

**Social Value and STAR Procurement
Scrutiny Review
Session 1 : Context and Overview**

5th November 2024 (6pm-8pm)



Scrutiny Review Session Outline

- **Session 1 – 5th November**
 - Why is Social Value important?
 - Social Value Charter
 - How do we measure outcomes/impact?
 - Our journey, what are we doing in Stockport?
 - Governance
- **Session 2 – 19th November**
 - Match My Project deep dive.
 - VCSFE partners case studies
 - Where can we go further and faster?
- **Session 3 – 11th December STAR to attend**
 - The role of STAR
 - Legislative requirements
 - How is social value picked up in the procurement process
 - How do STAR support the commitment to and delivery of social value

Session 1: Today we will cover...

- Legal Context
- Strategic Context - Why is Social Value important?
- Social Value Charter
- Governance
- Measuring Social Value
- Our Social Value Journey
- Challenges, Opportunities and Next Steps

Social Value Act 2012

- The Public Services (Social Value) Act requires commissioners who procure services to consider **social, economic and environmental benefits**.
- **Relates to all public funding.**
- The Act is a tool to help commissioners get more value for money out of procurement.
- Encourages commissioners to talk to their local provider market or community to design better services, finding new and innovative solutions.
- **New procurement regulations come into place from Feb 2025, which places more Social Value requirements on Local Authorities transparency and reporting**

One Stockport Borough Plan (2020-2030)



ONE HEART

At the heart of Stockport are its people and the communities in which they live.

- 1 A caring and growing Stockport**
Stockport is a great place to grow where children have the best start in life
- 2 A healthy and happy Stockport**
People live the best lives they can - happy, healthy and independently
- 3 A strong and supportive Stockport**
Confident and empowered communities working together to make a difference



ONE HOME

Stockport is a great place to live, where no one is left behind.

- 1 A fair and inclusive Stockport**
A borough for everyone - diversity and inclusion is celebrated and everyone has equity of opportunity
- 2 A flourishing and creative Stockport**
Stockport is an exciting place to live, where people are active and celebrate the culture
- 3 A climate friendly Stockport**
Stockport is a responsible and sustainable borough



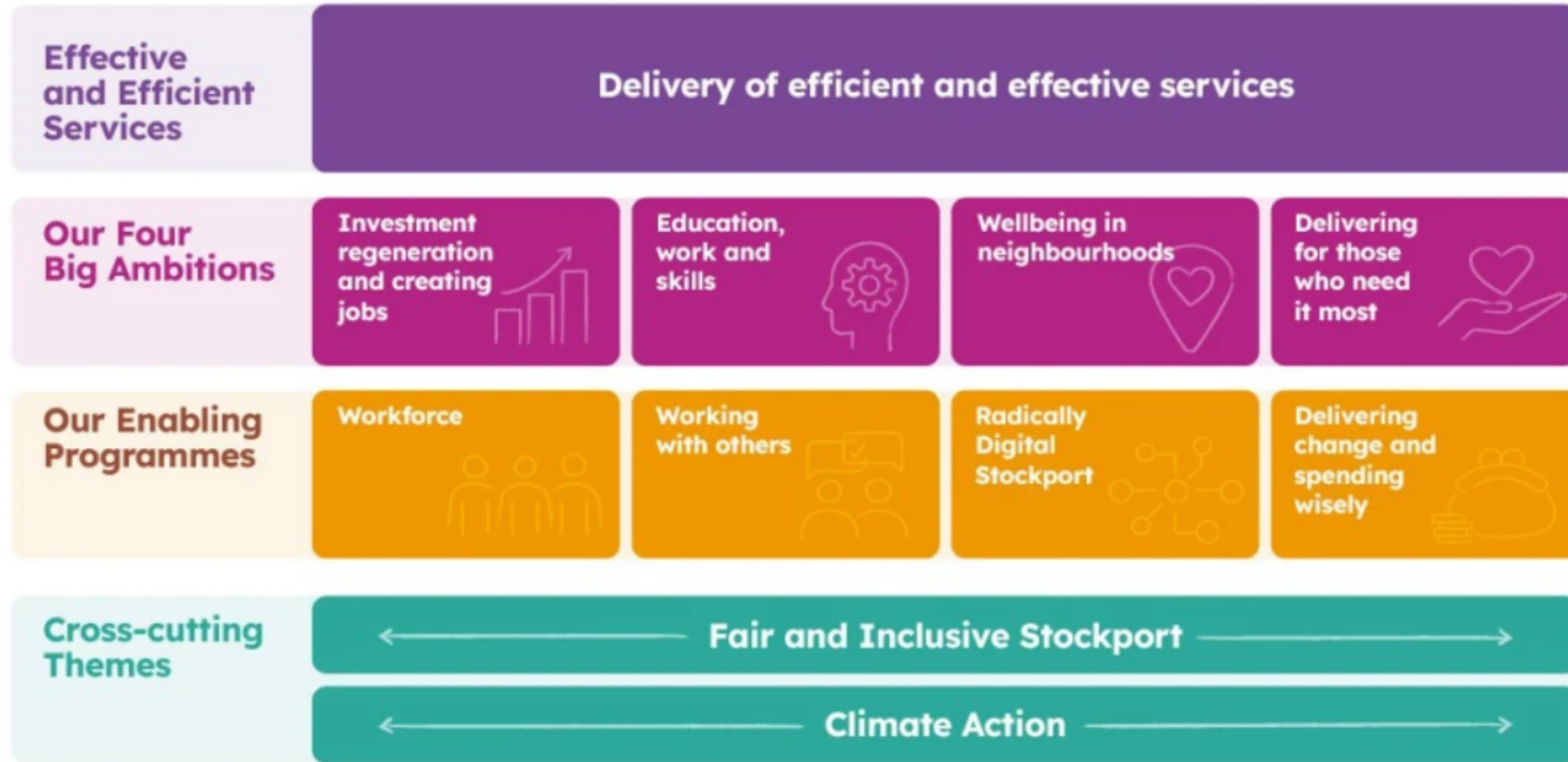
ONE FUTURE

Growing, creating and delivering a thriving future for Stockport.

- 1 An enterprising and thriving Stockport**
A thriving economy which works for everyone
- 2 A skilled and confident Stockport**
Everyone has the opportunities and skills to successfully achieve their ambitions
- 3 A radically digital Stockport**
A digitally inclusive and dynamic borough

Ambitious Stockport, creating opportunities *for everyone*

The Council Plan (2024-2027)



Ambitious Stockport, creating opportunities *for everyone*

Supporting the MTFP

- In 2023/24 we spent circa £18m on our contracts, with circa £7.4m of social value commitments.
- Economic uncertainty and volatility – increasing number of councils in financial distress.
- Local Government funding not keeping pace with increased demand for services and inflationary costs.
- Increasing pressures arising from Childrens Social Care and Education (SEND), impact of Real Living Wage and other pressures e.g. homelessness, TLC fleet replacement.
- More and more of council contracts are being awarded based on the social value submissions. Companies are getting wise to this and want to do more.
- **Social Value gives us an opportunity to do more with less - “Ensuring that every penny we spend benefits the people of Stockport”**

Stockport Council's Social Value Charter 2019 – Outcome Statements



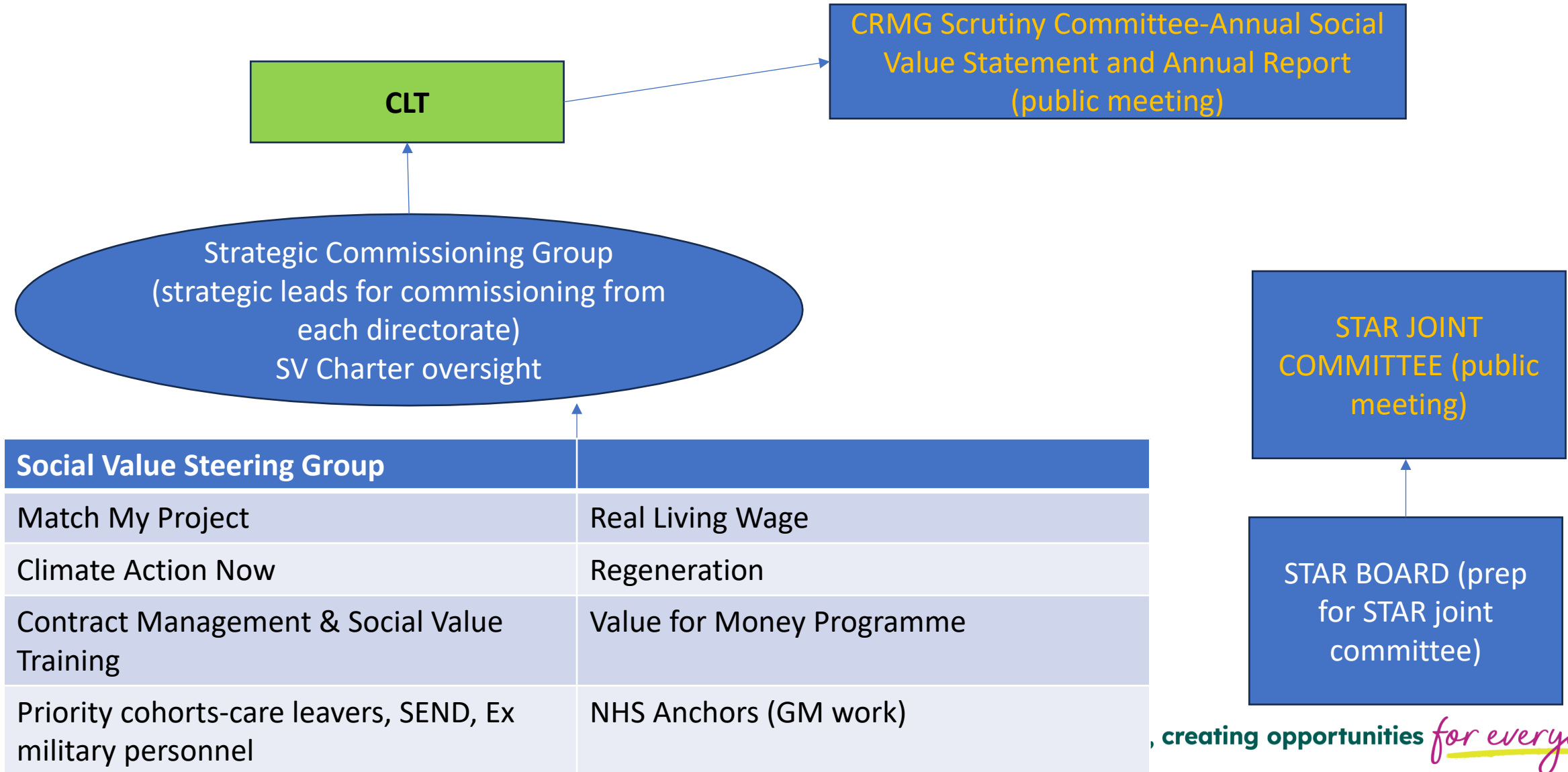
- People are able to make informed choices and be independent.
- People who need support get it.
- Stockport benefits from a thriving economy.
- Stockport is a place people want to live.
- Communities in Stockport are safe and resilient.

Social Value Charter 2019-Commitments

We will:

- Set an example to the businesses in our borough by showing our commitment to Social Value within our organisation.
- Ensure Social Value is embedded within our organisation and throughout our supply chain.
- Ensure staff are well trained, motivated, supported and understand Social Value principles and relevance.
- Through citizen empowerment, engage with our local communities and service users to consult with them to get their voices heard and have a say in the way local services are delivered.
- Work to support sustainable development through policies and strategies approved by our Council Leadership.
- Be a living wage employer and encourage our providers to improve living standards and opportunities for employees and their families.

Governance



How Do We Measure Social Value?

- Social Value Portal – provides Quantitative Social Value data but challenge of committed versus delivered.
- Stockport TOMS (Themes Outcomes and Measures) proxy guide/ Changed from national to local Stockport specific TOMS to reflect Council priorities.
- Match My Project – Qualitative Data that can be used as evidence to inform the Social Value Portal and produce impact data.
- Community/recipient feedback and ongoing engagement.
- Case Studies and testimonials.
- Contract Management.
- Communication through Social Media generating interest and Corporate Social Responsibility (CSR) opportunities.
- Engagement with STAR and Sector 3 to measure wider Social Value.

Stockport's Approach to Social Value:

“Ensuring that every penny we spend benefits the people of Stockport”

Where were the gaps?

- Social value commitments were based on what organisations offered, rather than community needs (e.g. Priority cohorts were struggling to access employment, training etc.).
- Inconsistent contract management.
- Limited impact/outcome data.
- Measuring ourselves against national, not local KPIs.
- Suppliers were struggling to understand what Social Value means to them.
- VCFSE sector had provided so much positive impact through covid-how could we sustain those relationships.
- Community groups coming to the council for funding requests/support which couldn't always be offered.
- We weren't always thinking “Stockport First” in the way we purchased.

Stockport's Approach to Social Value:

“Ensuring that every penny we spend benefits the people of Stockport”



What have we done?

- Procurement information: “engagement toolkit” for bidders, with established priority cohorts and themes based on engagement feedback and council’s corporate priorities, so that Social Value can be more targeted.
- Social Value question in all our bids is worth 20% of the evaluation marks-irrespective of contract value.
- Contracts worth over £50k sign up to the Social Value Portal for monitoring purposes.
- Climate Action Now 2030 vision-route into asking suppliers to think about the environment.
- Stockport specific TOMs – making sure our “asks” are relevant to Stockport.
- Raised the profile of our Social Value work internally through our Value For Money work programme and externally through our Social Value Round Table and GM anchors work.
- Built relationships across the regeneration programme, to ensure Social Value is captured in our new “spaces”.
- Working with VCSFE, Local businesses, public sector/anchors to develop a VCSFE Alliance through which we can route Social Value opportunities and asks.
- Purchased and implemented an on-line brokerage system “Match My Project” (£23k for 3 years, until Nov 2026).

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Stockport's Priority Cohorts and themes

- An engagement toolkit, which highlights the council's priorities and themes is provided with ALL procurement information. This provides detailed information so that bidders can decide which areas they wish to focus their social value work on



Priority Cohorts	Priority Themes
Care Leavers	Buying Local & Social Value Economy
Ex –offenders	Loneliness & Social Isolation
Those with SEND Needs	Work & Skills Training Opportunities
Veterans	Routes into Employment
Fair and Inclusive	Capacity Building: Internal & External
Long Term Unemployed	Digital Engagement & Inclusion
Children in care & Foster carers	Climate Action NOW
	Cost Of Living

Successful Delivery...

- **Nationally and across Greater Manchester, Stockport is seen to be leading the way in terms of Social Value:**
 - We have a Social Value Plan and robust governance arrangements. Strong leadership and interest.
 - Social Value is firmly embedded in our council wide Value For Money programme.
 - We have invested in Match My Project and physical resources to drive and embed the work programme.
 - Our engagement toolkit means our Social Value is targeted to our priority cohorts and themes and we have had some great success stories for our care experienced young people and young people with SEND (work experience and apprenticeships).
 - We direct our suppliers to choose projects based on what we want and what our communities want.
 - We have a robust contract management training programme in place and our contract managers are starting to challenge suppliers, so we are starting to see the impact of social value more.
 - We are developing corporate knowledge and understanding. Colleagues know there is a Social Value “team” to advise, support and offer check and challenge. Social Value is becoming “everybody’s business”.
 - Increasingly more contracts (especially in Place directorate) are being awarded based on the Social Value offers. We are capitalising on this.

Challenges and Opportunities

- Social Value Portal not effective at measuring REAL impact and limited reliability/validity of the data.
- There are 48 Stockport TOMS to choose from-dilutes the impact (N.B. we have already narrowed this down to Stockport specific TOMs from the 98 set out by the Social Value Portal).
- Difficult to capture a “whole Stockport” picture, as Social Value not all collected in one “place”:
 - Procurement frameworks-need to review the way we approach so we maximise Social Value opportunities where contract values are high-as currently these suppliers are by-passing the Social Value ask; and
 - Some contracts don’t use STAR procurement, so difficult to capture Social Value information (as we have no way of knowing what contracts are being awarded if they don’t come through STAR).
- Funding is reducing, demand is increasing, so pressure to get more out of Social Value.
- It is difficult to secure Social Value for some of our spend, as we need the provision more than the provider needs us (high cost children’s placements, SEND transport) - need to be creative.
- MMP is resource intensive-are we getting the most out of it?
- Whole council buy-in. Still some cynicism. Cultural change takes time.
- STAR’s role in Social Value - how do we monitor their performance against the Social Value Charter outcome statements?

Next Steps

- Understand the implications of and implement the changes required as a result of the new legislation (Feb 2025).
- Review reporting systems to improve data capture-impact and quantitative data. Need to understand the most accurate way of telling the story and describing REAL impact of Social Value to the public?
- Roll out training programme to Stockport commissioners and contract managers (implications of new legislation and contract management training).
- Continue the internal and external communications and engagement programme.
- More support for elected members- to capitalise on positive community links (QR codes and member briefings).
- Review of 2019 Charter promises-what have we done and what do we need to do next?
- Review Stockport TOMS and engagement toolkit priority cohorts and themes.
- Consider how we get the best out of MMP-focus on HIGH VALUE contracts.
- Deliver STAR internal audit review recommendations (due to report in Spring 2025).
- NOT a “quick fix”- we need to grow and develop – 5-year plan.

Thank you



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Vulnerable Residents (Adults and Children's)

- Depaul manage our 18+ accommodation settings and have recently added to their social value offer by attracting additional funding (£5650), which enabled special trips and activities to be organised for young people, including a residential:
- Pure Insight provide a mentoring service for our care leavers. Their social value contribution includes: parenting groups, wellbeing workers and counselling for young people and generous seasonal gifts and group celebrations.
- Adult Social Care have recently selected TOMS they will ask suppliers to meet, to ensure Social Value is relevant and achievable/impactive within the contracts they award. They have included the following TOMs in their Social Value “asks”:
 - Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)
 - Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation
 - Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health
 - No. of full time equivalent local 16–25-y.o. care leavers (FTE) hired on the contract

Digital Inclusion



- Through DigiKnow Alliance network, several businesses have offered staff as Digital champions (staff as volunteers) including Thales UK & Sky.
- Amazing collaboration with Community Computers and welcomed donations from businesses and individuals www.communitycomputers.co.uk and low cost refurbished devices have either been sold to low income residents across Stockport or Free devices have been given out to families via schools in deprived areas – and this can be offered in bulk to key cohorts.
- Also ‘Deloitte’ devices received as a donation have been gifted to Key contacts, who support several networks in Stockport, and some devices have been given to low income families as “digital gifts” to further support the key aims of digital inclusion within Stockport, and contribute to recognise “minimum digital living standards”.
- Great partnership with GM10 digital leads group – Stockport has been open and receptive of offers including Cisco 5yr connectivity offer – Stockport Refugee Equality Partnership (SREP) has received 5yr connection with Virgin Media; plus device donations and volunteer/staff time as “digital champions” on site
- Possibly one other venue in Stockport will also receive CSR from Cisco, as yet to be agreed
- *Match my Project* was promoted during Digifest-2024 in Feb/March and DigiKnow alliance and requirements have been “requested” no response as yet.

Regeneration

- Emerging social infrastructure approach
 - The 'What if? Café' has provided us with an opportunity to test out an innovative approach to delivering long term social value over the course of the Stockport8 development process:
- Construction jobs and skills
 - Across Development and Regeneration and Stockport MDC we have a track record of securing employment and skills opportunities in construction industry for local people. An example of this was Willmott Dixon's Building Lives Academy linked to Stockport Interchange.
 - In 2023 we initiated a Construction Jobs and Skills Task and Finish Group involving contractors, skills providers (including Trafford College Group and VCFSE organisations) and SMBC colleagues to identify ways to amplify the impact of construction investment locally.
 - This work has demonstrated the limitations of short-term, 'lumpy' social value projects
 - In response, the group co-designed a model for a One Stockport Construction Hub, a one stop shop for contractors to deliver on their social value commitments
 - The Hub's core purpose is to link diverse projects to create opportunity pathways for local people to progress into good jobs in the industry
 - The delivery model recognises the key role of local VCSFE anchor organisations in realising this potential and channels investment into their long term growth and sustainability



Work and Skills

- Commission of some contracts, e.g. Construction for regeneration projects has started to have a focus on supporting opportunities for priority groups, e.g. long term unemployed, Care Experienced Young People, Young People with SEND, Veterans.
- Employment & Skills Agreements in Construction focus on specific measurable outcomes for work experience, skills, new people into construction, curriculum projects with education providers, (Construction Industry Training Board outcomes) based on type of development and design and build cost – included as Social Value ask.
- Social Value ask actively encourages engagement with local partners.

REAL LIVING WAGE AND GOOD EMPLOYMENT CHARTER

Since 2023 Stockport has become a living Wage employer ensuring that our supply chain is too.

- **Supports Employee Well-being:** Fair compensation allows employees to better support themselves and their families, improving overall well-being.
- **Aligns with Companies Social Value:** Embracing living wage principles can enhance a company's commitment to ethical practices and social responsibility.
- **Enhances Reputation:** Being recognized as a living wage employer can improve a company's public image and brand loyalty.
- **Improves Retention:** Employees are more likely to stay with an employer that values their contribution and offers competitive pay.

SMBC signed up and committed to the Good employment charter since 2022

- where people have equal access to quality work that is inclusive, s security and flexibility and cultivates an environment where health and wellbeing thrives.



Climate Action Now

- We're implementing a strategy to reduce greenhouse gas emissions in our £300 million supply chain. Over a threshold, bidders must now show a credible plan to cut emissions by 2038 and report emissions related to their contracts.
- Green Skills is one of the core themes within the developing 'MDC Construction Hub' which is setting out to leverage social value and opportunities arising from investment in the town centre, working with partners such as Green Economy, Trafford & Stockport College Group, Groundwork and B4Box.
- Social Value ask actively encourages engagement with local environmental projects, community groups, climate change training and nature recovery schemes.
- Groups in the Stockport Green Network and the Schools and Youth Climate Assembly are being encouraged to sign up to Match My Project.