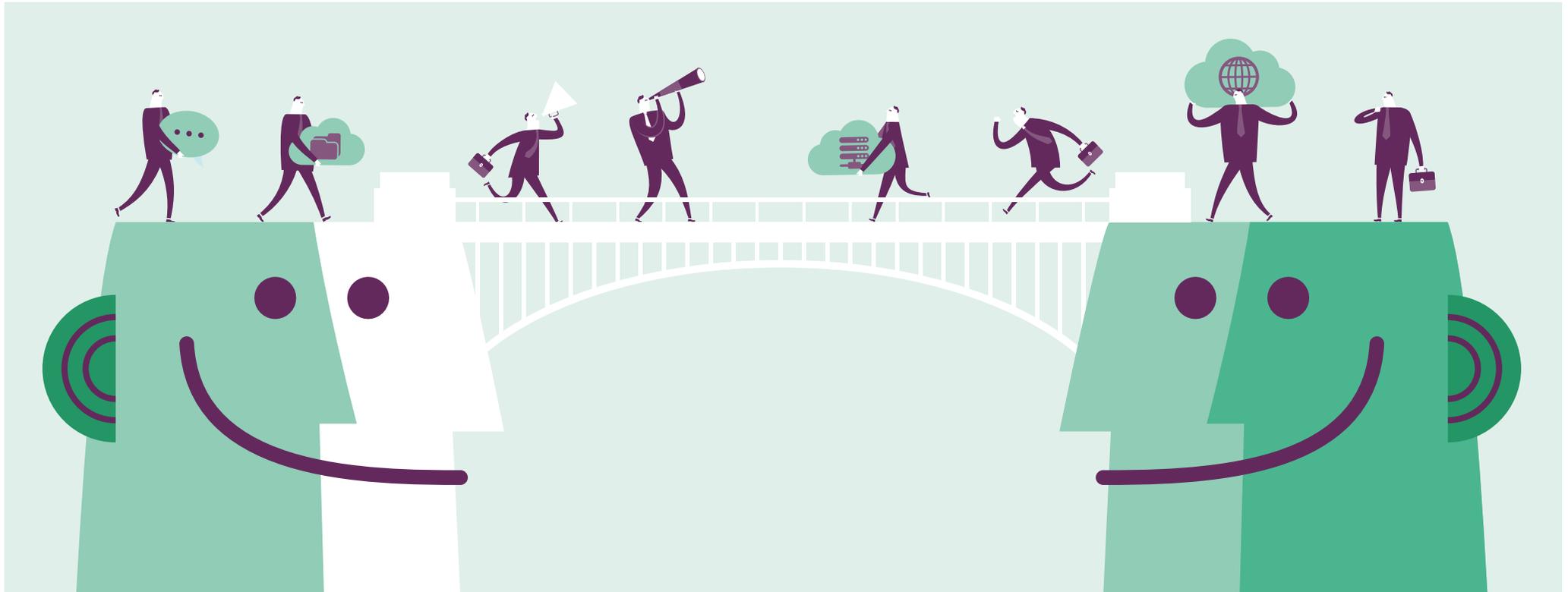


Bridging the Gap



**Improving Communities
with the Social Value Maturity Index**

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FOREWORD - Chris White MP, Member of Parliament for Warwick and Leamington

In the last Parliament, I worked with a number of organisations, most notably Social Enterprise UK (SEUK), and MPs from across the political spectrum, to deliver the Social Value Act as my Private Member's Bill.

Since then, there have been a number of examples of tangible benefits to communities. It is encouraging to see many local authorities embracing 'social value', recognising the widespread gains that can be achieved through embedding its principles into the procurement process. While this progress is to be applauded, it is right that we continue to raise awareness to those commissioners that are not fully adopting the Act, for whatever reason, and the **Social Value Maturity Index** should go a long way in achieving this.

Social value has the potential to transform the way in which public services are commissioned, creating additional social, economic and environmental benefits. It is important that commissioners are fully aware of social value's potential and also that, when coming to a decision, it is made on more than just financial grounds; it is clear that longer-term savings can

be made through integrating social value into the process.

It is in this context that the Social Value Maturity Index, developed by the social value best practice taskforce, is a significant contribution and a useful document in providing case studies as well as guidance as to how to make the most of the Act. I am fully supportive of it and these reports and I hope that they provide the tools necessary for the Act's take-up to become more widespread across the UK.

An important aspect of the taskforce's findings is the focus on the need for collaboration with businesses. Strengthening communities through the use of social value must be on a holistic basis and businesses play such an important role in local communities. Building social value into procurement, irrespective of the type of organisation you belong to, is an extremely worthwhile ambition to work towards.

I would like to congratulate all involved with the social value taskforce for this excellent report.

Chris White



"Social value has the potential to transform the way in which public services are commissioned, creating additional social, economic and environmental benefits"

Contributors

The best practice social value task force was founded in February 2016 in order to establish a good-practice framework for the integration of the Public Services (Social Value Act) 2012 into our public sector and business.

It is an open network and welcomes any organisation that wishes to get involved. Participants help build our collective knowledge of how we can support our communities by working together through the effective implementation of the Act.

The Best practice social value task force

Chris White MP, Member of Parliament for Warwick and Leamington

Task force sponsor

Guy Battle, CEO, The Social Value Portal

Task force founder

Terry Brewer, divisional director of procurement, Harrow Council

Chair

“The aim of the Task Force is to help bridge the gap in our collective knowledge, establish best practice and to unlock this additional potential value for communities”

Guy Battle, Best Practice Task Force Founder

Task force Participants and Contributors

- Alison Symmers, Willmott Dixon Foundation
- Cindy Nadesan, Procurement Improvement Officer, Orbis (Surrey and East Sussex Councils)
- Dave Sweeney, director of transformation & deputy chief officer, NHS Halton CCG & LA
- Elaine Roberts-Smith, category manager, Halton Borough Council
- Guy Head, Local Government Association
- Haydn Brown, head of procurement strategy and development, Birmingham City Council
- Dr. Isobel Beetham-Holman, policy adviser, The Cabinet Office
- Liz Holford, director, Supply Chain Future
- Liz Welton, assistant director of procurement, Coventry City Council
- Loraine Cox, head of procurement, Halton Borough Council
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We would also like to thank other contributors to this document including

- Fraser Mackay, head of coverage, public sector, Barclays

Why is Guidance Needed?

The Public Services (Social Value) Act 2012 came into force in January 2013 and yet despite the 2.5 years that have passed since its implementation and the clear opportunities that the Act is already delivering, the uptake has been relatively patchy and slow. In many ways this is not surprising given the financial challenges that local government have been set over the past few years alongside the fact that the Act only requires public bodies to ‘consider’ social value within their commissioning and procurement processes

And yet, noted by Chris White in the foreword of the document, there are those within the public sector that have embraced the Act as if manna from Heaven itself, calling it “a revolutionary piece of legislation” with “the potential to transform the public sector”.

Here is a small sample of the benefits:

- Harrow Council is looking to deliver an additional 20% social value on all contracts over £100,000 with the potential of realising over £40m per annum
- Bury Council has agreed an additional £400,000-worth of social value on a new financial services contract with Barclays
- Halton Borough Council has implemented a way of valuing additional social value in terms of financial outcomes and is using this across all contracts
- Surrey County Council has a dedicated social value and procurement improvement officer
- Legal and General have identified a potential additional £10m per annum in social value for Hammersmith and Fulham Council.
- Birmingham City Council has implemented a business charter for social responsibility that is delivering significant additional value across the region

So why this difference of opinion, and why are so many councils still only seeing obstacles where others see big opportunities?

There are a number of reasons being put forward, including lack of guidance, concerns about additional project costs and availability of resources.

And so, the purpose of this initiative is to bridge this gap in our collective knowledge by providing a tool as well as support that may be used by all public sector organisations and their suppliers to embed social value where they are, help them decide where they want to get to, and provide some guidance and tips on how to get there.

The publication is made up of two sections

Section 1 – Bridging the Gap: Using the Social Value Maturity Index <SVMI> to Improve Communities. Here we set the scene, describe why guidance is needed, explain the policy context and the objectives and purpose of the Social Value Maturity Index along with some simple guidance about how to use and apply it.

Section 2. Bridging the Gap: A Good Practice Guide for Making the Most of the Social Value Act. We provide practical supporting information for practitioners including a range of case studies where contributors share lessons learned to help others on the journey of embedding social value into their organisations

“Ultimately social value is about delivering better outcomes for the communities that we serve: it really makes no sense not to embed the Act into all services”

Terry Brewer, director of procurement, Harrow Council

Getting involved

We need your feedback and we want you to get involved!

You can download the Social Value Maturity Index at <http://socialvalueportal.com/social-value-taskforce/>. Please share the self-assessment tool with your colleagues to work out where you are and where you want to be. You can also use the tool to create your own action plan. Please send us your results as we are conducting a nationwide survey of progress. They will, of course, be kept anonymous but used to inform Government and help others understand what is possible.

We have also created a forum where you can get involved in discussion, ask questions and get help from colleagues across the country about particular issues you may be struggling with.

If you want to get involved in upcoming task force discussions or meetings, please email the team at admin@socialvalueportal.com and we will let you know how you can join. Specifically, we are looking to collect further case studies if you have them.

Key areas where we are looking for feedback and for others to get involved include:

- Task 1: Integrating social value into framework agreements, especially those arising from public buying organisations
- Task 2: Developing a generic set of themes, outcomes and measures (TOMs) that would be common to all
- Task 3: Developing a generic set of financial proxies
- Task 4: Developing the next iteration of the <SVMI> and conducting a nationwide survey



#SVMI

SETTING THE SCENE

A View from Central Government

Dr Isobel Beetham-Holman

Lead official: public services (Social Value) Act 2012

Department for Culture Media & Sport (DCMS)

The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental well-being in connection with public services contracts and for connected purposes. Often described as a **powerful tool**, the Act has huge potential to change the way that public authorities spend their budgets by encouraging innovation in the value for money aspect of commissioning.

Traditionally, contracts are often awarded to those who bid at the lowest cost to the authority concerned as long as it meets with their requirements. To observers, that may seem to be a sensible approach to take, and one that many might consider to be an achievement of value for money. Since the Social Value Act, though, commissioners are now required to look beyond that and towards bidders capable of delivering value, but who can also impact positively on economic, social and environmental well-being for little, or no, additional cost – a progressive approach.

The Act has presented commissioners with the opportunity to throw the spotlight on what is meant by value for money and to subsequently redefine how they can maximise the reach of every pound spent and better articulate the non-financial benefits accruing to spend. A welcome, and perhaps unintended, outcome can be observed in seeing how the market is reshaping itself to deliver more for less; delivering more is frequently becoming **standard practice** among service providers. The bar has been raised.

“The Maturity Index, developed by the social value task force and set out in this document is a promising fit of the positive criteria and so it is likely to be of interest to those who want to become leaders in the delivery of social value”

With the potential to make significant impacts to economic, social and environmental well-being in his review of the Social Value Act¹, Lord Young identified that where there was take-up, there had been a positive effect. He also noted some barriers to the Act’s effective implementation, of which **understanding** was one. Lord Young found that there was varying understanding of how to apply the Act and he warned that this could lead to inconsistent practices.

One year on from Lord Young’s review, it is clear that this barrier is reducing as the popularity for social value tools is increasing. Such tools are welcomed by the Department for Culture, Media and Sport (DCMS) (under whose remit the Social Value Act falls) as long as they are effective in bringing about the positive implementation of the Act. As the lead official in the Office for Civil Society and Innovation for the Social Value Act, it is my opinion that the most effective social value tools are usually the simplest to use.

Although DCMS is not aligned to any particular social value tool, one which has key qualities such as being: **useful, applicable** and **easy to use**, would generally be considered to be a good place to start and hold potential; those which are overly prescriptive and complicated can be off-putting are unlikely to gain traction. The Social Value Maturity Index <SVMI>, developed by the social value task force and set out in this document is a promising fit of the positive criteria and so it is likely to be of interest to those who want to become leaders in the delivery of social value.

The Act has presented commissioners with the opportunity to throw the spotlight on what is meant by value for money and to subsequently redefine how they can maximise the reach of every pound spent.

A better understanding of how to effectively implement social value can be gained from having an insight into what 'good' social value looks like. A self-assessment tool such as this index, which is similar in approach and structure to the familiar flexible framework and ethical procurement for health tools, can provide local authorities with an opportunity to look in the mirror and compare the social value they actually see, with what they would prefer it look like. Having sight of social value grouped into levels, together with the different social value processes or stages involved, can help the public sector to confidently build their social value vision.

At four years of age, the Social Value Act is still in its infancy but its uptake is making swift progress. There are many social value tools available which may be contributing towards its growth, but for me, those tools that help to address the fundamental questions, stand out. After all, tools which help to piece together the basics leave space to inspire more innovative thinking and strengthen the potential for generating a very optimistic future for the Social Value Act.

“The Maturity Index, developed by the social value task force and set out in this document is a promising fit of the positive criteria and so it is likely to be of interest to those who want to become leaders in the delivery of social value”

WHY SOCIAL VALUE SHOULD MATTER TO LOCAL GOVERNMENT?

Liz Welton, Assistant Director of Procurement, Coventry City Council

Not everyone is clear about what social value actually is. That's forgivable, because the Act of Parliament that enshrined it in law – formally “The Public Services (Social Value) Act 2012” only defines it in the broadest terms as economic, social and environmental wellbeing.

As a result, some local authorities using the Act, such as Coventry and Solihull have adapted the definition adopted by the sustainable procurement task force, described within their document, Procuring for Good².

“a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole-life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.”

You might protest, then, that social value should be central to everything councils stand for and do. That is true, but councils are more strapped for cash than they have been for a generation. This, while they are having to cope with an aging population, a public health crisis and severe pressure on housing.

Gone are the days when councils can simply find whatever money is needed to deal with new issues or negative social trends, as some find themselves unable to fund core services, and local government officers must be innovative and creative in the ways they deliver services to their local communities. And ultimately, they need to make sure they get maximum return on investment for their scarce resources.

Social value is often seen as something that “procurement” deals with, rather than being a corporate responsibility. However, good procurement professionals always discuss ways in which additional value can be found when procuring goods, services and works. That means getting involved early and sharing their cross-market experience with the team. The result should be a contract which delivers benefits to the community along with SMART³ targets.

Standard local authority contracts already boost social value as they include clauses which ensure that contractors impact favourably on society through their actions, for instance; the avoidance of modern slavery; safeguarding equalities; ensuring health and safety; data protection; creating sustainable supply chains and payment of subcontractors within 30 days.

But, considering social value in contracts is only the beginning of the journey and local authorities must totally commit before they can maximise the benefits on offer.

- Internally, officers with expertise in sustainability, environmental issues, economic development, planning, employment, public health and care must work together to maximise the social benefits which come as a result of contracting.
- Externally, local authorities need to work with public sector partners, Central Government, health authorities and the emergency services to achieve maximum benefit. They should encourage partners to adopt similar policies and working practices where these concepts are new to them.

Gone are the days when councils could simply find whatever money is needed. Instead officers must be innovative and creative in the ways they deliver services to their local communities

Initiatives like “making every contact count” shows the type of results that can be achieved when we work more closely with public sector partners. In this programme, front line workers check clients’ general wellbeing as they go about meeting their employing organisation’s targets. They then alert public sector partners when additional needs are identified.

If this isn’t already happening, the relationship with contractors, suppliers and providers needs to change. Too often it is adversarial, for example, using the contract as a weapon that both parties use to gain maximum benefit for themselves. What is needed is a true partnership, where trust has been earned, risk is shared and there is a culture of joint problem solving for mutual benefit. The benefits of this type of relationship can be seen through the impact that good service delivery can have on lives not directly impacted by the original contract.

For example, when a construction contract is being let, typical direct social value considerations would include apprentices, local employment, local supply chains, minimising harm to the environment through carbon reduction and using raw materials from sustainable sources. However, the contractor may also choose to take additional initiatives such as:

- Workshops with local supply chains to help potential subcontractors and suppliers become bid-ready to help secure future contracts.
- Careers talks in local schools to improve skills
- Organise school visits to construction sites so that the children experience things for themselves.

As the funding power of the public sector diminishes, it is even more important that business partners share the burden. However, businesses might not have to

do anything too differently. Corporate social responsibility (CSR) policies are already common in the private sector; delivering social value is good for staff who want to make a difference, as well as making sound business as a tendering differentiator. More and more local authorities - including Birmingham, Coventry, Leeds, Liverpool, Nottingham, Solihull and Wolverhampton - have developed business charters which encourage contractors to work according to a set of social value principles.

Those signing up to these charters are encouraged to develop social value plans. Adding extra value to the local authority could lead to businesses volunteering in areas in which the council is trying to develop community services. These might include community hubs, libraries and centres for information and advice.

Once social value is embedded as an operational issue within an organisation, the next step is to ensure that social value is delivered in line with local communities' greatest needs. Communicating council priorities, any opportunities for volunteering, their performance plans and demographic trends will all help to funnel resources to the areas of highest need. In addition, when evaluating tenders, higher weightings can be given to community priorities. Local authorities should, of course, check these priorities with the local communities through consultation and engagement.

Social value is more than just adding few clauses to contracts and evaluating areas that might give a bit more bang for our buck. Instead, it can have a real impact on real lives, encourage communities to be self-supporting and enhance the range of services that will be delivered in partnership with the public sector.

Contacts

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Further information

- Case Study – Construction Shared Apprenticeship Scheme
- Case Study – City Wharf Development
- Case Study – Cook and Eat Well

May be found at:

http://www.coventry.gov.uk/downloads/download/2616/social_value

“Business needs to recognise it has a responsibility to go the extra mile in understanding local priorities, meeting local needs and delivering extra value”

A VIEW FROM BUSINESS

Fraser Mackay
Head of coverage, the public sector
Barclays

Despite reputations to the contrary, most businesses recognise that they have an important role to play in society above and beyond the need to deliver value to their shareholders. Business also recognises the importance of building trust with communities and supporting more vulnerable members of our society.

At Barclays, we understand that the public sector is under enormous financial strain but we are confident that the work we are doing in our communities is helping to make a difference and we will continue to use our influence to help to positively impact our local communities.

As we view it, society is made up of four key groups; Central & Local Government, the third sector, business and finally community; a successful and resilient society will only emerge when all four groups collaborate and have shared goals. This does **not** mean that local authorities should outsource key services to business, but it does mean that business needs to recognise it has a responsibility to go the extra mile in understanding local priorities, meeting local needs and delivering extra value.

At Barclays we have recently launched the next iteration of our citizenship strategy called 'shared growth ambition'. At its heart, the initiative is about making decisions and doing business that provides our clients, customers, shareholders and the communities which we serve with access to a prosperous future.

Our experience has also shown that it is more beneficial to focus on understanding and analysing the impact and outcomes against our strategy (rather than inputs and activities) and so we are moving away from setting long term public targets for our shared growth ambition towards outcomes and impacts.

However, impacts can be challenging to understand and measure, particularly when we try to assess portfolio-level outcomes rather than individual initiatives. We

“The Social Value Maturity Index’ provides business with the tools to plot a path to developing better and more productive relationships with the public sector”

Fraser McKay, Barclays

recognise that this will be a journey, and we are committed to working with external and internal partners to develop new tools and methods to achieve this. Some of our initial analysis has shown that:

- 1** Impact analysis can provide a wealth of information on identifying and tracking how initiatives are delivering a broad range of wider social and commercial outcomes that are often missed from traditional financial and project metrics. This can not only provide a more comprehensive understanding of value but can also offer insights that may help enhance programme delivery.
- 2** Specific initiatives will require different approaches – we will need to build an impact analytics toolbox. There is no one size fits all method or framework that can cover the variety of impact pathways from our shared growth programme, from financing related impacts through to digital empowerment or skills building and job creation. We will need to develop and use a range of approaches, from model-driven analysis of macro social and economic outcomes through to survey-driven and longitudinal research for beneficiaries.
- 3** Technology-driven tools and analytics will improve the ability to track, quantify and report impact. As the broader intellectual framework for impact assessment and social valuation matures, the rapid development of analytical tools and the 'big data' revolution will enable faster, cheaper and more consistent tracking of social value and improve the ability to overlay a range of different datasets to analyse impacts.

Our local authority proposition includes the delivery of a range of social value activity designed to support local priorities. By working with local authorities we are able to deliver a bespoke package of social value that seeks to address the particular needs of local groups / communities.

Under the key pillars of access to financing, access to financial and digital empowerment and access to employment, we are working with local authority

representatives to agree a local plan that delivers genuine value to local communities. For example, we recently signed up to the Birmingham business charter and committed to a range of actions that supported the Council's objectives. Likewise, we have worked closely with Bury Council and The Social Value Portal to develop a social value plan that delivers over +80% of additional social value over five years.

Business should continue to work with all stakeholders to create, test and embed new ways of identifying and adding more value for its public sector customers and communities where it works. It should use new tools such as SVMI alongside the insight that big data and analytical technology enables to ensure that it continues to share growth and get better at delivering what is needed across the whole of society.

Contact

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The Social Value Maturity Index

Overview

The Public Services (Social Value) Act 2012⁴ applies to the whole of the public sector⁵ and was implemented in January 2013. The Act requires all public authorities “to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes”

Social Value is defined as ‘how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area’ and this non-prescriptive language allows the organisations an opportunity to inject more innovative thinking into public sector commissioning and procurement processes in order to inspire more proactive solution finding.

The purpose of the Social Value Maturity Index <SVMI> is to allow both public sector organisations and their suppliers to assess where they are on their journey of embedding social value and provide a step by step guide on how to embed social value as an effective way of delivering better outcomes for communities.

Creating the Maturity Index

The <SVMI> has been developed with a number of leading organisation and is based on many detailed discussions with key stakeholders and external consultation.⁶

Our solution is not perfect, and by its very nature represents work in progress. But that’s also because it’s the very latest thinking. The authors recognise that as

Use the Maturity Index to plan your journey for embedding social value into your organisational structures and operations

Not everyone can or wants to be an innovator, but if you are only following the pack, then you are most likely to be missing out on all of the financial and other added benefits that proper implementation of the Act delivers

long as you are ‘compliant’ with the Act, there is no right or wrong answer and that being a follower is a legitimate place to start your journey. Its authors also recognise that “innovation” as defined within the <SVMI> is constantly developing and what may be considered innovative now may actually become mainstream and business as usual in 12-months’ time. For this reason, we will keep the Index live and updated on an annual basis.

You can find out more about how to contribute or get involved in putting together subsequent documents by going to <http://socialvalueportal.com/social-value-taskforce>

Social Value Maturity Index Structure

Your level of integration

The Maturity Index is based on four stages of integration:

Follower: You are compliant with the strict requirements of the Act and you are just starting your journey towards embedding it more fully.

Mature: You are taking a proactive approach to integrating social value into commissioning, procurement and contract delivery.

Leader: Social value is embedded into your corporate strategy and you have developed comprehensive frameworks for its management and delivery

Innovator: Social value is a core operational metric, integrated into all directorates, departments and activities with regular reporting against targets and public accountability

The <SVMI> recognises that as long as you are complying with the Act then there is no right or wrong place to be on your journey. However, we hope that going through the process is useful for organisations which want to improve their standing, or take greater advantage of the benefits of the Act and in doing so, they will better understand what is possible and what leading implementers of social value are doing.

Areas in which you can measure progress

For the *Public Sector*, we have identified 10 organisational themes against which organisations may assess their progress.

These are as follows:

- 1 Policy & Scope:** Do you have a social value policy and what is the scope of application?
- 2 Internal Management:** How do you manage social value internally within your organisation?
- 3 Measurement and Stakeholder Consultation:** How do you measure social value and what is the process you use to engage with communities and keep your measures up to date?
- 4 Market Engagement and Partnerships:** How do you engage with your suppliers, build market awareness and capacity in both the third and private sectors (including SMEs)?
- 5 Commissioning:** How is social value integrated into the design and commissioning of services?
- 6 Procurement:** How do you procure for social value and what is the weighting and scoring used?
- 7 Contract Management:** How do you manage the ongoing delivery of social value?
- 8 Cross Sector Collaboration.** How are you working across all public sector organisation within your local area, do you have a common set of TOMs and how do you coordinate procurement?
- 9 Reporting:** How do you report progress against targets, and are you developing benchmarks?
- 10 Governance and Accountability:** Are you publicly accountable for progress against targets, and how does your organisation manage decision-making. How do you ensure social value reflects council priorities?

You can download the full Social Value Maturity Index [HERE](#)

Being a Leader means that social value is embedded into your corporate strategy and you have developed comprehensive frameworks for its management and delivery

For *business and suppliers to the public sector*, we have mirrored this structure, although there are nine organisational themes and the language is tailored to reflect the nature of business.

- 1 Policy and Scope:** Do you have a social value policy and what is the scope of application?
- 2 Culture and Management:** Do your corporate values reflect social value, and how do you manage it internally?
- 3 Stakeholder Engagement:** How do you consult with communities to ensure that your solutions are relevant and appropriate and that you are meeting local priorities?
- 4 Community Projects Design:** How do you design your community projects and how do you collaborate with public sector organisations?
- 5 Social Value Measurement:** Do you have a measurement process in place to capture both non-financial and financial impacts?
- 6 Bid Management and Contract Reporting:** How do you ensure that your bid teams are offering the best value and do you have processes in place to ensure effective feedback and continuous improvement?
- 7 Procurement and commissioning of supply chain:** Do you apply the spirit of the Act on your own supply chain and how do you ensure that you provide sufficient opportunities to local businesses and third sector providers?
- 8 Reporting.** How do you report progress against targets and are you sharing benchmarks?
- 9 Governance and Accountability.** Is your board engaged and how do you ensure transparency?

You can download the full Social Value Maturity Index [HERE](#)

We have also included copies of the Social Value Maturity Index within the appendix of this document and we will be tailoring future versions for other sectors including housing authorities, clinical commissioning groups, hospitals, education and Central Government. We will also be developing a version for those organisations that are not working with the public sector but want implement the 'spirit' of the Act.

If you are a business innovator, then you have implemented the 'spirit of the Act' and you are delivering an additional +20% social value across key projects

How to Use the Social Value Maturity Index <SVMI>

The <SVMI> has been designed to make it easy for you to plot where you are *now* on your journey and decide *where you want to be* in the foreseeable future.

We suggest that you use the <SVMI> in a workshop setting, making sure all the parties you would like to be involved are around the table. Ideally, this should include both council members and officers as it would be useful to get Members to agree the journey they want to go on before you start.

You will have three specific tasks: decide where you are now; decide where you want to be; and work out how you get there. The <SVMI> guides users through these steps, and helps to define an initial action plan for your organisation based on your responses.

Step 1 — Decide where are you now.

The <SVMI> takes you through a series of questions, split into the key themes as noted previously, and asks you to identify your progress against each theme. The answers to each question are linked to each of the different performance levels from 'follower' to 'innovator', as well as 'non-compliant' for questions regarding the fundamental requirements of the Act.

Each of your answers is awarded a performance level, as indicated with a coloured dot:

● Incomplete/Non Compliant ● Follower ● Mature ● Leader ● Innovator

For each theme, you will be awarded the highest level (e.g. mature) for which you fulfil all of the requirements. Your final overall score is based on your average performance across all themes.

Use the Maturity Index to plot your path from where you are now to where you want to be and involve key stakeholders in the decision making

Step 2 — Decide where you want to be.

Beyond measuring your present performance, the <SVMI> also allows you to project where you want to be in the future, in order to identify your next steps. Think about that destination after a given time period has elapsed. We suggest that you look ahead about two to three years. Enter these responses in the 'future' column for each theme. The results for present and future performance for each theme are illustrated in the 'results' section to show which areas need most attention.

Step 3 — Work out how you get there.

Based on your responses to the present and future performance, the <SVMI> will automatically generate an **action plan** to reach your desired future level of performance. This outlines the individual steps that should be taken in order to meet all of the criteria set out in the <SVMI>, split by theme and by performance level.

This action plan should be used **with** the supporting documentation laid out in Section 2 of this guidance. If you have decided on a two-year programme to get there, then you should create and agree a set of sub-tasks to work through on a yearly basis.

If you would like your responses to be included in the task force's ongoing research and development, or for any case studies or examples of best practice to be published through the Social Value Portal, please save the file with your details, and submit it at:

<http://members.socialvalueportal.com/social-value-maturity-index-submit/>

Alternatively, please email your response to info@socialvalueportal.com We have created a dedicated web resource where you will find additional information including a forum to share challenges and ask questions. You can also download a copy of the Social Value Maturity Index <SVMI> self-assessment tool: <http://socialvalueportal.com/social-value-taskforce/>

WORKED EXAMPLE

Surrey County Council has used the <SVMI> to assess where they are and develop a road map for getting to where they want to be.

A full assessment of their progress is included in Section 2 of the publication **“Bridging the Gap: A Good Practice Guide for making the most of the Social Value Act.”**

The results of their assessment are shown in the table below for each theme, indicating their present and future performance levels.

	SECTORS	Present	Future
A	Policy & Scope	Leader	Leader
B	Internal Management	Leader	Innovator
C	Measurement: Themes, Outcomes and Measures	Mature	Innovator
D	Commissioning	Mature	Leader
E	Procurement	Mature	Innovator
F	Market Engagement and Partnerships	Leader	Leader
G	Contract Management	Mature	Leader
H	Cross Sector Collaboration	Mature	Mature
I	Reporting	Mature	Leader
J	Governance and Accountability	Leader	Leader

Table: Surrey County Council present performance and future targets for each of the <SVMI> sectors

The levels for each theme are illustrated in the figure below.

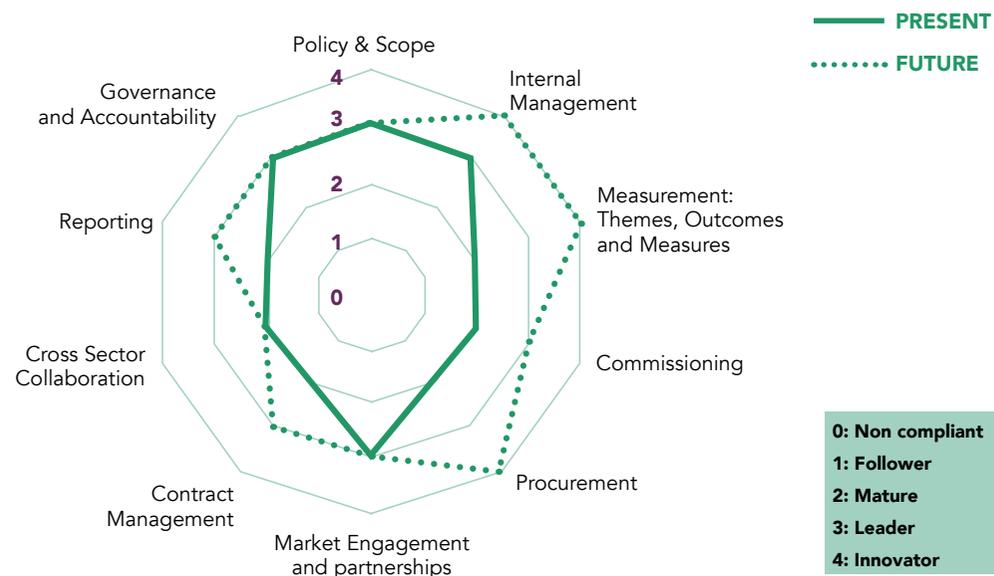


Figure: Surrey County Council present performance and future targets visualised across all sectors

The overall present performance and future target performance achieved by Surrey County Council through this exercise is shown in the table below.

Present Performance: **Mature**
 Future Target: **Leader**

Table: Surrey County Council overall present performance and future target performance

While on average, Surrey County Council is aspiring to become a leader with regards to their social value strategy, they are targeting the themes of **internal management, measurement and procurement** in particular, hoping to become Innovators in these areas. They have already achieved a Leader status for internal management, but for measurement and procurement they are presently 'mature'.

The actions required to meet the criteria in the Social Value Maturity Index are summarised in the action plan. An extract of the action plan, including the actions for the measurement theme is shown in the table below.

	TO REACH 'LEADER'	TO REACH 'INNOVATOR'
MEASUREMENT: TOMS	<p>Start to measure social value in financial as well as non-financial terms, against the approved themes outcomes and measures (TOMs). Start a process to update TOMs annually, supported by evidence from case studies and ongoing contracts. Introduce a system to weight outcomes according to council and local priorities.</p>	<p>Incorporate stakeholder feedback to adjust your outcome financial weightings. Consult stakeholders and public sector bodies in the TOMs development/update process (e. g. health, education, emergency services).</p>

Table: An extract from the action plan, outlining actions necessary to progress to being a leader and an innovator in social value

This action plan can be used as a starting point for Surrey County Council, used alongside guidance and further documentation, to produce a full timeline for reaching their future goal of becoming a leader in embedding social value into its organisation.

Sector Commentaries

We have asked a number of our contributors to provide additional sector specific advice and support and these are laid out below.

LOCAL GOVERNMENT

Cindy Nadesan
Procurement improvement officer, Orbis
(Surrey County Council and East Sussex Council)

Overview

Creating and delivering social value is achieved by using skills and resources to stimulate economic growth, support the health, wellbeing and independence of residents and communities, and preserve natural resources.

When approached collaboratively, social value has the potential to help the private sector follow its triple bottom framework (people, planet, profit), help the public sector to fulfil its core purpose of serving residents' needs effectively and efficiently, and help the third sector achieve its aspirations for individual and community wellbeing in a more efficient way.

From a purely legislative point of view, the wording of the Social Value Act is relatively weak, leaving local authorities to develop their own definitions and implementation plans. Local Government must comply with the Act but given the pressures on resources that all local authorities are facing this remains a real challenge. In addition, the varying levels of awareness, understanding and implementation that currently exist in relation to the act means that consistency is sometimes difficult to deliver.

It is therefore crucial to adopt a realistic view of the resources required, appropriate timescales and deliverables expected when integrating social value across an organisation.

Council's should be targeting +20% social value-add from their suppliers across every contract; this would make your procurement budgets go 20% further – For Surrey County Council this could be worth as much as £160m per year in additional social value

The Business Case

It will take time to see the benefits of having social value as business-as-usual, and we suggest you approach it as a journey of learning and engagement, accepting that successful implementation is not totally process or structure-driven.

However, delivering social value that has the potential to make a real and tangible beneficial impact on society has people and community at its centre and requires winning the hearts and minds of many stakeholders which will only succeed when you create an intrinsic desire for a shared vision: that of improving local communities.

Key things to look out for

To successfully embed social value requires an internal organisational environment that:

- Is purpose-driven, acknowledging the creation of value at a local level as being fundamental to serving the needs of residents effectively and efficiently
- Promotes a culture of a 'boundary-less' organisation, so collaboration and knowledge sharing is facilitated rather than inhibited by structure
- Adopts the belief that change and reform is part of how the organisation must operate every day and that processes should be flexible and adaptive to achieve its core purpose
- Recognises the importance of developing and cultivating strong relationships with external stakeholders and is willing to invest the resources required to make sure this is done effectively
- You should be targeting +20% Social value-add from you suppliers across every contract. This would make your procurement budgets go 20% further – For Surrey County Council this could be worth as much as £160m per year

We collectively spend public money, and there is a clear business case for our suppliers to deliver greater benefit for the communities in which we operate.

Top Tips:

- Get direction from the top! The extent and pace to which social value is embedded is largely influenced by the aspirations of senior management and subsequent allocation of resources to achieve it.
- The non-prescriptive nature of the Act risks it being included in commissioning and procurement as a tick-box exercise and this can be avoided through a renewed focus on collaboration, innovation and by embedding social value into day to day processes
- Be clear about your priorities and select specific areas of focus; identify what needs to be delivered and the resources required to do so.
- Adopt a resource-base view by thinking holistically about how existing resources can be used to deliver value and achieve maximum impact
- Engagement is crucial. Ensure all stakeholders are consulted and encouraged to contribute to the process; highlight the benefits of incorporating social value from both an individual an organisational perspective
- Partnership working can be difficult and requires commitment to developing a coordinated approach. Be realistic about the timescales required and the slow pace of change
- Embed social value by making it simple. Provide guidance and tools to empower stakeholders with the knowledge and skills they need to get the job done.

EMERGENCY SERVICES

Nicole Fletcher, The London Fire Brigade

Overview

The governance of the Emergency Services (Police, Fire, and Ambulance) and the expectations of how they work together, including what and how they procure is changing. The Policing and Crime Bill which will be introduced soon and will create a duty for the emergency services to work together will create both challenges and opportunities for embedding social value into our services.

The Business Case

The spending power of the emergency services varies considerably from one service to the next and from one region to another within each service and so working collaboratively on our procurement provides an opportunity to deliver much greater social value.

For example, the Fire Services have been working together to procure personal protective equipment which has provided greater scope to deliver more opportunities for apprenticeships than would have been possible with individual regional contracts.

We collectively spend public money, and there is a clear business case for our suppliers to deliver greater benefit for the communities in which we operate. However, the challenge for emergency services is more about defining the priorities to apply to social value and where we can actually make a difference.

Local and regional priorities will vary, although it is clear from the work carried out by the task force that there will be themes, outcomes and measures (TOMs) common across regional boundaries, such as local employment, community engagement and environmental protection. These are likely to provide relevant social value priorities for collaborative procurements.

Remember this is about *additional* social value, how can business help make the public pound go further by unlocking the potential of our supply chain

There are also the priorities distinct to our service sectors that can be addressed with more impact through effectively applying the Social Value Act. It might seem obvious that crime reduction is a priority for the police, reducing fires is a priority for the fire service and reducing urgent health care a priority for the ambulance service. However, each of these areas can be addressed in ways that add value beyond the core provisions of the contract such as a supplier providing ready-to-work mentoring and job opportunities targeted at those susceptible to becoming involved in crime. Or maybe supporting a youth engagement programme of the fire service through funding, facilities or expertise on specialist subjects. We need to be innovative and bold and look at how as a service sector we can deliver even more value than we already do.

Key things to look out for

Although the <SVMI> is principally written for councils and local authorities, the framework also works well for emergency services.

Opportunities to look out for include:

- You should be looking to develop your own means of measuring social value to ensure that you understand where your service adds value now and in the future
- Where possible you should link with other public organisations in your area and create a shared set of objectives and TOMs⁷.
- Joining procurement budgets across other services will increase the influence you have with your suppliers.
- Can you link with other businesses who are bidding for work with the Council in order to provide additional social value to their bids?
- If you can calculate a monetary value for additional value that you deliver (e.g. community visits) this will help build a better understanding about the value that your service brings to society above and beyond the core service that you provide.

Top tips

- Consider how your community activities could support the local council and create new value and even new revenue opportunities
- In using the <SVMI> some of the language is local authority centric. Consider what is meant and act accordingly for instance:
 - Cabinet or authority: the most senior decision making body for your organisation
 - Cabinet meeting: formal corporate performance monitoring approach
- Supplier summits: collaboration with other local partners or sector partners will provide for more effective delivery of actions as noted within the <SVMI>
- Benchmarking: look at local organisations relevant to the spend category e.g. fire sector for specialist kit and local partners for generic spend

BUSINESS

**Alison Symmers, head, Willmott Dixon Foundation
Willmott Dixon**

Overview

More and more businesses are learning that delivering social value can help them not only win more work, but also improve their performance and even add value to their bottom line.

In an age where trust in business is at an all-time low, those with a focus on social value are bucking the trend. They have found that adding social value is a powerful way to build rapport with key stakeholders, and increase engagement with their brand.

The Social Value Act is changing the relationship between business and the public sector and those companies that do not respond to this emerging landscape are in danger of being left behind.

“Think about how you can incorporate social value into your core business or make it a natural adjunct rather than just an unrelated add-on”

Social Act Review led by Lord Young, Cabinet Office, February 2015

For those providing services to the public sector, the enactment of the Social Value Act has turned social value from a nice-to-have into a key differentiator. And social value is only going to become more important, as the challenge for central and local government to deliver critical public services with fewer resources increases.

The Social Value Act is changing the relationship between business and the public sector and those companies that do not respond to this emerging landscape are in danger of being left behind.

The Business Case

As the Social Value Act becomes the norm, winning work with the public sector will not only be based on price and quality, but also social value. Many local authorities across the country are now including a social value score in their tenders with a weighting between 5% and 20% and your social value submission can make the difference between winning and losing multimillion pound contracts.

The key issue facing business is whether this will lead to price escalation and increasing costs – the last thing that anyone wants. However, we have found that we are already delivering all sorts of initiatives that deliver value and that the Social Value Act now gives us an opportunity to talk about these and focus existing programmes on delivering local value.

We have also found that getting involved in community activities can be a very effective way of developing workers’ skills in key areas such as communication, leadership, organisation and tenacity. There is increasing evidence to suggest that employees involved in delivering activities which provide social value are more satisfied in their work. And there is strong research to show that happy workers are more productive.

So the commercial arguments for an increasing focus on social value are compelling. But it’s about more than the bottom line: the debate on the role that business plays

in society is an important one. There may be a prevailing view that companies are just in it for the money – but businesses with a strong social value culture are made up of individuals who want to improve the health, prosperity and wellbeing of their families, friends and communities. **And when communities thrive, so do businesses.**

Key things to look out for

There is no one way to add social value to your business, but integrating it into core business and making it a part of the way you do business makes it easy, and it doesn’t have to cost more.

Nevertheless, it’s not always easy to know how to go about it – and this is where the <SVMI> can help. By showing the sorts of things that those at the forefront of the agenda are doing, other businesses can see what works and identify the approach which will work best for them.

Key issues to consider

- The <SVMI> is broken down into a series of small incremental steps. Use it as a means of planning your journey
- Remember, business is not bound by the Act but your customers are. This is about implementing the spirit of the Act to help your public sector customers meet their own obligations
- You need to establish an overall strategy and this should include a clear set of goals, objectives and an implementation or action plan
- Ensure that all parts of your business are brought on board together, including the bid teams and project teams. The executive will support you when they see that your actions are meeting a customer need and winning new work
- Remember this is about **additional** social value, or how can you help make the public pound go further by unlocking the potential of your supply chain
- We have set an ‘innovative’ target of +20% social value-add (SVA). Experience amongst the task force shows that this is achievable with careful planning and creative thinking. But you will need to plan ahead.

- If you are larger organisation, you should be thinking about how you can add value to your offer by engaging SMEs, social enterprise and charities within your supply chain
- Even if you are not bound by the Act look at how you can implement the Act in spirit.

Top tips

- You don't have to be a hero overnight – remember the leading edge is sometimes the bleeding edge!
- Don't be afraid to innovate
- Try and get the team into the mindset of your customer and remember that public sector budgets are being cut by 50% - how can you help your communities mitigate the impact of these cuts?
- Work with an organisation to help you measure what you do and unlock the social value
- Do not charge the customers more for social value, it runs contrary to the whole idea!

HEALTH SERVICES

Dave Sweeney, director of transformation & deputy chief officer NHS Halton CCG

Overview

It is a paradox that the health sector has the most to gain from implementation of the Act in terms of health outcomes and budgets, and yet we are furthest behind in its implementation.

For instance, if through the Act, business offers to reduce isolation of the elderly by supporting community activities, this would reduce the number of non-health patient consultations by our doctors, shrinking queues and ultimately saving clinical commissioning groups (CCGs) money. It really is time to do something!

So why did a recent survey by the Social Value Portal show that fewer than 5% of health organisations across England are engaged in the opportunity?

The Business Case

Of course our services are under pressure and it feels like we are constantly staving off the next new disaster; but at the heart of the Act is an incentive for business to get more involved in communities, engage the third sector with activities that support prevention and maximise the opportunity for added-value.

Prevention looms large in NHS' publication 'Five-year forward-view'⁸. Embracing the Act will ultimately boost our bottom-line, reducing surgery appointments, lessening hospital referrals and cutting bed-blocking.

Following the same logic as the local authorities we need to use our purchasing power to get business to do more – why shouldn't a supplier of X-ray equipment help run community clinics on injury prevention?

Key things to look out for

- Link arms with the local authority which is probably already doing something and see how they can help you move forward a few steps.
- It makes sense for the CCG to lead this initiative but it is also important that all health services are consulted
- In developing your TOMs⁸ you need to look at how you may include specific health outcomes and measures as identified within the Marmot Review including the Marmot Indicators⁹
- It is important to understand the 'addressable budget'; where you can make a difference and include additional social value within the commissioning and procurement process.
- Any new capital projects are likely to be a very good source of additional value and should be addressed at the earliest opportunity
- Social value clauses should be included in contracts, frameworks and within the purchase of medical equipment.

Top tips

- Learn from others in our sector. Real leadership is being shown in places like Halton CCG, Liverpool CCG, Salford and Manchester.
- Understand that many actions taken by the local authority will have a greater efficiency impact on health budgets rather than the council finances
- Explore ways of sharing savings to incentivise social value initiatives
- Be bold, if you don't ask you won't get

Links – Publication: Local Action on Health Inequalities.

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/460713/1a_Social_Value_Act-Full.pdf

Appendix

Public Sector Social Value Maturity Index

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Overview	Compliance driven. Doing just enough to meet the conditions of The Act	Taking a pro-active approach to integrating Social Value into procurement and commissioning	Social Value embedded into corporate strategy and have comprehensive frameworks for management and delivery	Social Value is a core operational metric, integrated into all directorates/ departments and activities with regular reporting against targets
Policy and Scope	1. No specific policy in place. Only complies with the Act (i.e. Services above EU procurement threshold)	1. A process and policy is in place to identify which contracts should include Social Value 2. Justification provided for a relevant, proportional and considered threshold over which social value should be included.	1. SV requirements applied to Supplies, Works and Services above AND below OJEU thresholds 2. Requirement are tailored to reflect size and scope of contract 3. SV embedded into Frameworks where appropriate	1. SV Requirements applied to Grants, Supplies, Works, Services AND Planning. 2. Innovators should encourage work done outside contracts, e.g. through time banks, charter accredited organisations. 3. All frameworks are covered 4. Specific policies in place on stakeholder involvement, materiality assessment and valuation
Internal Management	1. No specific officer or councillor Member has a direct reporting responsibility for social value	1. Councillor or Cabinet Board/ Authority Member given responsibility for reporting leading on social value	1. Individual named officer(s) given responsibility for reporting to Board/ Members councillor, managing and delivering social value across procurement and commissioning 2. Relevant officers are provided with SV training and resources to implement SV strategy.	1. Expectation that all officers take responsibility for managing and delivering social value. 2. SV used as a KPI to assess progress at relevant Cabinet or Scrutiny Committee meetings

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Measurement: Themes, Outcomes and Measures (TOMs)	<ul style="list-style-type: none"> 1. Do not yet measure social value or are still developing social value metrics 	<ul style="list-style-type: none"> 1. Measure social value in non-financial terms against an approved set of TOMs 2. Golden thread maintained between TOMs, the Corporate strategy and the SV Policy 3. Detailed TOMs available on website, to all suppliers as a part of SV Policy 	<ul style="list-style-type: none"> 1. Measure social value in BOTH non-financial AND financial terms against Outcomes and Themes 2. TOMs (including values) updated an annual basis with evidence and methodology to support 3. Outcomes weighted systematically to Council and local priorities (i.e. targeting), 	<ul style="list-style-type: none"> 1. Measure social value in BOTH non-financial AND financial terms against Outcomes and Themes. 2. Financial weightings adjusted according to stakeholder feedback 3. Processes in place to allow TOMs to be updated according to local community priorities (e.g. A Community Social Value Charter) 4. Other stakeholders and public sector bodies consulted in development of TOMs including health, education and emergency services
Commissioning	<p>No specific attention given to commissioning for social value, above and beyond the Act</p>	<ul style="list-style-type: none"> 1. Needs assessment used to update approach to project commissioning 2. Key projects re-commissioned with Social Value creation at their core 	<ul style="list-style-type: none"> 1. SV threaded through commissioning cycle, procurement are involved throughout. 2. All new contracts assessed before procurement for their potential contribution to Social Value objectives. 3. TOMs adjusted to against overall SV delivery strategy 4. For self service (user department led) projects SV is embedded within guidance, resources, templates 	<ul style="list-style-type: none"> 1. Outcomes approach taken to commissioning of all services with cross departmental collaboration including with Planning 2. Regular feedback between Commissioning and Procurement teams to ensure TOMs remain 'live' and relevant 3. SV mapped geospatially and measured as a part of the evaluation criteria. 4. Outcomes updated systematically to build on stakeholder feedback

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Procurement	<ol style="list-style-type: none"> 1. Social Value is mentioned in tenders (where relevant) relating to services but no weightings or specific score allocated. 2. Tenderers asked for social value commitments to improve the economic, social & environmental wellbeing of the relevant area 	<ol style="list-style-type: none"> 1. Social Value requirements included in all relevant tenders as a part of Quality Score 2. SV weighting as a part of Quality score 5-10% 	<ol style="list-style-type: none"> 1. Social Value requirements included in all tenders (contracts and frameworks) 2. A specific scoring and weighting system in place of at least 5% of total score 3. Relevant 'Gateways and Checks' in place to ensure consistency in tenders 4. Processes in place to ensure lessons learnt and feedback incorporated for continuous practice improvement including policy and toolkit development. 	<ol style="list-style-type: none"> 1. Shared TOMs across more than one department with feedback and improvement processes in place 2. Weighting system in place of at least 10% of total score unless robust rationale for lesser percentage exists 3. processes in place across department to ensure consistency
Market Engagement and Partnerships	<ol style="list-style-type: none"> 1. Initial but adhoc steps taken in market engagement around SV 	<ol style="list-style-type: none"> 1. Initiatives taken to build capacity and shape market with business community and the third sector providers 2. Project specific market engagement offered/delivered as relevant and appropriate 	<ol style="list-style-type: none"> 1. Regular 'supplier summits' held to build capacity AND to get feedback. 2. Case studies and examples of innovation provided to illustrate the different levels/actions 3. A market development plan forms part of the policy underpinning commissioning development and action plan 4. A specific focus on upskilling of local micro, small, medium sized enterprises, business and VCS organisations 5. Regular forums for social value networking and engagement 	<ol style="list-style-type: none"> 1. Specific initiatives taken to begin to build partnerships with business and third sector such as time brokerage and banking, 2. Promotion of B2B and B2Three relationships (for larger suppliers and long term Frameworks) 3. Feedback mechanisms are ongoing including an annual provider satisfaction survey 4. A cross sector advisory group meets regularly to provide feedback
Contract Management	<ol style="list-style-type: none"> 1. Contracts not monitored in any coherent way for social value after award 	<ol style="list-style-type: none"> 1. Specific, targeted SV action plans are bound into the contract and performance monitored 	<ol style="list-style-type: none"> 1. Performance reviews and regular feedback to and action taken to ensure continuous improve SV implementation and delivery. 2. Processes in place to ensure lessons learnt and feedback incorporated for continuous practice improvement including benchmarking and case law 	<ol style="list-style-type: none"> 1. Benchmarking across all contracts shared with other Councils to establish best practice 2. Suppliers provided with quarterly feedback on progress

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Cross Sector Collaboration	1. None	1. Relevant public bodies identified such as Health, Education and Emergency Services- preliminary discussions held. 2. Unofficial sharing of data with adhoc joint procurement/ commissioning	1. Cross sector committee formed to develop and manage the delivery of joined up SV policies and shared TOMs 2. Regular meetings and feedback sessions held 3. Shared implementation plan	1. Common set of TOMs created which all public sector bodies use as a part of their procurement and reporting 2. Regular cross sector meetings held to share feedback and benchmarking 3. Opportunities explored for shared commissioning and procurement 4. Cost savings identified and results shared to help build financial benefits 5. Common reporting
Reporting	1. No SV reporting and feedback	1. Annual Feedback to Cabinet/ Scrutiny Committee on social value creation 2. Robust reporting in place on progress and delivery and published annually	1. Regular feedback to Cabinet/ Scrutiny Committee on Social Value 2. Annual reporting includes benchmarking and progress against targets	1. Regular feedback to Citizens on value creation against targets including local performance 2. Innovative ways of communication employed to ensure citizen feedback including 'geospatial mapping' and digital communication 3. You have published evidence of where SV has made a difference along with relevant case studies
Governance and Accountability	1. Council/Authority has met the requirements of Act to 'consider' social value and this is minuted	1. Social Value Act mentioned in Corporate Strategy 2. Social Value recognised as a core principle supported by a published SV Policy and Implementation strategy. 3. All relevant documentation made available on web site	1. Cabinet Member has direct oversight of Social Value Performance 2. Social value had been embedded into commissioning and procurement practice, tools, resources and processes with a ratified policy and toolkit that are published. 3. SV implementation is underpinned by an overarching Action Plan 4. SV is measured and reported on regularly	1. Cabinet level scrutiny of performance with regular reporting as appropriate 2. Council/Authority has set SMART targets and is prepared to be accountable for these targets 3. For larger Councils targets set for each department and reported against annually 4. A cross sector social value advisory group is in place providing oversight, scrutiny and challenge 5. Third party verification is provided on reported SV content (e.g. independent assurance)

Appendix

Private Sector Social Value Maturity Index

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Overview	Compliance driven. Just does enough to meet contract requirements	Takes a pro-active approach to add social value to individual contracts	Social value is integrated into corporate strategy	Adding social value is a core part of the business and is fully embedded and integrated
Policy and Scope	1. A loose commitment to Corporate Social Responsibility (CSR), but no specific policy in place	1. A clear Social Value policy that responds to public sector needs 2. A set of common CSR and Social Value activities that is offered on all projects 3. Ad hoc SV responses included in bids and tenders as required by customer	1. Proactive implementation of the 'spirit' of the Social Value Act – tailored to meet local needs. 2. Goes above and beyond the specific project requirements to consider the Local Authority area more broadly 3. Develops related SV activities AND project related activities, specific to project, community and local authority.	1. Implements the 'spirit' of the Social Value Act across all business activities tailored to the Local Authority area and local communities. 2. Recognises and supports the vision of the Local Authority and responds to the needs all stakeholders.
Culture and Management	1. Social Value is not yet a part of the culture of the organisation 2. No specific individual accountable for SV or CSR activities	1. Organisation is developing values and a policy approach to CSR and community. 2. SV is recognised as an issue at board level 3. Individual in place with responsibility to deliver Social Value 4. Processes in place to upskill staff	1. A developed approach to values and community and has well-developed policies in support. 2. Provides up-skill training to sub-contractors as well as own staff. 3. Uses best practice case studies to inform strategy	1. Adding Social Value is part of the culture, and the organisation lives by its values and is able to demonstrate these values in practice. 2. Organisation shares knowledge and good practice with others, including best practice case studies. 3. Supports supply chain partners (including SMEs, social enterprises and other third sector organisations). 4. Social Value had been embedded into all aspects of the business including commissioning and procurement practice

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Stakeholder Engagement	<ol style="list-style-type: none"> 1. None unless requested 	<ol style="list-style-type: none"> 1. Some stakeholder feedback is sought. 2. Feedback is unstructured and informs decision making on a project level only 	<ol style="list-style-type: none"> 1. Stakeholders identified , prioritised and consulted to gain feedback (As per AA1000) 2. Key themes identified and responded to. 3. Resource committed to obtaining and responding to feedback. 	<ol style="list-style-type: none"> 1. Implements the principle of AA1000 to develop its approach to Social Value 2. Proactively reaches out to local communities, local authorities and a range of stakeholders to improve the Social Value offering 3. Stakeholder feedback sought at an individual project level AND for the organisation as a whole 4. External stakeholders are actively encouraged to be a part of the accountability process 5. Feedback is evidenced and reported
Community Projects Design	<ol style="list-style-type: none"> 1. No specific projects, ad hoc initiatives only 	<ol style="list-style-type: none"> 1. Provides set of standard activities developed to meet a generic need, such as apprenticeship schemes or local spend 	<ol style="list-style-type: none"> 1. Has a strategic approach to community activities 2. Provides activities that are targeted and appropriate to the local community 3. Promotes and support innovation from within the Business 	<ol style="list-style-type: none"> 1. Maximises the impact of initiatives by consideration of the lifetime benefits to individuals and communities. 2. Considers social impact of mainstream activities. 3. Collaborates with Local Authority and other contractors, including supply chain, to ensure activities optimise Social Value
Social Value Measurement: Themes, Outcomes and Measures	<ol style="list-style-type: none"> 1. Able to show what has been carried out for a particular contract where Social Value is asked for by the Contracting Authority 	<ol style="list-style-type: none"> 1. Some SV data is collated across the business but no specific measurement solution in place 	<ol style="list-style-type: none"> 1. Has developed its own TOMs that reflect what it does and matches public sector needs 2. Collates 'output' data using appropriate numeric approach to provide a value on local authority themes outcomes and measures. 3. You achieve approximately +5% Social Value Add (SVA) on all of your projects 	<ol style="list-style-type: none"> 1. Collates data and can demonstrate the added value (outcomes and impact) this brings to the communities over time using financial and non-financial methodologies. 2. Processes in place to ensure local needs taken into account and that TOMs are current 3. Measurement of both quantitative and intangible benefits 4. You achieve an additional +10% Social Value Add (SVA) on all of your projects

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Bid Management and Contract Reporting	<ul style="list-style-type: none"> 1. Mentioned in generic terms in tenders where it is requirement 2. Responsibility for delivery of Social Value on the contract lies with the Contract Manager if required 	<ul style="list-style-type: none"> 1. Detailed response to tenders as required with specific SV solutions 2. Annual reporting of SV as required to meet contract performance 	<ul style="list-style-type: none"> 1. Social Value undertakings included in all tenders regardless of requirements. 2. Performance reviews and regular feedback to customers and action taken to ensure continuous improve SV implementation and delivery. 3. Processes in place to ensure lessons learnt and feedback incorporated for continuous practice improvement including benchmarking and case law. 	<ul style="list-style-type: none"> 1. Benchmarking across all contracts shared with other organisations to establish best practice 2. Social Value commitments in all tenders regardless of requirements based on financial and non-financial targets 3. Customers provided with quarterly feedback on progress
Procurement and commissioning of supply chain	<ul style="list-style-type: none"> 1. No specific mention within procurement or supply chain reporting 	<ul style="list-style-type: none"> 1. Social Value is included in relevant tenders as part of quality score 2. Suppliers engaged in key issues and provided with guidance 	<ul style="list-style-type: none"> 1. Social Value commitments are explicitly requested in supply chain contracts. 2. Specific focus on building capacity within micro, SME and third sector suppliers 3. Training given to supply chain to help them unlock SV opportunities 4. Supplier summits held to help build understanding and capacity to deliver 	<ul style="list-style-type: none"> 1. Fully Integrated into the tender and suppliers selected on basis of Social Value as one of the main criteria. 2. Supports SMEs and Third sector organisations through a bid. 3. Tier 2 and 3 required to report SV
Reporting	<ul style="list-style-type: none"> Annual CSR statement or generic report 	<ul style="list-style-type: none"> Comprehensive CSR report with some mention of Social Value 	<ul style="list-style-type: none"> 1. Comprehensive reporting on Social Value activities across the business but data is not assured. 	<ul style="list-style-type: none"> 1. Integrated reporting monthly against individual projects and the business as a whole and including supply chain (SMEs and voluntary sector). 2. Externally assured and made publicly available. 3. Holistic reporting of financial and non-financial information such as <IR> 4. Formal feedback loop enables pro-active learning

LEVEL	FOLLOWER	MATURE	LEADER	INNOVATOR
Governance and Accountability	<ol style="list-style-type: none"> 1. No specific board level responsibility 2. Social Value managed at project level as required as a part of the contract 	<ol style="list-style-type: none"> 1. Social Value Act mentioned in Corporate Strategy along with specific cross reference with Sustainability 2. Social Value recognised as a core principle supported by a published SV Policy and Implementation strategy. 3. All relevant documentation made available on web site 4. Board level reporting on an annual basis 	<ol style="list-style-type: none"> 1. Board has direct oversight of Social Value performance 2. SV is measured and reported on regularly 	<ol style="list-style-type: none"> 1. Main Board member holds specific responsibility for delivering Social Value within the business. 2. Progress against target reported to main board at least bi-monthly.

Notes

¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/403748/Social_Value_Act_review_report_150212.pdf

² <https://www.gov.uk/government/publications/procuring-the-future>

³ Targets that are ‘Specific, Measurable, Attainable, Relevant and Timely’

⁴ <http://www.legislation.gov.uk/ukpga/2012/3/section/1/enacted>

⁵ Includes all councils & local authorities, all health providers, education and emergency services

⁶ Themes, Outcomes and Measures through which social value may be assessed – see Section 2 for a more detailed explanation

⁷ NHS England publication <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

⁸ Themes, Outcomes and Measures that form the basis of your social value assessment

⁹ <http://www.instituteoftheequity.org/projects/marmot-indicators-2014>



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