



SUSTAINABILITY

CORPORATE SOCIAL RESPONSIBILITY

RECOURSES

SINCERITY

ETHICS

# COUNCIL SOCIAL VALUE POLICY 2019-2023





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# Introduction

This policy statement aims to refresh the Council's Social Value objectives and strengthen the organisation's overall commitment to being a leader in the field of Social Value.

This policy statement aims to refresh the Council's Social Value objectives and strengthen the organisation's overall commitment to being a leader in the field of Social Value. It reiterates Croydon's firm commitment of putting "Social Value at the heart"<sup>i</sup> of the Council's approach to delivering improved outcomes for our residents, through ethical and sustainable commissioning practices.

This document summarises the achievements of Croydon to date, lays out a detailed strategy for how the Council intends to continue this work and sets out future actions the Council will take to maintain its status as a leader in the field of delivering Social Value.

## Definition of Social Value

**The 2012 (Social Value) Act** places a statutory requirement upon Local Authorities, acting as public sector commissioning bodies, to consider at the pre-procurement stage the securing of proportional and relevant economic, social or environmental (or any combination of these) benefits when procuring services that exceed relevant OJEU thresholds. The effect of the Act has been to radically improve the ability of public sector buyers to secure Social Value within their commissioning activities.

While the Act itself doesn't specifically define what is meant by Social Value, a widely used definition of the term is offered by the Sustainable Procurement Task force.

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**"A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment."**

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# Journey so far

Croydon Council has an award winning and well-documented history of generating Social Value outcomes from its commissioning activity. Croydon was one of the first authorities to respond to the 2012 Act by developing a comprehensive corporate approach to Social Value. Since the Acts official inception<sup>11</sup> the Council has ensured staff are more considerate of what they are buying, how they are going to buy it and how, through careful pre-procurement planning, additional Social Value benefits can be realised through the Councils purchasing power.



**2012**

- The Council develops the Commissioning Strategy & Social Value toolkit, which introduces guidance for commissioners and procurers

**2013-2014**

- The Council pilots Social Value practice on large commissioning projects, with Social Value requirements embedded into some tenders and assessed as part of the overall score awarded
- The Council launches a range of targeted support sessions for local MSME's and VCSO's

**2015**

- The Council launches Value Croydon - the Council's brand for communicating Social Value with external stakeholders and maximising the benefits available through commercial relationships. Social Value toolkit for suppliers is published on Value Croydon

**2015-2016**

- The Council is officially declared a London Living Wage employer in 2015, and becomes a Living Wage Friendly Founder in 2016

**2017**

- The Council launches the Good Employer Charter – a local accreditation scheme co-developed with local businesses to create Social Value across the borough (e.g. paying living wage, employing local, buying local)

**2017-2018**

- The Council creates a central buying team with the remit to better monitor and control low value spend. This contributes to an improved Social Value offer from lower value external expenditure
- The Council signs up to the Co-operative Party's charter against Modern Slavery and Unite the Union's Construction Charter

**2019**

- The Council uses its new process for monitoring high value suppliers' Social Value contribution, and uses the TOM's calculator to assign and publicise the monetary value to secure Social Value benefits

# ▶ Principles and Objectives of the Policy

## Principles of Croydon's approach to attaining Social Value

Croydon will realise Social Value through our commissioning practices by:

1. Continuously enhancing the Council's, suppliers' and partners' awareness, ownership and confidence in embedding, delivering and measuring Social Value through effective communication, training and robust governance practices.
2. Mandating Social Value considerations across all commissioning activity, securing measurable, verifiable Social Value outcomes that are relevant and proportionate to the purpose of the services, goods or works being procured or grants being allocated.
3. Consulting and engaging with all relevant stakeholders both within and outside the Council and using this insight to continually update both the scope and specificity of Croydon's key Social Value priorities.
4. Promoting supplier diversity through our ethical and sustainable procurement practices; particularly focusing on increasing the number of Voluntary Community Social Enterprise's (VCSE's), and Micro Small Medium Enterprise's (MSME's), within the Council's supply chain. This will be achieved by improving the visibility and accessibility of the Council's business opportunities, facilitated through direct engagement, supplier workshops and timely promotion of opportunities.
5. Applying a standard weighting for Social Value within the tender process of a minimum of 10% of the Quality Evaluation Assessment.
6. Requiring clear, measurable and relevant Social Value delivery plans as a part of the service specification, scoring and evaluation process for all procurements over £100,000. All Social Value requirements as set out in service specifications, will make reference to the Council's key priorities defined in the Social Value Framework.
7. Ensuring that any procurement above £100,000 that does not include clear Social Value metrics and/or that has a weighting below the stated 10% of the Quality Evaluation Assessment requires approval by the Council's Contracts and Commissioning Board.
8. Utilising the [Value Croydon](#) website as the main tool of communication between the Council and its suppliers as a resource for social value information and guidance.
9. Effectively managing the delivery of contractually committed Social Value obligations through robust contract management processes including contractual reviews and monitoring of performance against relevant and clearly defined KPI's.
10. Annually reporting on Social Value outcomes, through the timely production of reports which evidence the achievements of the Council's Social Value approach with respect to the scope and nature of activities and the monetary value generated.

## Association with other Croydon strategies and plans

Securing Social Value through the Council's commissioning activity will assist the Council towards its objectives as set out in the [Corporate Plan 2018-22](#).

Additionally, Croydon's Social Value Policy is a constituent part of the Commissioning Framework. The delivery of Social Value is one of the key commissioning principles of this framework. The Social Value principle commits the Council to use its:

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**“Purchasing power to maximise social return, foster local employment, promote fair pay, encourage local business growth and support community priorities.”**

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Furthermore, Social Value contributes to both the Council's equality objectives as set out in the [Opportunity and Fairness Plan](#), and [Equality Policy 2016-20](#). Examples of this contribution include supplier funded initiatives tackling domestic and sexual violence, employment and employability services targeted at marginalised and underrepresented groups and the enhancement of community participation through fostering a stronger and wider reaching voluntary and community sector.

The Council has signed up to of multiple voluntary charters that commit it to best ethical practice from the care to the construction sector and beyond (for a full list please see the Commissioning Framework). These charters contribute to the Council's Social Value Objectives by providing clear expectations for members of our supply chain, which helps to deliver genuine value for money and generate economic and social benefits whilst minimising environmental damage.



# ▶ Delivering Social Value

## Social Value throughout the commissioning process

Robust and effective commissioning at the Council is founded upon adherence to processes and implementation checkpoints that broadly follow a 5 stage commissioning cycle.

Social Value is embedded throughout the process, being considered from the preliminary commissioning strategy stage all the way until final outcome review stage.

## Commissioning Strategy

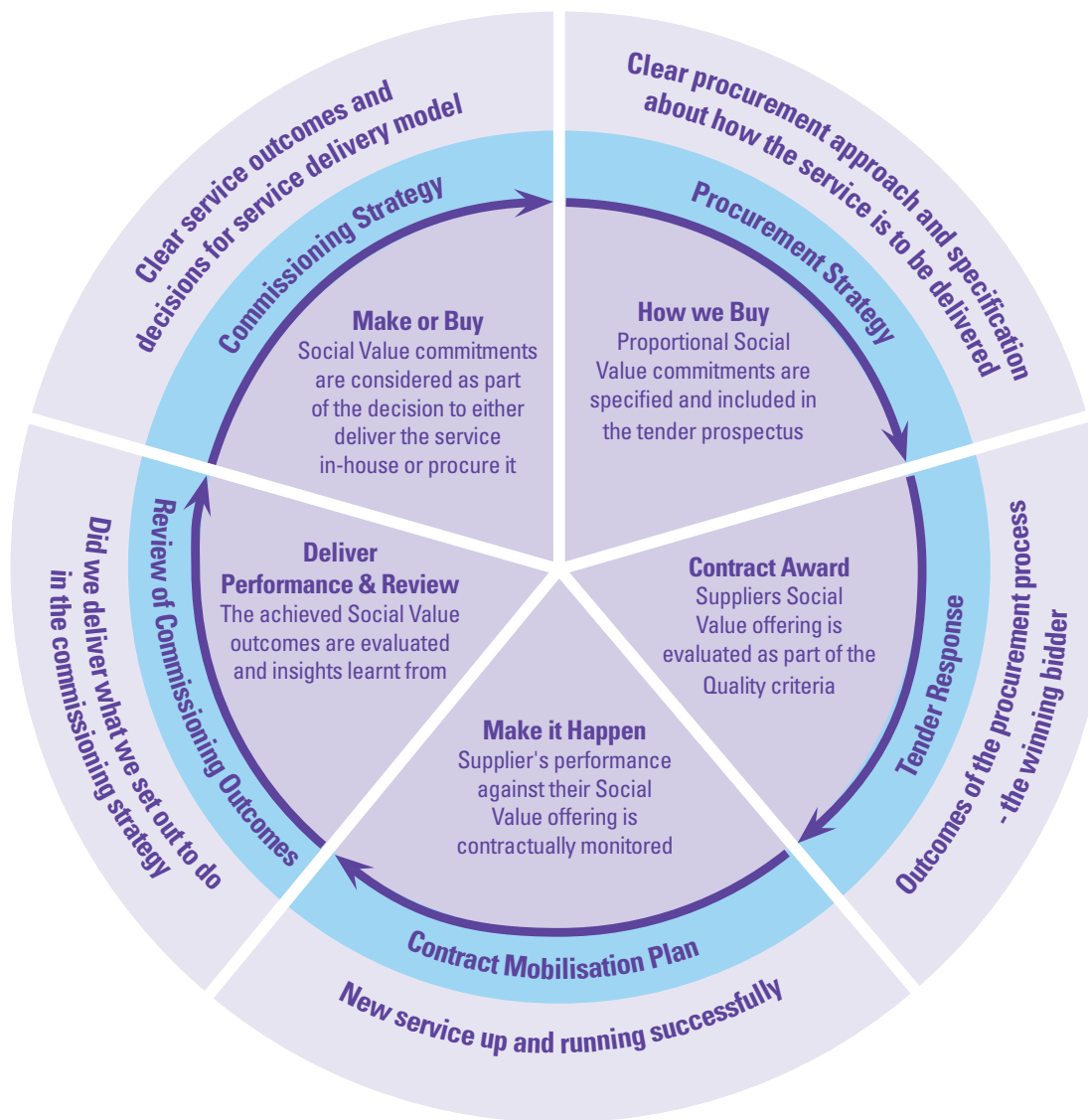
### Make or Buy

All Council staff who produce a commissioning strategy must now reference the key 'make or buy' decision question<sup>iii</sup>. This seeks to identify the instances in which the Council should either deliver services itself, procure services from an external provider or follow a strategy somewhere in-between these two options. Social Value is inherently secured through leveraging purchasing power and as such only commissioning strategies that show at least partial-procurement as the preferred option will require consideration of securing Social Value through a procurement plan.

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**"The Council's Responsive Repairs contract for its Social Housing stock, provided by Axis, delivered £4.6 million in Social Value in the 2018/19 financial year."**

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## Case Study 1: Responsive Repairs, 2014

### What was involved?

Moving from two contracts to a single contract for all responsive repairs to the Council's Social Housing Stock. The Council used a competitive dialogue approach and engaged in detailed dialogue with five shortlisted providers.

### How was Social Value secured?

Social Value was included as an award criteria counting for 4% of the quality score and 1% of the total score. The Council specifically targeted Social Value commitments related to work-placements and apprenticeships for local young people.

Upon awarding the long-term contract to Axis; Croydon Council, developed a 'Promise Plan' setting out their understanding of all the commitments that Axis had made.

Planning and monitoring Social Value outputs and outcomes is dealt with at quarterly 'Steering Group meetings'. Axis prepare a highlight report in advance of these meetings reporting on what they have done. Axis are also one of the suppliers represented on the Strategic Partnership Alliance which is an initiative designed to encourage and facilitate collaboration between suppliers and Croydon Council across a number of linked contracts.

### What Social Value outcomes were achieved?

- By February 2017, AXIS had provided 34 apprenticeships to Croydon residents.
- Axis have committed £12,000 to provide grants. Decisions about what to fund are made at the quarterly Steering Group meetings.
- Axis organised a 'Big Lunch' event, which provided social interaction for apprenticeships and wellbeing advice for Croydon residents in a deprived locality.

## Procurement Strategy

If a procurement route is chosen, the way in which the Council will seek to secure Social Value benefits will be determined by a range of factors that are set out below.

### Assessment weighting

Croydon is decisively committed to maximising ethical and sustainable Social Value obligations throughout its commissioning activity. The Council will now implement a mandatory evaluation criteria of 10% of the 60% Quality Evaluation Assessment, placing current practice in line with the Cabinet Office's recent proposal<sup>iv</sup>.

### Contract Value and Type

The Social Value Act 2012 requires commissioning authorities to consider securing Social Value obligations from contracts for services above [OJEU thresholds](#) (currently £181,302 for Local Authorities).

As a leader in the field, Croydon is dedicated to going beyond statutory requirements. The Council is firm in its commitment of promoting Social Value throughout the spectrum of its commissioning activity. The 2015 [Review of the Social Value Act](#) discussed ways in which Social Value could be better secured by commissioning authorities going forward. It clarifies that commissioning authorities have two pathways to improve the generation of Social Value:

- Horizontal Extension (embedding Social Value assessments for the procurement of goods and works not just services)
- Vertical Extension (embedding Social Value assessments in lower value contracts than are officially mandated by the legislation)

The Council has adopted both of these practices. It has embedded Social Value evaluation criteria in tenders for both goods and works. Additionally, it has adopting processes that ensure proportional Social Value benefits are better secured from low value expenditure (typically less than £100,000).

### Proportional Benefits and inviting innovation

The Social Value Framework outlines a variety of Social Value obligations and associated KPI's that the Council has formulated based on both the [National Themes, Outcomes and Measures \(TOM's\) guidance](#) and local priorities informed by the [Corporate Plan 2018-22](#). These obligations fall under 6 associated Social Value theme which themselves link to the Corporate Plan priorities.

In line with Croydon's Social Value principle 2, all requested Social Value outcomes will be both relevant and proportional to the purpose of the services, grants or works being commissioned.

Commissioning staff will identify the Social Value measures to be included at the pre-procurement stage; selecting those that are most relevant to the respective procurement exercise. Those commitments (and associated measures) deemed most relevant to a particular procurement will either be explicitly cited in the tender documentation or will be more heavily weighted when the Social Value responses are assessed.

**The Council is determined to remove barriers to the participation of VCSE's and MSME's in its supply chain. Commissioning staff will therefore always be proportionate in the Social Value commitments they seek to gain, with respect to contract size, type and supplier status.**

The Council continually seeks to encourage innovative methods of service delivery. The Council therefore welcomes offers from any prospective supplier who as part of their Social Value offering, provides a well-articulated, evidenced and innovative commitment that aligns thematically with the Social Value Framework, but is not included in the list of specified commitments. In the case of a supplier winning a bid who has offered innovative Social Value commitments the Council will actively engage with the supplier to mutually agree appropriate measurement indicators.

### Exceptional Circumstances

Exceptional circumstances may arise where it is inappropriate to include Social Value assessments for procurements. In such cases, a statement delivered as part of the procurement strategy (How we Buy Report) must be included for approval by the relevant governance structure as specified in the Council Contracts and Tender Regulations.

## ▶ Delivering Social Value

### Case Study 2: Best Start 2016

#### What was involved?

Best Start is Croydon Council's programme to support children from conception to 5 years of age. The programme includes Health Visiting, Children's Centres, Early Learning, Targeted Family Support and Community, Parenting Aspirations and Parenting Skills. The programme uses a single set of outcome measures and is designed to provide a seamless service to parents and children.

The procurement was split into 8 separate lots utilising different commissioning strategies: in-house delivery, negotiated direct award and open tenders. This case study focuses on the open tender for the 'Community, parenting aspirations and parenting skills' lot.

#### How was Social Value secured?

The Council allotted 21% of available marks for Social Value and associated commitments such as volunteering, partnering and impact. The Council also requested method statements as part of tender documentation that specifically encouraged a local response by focusing on requirements for 'local delivery' and the importance of 'local experience'. Pre-market engagement took place to encourage local interest with Croydon Voluntary Action working as an 'enabling partner' and hosting a number of workshops.

Commissioners also used the flexibility associated with a 'Light Touch Regime' (allowed based on contract value) to enact a bespoke tendering procedure which allowed:

- The Shortlisting of bids based almost entirely on quality elements (on the basis of an affordable price submission)
- Shortlisted tenders were invited to meet representatives from the Council to discuss their submission

Commissioning officers also were able to secure authorisation from procurement governance to change the usual ratios of quality and price (becoming 60% quality and 40% price), helping to boost the contribution of Social Value and associated (volunteering etc.) to the bidders score.

#### What Social Value outcomes were achieved?

Given that supporting the local VCSE sector is a key Social Value objective for Croydon the fact that the majority of the commissioned services in this case were both local and from the VCSE sector highlights the inherent achievement of Social Value through this procurement.



## Tender Response

### Marking Social Value Responses

Social Value responses will be evaluated as part of the quality element for any tender following Most Economically Advantageous Tender (MEAT), evaluation criteria (i.e. where both quality and price are considered). Any assessors whom are not the contract manager/writer will be given appropriate contextual information that will help them reach an informed and objective assessment. Examples include:

- For multi-lot submissions, the number and nature of the lots applied for
- The size and legal status of the suppliers (sole trader, local or national organisation)

This contextual information will assist the evaluator through helping them to better assess the proportional capability of the prospective applications.

## Contract Mobilisation and Monitoring

### Measuring, Monitoring and Reporting on Social Value

Croydon already has a robust approach to contract management which involves proactively managing our contractors and reporting on Social Value and other contractual commitments on a quarterly basis for our larger contracts. Our commitment to Social Value will be reinforced and expanded through this contract management activity.

Monitoring of Social Value will consist of measuring performance against KPI's either set out in the Social Value Framework, or through mutual agreement at the pre-award stage for commitments not currently listed in the Council's Social Value Framework ([see appendix 1A](#)).

The Council will seek to hold suppliers to all their contractually specified Social Value pledges and these will be treated like any other commitment specified in the quality component of the suppliers bid submission. In the event of a supplier signalling that they will be unable to deliver one or more of their Social Value commitments, the Council will permit the supplier, subject to proper agreement and authorisation, to deliver a suitable alternative Social Value commitment.

For all suppliers with whom we spend over £1m per annum, the Council receives a quarterly report that details the supplier's performance across the contract. This will include the performance against the supplier's Social Value commitments as specified in the bid application, which in turn will contribute to the suppliers overall quarterly performance score.

The Council is committed to being transparent about its actions and the outcomes it achieves. The Council will, therefore, publish a yearly report detailing:

- What Social Value commitments have been made throughout the year
- How the suppliers are performing in terms of fulfilling them
- The monetary value of those commitments with reference to the national [TOM's valuation figures](#).

## Contract Evaluation

### Contractual Extensions

In the event of the Council considering any contract extensions, the Council will aim, where proportionate, to use its purchasing power and the legal rights conveyed to it under clause 24 (change control and continuous improvement) of the Council's contractual terms and conditions to seek to secure added Social Value commitments from suppliers.

## Publicising Social Value

Since the Social Value Act's official inception in early 2013, the Council has made considerable progress in communicating both what is meant by Social Value and our expectations with regard to achieving it, and delivering it, to Council staff and prospective suppliers respectively. However, the Council recognises that more can be done and will endeavour to continually raise awareness of Social Value throughout its supplier's network.

## Value Croydon

In 2015, Croydon launched its dedicated supplier focused website [Value Croydon](#). The website has been designed to help both current and prospective suppliers, particularly voluntary and community sector and micro small and medium enterprise suppliers, better understand what Social Value is and what sort of benefits the Council is seeking from them when they bid for work from Croydon.

The website offers a one-stop-shop for all our communications to both current and provisional suppliers about how Croydon generally does business, our commitment to ethical and sustainable commissioning and all supplier oriented Social Value resources, including the Social Value Framework and [dedicated list](#) of local campaigns and initiatives that suppliers may wish to support as part of their Social Value offering.

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**“The Council’s Highway Maintenance contract delivers all mandated highways maintenance throughout the borough. Provided by FM Conway, this contract delivered £2.5m million in Social Value in the 2018/19 financial year.”**

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# ▶ Delivering Social Value

## Leading by Example

**The 2015 review of the Social Value Act** discusses the importance of commissioning authorities 'leading by example'. The Council takes its role as the boroughs largest purchaser very seriously and is acutely aware of the need to set a good example to suppliers throughout the borough. The Council has a demonstrable record of setting an example to suppliers in the borough:

- Is an accredited Living Wage employer
- Seeks to ensure that local firms, employing local people are represented to as great an extent as possible in the Council's supply chain. To assist in this endeavour the Council has developed a dedicated supply chain team to assist suppliers, particularly voluntary and community sector organisations and micro, small and medium enterprise's with competing effectively in bidding processes
- Maintained dedicated voluntary and community sector funding of £2.77m per annum for the sector including the 'infrastructure' organisations whose purpose is to further build local voluntary and community sector organisation capacity
- Has policies and associated practices in place that promote the highest standards of sustainability, contribute to the prevention of modern slavery and promote staff physical and mental health and wellbeing
- Has run a range of workshops (e.g. bid writing) designed to help grow and improve the capabilities of the local voluntary and community sector and micro, small and medium enterprises when applying for work and/or grants from either the Council or other funding sources

## Stakeholder Consultation

**The 2012 Social Value Act** mandates the Council to consider consultation as part of its commitment to securing Social Value. The Council engages in extensive consultation with a range of suppliers across the private, voluntary and community sector and public sectors. This feedback has proved valuable both in terms of testing what the supplier market can reasonably deliver and by helping to raise the profile of Social Value as a key Council requirement when applying for work.

The Council is engaged in a continual dialogue with suppliers and uses these valuable insights to constantly review and where appropriate update our obligations listed in the Social Value Framework.

## Sharing Best Practice

The Council believes that sharing knowledge and best practice is an important process for raising the overall standards of local government commissioner's and will share all relevant best practice, with regard to Social Value, through appropriate forums such as the London Councils Procurement Networks.

## Case Study 3: Children's Social Care 2016

### What was involved?

Croydon Council's Children's Social Care Department re-procured a framework contract for independent fostering agencies (IFA) to foster looked after children.

### How was Social Value secured?

By taking the decision to go to market using a framework agreement, the Council directly encouraged smaller providers to bid. Social Value was an evaluation criteria for all procured lots.

Specific Social Value priorities were targeted in this procurement exercise. Improving local employment and employability and supporting the local VCSE through sub-contracting and grant giving were explicitly stated in the invitation to tender documentation.

Bidders were asked to provide method statements in relation to their Social Value offering and the documentation made clear that 4% of the overall mark (10% of the quality section). The majority of bidders offered strong responses, engaging well with the specified Social Value priorities.

### What Social Value outcomes were achieved?

A range of Social Value benefits have been secured through this procurement exercise, including: suppliers hosting work placements; creating apprenticeships, targeted specifically at Croydon residents; the assistance of foster parents to become school governors and the sponsorship of local community initiatives.

80% of the fostering placements occurred inside the borough boundary. This directly injects around £8 million of income into the local economy, which much of this retained and spent locally.



## ► Current Developments

### The Central Buying Team

The Council has put in place a dedicated team with the remit of coordinating all external expenditure under the value of £100,000. Lower value spend, often arranged through quotes rather than formal tendering exercises has, to date, proved a challenging area for commissioning authorities to leverage Social Value from. The Council's central buying team will help tackle this by ensuring that Council staff are sourcing as many quotes as possible from local VCSE's and MSME's.

### Digital Enhancements

The Council has recently invested in contract management and supplier relationship management software that integrates with already purchased contract register software\*. These additional add-ins will enhance the ability of Council staff to monitor and report on the performance of suppliers across all Council held contracts and contribute to even better contract management of supplier's performance against their stated Social Value commitments.

The Council has also identified the interface of digital tender portals as a barrier for VCSE's and MSME's to successfully submitting bids for Council contracts. The Council is therefore committed to working with procurement software providers to simplify these interfaces and processes, especially for prospective VCSE's and MSME's.

### Assessment Weighting

Croydon Council will now be insisting that 10% of the Quality Evaluation Assessment be assigned to Social Value. This updates the previous policy of Social Value making up only 5% of the Quality Evaluation Assessment and, with regard to demanding Social Value from contracts, decisively places Croydon Council as a leader amongst commissioning authorities.

### Value Croydon Website Updated

[Value Croydon](#), is the Council's principle communication tool for suppliers seeking to learn about Social Value at Croydon. In order to ensure that it conveys this message effectively the Council is currently undertaking a redesign of the website. The website will include:

- Our revised Commissioning Framework including our brand-new supplier code of conduct
- A link to the Croydon Business Directory which is a repository of over 14,000 local businesses that our suppliers can utilise to source local supply chain partners
- Actively promote market shaping and forthcoming tender opportunities
- An area to list local VCSE's unfunded project ideas which can then be funded by larger suppliers as part of their Social Value commitments

### New Approaches

In line with the Council's Commissioning Framework, we'll be focusing our commissioning activity to deliver our commitments on environmental sustainability and implementation of locality service models. This supports the core Social Value principle of the securement economic, social and environmental benefits through procurement activity.

**" The Council's SEND passenger transport contract provides vital transportation services to disabled children and their families. Provided by multiple-suppliers through a framework, this contract delivered £3.7 million in Social Value in the 2018/19 financial year."**

### Case Study 4: Facilities Management 2016

#### What was involved?

The Council sought to move away from a 'Total' Facilities Management' (FM) contract to a number of contracts where different suppliers delivered different services. Cabinet approved a procurement strategy to divide the contract into eight lots; seven of which were procured through competitive tender (through various sub-routes ranging from 'competitive dialogue' to mini-tenders through established frameworks).

#### How was Social Value secured?

The Council allocated 5 out of 40 quality marks to Social Value; representing 12.5% of the quality marks for Social Value and 5% of the total marks. The Council chose to specify its desired Social Value obligations by splitting the 5 available marks into 3 for 'supporting local employment' and 2 for 'supporting local business.'

Agreed performance indicators included: payment of London Living Wage; a minimum of two apprenticeships per annum; and a target of 90% of staff employed locally. Performance against Social Value commitments was monitored quarterly and featured in the supplier's first annual report.

#### What Social Value outcomes were achieved?

This contract, has increased levels of local employment and resulted in the sponsorship of local events. The contracted cleaning supplier has increased the proportion of its staff employed locally from 75% to 86%, used Croydon Works (Croydon Council's dedicated recruitment site for local residents) to fill a number of vacancies and sponsored the Croydon Council awards. This was all realised in addition to considerable cost savings.



# ▶ Appendix

## 1A - Social Value Framework

Key measures are based on the National Themes Outcomes and Measures (TOMS) Framework 2019 published by Social Value Portal and Croydon Council's priority areas as identified in the Corporate Plan 2018-2022. This is a live document subject to updates and bi-annual reviews to reflect corporate priorities and local needs.

Other measures will be considered. Please add any additional initiatives that you would like to make and £'s to be invested or hrs to be committed.

VALUE CROYDON						
PEOPLE		COMMUNITY	PLACE			
Everybody has the opportunity to work and build their career		Our children and young people thrive and reach their full potential. People live long, healthy, happy and independent lives	Everyone feels safer in their street, neighbourhood and home	Business moves here and invests, our existing businesses grow	A cleaner and more sustainable environment	
<b>SV1</b> Creating local employment	<b>SV2</b> Creating accessible pathways to employment	<b>SV3</b> Supporting healthy lifestyles	<b>SV4</b> Supporting local communities & initiatives	<b>SV5</b> Supporting local business growth	<b>SV6</b> Supporting a cleaner and safer borough	



THEMES	PRIORITIES	KEY MEASURES	UNITS
PEOPLE	SV1 Creating local employment	More local people in employment	No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter (to date)
			% of local people employed on contract (FTE)
		More people paid London Living Wage	% of staff employed on contract paid LLW
	SV2 Creating accessible pathways to employment	More opportunities for disadvantaged people and a workforce culture that reflects the diversity of the local community	No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)
			No. of employees (FTE) taken on who are not in employment, education, or training (NEETs) or who are care leavers
			No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 yr. olds)
			No. of jobs (FTE) created for people with disabilities
			Practices to ensure minority groups are integrated into the workforce and local community such as diversity training
		More apprenticeships for local people	No. of apprenticeships on the contract that have either been completed, or that will be supported by the organisation to completion in the following years - Level 2, 3, or 4+
		Improved skills for local people	No. of hours dedicated to supporting unemployed people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance (over 24 yr. olds)
			No. of meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)
	No. of training opportunities on contract (BTEC, City & Guilds, NVQ, HNC) 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+		
	Improved employability and skills of young people	No. of hours dedicated to support young people into work (e.g. CV advice, mock interviews, careers guidance) - (under 24 yr. olds)	
		No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	
Local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks (No. hours, includes preparation time)			
SV3 Supporting healthy lifestyles	Healthier and more resilient people - Creating a healthier community, Vulnerable people are helped to live independently	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 adults and children	
		Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	
COMMUNITY	SV4 Supporting local communities & initiatives	More support for local projects priorities and campaigns - Crime is reduced	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, private security, etc.)
			Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)
			Donations or in-kind contributions to council-led local community projects (£ & materials) e.g. led by devolution pilots, regeneration, gateway services workshops and training for Croydon residents (i.e. fuel poverty, digital inclusion, etc.)
		Greater community cohesion and a thriving VCSE sector	Equipment or resources donated to VCSEs (£ equivalent value)
			Number of voluntary hours donated to support VCSEs (excludes expert business advice)
PLACE	SV5 Supporting local business growth	More business opportunities for local SMEs and VCSE sector	Total amount (£ / %) spent through contract with local SMEs and Micro businesses
			Total amount (£ / %) spent with VCSEs within the supply chain
			Total number of new local businesses SME and micro businesses accessing subcontracting and business opportunities
			Total number of new local businesses VCSE accessing sub-contracting and business opportunities
			Provision of expert business advice to VCSEs and SMEs (e.g. financial advice / legal advice / HR advice/HSE) training, mentoring, peer support
	Ethical and sustainable procurement is promoted	Number of contracts that include commitments to ethical and sustainable procurement and No. signing up to the Good Employer Charter	
	Improved staff wellbeing	Types and no. of wellbeing courses offered to staff e.g. yoga, counselling, meditation, stress management	
	SV6 Supporting a cleaner and safer borough	Reduced air pollution and carbon footprint - climate impacts reduced	Savings in CO2 emissions on contract (specify how these are to be achieved)
			Car miles saved on the project (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)
			Number of low or no emission staff vehicles included on project (miles driven)
Better places to live & improved public realm		Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean	
			Value of materials, equipment or resources donated to green infrastructure

# Appendix

## 1B – Associated Documents

- Social Value Framework
- Commissioning Framework 2019-2023
- Tenders & Contract Regulations
- [Croydon Social Value Toolkit for Commissioners](#)
- [Croydon Council Equality Policy 2016-2020](#)

## 1C – Glossary of Terms

<b>KPI</b>	Key Performance Indicator - a type of performance measurement used to evaluate the success of a particular activity carried out by a provider
<b>VCSE</b>	Voluntary Community Social Enterprises – service providers set up as not for profit entities
<b>Contract Register</b>	An online portal listing all Council contracts over a certain value threshold
<b>MSME</b>	Micro Small Medium Enterprises – A company is deemed to be: Micro, Small or Medium (as opposed to large) based on both the number of employees and the size of their turnover or balance sheet. This policy document uses the European Commission definition, details of which can be found <a href="#">here</a>
<b>TOM's</b>	Themes, Outcomes and Measures – a national measurement framework designed to provide a minimum reporting standard for measuring social value
<b>Contract Manager</b>	The Council officer responsible for a particular contract with an external supplier. Typically this officer would lead on the procurement of this service as well as be responsible for monitoring the performance of the supplier against the contract
<b>OJEU</b>	The Official Journal of the European Union
<b>MEAT</b>	Most Economically Advantageous Tender - The tendering approach used to provide a balance between quality and cost.
<b>BAME</b>	Black and Minority Ethnic
<b>London Living Wage</b>	An hourly rate before tax and other deductions calculated using a minimum income standards approach, determined and published annually by the Mayor's office and the Living Wage foundation
<b>Lot[s]</b>	Sub-divisions of a main contract. In public procurement each of these sub-divisions may be awarded to different operators and follow a different procurement method (e.g. tender, competitive dialogue etc.)
<b>Croydon Local Business Directory</b>	An online directory which lists available local suppliers and categorises them by the goods and services they provide

<sup>i</sup>The Rt Hon David Lidington CBE MP, 19/11/2018, Speech, London, retrieve:

<https://www.gov.uk/government/news/new-social-value-contracts-to-revolutionise-government-procurement>

<sup>ii</sup>The Act came into force on 31/01/2013

<sup>iii</sup>The most clear articulation of the principles behind the 'Make or Buy' decision question appear in the Council's Commissioning Framework 2019-2023

<sup>iv</sup>Cabinet Office, 2019, Social Value in Government Procurement, retrieve:

<https://www.gov.uk/government/consultations/social-value-in-government-procurement>

<sup>v</sup>This software has all been purchased from the procurement software supplier Proactis.



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**SOCIAL VALUE**  
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2019 - 2023