

Cheshire & Merseyside Social Value Guide

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1. Our Cheshire & Merseyside Approach

NHS England and NHE Improvement recognise the huge potential and positive impact of embedding Social Value within Anchor Institutions to help to optimise the impact on outcomes for local people and places, while ensuring that every penny counts. The Cheshire and Merseyside Health and Care Partnership (C&M HCP) has been identified as a Social Value Accelerator site to embed Social Value at scale within Health and Local Authorities as 'Anchor Institutions'. In addition to Health Providers and Local Authorities, our local approach to Social Value has been expanded to explore the potential of also establishing 'Business and Industry' and the Voluntary Community, Faith and Social Enterprise (VCFSE) sector as Anchor Institutions, and to build opportunities for Corporate Social Responsibility (CSR). To facilitate the maximisation of Social Value across Cheshire and Merseyside (C&M) our approach is based on existing learning from the Social Enterprise UK research (2016)¹ In terms of:

- Taking a **Place** (Cheshire and Merseyside) **and Themed** (Health and Social Care) based approach.
- **Lead facilitation** via C&M H&CP and Cheshire East Council.
- **Local Enthusiasm and Drive** will be achieved through a coproduction and strengths-based approach. Ensuring not only that we get 'the right people in the room' from the public sector, business, industry and the VCSFE sector, but also that we work with local people and communities as local leaders. We are also working to identify Social Value and CSR leads within Anchor Institutions, to build a local network of champions. Our community coproduction approach 'Recipe for a Good Life' will enable local people across Cheshire and Merseyside to coproduce our local priority outcomes which will underpin our Social Value Outcomes Framework.
- **The Approach Matters** - How an area initially approaches Social Value influences the scope and potential outcome of their Social Value work. More progress is made in the areas which start their work with questions exploring what Social Value means to them locally. We have therefore initiated our work locally by asking the questions like - What do 'we' mean by Social value? How do we want to generate more of it through our commissioning processes? Our local definition of Social Value has been coproduced and is described within our C&M Social Value Charter. Our approach is also underpinned by community-based coproduction activities 'Recipe for a Good Life' to ensure that we are focusing on the right priorities for local people.
- **Access to Experts** through the development of a local **Network of Social Value Champions** to share learning and good practice. There is a vast amount of knowledge and expertise available, of which we are making the relevant links and connections, including the Social Value Accelerator site learning network. We also know that our local Voluntary and Community Sector have a vast amount of expertise in Social Value and CSR.
- **Measurement Matters.** Measuring Social Value is one of the biggest challenges for us locally, however progress has been made nationally, with tools such as the National TOMS Framework² and the Social Value Calculator³ to support local progress in this area. Our local training programme will support the use of these types of tools locally.
- **It takes time to develop, embed and measure Social Value**, this project will be the starting point, ongoing buy in, investment, monitoring and recourses will be needed to maintain the momentum.

¹ Social Value Enterprise UK (2016) The Social Value Difference in Health and Care Commissioning https://www.ivar.org.uk/wp-content/uploads/2016/09/SocialValueDifference_Health_SEUK2016final.pdf

² Social Value Portal: National TOMS Framework <https://socialvalueportal.com/national-toms/>

³ Sustainable Development Unit: Social Value Calculator <https://www.sduhealth.org.uk/areas-of-focus/social-value/social-value-calculator.aspx>

2. Social Value Champions & Social Value Network

Social Enterprise UK research¹ shows that being part of a 'network' is important. Social Value Champions have therefore been identified from Anchor Institutions across Cheshire and Merseyside. The role of **C&M Social Value Champions**:

- Ensure that the C&M Social Value Charter, including our vision and principles are embedded within our own organisations, making use of the Social Value resources, tools and templates developed through the Network.
- The C&M Social Value resources are a guide to be interpreted and developed locally, rather than replacing existing policy and practice that has already been established.
- Access the C&M Social Value training. The training will equip Social Value Champions to share this training further within their organisations, with local suppliers, business and industry.
- Attend Social Value Network meetings and workshop to coproduce our local approach and ensure the longer terms sustainability of embedding Social Value locally.
- Share good practice, progress and learning across the C&M Social Value Network.
- Ensure that Social Value is embedded across the 'whole' commissioning cycle: Planning, Purchasing, Monitoring, and seen only as a 'Procurement' responsibility.
- The development and implementation of the Social Value Award (Kite Mark) within your Local Authority.
- Facilitate the development of CSR activities within our own organisations and work towards achieving the Social Value Award (Kite Mark).
- Facilitate the development of Social Accounting activities within our own organisations to help us to understand and identify the outcomes and financial impact we are having through Social Value and CSR at a corporate level and also at a commissioning level.

Social Value Champions will form the **C&M Social Value Network** who will be supported by the C&M Health and Care Partnership, including a dedicated Social Value webpage on the C&M Health and Care Partnership Website: <https://www.cheshireandmerseysidepartnership.co.uk/our-work/social-value>

The Website enables Social Value Champions as a Network to share learning, good practice and to access the Social Value Charter and supporting resources. The webpage includes:

- Links to other national resources: Social Value Hub, Social Value UK, Social Value; International, National TOMS Framework, Social Value Calculator;
- Tools and templates: Social Value Charter, Social Value Guide, Recipe for a Good Life Report, Social Innovation Guide;
- The C&M Social Value Award (Kite Mark) – Criteria and process of applying and also promoting Anchor Institutions who have been successful.
- Access to Social Value training.

Partners are also currently considering establishing a Mental Health Commission for Cheshire and Merseyside. It is likely that this Commission will recommend more emphasis on the local health and care sector use of Social Value in their commissioning and provision of services. Furthermore the Cheshire and Merseyside H&CP Mental Health Programme Board are considering adopting the Mental Health Prevention Concordat which again requires local health and care systems to generate a broader set of outcomes than patient treatment/recovery.

3. Anchor Institutions

Anchor Institutions are local organisations such as Hospitals and Councils that are rooted in their local communities. They are usually the largest local employers, purchasers and deliverer of services. They are 'Place' based entities that control a huge amount of local resources. Anchor Institutions therefore have the potential to bring measurable benefits to local people and communities. Anchor Institutions in scope of the C&M Social Value Accelerator site programme include:

- NHS Providers;
- Local Authorities;
- Clinical Commissioning Groups;
- VCFSE Sector;
- Blue Light Services;
- Education: Schools, Colleges and Universities;
- Business and Industry.

The Health Foundation report: Building healthier communities: the role of the NHS as an Anchor Institution⁴ explores how NHS organisations act as Anchor Institutions across the following 5 areas:

- Employment.
- Commissioning and Procurement for Social Value
- Use of Capital and Estates
- Environmental Sustainability
- As a Partner across a Place.

As Anchor Institutions it is our duty to ensure that we maximise Social Value opportunities, as a purchaser of goods and services (see section 6), as an employer, and provider of services. It is also our duty to maximise our Corporate Social Responsibility (CSR) and Social Accounting activities at an organisational level.

Organisations will be supported to achieve the Cheshire and Merseyside Social Value Award (see section 4), to enable organisations to demonstrate their Anchor Institution status. We are also keen for Anchor Institutions who achieve the Social Value Award are able to form our local 'Anchor Partnership' or network of anchors.

⁴ The Health Foundation (2019) Building healthier communities: the role of the NHS as an anchor institution
https://www.health.org.uk/sites/default/files/upload/publications/2019/I02_Building%20healthier%20communities_WEB.pdf

4. Social Value Award (Kite Mark)

The Cheshire and Merseyside Social Value Award is designed to illustrate to organisations how they can achieve Social Value locally across Cheshire and Merseyside. This guidance describes the criteria for Anchor Institutions to apply to, as well the process and guidance to steer the implementation of the Kite Mark at a local level by Social Value Champions.

Social Value Award - Criteria

The criteria have been split into 4 overarching themes:

1. Social;
2. Economic;
3. Environment and;
4. Innovation.

Each theme includes a list of objectives. These objectives are the hallmarks of Social Value production, thus should be used as signposts for future Social Value production.

NB - This criteria is based on the Health Foundation⁴ report high level themes, the National TOMS Framework², Social Value Calculator³ outcomes and is therefore also aligned to the Social Value Outcomes Framework within this guide (appendix c).

Some of the criteria below have been highlighted with **(MH)** as they have the potential to impact on mental health and wellbeing, which is a priority within the Cheshire and Merseyside Health and Care Partnership Plan, and the two Local Industrial Strategies across Cheshire and Merseyside.

Social Value Award Criteria:

The criteria have been split into 4 overarching themes: Social, Economic, Environment, and Innovation.

Some of the criteria below have been highlighted with **(MH)** as they have the potential to impact on mental health and wellbeing for local people, which is a priority within the Cheshire and Merseyside Health and Care Partnership Plan, and the two Local Industrial Strategies across Cheshire and Merseyside.

1. Social – creating healthier, more sustainable and more resilient places and communities.

- Use of capital and estates as ‘Community Assets’
- Children, Young People, Adults and Older People are supported to maximise their capabilities have control over their lives
 - The role and impact of ill-health prevention is strengthened
 - **Good mental health is promoted (MH)**
 - **Carers’ quality of life is improved (MH)**
- Health literacy is improved. The award will develop capacity to obtain, process, and understand basic health information and services needed to make appropriate health decisions
 - **Children are given the best start in life (MH)**
- **Awareness of adverse childhood experiences (ACEs) and the promotion of other childhood vulnerabilities (MH)**
 - Community asset building and community health services are promoted

2. Economic:

2.1 Jobs / Employment – creating fair employment and good work for all

- More opportunities for people with long-term conditions
 - **More local people in employment (MH)**
- More opportunities for disadvantaged people
 - A healthy standard of living for all
 - Employment promotes equal opportunities
- People are supported to maximise their capabilities

2.2 Inclusive Growth across the ‘Place’

- Use of capital and estates as community assets
- Partnerships between Anchor Institutions (Developing anchor collaboratives and networks to support shared Social Impact, Social Innovation, Learning and Good Practice)
- Partnership with Voluntary, Community and Social Enterprise organisation (VCFSE) are developed and improved e.g. between NHS Providers and VCFSE sector organisations, or between Private Sector Businesses and VCFSE organisations.
 - **Employee wellbeing is supported and incentivised (MH)**
 - Businesses operate in a friendly environment to all
 - Existing resources are used to deliver Social Value
 - Social Value is embedded within the supply chain
 - Service users and communities are engaged

3. Environment – protecting and improving our environment

- Use of capital and estates as community assets
 - Environmental impacts are reduced
 - Air pollution is reduced
 - Sustainable travel is promoted
 - ‘Car miles’ are reduced
 - **Better places to live (MH)**
- Sustainable and ethical governance is promoted

4. Environment – protecting and improving our environment

- Use of capital and estates as community assets
 - Environmental impacts are reduced
 - Air pollution is reduced
 - Sustainable travel is promoted
 - ‘Car miles’ are reduced
 - **Better places to live (MH)**
- Sustainable and ethical governance is promoted

Social Value Award - Process & Guidance

The Social Value Award criteria refer to the level of expectations that organisations need to achieve if they wish to obtain be awarded. This will allow for the celebration of organisations that excel at Social Value and CSR.

Who is eligible to apply for a Social Value Award?

Anchor Institutions in scope of the C&M Social Value Accelerator site programme include the following organisations across the Cheshire and Merseyside Place:

- NHS Providers;
- Local Authorities;
- Clinical Commissioning Groups;
- VCFSE Sector;
- Blue Light Services;
- Education: Schools, Colleges and Universities;
- Business and Industry.

How do Anchor Institutions apply for a Social Value Award?

Achievement Process & Milestones:

- Anchor Institutions can apply for the award via the **Social Value Business**: <https://www.socialvaluebusiness.com/social-value-award---cheshire-and-merseyside> by uploading evidence online
- Anchor Institutions should submit evidence against the criteria provided within this guidance.
- If Anchor Institutions are able to provide evidence for 'at least' one of the examples within each of the 4 overarching themes they will be awarded a Social Value Award.
- Anchor Institutions are able to provide evidence over a period of time to enable them to work towards the achievement of a Social Value Award.
- By applying for the Social Value Award, Anchor Institutions give their permission for their Social Value practice to be publicised on the C&M H&CP website as case studies.

How long does the CSR Kite Mark last?

The Social Value Award is valid 5 years, or if there is a change in circumstance which means that the organisation is no longer able to provide evidence under each of the 4 themes, whichever comes first.

What is the role of Social Value Champions?

The intention of the Social Value Award is to demonstrate the effective adoption of Social Value and CSR throughout the Cheshire and Merseyside footprint. This Guidance document, the tools and templates are intended to be used as a guide for Social Value Champions to follow, but to be flexible enough for local/organisational development. Social Value Champions will apply for the Social Value Award on behalf of their organisation.

Champions will act as a point of guidance for organisations seeking to explore Social Value and CSR and will also be the point of contact for organisations seeking advice on Social Value or the Social Value Award.

5. Social Value and the 'Whole' Commission Cycle: Planning, Purchasing and Monitoring.

The C&M **Social Value Commissioning Model** (appendix b) provides guidance in terms of how Social Value should be embedded at each stage across the whole Commissioning Cycle. The **Social Value Outcomes Framework** (appendix c) aims to support commissioners to:

- co-produce social value outcomes with stakeholders including service users and suppliers, to be included within service specifications, contracts and performance management frameworks (**planning**);
- ask the right questions during the procurement process, related to specific outcomes within the service specification, which will then inform the monitoring of social value (**purchasing**);
- develop a Performance Management Framework (PMF) that will effectively measure and monitor Social Value outcomes and Key Performance Indicators (KPIs) (**Monitoring**).

The **Social Value Outcomes Framework** (appendix c) is based on the National TOMS Framework² and the Social Value Calculator³ which is intended for organisations operating within a Health and Social Care system. The Social Value Outcomes Framework is meant to be used flexibly within local areas and can be adapted in terms of local priorities. Therefore the Social Value Outcomes Framework (as per all the Social Value tools and templates) can be adapted according to local priorities using the TOMS National Framework² and the Social Value Calculator³. The Social Value Outcomes Framework is also underpinned by outcomes coproduced through the 'Recipe for a Good Life' project delivered by Wellbeing Enterprise CIC.

The Social Enterprise UK, 12 step guide to embedding Social Value priorities in Health and Care commissioning⁵ identifies the following, which can be aligned to the Social Value Outcomes Framework:

1. Form a Social Value Working Group;
2. Learn about Social Value together;
3. Review existing local priorities (Social Value Framework);
4. Align social value priorities with local objectives and consult with stakeholders (Social Value Framework);
5. Agree and draft Social Value priorities (Social Value Framework);
6. Identify an upcoming service to be commissioned with at least six months lead time, which would be relevant and appropriate to include Social Value;
7. Consult with service providers and service users about the outcomes you want to achieve and the best way to deliver these, and using the agreed social value priorities discuss the type of social value that might be possible to procure through the tender;
8. Agree service specification and the social value requirements;
9. Communicate with the Market;
10. Assess tenders:
11. Make sure you are clear about how the social value responses will be compared and verified. Research conducted by Salford has found that the higher a bid scored on social value the better it scored overall;
12. Award contract: Be clear about how the social value element will be monitored and whether failure to deliver on it should be included in the contract's break clause.

⁵ Social Enterprise UK https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/12_Steps_HealthSocialvalue_SEUK-1.pdf

The **Health Foundation report Building healthier communities: the role of the NHS as an anchor institutions**⁴ provides guidance and evidence of the benefits of maximising Social Value through Commissioning and Procurement activities. The Health Foundation report makes the following recommendations for embedding Social Value within the Commissioning activities and specifically for the development of ‘anchor procurement strategies’:

Shifting more spend locally: Building local capacity and supporting local supply chains.

- An important first step in shifting more spend locally is to **understand current purchasing practices**. This can be achieved through internal audits of procurement spend to identify the percentage of local purchasing ‘Social Accounting’. This shows the level of spend ‘leaking’ out of the local economy, it gives Anchor Institutions a benchmark, and shows that there is potential to work with local suppliers to get more value from procurement.
- Once an organisation understands its purchasing practices, it needs to find ways to **prioritise local suppliers**.
- Regulatory frameworks prevent public sector organisations from requiring suppliers to be only local or use only local labour, however it can be specified that **potential suppliers must help advance local community development**.
- Shifting more spend locally depends on the capacity and capability of the local supplier market. Therefore, Anchor Institutions must therefore develop **market engagement/developments strategies** to ensure that local businesses, social enterprises and SMEs can compete for and secure local contracts for good and services.

Embedding Social Value into purchasing decisions: Prioritising and monitoring Social Value / Building organisational capability and capacity for Social Value.

- This can be achieved through the establishment of Social Value Frameworks with specified outcomes and definitions for social value to assess bids and help measure performance against social objectives.
- STP and ICS leads should work with partners across a place to **agree shared objectives** and **define common metrics for social value**, which in turn could help reduce local variation in how the concept of Social Value is adopted in a local health economy and could help mainstream it in practice – See the C&M **Social Value Charter** and the **Social Value Outcomes Framework** (appendix c) which has been developed to provide our local objectives, definition and metrics for Social Value across the C&M Place.
- Social Value Outcomes Frameworks can also support the measurement of Social Value, post contract award to ensure that their suppliers follow through on social value commitments
- Applying a higher percentage **weighting to Social Value** during the competitive tender evaluation process increases the likelihood of selecting suppliers who provide greater community benefit. NHS providers weight Social Value on average between 5-10%, where Local Authority weighting is higher on average at 30%. However there needs to be a balance in term of evaluating price for example, requiring that all suppliers pay their staff a living wage can make a service more expensive.
- Commissioners must also be given the time and space to **build skills and knowledge** on Social Value and explicit permission to integrate these outcomes into contracting decisions – The C&M **Social Value Training Programme** will support this locally across the C&M Place.
- System and organisational leaders can help signal more clearly that Social Value is a priority and take steps to ensure that local teams see it as part of their role. They also have a role in facilitating **sharing of learning evidence and good practice** – The C&M **Social Value Champions** will support the **leadership** of Social Value across the C&M Place.

The **C&M Social Value Training Programme** has provided a ‘Train the Trainer’ approach. The training includes the following units:

- C&M vision, values and principles for SV
- C&M Social Value Tools and Templates
- Measuring Social Value (Social Outcomes/Impact and Financial Outcomes/Impact) including case studies

Social Enterprise UK has developed a *Social Value Guide*⁶ to help commissioners and procurement managers to apply social value in practice. The guide provides the following overarching recommendations:

- The development of strong, clear organisational Social Value Policy (see the C&M Social Value Templates)
- Embedding Social Value across the ‘whole’ commissioning cycle when:
 - Initiating commissioning;
 - Conducting a needs analysis;
 - Consulting shareholders and/or the marketplace;
 - Designing the services to be procured (Service Specification development);
 - Setting the objectives for any contract to be procured;
 - Evaluating Social Value during the tender process; and
 - Contract monitoring.

⁶ The Social Enterprise UK (2012) Social Value Guide: Implementing the Public Services (Social Value) Act
https://www.socialenterprise.org.uk/wp-content/uploads/2019/05/Social_Value_Guide_Nov12.pdf

6. Glossary

Social Value

Our local definition of Social Value is:

- the good that we can achieve within our communities, related to environmental, economic and social factors;
- our approach to building capabilities, strengths and assets and enabling people to live a 'valued and dignified life';
- an enabler for the growth of 'Social Innovation' (SI) and helps to reduce avoidable inequalities – linked to the Marmot Principles;
- a requirement of the public sector as 'Anchor Organisations' to use their purchasing power to build capabilities, strengths and assets within our communities, ensuring that C&M is a great 'Place' to live and work.

Corporate Social Responsibility (CSR)

Corporate Social Responsibility (CSR) can be seen as a response to Social Value requirements from suppliers, business and industry. CSR is fundamentally about taking resources from the business or organisation and investing those resources in being a good corporate citizen: recycling, giving money to social causes, reporting on social and environmental impacts, and engaging employees in community works.

Social Innovation

The World Economic Forum defines social innovation as:

"The application of innovative, practical, sustainable, market-based approaches that achieve transformative social and/or environmental change, with an emphasis on under-served populations".

Anchor Institutions

Anchor Institutions are local organisations such as Hospitals and Councils that are rooted in their local communities. They are usually the largest employers, purchasers and deliverer of services. They are 'Place' based entities that control a huge amount of local resources.

Anchor Partnership

A local group of anchor institutions who have a collective impact on the local community.

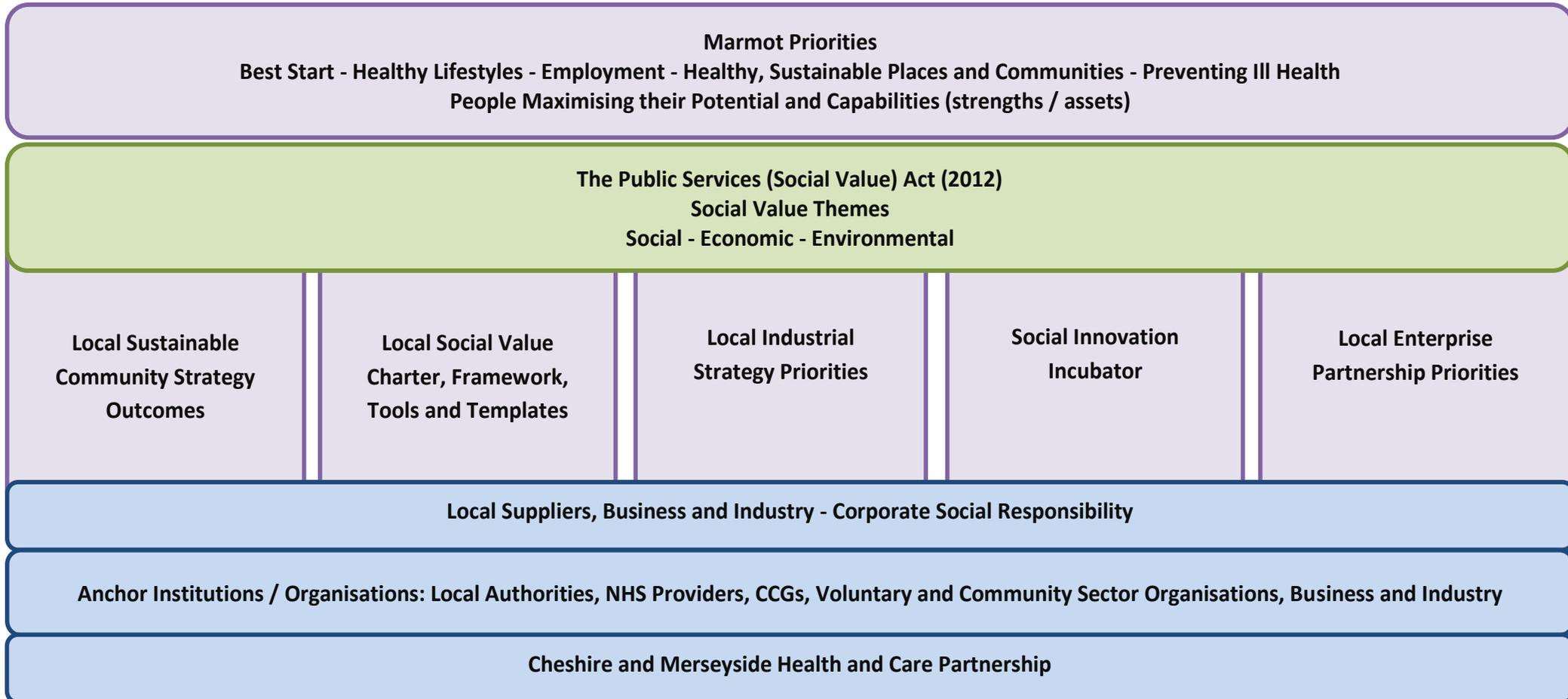
Inclusive Growth

Inclusive growth is economic growth that is distributed fairly across society and creates opportunities for all. Inclusive growth can be achieved through maximising social value opportunities.

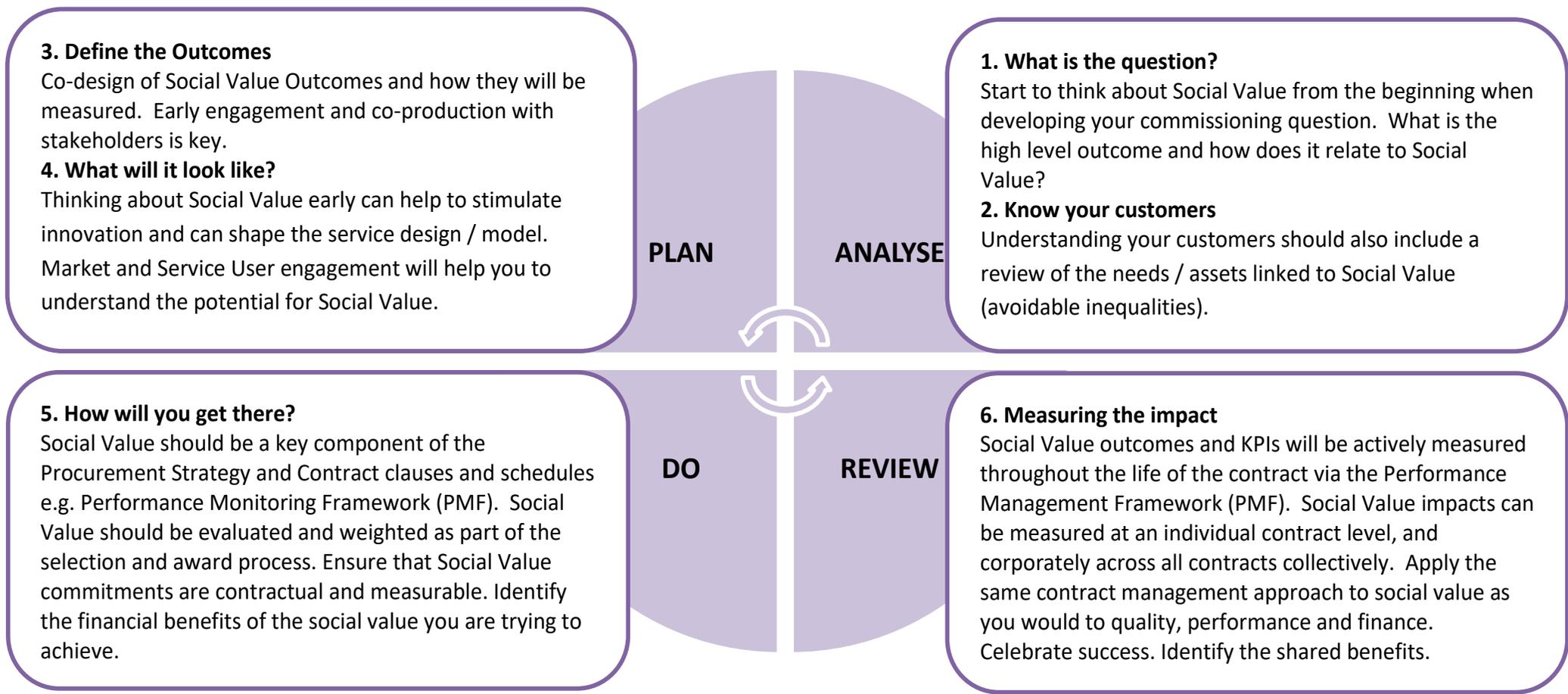
Social Accounting

Social Accounting is a type of accounting that puts a financial value on the effect or impact of an organisations corporate, business, and/or procurement activities on society, the local economy and the environment.

Appendix a. Our Social Value Priorities



Appendix b. Embedding Social Value across the whole commissioning cycle



Appendix c. Social Value Outcomes Framework

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
<p>Social</p> <p>Creating Healthier, more Sustainable and more Resilient Places and Communities.</p>	<p>Fair employment and good work.</p> <p>Best Start in Life.</p> <p>Ensure a Healthy Standard of Living for all.</p> <p>Prevention of Ill Health.</p> <p>All People can Maximise their potential and or capabilities.</p>	<p>People are supported to have control over their lives.</p> <p>The role and impact of ill-health prevention is strengthened.</p> <p>Mental health is promoted.</p> <p>Carers' quality of life is improved.</p> <p>Health literacy is improved.</p> <p>Children are given the best start in life.</p> <p>Awareness of Adverse Childhood Experiences (ACE) and other vulnerabilities is promoted.</p> <p>Community asset building and community health services are promoted.</p> <p>A healthy standard of living for all.</p>	<p>Initiatives to promote independent living, particularly for people with long-term conditions i.e. money advice, befriending schemes, practical healthy lifestyles advice, digital inclusion support.</p> <p>Initiatives that tackle homelessness (i.e. supporting temporary housing schemes, etc).</p> <p>Initiatives that tackle alcohol abuse targeted to higher risk drinkers, delivered in addition to core services.</p> <p>Additional drug misuse programmes delivered – Professional and comprehensive programmes that tackle drug misuse to reduce dependency, delivered in addition to core services.</p> <p>Initiatives that tackle smoking to reduce dependency, delivered in addition to core services.</p> <p>Initiatives that promote healthy eating, drinking and exercise to tackle obesity</p> <p>Initiatives or interventions taken to promote good mental health.</p> <p>Initiatives that increase access to mental health support.</p> <p>Initiatives to support carers to feel less isolated and develop new social and peer support networks.</p> <p>Time volunteered by Health Champions in your workforce (or other volunteering initiatives).</p> <p>Investment in promoting Health Champions (or other volunteers) in your workforce</p> <p>Initiatives that promote positive parenting for target groups.</p> <p>Initiatives that raise awareness of service users' own rights to personal entitlements</p> <p>Volunteering time dedicated to talks in school or the community on substance misuse, healthy eating, sexual health and physical wellbeing (or support existing campaigns such as Change4life, Start4life, RiseAbove and Frank).</p> <p>Demonstration of organisational ACE-awareness/ trauma informed approach for service users beyond the scope of the core service provided.</p>

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
		<p>More job opportunities for people with long-term conditions.</p> <p>More local people in employment.</p> <p>More job opportunities for disadvantaged people.</p> <p>Employment promotes equal opportunities.</p> <p>People are supported to maximise their capabilities.</p>	<p>Time volunteered to engage with community groups, for example to give talks or share information and offer practical health awareness support.</p> <p>Time volunteered to engage with community groups, for example to give talks or share information and offer practical support relevant to the wider determinants of health (e.g. debt advice, fuel poverty advice).</p> <p>No. of jobs (FTE) created for people with disabilities.</p> <p>No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.</p> <p>% of local people employed on contract (FTE).</p> <p>No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer).</p> <p>No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.).</p> <p>The number of people (including as a %) in your workforce and supply chain that are paid at least the real Living Wage</p> <p>Diversity training provided for employees, contractors and subcontractors.</p> <p>Initiatives to support women back into the workplace who are returning from career breaks or long-term parental leave</p> <p>Flexible working initiatives - travel time saved for employees</p> <p>Opportunities created for more equal distribution of care among household members.</p> <p>No. of weeks spent on 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+.</p> <p>No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+</p> <p>No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid and accessible to all young people under 24 yrs old).</p>

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
			<p>Meaningful work placements that pay Minimum or National Living Wage according to eligibility - 6 weeks or more (internships that are accessible to all young people under 24 yrs old).</p>
<p>'Social' Priorities from each local area to be added here.</p> <p><i>Recipe for a Good Life</i></p> <p><i>Local Sustainable Community Strategies</i></p> <p><i>Local Industrial Strategies / Local Enterprise Partnership Priorities</i></p> <p><i>Local Partnership 5 Year Plans</i></p> <p><i>Health and Wellbeing Strategies</i></p>			
<p>Economic</p> <p>Growth - Supporting Inclusive, Diverse and Responsible Business</p>	<p>Ensure a Healthy standard of living.</p> <p>Fair Employment and Good work.</p> <p>Prevention of Ill Health.</p>	<p>A healthy standard of living for all.</p> <p>More job opportunities for people with long-term conditions.</p> <p>More local people in employment.</p> <p>More job opportunities for disadvantaged people.</p> <p>Employment promotes equal opportunities.</p> <p>People are supported to maximise their capabilities.</p>	<p>No. of jobs (FTE) created for people with disabilities.</p> <p>No. of local people (FTE) employed on contract for one year or the whole duration of the contract, whichever is shorter.</p> <p>% of local people employed on contract (FTE).</p> <p>No. of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer).</p> <p>No. of employees (FTE) taken on who are rehabilitating young offenders (18-24 y.o.)</p> <p>The number of people (including as a %) in your workforce and supply chain that are paid at least the real Living Wage.</p> <p>Diversity training provided for employees, contractors and subcontractors</p> <p>Initiatives to support women back into the workplace who are returning from career breaks or long-term parental leave.</p> <p>Flexible working initiatives - travel time saved for employees.</p>

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
		<p>Employee wellbeing is supported and incentivised.</p> <p>Partnerships with VCSEs are developed or improved.</p> <p>Businesses operate in a friendly environment to all.</p> <p>Existing resources are used to deliver social value.</p> <p>Ethical Procurement is promoted.</p> <p>Social Value embedded in the supply chain.</p> <p>Service users are engaged.</p>	<p>Opportunities created for more equal distribution of care among household members.</p> <p>No. of weeks spent on 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+.</p> <p>No. of weeks of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+.</p> <p>No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid and accessible to all young people under 24 yrs old).</p> <p>Meaningful work placements that pay Minimum or National Living Wage according to eligibility - 6 weeks or more (internships that are accessible to all young people under 24 yrs old).</p> <p>Demonstrate commitment to work practices that improve staff wellbeing, recognise mental health as an issue and reduce absenteeism due to ill health. Identify time dedicated for wellbeing courses.</p> <p>The number of people (including as a %) in your workforce that are mental health first aid trained.</p> <p>Have you signed up to Time to Change pledge? If Yes, please upload your Employer's Pledge.</p> <p>Total amount (£) spent with VCSEs within your supply chain.</p> <p>Provision of expert business advice to VCSEs and SMEs that support people's health and wellbeing (e.g. financial advice / legal advice / HR advice/HSE).</p> <p>Equipment or resources donated to VCSEs (£ equivalent value).</p> <p>Total amount (£) spent in LOCAL supply chain through the contract.</p> <p>Number of contracts reserved for sheltered workshops and economic operators whose main aim is the social and professional integration of disabled or disadvantaged persons (as defined within Public Contracts Regulations 2015).</p>

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
			<p>Total spend on contracts reserved for sheltered workshops and economic operators whose main aim is the social and professional integration of disabled or disadvantaged persons (as defined within Public Contracts Regulations 2015)</p> <p>Initiatives to create dementia-friendly environments.</p> <p>Hours of pro bono room usage dedicated for other services to provide health and wellbeing activities (e.g. voluntary groups, informal patient-led activities).</p> <p>Number of procurement contracts that include commitments to ethical procurement.</p> <p>Total spend on procurement contracts that include commitments to ethical procurement.</p> <p>Are you legally required to have a Modern Slavery and Human Trafficking Statement, as outlined in the Transparency of Supply Chain clause of the UK Modern Slavery Act 2015?</p> <p>Number of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required.</p> <p>Total spend with the supply chain on contracts where Social Value commitments, measurement and monitoring are required.</p> <p>Number of contracts where services users have been involved in the design and development services</p>

‘Economic’ Priorities from each local area to be added here.

Recipe for a Good Life

Local Sustainable Community Strategies

Local Industrial Strategies / Local Enterprise Partnership Priorities

Local Partnership 5 Year Plans

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
<i>Health and Wellbeing Strategies</i>			
Environmental		Environmental Impacts are reduced. Air pollution is reduced. Sustainable travel is promoted. "Care Miles" are reduced. Better places to live. Sustainable and ethical governance is promoted.	Savings in Greenhouse Gas (GHG) emissions on a contract not from transport (specify how these are to be achieved). Initiatives to provide advice to local residents to reduce energy consumption such as advice around energy savings and fuel switching - specifically targeting groups that struggle with fuel poverty. Reduction in waste generated (kg) on your care pathway module, compared to previous year (including as a %). Waste avoided by donating medical devices or pharmaceuticals no longer needed to charities, non-profit organisations or other industries. Initiatives to reduce or replace the use of single use plastics. Savings in Greenhouse Gas (GHG) emissions on the contract from transport. Savings in NOx emissions on the contract from transport. Savings in PM2.5 emissions (fine particles with a size (diameter) generally less than 2.5 micrometres emitted directly into the atmosphere) on the contract. Car miles saved on the project. Number of low or no emission staff vehicles included on project (miles driven). Initiatives to promote flexible working, including working from home, to reduce unnecessary staff travel. Support the development of services that promote care to be delivered more locally through the digitisation of services. Voluntary time dedicated to the creation or management of green infrastructure, to increase biodiversity, or to keep green spaces clean.

Social Value Theme	Marmot Priorities	Outcomes	Example Indicators / Measures - Social Value Calculator ³ & National TOMS Framework ²
			<p>Initiatives to ensure that the positive impact on local green space as a result of the contract will be maximised.</p> <p>Number of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer).</p> <p>Total spend on procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer).</p>
<p><i>'Environmental' Priorities from each local area to be added here.</i></p> <p><i>Recipe for a Good Life</i></p> <p><i>Local Sustainable Community Strategies</i></p> <p><i>Local Industrial Strategies / Local Enterprise Partnership Priorities</i></p> <p><i>Local Partnership 5 Year Plans</i></p> <p><i>Health and Wellbeing Strategies</i></p> <p><i>Environment Strategies</i></p>			
<p>Social Innovation</p>		<p>Service user quality of life is improved (beyond the scope of the service).</p> <p>Non-clinical treatment is promoted.</p> <p>Engagement in test beds or pilots is encouraged.</p>	<p>Arts and Culture initiatives in care facilities to improve the user experience of the care environment.</p> <p>Investment in social prescribing schemes as a treatment.</p> <p>Number of innovative approaches to healthcare delivery that your organisation is participating in, including pilots and test beds.</p>