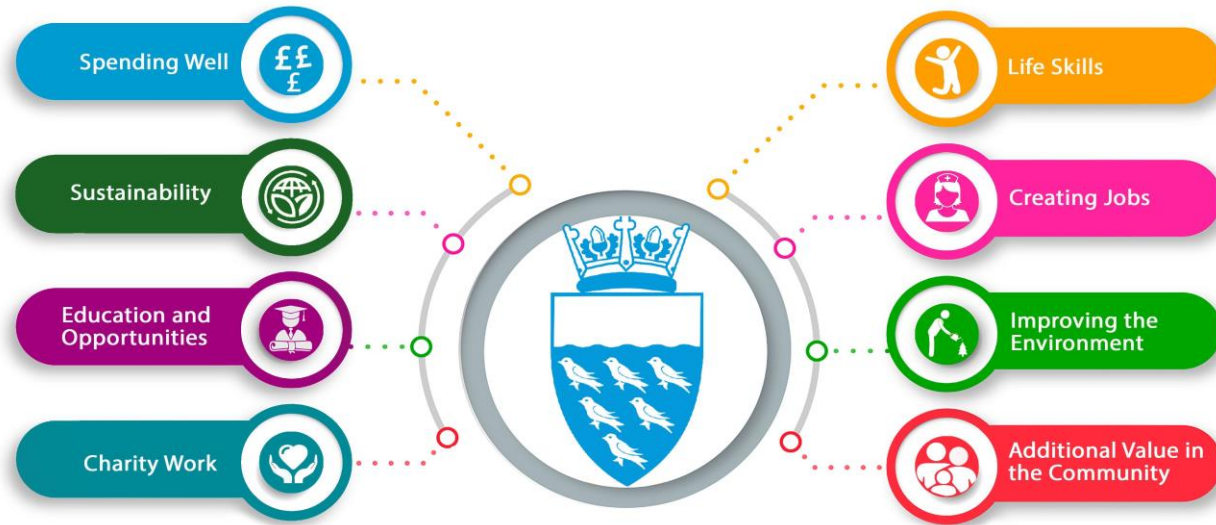


Social Value Framework

Embedding and realising Social Value through Procurement & Contract Management



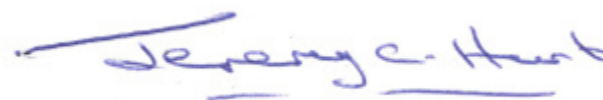
Foreword

This Framework is intended to support officers at West Sussex County Council (WSCC) and our Suppliers to strengthen and enhance opportunities in delivering social benefit to our communities.

Embedding Social Value into our commissioning and procurement activity and realising it through effective contract management can drive forward change in West Sussex as we continue to make sure our county is the best place to live, work and visit.

To meet the opportunities for the future, this new approach to embedding Social Value provides greater freedom and responsibility throughout our commissioning activity to innovate and demonstrate considerable impact across our third party spend.

We are committed to our responsibilities and obligations under the Social Value Act and the targets within our Reset Plan. We will uphold the principles of this framework to generate added social benefit throughout our commissioning and procurement activity and ensure that we are maximising resources to their full potential.

A handwritten signature in blue ink that reads "Jeremy C. Hunt".

Jeremy Hunt, Cabinet Member for Finance

A handwritten signature in grey ink that reads "K Eberhart".

Katharine Eberhart, Director of Finance and Support Services

Introduction

Social Value is achieved by generating benefits to society, the economy and positive impacts to the environment and local communities via our external spend. It can be created in many ways, and has wide ranging benefits across the county, which is more important than ever as we plan our recovery following the COVID-19 pandemic.

Our [Reset Plan](#) sets out the four key priorities of WSCC between 2021 and 2025 and delivering Social Value will play an intrinsic role in achieving the outcomes within it.

This framework sets out our approach to embedding social value into sourcing, procurement, commissioning and contract management, under both the [Public Services \(Social Value\) Act 2012](#) ("Social Value Act") in the context of securing the best achievable outcomes and value for money and against the themes set out in the Reset Plan.

It sets out the steps by which we will achieve the maximum benefit and impact for our residents through a process of embedding social value principles in our commissioning and procurement practices.

Our vision

We will actively consider Social Value as part of all procurement activities on a case by case basis. Where appropriate, a minimum weighting of 10% will be allocated to Social Value.

We have committed to ensuring that by 2024/25, 80% of new tenders over the value of £500,000 will have social value criteria included within their evaluation.

Where Social Value is a requirement of the contract, we will require suppliers to report quantifiable social benefits against the themes of the Reset Plan

Scope of the Framework

The Social Value Act

The [Social Value Act](#) requires Procurement, Commissioners and those involved in externally sourcing within WSCC to consider the following, at all stages of the commissioning cycle:

- How what is to be procured may improve the social, environmental, and economic wellbeing of a relevant area,
- How they might secure any such improvement, and
- The need to undertake consultation on these matters

We will apply the same broad principles to the commissioning and sourcing of all externally sourced contracts over £100,000. We have clearly defined processes in place which will document our decision making.

The Reset Plan

Using research from a wide range of stakeholders, four key priorities have been created which set out our areas of focus. Our approach to this is further detailed within The [Reset Plan](#) and the key priorities are:

- Keeping people safe from vulnerable situations
- A sustainable and prosperous economy
- Helping people and communities to fulfill their potential
- Making the best use of resources

The Social Value Framework plays a key role in the delivery of these priorities.

We have committed to ensuring that by 2024/25, 80% of new tenders over the value of £500,000 will have social value criteria included within their evaluation.

The Procurement Strategy

Lastly, within the [Procurement Strategy](#) we set out our approach to achieving better outcomes for our residents, businesses and visitors based on their needs and aspirations.

It includes detail around the procurement processes we have in place that will deliver the outcomes of the Social Value Framework.

The current economic climate also means that we must look at service delivery in different ways, innovate and look for alternative solutions. The scope of this framework is to support our officers to maximise social value outcomes through our commissioning function. This would also likely be the shared view of our trusted contracted Supplier partners, subject to agreement of feasible, realistic, and affordable measurement against social value indicators.

What is Social Value?

Our definition of social value is taken from The Sustainable Procurement Task Force and adapted as follows:

"A process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a total cost basis across the entire lifecycle of the contract, in terms of generating benefits to society, the economy and positive impacts to the environment".

Social benefit is the outcome of the process of achieving social value. This can mean many different things to different people and we make decisions on social benefit every day including through decisions to commission particular services that focus on a particular need.

By embracing the Social Value Act, we will secure additional social benefit which ranges from; securing jobs for the long-term unemployed, sub-contracting opportunities for the VCSE sector or Small and Medium enterprises (SME), to softer but equally important benefits such as engagement with communities or groups that might otherwise be disadvantaged.

By requiring Suppliers to deliver social value whilst they deliver the main element/s of their contract we will ensure that West Sussex benefits. **To put this in context, our annual external spend is around £600 million.** The result is that WSCC gets more, both directly and indirectly, for the money spent and we can be confident of this by putting robust systems in place to measure Social Value being delivered.



Why Social Value?

Social Value will enhance our ability to meet the needs of our communities, enhance opportunities for residents and reduce health, wellbeing, and social inequalities.

Difficult decisions have been taken to protect services and there are many challenges to address in the future. To meet these a system wide view of delivering social value is needed to help to deliver better outcomes for our residents.

Social Value forms a vital part of ensuring that innovative and potentially radical solutions are progressed to make public money deliver better outcomes.

If we do not comply with the Social Value Act, we will not only fail to meet our legal requirements set out in the Act but will fail to maximise the value of public spending invested.



A Thriving Voluntary, Community and Social Enterprise Sector

The VCSE sector can play a powerful and essential role in transforming the service landscape bringing innovation, Although social value can be generated from all public spending, we acknowledge and value the pivotal role of local VCSE organisations in creating and securing social benefit within our community.

To recognise the importance we place on having a strong and effective relationship with the VCSE, a set of [Partnership Principles](#) has been developed to recognise the value of working together. Transparency during the development and review of this framework and offering opportunities for local VCSE organisations to take part in the strategic oversight of

the social value framework will enhance its meaning and relevance.

In order to embrace the ethos of the Social Value Act and align with the Partnership Principles, we have consulted and worked in partnership with the local VCSE sector to ensure that the approach to social value is fit for purpose and offers equal opportunities to all potential Suppliers.

We acknowledge the VCSE's unique selling point and ability to achieve social value goals as part of its day to day business. To this end, the sector can deliver wider social benefits beyond the scope of this framework, including:

- Social capital generated through the use of volunteering
- Roots in the community and ability to engage locally
- Access to wider networks and partnerships to benefit wider priorities
- Leverage funding from external sources
- Provide unique opportunities for community-led design and co-production
- Benefits the local economy by employing locally based staff

By utilising the Social Value Framework, Commissioners and Procurement officers can embed a policy that strengthens market competitiveness and utilise the knowledge and insights of VCSE's by including the sector in its mainstream commissioning.

Additionally, fully utilising the Social Value Framework and firmly establishing its use will harness the skills and expertise of all sectors to deliver significant outcomes.

By ensuring that WSCC and its voluntary sector partners are working closely together from the same set of principles, we increase opportunities to achieve those significant outcomes for residents in a more effective, timely and sustainable fashion.



Embedding Social Value

Commissioning, procurement, sourcing and contract management are all critical to ensuring we are achieving social value through our supply base. In order to achieve this we will ensure that;

- Tenders over £500,000 will be subject to measurement against the targets of the Reset Plan
- Tenders over £100,000 will be assessed for the potential to include Social Value and decisions will be documented
- Where Social Value is considered appropriate a minimum weighting of 10% will be allocated to Social Value.
- Where Social Value is a requirement of the contract, we will require suppliers to report quantifiable social benefits against the themes of the Reset Plan
- Every service redesign considers social value within the published framework
- Commissioning focusses on outcomes and effecting long-term change in the community
- Social Value will be bespoke for each commissioning activity
- Social Value will be influenced by the local health profile to the service, place, and/or West Sussex

- Social value priorities will be relevant and proportionate to the subject matter of the services or works being commissioned
- The framework supports SME's and VCSE' wherever possible to be included as part of the supply chain to improve value for money and enhance social value outcomes
- Service design and social value considerations will be co-produced by the people who use the service and their representatives where this is relevant and proportionate
- Support the delivery of Social Value through existing policies such as those provided in Appendix 1

In addition, the Health and Wellbeing Board Strategy provides a useful steer for social value outcomes. Established and hosted by local authorities, Health and Wellbeing Boards bring together the NHS, public health, adult social care and children's services, including elected representatives and Local Healthwatch, and the VCSE, to plan how best to meet the needs of their local population and tackle local inequalities in health.

Using our population wide understanding of health and social care needs and assets; through the [West Sussex Joint Strategic Needs Assessment \(JSNA\)](#), [Public Health Outcomes Framework](#) and [Indices of Multiple Deprivation](#) measures; we can take a considered approach across the social determinants of health, to influence the drivers of health, wellbeing and social inequality.

What does good Social Value look like?

Social Value can bring long-term benefit to West Sussex in many ways which include:

- Creating skills and training opportunities
- Creating local employment opportunities for the long-term unemployed or those not in education, employment, or training
- Offering work placements to school children and young adults
- Providing career advice and information on specific careers
- Offering curriculum support to schools
- Providing greater opportunities for individuals or groups facing greater social or economic barriers
- Creating supply chain opportunities for Voluntary, Community and Social Enterprise sector organisations
- Encouraging community engagement
- Supporting local and national initiatives that target hard to reach groups
- Make facilities available to groups that would otherwise struggle to access
- Leveraging additional investment into West Sussex



Figure 1 highlights some of the social benefits that can be realised through the application of this framework aligned to the priorities of The Reset Plan. There are of course many examples and intended benefits will need to be relevant and proportionate to each contract.

Figure 1: Example Social Value benefits

| Theme | Example Social Value benefits | |
|---|--|--|
| Keeping people safe from vulnerable situations | <ul style="list-style-type: none"> Families and children have a healthy family and work life Children and young people can thrive Access to educations that meets the needs of our community | <ul style="list-style-type: none"> Number and quality of opportunities for residents facing greater social or economic barriers Quality initiatives that support hard to reach young people Creation of training and employment opportunities for care leavers |
| A sustainable and prosperous economy | <ul style="list-style-type: none"> A place where local businesses thrive Economically active local people employed in West Sussex Increased apprenticeships Number of skills and training opportunities | <ul style="list-style-type: none"> Number of businesses in the supply chain registered and based in West Sussex % of local people employed in the supply chain % of energy generated or sourced from renewable sources Carbon emissions reduced Waste reduction and increased recycling |
| Helping people and communities to fulfill their potential | <ul style="list-style-type: none"> A thriving and strong VCS Health inequalities are reduced Reduction in NEETs Increased education opportunities Quality of social activities and support provided to reduce social isolation and loneliness | <ul style="list-style-type: none"> Quality of initiatives taken to support residents with long-term conditions (money advice, befriending, digital inclusion etc) Number of initiatives in a place to promote an active lifestyle Number of 60+ in employment |
| Making the best use of resources | <ul style="list-style-type: none"> Evidence of service user's quality of life improved beyond the scope of the intended outcomes of a service | <ul style="list-style-type: none"> Services commissioned where service users and Suppliers have been integral to the design Ethical/ Sustainable procurement Social benefits embedded in the supply chain |

Social Value Weighting

WSCC has made the commitment to ensure that a weighting of at least 10% will be applied to tender responses relating to social value wherever it is appropriate to do so.

This suggested weighting is in response to guidance from the [National Procurement Strategy](#) and meets the initial objectives for which this Framework will achieve.

However, it is recognised, that to drive change the emphasis and weighting of social value may need to increase over time. It is therefore our intention to embed social value throughout our practices, review and evaluate the effectiveness and increase the weighting further as we develop our approach. The National Procurement Strategy will help inform and guide us on furthering its social value ambitions.

Measuring Social Value

The outcomes from considering and implementing social value must be aligned to [The Reset Plan](#) and we have developed a toolkit which will set out our approaches to measuring and reporting it. Themes, Outcomes and Measures (TOMs) have been identified using the [National TOMs Framework](#) developed by the Social Value Portal. West Sussex Social Value Indicators have been adopted which reflect the aims and objectives within The Reset Plan. Suppliers will be asked to report progress against these indicators, based on the social value commitments that have been agreed.



Appendix 1

Supporting Council policies and strategies

- The Reset Plan
- Procurement Strategy
- Climate Change Strategy
- Health & Wellbeing Strategy
- Electric Vehicle Strategy
- People Strategy
- Energy Strategy
- Breathing Better Strategy
- Walking & Cycling Strategy
- Sussex Local Nature Partnership
- Voluntary Community Partnership Principles
- WSCC Social Value Indicators
- National TOMs Framework
- National Procurement Strategy

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