

# Oldham Metropolitan Borough Council: Social Value Policy

2023-2028

## Foreword – Councillor Abdul Jabbar MBE, Cabinet Member for Finance & Corporate Resources

As we continue to invest in improving Oldham, it is with great pleasure and a deep sense of purpose that I introduce this Social Value Policy. This policy reflects our unwavering commitment to enhancing Oldham’s social fabric and underscores our dedication to creating a lasting positive impact, ensuring every £ we spend has the maximum impact for Oldham’s communities.

In today’s interconnected world, the concept of social value has become a guiding principle for responsible and ethical organisations. At Oldham Council, we firmly believe that true success is measured not just in terms of economic gains but in the positive contributions we make to the well-being and prosperity of our residents.

Our Social Value Strategy is rooted in a resident-focused approach, recognising that the heartbeat of any community is its people. We are committed to actively engaging with residents, understanding their needs, and collaboratively finding innovative solutions to the challenges we face. By prioritising a resident focused approach, we aim to ensure that our initiatives are not only relevant but genuinely transformative, reflecting the aspirations of the communities we serve.

Maximising impact is at the core of our strategy. We understand that the true measure of our success lies in the positive change we bring to the lives of individuals and the broader community. Whether through our Creating a Better Place programme, educational initiatives, or fostering a culture of inclusivity, we are dedicated to leaving a meaningful and lasting legacy for Oldham.

As we embark on this journey, we recognise the importance of collaboration and partnerships. True social value cannot be achieved in isolation. It requires the collective efforts of businesses, residents, and our voluntary sector partners working together. We are excited about the prospect of forging strong alliances that increase our impact and make a real difference to our residents.

Together, let us continue to build a future where social value is not just a strategy but a way of life, where every action, big or small, contributes to the well-being and prosperity of our community.

## Policy statement

We’re committed to creating a local area that meets our residents’ needs and makes them proud. We will work alongside partners to enhance the wider economic, social, and environmental impacts of our actions and spending decisions.

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## What is social value?

Social value is the positive value that an organisation contributes to society, beyond its core obligations, and covers three main areas:

1. Economy (including employment opportunities)
2. Community
3. Environment

The term 'social value' was first introduced by The Public Services (Social Value) Act 2012. The act placed responsibility on public sector organisations, and their suppliers, to consider how wider economic, community and environmental benefits could be delivered as part of commissioning goods, works and services.

## Context & background

Oldham have been operating as a Co-operative Council since 2011. We are committed to putting our residents first, at the heart of decision making, and influencing others with whom we work with to do the same. We first adopted social value measurement in 2012, and the whole council continues to explore ways that social value can infiltrate other council activity to inform better decision-making.

Social value is the golden thread between our [Corporate Plan](#) and the [Oldham Plan](#) objectives and our commissioning and procurement processes. This means purchasing goods and services which not only meet core requirements but also uphold our wider aspirations and strategic goals as a Council. Across the council we are working towards improving the lives of the people living here, across education, work, our neighbourhoods, communities and VCFSE (Voluntary and Community, Faith and Social Enterprise sector. Our aims and priorities include:

- Healthy, safe, and well supported residents
- A great start and skills for life
- Better jobs and dynamic businesses
- Quality homes for everyone
- A clean and green future

In recognition of our place within the Greater Manchester region, we are also aligning our efforts to the priorities within the [Greater Manchester Strategy 2021-2031](#), published by GMCA:

- A greener GM
- A fairer GM
- A more prosperous GM

Our holistic approach ensures we make Oldham the best place it can be.

### **Policy purpose**

After more than a decade of annual budget cuts, it is increasingly important to secure the maximum possible value from every pound of public money that we spend across commissioning and procurement and formalise our approach to addressing the needs in our community.

The purpose of the policy is to govern our approach to including social value within commissioning, procurement, and other wider practices at the Council. It sets out our approach to working with our staff, partners, suppliers, and service providers to ensure additional benefits are delivered through all council activity, creating the best possible outcomes for our residents and communities. For example:

- Identifying opportunities to safeguard and remove barriers to employment for vulnerable residents.
- Increasing opportunities for young people to engage in youth and wellbeing activities.
- Promoting the use of green spaces and recycling initiatives.

### **How will social value be achieved at Oldham?**

Social value will be achieved through four priority workstreams. These include targeting residents' needs, working with our partners, robust measurement and leading by example. Further details on these are below.

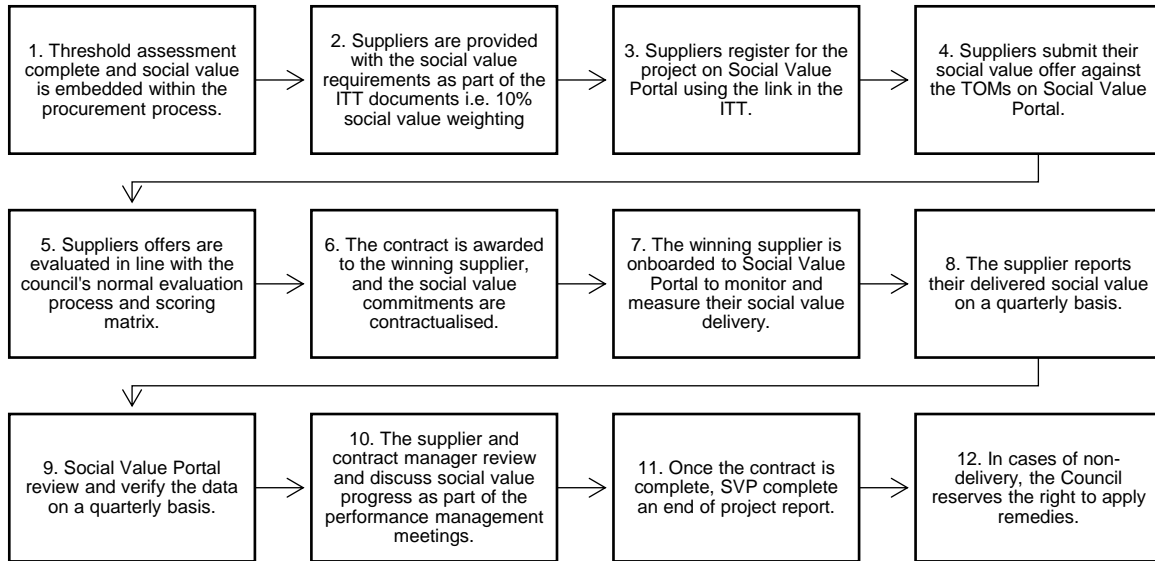
#### **Understanding our residents' needs**

Our approach to delivering social value is dynamic and based on data from the community. Oldham Council has conducted a local needs analysis, based on the indices of multiple deprivation, to identify pockets where extra support is needed to inform a targeted approach to delivering social value. If you're a supplier, partner or civil servant looking to better target your offer and services, explore the needs analysis [here](#).

#### **Working collaboratively with partners**

At Oldham Council we recognise that everyone has a responsibility to deliver social value. We are committed to working with organisations who share our values and ambitions and who will help to create positive impact and tangible outcomes for residents and communities.

Social value outcomes are embedded within all commissioning and procurement practices at the Council. For any contracts above £100,000, the following process is adopted:



*Figure 2: Step-by-step process to include social value in contracts over £100,000.*

The Council are committed to generating as much social value as possible for their residents, therefore, social value requirements are included within contracts below £100,000 using a smaller set of TOMs. Progress is then monitored and measured by the Council.

We will provide knowledge, guidance, and support to all our partners and supply chain to achieve the greatest impact.

### Reporting and monitoring our progress

To monitor and measure social value success, Oldham Council uses a social value measurement framework based on the TOM System.

The TOM (Themes, Outcomes and Measures) System was launched in 2017 to provide a flexible, measures-based calculation framework designed to articulate social value outcomes in financial and non-financial terms. The system was developed by the [National Social Value Taskforce](#), and is endorsed by the Local Government Association, to be adopted widely throughout UK local government as a minimum reporting standard. For more information on the TOM System click [here](#).

The needs and priorities of Oldham residents identified within the [Corporate Plan](#) and [The Oldham Plan](#) have been mapped to the TOM System to provide a robust and transparent structure to direct social value within Oldham.

### Oldham Council TOM System™

Theme	Outcome
<b>A great start and skills for life</b>	More opportunities for Oldham's most disadvantaged residents
	Improved skills for Oldham residents
	Improved skills for Oldham's most disadvantaged residents

<b>Better jobs and dynamic businesses</b>	Growing Oldham's Local Employment
	Improved employability of Oldham's young people
	Social innovation to create local skills and employment
	Increased collaboration with Oldham's MSMEs and VCFSEs
	Social innovation to support responsible business
<b>Health, safe and well-supported residents</b>	Creating a healthier community
	Improving staff wellbeing and mental health
	More working with the Oldham community
	Social innovation to enable healthier safer and more resilient communities
<b>A clean and green future</b>	Carbon emissions are reduced
	Air pollution is reduced
	Safeguarding the natural environment in Oldham
	Resource efficiency and circular economy solutions are promoted
	Sustainable Procurement is promoted
	Social innovation to safeguard the environment and respond to the climate emergency

*Figure 1: Oldham Council TOM System*

The full framework can be found in the appendix.

Our measurement framework is used to guide contractor's commitments during the commissioning and procurement stage and then built into the contract where success is monitored.

Oldham Council have partnered with Social Value Portal since March 2020 to measure, procure, manage, and report their suppliers' additional social value contributions to society.

For more information on Social Value Portal click [here](#).

#### Leading by example

For Oldham, social value is about more than just commissioning and procurement, it is our Council ethos, and we are committed to supporting our communities to thrive. As a result, the Council aims to lead by example by focusing on:

- Employing locally
- Becoming Living Wage Foundation accredited
- Working with local suppliers
- Supporting their Voluntary, Community, Faith, and Social Enterprise (VCFSE) sector
- Improving their employee's health and wellbeing
- Achieving carbon neutrality as a Council by 2025 and as a Borough by 2030: The Oldham Green New Deal Strategy

## Innovation

Innovation is at the heart of social value, thinking differently with a willingness to explore new opportunities to positively impact our residents and voluntary and business community.

Oldham Council seeks to be an exemplar authority of social value, pushing the boundaries and trying new solutions in an attempt to responding to the issues which affect our community. This is a time to tear up the rule book and redefine how public services are commissioned and delivered.

## How will success be managed?

The ownership and governance of social value sits within the Procurement Team at Oldham Council. However, each individual contract manager, project manager, service area lead or commissioner, has a responsibility to ensure that supplier's social value commitments are delivered, and that success is shared.

To measure the success of this policy, our Procurement Team will produce a Social Value Statement annually, in line with guidance from the Local Government Association. The statement will assess the progress that we make in terms of delivered social and local economic value. These yearly assessments will inform any updates and improvements to the policy after the initial 3-year term.

## Future ambitions

Oldham Council are on a journey to continuously improve their social value approach and are invested in understanding how social value can be embedded in wider council activities. In 2022, we completed the Social Value Maturity Index to create an action plan to ensure we are maximising social value creation within all service areas.

Our future ambitions include:

- Create council-wide targets relating to social value.
- Reduce barriers for different businesses and sectors to engage with social value i.e., VCFSEs, SMEs, MSMEs.
- Celebrate success, internally and externally via the creation of case studies.

## Feedback

Our policy is in place for a 5-year term, with a review to be completed by the Council after 3-years. For more information on our approach to social value or to provide feedback on this policy, please contact [emily.molden@oldham.gov.uk](mailto:emily.molden@oldham.gov.uk).

## Appendix

### Appendix 1: Oldham Council TOM System Framework

**[INSERT LINK ONCE TOMS UPDATED AND ONLINE]**

There are three versions of Oldham Council's TOM System to ensure the framework remains relevant and proportional within the scope of contracts:

Oldham TOM System	Lite TOM System	Master TOM System	Construction TOM System
<b>Threshold</b>	Applied to contracts £100,000-£189,000	Applied to contracts £189,000 and above	Applied to all construction sector contracts
<b>Overview</b>	This version includes a shorter, simpler menu of measures for smaller and lower value contracts that any supplier can contribute to.	This version contains additional measures which offers suppliers more scope and opportunity to use their capabilities to deliver a more coordinated, impactful series of social value activity.	This version includes a menu of measures which are most relevant to the characteristics and capabilities of the construction sector to deliver more focused and local impact.

### Appendix 2: Useful links

- [LIST / LINKS TO DOCUMENTS ON THE INTERNET SITE AND GUIDANCE]**