

Cheshire West & Chester Council

Social Value Policy

2021-25

Delivering social, environmental and economic
benefits for local communities



Cheshire West
and Chester

Purpose

The following policy sets out how the council, working alongside partners, will harness its purchasing power and role as a major employer to support communities, the environment and local economy. This is known as social value.

The council's core responsibility is securing quality services. Social value goes beyond this core responsibility and utilises the organisation's role as a purchaser and as a major employer to support a stronger society, a fairer economy and more resilient environment.

In relation to the purchaser aspect, this involves procuring goods and services which not only meet core requirements but also support wider goals. For example, there is greater opportunity to procure suppliers with strong green credentials, progressive employment practices and local supply chains that benefit residents. The council spends £300m a year with external providers and further channelling this spend, and the spend of key partners, towards local priorities is a big opportunity.

Many social value approaches just focus on procurement, but the Council's role as an employer is also important. The Council directly employs around 3,082 individuals, and this provides a platform for the delivery of wider council objectives. For example, council staff could be further supported to not only deliver quality services but also to volunteer their help to support communities. The organisation could also focus more on recruiting staff in such a way that we support local people, in challenging circumstances, to access good employment opportunities.

In many ways this is about making the 'Cheshire West Pound' go further and is particularly important as the Borough faces the challenges and opportunities of recovery from COVID-19.

How this policy was developed

The policy has been developed by engaging with many local organisations, businesses and representatives. Focus groups were held with suppliers to secure their views and also with staff. A summary of their feedback is included in Appendix A. Best practice from elsewhere has also been considered and the Social Value Portal was invited to quality assure the draft policy.

What do we mean by social value?

Social Value has largely been associated with delivering a wider social impact from procurement activities. The social value hub define it as "The benefit to the community from a commissioning or procurement process over and above the direct purchasing of goods, services and outcomes."

It is underpinned by the Public Services (Social Value Act) 2012 and will be instrumental to a new national procurement policy which will form part of public sector procurement transformation beyond 2023. The UK Government has

announced its commitment to a minimum 10% social value weighting on all central government contracts with a measurement framework based on a series of Themes, Outcomes and Measures.

The guidance on implementing central Governments Social Value Model provides the option for higher weighting to be applied to enable a "heavy enough score for social value to be the differentiating factor in bid evaluation.

Cabinet Office on 3 June 2021 released its latest Procurement Policy Note (PPN05/21) setting out guidance on the National Procurement Statement (NPPS). The Statement sets out the national priorities that all contracting authorities should have regard to in their procurement, where relevant and proportionate.

Contracting authorities should consider the following social value outcomes alongside any additional local priorities:

- Creating new businesses, new jobs and skills
- Tackling climate change and reducing waste
- Improving supplier diversity, innovation and resilience

Any further legal obligations will be incorporated into the Council's Social Value Policy as the National Procurement Policy evolves.

The Council can go beyond the legal minimum standards and put forward an ambitious approach in line with the priorities set out in the Council Plan and Recovery Plan.

The council has declared both a climate emergency and a poverty emergency. It has emerging ambitions for a more inclusive and fairer economy. It has major opportunities to improve the wellbeing for children and adults who need our support. All of these objectives could align with a progressive approach to procurement and employment.

There is also a significant opportunity to join up this approach with our partners in the public, voluntary and private sectors across the Borough and with our neighbours across Cheshire to make the maximum difference.

Social value is strongly associated with community wealth building. This is about retaining and generating wealth at the local level to support a fairer and more inclusive society. This looks at procurement and the public sector workforce so very much complements this agenda, but is also much broader and also considers public investment, assets, planning and other policy levers. This wider agenda will be considered through our approach to a more inclusive economy which is subject to separate public engagement.

One important message is that social value should not be burdensome or costly if done in a targeted and proportionate way. In many ways it's about harnessing the existing added value from suppliers and staff towards clearly understood goals rather than creating new costs.

Where are we now?

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

Procurement

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

Commitment to ensuring minimum standards in relation to equality diversity

Commitment to eradicating modern slavery through the supply chain
Fair Trade Borough

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

Employment

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

160 apprentices over the last three years

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

Equality and Diversity excellence status

2025 hours of staff volunteering since 2016

1781 staff benefiting from carbon literacy to benefit their communities

Offering work experience placements for local residents

Undertaking fundraising for local, national and international causes

The challenge, however, is that a lot of the above:

- could be taken further,
- could be better joined up,
- could be linked more to the council plan priorities and recovery from COVID-19,
- and could be better monitored to drive continuous improvement.

A proposed vision for the future

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

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

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

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

Clear goals

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

The seven broad priorities



Tackle the climate emergency



A fairer future – tackling the poverty emergency



Grow our local economy and deliver good jobs with fair wages for our residents



Support children and young people to make the best start in life and reach their full potential



Make our neighbourhoods even better places to call home



Enable more adults to live longer, healthier and happier lives



An efficient and empowering Council

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

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

Potential social value activities

Social	Jobs	Growth	Environmental
<ul style="list-style-type: none"> Programmes that support digital inclusion Initiatives that address poverty Support to enhance community volunteering Support to enable communities to engage in local decision making and active citizenship Actions that tackle social isolation Business advice to voluntary and community sector organisations Support to care leavers and children with special educational needs and disabilities 	<ul style="list-style-type: none"> Initiatives that support apprenticeships and supported employment Employment, training, mentoring, and work experience for individuals currently unemployed Employment, training, mentoring, and work experience for individuals with disabilities Commitment to paying the local living wage 	<ul style="list-style-type: none"> Support to business start ups Use of local supply chains Promoting opportunities for micro, small and medium sized enterprises and for voluntary and community sector organisations Promotion of ethical procurement Embedding social value in the supply chain 	<ul style="list-style-type: none"> Green travel initiatives Emission avoidance programmes Energy efficiency actions Planting of trees and biodiversity programmes Initiatives that reduce waste and increase recycling Volunteering to support green infrastructure Commitment to reduce the use of single use plastics

Policy interventions

Procurement

(i) Minimum standards: Before the Council applies any social value requirements to any procurement process, it would expect the minimum standards from all bidders

- Commitment to eradicate modern slavery
- Commitment to compliance with equality and diversity legislation
- Commitment to compliance with health and safety legislation
- Commitment to fair working practices

(ii) Improving the accessibility of the procurement process:

The Council will aim to make bidding for council contracts much easier, particularly for smaller businesses. This will be assisted by:

- Reviewing financial turnover thresholds, where financial risk is relatively low, to enable smaller supplier and start-ups to access opportunities
- Exploring whether larger contracts can be divided into lots where appropriate or open to consortia of bidders
- Committing to pay all local suppliers in less than the current standard of 30 days to assist with cash flow, particularly for smaller firms
- Engaging with bidders through meet the buyer events and supplier events

Policy interventions (cont)

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

Employment

- (i) **Recruitment that supports disadvantaged residents:** The council will review its recruitment processes to ensure individuals that are underrepresented and may have challenges are supported to access employment with the council where appropriate. This will involve
- reviewing where roles are advertised,
 - providing more apprenticeship opportunities particularly for young people
 - making work experience opportunities easier to access
 - providing placements as part of the national employment gateway initiatives, to tackle youth unemployment
 - working closely with agencies that support people out of work to access opportunities
 - committing to supported employment placements for individuals with disabilities
 - Further work to support all our care leavers with the offer of a job with the Council or one of its suppliers, work experience or training if they request this help
- (ii) **Expanding the commitment to staff volunteering:** The council provides up to 2 days that staff can use for volunteering opportunities each year but this is under-utilised. The organisation will work with managers to promote volunteering opportunities to increase takeup. Further focus will be on expanding the range of volunteering opportunities available. At the moment many opportunities relate to maintenance of green spaces. There are further opportunities around mentoring for disadvantaged residents, business advice, digital inclusion support etc which could also be promoted.
- (iii) **Recognising staff contribution:** The council will explicitly recognise the contribution staff make to promoting social value through our appraisal process and through staff awards.
- (iv) **Supporting small businesses with HR assistance:** The council have an employee assistance programme that supports staff with issues such as debt advice, mental health, and other challenges. This service has been made available for a period of time to support local businesses so they have additional help for their workforce in challenging times.

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

Delivery and evaluation

The following actions will be progressed to deliver this policy

- **Dedicated capacity:** Officer support will be put in place to oversee the delivery of this agenda. They will work across the organisation and with partners to set standards, to raise awareness and to help capture valuable learning. They will work very closely with specialists in HR and Procurement to make this happen.
- **How to guides:** The council will develop accessible guides and training for staff who purchase goods and services to understand the benefits and requirements of social value. Accessible guides will also be produced for potential bidders. Managers of staff will also be provided with support and guidance to secure added social value through the workforce.
- **Monitoring and evaluation:** What's measured gets done. Social value commitments through contracts and the workforce will be monitored to drive learning, transparency, and continuous improvement. The National Themes, Outcomes and Measures (TOMs) framework will provide the menu of measures that bidders can choose from to propose and report on social value. This framework is well understood by bidders and the wider public sector. The Social Value Portal will be engaged to provide a web platform to monitor the progress that has been made and to assist with the evaluation of social value in procurement processes and employment where feasible. Wider progress will also be incorporated in the Council's performance management framework where possible.

An action plan for delivery is included in Appendix C of this policy.

Engagement Feedback

The Council has consulted widely within the Council, and with current and potential suppliers, to develop the Social Value Policy and to understand the impact that it will have. Engagement has included discussions at:

- Anchor Institutions Roundtable
- Children in Care Council
- Commissioning and Contract Managers focus group
- Departmental Management Teams
- Inclusive Economy Governance Board and Operational Group
- Members discussions
- Poverty Truth Advisory Board
- Senior Management Teams
- Suppliers workshops
- Staff Focus Group
- Staff Workshops

Feedback has been broadly enthusiastic, with key concerns being raised focusing on the potential for additional requirements to either deter or preclude some suppliers from tendering for Council contracts, or for this simply to be reflected in higher costs to the Council. Interestingly, however, this view was not shared by a group of suppliers who discussed this policy

Feedback:	Action:
General support for the approach being proposed	None required
Concern that the policy does not deter fair competition for the Council's business or have a detrimental effect on the value for money achieved	The proposed policy has been discussed with current suppliers and benchmarked against other policies nationwide. A proportionate approach will be taken
Additional engagement was suggested with specific groups and individuals	All groups suggested have been met with.
Concern was expressed that the proposed weighting given to social value was both too high (suggested by commissioning officers) and too low (suggested at a local suppliers forum)	Proposed weighting to be retained but kept under review. A proportionate approach will be taken.

Concern over the officer capacity required to verify social value returns	The Council are exploring potential tools and support to address this.
Regular feedback on progress would be useful	Regular feedback will be provided to those groups who requested it
Support for the proposal for service credits where social value targets are not met. Suggestion that this could be linked with 'Spacehive' the Council's crowdfunding platform	The proposal for service credits has been retained. Opportunities to link this with the Council's crowdfunding platform will be explored.
Explore the potential to join with anchor institutions across the borough to maximise benefits	A first meeting of anchor institutions from across west Cheshire has been held, with maximising social value being one of the points considered
Consider how the policy could be used to promote suppliers adopting family, carer and foster friendly policies.	The proposal is that suppliers will be encouraged to target social value against any of the existing Themes, Outcomes and Measures at first. Once the policy is embedded the Council will pilot targeting specific social value outcomes on a specific procurement or commissioning exercise.
Consider how social value can be targeted around key issues such as tackling social isolation or providing more work and placements for people with learning difficulties.	The proposal is that suppliers will be encouraged to target social value against any of the existing Themes, Outcomes and Measures (TOMS) at first. Once the policy is embedded the Council will pilot targeting specific social value outcomes on a specific procurement or commissioning exercise.
Staff asked that any guidance / how-to guides produced be short and easy to read and that a single point of contact be identified for queries. There was a preference for a lunchtime learning or discussion approach to training.	All to be addressed in the roll-out of the policy

The Social Value Performance Management Framework

The [National TOMS Framework](#) (Themes, Outcomes and Measures) was developed by the National Social Value Taskforce in 2019 and updated in 2021. The TOMS are set out against the four themes of Jobs, Growth, Social and Environment, the table below sets out how these themes map against the Council's corporate priorities.

Corporate Priority	Linked Social Value Themes			
	Jobs	Growth	Social	Environment
Tackling the climate emergency				✓
A fairer future: Tackling the poverty emergency	✓	✓	✓	
Grow our local economy and deliver good jobs with fair wages for our residents	✓	✓	✓	✓
Support children and young people to make the best start in life and reach their full potential	✓	✓	✓	✓
Enable more adults to live longer, healthier and happier lives	✓	✓	✓	✓
Make our neighbourhoods even better places to call home			✓	✓
An efficient and empowering Council			✓	

The National TOMS are:

Themes	Outcomes	Ref	Measures
Jobs: Promote Local Skills and Employment	More local people in employment	NT1	No. of local direct employees (FTE) hired or retained (for re-tendered contract) on contract
		NT1a	No. of local direct employees (FTE) (TUPE transfers) retained on contract
		NT1b	No. residents (FTE) employed from listed sub-localities (direct/supply chain)

Themes	Outcomes	Ref	Measures
		NT1c	No. of local people (FTE) on contract employed through the supply chain
		NT2	Percentage of local employees (FTE) on contract
	Fair work	NT74	Union recognition agreements & collective bargaining are present and encouraged
		NT75	Good and fair work charters are implemented
	More opportunities for disadvantaged people	NT3	No. of employees (FTE) hired on contract who are long term unemployed (1+ yr)
		NT3a	No. of armed forces veteran employees (FTE) hired on the contract (LTU)
		NT3b	No. of homeless employees (FTE) hired on the contract
		NT3c	No. of mothers returning to work (FTE) hired on contract
		NT3d	No. of survivors of modern slavery employees (FTE) hired on contract
		NT4	No. of employees (FTE) hired on the contract who are NEETs
		NT4a	No. of 16-25 y.o. care leavers (FTE) hired on the contract
		NT5	No. of 18+ rehabilitating or ex-offenders (FTE) hired on the contract
		NT5a	No. of 18-24 rehabilitating young offenders (FTE) hired on the contract
		NT6	No. of disabled employees (FTE) hired on the contract
		NT6a	No. of disabled armed forces veteran employees (FTE) hired on the contract
		NT7	No. of hours supporting unemployed people into work (24 yo+)

Themes	Outcomes	Ref	Measures
	Improved skills	NT8	No. of staff hours spent on local school and college visits (inc. prep. Time)
		NT9	No. of weeks of training opportunities on the contract - Level 2, 3 or 4+
		NT10	No. of weeks of apprenticeships on the contract - Level 2, 3 or 4+
	Improved skills for disadvantaged people	NT9a	Weeks of training opportunities on contract for disadvantaged groups - Level 2, 3, or 4+
		NT10a	No. of weeks of apprenticeships for disadvantaged groups - Level 2, 3 or 4+
	Improved skills for a low carbon transition	NT54	Hours supporting those in traditional high carbon industries to retrain (just transition)
		NT10b	No. weeks of apprenticeships on contract, low carbon economy - Level 2, 3 or 4+
	Improved employability of young people	NT11	No. of hours dedicated to support young people into work (16-24 yo)
		NT12	Weeks of meaningful work placements / pre-employment courses (students, 1-6 wks, unpaid)
		NT13	No. of weeks of meaningful paid work placements (6+ weeks, paid)
		NT13a	No. of weeks of meaningful work placements that pay Real Living wage (6+ weeks)
	Retaining jobs and skills during the COVID-19 crisis	C19-1	Percentage of directly employed staff on contract retained with pre-crisis level pay/hours

Themes	Outcomes	Ref	Measures
		C19-2	Percentage of directly employed staff on contract retained with agreed temporarily reduced hours
		C19-3	Percentage of staff on contract furloughed
		C19-4	Percentage of supply chain staff on contract retained
		C19-19	People hired who lost job or were unable to find work due to Covid
Growth: Supporting Growth of Responsible Regional Business	More opportunities for local MSMEs and VCSEs	NT14	Total amount (£) spent with VCSEs within your supply chain
		NT15	No. hours of expert business advice to VCSEs and MSMEs
		NT15a	No. hours helping VCSEs and MSMEs achieve net zero carbon by 2050 or before
		NT16	Equipment or resources donated to VCSEs (£ equivalent value)
		NT17	Number of voluntary hours to support VCSEs (excl. expert advice)
		NT18	Total spent in the LOCAL supply chain through the contract
		NT18a	Total amount (£) spent through the contract in specified sub-localities
		NT19	Total amount (£) spent through the contract with LOCAL MSMEs
		NT19a	Total spent with local micro and small enterprises through the supply chain
	Improving staff wellbeing and mental health	NT20	No. employees provided access to multidimensional wellbeing programmes

Themes	Outcomes	Ref	Measures
	Reducing Inequalities	NT55	No. employees provided workplace screening & support for anxiety & depression
		NT39	£ invested in mental health campaigns for staff
		NT56	Percentage of suppliers implementing mental health core/enhanced standards
		NT21	Equality, diversity and inclusion training for staff & supply chain
		NT57	% median gender salary gap for prime contractor staff - SMEs
		NT40	Number and type of initiatives put in place to reduce the gender pay gap
		NT41	Percentage of staff paid at least the relevant Real Living wage (Living Wage Foundation)
		NT42	Percentage of contractors in the supply chain required to pay at least Real Living wage
		NT58	No. employees (FTE) on a renewed contract or TUPE to have a pay raise to Real living wage or higher
		NT22	Percentage of procurement contracts including commitments to ethical procurement
	Ethical Procurement is promoted	NT43	Initiatives in the supply chain to identify & manage risks of modern slavery
		NT59	No. supply chain audits to identify & manage risk of modern slavery occurring
		NT60	No. people employed to identify & manage risk of modern slavery occurring
	Cyber security risks are reduced	NT61	Percentage of invoices on the contract paid within 30 days
		NT62	Companies in the supply chain that achieve relevant cyber security certifications

Themes	Outcomes	Ref	Measures
	Social value embedded in the supply chain	NT23	Percentage of supply chain contracts with social value commitments, measurement & monitoring
	Supporting workers, SMEs and VCSEs to face the COVID-19 crisis	C19-5	Support for SMEs/VCSEs to respond to the crisis & maintain business operations
		C19-6	Percentage of invoices on the contract paid to MSMEs and VCSEs within 30 days
		C19-7	Policy to support staff working remotely/on furlough re. mental health/wellbeing
		C19-8	Support for staff working remotely/on furlough re. mental health/wellbeing
		C19-9	Do you have a policy or strategy to provide safe virtual spaces to staff?
		C19-10	Initiatives to provide safe virtual spaces to staff (inc. cyber sec. guidance)
		C19-11	Initiatives to support own & supply chain staff delivering essential work
		C19-12	Support for own & supply chain staff from vulnerable groups, economically
		C19-13	Percentage of contractors engaged with to implement COVID-19 response measures
Social: Healthier, safer and more resilient communities	Crime is reduced	NT24	Initiatives aimed at reducing crime
	Creating a healthier community	NT25	Initiatives to be taken to tackle homelessness
		NT63	Initiatives to support rough sleepers, inc. training for security & night staff

Themes	Outcomes	Ref	Measures
		NT26	Initiatives to engage the community in health or wellbeing initiatives
	Vulnerable people are helped to live independently	NT27	Initiatives to support older, disabled and vulnerable with community networks
	More working with the community	NT28	Donations or in-kind contributions to local community projects (£ & materials)
		NT29	No. of hours volunteering time provided to support local community projects
		NT30	Support local community draw up their own Community Charter/Stakeholder Plans
	Supporting communities to deal with the COVID-19 crisis	C19-14	Strategy on best practice COVID-19 workspace social interactions for own & supply chain staff
		C19-15	Enable staff on the contract to safely volunteer within their community (COVID-19 support)
		C19-16	Direct support to local authorities/VCSEs to deliver services to the vulnerable (COVID-19 support)
		C19-17	Campaign funding to increase understanding of crisis behavioural norms
		C19-20	Redesign of spaces to address Covid related risks and impacts on staff and work
Environment: Decarbonising and safeguarding our World	Carbon emissions are reduced	NT31	Savings in CO2 emissions on contract achieved through de-carbonisation
		NT44	Policy and programme to achieve net zero carbon by 2050 or before
		NT64	Contributions made on the contract to own carbon offset fund or external provider

Themes	Outcomes	Ref	Measures
		NT45	Carbon Certification
	Air pollution is reduced	NT32	No. car miles saved on contract (e.g. resulting from green transport programme)
		NT33	No. car miles driven using low or no emission staff vehicles
		NT46	Corporate travel schemes available to employees on contract
		NT65	Percentage of fleet or construction vehicles on contract that are at Least Euro 6 or LEV
		NT66	Fleet emissions monitoring programme on the contract, including data collection
	Safeguarding the natural environment	NT67	Donations towards environmental & biodiversity conservation initiatives
		NT47	Donations or investments towards sustainable reforestation/afforestation
		NT68	Percentage of plastic recycling on contract
	Resource efficiency and circular economy solutions are promoted	NT69	Support internally and to supply chain to adopt Circular Economy solutions
		NT70	Single-use plastic packaging eliminated through reusable packaging solutions
		NT71	Value of local partnerships to implement circular economy solutions
		NT72	Hard-to-recycle waste diverted from landfill/incineration
	Sustainable Procurement is promoted	NT35	Percentage of procurement contracts that include sustainable procurement commitments

Themes	Outcomes	Ref	Measures
		NT73	Percentage of supply chain contracts requiring use of low/zero emission vehicles
		NT48	Supply Chain Carbon Certification
		NT49	No. hrs of climate change/carbon reduction training for supply chain staff
	COVID-19 environmental response	C19-18	Initiatives to support appropriate collection for discarded gloves and masks
Innovation: Promoting social innovation	Social innovation to create local skills and employment	NT50	Innovative measures to promote local skills and employment
		NT51	Innovative measures to promote and support responsible business
	Social innovation to enable healthier, safer and more resilient communities	NT52	Innovative measures to enable healthier, safer and more resilient communities
	Social innovation to safeguard the environment and respond to the climate emergency	NT53	Innovative measures to safeguard the environment

Social Value Action Plan

Theme	Action	Lead Officer	Timeline
Procurement, Commissioning and Contract Management	Adopt a social value measurement tool	Procurement Manager	July 2021
	Training and awareness raising for commissioning and contract management staff	Procurement Manager	August 2021
	Launch social value measurement tool	Procurement Manager	September 2021
	Launch event for local and national suppliers	Procurement Manager	September 2021
Crowdfunding	Explore the potential to link service credits with the Council's Spacehive crowd funding platform	Strategy and Innovation Manager	December 2021
Employment	Approval of the People Plan	Human Resources Manager/Staffing Committee	July 2021
	Approval of Inclusive Employment Strategy	Human Resources Manager/Staffing Committee	September 2021
	Deliver a Supported Internship programme within the Council for 20 young people in receipt of an Education, Health and Care Plan	Skills and Employment Manager	April 2022

Theme	Action	Lead Officer	Timeline
Staff Awareness	Develop a short training session that can be delivered in a lunch-time learning slot	Strategy and Innovation Manager	September 2021
	Develop a social value page on the Council's intranet	Strategy and Innovation Manager	August 2021
Partnership Working	Explore the potential to maximise the creation of social value across the borough through the emerging Cheshire West Anchors Network	Strategy and Innovation Manager	December 2021
Reporting	Develop a Council social value measure that can be proposed for inclusion in the PMF at the next annual refresh in June 2022	Strategy and Innovation Manager	June 2022

Accessing Cheshire West and Chester Council information and services

Council information is also available in audio, Braille, large print or other formats. If you would like information in another format or language, including British Sign Language, please email us at:

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