcontracts that are live at the start of the contract or become so during the contract period, that contractors hold a “meet the buyer” event to inform local organisations of the opportunities.

ENSURING EQUAL TREATMENT

To comply with the EU Treaty Principles, these “local impact” Social Value requirements must not favour local over non-local bidders. If you do impose requirements where knowledge of the location, or having a local workforce, would give an advantage to a local bidder you must ensure that the disadvantage to non-local bidders is neutralised.

A ‘level playing field’ for local and non-local bidders can be achieved by focusing on:

- specifying named sources from which new employees can be recruited;
- requiring that vacancies are notified to a named source;
- requiring the same monitoring information regardless of who the contractor is.
Local Economy Impact Case Studies

Our monitoring of supplier spend has identified that in 2013/14 we spent 66% within the local economy against a target of 70% by 2016.

The Green Café partnership between Catering Academy and Bolton at Home is committed to supporting the local economy. This is done by sourcing products locally in the North West and by creating work and volunteering opportunities for local people. Four new jobs have been created and 1 volunteering placement delivered.

(d) Support to SMEs and access for Social Enterprises

You cannot specify that bidders must be small businesses or social enterprises or impose any other requirement that would favour one size structure of organisation over another. Instead, you should design the procurement process to maximise:

- limiting the use of bureaucracy to that which is strictly necessary;
- ensuring opportunities are sufficiently advertised, particularly in the local area;
- not requiring bidders to have a disproportionately high turnover compared to the value of the bid. The maximum annual turnover that can be required of tenderers is twice the annual contract value, and;
- looking beyond just the price of a bid to take into account other factors such as social value, in order to determine the bid that provides the overall best value for money.

We split our Grounds Services contracts into smaller lots, including Tree Consultancy to make the contract more accessible to SMEs.

(e) Support to social enterprises and the “third” sector and access for those organisations

Apply the same techniques as outlined in section (d) above, to provide support to social enterprises and the “third sector”. Also, consider breaking procurements into lots to make opportunities more accessible for specialist social enterprises and / or “third sector” organisations. (see Section 4.3.3 for more information).
(f) Social value impact through the supply chain

You should draft specifications for main contractors widely in a way that envisages opening up opportunities down the supply chain. You should also encourage contractors to make voluntary commitments such as asking contractors to share Bolton at Home’s vision for Social Value. You can demonstrate to them that securing Social Value need not necessarily result in higher costs and can secure better value for money, both for the contractor and Bolton at Home.

(g) Environmental sustainability

For all contractual requirements it is important to consider what is appropriate to each contract and to tailor requirements by key themes eg waste, water, energy etc. This approach is also more appropriate for SMEs where additional guidance would help bidders to develop action plans and build capacity. Consider making the following selection criteria or requirements of the supplier

- **Environmental Obligations**: As part of supplier selection and potential bidder exclusion, check for any breach against statutory environmental obligations. Subject to any period of “Self Cleansing” (see the Procurement Toolkit).

- **Environmental Labels**: consider including these as part of the specification to demonstrate compliance with environmental standards (follow guidance below on how to achieve this).

- **Sustainable Action Plan**: develop a Sustainability Action Plan which addresses environmental management in the provision of the Services/supply of the Goods/delivery of the Works which demonstrates a commitment to using working methods, equipment and materials that will improve the sustainability of the contract requirements;

- **Environmental Management System**: put in place where one is not already an Environmental Management System that applies specifically to the Services / Goods / Works for the duration of the contract which meets the requirements of ISO 14001; equivalent or approved

- **Imposing obligations on the supply chain**: when purchasing supplies, equipment or services required for the delivery of the contract, require the
providing rewards when environmental commitments are kept to, and enforcing sanctions when they are not, will help ensure that contractors comply with the promises that they made in order to secure the tender. These can take the form of economic bonuses or sanctions to reflect the extent to which the contractor has or has not kept up with their commitments to limit their environmental impact.

**Environmental Sustainability Case Studies**

In our Fleet Services ITT, we included method statements on vehicle emissions and are monitoring this. 

As part of our evaluation of our Voids Security and Cleaning Service, we included a range of environmental method statements including what environmental management systems are used.

In our supplies contracts, we have included pricing options for higher level specifications windows that are more energy efficient.

**KPIs:** adhere to environmental KPIs: Set appropriate KPIs based on industry standards; previous supplier performance and benchmarked performance. Include these in the Tender Documents and require suppliers to report progress. Further guidance is in the Environmental Sustainability Guide in Appendix 2.

**KPIs**

Providing rewards when environmental commitments are kept to, and enforcing sanctions when they are not, will help ensure that contractors comply with the promises that they made in order to secure the tender. These can take the form of economic bonuses or sanctions to reflect the extent to which the contractor has or has not kept up with their commitments to limit their environmental impact.

In addition to selection criteria and contractual requirements, you should also consider the appropriateness of evaluating the life-cycle cost of a contract or relevant elements of a contract to help achieve environmental sustainability. This evaluation methodology does require some expertise and must be considered on a contract-by-contract basis. See Section 4.4.5 for more information.
Environmental Requirements/KPIs for Works Contracts

Environmental Sustainability Management:
Proposals and evidence of systems, policies and procedures for the overall management, monitoring and reporting of environmental sustainability that are specific to the Works contract.

Specific Output Requirements Include:
1. Draft Site Waste Management Plan
2. Environmental Policy/Statement of environmental issues, which is contract specific.
3. Environmental Management Systems (EMS) that establishes an environmental reporting system.
4. Sustainable Procurement Policy/Ethical Sourcing Policy

Environmental considerations for outcomes and KPIs:
- EMS Certification ISO4001 or equivalent
- CO2 and other emissions and pollutants
- Embedded CO2
- Water use
- Waste generated
- Sustainable sourcing
- Recycled content
- Transport method

Environmental Sustainability Performance Management
85% Performance Target Year 1, 2 & 3.
Monthly Reporting (Actuals) and Annual (Cumulative) by Service Provider to Client
(h) Support to disadvantaged people (including reserved contracts opportunities)

For each procurement opportunity, consider whether it has the potential to support and/or engage disadvantaged people either:

- as a beneficiary to Social Value outcomes of the contract (for example, through targeted recruitment or training – see section (b) above); or
- by giving the opportunity to be the provider (e.g. through a Reserved Contract, which ring-fences competition allowing the competition to be limited in certain circumstances – see Section 4.3.4 for more detail).

4.3.3 Determining the procurement route

Picking the right procurement route to follow will assist in achieving the identified social value targets. This means determining both:

- what the procurement process will be; and
- whether the contract should be broken into "lots".

What is the best procurement process to undertake?

When determining what is the best procurement route to use for each contract, you must carefully consider the rules and principles set out in Bolton at Homes’ Procurement Toolkit. Below is an assessment of how each procurement route can be best used to achieve social value:

<table>
<thead>
<tr>
<th>Procurement Options</th>
<th>Social value considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Quotation</td>
<td>Best to not use</td>
</tr>
<tr>
<td>A supplier’s written or oral price offer.</td>
<td>Only suitable for low value contracts (i.e. below the thresholds identified in Section 1 of this document). It will only demonstrate the best price achievable and offers no opportunity to evaluate potential social value achievements.</td>
</tr>
<tr>
<td>2 Competitive Tenders</td>
<td></td>
</tr>
<tr>
<td>2.1 Restricted Procedure</td>
<td>A two-stage process meaning that bidders who do not meet the minimum requirements in the first stage will not be required to incur costs of completing a full tender return in the second stage. Social value</td>
</tr>
</tbody>
</table>
winning bid selected. considerations should be included at both stages.

<table>
<thead>
<tr>
<th>2.2 Competitive Procedure with Negotiation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Similar to the restricted procedure, except it allows for negotiation with bidders after tender return.</td>
<td>Can be used to develop bespoke social value solutions.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.3 Open Procedure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Tender is advertised publicly. There is no pre-qualification stage and all bidders are entitled to submit a tender return. Can result in a large number of tenders which must be evaluated.</td>
<td>It is possible to receive a large number of bids, which could result in a lot of choice regarding social value solutions, but potentially also increased costs of evaluating lots of tender returns.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.4 Competitive Dialogue for Tenders</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provides maximum flexibility for discussions and negotiations with bidders.</td>
<td>Can be used to develop bespoke social value solutions, although will require significant resources to run.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.5 Dynamic Purchasing Systems (DPS)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Must be run exclusively as an electronic process. Two-stage process involving an initial setup stage wherein all suppliers that meet the criteria can join, and then all members of the DPS are invited to bid and a winning bid selected.</td>
<td>For high volume and frequent purchases, generally of goods. Could involve goods provided in a certain way with an agreed level of social value, which are repeatedly purchased.</td>
</tr>
</tbody>
</table>

**Light Touch Regime**

The “Light Touch Regime” under the Regulations is a different procurement regime that applies to specific services health, social, education and other services. The threshold above which the Light Touch Regime is to apply to procurement processes for these contracts is currently £625,050. For further guidance, please refer to the Procurement Toolkit or the Procurement Hub Team.
4.3.4 Considering contract types and sizes

The type and size of contract being procured can have an impact on who can provide the works, services or supplies being procured. Before proceeding to procurement, you must consider whether adopting a certain contract type or procuring smaller scale contracts would help Bolton at Home meeting its social value targets. You should consider this widely, but in particular look at whether it is appropriate to:

1. divide the contract into lots; and/or
2. use a Reserved Contract.

For further guidance on contract lots and reserved contracts, please refer to the Procurement Hub Team.

4.3.5 Advertising Contracts

As well as adhering to the general requirements for advertising each procurement identified in the Procurement Toolkit, you must also consider whether advertising the opportunity in any other locations could help achieve the Social Value outcomes identified. For example, advertising in any of the following may be appropriate:

- Local and Regional Press eg Bolton News; Manchester Evening News; Trade Journals; Chamber of Commerce (Bolton, Bury & Wigan)

**NOTE:** Where an OJEU contract notice is required, Bolton at Home will ensure it is published before any advertisement is placed elsewhere (see the Procurement Toolkit for further guidance).

4.4 Pre-procurement: preparing the procurement documents

4.4.1 Identifying the procurement documents

Procurement documents must be made freely available to bidders when publishing the OJEU contract notice or the invitation to confirm interest (following a PIN). This Section 4 gives guidance on the most common procurement documents used.

The Regulations define “procurement documents” very broadly and including documents such as the OJEU contract notice and other notices, the technical specifications, the proposed contract conditions and any descriptive document, as well as any ‘additional documents’ relating to the tender process.
For this reason, you must stop and consider what procurement documents must be drafted at the outset of any procurement. Think carefully about all of the documents that are to be provided during the procurement process and whether they are to be treated as procurement documents and so need to be ready in advance.

Once you have identified which procurement documents are needed proceed to draft them in line with the remainder of this Section 4 in order to achieve the social value targets identified.

4.4.2 Contract conditions and specifications

You should incorporate requirements addressing the Social Value outcomes identified into all contracts as contract conditions and/or items in the specification where it is appropriate to do so.

TOP TIP: Where the Social Value outcome to be included as a contract condition and/or in the specification is linked to the subject matter of the contract bidders’ ability to deliver that outcome can be considered as part of the tender evaluation (see Section 2.2 above).

Contract conditions and specification can be the most effective tools for achieving social value through procurement including down the supply chain. You must carefully consider how to draft these to maximise the opportunities, considering the social value outcomes set and specific guidance given on achieving those in Section 4.3.2. Model wording for contract conditions at Appendix 1 is provided in relation to:

- targeted recruitment and training;
- Supply chain opportunities
- environmental sustainability; and
- living wage (guidance to follow)

Note: The model wording refers to a Method Statement that Bolton at Home will request as part of tender submissions, and is used as a basis for evaluation of this element of tenders, that must be incorporated as a Schedule to the awarded contract.

Model wording at Appendix 4 provides some examples of specifications achieving:

- the use of environmental and social labels;
- energy standards to be met;
- the use of recycled materials; and/or
GUIDANCE – LABELS AND STANDARDS

The EU Treaty Principles mean that you cannot specify that a product/service carries a specific label or is of a specific standard if that label / standard is not equally achievable throughout EU member states or if that requirement is disproportionate to the aim of the procurement. Consequently:

• **do not** specify that a product carries a certain label (e.g. Fair Trade) or meets a certain standard (e.g. British Standards);

• **do** specify that a product meets the criteria underpinning that label (e.g. the criteria underpinning the Fair Trade label) or is of a standard that applies throughout the EU (e.g. meets British or EU Standards);

• **do** specify that the criteria of a certain label are met **only** where those criteria relate to characteristics of the services/product/production process;

• **do not** specify that the criteria of a certain label are met where those criteria relate only to the general management of the company producing them;

• **only** specify a certain label or standard is met where its requirements

**EXAMPLE:**

**Right:** “All offered cleaning products must meet the ecological criteria of the European Ecolabel.”

**Wrong:** “All offered cleaning products must carry the European Ecolabel.”
4.4.3 OJEU Notices and Contracts Finder

For contracts that are advertised via OJEU (see the Procurement Toolkit), you must refer to the use of social and environmental considerations in the procurement in the OJEU contract notice, PIN or other notice published as well as in the Contracts Finder advertisement. Standard wording is included in the template documents below.

Model Wording: OJEU Contract Notice and Contracts Finder

Include the following in the OJEU Contract Notice and Contracts Finder advertisement:

It is Bolton at Home’s policy position to consider the following when procuring all contracts to which the Public Contracts Regulations 2015 apply, including those caught by Part 4 (those valued between £50,000 and £164,176):

(a) how what is proposed to be procured might improve the economic, social and environmental well-being of the area where it exercises its functions; and

(b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

By doing so Bolton at Home meets its own policy objectives and its duty under the Public Services (Social Value) Act 2012.

Accordingly, and in the furtherance of Bolton at Home’s Social Value policy goals, the subject matter of this procurement has been scoped to take into account the priorities of Bolton at Home relating to economic, social and environmental well-being. These priorities are described in further detail in the specification, the contract terms and conditions, and in the invitation to tender, and are reflected in relevant [environmental and social] characteristics in the evaluation criteria that Bolton at Home will use in determining the award of the contract.

Details of Bolton at Home’s policy and strategy goals in relation to achieving Social Value can be viewed at Bolton at Home’s website: www.boltonathome.org.uk
4.4.4 Selecting bidders

Suitability Assessments and ESPDs

The Regulations only allow the use of standard ESPDs for certain procurements. Where ESPDs cannot be used a suitability assessment questionnaire (SAQ) will be carried out instead at the same time as bidders are asked to complete the ITT. Selection of bidders may include Social Value considerations.

However, you must use the appropriate standard forms and Social Value questions to determine whether bidders should be asked to complete:

The Regulations impose strict requirements in relation to the selection and/or exclusion of bidders generally. Given this, you must strictly comply with Procurement Toolkit and the Procurement Hub Team for additional guidance and support when undertaking the supplier selection process.

Limits and thresholds to be met by bidders

Whether ESPD or SAQ is to be used, in each case you will proceed to draft limits and thresholds within them to be satisfied by bidders as part of the bidder selection process.

To achieve maximum Social Value (particularly to ensure you do not unnecessarily exclude SMEs), you must draft such limits and thresholds into ESPDs and SAQs in light of the following:

<table>
<thead>
<tr>
<th>Economic and financial standing</th>
<th>Do not require tenderers to have a disproportionate minimum annual turnover in a way that is likely to unnecessarily exclude small businesses. Under the Regulations, the maximum annual turnover you can require of bidders is twice the annual contract value.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance cover</td>
<td>Do not require unreasonable levels of insurance cover in a way that is likely to unnecessarily exclude some bidders.</td>
</tr>
<tr>
<td>Technical and professional ability</td>
<td>Give due thought to the number of references from past contracts of bidders you seek. Where your contract is asking for something that the market generally has relatively little experience in, asking for many references could unnecessarily exclude some bidders.</td>
</tr>
<tr>
<td>References to be</td>
<td>Provide guidance to bidders on a standard format</td>
</tr>
</tbody>
</table>
Selection of Bidders

When you are using the Standard ESPD (or substantially similar questions in another form of ESPD or SAQ) you must:

- emphasise to bidders that in providing details of their previous experience (relevant experience and contract examples), bidders should include details of past experience of the Social Value elements of the contract in question;
- explain to bidders the minimum levels applied to economic and financial standing, or minimum financial thresholds included within Bolton at Home’s selection criteria, to enable candidates to self-certify appropriately;
- include additional questions on compliance with equality legislation which may include Social Value;
- consider the relevance of possible project specific questions relating to the bidder’s technical and professional ability.

Disqualification/Exclusion of Bidders

Discretionary criteria for exclusion of bidders may apply where there is:

(a) Breach of obligations in the fields of environmental, social and labour law: You should exclude any potential tenderer that has violated any of the laws set out in Annex X of Directive 2014/24/EU\(^1\) or that has not complied with environmental, social or labour law based on EU or national law.

\(^1\) These are:
- ILO Convention 87 on Freedom of Association and the Protection of the Right to Organise;
- ILO Convention 98 on the Right to Organise and Collective Bargaining;
- ILO Convention 29 on Forced Labour;
- ILO Convention 105 on the Abolition of Forced Labour;
- ILO Convention 138 on Minimum Age;
- ILO Convention 111 on Discrimination (Employment and Occupation);
- ILO Convention 100 on Equal Remuneration;
- ILO Convention 182 on Worst Forms of Child Labour;
- Vienna Convention for the protection of the Ozone Layer and its Montreal Protocol on substances that deplete the Ozone Layer;
- Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal (Basel Convention);
- Stockholm Convention on Persistent Organic Pollutants (Stockholm POPs Convention);
or collective agreements. This includes the payment of the national minimum wage and national living wage. Any organisation that has violated any of the above is considered by Bolton at Home to be incompatible with Bolton at Home’s charitable objects and with the purposes behind any proposed procurement activity.

(b) Grave professional misconduct: where Bolton at Home can demonstrate by appropriate means that the bidder is guilty of grave professional misconduct rendering its integrity questionable.

(c) Significant or persistent deficiencies: where the bidder has shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public contract, and in particular where those deficiencies have related to Social Value elements of the prior contract.

**REDDUCING BUREAUCRACY**

It was recognised that the burden of evidencing that selection criteria are met put a burden on bidders at pre qualification stage creating an unnecessary barrier for SMEs wishing to bid for public contracts.

This led to a change under the Regulations that instead enables bidders to self-certify satisfaction of selection criteria, with only the winning bidder being required to evidence this following completion of the tender process.

**Self-certification and evidence criteria have been met**

The requirement under the Regulations applies only to above EU threshold contracts. However, given Bolton at Home’s commitment to supporting SME’s commitment to supporting SME’s engagement, its policy is to extend self-certification to all procurements with a value above its own internal thresholds (see Section 1.3) unless there is good reason, on an individual contract basis, to disallow self-certification for below EU threshold contract.

Consequently, the general rule when reviewing all ESPDs and SAQs is that:

- you will accept self-certification from bidders that they meet any mandatory/discretionary grounds for exclusion; and
- will only ask for evidence that requirements specified in the ESPD have actually been met from the winning bidder following final tender evaluation.
4.4.5 Invitation to Tender

Use the ITT (or equivalent depending on the process) to:

1. explain the Social Value requirements of the contract to bidders; and
2. assure bidders they are not being required to provide a disproportionate response.

Social Value requirements linked to the subject matter of the contract

You must:

1. identify those Social Value requirements that are linked to the subject matter of the contract; and
2. draft project-specific questions relating to them to include within the ITT for evaluation in accordance with the pre-disclosed contract award criteria.

Most often, you will find a method statement and/or action plan is the most appropriate way of asking these questions and receiving bidders’ responses.

Model Wording in the Appendices provides a sample method statement with reference to the standard contract clauses for targeted recruitment and training and supply chain opportunities and a sample environmental sustainability action plan. Alter or add to these where the contract in question has different requirements.

Evaluating bidders’ responses on Social Value requirements

Under the Regulations a contract is to be awarded on the basis of the most economically advantageous tender (MEAT), which means an evaluation of the price or an evaluation of the best price-quality ratio. For more details on the requirements of the Regulations see the Procurement Toolkit.

Specifically in relation to Social Value, an evaluation of the best price-quality ratio will be the preferable evaluation method to take to allow you to evaluate the delivery of Social Value delivery under “quality”. An evaluation of the life-cycle cost of a contract when evaluating “price” can also help ensure the environmental sustainability of a contract.

Quality

Include the award criteria and the weightings attached to Social Value requirements in the ITT as quality aspects of the award criteria. You must consider how much weighting to give Social Value requirements overall and/or individually on a contract-by-contract basis to ensure the weighting given is proportionate considering all of the specific circumstances of that procurement. In particular you can consider the following as general guide:

- social value requirements should not normally exceed a 20% of quality;
Model wording in Appendices 6 and 7 provide sample wording to include in each ITT in relation to award criteria, weightings and the evaluation methodology for social requirements.

**Price**

Consider evaluating the life-cycle cost of a contract to ensure the environmental sustainability of a contract. You should include an evaluation of the life-cycle costing only to the extent that it is relevant to cover part or all of the following costs over the life cycle of a product, service or works.

**WHAT IS THE “LIFE CYCLE”?**

Under the Regulations, this is defined as “all stages which are consecutive or interlinked, including research and development to be carried out, production, trading and its conditions, transport, use and maintenance throughout the existence of the product or works or the provision of the service, from raw material acquisition or generation of resources to disposal, clearance and end of service or utilisation.”

**COMMON METHODS FOR CALCULATING LIFE-CYCLE COSTS**

Where a common method for calculating life-cycle costs is mandatory under EU legislation you must apply that assessment method when evaluating life-cycle cost.

**EXAMPLE** – see the Clean and Efficient Vehicles Directive (2009/33/EU).

**Tender process**

Once you have drafted the procurement documents as described in Section 4.4 (and the Procurement Toolkit) you can proceed to run the tender process from advertisement to contract award in accordance with the process set out in the Procurement Toolkit.

Specifically in relation to Social Value, you must consider the guidance below on evaluation and contract award.
4.4.6 Evaluation and Contract Award

By this stage Social Value requirements will have been properly incorporated into the procurement documents. Once tenders are received you must consider social value responses by properly applying the evaluation methodology, selection criteria and award criteria set out in the ITT.

The Procurement Toolkit provides guidance on how to evaluate tenders and allocate marks in order to select which bidder to award to the contract to and the process of awarding the contract.
5  Contract delivery and management

Put in place suitable contract management and monitoring systems in line with the model wording contract conditions and specification included in Appendices 3 and 4 or any other contract conditions ultimately adopted that relate to Social Value.

WHEN TO MONITOR SOCIAL VALUE OBJECTIVES

Monitor Social Value objectives agreed by Bolton at Home and the contractor by requiring the contractor to make a report:

- Monthly and annually during the contract term by way of a Progress Report; and
- when any significant social value milestone identified in the contract is achieved and reporting before the annual Progress Report is appropriate.

5.1 Handling non-performance

You must give serious consideration to how to respond where a contractor:

1. fails to meet its contractual reporting obligations; and/or
2. in its reporting has failed to demonstrate that they have fully implemented an agreed Social Value requirement or objective.

Where non-performance of Social Value outcomes arises, the most effective means of enforcement is to adhere to the terms of the contract in withholding partial or total payment until the omission is rectified (or otherwise as the contract sets out).

Contract termination under the terms of the contract should only be considered as a last resort. A preferable solution is to encourage the contractor to rectify the situation themselves. Ultimately this will result in lower overall costs for both Bolton at Home and the contractor.

TOP TIP: Communicate effectively with your contractor throughout the term of the contract to minimise delays and below-standard performance whilst maintaining a positive working relationship.
5.2 Other benefits to monitoring contract performance

Monitoring contract performance is not only essential for ensuring Social Value targets set out at the start of the procurement process are met, but also provide the following additional benefits to Bolton at Home by giving insight into:

- the extent to which Bolton at Home is achieving Social Value through procurement.
- the proportion of Social Value added in relation to additional costs incurred;
- what contractors are willing and able to provide;
- areas in which trends of non-performance are arising; and
- how social value can be delivered by contractors, leading to clearer contract award criteria in future procurements.

5.3 Monitoring of social value fund

The social value fund % must be accounted for each month by the supplier and monitored by the Contract Administrator as part of interim payments (where appropriate) and final payment of contract accounts. The supplier must specify the social value fund % amount based on actual contract spend as set out in the example below.

The Contract Administrator must arrange for invoicing of the total social value fund based on the original bid offer eg 1% and actual contract spend for the financial year eg 2015/16 or period eg a 6 month scheme. Invoicing by the Contract Administrator of the social value fund must be made at least one month in arrears to comply with VAT business rules.

For framework agreements and contract lots awarded, the same accounting and monitoring principles apply. However, as contract volumes are not guaranteed during the life of the contract and where actual contract spend for the total framework contract or contract lot is less than £50k excluding VAT per annum, then the social value fund may not be recouped or invoiced.

Example: Supplier Monthly Invoice Summary

<table>
<thead>
<tr>
<th>February 2016</th>
<th>Monthly Cost £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Manager</td>
<td>£1,500.00</td>
</tr>
<tr>
<td>Quantity Surveyor</td>
<td>£1,000.00</td>
</tr>
<tr>
<td>Labourer</td>
<td>£800.00</td>
</tr>
<tr>
<td>Materials</td>
<td>£5,500.00</td>
</tr>
<tr>
<td>Description</td>
<td>Amount</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Sub total</td>
<td>£8,800.00</td>
</tr>
<tr>
<td>Less Social Value Fund @ 1%</td>
<td>-£88.00</td>
</tr>
<tr>
<td>Contract Value Sub total excl VAT</td>
<td>£8,712</td>
</tr>
<tr>
<td>Credit Invoice to be issued by supplier</td>
<td>£88.00</td>
</tr>
<tr>
<td>Invoice to be issued by Bolton at Home</td>
<td>£88.00</td>
</tr>
</tbody>
</table>

In this example, for VAT purposes, Bolton at Home shall have to pay £8,800, plus VAT. The supplier must then issue a credit invoice to Bolton at Home for the social value fund amount of £88 plus VAT. The contract administrator must then notify finance of the amount of social value fund to invoice to claim back the £88 plus VAT.

For further advice on invoicing the social value fund, please contact the Finance Team.
6 Useful Resources and Links

**EU & UK Government Guidance:**

**EU Commission**
The website also provides an overview of EU Procurement Regulations and additional guidance on public sector procurement reforms.

**UK Government**
The following links are to some specific guidance on application of the Regulations issued by the government, including some statutory guidance that must be adhered to.
https://www.gov.uk/transposing-eu-procurement-directives
https://www.gov.uk/government/collections/procurement-policy-notes

**Scottish Government**
The Scottish Government is the devolved government for Scotland. The website includes some examples of public procurement practice, advice and other tools.
https://www.procurementjourney.scot/

**Welsh Assembly**
The Welsh Assembly is the devolved government for Wales. The website includes some examples of public procurement practice, advice and other tools.
http://prp.gov.wales/?skip=1&lang=en

**Advertising opportunities**

**OJEU**
The Official Journal of the European Union (OJEU) where all tenders above certain thresholds must be published.
http://www.ojec.com/

**The Chest**
An e-tendering portal used by Bolton at Home and other public authorities.
https://www.the-chest.org.uk

**Contracts Finder**
A government website on which public contract opportunities are advertised.
https://www.gov.uk/contracts-finder

**Useful information and best practice**

**Business in the Community**
http://www.bitc.org.uk/

**HACT**
http://www.hact.org.uk/

**Social Value UK**
http://socialvalueuk.org/
Social Enterprise and Housing
www.socialenterpriseandhousing.org.uk

Social Enterprise UK
http://www.socialenterprise.org.uk/

Social Spider
http://socialspider.com/

Other useful articles and websites

Community Action Network (CAN) Social Value Resources

Social Value and Public Procurement – A Legal Guide
Anthony Collins Solicitors’ guide provides a detailed explanation on the legal framework surrounding social value.

Buy and make a difference: How to address social issues in Public Procurement, Office of Government Commerce, 2008

Lord Young’s review of the Social Value Act

Buying Social: A Guide to Taking Account of Social Considerations in Public Procurement, European Commission, October 2010

Social Value Measurement
http://www.hact.org.uk/social-value-bank

1. Policy statement

Bolton at Home recognises, and is ensuring that we deliver social value:

- **Directly, in the services that we provide for our customers, and in the communities that we work with;**
- **Through the procurement and commissioning of goods, works and services and**
- **In partnership with other organisations, enterprises and individual people.**

Our creating social value policy covers a 5 year programme (2016-2021). It will include regular monitoring and annual reviews to assess and report on our progress.

1.1. What social value means to Bolton at Home:

There are many definitions of social value, and for that reason Bolton at Home has defined what social value means to us. We have chosen to adopt two definitions in order to broadly explain what social value is, when delivered directly by Bolton at Home, and in partnership with others, as well as social value delivered through the procurement of goods, services and works.

Social value is defined by the Chartered Institute of Housing as:

“**The wider non-financial impacts of programmes, organisations and projects, especially on the wellbeing of individuals and communities and of the environment.**” (1)

Bolton at Home’s vision is to help support the creation and maintenance of **homes and neighbourhoods we can all be proud of.** This goes beyond the provision of good quality housing, something that it goes without saying, as a social landlord, we are aiming to achieve. Bolton at Home is a registered provider of 18,000 affordable homes, with charitable status, and is a socially responsible business. We have delivered regeneration within Bolton communities, investing in the long term development of our communities, since our infancy. We have long understood that successful community regeneration depends on more than developing and managing homes and we already have a track record of delivering a wide range of activities that go beyond the traditional landlord role.

Social value extends to all services that we provide, in order to support the delivery of our vision. Our services aim to support the economic and social wellbeing of our customers as well as ensuring the environmental wellbeing of each area across Bolton, and its surrounding areas. Across Bolton and its surrounding areas the economic and social profile of residents includes:
Low educational attainment - 19% of working adults have no qualifications
Low wage economy – average weekly income £465.30 compared to GB £518.10
High unemployment – 9.9% compared to GB 7.7%. Across Bolton there is a very high SME base compared to other regions and few large companies, this limits job opportunities

High benefits dependency – 17.8% compared to GB 13.61%
Long term health conditions – 20.3% of population
Diversity – 11% of population are from BME (Black and minority ethnic) groups (8)

One of our social value core priority is:

- promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough.

We will work with our Neighbourhood Managers to design and implement social value projects and initiatives that meet customer needs and demand. We will also seek feedback from our contractors, suppliers and partners to identify customer need. We will work in collaboration with our contractors, suppliers and partners to deliver more within the communities that we work with.

This policy is a key component of our value for money strategy and demonstrates how we can maximise the benefits for our communities from every penny we spend.

**Delivering social value in the procurements of goods, services and works:**

“Social Value” is not defined in the Social Value Act (2012), but the Act provides a helpful understanding of Social Value as, [support or initiatives that deliver a benefit to the] “economic, social and environmental well-being of the relevant area” (2). Social Value legislation focusses on achieving three “pillars” of sustainable development:

- **Economic well being**
- **Social wellbeing** and
- **Environmental wellbeing**

Social value in procurement is the additional benefit to the community from the commissioning or procurement process which is over and above the direct purchasing of goods, services, and works, including economic, environmental and social well-being or community benefits that can be delivered to a local area. Considering social value within procurement is now common good practice, across all public and private sectors. It goes without saying that Bolton at Home wants to continue to build on our approach, securing and delivering social value in all relevant contracts.

Our Social Value in Procurement Toolkit considers the instances whereby Bolton at Home is bound and enabled by legislation to consider Social Value in its procurement of goods, services and works and the commissioning of services. Further reference is made to our toolkit in section 6 of this policy.
Helping our contractors and suppliers demonstrate Corporate Responsibility (CR):

By working with our contractors and suppliers, to deliver social value, we are helping our contractors and suppliers demonstrate their own Corporate Responsibility (CR). CR is defined by the UK Government, as:

“the responsibility of an organisation for the impacts of its decisions on society and the environment above and beyond its legal obligations, through transparent and ethical behaviour.” (3)

Corporate responsibility is broader than the work that contractors and suppliers carry out with Bolton at Home, it includes all organisational practices that have an impact on the social, economic profile and environment of the area it operates. However, our work with contractors and suppliers helps contribute to their delivery of CR. Commitment to CR will be sought outside of our procurement process.

2. Vision, aims and objectives

As a registered charity, we are governed by our broader charitable objects as described in our Articles of Association.

Our charitable objectives:

- to provide social housing and associated amenities to those in need;
- to support older persons, with disabilities or chronically sick persons in need of social housing, advice and assistance;
- to provide recreation and leisure facilities in the interest of social welfare;
- to relieve poverty amongst the residents of Bolton at Home’s properties and the neighbouring area;
- the advancement of education, training and retraining, particularly among unemployed people; and the promotion of urban and rural regeneration.

Social value is therefore at the core of Bolton at Homes charitable objectives.

Our vision:

Bolton at Home’s vision is to create homes and neighbourhoods we can all be proud of. As our vision outlines, Bolton at Home aims to do more than to simply deliver the traditional landlord role- we are looking to regenerate neighbourhoods, support community development and ensure that our residents live in an area that they are proud of, and that offers them the support and opportunities to maintain a good quality of life.

This policy is a key component in the delivery of a number of our business plan objectives:

- Maximising income for our organisation so that we remain viable, through the work we do (see section 6- our work with contractors and suppliers);
- Maximising income for our customers;
Delivering an efficient and well run business (as detailed, our policy contributes towards our broad business plan objectives).

This policy supports the delivery of the following priority project, outlined within our business plan:

**PP1: Renewing our focus on customers and communities** by ensuring that the services we deliver directly meet the changing needs of our customers and communities.

This policy enables Bolton at Home to demonstrate its role and evidence how we are operating as a responsible business, fulfilling our charitable objectives, which include social, environmental and economic commitments. To do this we recognise the need to effectively manage risk, by ensuring robust and clear processes, enabled in part by our Social Value in Procurement Toolkit, as well as our ‘Delivering Social Value Procedure’ which will be developed, following the approval and publication of this policy. We also recognise that this policy relies on the effective management of the relationships we have within our organisation, with our partners and with our contractors and suppliers. Our commissioning officers and the Partnerships Team will take a lead in managing and monitoring these relationships.

**Our social value policy objectives:**

This policy will reinforce and support the Bolton Vision (2007-2017), by supporting the economic prospects of Bolton residents, supporting the prosperity of Bolton, and helping support community development (4). Our policy also supports and contributes to the Greater Manchester Strategy, working with our contractors and partners “to create a city region where every resident, neighbourhood and every borough can contribute to and benefit from our shared sustainable future” (5).

Our social value policy objectives are:

- Ensure the money we spend delivers wider social, environmental and economic benefits for our customers and communities, in order to ensure urban and rural regeneration (this includes supporting the delivery of our Environmental Strategy);
- Help our organisation and our partners, contractors and suppliers deliver corporate responsibility through strategic, responsible, and ethical practices;
- Support the provision of, and demonstrate the value of, initiatives and projects that aim to deliver social value for our customers and communities;
- Focus our social value budget on our social value core priorities including, the delivery of our ‘Journey into Work Strategy’ which sets out how Bolton at Home supports our customers into work, and seeks opportunities to reduce in work and out of work poverty;
- Seek commitment to payment of the Greater Manchester Living Wage by our organisation and our contractors and suppliers, in order to reduce “in work poverty” and ensure a sustainable income for our customers (see further information pp.27);
- Ensure targeted local recruitment and training by our organisation and amongst our partners, contractors and suppliers, in order to tackle worklessness;
- Support key organisational policies, that ensure the delivery of social value, including our Journey into Work Policy, our Environmental Sustainability Policy and our responsible procurement Strategy;
Measure our impact on the local economy and primary and secondary social value outputs and outcomes achieved, in line with our broad policy objectives.

**Our social value core priorities:**

In order to ensure that our work is both focused and achievable, our social value policy focuses on the following core priorities;

- promote employment and economic sustainability – tackle unemployment and facilitate the development of skills
- raise the living standards of local residents – working towards living wage, maximising employee access to entitlements such as childcare and encourage suppliers to source labour from with Bolton
- promote participation and citizen engagement – encourage resident participation and promote active citizenship
- build the capacity and sustainability of the VCSE (voluntary, community and social enterprise) sector – practical support for local voluntary and community groups
- promote equity and fairness – target effort towards those in the greatest need or facing the greatest disadvantage and tackle deprivation across the borough and
- promote environmental sustainability – reduce wastage, limit energy consumption and procure materials from sustainable sources.

These core priorities are aligned with AGMA’s social value objectives as defined within the GMCA Social Value Policy from November 2014.

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**References:**

Appendix 2: Environmental sustainability guide

Bolton at Home is committed to eliminating any negative environmental impact of its operations and wherever possible is keen to encourage its partners and suppliers to also reduce any environmental degradation resulting from their activities. We have a formally adopted strategy setting out its approach to protecting and enhancing the environment. This is the 20x16 Plan.

Contractual arrangements provide an opportunity to help deliver our environmental and sustainability policies. Contract specific policies or conditions whilst supporting the principles of sustainability, can also help to give the Supplier more specific guidance on the role they can play in achieving our sustainability objectives.

Environmental considerations for KPIs include:
- CO2 and other emissions and pollutants
- Embedded CO2
- Water use
- Waste generated
- Sustainable sourcing
- Recycled content
- Transport method
- Fuel use

Overall Environmental Management

Examples of how a Supplier can demonstrate an appropriate approach to this include:
- Development of a Sustainability Action Plan covering the performance of the service/supply of goods, ensuring that it uses working methods, equipment and materials that will improve the sustainability of delivering the contract requirements.
- Development of an EMS that specifically applies to the service/supply of goods for the duration of the contract, and seeks to meet the requirements of ISO 14001 or equivalent.
- Where the Supplier purchases supplies, equipment or services from another supplier it should require that this supplier also meets these standards.
- Establishment of an environmental performance reporting system with appropriate KPIs.
- Demonstration of commitment through policies/activities/partnerships that go beyond compliance and protection and have a positive environmental impact.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Certification and compliance

Evidence that the contractor/supplier has all necessary certification and compliance with environmental legislation relating to the contracted service.

Evidence of enhanced provision.

Environmental management

Environmental Policies and Action Plans.

Egs:
- Environmental Management System
- ISO 14001 or equivalent
- Carbon Reduction Plan
- Staff travel plan

Where an overall environmental management approach is not appropriate (eg for smaller contractors). The following themes should be addressed.

With regards to this [insert name] contract, particular attention should be given to points [insert].

1. **Waste Reduction, Reuse and Recycling**

Throwing away waste puts pressure on the environment by increasing the use of precious natural resources, and consumes additional resources during its collection and disposal. Disposal methods such as landfill and incineration are also associated with other environmental impacts including pollution and loss of amenity.

The Supplier will wherever possible maximise the use of recycled materials in the execution of the contract and that any goods or supplies provided also have good end-of-life recyclability properties.

The Supplier shall endeavour to ensure that waste materials and unwanted items arising from the service are wherever possible re-used or recycled, so that the minimum of waste materials are sent to landfill.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
</table>
1.1 Reduction and re-use  
The Supplier will evidence strategies to reduce consumption of raw materials through resource efficient design and use of recycled materials.  
Egs:  
- Innovative use of technology and materials

1.2 Management of waste and reduction to landfill  
Evidence of minimising waste to landfill and maximising recycling.  
- Enhanced systems for recycling  
- Development of waste and recycling targets and KPIs

2. **Depletion of resources including water, energy and other materials**  
Energy and resource efficiency are key in reducing the impacts of climate change.

The Supplier should have in place procedures to minimise consumption of energy and water and emissions of pollutants and be able to demonstrate the effectiveness of these procedures.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Organisational energy and resource efficiency</td>
<td>Demonstration that the Supplier has taken steps to reduce its energy and water consumption across the business (eg at its offices, depots, manufacturing facilities etc).</td>
<td>Demonstration of enhanced provision and adoption of low-carbon technologies and approaches.</td>
</tr>
</tbody>
</table>
| 2.2 Contract/product specific energy and resource efficiency | Where the contract is for the supply of goods or services that have a significant impact on lifetime energy consumption, the Supplier should demonstrate strategies have been implemented to minimise this impact | Evidence of use of highly energy-efficient products that exceed current minimum standards.  
Use of resource efficient and low-embodied energy products and materials, including location of manufacture etc. |
3. **Vehicle Emissions and Transport**

Using vehicles that are more energy efficient and/or powered by alternative fuels contributes to reducing the impacts of climate change. Reducing transport distances and frequency of journeys can reduce vehicle emissions and carbon footprint; reduce the impact of the service on the local community; and reduce maintenance and replacement costs of vehicles and thus the costs of providing the service.

Supporting staff with effective travel planning can also reduce the environmental impact of staff making the journey to work every day.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
</table>
| 3.1 Vehicle type and usage         | Consideration given to size, fuel and number of vehicles used in the contract from an environmental perspective | Consideration of following  
- Alternative/low carbon fuels and vehicles  
- Smart route planning and journey optimisation  
- Driver training and incentives |
| 3.2 Travel decisions               |                                                                         | Use of technology to minimise unnecessary journeys – eg teleconferences  |
| 3.3 Staff Travel                   |                                                                         | Staff travel plans with support for low emission travel                   |

4. **Biodiversity**

Biodiversity is the variety of plants, animals and micro-organisms, genetics and ecosystems which support human life. Green spaces and the built environment have the opportunity to work in partnership encouraging biodiversity through a diverse approach to management.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Elimination of any negative effect on biodiversity</td>
<td>Consideration given to local environment ‘on site’ including mitigation for any accidental negative impact.</td>
<td>Positive contribution to local biodiversity.</td>
</tr>
</tbody>
</table>
5. **Sustainable and ethical materials supply including fair trade**

Using products and materials with certified ethical or sustainability standards can provide assurance on food safety, higher standards of environmental performance and social responsibility.

The Supplier should explain how products and materials that will be used in the delivery of the service will be specified and how the above is considered.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1</td>
<td>Use and specification of products and materials in delivery of the service.</td>
<td>Evidence that the Supplier has systems in place to specify and control the use of consumable goods and materials and that environmental considerations form part of this.</td>
</tr>
</tbody>
</table>

6. **Environmental Pollution and Emissions**

The delivery of the contract may potentially involve the emission of environmental pollutants.

The Supplier should explain how any such emissions are minimised or eliminated.

<table>
<thead>
<tr>
<th>Theme</th>
<th>Minimum</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1</td>
<td>Reduction or elimination of environmental pollutants.</td>
<td>Evidence that the Supplier has systems in place to</td>
</tr>
<tr>
<td>control environmental emissions and pollutants and compliance with all environmental legislation in this respect.</td>
<td>reduce or eliminate environmental emissions or pollutants.</td>
<td></td>
</tr>
</tbody>
</table>
Appendix 3: Model Wording: Contract Conditions

Targeted Recruitment and Training and Supply Chain Opportunities

The following should be included in the contract conditions:

1. Targeted Recruitment and Training and Supply Chain Opportunities

1.1 In furtherance of Bolton at Home’s social value policy and strategy goals, the Contractor shall deliver the TR&T and supply chain requirements set out in the Specification.

1.2 The Contractor shall also comply with the Method Statement contained at Schedule [ ].

1.3 On each anniversary of the Commencement Date the Contractor shall provide to Bolton at Home a fully completed Progress Report that provides information on the actions taken to implement the TR&T and supply chain requirements set out in the Specification and the Method Statement and their impact.

1.4 The Contractor shall comply with all reasonable requests by Bolton at Home that additional specific measures be taken for the delivery of the Contractor’s Method Statement.

1.5 A failure to provide or fully to implement the Method Statement or a failure to provide a Progress Report will be a breach of a condition of this Contract and Bolton at Home may issue a Notice of Breach of Social Value Requirements. This Notice may be referred to by contracting authorities in the selection of tenderers for future work for a period of three years from the date of issue as evidence of:

- poor performance in a prior public contract enabling a contracting authority to exclude a bidder from a procurement process following Regulation 57 of the Public Contracts Regulations 2015; and/or
- a bidder’s lack of previous experience or relevant ability influencing a contracting authority’s assessment of a bidder’s technical and professional ability to perform a contract when selecting bidders following Regulations 58 and 60 of the Public Contracts Regulations 2015.

1.6 The Contractor may, within 6 (six) months of the date of issue of a Notice of Breach of Social Value Requirements submit a request that the Notice be withdrawn on the basis of a Progress Report demonstrating the effective implementation of the Sustainability Action Plan. Any decision by Bolton at Home to withdraw a Notice shall be determined at its sole discretion, taking into account all evidence submitted by the Contractor in support of its request.

1.7 Disputes relating to the TR&T and supply chain requirements and any Notice of Breach shall be dealt with through the procedures set out in clause [x] Dispute Resolution.

1.8 The Contractor shall take all reasonable steps to secure the observance of the TR&T and supply chain requirements by all servants, employees or agents of the Contractor and all subcontractors employed in the performance of the Contract.
Environmental Sustainability

The following should be included in the contract conditions:

2. Environmental Sustainability

2.1 In furtherance of Bolton at Home’s social value policy and strategy goals, the Contractor shall deliver the environmental sustainability commitments set out in the Specification.

2.2 The Contractor shall also comply with the Sustainability Action Plan contained at [Schedule [X]].

2.3 On each anniversary of the Commencement Date the Contractor shall provide to Bolton at Home a fully completed Progress Report that provides information on the actions taken to implement the environmental sustainability requirements set out in the Specification and the Sustainability Action Plan, and their impact.

2.4 The Contractor shall comply with all reasonable requests by Bolton at Home that additional specific measures be taken for the delivery of the Contractor’s Sustainability Action Plan.

2.5 A failure to provide or fully to implement the Sustainability Action Plan or a failure to provide a Progress Report will be a breach of a condition of this Contract and Bolton at Home may issue a Notice of Breach of Social Value Requirements. This Notice may be referred to by contracting authorities in the selection of tenderers for future work for a period of three years from the date of issue as evidence of:

- poor performance in a prior public contract enabling a contracting authority to exclude a bidder from a procurement process following Regulation 57 of the Public Contracts Regulations 2015; and/or
- a bidder’s lack of previous experience or relevant ability influencing a contracting authority’s assessment of a bidder’s technical and professional ability to perform a contract when selecting bidders following Regulations 58 and 60 of the Public Contracts Regulations 2015.

2.6 The Contractor may, within 6 (six) months of the date of issue of a Notice of Breach of Social Value Requirements submit a request that the Notice be withdrawn on the basis of a Progress Report demonstrating the effective implementation of the Sustainability Action Plan. Any decision by Bolton at Home to withdraw a Notice shall be determined at its sole discretion, taking into account all evidence submitted by the Contractor in support of its request.

2.7 Disputes relating to the environmental sustainability requirements and any Notice of Breach shall be dealt with through the procedures set out in clause [x] (Dispute Resolution).

2.8 The Contractor shall take all reasonable steps to secure the observance of the environmental sustainability requirements by all servants, employees or agents of the Contractor and all subcontractors employed in the performance of the Contract.
## Appendix 4: Model Wording: Specification

Tackling Worklessness / Supply Chain Opportunities – Combined Specification

The following should be included in the contract conditions:

### Targeted Recruitment & Training (TR&T) and Supply-chain Opportunities

1.1 Definitions

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional Supplier</td>
<td>An existing contractor, service provider or supplier to Bolton at Home, or any company that has been a contractor, service provider or supplier to Bolton at Home within the 12 calendar months prior to [the commencement of the contract]</td>
</tr>
</tbody>
</table>
| Apprentice            | A trainee registered as an apprentice with an industry-recognized body. Each Apprentice may be counted as a New Entrant Trainee for up to [104/156] Person Weeks.  
  **[Note: The number of person weeks can be amended to fit with the norms of the trade, but the longer the period the fewer the number of beneficiaries there will be.]**  |
| Area                  | The area served by Bolton at Home, which encompasses the administrative area of Bolton Council.                                                                                                       |
| Contract Notice       | The OJEU contract notice dated [x] and with the reference [x] [and/or] the notice published in Contracts Finder dated [x]                                                                                   |
| New Employees         | Persons other than New Entrant Trainees recruited to work on the contract or a part of the contract, whether directly employed or self-employed, including those recruited by subcontractors to the Contractor |
**New Entrant Trainee** means a person from the Area who is either:

- seeking employment that includes training and assessment towards a qualification agreed by Bolton at Home and is in one of the following categories:
  - a person that is leaving an educational establishment (e.g. school, college or university) or a training provider; or
  - an adult who has not been employed in the sector during the previous [12] months; or

  [Note: The aim is to create opportunities for people more distant from the labour market. People with shorter durations of unemployment are more likely to get work without intervention.]

  - a trainee or Apprentice previously employed by another contractor or supplier to Bolton at Home whose contract of employment or apprenticeship agreement is being terminated and who is therefore seeking another position to complete their training period; or

  - an Apprentice

**Other Contracts** A contract for the delivery of works or services that does not form a part of the contract created through this procurement, either with Bolton at Home or with another organisation

**Other Trainee** A New Entrant Trainee that is not an Apprentice. Each Other Trainee can be counted as a New Entrant Trainee for up to [13/26/52] weeks.

  [Note: This can be amended to fit with the norms of the trade or length of time for a trainee to become productive, but the longer the period the fewer the number of beneficiaries.]
Person Week  The equivalent to one person being employed for 5 (five) days or 37 hours (whichever is the shorter)

Quarter  A three month period ending in any of June, September, December or March

SME  Small and medium sized enterprises, including:
- medium sized enterprises with less than 250 staff, a turnover of less than €50 million, or a balance sheet total of less than €43 million;
- small enterprises with less than 50 staff, a turnover of less than €10 million, or a balance sheet total of less than €10 million; and
- micro-enterprises with less than 10 staff, a turnover of less than €2 million, or a balance sheet total of less than €2 million

Social Enterprise  A business with primarily social objectives whose surpluses are principally reinvested for that purpose into the business or the community, rather than being driven by the need to maximise profit for shareholders and owners

Social Firm  A business created to employ people who have a disability or are otherwise disadvantaged in the labour market

TR&T  Targeted recruitment and training

TR&T and Supply Chain Opportunities Method Statement  The method statement to be submitted by the Contractor in the form set out by Bolton at Home

TR&T Performance Statement  The performance statement described in paragraph below and in a form agreed between the parties
1.2 TR&T and Supply Chain Opportunities Method Statement

(a) Contractors are required to submit a TR&T and Supply Chain Opportunities Method Statement for each contract, setting out how the outcomes set out in paragraphs 1.3 (New Entrant Trainees) to 1.9 (Verification Information) will be achieved. A pro forma must be used when one is provided by Bolton at Home. [This will be a consideration in the award of the contract [Note: exclude if not the case], Implementation will be a contract condition.

(b) Prior to completing the TR&T and Supply Chain Opportunities Method Statement contractors are advised to obtain the Local Information Sheet.

1.3 New Entrant Trainees

(a) The Contractor shall provide a minimum of \([x] \) Person Weeks of employment [\(x\) jobs] [\(x\) Person Weeks’ employment or opportunities for each £1m in invoiced contract value (and pro-rata)] for New Entrant Trainees recruited from a source named by Bolton at Home or a suitable alternative source agreed by Bolton at Home.

(b) [Note: Select one of these. Choose the first if an absolute number of weeks or opportunities can be calculated. The third option is appropriate for call-off contracts under a framework and/or where the scale/value of the contract is not known.]

(c) The Contractor must use its best endeavours to retain New Entrant Trainees for at least the full duration of the period for which they qualify as a New Entrant Trainee (either as an Apprentice or Other Trainee) and must notify Bolton at Home 4 (four) weeks in advance if a position cannot be maintained. To achieve this some of the Person Weeks can be provided on Other Contracts where this is agreed by Bolton at Home.

[Note: Enter the figure taking into account the likely demand for placements and the capacity of the contractor to supervise these as well as the new entrant trainees.]

1.4 Vacancies

Every vacancy on the contract, including those with subcontractors, shall be notified to agencies named by Bolton at Home, and candidates identified by these agencies are to have an equality of opportunity in the selection process.

1.5 Unwaged Work Experience

The equivalent of \([x]\%) ([x] percent) of the Person Weeks identified in paragraph 1.3 above shall, in addition, be made available as unwaged work placements. Some of these may not be utilised.

1.6 Remuneration

1.1.1 New Entrant Trainees and New Employees must, as a minimum, be paid in accordance with industry norms and must have terms and conditions of employment that are at least equivalent to those provided to workers that have equivalent skills and experience.
1.1.2 To aid retention the Contractor encouraged to (and should encourage its subcontractors to) increase the remuneration of New Entrant Trainees and New Employees in line with their experience and productivity.

1.7 Supply Chain Opportunities

The Contractor shall

(a) work with a suitable organisation agreed by Bolton at Home to develop a programme of activities and support so as to maximize the provision of information on subcontract and supply opportunities to potential suppliers and subcontractors with a [x] to [y] postcode, and to maximize the number and competitiveness of bids in response to these opportunities.

(b) notify all subcontract and supply opportunities to [insert portal or organisation description] or another organisation/portal site named by Bolton at Home for this purpose from time to time and include a minimum of 2 (two) organisations from the website/lists held by these organisations on each list of organisations invited to tender or submit a price for works, services or supplies where suitable organisations exist.

1.8 Monitoring Information

Within 4 (four) weeks of the completion of each Quarter [Note: or choose “Month” for short-duration contracts where tighter monitoring is preferred] (commencing with the Quarter in which the first [works/services] are delivered under the contract), the Contractor shall provide Bolton at Home with a TR&T Performance Statement setting out for the latest Quarter and the contract to date:

(a) [the value of invoices submitted to Bolton at Home];

[Note: Include where the target in 1.4.1 has been set as per £1m in contract value.]

(b) the numbers of Person Weeks’ employment provided to each New Entrant Trainee by name, including those on other contracts where this has been necessary to provide continuity of employment and training, and the total for all New Entrant Trainees in the Quarter and the contract to date.;

(c) a schedule showing for the Contractor and each supplier and subcontractor:

(i) the number of vacancies notified to agencies named by Bolton at Home and

(ii) the number of New Entrant Trainees and other New Employees engaged in any capacity that have their main residence in one of the a [x] to [y] post-code;

(d) a schedule showing for Additional Suppliers:

(i) the names and contact details of organisations with a postcode within the range identified in paragraph 7 above that have been invited to tender or submit a price for subcontract and supply work;

(ii) the names of those organisations that have been awarded supplies contracts and subcontracts; and

(iii) the total value of these contracts.

1.9 Verification Information

[Note: This is a standard clause that requires further internal discussion to prefer amending it to meet Bolton at Home’s specific requirements]
(a) For verification purposes the following documentation may be required by Bolton at Home using pro-forma documentation where provided:

(i) a trainee recruitment notification signed by the New Entrant Trainee to permit the provision of personal data to Bolton at Home for contract monitoring purposes;

(ii) a trainee completion or termination notification when a Trainee’s employment is completed or terminated.

(b) The Contractor shall provide access for Bolton at Home or its agent at any reasonable time to a site register or employment data-base that includes the name, full postcode of the main home residence, and their employer’s name, for [each New Entrant Trainee] [each person [Note: choose this option where you want to be able to report the numbers of Bolton at Home’s residents employed on the contract] operating on the contract in any capacity (including those of subcontractors and suppliers).

1.10 Contractor and Subcontractor Compliance

It is the Contractor’s responsibility to develop a working method that will deliver the TR&T requirements and supply-chain opportunities and related monitoring and verification data, and obtain the full cooperation of its suppliers and subcontractors in delivering these requirements.

1.11 Support

The inclusion of TR&T and supply-chain requirements does not comprise or imply any promise on the part of Bolton at Home or its agents to provide suitable trainees, labour, training organisation or suppliers. Any action taken by these bodies or their agents to broker relationships between the Contractor and local individuals, businesses or agencies does not imply that they or their agents consider the individual, business or agency as suitable for engagement by the Contractor. All procurement, recruitment, selection, supervision and discipline responsibilities rest with the Contractor and its subcontractors and suppliers. Within this context Bolton at Home may work with local agencies to help facilitate the achievement of the TR&T and supply-chain requirements.
Appendix 5: Model Wording: ITT Method Statement

Targeted Recruitment and Training and Supply Chain Opportunities

[Set out below is a sample Method Statement that Bolton at Home can use (or tailor) to seek answers to key questions about targeted recruitment and training, and opportunities to broaden the supply chain.]

Title of contract ........................................................................................................................................
Contractor: ...........................................................................................................................................
Contact Name ........................................................................................................................................
Position ...................................................................................................................................................
Telephone number ...................................................................................................................................
Email address ............................................................................................................................................

I confirm that this method statement sets out the actions that will be undertaken to ensure the achievement of the Client’s TR&T and supply-chain requirements. It is recognised that delivery of these requirements is part of the subject of the contract and may be used in the award of the contract.

Signed ...................................................................................................................................................
(Print Name) ...........................................................................................................................................
Date ........................................................................................................................................................

Prior to completing the TR&T and Supply Chain Opportunities Method Statement bidders are advised to obtain the Local Information Sheet from [insert contact information]. This will give information on local training, job-matching and supplier development organisations and resources. All of these will operate an appropriate equal opportunities policy.

Note: definitions included in section [x] of the specification apply to this Method Statement.

1. Numbers of Trainees

Please complete Table 1.

Table 1 Person Weeks to be delivered by New Entrant Trainees (excluding unwaged work placements)

<table>
<thead>
<tr>
<th>Trade / occupation</th>
<th>Apprentices</th>
<th>New Entrant Trainees</th>
<th>Total Trainee Person Weeks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Person Weeks</td>
<td>No</td>
<td>Person Weeks</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
(please add additional lines as required)

2. Recruitment
What arrangements will you make to recruit New Entrant Trainees from agreed sources?

3. Support for Trainees
What arrangements will you make to provide mentoring and support for New Entrant Trainees and work placements to ensure maximum retention and achievement of industry accreditation?

4. Training Initiatives
What training initiatives would you seek to utilise, and with which organisations, to maximise achievement of the TR&T requirements?

5. Notification of Vacancies
What arrangements will you make to notify all vacancies to agencies named by the Client and provide time for applications from these sources to be considered?

6. Supply Chain Opportunities
What action will you take to maximise the provision of information on subcontract and supply opportunities to organisations with an [x] to [y] post-code especially SMEs, Social Enterprises and Social Firms, and to maximise the number and competitiveness of bids in response to these opportunities from these organisations?
7. Suppliers and subcontractors
How will you obtain the cooperation of suppliers and subcontractors to ensure the delivery of the TR&T and supply chain requirements?

8. Information
How will you ensure that personal information on each New Entrant Trainee can be provided to the Client when requested for monitoring purposes?

9. Management
Who will be responsible for the delivery of the TR&T and supply chain requirements for the Contractor?

10. Performance Statement
Who will be responsible for the collection and reporting of monitoring information in relation to TR&T and supply-chain opportunities?
Appendix 6: Model Wording: Environmental Sustainability Action Plan

[Set out below is a sample sustainability action plan that Bolton at Home can use (or tailor) to seek answers to key questions about environmental sustainability and management relevant to the services / supplies / works being procured.]

Title of contract

Contractor: 

Contact Name

Position

Telephone number

Email address

I confirm that this action plan sets out the actions that will be undertaken to ensure the achievement of Bolton at Home’s environmental sustainability requirements. It is recognised that delivery of these requirements is part of the subject of the contract and may be used in the award of the contract.

Signed

(Print Name)

Date

Prior to completing the Sustainability Action Plan bidders are advised to give due consideration to the specification provided for the contract.

Note: this Action Plan includes questions relating to those environmental KPIs that Bolton at Home has identified. It is not anticipated that all of these will be relevant in all cases, and Bolton at Home will need to consider which environmental management elements are genuinely relevant to the subject matter of the contract on a case by case basis. In many cases environmental requirements will instead be embedded into the specification for the contract, and these KPIs are unlikely to be relevant to many services contracts.

1. CO2 emissions

What arrangements will you make to ensure that CO2 emissions resulting from delivery of the Contract are minimised?

2. Embedded CO2

What arrangements will you make to ensure that embedded CO2 resulting from delivery of the Contract are minimised?
3. Water use

What arrangements will you make to minimise unnecessary water use resulting from delivery of the Contract?

4. Waste generated

What arrangements will you make to minimise unnecessary waste generated through delivery of the Contract?

5. Sustainable sourcing

What arrangements will you put in place to ensure that any materials used in the delivery of the Contract are sourced from sustainable sources?

6. Recycled Materials

What arrangements will you put in place to maximise the use of recycled materials on the delivery of the Contract, and to ensure that the waste resulting from delivery of the Contract is diverted from landfill?

7. Transport methods and fuel use

What transport methods will be used in the delivery of the Contract, and what arrangements will you put in place to minimise fuel usage from non-sustainable sources?
## Appendix 7: Model Wording: Contract Award Criteria

1. Targeted Recruitment and Training and Supply Chain Opportunities

Bolton at Home will evaluate the method statements (see above) provided as part of tender evaluation. The following sets out an example of the evaluation criteria and methodology that could form part of the wider whole. **[Note: Bolton at Home could instead allocate marks for the entire method statement, but you would need to be clear that this was a global mark and evaluation would need to genuinely reflect this.]**

<table>
<thead>
<tr>
<th>[Total Quality Marks Available]</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion:</strong> Delivery of [targeted recruitment and training and supply chain opportunities]</td>
<td>[9 (15% of the quality mark)]</td>
</tr>
</tbody>
</table>

### Sub-criteria (reflecting Method Statement):

1. Numbers of Trainees: Breakdown which demonstrates compliance with the requirements of the specification
2. Recruitment: Arrangements which demonstrate the approach to be taken to recruitment of trainees from agreed sources
3. Support for Trainees: Arrangements which demonstrate a commitment to retaining trainees and development of trainees
4. Training Initiatives: Arrangements which demonstrate how trainees will be trained and developed
5. Notification of Vacancies: Arrangements which demonstrate that requirements relating to notification of vacancies will be met and that candidates will be given equality of opportunity
6. Supply Chain Opportunities: Arrangements which demonstrate compliance with the requirements relating to supply chain opportunities
7. Suppliers and subcontractors: Arrangements which demonstrate a commitment to cascading targeted recruitment and training and supply chain requirements to suppliers and subcontractors
8. Information: Measures to protect personal data while ensuring personal data can be shared
9. Management: Details of who will be responsible within your organisation for delivery
10. Performance Statement: Details of who will be responsible within
2. Environmental Sustainability

Bolton at Home will evaluate the sustainability action plans provided as part of tender evaluation. The following sets out an example of the evaluation criteria and methodology that could form part of the wider whole.

<table>
<thead>
<tr>
<th><strong>Criterion:</strong> Delivery of [environmental sustainability requirements]</th>
<th>60</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sub-criteria (reflecting Action Plan):</strong></td>
<td></td>
</tr>
<tr>
<td>1. CO2 emissions and embedded CO2: arrangements to ensure that CO2 emissions and embedded CO2 resulting from delivery of the Contract are minimised</td>
<td>[1]</td>
</tr>
<tr>
<td>2. Water use: arrangements to minimise unnecessary water use resulting from delivery of the Contract</td>
<td>[1]</td>
</tr>
<tr>
<td>3. Waste generated: arrangements to minimise unnecessary waste generated through delivery of the Contract</td>
<td>[1]</td>
</tr>
<tr>
<td>4. Sustainable sourcing: arrangements to ensure that any materials used in the delivery of the Contract are sourced from sustainable sources</td>
<td>[1]</td>
</tr>
<tr>
<td>5. Recycled Materials: arrangements to maximise the use of recycled materials on the delivery of the Contract, and to ensure that the waste resulting from delivery of the Contract is diverted from landfill</td>
<td>[1]</td>
</tr>
<tr>
<td>6. Transport methods and fuel use: arrangements to minimise fuel usage from non-sustainable sources</td>
<td>[1]</td>
</tr>
</tbody>
</table>
Appendix 8: Model Wording: Evaluation Methodology

Where a template method statement or sustainability action plan is used, Bolton at Home will evaluate the responses based on the following methodology (and this methodology can also be used in other circumstances):

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Detail</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>Demonstrates clearly and convincingly how all Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents so as to deliver [the services] in an excellent way</td>
<td>5</td>
</tr>
<tr>
<td>Very Good</td>
<td>Demonstrates how all Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents so as to deliver [the services] very well</td>
<td>4</td>
</tr>
<tr>
<td>Good</td>
<td>Demonstrates how nearly all of Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents so as to provide a good standard of delivery of [the services]</td>
<td>3</td>
</tr>
<tr>
<td>Reasonable</td>
<td>Demonstrates how most of Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents so as to provide a reasonable standard of delivery of [the services]</td>
<td>2</td>
</tr>
<tr>
<td>Poor</td>
<td>Provides only limited assurance that Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents, so as to result in a poor standard of delivery of [the services]</td>
<td>1</td>
</tr>
<tr>
<td>Very Poor</td>
<td>Either no answer is provided or the answer completely fails to demonstrate that any of Bolton at Home’s requirements in the area being evaluated will be delivered in accordance with the contract and procurement documents</td>
<td>0</td>
</tr>
</tbody>
</table>
Appendix 9: Team Bolton Pledge

Pledge Your Support

“As part of the Greater Manchester Commitment I support skills development in Bolton, and will help to improve employment and training opportunities for the Bolton Family.”

www.businessbolton.org
I would like to make a commitment to skills development and supporting people into employment in Bolton, and find out more about:

Advertising vacancies locally and recruiting Bolton people

Working in partnership with Team Bolton

Offering mentoring / apprenticeships / work experience placements for young people and job seekers

Working with schools to raise awareness of business and enterprise

Supporting employment programmes for people who have a disability

Championing my sector and the Bolton Employer Pledge

Please contact me to discuss this, my contact details are:

Name:

Email

Company:

Telephone: