

# Social Value Guidelines for Leeds City Council Commissioners

**(V.13 January 2018)** This is a draft. The format and content are open to comment and revision.

## Leeds City Council ambitions around Social Value

The council is responsible for procuring over £800m of goods and services annually. This provides us with a fantastic opportunity to make the Leeds pound go further and to make a major positive impact in Leeds through the implementation of our statutory Social Value responsibilities and our more wide ranging Leeds Social Value ambitions.

This guidance has been developed to aid commissioners across the council to think about how social value can be incorporated in the future procurement of goods and services. You could also share it with potential contractors too so that they can see what the council's priorities are and think about how they can contribute to this agenda.

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## About these Social Value Guidelines for Commissioners

- This is a Guide, it is not a set of instructions to be followed in all cases
- The aim is that this Guide will inspire and encourage you to explore opportunities to secure Social Value benefits through the commissioning opportunities that you lead
- You can use your judgement to determine what is appropriate and possible with each specific commissioning initiative.

- The Social Value Act places statutory responsibilities on us to consider social value around procurement above a certain value. In addition we have much wider ambitions as a Council to explore opportunities to secure added value much more widely and creatively.

### **The Leeds Social Value Charter sets out the following guiding principles to help us achieve our social value ambitions in Leeds:**

- Work in partnership with others to ensure that we achieve the best outcomes for Leeds and everyone benefits from the success of the city
- Create employment and training opportunities for people in Leeds and be a good employer
- Grow and strengthen the local economy by investing the Leeds pound in Leeds
- Be sustainable, fair and ethical in all that we do
- Recognise the added value that community led organisations bring to the city

### **The focus on Social Value**

In May 2016 Leeds City Council, along with other partners in the city, signed up to the Leeds Social Value Charter. Social Value is a way of thinking about how scarce resources are allocated and used to improve the economic, social and environmental well-being of the area they operate in. It involves looking beyond the price of each individual contract and looking at what the collective benefit to a community can be when a public body chooses to award a contract. [Link to Social Value Guide to Public Services \(Social Value\) Act 2012](#)

The Leeds Social Value Charter sets out social value ambitions for Leeds and goes further than Social Value Act (2012) legislation and asks council officers to consider social value in all we do. This builds on the existing expectation in Contracts Procedure Rules (CPR 3.1.9) that require consideration of social value within procurement activity. [Link to the Social Value case studies on the LCC web site](#)

**Social Value in commissioning** means commissioners consider what opportunities exist in any contracting opportunity for goods or services to deliver added value to society and the local economy, whilst minimising damage to the environment. For example, when procuring goods you could consider issues of sustainability and minimising environmental impact, as well as supporting the local supply chain through the use of local suppliers to deliver positive impacts on the Leeds economy.

### **How to use the Guidance**

If you are procuring goods or services then you should consider whether social value can be incorporated into your procurement. The guidance gives you examples of how suppliers that are tendering for contracts with the council could support the Best City objectives and make the Leeds pound go further. It is not an exhaustive list, it is designed to give you inspiration about what is possible, with contacts for further information and guidance.

For example, as part of the consultation process before carrying out a procurement you may determine what social value outcomes would be relevant to the contract and include them in the specification for the goods or service which is to be tendered, so that the successful contractor has to deliver these outcomes as part of the contract. Alternatively you may feel the social value outcomes are so important to the contract that you want to include a scored evaluation question on this so that bidders demonstrate how they will deliver the outcomes specified and potentially allowing bidders to demonstrate innovation in this area.

Within commissioning activity there are opportunities to require, promote, encourage and invite social value outcomes in the following ways:

- Within the specification and contract terms, and as part of the tender evaluation, where relevant to the subject matter of the contract and where they are value for money – some social value matters will be core objectives of the activity in particular types of activity, but also sufficiently relevant to form part of the Council's requirements in others
- By structuring the procurement in such a way that smaller and local organisations have greater opportunities to participate, whether directly or within the supply chain
- Through dialogue with potential tenderers and contractors to raise awareness and encourage greater social value outcomes generally where they do not form part of the specification
- By keeping social value matters under review and measuring outcomes through contract management
- By inviting successful bidders to consider whether there are additional SV benefits that they can deliver in addition to the contract and what is monitored

### **Monitoring and reporting on Social Value**




- As well as considering social value as part of any procurement process it is also important to consider **if and** how you will monitor any social value outcomes that are included in the service specification or that the tenderer has committed to delivering as part of their tender submission.
- Think about how you will monitor social value outcomes when developing your contract management plan, including how you will quantify and report on the impact.
- You might also want to review the social value commitments made by the contractor over the life of the contract so that they continue to be relevant and support the Best City ambitions.
- **Monitoring takes time – ensure that the SV objectives are proportionate to the effort and time involved in monitoring**
- **NEED to agree whether we say here that Procurement and Commercial Services (PACS) will be collating SV outcomes and that SV outcomes will be reported corporately by PACS to the Executive Board**

**Remember, when thinking about social value it is important that:**

- What is incorporated into any procurement process is both proportionate and relevant to the goods or services that you are procuring.
- You ensure that you procure in line with the Contracts Procedure Rules

## Guidance on considering social value in commissioning

Set out below are

-  **PRIORITIES for LCC and GOOD EMPLOYER AMBITIONS that commissioners are REQUIRED TO CONSIDER integrating into all tenders / contracts**
-  **LEEDS ASKS – DOING YOUR BIT for LEEDS(or some similar language) Commissioners are encouraged to INVITE SUCCESSFUL BIDDERS to consider any additional added value that they can deliver**
-  **IDEAS FOR COMMISSIONING ECONOMIC, SOCIAL AND ENVIRONMENTAL ADDED VALUE – commissioners will determine IF IT IS APPROPRIATE to integrate these into a contract**

### **PRIORITIES for Leeds City Council**

Commissioners are required to:

- **THINK about the appropriateness of integrating these PRIORITIES into ALL CONTRACTS**
- **determine whether it is appropriate to the contract and the activity, explain why if it isn't relevant**

### **PRIORITIES for Leeds City Council**

List of (perhaps 1 or 2 in addition to Employment and Skills)

- Employment and Skills
- Priority 2
- Priority 3

Commissioners must determine whether these are appropriate to include in the tender documents

- scored as part of the contract
- support and specialist implementation tools will be available to aid consideration of appropriateness to the contract, to set outcomes, benchmarks and scoring criteria (like the Employment and Skills Toolkit)

## GOOD EMPLOYER AMBITIONS

Some of the Ambitions are mandatory considerations for commissioners others desirable.

Commissioners will use their judgement based on the size of the contract, the type and size of lead contractor and the activity to determine what if anything, will be included in the tender documents or in the contract

### Mandatory considerations

- Generally ensure pay, benefits, training and the working environment contribute to quality services (for example, that the contract eliminates the use of 'false agencies' which undermines workers' rights, guards against inappropriate use of zero hours contracts and tackles low pay)
- Support staff to increase their skills
- Ensure issues of low pay are considered and addressed (also in the supply chain)

### Other desirable considerations

- Improve their organisations own policies and practices for their employees and ensure that they are disability and mental health friendly etc. Key areas that employers could look at are as follows:
  - o Becoming a Leeds Mindful Employer promoting mental health in the work place (note there is a small charge for signing the charter but the 10 steps employer toolkit is free to access)
  - o Leeds Carers Commitment
  - o Sign up to Child Friendly Leeds and promote foster friendly employment policies in your organisation
  - o Safer Leeds Domestic Violence and Abuse Quality Mark
  - o Disability Confident Mark (Jobcentre Plus)
  - o Leeds Social Value Charter
  - o Promoting the Leeds Safeguarding Pledge

Further information about these and other issues are included in Appendix B

## LEEDS ASKS – Doing Your Bit for Leeds

Inviting successful bidders to identify any added value they can deliver

Leeds ASKS

Successful contractors will be invited to indicate what if any added social value outcomes they can deliver after they have been awarded the contract, at the point when details around the contract are being 'clarified' – these will not be not scored, but COULD be monitored.

- Any of the priorities in this guidance and the menu of ideas and priorities is available at will be available

## IDEAS FOR COMMISSIONING ECONOMIC, SOCIAL AND ENVIRONMENTAL ADDED VALUE

Commissioners will use their judgement based on the size of the contract, the type and size of lead contractor and the activity to determine whether it is appropriate to include these objectives in a tender document

Any expectations should be proportionate

<b>Economic</b>	➤ Strong economy with quality local jobs	<p>You could use the <b>Employment Toolkit</b> to help you think about what would be appropriate to include in your contract. For contracts of £100K and over it is mandatory to use the tool.</p> <p><b>Increasing employment opportunities and routes into employment</b>            Examples of how contractors could support this include:</p> <ul style="list-style-type: none"> <li>➤ Implement good employment practices</li> <li>➤ Create new employment opportunities</li> <li>➤ Support people into jobs and apprenticeships, for example consider:               <ul style="list-style-type: none"> <li>○ employing people with a disability or people furthest from the jobs market facing additional barriers</li> <li>○ School engagement</li> <li>○ Providing learning / training opportunities to people with low skills</li> </ul> </li> </ul>	<p>Citizens:</p> <ul style="list-style-type: none"> <li>➤ earn enough to support themselves and their families</li> <li>➤ do well at all levels of learning and have the skills they need for life</li> </ul>
		<p><b>Spending the Leeds £ in Leeds</b>            Examples of how contractors could support this include:</p> <ul style="list-style-type: none"> <li>➤ Considering the local supply chain and trying to include local contractors and SMEs and third sector organisations based in Leeds</li> </ul>	
<b>Social</b>	➤ Compassionate city with strong, engaged and well-connected communities	<p><b>Improving health and quality of life</b>            Contributing to improving health and quality of life in Leeds by supporting key initiatives which aim to create a more inclusive and healthy city.            Examples of how contractors could support this include:</p> <ul style="list-style-type: none"> <li>➤ Dementia Strategic Alliance</li> <li>➤ Child Friendly Leeds</li> <li>➤ White Ribbon campaign helping to tackle domestic violence</li> </ul>	- Enjoy happy, healthy, active lives

		<p><b>Building strong communities</b> Working with communities to support local actions that build strong and resilient communities. Examples of how contractors could support this, include:</p> <ul style="list-style-type: none"> <li>➤ Corporate Social Responsibility and Employer Supported Volunteering schemes</li> <li>➤ Offer training to local communities/third sector organisations in the organisation's area of expertise</li> <li>➤ Partnering/working with a local third sector organisation to provide support/advice/volunteers</li> <li>➤ Supporting their local community (investments in time or money responding to local priorities)</li> </ul>	
<b>Environmental</b>	<ul style="list-style-type: none"> <li>➤ Cutting carbon and improving air quality</li> </ul>	<p><b>Reducing negative environmental impacts</b> Examples of how contractors could support this, include:</p> <ul style="list-style-type: none"> <li>➤ Reducing waste / increasing recycling</li> <li>➤ Developing sustainable transport options, including for example: the use of eco vehicles; more efficient route management to reduce mileage; encouraging staff to cycle, car share or walk to work, or work from home; regular maintenance of vehicles and monitoring of emissions; adapting routes and delivery times to avoid traffic pollution hotspots or areas around schools</li> <li>➤ Improve energy efficiency in buildings</li> <li>➤ Housing providers ensuring that houses have good insulation and efficient heating systems</li> </ul>	<ul style="list-style-type: none"> <li>- Good housing and environment enable all people of Leeds to be healthy</li> </ul>

## Further Information and Links

### Appendix A LCC Contacts and Further Guidance on social value and the procurement process

#### Leeds City Council Support

<b>Further Help and Advice from Council colleagues:</b> includes contact details for Procurement Category Manager and Directorate Social Value Champions			
<b>Procurement Category Manager</b>		<b>Directorate Social Value Champions who can offer advice and signposting regarding social value</b>	
Tony Bailey	Adults and Health	Adults and Health	Emma Carter / Lisa Keenan /Gwen Wagner-Adair Myrte Elbers – Public Health
Philippa Elliott	Business and Professional Services	Communities and Environment	Pat Fairfax Peter Mudge (Local .Neighbourhood business links)
Phil Rigby	Construction and Housing	City Development	Tracey Greig (Employment and Skills) Rob Henderson ( Private Sector Engagement)
Edwige Moutault	Children and Families and Environment and Leisure	Children and Families	Barry Jones Pat Michael
Derek Prest	FM and Transport	Resources and Housing	Jackie Fox
		Richard Norton	Third Sector – Supporting Commissioning Manager

**Support on Insite:** For further guidance you can visit the Social Responsibility and procurement page which is part of the Procurement toolkit on Insite at:

<http://insite.leeds.gov.uk/toolkits/Pages/Social-responsibility-and-procurement.aspx>

#### Employment and Skills Toolkit

The employment and skills toolkit provides guidance on including employment and skills requirements into council contracts (services and goods) and should be applied to all contracts valued over £100,000. Employment and skills outcomes are potentially relevant to all contracts however, dependant on the value, duration and subject matter of the specification there will be practical limits as to what can be achieved, e.g. whether there is scope within the contract to create employment or offer apprenticeships.

Further guidance and support can be sought from the Employment Leeds team. [\(Link to the latest toolkit and contact for advice and guidance\)](#)

#### Social Value Case Studies

Case Studies which illustrate the range of opportunities and approaches to achieving social value outcomes will be published on [XXXXXXXXXX](#)

#### Other support



Gov.uk has a range of information and resources on the Social Value Act <https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources> The **Social Value Hub**, developed by Social Enterprise UK, contains a number of free resources to assist people with implementing the Social Value Act: <http://www.socialvaluehub.org.uk/>

More information about Social Value can be found at: [Social Value - Government information and resources link](#)

## Appendix B Further information and contacts about key initiatives that contractors could deliver

### Being a good employer

	Description	Further details Case Studies /Online portal link
<b>Mindful Employer</b>	Supports employers to support mental wellbeing at work.	<a href="http://www.mindfulemployer.net/">http://www.mindfulemployer.net/</a>
<b>Access to Work</b>	An Access to Work grant can pay for practical support to support people who have a disability, health or mental health condition to help them start working or stay in work.	<a href="https://www.gov.uk/access-to-work/overview">https://www.gov.uk/access-to-work/overview</a>
<b>Disability Confident</b>	Jobcentre Plus can help employers with: <ul style="list-style-type: none"> <li>• making sure their application process is accessible</li> <li>• advising them about recruitment practices which open up jobs to disabled people</li> <li>• information about making reasonable adjustments which can help someone start or keep their job</li> <li>• Employers can also apply for the Disability Confident symbol (which has replaced the 'two ticks' symbol). The symbol can be used on adverts to show that employers encourage applications from disabled people.</li> </ul>	<a href="https://www.gov.uk/recruitment-disabled-people/encouraging-applications">https://www.gov.uk/recruitment-disabled-people/encouraging-applications</a>
<b>Domestic Violence</b>	Safer Leeds has developed the Domestic Violence and Abuse Quality Mark for private businesses. This offers a framework for employers to improve their responses to employees affected by domestic violence and abuse. A self-assessment checklist is available to help them consider what they can do in this area.	<a href="http://www.leeds.gov.uk/c/Pages/domesticviolence/Employers.aspx">http://www.leeds.gov.uk/c/Pages/domesticviolence/Employers.aspx</a>
<b>Leeds Carers Commitment</b>	The Leeds Carers Commitment is about working towards being the best city for carers, it sets out commitments that employers can make to support carers, including: <ul style="list-style-type: none"> <li>• Being a carer-friendly employer</li> <li>• Promoting good practice in the identification and recognition of carers</li> <li>• Providing carers with relevant information and signpost/refer carers to specialist information, advice and support</li> </ul>	<a href="http://democracy.leeds.gov.uk/documents/s154677/Commitment%20to%20Carers%20Appx%20B%20070217.pdf">http://democracy.leeds.gov.uk/documents/s154677/Commitment%20to%20Carers%20Appx%20B%20070217.pdf</a>  Or contact Ian Brooke-Mawson, Strategic Commissioning Manager for Carers
<b>One You Leeds</b>	Guidance and signposting regarding healthy living, as part of workplace health but also whilst working with customers/clients who'd like some help to improve their health.	<a href="http://www.oneyouleeds.org.uk/">http://www.oneyouleeds.org.uk/</a>

### Employment

	Description	Further details
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<b>Employment and recruitment support</b>	The Leeds Apprenticeship Hub can offer support on apprenticeship frameworks and standards, funding support available to businesses who take on apprenticeships and information about the newly introduced apprenticeship levy. Employment Leeds works with businesses to provide support on recruitment and supporting people into jobs.	Tracey Greig <a href="mailto:Tracey.greig@leeds.gov.uk">Tracey.greig@leeds.gov.uk</a>
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### Volunteering

	Description	Further details
<b>Leeds Volunteer Centre</b>	The Leeds Volunteer Centre is managed by Voluntary Action Leeds and: <ul style="list-style-type: none"> <li>• Advertises local volunteering opportunities in the city</li> <li>• Provides guidance on managing volunteers</li> </ul>	<a href="https://doinggoodleeds.org.uk/contact-volunteer-centre-leeds.html">https://doinggoodleeds.org.uk/contact-volunteer-centre-leeds.html</a>

### Challenging stigma and raising awareness

	Description	Further details
<b>Leeds Dementia Action Alliance</b>	The Leeds branch of the Dementia Action Alliance (DAA) supports groups and organisations to help make Leeds a dementia-friendly city, and brings together everyone in Leeds who wants to make a difference for people living with dementia, including families and carers, so people can still participate in everyday life and maintain as much independence as possible.	<a href="http://www.dementiaaction.org.uk/local_alliances/2892_leeds_dementia_action_alliance">http://www.dementiaaction.org.uk/local_alliances/2892_leeds_dementia_action_alliance</a>
<b>Child Friendly Leeds</b>	Leeds has an ambition to be the best city for all our children and young people to grow up in. Child friendly Leeds is the initiative for everyone who shares this ambition, from enthusiastic individuals to large organisations. There are range of practical things that businesses can do such as: <ul style="list-style-type: none"> <li>• Supporting employees to volunteer in schools</li> <li>• Becoming a Child Friendly ambassador</li> <li>• Offering apprenticeships, training and work placements to young people</li> <li>• Working with young people to help them develop CV writing skills</li> <li>• Provide incentives and rewards for Leeds children in care and their carers</li> </ul>	<a href="http://www.leeds.gov.uk/childfriendlyleeds/Pages/default.aspx">http://www.leeds.gov.uk/childfriendlyleeds/Pages/default.aspx</a>  E-mail: <a href="mailto:childfriendlyleeds@leeds.gov.uk">childfriendlyleeds@leeds.gov.uk</a> for further details.

### Third Sector/Social Enterprise Organisations

	Description	Further details
<b>Doing Good Leeds</b>	Doing Good Leeds is the website for the Third Sector in Leeds, developed and run by the sector. It includes a searchable directory of third sector organisations in Leeds.	<a href="https://doinggoodleeds.org.uk/">https://doinggoodleeds.org.uk/</a>
<b>Social Enterprise Yorkshire and Humber</b>	Social Enterprise Yorkshire and the Humber (SEYH) represents, promotes and connects social enterprise in the region and it has a searchable directory of social enterprises operating in the Yorkshire and Humber region.	<a href="http://www.seyh.org.uk/">http://www.seyh.org.uk/</a>

<b>Voluntary Action Leeds</b>	The generic third sector infrastructure support organisation which LCC invests in to facilitate development of strategic voice and reach into the third sector Can facilitate sector wide or targeted communication with the third sector	Richard Norton <a href="mailto:Richard.norton@val.org.uk">Richard.norton@val.org.uk</a> Richard Jackson <a href="mailto:Richard.jackson@val.org.uk">Richard.jackson@val.org.uk</a>
<b>Chambers of Commerce</b>	The Leeds Chamber of Commerce and the many local town and district centre Chambers across the metropolitan area provide a useful route to engage with the private sector from the global to very local small businesses	Peter Mudge contact for local Chambers <a href="mailto:peter.mudge@leeds.gov.uk">peter.mudge@leeds.gov.uk</a> Leeds Chamber XXXXXXXXX

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