

BRISTOL CITY COUNCIL

Business Change and Resources Scrutiny Commission

20th July 2015

Report of: Patricia Greer, Interim Service Director, Policy, Strategy and Communications

Title: Report of the Scrutiny Inquiry Day 'Making our Money go Further – Social, Economic and Environmental Procurement'

Ward: Citywide

Officer Presenting Report: Andrea Dell, Service Manager, Policy, Scrutiny, Research and Executive Support

Contact Telephone Number: 0117 9222483

RECOMMENDATION

That the Commission agrees the final report and recommendations of the Scrutiny Inquiry Day "Making our Money go Further – Social, Economic and Environmental Procurement" as attached in appendix A.

The conclusions from the Inquiry Day will be used to inform the draft Social Value policy and toolkit which will be considered by the Mayor at a Cabinet meeting later this year, following which it is suggested that there be a period of stakeholder consultation.

Summary

The report attached at Appendix A is the findings of the Scrutiny Inquiry Day 'Making our Money go Further – Social, Economic and Environmental Procurement.'

The paper summaries the principals that the Council should adopt when preparing its Social Value policy, plus guidance on content for the associated Toolkit.

The significant issues in the report are:

The report at Appendix A

Policy

1. The report will provide the framework for development of the Council's Social Value policy.

Consultation

2. **Internal**
Members of the Business Change and Resources Scrutiny Commission plus relevant officers
3. **External**
A range of stakeholders attended the Inquiry Day – full details can be found in Appendix A.

Context

4. The Inquiry Day took place to assist the Council with developing its Social Value policy.

Proposal

5. That the Commission adopts the key principals that will underpin the development of the City Council's Social Value policy and associated toolkit.

Other Options Considered

6. None.

Risk Assessment

7. Not applicable

Public Sector Equality Duties

- 8a) Before making a decision, section 149 Equality Act 2010 requires that each decision-maker considers the need to promote equality for persons with the following "protected characteristics": age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation. Each decision-maker must, therefore, have due regard to the need to:
 - i) Eliminate discrimination, harassment, victimisation and any other conduct prohibited under the Equality Act 2010.

- ii) Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to --
 - remove or minimise disadvantage suffered by persons who share a relevant protected characteristic;
 - take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of people who do not share it (in relation to disabled people, this includes, in particular, steps to take account of disabled persons' disabilities);
 - encourage persons who share a protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
 - iii) Foster good relations between persons who share a relevant protected characteristic and those who do not share it. This involves having due regard, in particular, to the need to –
 - tackle prejudice; and
 - promote understanding.
- 8b) A full Equalities Impact Assessment will be completed alongside the development of the Social Value policy and toolkit.

Legal and Resource Implications

Legal

The Social Value policy will impact on the Council's commissioning and procurement practices. The Head of Legal Services helped to shape the Inquiry Day and ensured that the requirements in relation to European Union and national procurement law were adequately represented.

Financial

(a) Revenue

None at this stage although financial implications may be identified as part of the formulation of the Social Value policy.

(b) Capital

Not applicable

Land

Not applicable

Personnel

Not applicable

Appendices:

Appendix A – Scrutiny Inquiry Day “Making our Money go Further – Social, Economic and Environmental Procurement”

LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Background Papers:

See Appendix A

Agenda Item 14A



BRISTOL OVERVIEW AND SCRUTINY

Report of the Scrutiny Inquiry Day

'Making our Money go Further – Social, Economic and Environmental Procurement'

Conclusions of the Business Change and Resources Scrutiny Commission, April 2015



1. Executive Summary

Bristol City Council's Business Change and Resources Scrutiny Commission is responsible for contributing to policy development and scrutinising the performance of the Council's Executive. It hosted a Scrutiny Inquiry Day on 20th April 2015 to bring together a variety of stakeholders to discuss the Council's obligation (Public Services (Social Value) Act 2012) to have regard to economic, social and environmental well-being in connection with public services contracts

The Inquiry Day was one of a series of conversations between the Council and key partners in relation to the Social Value Act, with other activities including a workshop developing good practice with representatives of the Voluntary and Community Sector (including Voscur) and a roundtable discussion to hear the needs of businesses.

All of Bristol's Councillors were invited to attend the Inquiry Day along with key stakeholders across the city, including commissioners from the Council and other public sector providers, representatives of local businesses, the third sector, policy experts and academics to understand what Social Value means for Bristol. It looked at key questions such as;

- What are the examples of where Social value makes a difference?
- What is the relationship between value for money and securing greater good?
- How can the Council work with suppliers and potential suppliers to introduce the changes that the policy will bring?

The full attendance list for the Inquiry Day can be found at Appendix 1.

Recommendations

During the day, it became clear that there were several key principles which should underpin both the policy and associated toolkit. They can be summarised as follows;

- **Creativity** – the development of the Social Value policy should be used as a platform to encourage innovation both within the Council and with partners
- **Flexibility** – Embedding flexibility and a 'can do' approach into the Social Value policy would secure the best outcomes by opening up the Commissioning and Procurement process to a broader range of organisations
- **Collaboration** – a shared vision should be developed between the Council and all of its partners city wide regarding the strategic objectives of the Social Value policy
- **Leadership** – delivery of an effective Social Value policy would require strong leadership, guidance and co-ordination to ensure key messages were effectively communicated and progress was monitored
- **Sustainability** – the Social Value policy should be forward thinking and recognise longer term benefits over quick wins

The broader points that arose during the discussions can be found in section 4 of this report and should be taken in conjunction with these key principals to set out the framework for the Social Value policy and toolkit.



The conclusions from the Inquiry Day will be used to inform the draft Social Value policy and toolkit which will be considered by the Mayor at a Cabinet meeting later this year. It is recommended that there be a three month period of consultation on the draft policy prior to implementation. Details of the proposed timetable can be found in section 5 of this report.

2. Background

The Public Services (Social Value) Act came into force on 31 January 2013. It requires authorities that commission public services to consider how they can also secure wider social, economic and environmental benefits.

Before they start the procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could deliver such broader benefits for their area or stakeholders.

The Act is a tool to help commissioners get more value for money out of procurement and it encourages commissioners to talk with local communities and service providers to help design better services, often finding new and innovative solutions to difficult problems.

Since the Social Value Act was passed in January 2013, the Council has been working towards developing its own Social Value policy. We know that there is broad support for the initiative but there are a number of matters which need further consideration before the draft policy can be drawn up. For example:

- What criteria should be given priority within the policy?
- How will our suppliers and commissioners be affected by the changes?
- What is public opinion regarding Social Value and what kind of benefits would residents like to see for their communities?

Context/Background Papers

National:

- Continued pressure on public services – likely to continue for the foreseeable future
- Potential and impending changes to European Union and national Government policy relating to procurement
- Social Value Act Review 2015 – an appraisal of the progress of the Act and barriers to implementation

Regional

- Devolution discussions around delegation of powers from central government

Local:

- Strong leadership setting out clear priorities within the Mayor's Vision;



- Healthy and Caring Bristol
- Keeping Bristol Working and Learning
- Keeping Bristol Moving
- Building Successful Places
- Global Green Capital
- Vibrant Bristol
- Empowered City
- Active Citizens
- Links to the Mayoral Fairness Commission
- Implementation of the Living Wage within both the Council and its suppliers/providers
- The Council's Enabling Commissioning Framework – the standardised approach to commissioning
- A strong focus on 'early intervention' when considering all services the Council provides, or commissions
- Links to Voluntary and Community Sector (VCS) prospectus – work to align the grant funding of the VCS with the city's priorities
- Connections with key programmes of work underway within Bristol which focus on co-production and sustainability such as 'City of Service', 'Resilient City' and 'Bristol Ageing Better'

Evidence Base

A survey was sent to a large range of potential and existing suppliers across all sectors to ascertain what it is like to do business with the Council.

The collated responses of those who had experience of supplying services to Bristol City Council can be found at appendix 4. The findings for the survey were used by the Chair to help understand some of the issues experienced by suppliers of all types and helped to shape the purpose and design of the Inquiry Day.

A pack of information was provided to all attendees, which included key facts and figures in relation to the local situation and also case studies from elsewhere. The full papers can be found below or requested by emailing 'scrutiny@bristol.gov.uk'



Inquiry Day Pack.pdf

3. The Inquiry Day

What is a Scrutiny Inquiry Day?

Scrutiny Inquiry Days enable Councillors to acquire an understanding of complex issues by hearing expert speakers and engaging in debate with specialists, with the objective of identifying well-informed evidence-based recommendations. Inquiry Days aim to create a balance between information-sharing and discussion, thus allowing the broad range of views to be heard, and enabling participants to share their particular perspective.



The Inquiry Day was held on 20th April 2015 at The Pavilion, Bristol and was led by the Business Change and Resources Scrutiny Commission.

The format for the event included a mixture of speakers from Bristol and national organisations, small table discussions and questions and answer sessions. The programme for the day can be found at Appendix 2.

The intended outcomes of the Inquiry were:

- To identify the key principles that should form the basis of the draft Social Value policy; and
- To consider and discuss what sort of social value toolkit would best assist those who commission/procure and provide services both internal and external to the Council.

The table groups were set the tasks of answering the following key questions;

- What would we really like our Social Value policy to achieve for Bristol?
- What are the responses to and feedback on the draft policy?
- What do suppliers need to be in a Social Value toolkit?
- What needs to be in a toolkit from the commissioning perspective?

4. Key Discussion Points

The following is a summary of the main points that were raised by participants during the day, split by findings in relation to the Social Value policy and those more relevant to the toolkit;

The Social Value Policy

- Co-creation of the Social Value vision could empower communities to be proactively engaged in delivering services and secure the best outcomes for local residents.
- Engaging local communities and other stakeholders (including community organisations) fully before commissioning new services is vital to ensure that benefits address local need, and steps should be taken to reach minority voices. A co-produced approach improves ownership of policies and increases involvement in civic society.
- The primary driver of commissioning/procurement is to ensure that the right services and outcomes are in place to meet the needs of service users and communities but finance is clearly a key consideration. With creative thinking, it is possible to have better social outcomes and achieve reduced costs.
- Bristol City Council's Social Value policy should aim to stimulate a culture change so that stakeholders both internal and external to the Council approach commissioning and procurement with flexibility.
- The attitude towards risks needs to shift so that where there are risks, they are approached in partnership and, where things don't go to plan, productive discussions about what could be done differently should take place. Where risks are low, the boundaries should be pushed to look for innovative solutions. Engaging



with people, communities and community organisations is a good way to achieve this.

- The playing field should be levelled to enable all providers (public, voluntary/community/social enterprises and private), to access the appropriate opportunities. For example, consideration should be given to timeframes for bidding, and support should be available for smaller providers. Effective communication must be at the heart of securing the best outcomes for all.
- The need for robust monitoring of service provision needs to be addressed via the Social Value policy and all providers (public, voluntary/community and private) must be held accountable if they fail to deliver the wider benefits promised.
- The metrics around Social Value are important and consideration needs to be given to how non-financial benefits can be measured and compared fairly with economic gains. Many 'intangible' benefits that have previously been regarded as non-financial, do have a monetary value and as work has been carried out by organisations such as the Social Value Portal to assign a financial value e.g. to prevention of youth re-offending, the Council should agree and apply a set of values to appropriate local performance indicators, outcomes and impact.
- The value added by longer term benefits should not be dismissed in favour of short term gains.
- The Social Value policy needs to be owned by the whole city or 'civic community'. The Council could play a system lead function regarding the Social Value policy and would also have a monitoring and co-ordination role in relation to its own contracts, but could not be expected to deliver everything. Rather it could add value by enabling sharing of information and best practice, as well as mapping services and developing measuring tools.
- Steps must be taken to make the procurement process more accessible by using plain English and making it easier for interested parties to provide expressions of interest. Pre-procurement activities also need to be strengthened eg publishing commissioning intentions early and engaging with service users/potential customers on requirements.
- The policy will need to reflect the diversity of potential providers across the whole spectrum (social enterprises, charities etc), so that reference to 'businesses' should be replaced with 'organisations.'
- It is important to shift the focus of procurement away from 'compliance', and more to looking at how we can maximise the added (i.e. social) value. This would require the Council to take the lead in stimulating the necessary cultural change.

The Social Value Toolkit

What do suppliers and commissioners need from a Toolkit?

- A toolkit which underpins the principles in relation to Social Value eg fairness, early intervention, sustainability, community empowerment, citizen engagement in civic society etc
- Basic background information about the policy and details of the 'how?' and the 'why'?
- Details of how outreach and collaboration will be implemented
- Increasing clarity around measurement of value, especially with regard to the 'intangible' benefits. An agreed set of measures should be used by stakeholders to



ensure that there is agreement on benefits realisation and that resources are focused on the city's priorities and on services/activities that provide best value

- Guidance on the legal framework and how it would be interpreted by the Council
- A simple definition of each step of the procurement process and likely timescales
- Templates to show the types of documents required
- Action learning sets/training for commissioners and suppliers
- Case studies/web resources to help Commissioners determine practice
- Clear outcome-based principles
- Risk guidance – to clarify the appetite for taking risks and whether these would be a sole or shared responsibility
- Information on collaboration and partnership working

5. Next Steps

Timetable and Consultation

The Social Value policy is of significant interest to a wide range of stakeholders and in order to secure the best outcomes for the city there should be an element of collective ownership between the Council and its partners. Interested parties will have the opportunity to shape the policy during a period of 12 weeks consultation, in line with the principles set out in the Bristol Compact. The proposed timetable will be;

- October 2015 – Draft Social Value policy and toolkit to be considered by the Mayor at a Cabinet meeting.
- October 2015 to January 2016 – 12 Week Consultation on the draft Social Value policy and toolkit
- February/March 2016 – Final version of the Social Value policy and toolkit to be considered by the Mayor at a Cabinet meeting for approval
- Spring 2016 – Implementation of the Social Value policy and toolkit
- 2016 and beyond - ongoing review of the efficacy of the Policy and the support available for providers

Metrics

In responding to the Social Value Act, we must ensure that our procurement process includes the ability for us to require suppliers to provide 'added value' to contracts in the form of additional social, economic or environmental benefits. This will require us to modify our commissioning and procurement processes (including tendering, contracting and contract management), but importantly it requires us to have the ability to measure those benefits both in terms of the improved benefit to communities and the financial advantages. This will involve looking differently at how we measures outcomes, but in response to the Social Value Act, it is possible to assign a value to so called 'intangible' benefits. Council officers have started work to establish a set of measures against which a financial value can be assigned and will continue this work to inform the Social Value policy and toolkit that will be approved in early 2016.



5. Appendices

Appendix 1 – Attendance List

Appendix 2 – Inquiry Day Programme

Appendix 3 – Draft Policy Principals

Appendix 4 – Results of the Suppliers Survey



Attendance List

Scrutiny Inquiry - Day 20th April 2015

Making our Money go Further – Social, Economic and Environmental Procurement

Councillors

	Name
1	Councillor Daniella Radice
2	Councillor Fi Hance
3	Councillor Geoff Gollup
4	Councillor Glenise Morgan
5	Councillor Helen Holland
6	Councillor Mark Brain
7	Councillor Martin Fodor
8	Councillor Olly Mead
9	Councillor Simon Cook
10	Councillor Tim Malnick

Others

	Name	Job/Organisation
1	Alison Comely	Neighbourhoods, BCC
2	Alistair Dale	Voscur
3	Andrea Dell	Policy and Scrutiny, BCC
4	Barbara Coleman	Public Health, BCC
5	Charlotte Rohan	Croydon Council
6	Christine Story	Independent Social Value expert
7	Ciaran Mundy	Bristol Pound
8	Daniel Oliver	Bristol and Bath Social Enterprise Network
9	Daniel Levy	Exec Office, BCC
10	Dave Hunter	Legal Expert
11	David Relph	Bristol Health Partnership
12	Deborah Kinghorn	Policy, BCC
13	Ed Rowberry	John Pontin's Trust
14	Emily Williams	Catering, BCC
15	Dr Glenn Parry	University of the West of England
16	Helen Pitches	Commissioning, BCC
17	Howard Swift	Economic Development, BCC
18	Hywell Caddy	Neighbourhoods, BCC
19	Jane Houben	Neighbourhoods, BCC
20	Jane Taylor	People, BCC
21	Jim Clifford	Centre for Public Scrutiny
22	Joanna Holmes	Barton Hill Settlement
23	Johanna Holmes	Scrutiny, BCC
24	June Burroughs	Pieron Centre



25	Karen Blong	Scrutiny, BCC
26	Kay Russell	Strategic Planning, BCC
27	Louise De Cordova	Democratic Services, BCC
28	Lucy Fleming	Scrutiny, BCC
29	Mark Hubbard	Voscur
30	Matt Edgar	Policy, BCC
31	Miles Harris	Executive Office, BCC
32	Neil Berry	Locality
33	Nigel Donnelly	Unite
34	Peter Gillett	Finance, BCC
35	Peter Walker	Bristol Health and Wellbeing Board
36	Rachel Metcalfe	Public Health, BCC
37	Romayne de Fonseka	Scrutiny, BCC
38	Sam Holiday	FSB
39	Sanjay Prashar	Legal, BCC
40	Sarah Toy	Strategic Resilience, BCC
41	Stephen Hynd	Mayor's Office, BCC
42	Steve Crawshaw	Unison
43	Steve Woodcock	ACFA Advice Network
44	Tracey Rees	Business in the Community
45	April Retter	Employment and Skills, BCC
46	Nina Skubala	Business West
47	Alison Slade	Procurement, BCC
48	Wendy Stephenson	Voscur
49	Brian Price	Alderman



Appendix 2

Bristol City Council Overview and Scrutiny – Scrutiny Inquiry Day

Making Our Money Go Further – Social, Environmental and Economic Procurement

Monday 20th April 2015

The Pavilion, No1 Hannover Quay, Harbourside, Bristol, BS1 5JE

Programme

Morning Session

Social Value – Possibility & Policy: What are we trying to achieve for the city?

9.30am **Welcome and Introduction**

Councillor Tim Malnick, Chair, Business Change and Resources Scrutiny Commission

9.50am **Social value - what is the opportunity and intent for BCC?**

Max Wide, Strategic Director, Business Change, BCC

10.00am **Creating Social Value in a city – possibilities and pitfalls:**

Jim Clifford OBE, Trustee of Centre for Public Scrutiny (Social Impact)

10.20am **Q&A followed by Table Discussion:**

“What do we want a social value policy to achieve for Bristol?”

11.00am **BREAK**

11.20am **Social Value in Bristol and Beyond**

Christine Storry, Independent Expert on Social Value

Social Value - local by default?

Joanna Holmes, Chair of Locality and CEO, Barton Hill Settlement

11.40am **Q&A followed by Table Discussion:**

“Responses to and feedback on the draft policy”



12.30pm **Looking ahead to the afternoon: The Croydon Toolkit – communicating and spreading good practice**

12.45pm **LUNCH**

Afternoon Session

Social Value – Implementation: How do we make this work?

1.30pm **Introduction to the afternoon session**

Councillor Tim Malnick, Chair, Business Change and Resources Scrutiny Commission

1.40pm **The supplier perspective: what do we need to make this work?**

VOSCUR, Mark Hubbard, Support Hub Manager (voluntary and community sector) plus VCSE representatives

Business in the Community, Tracy Rees, Head of Community Impact (wider business sector)

2.00pm **Q&A followed by Table Discussion:**

“What do suppliers need to be in a Social Value toolkit for Bristol?”

2.30pm **The Bristol Commissioning perspective: what do we need to make this work?**

Panel and Q&A

2.50pm **Table Discussion**

“What needs to be in a toolkit from the commissioning perspective?”

3.10pm **BREAK**

3.30pm **Towards a culture of Social Value: what else is needed to implement this in line with our highest aspirations?**

Table discussion and requests, recommendations and feedback within stakeholder groups

4.15pm **Concluding comments and reflections on the day**

4.30pm **CLOSE**



Bristol City Council – Social Value Policy Principles

The Council supports the Public Services (Social Value) Act 2012.

Working within the framework and direction of the Mayor's Vision and our Corporate Plan the following (*draft*) principles seek to guide potential suppliers on the areas of social, economic and environmental added value that could be offered within relevant contracts, also bearing in mind the principle of best value.

- **Working to address inequalities of health, wealth and opportunity in the city, seeking sustainable prosperity and supporting every citizen to reach their potential by creating successful places in which to live work and play.**
- **Working with partners and our customers to design and deliver services around their needs, simplifying and where appropriate standardising the way we do things.**
- **Promoting participation and citizen engagement – encouraging and supporting local businesses, communities and individuals to play an active role in the City, learning and raising awareness to support increased knowledge and wellbeing.**
- **Promoting sustainable employment and economic growth:**
 - **Enabling every citizen to access good quality education, training and skills development that meets the needs of employers and new business growth.**
 - **Supporting fair access to employment through employee assistance schemes such as a living wage, child friendly practice and travel assistance programmes.**
- **Supporting our citizens to lead healthy, happy and safe lives where they feel connected to their communities and are supported in the prevention of ill-health through early intervention.**
- **Seeking to improve our City's environment, building upon and keeping it a Green Capital through a reduction in our environmental impact in energy, travel, waste, food, water and land, enabling and supporting greener and healthier lifestyles.**



Results of the Suppliers Survey

The following summarises the responses received from those who have supplied services to Bristol City Council;

Please confirm the size of your organisation		
Answer Options	Response Percent	Response Count
Micro (0-9 employees)	29.8%	151
Small (10-49 employees)	31.4%	159
Medium (50-249 employees)	18.5%	94
Large (250+ employees)	20.3%	103

Does your organisation come under any of the following categories?		
Answer Options	Response Percent	Response Count
BME	3.6%	18
Third/Voluntary	15.0%	76
Social Enterprise	6.9%	35
Private Sector	73.0%	370
Public Sector	6.7%	34
Other	4.5%	23
Other (please specify)		35

I know where to access information relating to BCC contract opportunities		
Answer Options	Response Percent	Response Count
Strongly Agree	15.7%	67
Agree	42.7%	182
Neither	15.0%	64
Disagree	19.7%	84
Strongly Disagree	5.2%	22
N/A	1.6%	7

There are enough ways to engage with BCC about forthcoming tender/contract opportunities		
Answer Options	Response Percent	Response Count
Strongly Agree	6.6%	28
Agree	27.9%	119
Neither	25.4%	108
Disagree	28.9%	123
Strongly Disagree	8.0%	34
N/A	3.3%	14



BCC provides good support in relation to tender/contract opportunities

Answer Options	Response Percent	Response Count
Strongly Agree	7.0%	30
Agree	30.5%	130
Neither	31.0%	132
Disagree	19.7%	84
Strongly Disagree	6.8%	29
N/A	4.9%	21

The criteria needed to be a supplier to BCC are clear

Answer Options	Response Percent	Response Count
Strongly Agree	8.7%	37
Agree	38.7%	165
Neither	25.4%	108
Disagree	17.8%	76
Strongly Disagree	6.3%	27
N/A	3.1%	13

The criteria needed to be a supplier to BCC are reasonable.

Answer Options	Response Percent	Response Count
Strongly Agree	7.0%	30
Agree	40.8%	174
Neither	31.0%	132
Disagree	11.7%	50
Strongly Disagree	4.7%	20
N/A	4.7%	20

Advice and guidance on BCC's tender documentation is easily available

Answer Options	Response Percent	Response Count
Strongly Agree	6.3%	27
Agree	36.9%	157
Neither	30.3%	129
Disagree	16.4%	70
Strongly Disagree	4.7%	20
N/A	5.4%	23

BCC's procurement web pages are easy to use?

Answer Options	Response Percent	Response Count
Strongly Agree	5.2%	22
Agree	32.6%	139
Neither	29.8%	127
Disagree	17.8%	76
Strongly Disagree	6.3%	27



N/A	8.2%	35
-----	------	----

I am satisfied with the BCC e-tendering system?

Answer Options	Response Percent	Response Count
Strongly Agree	5.6%	24
Agree	30.8%	131
Neither	29.8%	127
Disagree	16.4%	70
Strongly Disagree	8.7%	37
N/A	8.7%	37

The council takes a flexible approach in dealing with tenders and contracts

Answer Options	Response Percent	Response Count
Strongly Agree	4.0%	16
Agree	30.3%	122
Neither	35.3%	142
Disagree	17.4%	70
Strongly Disagree	5.7%	23
N/A	7.2%	29

My organisation has an opportunity to influence the specification of contracts through discussions with BCC before applying

Answer Options	Response Percent	Response Count
Strongly Agree	3.5%	14
Agree	24.4%	98
Neither	30.1%	121
Disagree	23.1%	93
Strongly Disagree	11.9%	48
N/A	7.0%	28

BCC is receptive to suggestions about how to adapt or change tenders and contracts for the better

Answer Options	Response Percent	Response Count
Strongly Agree	2.2%	9
Agree	22.9%	92
Neither	42.0%	169
Disagree	16.4%	66
Strongly Disagree	6.7%	27
N/A	9.7%	39



The criteria for applying for tenders and contracts with BCC is clear

Answer Options	Response Percent	Response Count
Strongly Agree	7.9%	30
Agree	44.3%	168
Neither	24.5%	93
Disagree	15.0%	57
Strongly Disagree	3.7%	14
N/A	4.5%	17

The process of tendering for contracts with BCC is appropriately straightforward

Answer Options	Response Percent	Response Count
Strongly Agree	6.6%	25
Agree	34.8%	132
Neither	30.1%	114
Disagree	18.2%	69
Strongly Disagree	5.8%	22
N/A	4.5%	17

There is good information and guidance available to help develop partnership arrangements on larger tenders

Answer Options	Response Percent	Response Count
Strongly Agree	3.7%	14
Agree	23.2%	88
Neither	34.6%	131
Disagree	18.7%	71
Strongly Disagree	7.7%	29
N/A	12.1%	46

How satisfied are you with the process (eg. timescales, forms) to support the development of partnership arrangements for larger tenders?

Answer Options	Response Percent	Response Count
Very Satisfied	4.5%	17
Satisfied	25.1%	95
Neither	35.4%	134
Dissatisfied	13.5%	51
Very Dissatisfied	6.3%	24
N/A	15.3%	58

Tender documents are clear?

Answer Options	Response Percent	Response Count
Strongly Agree	4.7%	18
Agree	42.0%	159
Neither	33.0%	125
Disagree	8.7%	33
Strongly Disagree	4.0%	15



N/A	7.7%	29
-----	------	----

Decisions about who to award contracts to are made fairly

Answer Options	Response Percent	Response Count
Strongly Agree	5.4%	19
Agree	35.3%	125
Neither	37.9%	134
Disagree	7.1%	25
Strongly Disagree	6.2%	22
N/A	8.2%	29

BCC's tendering process is open and transparent

Answer Options	Response Percent	Response Count
Strongly Agree	7.1%	25
Agree	39.5%	140
Neither	32.2%	114
Disagree	9.9%	35
Strongly Disagree	4.8%	17
N/A	6.5%	23

BCC applies the pre-published award criteria when awarding a contract

Answer Options	Response Percent	Response Count
Strongly Agree	5.6%	20
Agree	37.9%	134
Neither	39.8%	141
Disagree	3.1%	11
Strongly Disagree	1.7%	6
N/A	11.9%	42

My organisation is treated fairly in how contracts are awarded by BCC

Answer Options	Response Percent	Response Count
Strongly Agree	6.5%	23
Agree	39.0%	138
Neither	32.5%	115
Disagree	7.1%	25
Strongly Disagree	5.6%	20
N/A	9.3%	33



BCC gives clear and appropriately detailed feedback on the reasons why decisions are awarded or not awarded

Answer Options	Response Percent	Response Count
Strongly Agree	5.4%	19
Agree	27.7%	98
Neither	36.2%	128
Disagree	13.3%	47
Strongly Disagree	5.1%	18
N/A	12.4%	44

There are good processes for addressing a decision we don't understand with BCC

Answer Options	Response Percent	Response Count
Strongly Agree	3.4%	12
Agree	25.1%	89
Neither	44.1%	156
Disagree	11.0%	39
Strongly Disagree	4.5%	16
N/A	11.9%	42

It is clear what BCC expects of my business in delivering a contract

Answer Options	Response Percent	Response Count
Strongly Agree	10.9%	36
Agree	53.8%	177
Neither	16.1%	53
Disagree	6.4%	21
Strongly Disagree	2.7%	9
N/A	10.0%	33

BCC's procurement staff are knowledgeable when answering questions

Answer Options	Response Percent	Response Count
Strongly Agree	7.0%	23
Agree	40.4%	133
Neither	28.9%	95
Disagree	7.6%	25
Strongly Disagree	2.4%	8
N/A	13.7%	45



BCC's procurement staff respond quickly to emails and calls

Answer Options	Response Percent	Response Count
Strongly Agree	6.1%	20
Agree	40.7%	134
Neither	27.7%	91
Disagree	8.2%	27
Strongly Disagree	3.0%	10
N/A	14.3%	47

Uncontested invoices are paid within the agreed payment terms?

Answer Options	Response Percent	Response Count
Strongly Agree	8.2%	27
Agree	34.7%	114
Neither	26.1%	86
Disagree	8.5%	28
Strongly Disagree	4.3%	14
N/A	18.2%	60

Generally I / my company has a good working relationship with BCC

Answer Options	Response Percent	Response Count
Strongly Agree	21.3%	70
Agree	45.9%	151
Neither	20.1%	66
Disagree	4.0%	13
Strongly Disagree	1.5%	5
N/A	7.3%	24

BCC responds effectively when issues or problems arise

Answer Options	Response Percent	Response Count
Strongly Agree	9.4%	31
Agree	42.6%	140
Neither	28.6%	94
Disagree	4.6%	15
Strongly Disagree	2.1%	7
N/A	12.8%	42



BCC is open to feedback and challenge when they don't do things as they should

Answer Options	Response Percent	Response Count
Strongly Agree	4.3%	14
Agree	33.4%	110
Neither	37.7%	124
Disagree	6.7%	22
Strongly Disagree	3.0%	10
N/A	14.9%	49

Overall, BCC's procurement process works well for my organisation

Answer Options	Response Percent	Response Count
Strongly Agree	7.6%	25
Agree	38.6%	127
Neither	28.3%	93
Disagree	14.3%	47
Strongly Disagree	5.8%	19
N/A	5.5%	18

My organisation is familiar with this idea of including social value

Answer Options	Response Percent	Response Count
Strongly Agree	30.7%	99
Agree	53.6%	173
Neither	9.3%	30
Disagree	3.7%	12
Strongly Disagree	0.9%	3
N/A	1.9%	6

I already knew that BCC can include the 'social value' criteria as part of their decisions to award contracts and tenders

Answer Options	Response Percent	Response Count
Strongly Agree	13.6%	44
Agree	48.9%	158
Neither	14.2%	46
Disagree	16.1%	52
Strongly Disagree	3.7%	12
N/A	3.4%	11



Incorporating the idea of social value in how contracts are awarded would be a positive thing for my organisation

Answer Options	Response Percent	Response Count
Strongly Agree	31.6%	102
Agree	48.6%	157
Neither	15.2%	49
Disagree	1.5%	5
Strongly Disagree	1.2%	4
N/A	1.9%	6

Other than our e-tendering system, where else do you learn about BCC's future Procurement

Answer Options	Response Percent	Response Count
Twitter	3.2%	10
Blog	1.0%	3
Supplying the Public Sector event	15.6%	49
Business Expo event	4.8%	15
Contracts Finder	32.8%	103
Word of mouth	52.5%	165
Market engagement/consultation	20.7%	65
Other	9.6%	30
Other (please specify)		61

