

“Our vision
for a better
Kirklees”

A social value guide

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1. Introduction

What is this guide for?

This guide is designed to help you understand more about social value and how to adopt a social value approach. It's aimed primarily at commissioners and potential service providers. It gives some practical examples of where social value has been used effectively and sets out our policy context for why this approach is so important. It makes links with the commissioning cycle and explains more about procurement processes.

What is social value and why are we taking this approach?

'Social value' prompts us to ask the question "If £1 is spent on delivery of services, can that same £1 be used to also produce a wider benefit to the community?" As well as focussing on price (value for money), it helps us to consider the collective benefit to the local community (value for community).

Spending more of our money locally can build stronger communities, improve health and improve the environment. It provides these benefits **over and above the direct purchasing of services**, goods and outcomes. (Public Services Social Value Act 2012, A Brief Guide Social Enterprise UK, 2012)

Our social value objectives

- Promoting employment in Kirklees and supporting youth employment.
- Supporting the Kirklees economy – maximising the impact of the Kirklees Pound.
- Investing in ways that most benefit our local communities the most.
- Growing our relationship with the voluntary and community sector and local business.

“Social Value is about using every means to get the **best possible outcomes for local people**”

Benefits of social value:

Maximising social value in Kirklees will benefit local people. It will benefit them economically, socially and help improve their general well-being. When we add in working with different sectors (including business and voluntary organisations), this further boosts the Kirklees economy, creates more local jobs and gets people more involved in how they organise and manage their own lives.

For example:

- **Using a local supplier to provide services can create employment opportunities** (see the case studies in section 7).
- Unemployment is linked to deprivation. **Job creation through procurement processes can help tackle the cycle of deprivation** and its cost to the public purse it improves the well-being of our communities.
- **Local employers and their employees will spend more money in Kirklees which will help boost the local economy** and support our communities.

In addition we want to:

Help the third sector to thrive and to do more

The third sector (Charity, Voluntary and not-for-profit organisations) and local SMEs (small and Medium Enterprise) can play a powerful role in transforming the way we deliver services, bringing innovation, value for money and inherent social benefits. Fresh Pastures is one example of a social enterprise covered in the case studies in section 7.

Deliver sustainable outcomes and meet community needs

We have a 'sustainable procurement objective'. Adopting social value will help us meet this objective by achieving 'value' (value for money) on a whole life basis, but meeting a community need (value for community). This will increase the chances of local people benefiting.

Measure social impact

We will measure the actual effect of our activities on the local community and on the well-being of individuals and families. Changes in levels of employment, health, education and economic regeneration for example.

We also need to take into account:

Public sector spending

The landscape of public sector spending has changed dramatically in the last few years. Commissioners and providers have faced a series of **simultaneous challenges** including:

- **Substantially reduced public sector budgets:** As a result of the financial downturn and the government's response to the budget deficit, local authorities and other public sector agencies are dealing with significant budget cuts.
- **A drive for localisation** of spending decisions.
- An increased **interest in the role that the private and third sector** can play in the delivery of services.

Commissioners now have to make difficult decisions as to which programmes to maintain, and which to cut back or decommission to meet spending reduction targets. As a result, there is a greater desire across both central and local government to properly understand the impact and deliver 'value' programmes.

New models of delivery

New models of delivering public services are being developed such as social enterprises, staff mutuals and co-operatives. Social value will help support the local development of these new delivery models.



Our priorities for social value in Kirklees

1. The need to support and develop businesses in Kirklees to sustain our competitive position in the region and meet the needs of its users.
2. Promoting the use of the town centres by people of all ages and backgrounds. Including improving town centres, villages and open spaces to make them more attractive to a wider range of residents, workers, shoppers and visitors.
3. Sustainable development of communities to promote their independence and ability to thrive.
4. The role of leisure facilities for all and collective community involvement.
5. To encourage top quality business opportunities.
6. The continued development of our higher education establishments and their relationship with the town centres.
7. To support the development of the 'creative' and 'knowledge' industries.
8. Opportunities for improved housing and living environments for all residents in Kirklees.
9. Improving our transport connections in and around our communities.
10. Using the capacity, skills and abilities of our residents and the buildings across Kirklees to support the wellbeing of our communities.

2. The policy context

Social value policy and legislation

The Public Services (Social Value) Act 2012

This Act 2012 came into force on 31st January 2013.

What is the Act?

The Act places a duty on public bodies to consider social value before the procurement process starts.

The Act applies to the provision of services, or in some circumstances, to the provision of services together with the purchase or hire of goods carrying out of works.

The wording of the Act states that the authority must consider:

- How the proposed procurement might improve the economic, social and environment well-being of the relevant area.
- How the process of procurement could help bring about that improvement.
- Whether to consult relevant stakeholders on how social value could be created through the procurement. Consultation will be particularly relevant when procuring services which are delivered directly to citizens. But it may be less relevant when procuring 'back office' services such as IT or HR. The voluntary and community sector, along with other providers and interested groups, should be engaged before the procurement process starts to help shape policies, programmes and services.

What does social value mean under the Act?

The wording of the act states the authority must consider only matters that are relevant to what is proposed to be procured. And, in doing so, must consider the extent to which it is proportionate in all the circumstances to take those matters into account.

Kirklees Council Social Value Policy Statement

On 4th December 2013, in response to the Public Services (Social Value) Act 2012, the Kirklees Social Value Policy Statement was agreed by our Cabinet.

It is worth emphasising that the council's approach by Kirklees Council **intends to go above and beyond the requirements** of the recent Public Services (Social Value) Act 2012. This Act requires local authorities to 'have regard' to economic social and environmental well-being in certain types of public service procurement. The Act is limited in scope and only applies to contracts for services when the value exceeds the European Procurement Threshold. The European Procurement threshold for "services" is £172k.

Our social value approach encompasses the full commissioning cycle, service planning and review, decision making and policy development; and includes procurement of goods as well as services.

Kirklees Council Corporate Plan

Our Corporate Plan for 2014-15 sets out an overall vision for a better Kirklees and delivering social value is very much a part of this. Our vision makes it clear that, **'a major consideration in our commissioning of services must now be the effect our investment will have on the communities of Kirklees'**. And **keeping the Kirklees pound in Kirklees** is one of our community commitments.

The Equality Act

As a reminder, when undertaking a commissioning or procurement process we need to consider the impact on different sections of our communities and make sure that we are compliant with The Equality Act 2010.

<https://www.gov.uk/equality-act-2010-guidance>

3. The commissioning link

How does social value fit with the council's commissioning cycle?

The diagram illustrates how consideration of social value fits with the stages of the council's commissioning cycle. At each point of the cycle there is an opportunity to consider how social value is considered and embedded.

The commissioning cycle - put simply

1. Assess:

- What do we need?
- What might we need in the future?
- What do others tell us we need to have?
- What have we got now?
- Is it any good?
- Does it work?

2. Plan:

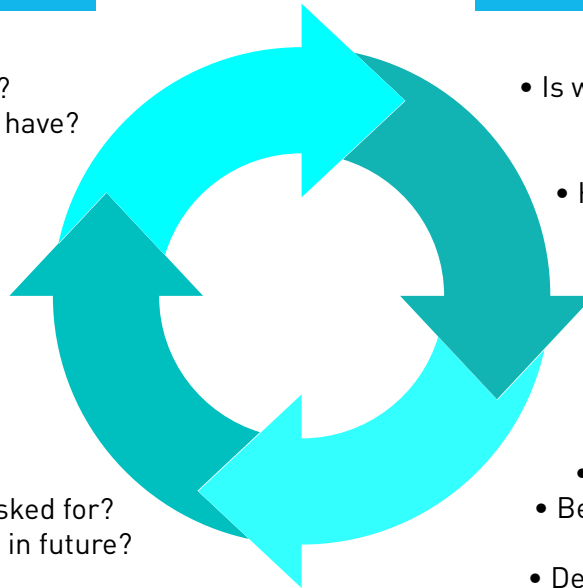
- What would we like to have?
- Is what we have now what we want in the future?
- Can we afford what we want?
- How should we go about getting what we want and paying for it?

4. Review:

- Are they doing it properly?
- Is it still what we need?
- Are we getting out of it what we asked for?
- Should we do something different in future?

3. Do:

- Make this work in practice.
- Make sure it meets our needs.
- Be precise about what we want to get out of this.
- Decide who we should get to do it.



4. Now for the technical bits...

Key aspects of the commissioning and procurement process

Key considerations for incorporating social value into your commissioning and procurement process include:

- If your contract is over £20k* the Kirklees Social Value Policy Statement requires you to incorporate social value.
- If it is under the £20k threshold, use the 'Quick Quote' facility through the council's e-procurement portal: www.yortender.co.uk to engage with local businesses and organisations. Quick Quotes is an easy way to procure three quotes that automatically locate (if registered) local supplies specific to your procurement. For further advice on how to use the quick quote facility email: procurement@kirklees.gov.uk.
- Wherever possible break up large contracts to create the opportunity for smaller business and Voluntary and community sector (VC) organisations to compete (see case study C).

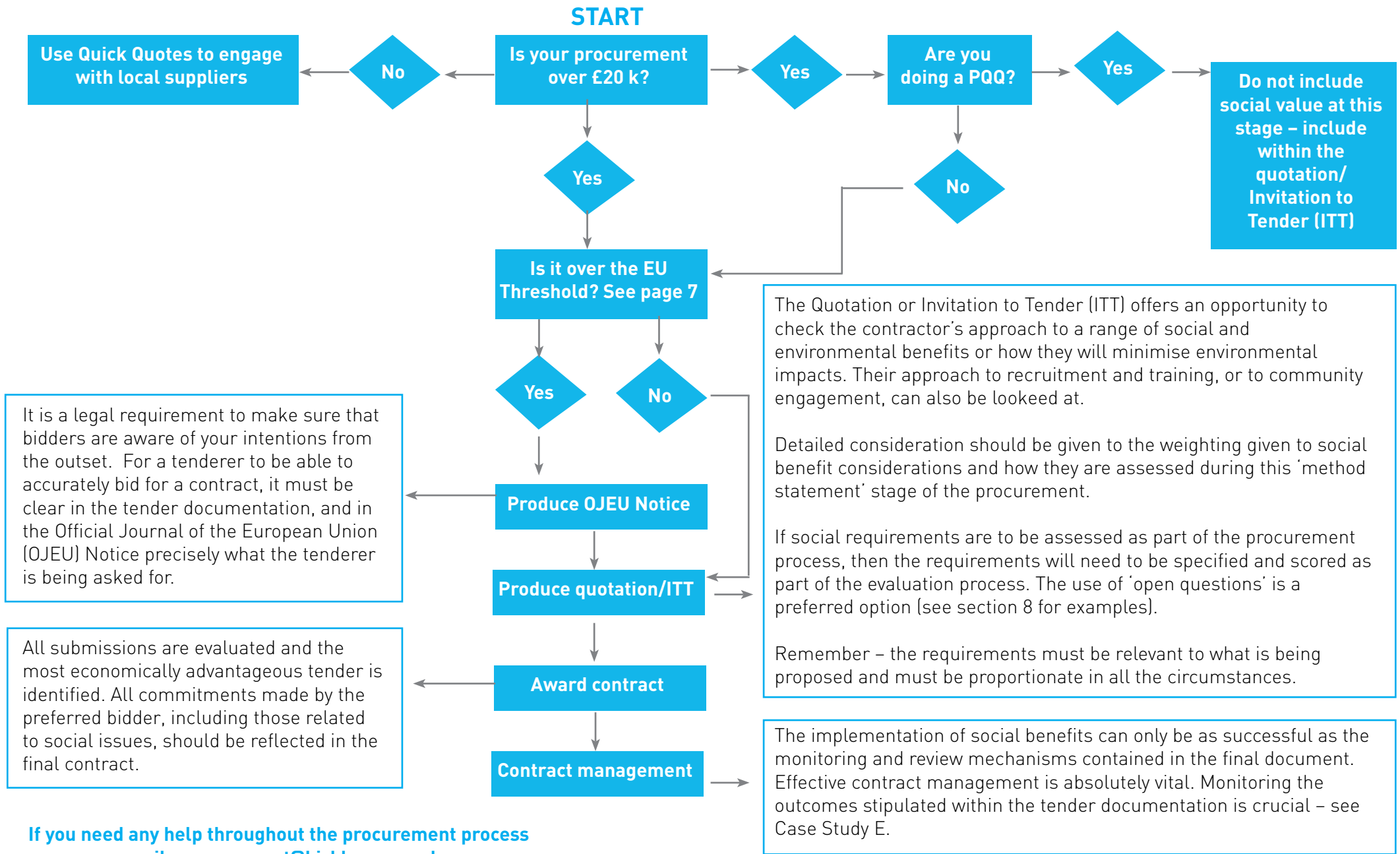
* *A commissioning and procurement processes should consider social value as good practice. Contracts of £20k and above **must** incorporate social value.*

Other legal requirements

Social value initiatives developed during the commissioning process must be balanced against, and be compatible with, the council's legal obligations under European Union and domestic law. These include compliance with the council's best value duty and duty to council tax payers. Social value elements must be linked to the subject matter of the procurement, must provide the council with some economic advantage and must be proportionate and must not discriminate against organisations based in other EU member states.

Specialist procurement and/or legal advice should be sought before any procurement process begins.

The procurement route to achieving social value



If you need any help throughout the procurement process
email: procurement@kirklees.gov.uk

5. Taking stock...

SUMMARY OF KEY POINTS: How do I adopt a social value approach?

Adopting a social value approach is about:

- Understanding what social value means and why it's an important consideration when thinking about how resources are used.
- Taking wider social, economic and environmental factors into account when deciding if, when and how to procure goods and services.

This guide is designed to support the council's social value policy statement and help you adopt a social value approach. In summary, you must:

- ✓ Take a broad view. Procuring for social value is not just about following a process for buying goods or services, but about exploring the **additional benefits** that could potentially be generated for Kirklees communities in doing so. The introduction to this guide gives some examples.
- ✓ Remember to consider social value across the **whole commissioning cycle**. There are opportunities to incorporate social value thinking at all stages. see section 3 of this guide for more about the commissioning cycle.
- ✓ Start by thinking about the overall **outcomes** for Kirklees. How is what you are planning to do linked to:
 - our core council objectives ?
 - our specific social value objectives ?
- ✓ Think more about what you need to consider in the context of your work. Consider carefully how you will incorporate social value into your process and how you can support potential suppliers.
- ✓ Be open to considering a **range of solutions**. Value for money can be achieved in different ways from many types of 'suppliers', including social enterprises and voluntary and community organisations.
- ✓ Think long term. Consider how long the social value benefits of the proposal would last and how they could continue to be achieved after the contract comes to an end. Wherever possible, social value should be about **sustainable** benefits, but projects will vary.
- ✓ Decide how you will **ask** potential suppliers to demonstrate the wider social value benefits of their proposals (see section 8 for example questions) **and** how you will **assess** and score their responses as part of the evaluation process. Section 4 of this guide provides further information on the procurement process.
- ✓ Think about how you will monitor and measure social value. This may include reviewing any social value method statements or plans, and using tools such as Social Return on Investment (SROI).
- ✓ Remember that your approach to considering social value needs to be **relevant, proportionate and tailored**.
- ✓ Ask if you're not sure about anything. Email: procurementt@kirklees.gov.uk

6. How are we progressing?

Did you know:

- that 49% of our third party spend is via local suppliers in Kirklees?
- that 78% of our third party spend is channelled directly through SMEs?

What are we doing?

- We are holding drop-in-sessions to encourage small businesses to do business with Kirklees?
- We are providing advice and assistance across the business community to raise awareness about procurement opportunities. We are also giving non-traditional contractors support and guidance on the procurement process and removing the 'myths' of procurement.
- We provide tender-specific drop-in sessions.
- We are dividing large contracts into 'lots'.
- We are simplifying and standardising our processes.
- We are procuring the majority of spend of up to £20,000 via the 'Quick Quotes' on YORtender (www.yortender.co.uk). By procuring through Quick Quotes, it automatically (if registered) at least three suitable local suppliers to submit bids.
- We are encouraging local suppliers to register on our electronic portal and make "Quick Quotes" successful in providing tendering opportunities for SMEs. We are holding regular events with SMEs, third sector leaders and the federation of small businesses, advising them of YORtender and providing general guidance notes on how tendering opportunities work within the local authority.

7. Kirklees case studies

CASE STUDY A: Primrose Hill solar village Kirklees Neighbourhood Housing (KNH)

Background

This case study provides an overview of an initiative to create a solar village, including 121 solar-powered homes as part of an overall regeneration scheme for the Primrose Hill area in Kirklees. This includes existing houses managed by Kirklees Neighbourhood Housing and new homes being built by Yorkshire Housing Group. The Primrose Hill Solar Village includes 113 kWp of solar electricity PV (photovoltaic) systems:

- 58kWp of 'bolt-on' systems on existing social housing properties - including 12 individual bungalows, 34 two-storey houses and 3 two-storey flats (1kWp per home).
- 55kWp of roof integrated systems on 31 new houses and a new building containing 48 flats.
- 63 solar thermal (hot water) systems on 32 existing social housing properties and 31 new homes.

The project aims to:

- Reduce tenants' fuel bills and supply tenants with power from renewable energy sources.
- Increase the Council's capacity to deliver large scale renewables initiatives on domestic properties and maintain its leadership in the support of renewable energy, both locally and in the UK.
- Develop local skills.
- Make a huge reduction in climate change emissions (over 50 tonnes of carbon dioxide per year).
- Support 'Decent Homes' energy efficiency improvements on the existing houses.
- Contribute to achieving an Ecohomes 'Excellent' status for the new build development.

Achievements:

- The installations on the existing KNH homes were completed in September 2005.
- The installations on the new build Yorkshire Housing properties were completed in September 2006.
- There has been a very positive response from tenants. In addition, through consultation exercises running parallel with this project, residents in other areas of Kirklees have expressed their support for more renewables to be installed in Kirklees.
- The project has benefited from strong councillor support which has helped to obtain funding and council approval.
- Local jobs have been created and skills increased. This includes training a local solar thermal installer in solar PV installation and the establishment of a new team with demonstrated experience in installing solar PV and solar thermal systems on social housing properties.
- More than £400,000 in external funds has been brought into the Kirklees community.
- The project has attracted national attention as a result of a visit from Elliot Morley (Minister for the Environment and Climate Change) as part of a tour of best practice sustainable development initiatives in West Yorkshire in September 2005. And a visit from the Duke of Edinburgh in May 2007.
- The SunCities project was recognised by the prestigious Ashden Awards for excellent local sustainable energy projects in 2006.

CASE STUDY B: Primrose Hill employment success Kirklees Neighbourhood Housing (KNH)

Background

KNH and contractors, Landscape Architects and Gecko Property Solutions organised two twelve-week paid employment and two volunteer work placements for unemployed residents. This helped them gain experience and skills and develop their CVs. The placements were funded by the neighbourhood focus regeneration scheme and the council's tenant led budget, which aims to improve employment opportunities for local people.

Achievements

With support from KNH the Outreach Team and the council's Young People's Service, the positions attracted applications from several local people.

The two successful applicants who gained temporary employment have been working with Landscape Engineering on a project to revitalise the environment on and around the Armitage Street/Greenwood Street area of Primrose Hill. As part of the contract, Landscape Architects were to use local labour where possible and worked with KNH to make ensure that short term employment was available for the duration of the contract.

Two applicants have taken on a volunteering role with Gecko Property Solutions, on a project to improve the landscaping around the Lowerhouses Lounge (a young people's centre). They are learning building and construction skills whilst on site.

All four have been put through site safety training and have received accredited paperwork to allow them to be on sites. This was funded through KNH.

Landscape Architects said, "We're a local, family-run company so it's really important to us that we can help support schemes like these. The applicants have learnt a great many skills, including team working, health and safety, site rules and procedures, ground working and gardening. And they have also gained a lot of confidence in the workplace. They have been a real asset to us and we hope the experience they have gained will help them in the future".

Cllr Peter McBride said, "Business growth and jobs are a key priority for the council and schemes like this are one way we can achieve it. Lack of recent experience or skills are major barriers to finding work, but placements such as these can really give a competitive edge".

A KNH Officer said "As well as looking after the houses and estates, a key aim is to help communities be successful. Helping our tenants and residents get into training and employment is a really important way of doing that. This is a small scheme but one we hope will make a real difference to the residents involved. And one that could be used in other areas too. These young people volunteered to improve the area in which they live, and improve their future job prospects. Like many other young people, they just need to be given a chance".

KNH also has a Kirklees-wide 'Tenants into Work' scheme which is a joint initiative with JobCentrePlus aimed at helping customers find jobs and training. For more information please call: 01484 221569.

Other KNH achievements....

KNH is delivering major improvements to the Chickenley Estate as part of Kirklees Council's 'Neighbourhood Focus Scheme'.

The first phase of these improvements was to clean up the gardens on the estate, removing unsightly bushes and hedges prior to a large scale fencing programme. In the lead up to this work, KNH worked with Chickenley Job Club to identify a candidate to work with the major contractor. Interviews were held by KNH staff and the successful applicant has been working with the contractor since March 2013. Since then, he has been promoted and will be continuing to deliver improvements to his local community.

CASE STUDY C: Kirklees window cleaning contract

The window cleaning contract was coming up for renewal. Rather than re-issue the contract as in the past, we wanted to develop a way of working to increase the likelihood of local business tendering for the work. We had identified there was an inconsistency in the market. There were over 50 local window cleaning businesses in Kirklees but none had successfully tendered for a council contract before or registered on the new tender portal.

Phase One: After a history of tendering out large contracts on the basis of economic scale and reducing costs which would often favour larger businesses, the approach needed to change to enable all types of business, including small and medium enterprises (SME) the opportunity to tender.

The team considered: how best to:

- how best to break up the contracts in a way that would assist smaller businesses in tendering; and
- what support was needed to get local businesses 'tender ready'

From this we organised drop-in sessions where technical officers were on-hand to provide information on the requirements of the tendering process. They also gave advice on tender readiness and how to register on to the council's electronic tender portal. This included basic system navigation, procurement advice and practical support around the completion of documentation alongside advice from the Health and Safety Team on requirements relating to window cleaning services.

The session was well received by all 35 or so suppliers who attended. The feedback including the need for plain language and clear instructions was used to shape the tender documentation. Some providers commented that they hadn't realised that there might be an opportunity to work with the council and appreciated being given the chance to take part in the exercise.

Phase Two: The contract was split into manageable areas suited to SMEs and local businesses. The previous contract was with one provider for all window cleaning in Kirklees. The new contract had been divided into five lots.

There were four geographical lots which broke the contract down into smaller areas. There was a separate lot which was for the more complex and large buildings such as town halls. The bidders could opt to apply for one or more lots, so they could choose which lots were most appropriate for them.

We could not guarantee or give preferential treatment to local suppliers and SMEs, but we did raise awareness of the opportunity and we equipped suppliers with the basic skills required to submit a tender. The outcome of the procurement resulted in all five areas being awarded to two local suppliers within West Yorkshire. The previous contract had two national companies with regional bases in Manchester and Warrington so this is a positive outcome for the region.

CASE STUDY D: Framework for research services

Background

In 2013 we set up a new framework contract for research services as the main procurement route for anyone in the council buying social and market research services (including surveys and focus groups) from an external supplier. The framework will be in place for three years, with the option to extend for a year. The best supplier to meet the needs of any given research project is selected from our framework via a 'mini-competition' process using the regional YORtender e-procurement system.

How did we consider social value?

- We talked to colleagues in corporate procurement early to help us understand more about social value, the requirements of the act and how we might think about social value in the context of providing research services. Whilst it was critical to ensure a minimum level of quality from our suppliers in terms of research knowledge, experience and technical skills, it was also important to be **thinking more broadly** about the types of suppliers we might want to work with, and develop ongoing relationships with, as a council.
- Before advertising our framework, we promoted the upcoming opportunity to many different types of supplier. As well as contacting existing research suppliers, we got in touch with local social enterprises, universities and others to let them know about our framework. We know that one size rarely fits all so we were open to a range of solutions. We wanted to raise awareness amongst, and encourage interest from, **different types of supplier** in advance of the formal procurement advertisement.
- We **divided our framework contract into two 'lots'** – suppliers for projects with a value of over £35,000 (Lot 1) and suppliers for projects with a value of under £35,000 (Lot 2). This meant that a more diverse range of suppliers, including smaller, local organisations were being given the opportunity to undertake lower value contracts. And larger national suppliers would not have a monopoly.
- We included a **question on social value** as part of our Invitation to Tender (ITT) – this formed part of the overall 'Method Statement' that all potential suppliers were asked to complete.
- We provided some additional **guidance** on what we were looking for in terms of social value as part of our ITT instructions.
- We **evaluated** responses to the social value question as part of the selection process. Social value made up 5% of the total quality score for suppliers within an overall weighting of 60% for quality and 40% price.
- Some of the **social value benefits** offered by suppliers included recruiting and training local people as interviewers, using community venues for research activity and exploring links with local businesses. The potential for research projects to bring wider social benefits in themselves, and create a positive legacy of involvement, was also emphasised. Research is about people and not just a process.
- Now fully operational, our research framework includes **a diverse range of suppliers of different sizes and specialisms** with companies based in Kirklees, West Yorkshire and the wider region. Two local universities and a company that was set up by young people are also part of the framework.

CASE STUDY E: Huddersfield Sports Centre

During the tender process for building Huddersfield Sports Centre, a series of Key Performance Indicators (KPIs) were included in the specification. The successful contractor would be contractually obliged to deliver and report on these. KPIs which included:

- Work experience placements.
- Apprenticeships.
- University research projects.
- The engagement of schools and colleges.

The successful contractor has signed up to the above. They provide a regular update on the project targets to the project manager and what they have achieved to date. They have already reached some of their targets and in some areas have even exceeded the initial target.

The council worked with the successful contractor to support local businesses to be part of the supply chain through a 'Meet the Buyer' event.

CASE STUDY F: New community building for North Huddersfield (Deighton & Brackenhall Initiative Limited) new ventures to enhance communities

Northfield Hall is a new centre for the local community situated in the heart of the Brackenhall and Ferndale Estates in Sheepridge, Huddersfield. It opened in May 2012 and offers a brand new space with a wide range of facilities for users of all ages and interests. With the help of funding from Deighton and Brackenhall Initiative Limited (DBI), this became a reality with all partners working together. It has been agreed that Fresh Horizons, the areas local social enterprise, will manage the building on behalf of the Trust.

Northfield Hall has ample space and the facilities to offer new and exciting activities and events alongside the existing users from Brackenhall Community Centre. We are well aware of the need to attract interest from wider afield to make sure that the centre is sustainable for future.

Northfield Hall has the following rooms and facilities available:

- A large hall that can be used for multiple purposes and partitioned into two smaller areas. The hall will seat up to 250 banquet style or 400 conference style and can be used for:
 - Weddings, functions and conferences.
 - Indoor sports such as badminton, table tennis, dance and aerobics.
 - Stage shows and other entertainment events.
- A dedicated 'board room' for meetings with high quality facilities.
- A multi-use room for meetings, training courses, after school clubs and more.
- A café, restaurant and multi-use kitchen.
 - Café in the Hall is a community run café that is open during the day serving sandwiches and hot food.
 - The space can also be utilised as a restaurant for themed nights or hired out to outside caterers.

- Luncheon clubs and other food based activities can make use of the kitchen space.

- Jolly Roger's play gym for youngsters is located by the café and can be rented for children's parties.
- Activity Room
A creative space with a purpose built floor that is perfect for 'messy' activities. It also doubles up as part of the café area located next to Jolly Roger's play gym for parents during the day.
- An exhibition space that also doubles up as a relaxing area with comfy sofas and armchairs. A great place to relax with a coffee and friends, or your laptop!
- Brackenhall United Reformed Church (URC) also moved from the existing centre into a purpose built church space for their services and other church-run activities.
- Playing fields, multi use games area (MUGA) and changing rooms.
 - The fields will hold two football pitches, one junior and one full size pitch.
 - This is MUGA, perfect for activities such as basketball.

Brackenhall Community Trust and Deighton and Brackenhall Initiative hope the centre will bring the local community together as one. It will help improve the quality of life for all living in the area, ensuring its success for years to come.

CASE STUDY G: Fresh Pastures – social enterprise

Background

Fresh Pastures CIC was one of the first Community Interest Companies in the country and the first dairy CIC in Europe. Any profit made by Fresh Pastures is ring-fenced for community benefit and is ploughed back into the company to help it grow.

Since it started in 2006 Fresh Pastures has gone from having three members of staff (including the two directors) to 68 members of staff in 2012. It also has new premises and modern milk processing equipment located in the Wakefield district.

The company works closely with a local Yorkshire co-operative of farmers dedicated to supplying it. Fresh Pastures collects, processes, packages and distributes some 11 million litres of milk each year, delivering to over 4,000 establishments a day.

The Process

Wakefield Council worked with YPO to tender for milk produce in 2007, with Fresh Pastures being one of two successful companies. The company won the contract again when it was re-tendered in 2010 and now supplies ten local authorities (including Kirklees) as well as being on the NHS framework contract.

Success Factors

Fresh Pastures has become an important local employer. It recruits from the local labour pool through close working with Jobcentre Plus, Wakefield Disability Action, Mental Health Matters and other organisations to place long-term unemployed or disabled people in sustainable jobs.

Fresh Pastures provides other benefits including school visits, educational activities and workshops covering recycling, the importance of local supply and food miles, and healthy eating. The company has dedicated vehicles and uniformed drivers to collect waste milk cartons which they bale on their dairy site and send for recycling. This helps local authorities to achieve their land fill targets.

8. Example prompt questions

Open questions present the bidder with challenges that need resolving and encourage the bidder to develop innovative solutions.

Open questions allow respondents to reply freely to a question in their own words. The benefit of this approach is that it presents the greatest opportunity for a bidder to use their innovation and expertise to offer something different. They can develop solutions that look at problems from different angles. Depending on what you are commissioning or procuring, you may think about using questions like the ones set out below:

- Describe how your bid can contribute towards the health and well-being of people in Kirklees?
- How will your bid be used to improve community relations?
- How will your bid improve employment opportunities for young people?
- Please outline how you will access local supply chains and support the local economy?
- What will be the general community benefits you will bring?

9. Resources and further reading

Social value overview:

Social Enterprise UK: The social value guide: implementing the Public Services (Social Value) Act, Nov 2012:

http://www.socialenterprise.org.uk/uploads/files/2012/03/public_services_act_2012_a_brief_guide_web_version_final.pdf

Kirklees Social Value Statement:

<http://www.kirklees.gov.uk/business/businessWithCouncil/pdf/socialValue-PolicyStatement.pdf>

Kirklees Corporate Procurement Strategy:

<http://intranet.kirklees.gov.uk/Policies-and-procedures/Council-wide/Procurement/procurementStrategy>

Monitoring and measuring social value

- Social Return on Investment (SROI). This is a tool to help you understand, manage and communicate the social value that your work creates in a clear and consistent way with customers, beneficiaries and funders:

<http://www.thesroinetwork.org>

- **Online social impact tool from Community Matters:**

<http://www.communitymatters.org.uk/content/494/Demonstrate-your-social-impact-with-Your-Value>

Kirklees Council contacts:

Social value policy:

David Bundy	david.bundy@kirklees.gov.uk	01484 221000
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Innovation Hub:

Are you interested in delivering services differently? Is there a better, cheaper, more creative or more innovative way to work?
(See Fresh Pastures case study)

The Innovation Hub is here so we can learn together and get support, advice and expertise:

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