



CITY OF
YORK
COUNCIL

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North of England
Commercial Procurement Collaborative

Social Value Outcomes Framework

Formulating a Consistent Approach to Social Value in York



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This document was created by NHS North of England Commercial Procurement Collaborative (NOE CPC) on behalf of Humber and North Yorkshire Procurement Collaborative and City of York Council. It is intended to be used as guidance when embedding social value within public procurement in, or for the city.



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Introduction

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The goal of this document, is to suggest social value questions to be used within York's public procurement to directly address defined needs in the [Joint Health and Wellbeing Strategy 2022-2032](#), the [Climate Change Strategy 2022-2032](#), the [Economic Strategy 2022-2032](#) the [Skills Strategy 2020-2030](#) and [York Cultural Strategy 2020-25](#).

The council, NHS partners and city partners see social value as a “golden thread” that flows through the entire procurement process, rather than just a question asked at tender stage.

This document is intended to be used as guidance and is not intended to be mandatory.

The social, economic and environmental outcomes suggested within this document are suggested to be sought through utilising [PPN 06/20 – the Social Value Model](#).

This model seeks additional outcomes (outside the core deliverables of the tender) through specific commitments made by suppliers during the tender stage. It is added value, rather than funded value through the terms of the contract.

For this local strategy to be a success, holding suppliers to account on the commitments made is essential. This must be done through robust and effective contract management.

Importance of Contract Management for Social Value

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Without contract managing social value commitments made by suppliers at the tender stage, the City of York will likely never receive the intended social, economic, or environmental benefits intended.

A key recommendation of this document is to ensure that all social value committed using the outcomes listed within this guidance are contract managed in a consistent way.

To do this, there are several recommendations that are made as part of the delivery of social value overall:

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To track in a central location what social value commitments have been made by successful suppliers that are aligned to the outcomes suggested in this document (not all city wide commitments).



To ensure all social value commitments across contracts are managed in a consistent way.



To communicate a strategy of contract management to bidding suppliers as part of tender documentation.

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To develop and share a contract management template with awarded suppliers to complete throughout contract award – encouraging evidence in a consistent way from all supplier vs. their commitments made at the tender stage.



Importantly, to track over the medium / long-term if the social value being provided is making a difference within the city vs. the outcomes listed in the [10 year strategies](#)

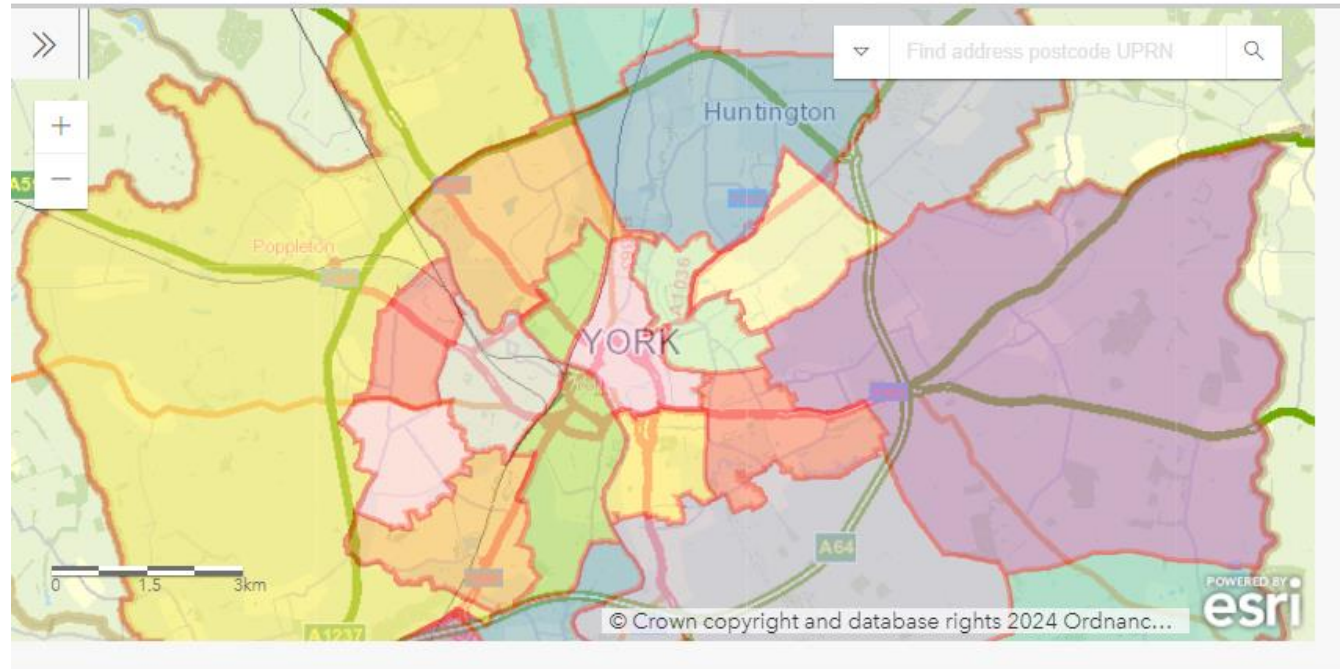
What does local mean?

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The social value outcomes set out in this document are to be considered within every increasing geographic areas, dependent on the contract, the value and the outcomes intended.

Commissioners should set out the geography they would like the social value to be directed towards, or be clear on the flexibility for the supplier to determine:

1. Within immediate neighbourhood of where project delivered
2. City of York areas of deprivation
3. City of York Council boundary
4. North Yorkshire Council boundary
5. North of England
6. England



Which contracts are applicable?

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Commissioners and contract managers are encouraged to consider the below aspects before setting those social value outcomes that are most relevant to the contract. It is not expected that all outcomes will be applied to all contracts:

Consider the value of the contract

Ensure social value is added to the service commissioned

The number of competitors in the market will determine the additionality possible through social value

Suppliers will develop their own Key Performance Indicators, set against metrics provided by the City of York Council (inc. industry benchmarks) [\(link to the monitoring and evaluation tool\)](#)

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The Following Process Was Followed to Develop the Suggested Social Value Questions

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The questions defined later in the document seek to pair recognised health and wellbeing, environmental and economic needs within York with relevant social value questions for use at the tender stage. These questions were developed through the below process:

- 1) An initial review of the 10 Year Strategies key concepts and outcomes.
- 2) Secondary review of the concepts highlighted for relevancy in what can credibly and realistically be influenced by social value.
- 3) The detail showcased in 'Table 1' indicates which content / outcomes within the 10-year strategies are relevant to social value at the tender stage and what are out of scope (i.e. not in scope of social value).
- 4) These outcomes have then been converted into a standardised question set, along with suggested content on additional supplier commitments and contract management KPIs.
- 5) A review by York CVS to determine the level of support to and provided by the community and voluntary sector.



Relevancy of York Health and Wellbeing Strategy 2022-2032 10 Big Goals to Suggested Social Value Outcomes*

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In-scope	Out of scope
Reduce the gap in healthy life expectancy between the richest and poorest communities in York	Bring smoking rates down below 5% for all population groups
Reducing anxiety scores and increasing happiness scores by 5%	Reduce to 15% the proportion of York residents drinking no more than 14 units a week
Reverse the rise in the number of children and adults living with an unhealthy weight	Reduce both the suicide rate and the self-harm rate in the city by 20%
Reduce sedentary behaviour, so that 4 in every 5 adults in York are physically active	Improve diagnosis gaps in dementia, diabetes and high blood pressure to above the national average, and detect cancer at an earlier stage
Reduce the proportion of adults who report feeling lonely from 25% to 20% of our population	Reduce health inequalities in specific groups

**The role of this table is not to detail social value questions at this stage, but to highlight which of the 10 Goals can be influenced by potential social value activity from awarded suppliers by contracting authorities in York.*

Relevancy of York Cultural Strategy 2020-2025

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(all are in scope as these are the current social value objectives within the CYC Social Value Policy)

Exceptional Place

- Use arts and culture as a tool to engage local people in decision making and in developing York's new shared vision and narrative
- Ensure any place based developments bring arts and heritage ingredients, activity and events

Retaining and developing talent with children, adults and intergenerationally

- Enhance the connections between the cultural offer and the universities and colleges in York in order to aid talent development and enhance community cohesion
- Create deliberate connections with local schools to enable enhanced encouragement and/or access to the arts
- Enhance/support any community based intergenerational opportunities through the medium of culture

Relevancy of York Cultural Strategy 2020-2025 (continued)

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A National Pioneer in Culture and Wellbeing – creating the most creative collaborative city.

- Enhance the offer through social prescribing through enabling inclusive offers through arts and heritage engagement
- Support of young people's mental health through cultural and wellbeing commissioning
- Support of an aging population through cultural and wellbeing commissioning
- Support development of an effective and engaging network of artists, musicians, designers, makers and practitioners in the city to table ideas, explore possibilities and seek new collaboration
- Create opportunities for take-over and participative events

World Class Ambition and Profile:

- Enhance international relationships where there is connection to local communities eg/ through arts, culture and heritage within ethnic minority groups of York
- Support existing, developing cultural programmes and festivals in York to enhance the profile and prestige of the cultural offer

Other social value outcomes that are out of scope in this document are:



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Specific social value questions that may be relevant to each individual tender but not relevant to the content listed within this guidance. Contracting authorities must always seek to ask social value questions that seek the most relevant commitments for what is being tendered.

Specific environmental, social or economic priorities related to individual tenders that aren't listed within this guidance but will benefit the City of York



Specific economic outcomes relatable to individual tenders.

Other social value models, such as the National TOMs or the Impact Evaluation Standard.



Involving the Voluntary, Community and Social Enterprise (VCSE) sector

The Voluntary, Community and Social Enterprise sector can help organisations meet the social value requirements of the tender process. York CVS has collated a list of organisations across the city who are keen to support businesses increase their social impact.

Here are some key suggestions for effectively engaging the sector:

- Contact York CVS to access a directory of VCSE organisations who may be able to support you to deliver on social value
- Consider what issues your organisation is interested in addressing e.g. mental health, poverty, homelessness; this will help guide your choice of organisations to reach out to
- Involve the VCSE organisation at the earliest possible opportunity to discuss your ideas

The next slide includes practical suggestions for engaging the VCSE sector. For additional guidance and support, please contact York CVS on comms@yorkcvs.org.uk

How you can involve the VCSE sector

Strand	Description	Examples	Social value outcomes
Contract delivery	<ul style="list-style-type: none"> Using VCSE facilities Purchasing items Purchasing services 	<ul style="list-style-type: none"> Training provided by VCSE e.g. MHFA Room hire Consultancy EAP 	<ul style="list-style-type: none"> Sustainability Health and Wellbeing Economic growth Culture and arts Community interventions
People	<ul style="list-style-type: none"> Volunteering opportunities Trusteeships Sharing expertise Mentoring and coaching Fundraising Raising aspirations 	<ul style="list-style-type: none"> Volunteering days Pro bono consultancy 1:1 mentoring Sponsored activities Work experience placements for young people 	<ul style="list-style-type: none"> Health and wellbeing Work and training opportunities Health interventions Workforce skills opportunities Community interventions
Support in kind	<ul style="list-style-type: none"> Building maintenance Training opportunities Meeting rooms Donations in kind Digital support Expert advice 	<ul style="list-style-type: none"> Sponsored development opportunities for staff Free office space IT equipment HR/Legal advice 	<ul style="list-style-type: none"> Economic growth Community interventions Work and training opportunities Health and wellbeing
Financial	<ul style="list-style-type: none"> Sponsorship Project funding Financial donations 	<ul style="list-style-type: none"> York Community Fund Match funding Payroll giving 	<ul style="list-style-type: none"> Health and Wellbeing Biodiversity & Sustainability Community Interventions Health interventions Work and training opportunities Economic growth Workforce skills opportunities Culture and arts

Health and wellbeing:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, detail how you will seek to provide local staff working on the contract with access to a health and wellbeing programme.

The answer must include, but not be limited to the following content:

Physical health programmes

Health diet plans and offers

Health assessments

Employer Supported
Volunteering programmes

On demand access to wellbeing
resource

If the supplier would also consider
making available a set no. of logins to
disadvantaged local residents in York

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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Description of the proposed health and wellbeing scheme and its benefits

How staff on the contract will be able to access the scheme

Benefits of the scheme

The length of staff access to the scheme

Assurance that the scheme proposed is either; new to the staff on the contract or new to the organisation

How the supplier would commit to making the scheme available to local residents / how many logins to be provided / for what period of time

Description of staff benefiting from scheme, including whether expanding existing scheme to non-staff/supply chain

Biodiversity:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, detail how you will contribute to maintaining, improving or creating biodiversity within the City of York as part of the delivery of the contract.

The answer must include, but not be limited to the following content:

How you plan to connect with stakeholders within York to define areas / biodiversity schemes to support or maintain

How you will commit to engaging with local individuals facing inequality to support you in the delivery of this social value

What exact benefit your support will deliver to biodiversity within the area

How you plan to assign time for staff or local inhabitants to support in this action

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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Description of the stakeholders they have engaged with / commit to engaging with, in the defining of what areas they can create or maintain. Examples of this could be: City of York Council, local VCS organisations, Universities in York, NHS Trusts located in York and the surrounding area

How the supplier will commit to creating time for employees to support in local initiatives

Who the supplier will engage with locally to access individuals facing deprivation, unemployment or may have mental / physical disabilities to support in the activities (if relevant)

Detail on biodiversity they are seeking to benefit



Sustainability:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, what contribution could you make to reducing carbon emissions across the city?

The answer must include, but not be limited to the following content:

Working with their supply chain to reduce emissions

Provide pro-bono expertise for different voluntary/community energy projects (York Skills Share)

Supporting their workforce and networks to reduce their emissions and change behaviours

A financial or resource contribution to the York Community Fund or local climate action community group.

Reduce, reuse or recycle materials throughout supply chains for a circular economic approach

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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Description of the stakeholders they have engaged with / commit to engaging with, in the defining of what areas they can reduce emissions. Examples of this could be: City of York Council, local VCS organisations, Universities, NHS Trusts located in York and the surrounding area

How the organisation is operating an open door policy to hear direct from community projects about their approach to carbon emission

How the organisation encourages Active Travel opportunities to their workforce?

How the organisation proposes offsetting carbon emissions through investment in community carbon sequestration projects



Community interventions:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, how you will build community capacity, supporting the growth of community social action initiatives with a focus on local neighbourhood priorities?

The answer must include, but not be limited to the following content:

What particular intervention you're committing to support based on local need

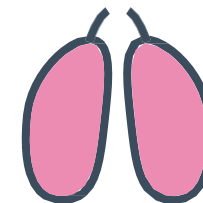
How will you support growth of York Community Fund?

Which particular group of people you would propose to target, e.g. adults or children, location, demographics, etc.

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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A description of the local initiatives you will engage with, in which neighbourhood and why?

How will you measure the impact?

How might you support the impact through volunteering initiatives? (Skills Match)

What the targeted metrics of the intervention should be

Health interventions:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, how you will commit to supporting local initiatives to engage people with local health interventions. These can be schemes such as smoking cessation, loneliness/social isolation, healthy eating, physical inactivity etc.

The answer must include, but not be limited to the following content:

What particular local health intervention you're committing to support

How you as a supplier will provide support to this outcome, e.g. via a local partnership with a Voluntary Community Scheme.

Which particular group of people you would propose to target, e.g. adults or children

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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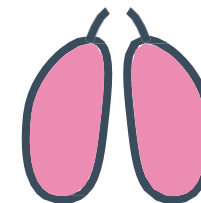
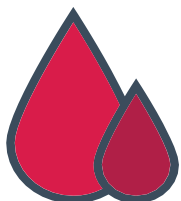


A description of the local initiatives they will engage with in York

How the scheme will support health in York

How they will provide the support to the initiative per 12 months

What the targeted metrics of the scheme should be



Work & Training opportunities:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of the contract, how you will create opportunities towards or into work, such as work placements or apprenticeship opportunities, for individuals living in York that are facing deprivation or inequality.

The answer must include, but not be limited to the following content:

Detail of the types of apprenticeship / work experience/ placement schemes already undertaken corporately and how that will be applied additionally to this contract

How the proposed activity will be targeted at local residents in York, and who will be targeted – particularly care leavers, SEND, those furthest from the market or disadvantaged?

How you will offer these opportunities to individuals (see below) or those facing deprivation, have recognised physical or mental disabilities, or have been out of work for a defined period of time

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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A description of the types of opportunity / opportunities that they will offer throughout the duration of the contract

How they will target these opportunities to individuals living in York

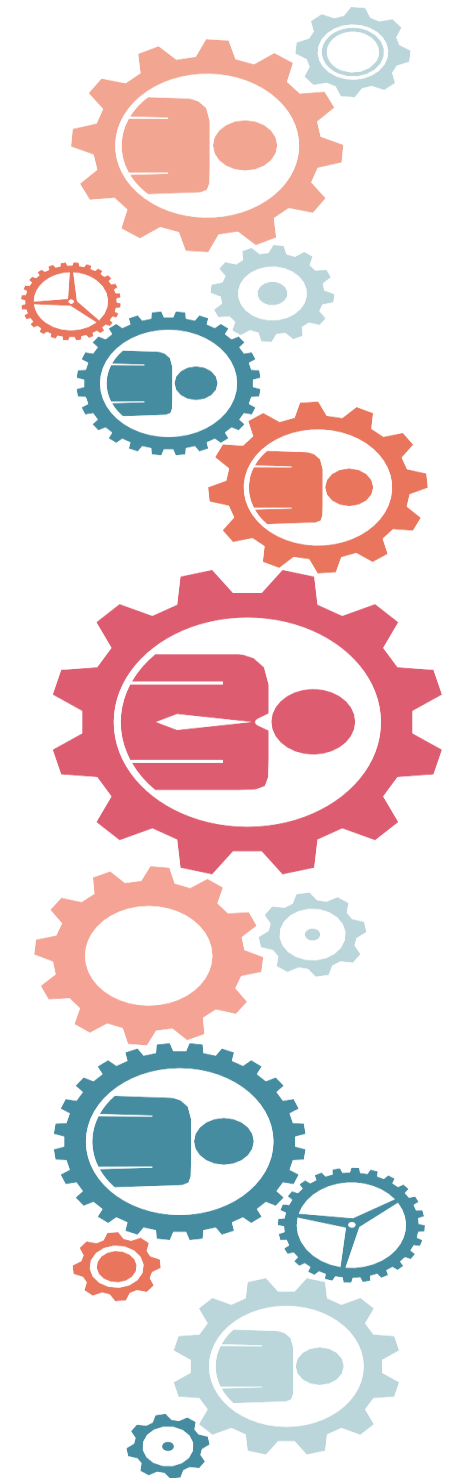
Specific groups of individuals that will be offered the work / training opportunities and why

Numbers of opportunities delivered throughout the duration of the contract: New jobs, Apprenticeships, Taster Days, Work Trials, Supported Internships etc

Not exhaustive list & need to define each – links to quality

Using examples from other projects you've worked on, how would you ensure that the work opportunities delivered throughout the duration of the project are high quality.

How will you work in partnership and align with local activity to ensure work opportunities reflect the needs of York residents and are flexible to their needs?



Economic Growth

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, how will you commit to supporting local economic growth and development of the York area? This can include initiatives such as supporting local businesses in your supply chain, contributing to supporting education institutions, local community projects or attracting Inward Investment to the City.

The answer must include, but not be limited to the following content:

Supply Chain: How much of your supply chain will be sourced from local businesses, and how will this support the local economy?
How will local suppliers become aware and quote for tender opportunities?

Support: What support will you provide to local entrepreneurs, Community Associations or further / higher education providers ?

Promotion: Contribute to the promotion and attraction of Inward Investment to York, acting as an advocate for the City.

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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A description of how the supply chain will be sourced from local businesses

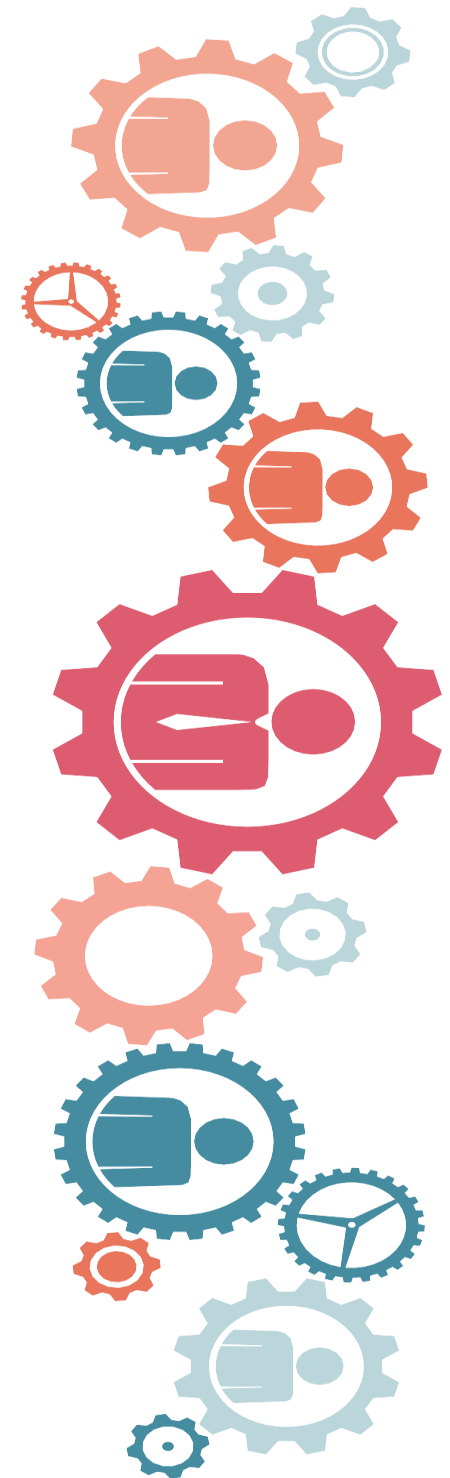
A description of how much of the supply chain will be locally sourced

A description of the support you will provide local colleges / schools

A description of how you will share your expertise with local community groups (for example, marketing, web design, etc)

Using examples from other projects you've worked on, how will you promote the work you are delivering in York, showcasing good practice across the region.

How will you highlight your delivery regionally, nationally And/or internationally – showing York as a place that is open to growth and innovation



Workforce Skills opportunities:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of the contract how will you inspire your future workforce, and support your existing workforce, to develop the skills they need [to adapt] for the future?

The answer must include, but not be limited to the following content:

Details of the types of workforce skills development schemes already undertaken corporately and how that will be applied additionally to this contract

Details of the types of future workforce engagement activity to be undertaken and how it will be targeted to support people with hidden talent or from underrepresented groups

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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A description of future skills needed within your organisation and/or sector (including transferable and industry-specific skills)

A description of the skills development schemes you will offer throughout the duration of the contract

How you will target these schemes to specific groups e.g. new entrants, ageing workforce, career changers, and why

Numbers of workforce skills development schemes delivered throughout the duration of the contract: Information, advice and guidance events, upskilling programmes, short duration training courses,

Numbers of future workforce engagement activities delivered throughout the duration of the contract: Careers events, mock interviews, CV workshops, mentor programmes, Ambassador schemes, video case studies, curriculum development

How will you work in partnership and align with local activity to ensure York residents are developing the skills needed for an inclusive economy?

Culture and arts:

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Suggested Social Value Outcomes (Questions and Responses)

Question:

Through the delivery of this contract, detail how you will seek to encourage greater participation and access to York's extensive culture

The answer must include, but not be limited to the following content:

Place: Including culture or arts in place making

Talents: retaining and developing talents

Collaboration: Creating a creative, collaborative city

Ambition: Developing a world class ambition and profile

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

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Place: Description of the cultural scheme and its benefits. Specifying the place the offer will be in and how the offer will enhance the community.

Description of resident and/or staff participation opportunities and benefits from the scheme.

Collaboration: description of how you will work in collaboration to target specific groups within the community to enable inclusive offers through arts and heritage

Description of the partners you will work with, networks you will engage with and processes you will use to create effective outcomes

Talents: Description of the approach used to provide the opportunity for cultural talent to flourish

Description of the partners that will be used and how the partnership will enable the opportunities to be realised.

Ambition: description of what international initiatives you will engage with to enhance the profile of York as a cultural city and bring new opportunities to the city.

Or description of how you will support existing international initiatives that are taking place in York and identifying what part of the community will benefit and in what way.

Description of the indicators that will be used to demonstrate impact

Successful Contract Management

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As detailed earlier in the guidance, the social value commitments made by awarded suppliers will only be delivered if they're held accountable

It is recommended that you do the following:

1. Re-confirm your understanding of social value commitments with awarded suppliers prior to contract launch
2. Agree the frequency of both social value delivery and supplier updates
3. Agree what content / format the supplier social value updates should be provided in
4. Be prepared to hold suppliers accountable for non-delivery on social value.

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