

From: Catherine Rankin, Cabinet Member for Strategic Commissioning
Vincent Godfrey, Strategic Commissioner

To: Policy and Resources Cabinet Committee - 20 September 2019

Subject: Embedding Social Value in KCC's Commissioning Activity

Classification: Unrestricted

Past Pathway of Paper: n/a

Future Pathway of Paper: n/a

Executive Summary:

Kent County Council has set a clear strategic direction on social value with appropriate and relevant social value priorities. It has taken steps towards embedding social value at a strategic and an operational level and worked with its partners and suppliers to secure a range of social value commitments, not simply focusing on delivering core requirements, despite the financial challenges of recent years.

This report highlights that there is opportunity to further embed social value in KCC's commissioning activity. This can be achieved through underlining the Council's strategic and operational commitment to social value, developing the tools to enable a more consistent application of the concept throughout the commissioning cycle, and promoting increased awareness and understanding of social value across KCC and more widely.

Recommendation:

Policy and Resources Cabinet Committee is asked to **consider and provide feedback** on this report and the proposals for further embedding social value in KCC's commissioning activity.

1. Introduction

1.1 'Social value' can be defined as the wider social, economic and environmental benefits that can be secured over and above the core requirements that are identified when services are commissioned. Social Enterprise UK described the concept in their guide to the Public Services (Social Value) Act 2012:

'Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each... contract and looking at what the [community benefit] is when a public body... [awards] a contract.'

1.2 Social value is one aspect of considering overall best value, a requirement placed on local authorities under the 'Duty of Best Value' outlined in the Local Government Act 1999 and the Best Value Statutory Guidance introduced in 2011 and revised in 2015. Social value represents an evolution of this duty which sought to move the focus

beyond lowest price towards a balanced consideration of overall economy, effectiveness, and efficiency when identifying the most optimal way to achieve the best possible outcomes with public money.

- 1.3 Local authorities are required to ‘consider’ social value when commissioning services subject to the Public Contracts Regulations 2015 (above prescribed value thresholds). The Public Service (Social Value) Act 2012 (“the Act”) requires certain public body commissioners to consider the following at the pre-procurement stage:
 - How the services they are going to buy might improve the social, economic or environmental well-being of the area;
 - How they might secure this improvement; and
 - Whether they should consult on these issues.
- 1.4 The impact of the Act was reviewed by Lord Young in 2015. The review concluded that it had made a good start by encouraging commissioners to think about securing value in highly innovative ways which have generated significant cost savings and demonstrated a responsive way of delivering better outcomes for residents. However, the report advocated the need to do more work to implement the Act through further promoting awareness, improving understanding, and developing appropriate measures to evaluate social value.
- 1.5 Since Lord Young’s review, the application of the Act has garnered much enthusiasm within local and central government. It is anticipated that new developments will follow later this year that will support an extension of the requirement to ‘account for’ social value rather than to simply ‘consider’ it. In March 2019, the Cabinet Office published a consultation that may be indicative of what is to follow, with it being proposed that all central government departments will be required to ‘take account of’ social value as a part of the award criteria when undertaking procurements that are subject to the 2015 Public Contract Regulations.

2. KCC’s current approach on social value

- 2.1 Social value is intrinsic to the Council’s core purpose, with the commitment of the administration to the social, economic, and environmental wellbeing of the county reflected in its strategic outcomes and the vision of the Council outlined in ‘Increasing Opportunities, Improving Outcomes: The Strategic Statement for 2015 – 2020’:

‘...[to improve] lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent’s residents, communities and businesses.’

- 2.2 The 2014 KCC Select Committee Report, ‘Better Outcomes, Changing Lives, Adding Social Value’, examined opportunities to improve commissioning and procurement practice across the Council, emphasising the need to maximise social value.
- 2.3 The Council’s ‘Commissioning Framework’, published in December 2014, established ten key principles, influenced by the strategic direction set by the Council, and designed to guide commissioning activity across the organisation. Principle nine stated that KCC ‘will maximise social value’ with the specific goal to:

“...maximise the community benefits through any commissioning activity that is... undertaken [with a] focus on social value priorities... relevant to KCC...”

from the earliest possible stage [and] as a standard part of designing and specifying any KCC service... where relevant, in a proportionate way.”

2.4 The Commissioning Framework established social value priorities which focused on:

- The creation of local employment and training opportunities;
- Supporting the local economy and business growth;
- Supporting local community and community support organisations, especially in those areas and communities identified as having the greatest need;
- Good employers who promote staff development and welfare;
- Protecting the environment, minimising waste and energy consumption and using other resources efficiently.

2.5 Since the publication of the Commissioning Framework, KCC has actively sought to embed the consideration of social value throughout its commissioning activity. This has included through the revision of KCC’s informal governance arrangements in 2018, which enabled collective senior and elected Member oversight of major commissioning and contract management activity. Service Commissioning Board, Commissioning Advisory Board and Budget Delivery Group have offered informal assurance of major commissioning proposals as they have been developed. Board papers have included a checklist to prompt challenge as to whether social value has been considered in an appropriate and relevant manner. The Contract Management Review Group has provided additional oversight of significant contract management activity. The maturity assessment for the Board includes a section on ‘measuring performance’ which provides a further check that social value criteria have been met.

2.6 Significant supporting activity was also undertaken following publication of the Commissioning Framework. This activity included:

- Establishing a temporary cross-directorate working group to review the options for seeking social value, engaging commissioners across KCC;
- Development of a toolkit to support commissioners to secure social value, which included guidance, process maps, FAQs, and case studies;
- The arrangement of workshops to share associated learning between commissioners with a dedicated session for Extended CMT; and,

2.7 As outlined in a report to KCC’s Scrutiny Committee in April 2019, ‘Maximising Social Value through Commissioning’, there are a number of case studies across KCC that demonstrate the successful application of the Council’s social value principles in its commissioning activity since the publication of the Commissioning Framework. For example, contractors for Highways Term Maintenance and the Schools Capital Programme are required to report against specific performance measures, such as the number of apprentices employed on the contract and compliance with the Considerate Constructors Scheme, with clear relevance to KCC’s social value priorities. A number of Social Care and Public Health contracts have taken a more open-ended approach with service providers instead asked to report on their performance across each of the Council’s social value priorities, with activity delivered having included peer mentoring programmes, programmes which promote digital literacy, and the delivery of training courses for carers in the community.

3. Further embedding social value in KCC’s commissioning activity

- 3.1 Building on the Council's current approach on social value, there is now opportunity to further embed social value in the organisation's commissioning activity.

Underlining our strategic commitment to social value

- 3.2 Kent County Council has demonstrated its strategic commitment to social value by establishing as a key part of its Commissioning Framework the principle to 'maximise social value', which is considered in all of KCC's commissioning activity against the backdrop of clearly defined, appropriate and relevant social value priorities. The Council has emphasised this commitment to social value in its regard for the social, economic and environmental wellbeing of the county outlined in the vision and strategic outcomes of its Strategic Statement. This commitment has been underlined in KCC's Voluntary and Community Sector Policy together with the Council's leadership on initiatives which include, but are not limited to, its Equality and Diversity Policy Statement, the Kent Partners' Compact, and the Kent Environmental Strategy.
- 3.3 As the Council develops its new Strategic Statement for 2020 – 2025, it is important that the ongoing appropriateness and relevance of its social value priorities are considered to ensure that they continue to reflect the strategic direction of KCC and what is important to the county's residents. KCC's elected Members play a critical role in ensuring that the Council's strategic direction and associated priorities are reflective of the communities that they represent.
- 3.4 In order to further underline KCC's strategic commitment to social value, the Council should also continually explore whether there are additional voluntary initiatives that it could register its support for at the appropriate time and which relate to its approach to social value. Other local authorities have complemented their social value activity in such a way, for example, with an expression of support for a Good Employer Charter, Sustainable Construction Charter or the Co-operative Movement's Modern Slavery Charter. KCC should continually monitor for appropriate opportunities to register its support for such voluntary initiatives, which would be additional to the many initiatives that the Council has already led on and supported.
- 3.5 It is also recommended that KCC assign clear corporate responsibility for social value, with such strategic oversight to reside with the Strategic Commissioner and the Cabinet Member for Strategic Commissioning. The LGA's 2018 National Procurement Strategy outlines that a local authority that would be considered a leader on social value must have a senior officer who is accountable for overseeing social value across the commissioning function with this officer reporting on delivery to a senior Member. The National Advisory Group have themselves stated that this is essential in order to overcome risk aversion within an organisation, to encourage the pursuit of new social value opportunities, and to help embed an innovative culture.
- 3.6 As a further means to underscore KCC's strategic commitment to social value, it is recommended that there be an annual update on social value, delivered to KCC Cabinet and County Council as a part of the annual report for the wider organisation. This annual update should outline the social value commitments that have been secured and delivered across the Council in the previous year with case study evidence to support this. In this way, KCC can communicate its ambitions on social value and demonstrate what has been secured and delivered to the benefit of the community. The LGA's 2018 National Procurement Strategy outlines that such regular reporting at a strategic level is further evidence of an organisation being a leader on social value.

Establishing operational responsibility for social value

- 3.7 The Council demonstrated its operational commitment to social value by establishing a cross-directorate working group to review the options for securing social value, publishing a social value toolkit to support KCC's commissioners, and delivering a series of workshops on social value, including a dedicated session for the Extended Corporate Management Team. It thereafter became an expectation that all commissioners would take responsibility for considering, managing and delivering social value. On the back of this, and as mentioned, the Council has successfully secured and seen a range of social value commitments delivered across its commissioned services.
- 3.8 As well as recommending a senior officer with strategic responsibility for social value across the organisation, the LGA's National Procurement Strategy also recommends that local authorities identify a named officer to help effectively secure and deliver social value. KCC does not currently have a named officer with responsibility for maintaining and reviewing the organisation's approach to social value and this is a recommendation that should be explored. Such a dedicated resource can ensure the effective implementation, monitoring and reporting of KCC's approach to social value. This officer could also act as an internal point of contact for commissioners and suppliers, advising on the development of the social value aspects of a specification or tender, the creation of appropriate performance measures, and suggesting means for evidencing delivery.

Strengthening how social value is considered throughout the commissioning cycle

- 3.9 As mentioned in sections 2.3 to 2.6 above, over the last five years, the Council has sought to embed social value considerations throughout the commissioning cycle. The Commissioning Framework, and the toolkit that was subsequently produced, made clear that social value should be considered in all of KCC's commissioning activity and from the earliest possible stage. It was outlined that commissioners must ensure that any social value commitments they choose to pursue are 'relevant and proportionate' to the commission, with regard to what the market can deliver as identified through market engagement. Commissioners should also document the social value opportunities considered as a part of their Commissioning Plan.
- 3.10 KCC's commissioners may seek a specific social value outcome or make an open-ended request for suppliers to demonstrate the social value that they can deliver in line with the Council's social value priorities. Where commissioners decide to pursue specific social value outcomes, they are able to evaluate supplier responses as a part of the contract award criteria. With an open-ended request, responses are not typically evaluated as a part of the award consideration. Commissioners are then advised to reflect any social value commitment secured through a performance measure incorporated into the contract with the successful bidder.
- 3.11 As the Council moves into the next phase of maturity in its strategic commissioning model, it is focused on enhancing commercial leadership and judgement across KCC's commissioning function. This will be achieved in part through the development of a set of commissioning standards that will provide commissioners with clarity and direction through the different stages of the commissioning cycle. It is proposed that social value considerations be incorporated as a common thread in each of these commissioning standards. This will be important in order to support commissioners from their initial analysis, market engagement and appraisal of the service delivery

options, right through to the design and coordination of the procurement process and contract and into contract award, contract management and performance reporting.

- 3.12 In order to provide commissioners with practical support as they consider social value throughout the commissioning cycle, it is recommended that a new evaluation model for social value (included as Annex A to this report) be trialled and thereafter rolled-out to KCC's commissioners. The model has been developed in collaboration with representatives across the organisation, and is designed specifically to support commissioners who are seeking a specific social value outcome. Based around the Council's social value priorities, the model outlines possible award criteria, evaluation questions and advice on how to evaluate responses. It also includes possible performance measures that commissioners can choose to incorporate into contracts.
- 3.13 It is proposed that the new evaluation model be trialled with a diverse selection of major upcoming procurements. The model can then be adapted based on the feedback received before roll-out for wider use across KCC. Even where officers are not seeking a specific social value outcome, the model will help to raise awareness and understanding of social value among officers and act as a foundation from which commissioners can identify potential social value commitments to seek from their suppliers through means other than the contract award criteria. The model will also improve the consistency with which social value is considered across KCC and help to support the organisation in its future measurement of social value commitments. The performance measures applied can be recorded with other key contract details on KCC's new contract management system to be implemented from Autumn 2019. In March 2019, the Cabinet Office proposed a similar model in their consultation on embedding social value in central government procurement.
- 3.14 The new evaluation model will constitute an important part of the refreshed social value toolkit. The updated toolkit will provide officers with a clear definition of social value, statement of the Council's social value priorities, and an outline of how social value should be considered, secured, measured, monitored, and reported on throughout the commissioning cycle. It will also offer case studies to demonstrate how social value has been secured and delivered across the Council. It is proposed that the toolkit is thereafter updated on an annual basis with it being made available to KCC's officers, as well as suppliers, as a part of a wider drive to improve awareness around social value and an understanding of the Council's approach.

Investing in training and development on social value

- 3.15 Following publication of the Commissioning Framework, a series of workshops were delivered to share best practice on social value with commissioners across the Council. A dedicated session was also delivered to the Extended Corporate Management Team. It is timely to refresh this development offer. Therefore, it is recommended that, alongside the proposed trial and roll-out of a new evaluation model and the review and update of the social value toolkit, the Council should develop and deliver further training focused on raising the level of awareness and understanding of social value across KCC. A combination of formal and informal learning interventions should be developed in partnership with People and Communications and targeted at KCC's commissioners as well as the Council's elected Members. Such training and development could be delivered via a combination of in-person learning, with combined officer-Member sessions, and learning interventions to be made available on KCC's e-learning platform.

- 3.16 Additionally, the requirement for commissioners to understand social value should be a common theme in the commissioning competency framework, which is already in development and intended to provide commissioners with an understanding of the competencies they are expected to demonstrate across the commissioning cycle.
- 3.17 Following on from delivery of training and development to KCC's officers and Members, it is recommended that the Council extend its invitation to such learning interventions to its suppliers. This will raise their own level of awareness around social value, increase their understanding of the Council's approach, and will particularly benefit microbusinesses, small and medium enterprises (SMEs) and voluntary and community sector (VCS) organisations. Central government are seeking to engage in a similar way with their own suppliers via a series of webinars supported by industry and sector bodies. The LGA have themselves recommended that local authorities hold regular 'supplier summits' to build capacity and to capture feedback, case studies and examples of innovation, recognising the importance of delivering such interventions to SMEs and VCS organisations.

4. Conclusion

- 4.1 The Council has set a clear strategic direction on social value and established appropriate and relevant social value priorities. KCC has taken steps to embed social value at both a strategic and an operational level whilst also working with its partners and suppliers to secure social value commitments, not simply focusing on delivering core requirements, despite the significant financial challenges of recent years. This report has sought to highlight that there is now an opportunity to further embed social value in KCC's commissioning activity.
- 4.2 It has been recommended that the Council reiterate its strategic and operational commitment to social value. KCC should consider the ongoing appropriateness and relevance of its social value priorities as the new Strategic Statement is developed, whilst considering relevant opportunities to underscore its commitment by exploring additional voluntary initiatives that the Council could support at the appropriate time.
- 4.3 KCC should also assign clear strategic responsibility for social value to the Strategic Commissioner and the Cabinet Member for Strategic Commissioning and consider the need for a named officer with operational responsibility for maintaining and reviewing the organisation's approach to social value. There should also be a commitment to an annual update delivered to KCC Cabinet and County Council.
- 4.4 It is also recommended that the Council embed social value considerations throughout the commissioning cycle. This should be achieved by ensuring that social value is a common thread throughout the commissioning standards being developed. Alongside this, a new model for evaluating social value should be trialled in major upcoming procurements before it is incorporated as part of the wider social value toolkit to be updated and made available to both commissioners and suppliers.
- 4.5 Training and development focused on social value is crucial and this should be explored for both officers and Members with additional learning interventions thereafter delivered for suppliers. The requirements around considering social value throughout the commissioning cycle should be embedded as a common theme in the competency framework which is being developed for commissioners.

5. Financial Implications

- 5.1 Were KCC to sign-up to additional relevant voluntary initiatives, as discussed with examples in section 3.4 of this report, there could be financial implications which would result from this. The significance of such costs would depend on the specific proposals of the initiative in question and would be determined by the breadth of organisational change required as a result. The financial implications of any identified initiative should be assessed on a case-by-case basis.
- 5.2 Other than the above, there are minimal financial implications as a result of the proposals in this report. It should be clarified that the proposed strategic leads and the named officer for social value will be identified from existing resource within the organisation. There will be financial implications resulting from the commitment to developing and delivering additional training and development on social value and this will need to be fully costed as the options around this are explored further.

6. Legal Implications

- 6.1 It is not currently anticipated that there will be any legal implications of the recommendations within the report. The Public Service (Social Value) Act 2012 requires local authorities to 'consider' social value when commissioning services subject to the Public Contracts Regulations (PCR) 2015 (above prescribed value thresholds). The Act explicitly requires commissioners to consider:
- How the services they are going to buy might improve the social, economic or environmental well-being of the area;
 - How they might secure this improvement; and
 - Whether they should consult on these issues.
- 6.2 The consideration and application of social value is required to be relevant to the subject matter of the contract and proportionate without any unequal treatment of bidders, and this has previously and will continue to be communicated to commissioners throughout the activity mentioned in this report.

7. Equalities Implications

- 7.1 It is not currently anticipated that there will be any negative equality implications of the recommendations within the report. There is the potential for positive implications on those individuals with protected characteristics as the concept of social value, and the new evaluation model proposed, actively encourages organisations to consider how they can further advance equality objectives.

8. Recommendation(s)

Recommendation(s):

Policy and Resources Cabinet Committee is asked to **consider and provide feedback** on this report and the proposals for further embedding social value in KCC's commissioning activity.

9. Background Documents

- Cabinet Office and Department for Digital, Culture, Media and Sport, [Social value in government procurement consultation](#), 11 March 2019.

- Kent County Council, [A commissioning framework for Kent County Council: Delivering better outcomes for Kent residents through improved commissioning](#), November 2014.
- Kent County Council, [Findings of the Commissioning Select Committee: 'Better Outcomes, Changing Lives, Adding Social Value'](#), 7 February 2014.
- Kent County Council, [Increasing Opportunities, Improving Outcomes: Kent County Council's Strategic Statement, 2015 – 2020](#).
- Kent County Council, [Maximising Social Value through Commissioning: Report to Kent County Council's Scrutiny Committee](#), 3 April 2019.
- LGA, [National Procurement Strategy for Local Government in England](#), 4 July 2018
- LGA, [National Procurement Strategy – toolkit](#), 4 July 2018.
- LGA, [Profit with a purpose: Delivering social value through commercial activity](#), 21 June 2019.
- Mazars, [Rethinking Social Value: Unlocking resources to improve lives](#), June 2019.
- Social Enterprise UK, [Front and Centre: Putting Social Value at the Heart of Inclusive Growth](#), 21 May 2019.
- Social Enterprise UK, [The Social Value Guide: Implementing the Public Services \(Social Value\) Act](#), November 2012.

10. Contact details

Report Author/s:

Michael Bridger

Commissioning Standards Programme Manager

Michael.Bridger@kent.gov.uk

03000 410 110

Relevant Director/s:

Vincent Godfrey

Strategic Commissioner

Vincent.Godfrey@kent.gov.uk

03000 419 045

Annex A – Kent County Council – Social Value Evaluation Model

KCC has five social value themes/priorities derived from our Strategic Statement and which are particularly relevant to the organisation. Below are some simple and practical ideas of how our service providers might support these themes/priorities, with some suggestions for how commitments could be sought and evaluated in the procurement and then incorporated into the service contract with the provider.

You are by no means limited to these examples. They are intended to provide a minimum standard from which to work, where these priorities can be accommodated as part of the delivery of the procured services. In line with the 2015 Public Contract Regulations, the consideration and application of social value must be relevant to the subject matter of the contract and proportionate without any unequal treatment of bidders.

Kent County Council's Strategic Statement 2015 – 2020		Kent County Council's Social Value Priorities
Our Vision Our focus is on improving lives by ensuring that every pound spent in Kent is delivering better outcomes for Kent's residents, communities and businesses	Strategic Outcome Children and young people in Kent get the best start in life	SV 1 Local Employment
	Strategic Outcome Kent communities feel the benefits of economic growth by being in-work, healthy and enjoying a good quality of life	SV 2 Local Economy SV 3 Community Development
	Strategic Outcome Older and vulnerable residents are safe and supported with choices to live independently	SV 4 Good Employer SV5 Green and Sustainable

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
Local Employment	Creation of local employment and training opportunities to reduce unemployment	Describe how your organisation would recruit, retain, support and train local people engaged, or to be engaged, in the performance of the contract.	Responses should set out how the prime contractor would recruit, retain, support and train local people engaged, or to be engaged, in the performance of the	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter % of local people employed on contract (FTE) No. of employees (FTE) taken on who are long term unemployed

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
	and raise local skills.	Please explain how you would monitor and measure this.	<p>contract.</p> <p>Responses should set out how this will result in more local people in employment, more opportunities for disadvantaged people and a workforce culture that reflects the diversity of the local community, more apprenticeships for local people, improved skills for local people, and/or improved employability and skills for young people.</p>	<p>(unemployed for a year or longer)</p> <p>No. of employees (FTE) taken on who are not in employment, education, or training (NEETs) or who are care leavers</p> <p>No. of employees (FTE) taken on who are rehabilitating young offenders (18-24)</p> <p>No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance (over 24)</p> <p>No. of local school and college visits, e.g. delivering careers talks, curriculum support, literacy support, safety talks (no. hours, includes preparation time)</p> <p>No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC, Apprenticeship) that have either been completed during the year, or that will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>No. of apprentices on the contract that have either completed, or will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>% of employees on the contract that have either completed, or will be supported by the organisation to completion in the following years – Level 2, 3, or 4+</p> <p>No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) – (under 24)</p> <p>No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)</p> <p>No. of meaningful work placements that pay National Living wage according to eligibility – 6 weeks or more (internships)</p>

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
Local Economy	Buying locally where possible to support local business growth.	<p>Describe how your organisation would support local business growth in the performance of the contract.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would support local business growth in the performance of the contract.</p> <p>Responses should set out how the prime contractor would provide local business opportunities, including for local SMEs and the VCSE sector.</p>	<p>Total amount (£ / %) spent in local supply chain through the contract.</p> <p>Total amount (£ / %) spent through contract with local micro businesses and SMEs</p> <p>Total amount (£ / %) spent with VCSEs within the supply chain</p> <p>Total number of new local businesses (micro businesses and SMEs) accessing subcontracting and other business opportunities</p> <p>Total number of new local businesses (VCSE) accessing subcontracting and other business opportunities</p> <p>Provision of expert business advice to SMEs and VCSEs (e.g. financial advice / legal advice / HR advice / HSE training, mentoring, peer support)</p>
Community Development	Development of resilient local community and community support organisations, especially in those areas and communities with the greatest need.	<p>Describe how your organisation, in the performance of the contract, would support the development of a resilient local community and community support organisations, especially in those areas and communities with the greatest need.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would, in the performance of the contract, support the development of a resilient local community and community support organisations, especially in those areas and communities with the greatest need.</p> <p>Responses should set out how the prime contractor would provide support for local priorities, campaigns and projects, encourage greater community</p>	<p>Donations or in-kind contributions to council-led local community projects (£ & materials)</p> <p>No. of hours volunteering time provided to support local community projects</p> <p>Initiatives aimed at passing on professional experience, skills, and knowledge and understanding onto individuals within the community (e.g. professional carers offering advice and guidance to those with care-giving responsibilities)</p> <p>Initiatives aimed at reducing crime (e.g. knife crime reduction, gang crime reduction, support for youth groups, lighting for public spaces, private security, etc.)</p> <p>Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for</p>

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
			<p>cohesion, promote healthier and more resilient communities, and/or support a thriving VCSE sector.</p>	<p>adults and children</p> <p>Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)</p> <p>Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks and reduce social isolation (e.g. befriending, digital inclusion clubs)</p> <p>Equipment or resources donated to VCSEs (£ equivalent value)</p> <p>No. of voluntary hours donated to support VCSEs (excludes expert business advice)</p>
Good Employer	<p>Support for staff development and welfare within the service providers' own organisations and within their supply chain.</p>	<p>Describe how your organisation, in the performance of this contract, would provide support for staff development and welfare, within your own organisation and within your supply chain.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would provide support for staff development and welfare, within their own organisation and within their supply chain.</p> <p>Responses should set out how the prime contractor would advance equality through the delivery of the contract, provide for improved staff development and welfare and/or promote ethical and sustainable procurement.</p>	<p>% of staff on the contract paid the National Living Wage</p> <p>Prime contractor's mean gender salary pay gap for staff in relation to the performance of the contract</p> <p>No. and type of initiatives in place to reduce the gender pay gap for staff employed on the contract</p> <p>% of people who are mothers returning to work to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of people with disabilities to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of BAME people to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>% of people who are care leavers to be employed on the contract, as a proportion of the total workforce employed on the contract</p> <p>Type and no. of wellbeing courses offered to staff (e.g. counselling, meditation, stress management)</p>

Theme / Priority	Possible Award Criteria	Possible Evaluation Question	How to Evaluate Responses	Possible Performance Metrics
				<p>No. of contracts that include commitments to ethical and sustainable procurement, including to verify anti-slavery and other relevant requirements</p> <p>% of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required</p>
Green and Sustainable	Protecting the environment within the service providers' own organisation and within their supply chain.	<p>Describe how your organisation would ensure that environmental impacts are reduced, within your own organisation and within your supply chain, during the performance of the contract.</p> <p>Please explain how you would monitor and measure this.</p>	<p>Responses should set out how the prime contractor would ensure that environmental impacts are reduced, within their own organisation and within their supply chain, during the performance of the contract.</p> <p>Responses should set out how the prime contractor would reduce air pollution, their carbon footprint and/or promote better places to live and an improved public realm.</p>	<p>No. and type of initiatives to reduce environmental impacts in relation to the contract (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p> <p>Annual percentage by which environmental impacts will be reduced in the delivery of the contract (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p> <p>Demonstrable savings in CO2 emissions through the contract (specify how this will be measured)</p> <p>Car miles saved on the contract and/or associated initiatives (e.g. cycle to work programmes, promotion of public transport, or carpooling programmes)</p> <p>No. of low / no emission staff vehicles used on the contract and miles driven</p> <p>No. of voluntary hours dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean</p> <p>Value (£) of materials, equipment or resources donated to support green infrastructure</p> <p>% of contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. water consumption, reduction of waste, reduction of single-use plastics)</p>

Annex B – Embedding Social Value – Provisional Timescales

