



Social Value Policy

09/05/2018

Procurement Team, Commercial Services

Forward

Councillor Adam Paynter

As both a significant employer within Cornwall and with an annual spend in excess of £500 million pounds on goods, works and services, it is vitally important that we spend this wisely in both what we buy. It is equally important that we do all that we can to how this spend can secure positive additional social benefits across and beyond our communities and wider environment.

For the first time in the Council's history this Social Value Policy formally sets out our approach in how we are taking steps to link our spending with suppliers in order to gain additional social outcomes.

I am keen that the Policy and the supporting guidance enables not only the Council to achieve additional positive social outcomes from a more joined up approach in how we spend, but would hope that others look to follow this lead in how they support social and community benefits in what they do.

As Leader of the Council I am incredibly proud to endorse the Policy and I encourage all suppliers, irrespective of whether you currently have contracts with us or not, to look at what positive contributions towards social value outcomes you already make, to celebrate your successes and give further thoughts to how you can make a continued positive contribution to the welfare of our communities, environment and economy.

Chief Executive – Kate Kennally

I would echo the comments from the Council's Leader in relation to the importance of this Policy and the intended impact from successfully implementing it.

In addition I would also like to express my sincere thanks to all those involved in the development of the Policy, both within the Council and across our partners, which I am sure will only help to strengthen the real outcomes across our society.

I look forward to seeing the intended positive benefits become reality and welcome further ongoing engagement with likeminded partners in ensuring these benefits deliver well into the future.

Purpose

The purpose of this Policy is to set out the strategic approach for the Council to fulfil our objectives around the Social Value Act, and in a way that maximises the benefits, contributions and outcomes for all of our communities in line with the Council's wider priorities.

To support the strategic objectives as set out in this Policy the Council has produced practical guidance for those commissioning, procuring and managing contracts, as well suppliers looking to contract with us.

What is Social Value?

The Public Services (Social Value) Act 2012 requires all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area.

Social value requires commissioners to think about how they achieve outcomes in a more integrated way.

"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 secure these benefits for their area or stakeholders". **Source quoted:** GOV.UK

For the purposes of the consideration and application of this Policy and supporting guidance, Social Value is defined as the additional added value or extra benefits able to be attributed to Social Value outcomes beyond the core requirements related to the spend.

More details on the Act itself can be found here:

<https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

The Act and how this is to be considered in the application of this Policy shall consider Economic, Social and / or Environmental Outcomes. Examples related to these three themed topics can be found in Table 1 below.

TABLE 1: Exemplars of Economic; Social and Economic Outcomes

Economic*	Are contributions to the local economy and economic growth that supports social outcomes. Retaining, re-circulating and leveraging funds in local areas – a wider contribution to skills, tackling worklessness and maintaining employment. Specific examples: Increasing local employment, or increasing volunteering hours of staff to support community and voluntary / charity initiatives.
Social	Are contributes to a vibrant and healthy community. Community based actions. Equality, diversity, inclusion and cohesion - local relationships, partnerships and people we find it harder to reach. Example: Reducing anti-social behaviour or initiatives to tackle exclusion and increase inclusion for the most vulnerable in our communities
Environmental	Are about protecting, promoting and enhancing the environment. Supporting local activities to improve the environment. Example: Reducing local congestion or reduction in CO2 emissions through alternative delivery solutions

* Based on extract from Islington Council’ “Commissioning, procuring and contract managing Social Value in Islington Supply Chain” (2013)

A further example of defining Social Value in practice is drawn from Bristol City Council’s Social Value Policy, and states:

Social Enterprise UK suggest that in practice this could mean that a mental health service is delivered by an organisation that actively employs people with a history of mental health problems to help deliver the service. Social value outcomes are achieved as a result of the person with mental health problems:

- having a job where they may otherwise have been unemployed;
- becoming more socially included; and
- having a say in how mental health services are run. It also means a local job for a local person.

In this example investing in a service to improve mental health also has a positive impact on other strategic objectives of increased employment and social inclusion.

Principles of the Policy

The Council's commitment towards Social Value is intended to go beyond the base requirements as set out in the Social Value Act. The Council shall look to consider Social Value in all commissioned, procured and contract management Strategic or Critical arrangements, and on a discretionary basis for Operational or Transactional arrangements.

In order to deliver Social Value the Council will apply the consideration of Social Value:

- In a proportional and relevant way for goods, works and services arrangements.
- At each stage in relation to commissioning, tendering and contract management for the related goods, works or services, applying consideration of the Council's commissioning model (see figure 1).
- In cases where the Council gives consideration to funding third parties in grant payments and or devolution of goods, works or services to others.
- In the sourcing approach including the Internal Direct Award Process.
- In the decision making around Exemptions as defined under the Contract Procedure Rules.
- In a manner that makes positive contributions linked to our strategic priorities and / or our communities.

FIGURE 1 Cornwall Council Commissioning Model.



Specific requirements to consider Social Value within tendering and procurement activity shall be applied through the Council's category strategies and subsequent procurement strategies in future. The approach will see that Social Value attracts the following evaluation weightings (depending on proportionality and relevance only):

- For below Official Journal of European Union Threshold (for Services) for Goods, Works or Services a discretionary requirement to consider, and where deemed appropriate, apply Social Value as part of evaluation weightings.
- For above Official Journal of European Union Threshold (for Services) for Goods, Works or Services a mandatory requirement to consider and apply Social Value as part of the evaluation weightings.
- Where Social Value evaluation weightings are applied they shall be for a minimum 3% to maximum 15% of total evaluation weighting towards Social Value

In the event that the route to market is off non Council pre-established frameworks the above will not apply as terms of call off would be dependent upon the respective framework conditions.

Social Value considerations will be captured at procurement stages and be reported as part of the overall contract management, and overall outcomes and benefits measured and reported upon annually.

In addition there will be a Member Champion to promote Social Value outcomes and monitor the overall strategic impacts.

Implementation of the Policy

The implementation of the Policy will require:

- Consideration towards the strategic direction for the Council and our communities.
- Embedding processes for measuring impact on objectives.
- A programme of training and development for internal staff and the marketplace.
- Reporting annually on the Policy's objectives and outcomes

The Social Value guidance provides explanation and support on how to embed Social Value in outcomes for local people.

The measurement of objectives for social value due to the variety and definition will require a qualitative and common sense approach rather than a prescriptive one.

The guidance and any supporting tools will continue to be developed in partnership with stakeholders via a cross-sector challenge group, and improved knowledge supported and complimented with training and experience this will further improve future Social Value outcomes.

Our Strategic Priorities and the implications for Social Value considerations

There are many interrelated strategic priorities and dependencies which are relevant and able to be supported by proactive consideration of Social Value. The overarching strategies for the Council have been captured in Appendix 1, with an indication around the outcomes that could be sought from delivering Social Value through our approach to commissioning, procurement and contract management.

APPENDIX 1 – Headline Summary of Cornwall Council Key Strategy / Policy areas and the relationship with Social Value

This appendix is a headline summary of identified related and interdependent Council Strategies that are able to be positively impacted through proactive consideration of Social Value. It outlines the relevant strategies (or Policy areas), the respective headline themes, and related outcomes that could be sought in relation to the application of Social Value against that particular theme or strategy.

It is not intended to be a comprehensive or all-inclusive in respect of the considerations to the particular strategy, and would not negate the need to make further reference to the source document referenced.

Strategy / Policy area	Themes	Outcomes sought and Social Value Linkages
<p>Cornwall Council – Our Strategy to create a sustainable Cornwall</p> <p>https://www.cornwall.gov.uk/media/17976617/cc-strategy-2016.pdf</p> <p>See also the Council’s Business Plan, which provides further details to the Council Strategy:</p> <p>https://www.cornwall.gov.uk/media/18049540/corporate-business-plan-2016-2020-220116.pdf</p>	Ambitious Cornwall	Making effective use of resources, including supporting the local control and delivery within our communities.
	Engaging with our Communities	Supporting and enabling local growth as influenced by local priorities, and giving devolution the best opportunities to succeed.
	Partners working together	Arrangements that support successful collaboration, delivery and innovation among our partners with positive outcomes for our communities.
	Greater access to essentials for living	Support in the enhancement of key infrastructure based on community needs and priorities, supporting skills and training, and supply and access to affordable housing for those most in need.
	Driving the economy	Support in rebalancing inequalities and inclusion within the workforce, initiatives enabling innovation and sustainable growth improving opportunities and workforce resilience.

	Stewardship of Cornwall's Assets	Support in local management of community assets, promoting of sustainable initiatives and support in the long term protection of the assets and heritage of Cornwall.
	Healthier and safer communities	Initiatives aimed at narrowing and eradicating inequalities within our communities – putting people first.
	Being efficient, effective and innovative	Supporting and enabling different models for service delivery and advancement of devolution agenda would be key outcome successes here.
Strategic Housing Framework https://www.cornwall.gov.uk/media/9631240/strategic-housing-framework_web.pdf	Increase Supply	Opportunities to incorporate social value in delivery of new homes, especially focusing on environmental and work opportunities.
	Finding & keeping homes – prevention focus / Minimising Costs	Significant opportunities for social value to contribute towards the prevention agenda, through volunteering / work placement, to training and employment, to income maximisation, supporting skills-building and resilience for those at risk of homelessness.
Cornwall Council Cabinet Priorities: https://www.cornwall.gov.uk/council-and-democracy/council-strategy-and-business-plan/cornwall-council-cabinet-priorities-for-cornwall/	Health, Social Care and Families	Role of social value can play in helping to improve health outcomes, improving and protection of vulnerable in the community (including reduction of child poverty), plus aspirational aims for young people.
	Homes for Cornwall	Fuel poverty and home standards are two stand out outcomes that could be benefited.
	Employment, Growth and	Key to providing positive Social Value outcomes to the

https://www.cornwall.gov.uk/media/27344496/priorities-for-cornwall-pr4.pdf	Jobs	Economic theme of the Policy, including job creation / training and apprenticeships, economic growth and investment in a sustainable and inclusive manner, plus supporting to the environmental and waste reduction aspirations.
Children and Young People and Child Poverty Plan 2015-2020 https://www.cornwall.gov.uk/media/16075799/children-young-people-and-child-poverty-plan-2015-20.pdf	Integrated outcome based commissioning	Early engagement that helps shape initiatives to support Children and their families and results that benefit health and wellbeing.
	Workforce	Initiatives that support learning outcomes and opportunities for children, and supports future employment opportunities, and reduction of poverty and debt.
	Access to Services	Services are available and accessible (physically and virtually) for children and their families. Improvements that see better working and coordination across partners involved in the delivery of the plan.
	Tackling Climate Change	Initiatives which contribute positively to reductions in use of fossil fuels and enables low carbon future, enhancing local opportunities and reducing needs to travel.
	Supporting economic prosperity	Initiatives to join up communities, services and public assets.
	Respecting and enhancing the environment	Enhancement of the environment, coupled with reduction on reliance of natural resources, and minimising waste.

	Encouraging healthy active lifestyles	Awareness and education initiatives around healthy lifestyles. Stimulating travel pathways that reduce the need for transportation by carbon fuels.
	Supporting Community Safety and individual wellbeing	Initiatives which directly improve safety within the travel infrastructure of our communities.
	Supporting equality of opportunity	Initiatives that support better connected communities and infrastructure.
	Integrated outcome based commissioning	Early engagement that helps shape initiatives to support Children and their families and results that benefit health and wellbeing.
	Workforce	Initiatives that support learning outcomes and opportunities for children, and supports future employment opportunities, and reduction of poverty and debt.
	Access to Services	Services are available and accessible (physically and virtually) for children and their families. Improvements that see better working and coordination across partners involved in the delivery of the plan.
Cornwall Council Local Plans http://www.cornwall.gov.uk/environment-and-planning/planning/planning-policy/adopted-plans/	Local Plans	Arrangements that can demonstrate a positive contribution to the overall successful of the plan within the impacted community or in line with the overall themes for the wider County.

<p>Neighborhood and Community Plans</p> <p>http://www.cornwall.gov.uk/environment-and-planning/planning/planning-policy/adopted-plans/</p>	<p>Will vary depending on respective communities</p>	<p>Arrangements that can demonstrate a positive contribution to the overall successful of the respective plan within the impacted community</p>
<p>Economic Growth Strategy for Cornwall and the Isles of Scilly</p> <p>https://www.cioslep.com/assets/file/Vision%202030/Vision-30.pdf</p> <p>https://www.cioslep.com/assets/file/Vision%202030/LEP%20POSTCARD%20online%20revised%20JULY%202017.pdf</p>	<p>Innovation & Creativity</p>	<p>Supporting initiatives that support or enable innovation and creativity with direct economic benefits as a result.</p>
	<p>Inclusive Growth</p>	<p>Activities or initiatives that help to breakdown inequalities around pay, skill and training and / or works towards alleviating deprivation.</p>
	<p>Building Great Careers</p>	<p>Platforms and actions that further support opportunity for young people and business skills to be enhanced.</p>
	<p>Vibrant Communities</p>	<p>Enabling communities to flourish and initiatives overcoming that improve economic opportunities.</p>
<p>Sustainability Energy Action Plan (SEAP) for a greener Cornwall</p> <p>https://www.cornwall.gov.uk/media/17217090/seap-2013-final.pdf</p>	<p>Green Cornwall</p>	<p>Initiatives that enable and support low carbon living, minimising energy consumption and enhancing renewable and sustainable energy.</p>
	<p>Green Communities</p>	<p>Positive contributions towards the alleviation of fuel poverty, deprivation, unemployment would be key to this theme.</p>
	<p>Green Communities (Commercial and Service Sectors)</p>	<p>Supporting and furtherance of the Future Cornwall Objective of "Bringing Cornwall out of recession focusing on the low carbon economy" would have positive impacts towards the wider themes of this Policy.</p>

<p>Shaping our futures 2016 – 2017 http://www.shapingourfuture.info/</p>	<p>Shaping Our Future has three aims:</p> <ul style="list-style-type: none"> • Improve health and wellbeing of the local population. • Improve the quality of local health and care services. • Deliver financial stability in the local health and care system. 	<p>Initiative that drive to positive outcomes for the improved wellbeing of our communities</p>
<p>Cornwall’s Environmental Growth Strategy – 2015 to 2065 – Delivering Environmental Growth for a Changing Cornwall http://www.cornwall.gov.uk/media/24212257/environmental-growth-strategy_jan17_proof.pdf</p>	<p>Environmental Growth by:</p> <ul style="list-style-type: none"> • Securing our natural heritage • Enhancing it through better management • Increasing capacity through better “connectedness” and • Designing activities and developments that enhance & support our natural systems 	<p>Best described by reference to Diagram 1</p>

Safer Cornwall http://safercornwall.co.uk/wp-content/uploads/dlm_uploads/2017/07/Safer-Cornwall-Partnership-Plan-2016-19-Year-2-Refresh.pdf	Domestic Abuse and Sexual Violence	Approaches at that are able to drive positive outcomes to reduce risk of domestic abuse and sexual violence within and across our communities – including the reduction of activities that could lead to Modern Slavery.
	Alcohol-Related Harm	Initiations including awareness and support to limit the harmful impacts to those directly and indirectly exposed to alcohol related harm.
	Reoffending	Arrangements that can positively support some of the most vulnerable individuals in our community, in a way that safeguards their wellbeing, as well as helps enable future positive outcomes in an environment without crime or the need to reoffend.
	Anti-Social Behaviour	Initiatives that help reduce opportunities for anti-social behaviour in our communities which could include community enhancement projects to remove the look and feel of deprivation within particular areas, or initiatives that provide positive alternatives for individuals as opposed to engaging in anti-social activities.
	Drug-Related Harm and Promoting Recovery	As with Alcohol-related harm initiatives that support those directly and indirectly exposed would be positive outcomes towards the strategy.
	Complex Needs	Further initiatives that provide positive support most vulnerable individuals in our community
	Hate Crime and Preventing Violent Extremism	Engagement that helps to foster and harness community cohesion and breaking down barriers that prevent such cohesion within and across communities.

Connecting Cornwall: 2030 moving towards a green peninsula https://www.cornwall.gov.uk/media/3626988/LTP3-Executive-Summary-proof-310311.pdf	Tackling climate change	<ul style="list-style-type: none"> • Reduce reliance on fossil fuels and support the introduction of low carbon technologies. • Support communities to live locally and reduce the need to travel. • Adapt and improve the transport network to ensure resilience to climate change.
	Supporting economic prosperity	<ul style="list-style-type: none"> • Improve connectivity of Cornwall to the rest of the world. • Ensure a resilient and reliable transport system for people, goods and services. • Support the vitality and integrity of our town centres and rural communities.
	Respecting and enhancing the environment	<ul style="list-style-type: none"> • Make the most of opportunities to protect and enhance the environment. • Minimise the use of natural resources and minimise waste. • Provide sustainable access to Cornwall’s environment.
	Encouraging healthy active lifestyles	<ul style="list-style-type: none"> • Improve the health of our communities through provision for active travel. • Increase awareness and an understanding of the health benefits of walking and cycling.
	Supporting community safety and individual wellbeing	<ul style="list-style-type: none"> • Improve road safety. • Increase public confidence in a safer transport network. • Reduce noise and air quality impacts.
	Supporting equality of opportunity	<ul style="list-style-type: none"> • Improve access to employment, education, healthcare and leisure. • Improve access to public transport. • Encourage community participation in shaping and delivering transport services.

Cornwall Compact

http://www.cornwallvsf.org/wp-content/uploads/2016/09/Compact-Report_Oct111.pdf

The Cornwall Compact 2010 is an agreement which sets out the principles which underlie the relationship for collaborative working between the public sector and the voluntary and community sector, key themes are:

- **Recognising independence** of sectors / partners
- Effective **Funding and accountability** arrangements
- Recognising **Infrastructure and support** and opportunities that it can bring
- Effective engagement on **Policy Development and consultation**
- **Implementing the Compact and developing good working practices**
- **Improving** effective **partnership working**

The Compact framework is designed to:

- Improve relationships with better partnership working between organisations
- Help identify what others are doing by information sharing
- Help make funding arrangements clear and fair to all
- Save money and time
- Promote inclusion and equality
- Encourage clear communication
- Help focus on better outcomes for individuals and communities
- Offer support and assistance if things go wrong between the sectors

<p>Cornwall Council has a Physical Activity strategy aimed at getting 50,000 people more active by 2020.</p> <p>Create a more;</p> <p>Active Environment</p> <p>Active Society</p> <p>Active professionals</p> <p>https://www.cornwall.gov.uk/media/22824074/physical-activity-strategy-web-final.pdf</p>	<p>Physical Wellbeing</p>	<ul style="list-style-type: none"> • Prevention of medical conditions • Maintenance of strength, balance and motor skills • Management of medical conditions • Improved sleep • Increased energy levels • Healthy development in early years <p>Example: Improved understanding of the benefits of physical activity and increase the opportunities available. Practical action: Suppliers could encourage staff in supply chain, own organisation and customer organisations to be more active by supporting education and publicity campaigns.</p>
	<p>Mental Wellbeing</p>	<ul style="list-style-type: none"> • Enjoyment and happiness • Improved self esteem • Reduced anxiety, stress or depression • Improved cognitive functions • Dementia prevention and treatment <p>Example: Improved understanding of the benefits of physical activity and increase the opportunities available. Practical Action: Suppliers could encourage staff in supply chain, own organisation and customer organisations to be more active by supporting education and publicity campaigns</p>
	<p>Individual Development</p>	<ul style="list-style-type: none"> • Impact on employment opportunities • Improved confidence and self esteem • Development of soft/social skills • Educational behaviour and attainment • Improved self-efficacy • Reductions in anti-social behaviour

		<p>Example: Raising aspirations and supporting learning for life through lessons learnt from engagement in sport and physical activity. Practical action: Mentoring of schools, providing examples of what can be achieved, supporting continued learning through the life course. Mock interviews, careers guidance, CV advice</p>
	<p>Social and Community Development</p>	<ul style="list-style-type: none"> • Promoting social trust • Reducing isolation • Bringing people from diverse backgrounds together • Volunteering and social engagement <p>Example: Assist communities to become more sustainable, by looking after their friends, neighbours and local assets through the engagement of community and voluntary sports clubs and organisations. Practical action: Build skills and capacity to help community organisations help themselves</p>
	<p>Economic Development</p>	<ul style="list-style-type: none"> • Employability and employment • Reduction in sickness absence • Health sector savings • Economic value of crime reduction • Increased economic activity • Creation of new enterprises • Savings through prevention of public sector spending • Example: Helping to grow activity levels to boost employment and reduce sickness absence. Practical action: Flexible working practices employment of local apprentices

	Reducing inequalities	Helping those who find it hardest to help themselves, by supporting positive behaviour changes and understanding their needs
	Customer engagement	Listen to the needs of the population to help design better products and services to encourage increased levels of physical activity

