

Skills Consultancy Management Limited

Social Value Policy

2022-25

Delivering social, environmental
and economic

benefits for local communities



Where are we now?

The council already exists for a social purpose and delivers far reaching support to its communities. In terms of its procurement and employment role there are numerous examples set out below which demonstrate we deliver added local value to contribute to this social purpose. The council also owns a number of companies which play their part with this agenda.

Procurement

As at April 2021, the delivery of the Ellesmere Port Public Sector Hub and Chester Northgate developments have included 508 weeks of apprenticeships, 50 weeks of training and 12 work placements for local people as well as 84 employment activities and in excess of £20m spent with companies within 30 miles of the Borough.

Commitment to ensuring minimum standards in relation to equality diversity

Commitment to eradicating modern slavery through the supply chain

Fair Trade Borough

In the last year, over half the Council's spend has been with local companies

Employment

Payment of local living wage to all of our 3,082 directly employed and 2,700 council companies staff

160 apprentices over the last three years

A new council waste company that was set up to operate with co-operative principles and a social value ethos

Equality and Diversity excellence status

A proposed vision for the future

To go beyond this current practice the Council the following vision for the future has been developed:

By 2023 we will be a leader in social value, harnessing our purchasing power and employer role to deliver a better quality of life for all our residents. Our vision is in line with our priorities and our declaration of both a climate emergency and a poverty emergency. We will focus on:

- Creating wider economic opportunities for jobs for local residents and growth for local businesses
- Becoming a carbon neutral borough and enhancing our local environment
- Helping our most vulnerable communities to thrive, in line with our commitment to equality and diversity

Our suppliers, staff and residents will be empowered to play their part and we will not make our approach overly rigid, costly or bureaucratic. We will monitor our progress and continuously learn and innovate. We will also convene joint action with other partners across the borough, across the rest of Cheshire and the wider local government sector to maximise our impact.

Clear goals

It is important that the Council's approach to social value has clear goals which are understandable across the Borough. The Council Plan, and the Recovery Plan, bring together the following seven broad priorities.

The seven broad priorities



**Tackle the
climate emergency**



**A fairer future
– tackling the
poverty emergency**



**Grow our local
economy and deliver
good jobs with fair**

These seven priorities link to jobs, growth, social, and environment themes which provide a framework to clarify specific social value activities we would like to see across the Borough. The following table provides some examples. These are not overly prescriptive but provide guidance to help focus the approach. These activities can be translated into standard metrics that are known across the private and public sector – known as themes, outcomes and measures.

Each measure can be monetised to show the added value in cash terms of harnessing social value. Further details are included in Appendix B.

Potential social value activities

Social	Jobs	Growth	Environmental
- Programmes that support digital inclusion - Initiatives that address poverty - Support to enhance community volunteering - Support to enable communities to engage in local decision making and active citizenship - Actions that tackle social isolation - Business advice to voluntary and community sector organisations - Support to care leavers and children with special educational needs and disabilities	- Initiatives that support apprenticeships and supported employment - Employment, training, mentoring, and work experience for individuals currently unemployed - Employment, training, mentoring, and work experience for individuals with disabilities - Commitment to paying the local living wage	- Support to business start ups - Use of local supply chains - Promoting opportunities for micro, small and medium sized enterprises and for voluntary and community sector organisations - Promotion of ethical procurement - Embedding social value in the supply chain	- Green travel initiatives - Emission avoidance programmes - Energy efficiency actions - Planting of trees and biodiversity programmes - Initiatives that reduce waste and increase recycling - Volunteering to support green infrastructure - Commitment to reduce the use of single use plastics

Policy interventions

Procurement

(ii) Improving the accessibility of the procurement

Policy interventions (cont)

- (iii) Advice to buyers and suppliers:** The procurement team will support officers procuring supplies, services and works and advise on potential social value opportunities and requirements at the outset to ensure they are relevant and proportionate. In addition a social value toolkit will be made available to support services and accessible guidance made available to potential bidders. Where possible, dialogue will open with potential bidders to advise on social value requirements.
- (iv) Clear guidelines:** To ensure that social value is proportionate and appropriate to the contract the following guidelines and requirements are proposed
- For contracts with a total value between £50,000 and £100,000 a social value weighting of 5% would be considered alongside the Quality/Price matrix for evaluating tenders to ensure that contractors consider social value in their bids. This standard weighting could be varied on a case by case basis as appropriate. The Bidders would be asked to consider their contribution from any of the themes, outcomes, and measures in appendix B.
 - For higher value contracts (above £100,000 total value) 10% of the bidding process would be scored on commitment to social value. This standard weighting could be varied on a case by case basis as appropriate. Bidders would be asked to consider their contribution from any of the themes, outcomes, and measures in appendix B.
- (vi) Relevancy and proportionality:** The council may prioritise certain social value measures however the overall approach will remain non-prescriptive. Bidders will be provided with a range of measures to select from that are within their capacity and capability to deliver.
- (vii) Contractual commitments:** Social value commitments would be contractually binding and monitored accordingly. If circumstances arise where suppliers are unable to deliver a specific commitment the Council may accept alternative social value however this must provide an equivalent value to what was initially proposed. For contracts over £100,000 total value the Council would reserve the right to reduce contractual payments if social value commitments were not being delivered. These deductions would be invested in a social value fund which would be deployed to finance local social value priorities across the Borough.
- (viii) Developing a network of anchor institutions:** The Council will work in partnership with other key organisations across the borough such as the University, further education, the NHS, our colleagues in Police and Fire, Chester Zoo, the Grosvenor Estate and voluntary sector organisations. These institutions are anchored in the borough and have a vested interest in ensuring public money meets social goals locally and that procurement is used to support a strong local economy and a fairer society.

Employment

(i) **Recruitment that supports disadvantaged residents:**

The council will review its recruitment processes to ensure individuals that are underrepresented and may have challenges are supported to access employment with the council where appropriate. This will involve

- reviewing where roles are advertised,
- providing more apprenticeship opportunities particularly for young people
- making work experience opportunities easier to access
- providing placements as part of the national employment gateway initiatives, to tackle youth unemployment
- working closely with agencies that support people out of work to access opportunities
- committing to supported employment placements for individuals with disabilities
- Further work to support all our care leavers with the offer of a job with the Council or one of its suppliers, work experience or training if they request this help

(ii) **Expanding the commitment to staff volunteering:**

The council provides up to 2 days that staff can use for volunteering opportunities each year but this is under-utilised. The organisation will work with managers to promote volunteering opportunities to increase take-up. Further focus will be on expanding the range of volunteering opportunities available. At the moment many opportunities relate to maintenance of green spaces. There are further opportunities around mentoring for disadvantaged residents, business advice, digital inclusion support

- (v) **Promoting agile working:** The Council will work with staff to promote more flexible and mobile working as part of the commitment to tackling the climate emergency.

Delivery and evaluation

The following actions will be progressed to deliver this policy

- **Dedicated capacity:** Officer support will be put in place to oversee the delivery of this agenda. They will work across the organisation and with partners to set standards, to raise awareness and to help capture valuable learning. They will work very closely with specialists in HR and Procurement to make this happen.

How to guides: The council will develop accessible guides and training for staff who purchase goods and services to understand the benefits and requirements of social value. Accessible guides will also be produced for potential bidders. Managers of staff will also be provided with support and guidance to secure added social value through the workforce.

Monitoring and evaluation: What's measured gets done. Social value commitments through contracts and the workforce will be monitored to drive learning, transparency, and continuous improvement. The National Themes, Outcomes and Measures (TOMs) framework will provide the menu of measures that bidders can choose from to propose and report on social value. This framework is well understood by bidders and the wider public sector. The Social Value Portal will be engaged to provide a web platform to monitor the progress that has been made and to assist with the evaluation of social value



81 St Clement's Oxford OX4 1AW
Jobs@scmlimited.org
Www.scmlimited.org
+448006890862