

---

# Case Study

---



## **Social Value into Procurement: Bury Council and the Association of Greater Manchester Authorities**

---

## Introduction

In 2014, Barclays was awarded the financial services contract by Bury Council as a part of an Association of Greater Manchester Authorities (AGMA) financial services framework.

The pilot study discussed here aimed to assess how the Social Value Portal (the Portal) could be used to set targets retrospectively and then to measure the ongoing delivery of social value (SV). This involves looking beyond the price of each individual public-private contract to its collective community benefit.

**Key headlines from this study:**

- The project unlocked an additional +80% SV for Bury at no additional cost
- The process required Barclays to make a specific and quantifiable commitment and encouraged them to consider how else they could help Bury.
- The Portal was simple to use and helped to unlock real additional benefits.

**More importantly, the project showed that it is possible to agree SV deliverables retrospectively if there is mutual benefit in doing so to both the parties.**

## Project context and background

Barclays was previously engaged by Bury through the AGMA financial services framework. This had been included as a part of a requirement to deliver additional SV. The company was committed to delivering SV through its Citizenship programme, although not specifically linked to the contract with Bury. Even though the contract had already been awarded, Barclays wanted to ensure it delivered SV that aligned with the objectives of the Council.

No specific targets had been proposed for the area as part of the original framework contract.

An evolution of the programme into the “Barclays Shared Growth Ambition” was (and is) on improved access to

employment and financing as well as financial and digital empowerment. These aim to support the communities the bank works in. Collaborating with the Portal and Bury ensured Barclays was fully engaged with the wider AGMA group.

The exercise was carried out with the overall aim being to set SV targets for the Bury financial services contract and to test the Portal as a means of measurement and management of the project.

The bank welcomed the opportunity to work more closely with Bury and to make sure the right things were targeted at the right time in the right place.

*“We are really pleased, that by working with the Social Value Portal, we have been able to summarise and quantify the additional social value that Barclays are offering to us in Bury as a part of their contract with us – it will make a real difference to our community”*

Sarah Janusz, head of strategic procurement & project planning, Bury Council

## What was involved?

Key tasks that the team delivered were as follows:

### Step 1: Develop themes, outcomes and measures (TOMs) matrix.

AGMA had previously developed a generic TOMs matrix. The Portal worked with the Association and Bury to fine-tune it, ensuring indices were valid, understandable to business and relevant to the contract in question – a legal requirement. (fig. 1).

| THEME   | OUTCOMES  |
|---|---|
| Promote employment & economic sustainability                            | Outcome 1: More local people in work  |
|   | Outcome 2: Thriving local businesses  |
|   | Outcome 3: Responsible businesses that do their bit for the local community                       |
| Raise the living standard of local residents                            | Outcome 4: A local workforce which is fairly paid and positively supported by employers           |
| Promote participation and citizen engagement                            | Outcome 5: Individuals and communities enabled and supported to help themselves                   |
| Build capacity and sustainability of the voluntary and community sector | Outcome 6: An effective and resilient third sector  |
| Promote equity and fairness   | Outcome 7: Vulnerable and isolated people are better-supported                                    |
|   | Outcome 8: A reduction in poverty, health and education inequalities                              |
|   | Outcome 9: Acute problems are avoided and costs are reduced by investing in prevention.           |
| Promote environmental sustainability                                    | Outcome 10: Bury protecting its physical environment and contributing to climate change reduction |
| Promote and support 'social innovation' Business Innovation             | Outcome 11: Society benefits from innovative activities developed by business                     |

Figure 1: Themes, outcomes and measures (TOMs) matrix developed for Bury Council from AGMA blueprint.

### Step 2: Mock Bid.

Because the SV had not been offered as part of tender, a 'mock tender' was used to assess the value of Barclays' potential contribution and to allow targets to be set. Barclays submitted this 'tender' on the Portal.

### Step 3: Set Targets and Report.

After submission, Barclays, Bury Council and AGMA attended a half-day workshop. Talking through what had been submitted, Barclays representatives were able to get a clearer picture of what Bury and AGMA were looking for than by simply looking over a spreadsheet.

As a result, Barclays' corporate team reviewed its programme of activity to reflect what was achievable across the wider Barclays team (including retail) in the Bury area. The offer was enhanced and resubmitted to Bury Council. The revised offer was subsequently discussed with Bury to ensure it met their overall objectives. The discussion produced additional, more precise SV targets, and ones that Barclays said it could meet; the company did not want to promise more than it could deliver, and detailed discussions helped soothe concerns on this front.

Additionally, working with the Portal meant Barclays was more assured about benchmarking SV and what was being delivered. This, in turn, helped the company start to work out what more they could do to make themselves more effective in the future.

As a result, targets were put in place to deliver an additional 80% value (social value-add or SVA) to the existing contract. Bury will use its contract-management tool for ongoing reporting on project progress.

### **How did the project generate social value?**

Barclays identified over £400,000 worth of additional community value they could offer, delivering over +80% SVA over a period of five years

### **Key lessons learned**

- Ensure the measures developed are clear and concise and make total sense to the supplier. This is the best way to avoid confusion.
- Local authorities need to make it as easy as possible for businesses to get involved.
- Most businesses are keen to engage with communities and look to give as much as possible in order to strengthen the customer relationship.
- Going through the process allowed Bury to build deeper and more productive relationships with a business partner.
- Different sub-regions have different requirements; some schools need more help than others, training might be more useful than employment in particular locations.
- Face-to-face discussion between bidding authority and bidder may help clarify exactly what the impacted area needs and reassure contractors that they can deliver it.
- Measurement and benchmarking can help companies develop their corporate CSR strategy to deliver more of what's needed.

### **Key opportunities identified:**

- 15 opportunities for work experience placements
- 20 new apprenticeships
- Digital support to 1,000 business start-ups
- 675 hours' voluntary work for vulnerable people in the community
- 15 events held to help give local older people access to digital technology.

### **Contact**

---

Association of Greater Manchester Authorities  
Bury County Council, head of procurement  
The Social Value Portal, CEO  
Barclays, Public Sector Coverage

Peter Schofield – Peter.Schofield@trafford.gov.uk  
Sarah Janusz – S.E.Janusz@bury.gov.uk  
Guy Battle – guy.battle@socialvalueportal.com  
Fraser McKay – fraser.mackay@barclays.com

### **Further Information**

---

[www.socialvalueportal.com](http://www.socialvalueportal.com)