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**To: Scrutiny Board 1**

**Date: 18<sup>th</sup> April 2018**

**Subject: Delivery against the Social Value Policy**

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## **1 Purpose of the Note**

- 1.1 The Social Value Policy was adopted by Full Cabinet on the 11<sup>th</sup> February 2014 and incorporates the Public Service (Social Value) Act 2012 that came into force on 31<sup>st</sup> January 2013. This briefing note details progress/delivery against the Social Value Policy and the outcomes that have been achieved.

## **2 Recommendations**

- 2.1 Scrutiny Board 1 are requested to consider this report and make recommendations as appropriate.

## **3 Information/Background**

- 3.1 There has been significant progress against the social value policy since the last report to Scrutiny Board on 30<sup>th</sup> November 2016. There are now 16 case studies on the Council websites giving examples of the successes we have had. These case studies include a case study on our first planning application to receive a condition namely Belgrade Plaza. A selection of these case studies are attached at Appendix one.
- 3.2 The case studies emphasise and identify why and how social value can be delivered in many different forms. With an ever reducing budgets and increasing demand for services there is an ever greater need to be innovative and creative in the way in which services are delivered to our local communities to ensure that we get maximum return on investment when spending our scarce resources.
- 3.3 Local authority standard contracts already have an impact on social value in that they include clauses which are intended to ensure that contractors are operating in a way that impacts favourably on society. These clauses can include the avoidance of modern slavery, counter terrorism, safeguarding, equalities, health and safety, data protection, tax avoidance, sustainable supply chains and payment of sub-contractors within 30 days.
- 3.4 Consideration of additional Social Value requirements within the specifications are considered based on a balance of potential additional cost incurred against benefit delivered and need to be proportionate to the value of the Contract. Many contracts have a social value weighting of 5% built into the award criteria, and the use of this criteria encourages Suppliers to bid with the inclusion of Social Value elements without passing on the cost to the Local Authority.
- 3.5 Coventry is seen as a leading Local Authority in terms of our approach to delivering Social Value. The Head of Procurement sits on both regional and national working

groups as detailed below and Officers were invited to sit on a number of “panels of experts” at the 2017 National Social Value conference, demonstrating Coventry’s reputation for leading the way on Social Value.

- 3.6 The Head of Procurement chairs a City Council Social Value Working Group. Officers with expertise in sustainability, environmental issues, economic development, planning, employment, public health and care have been working together to maximise the social benefits generated through contracting. Three of these officers take the lead for the three main themes of the Social Value Policy, namely Economic, Social and Environmental, acting as Champions for these themes. In 2017 there have been a number of staff changes that have impacted on these roles, but it is planned that there will be more consistency in the latter part of 2018.
- 3.7 Closer working with public sector partners through the council’s Marmot work (reducing health inequalities) has shown real results through harnessing initiatives like “making every contact count”. Under this initiative, all public services meeting individuals on the front line don’t just check that the individual’s needs have been met from their employing organisation’s perspective, they also check their general wellbeing, alerting public sector partners when additional needs are identified. For example, the Fire Service now not only check homes for fire risks they conduct “safe and well” checks as they are one of the most trusted public services when entering people’s homes.

- 3.8 Through the City Councils’ Business Charter for Social Responsibility, we have supported BAM Construct UK to achieve both Silver and Gold accreditation during the year. BAM had previously demonstrated economic principles to achieve Bronze. This year they have gone on to demonstrate both environmental and health principles to achieve the full set of accreditations. Their gold certification was presented at the Youth Build awards in London where one of their apprentices received a “commended finalist” award.



- 3.9 Coventry City Council are a Social Innovation Partner with SEWM and as such have worked with Coventry and Warwick Universities and social enterprises in the City to gain Social Enterprise Place status. That work has continued and we have been working closely with the Universities in supporting Social Enterprises, presenting at workshops and attending ‘meet the buyer’ type events. A comprehensive programme of events is being developed for 2018 which the Head of Procurement and the Procurement team will be supporting.
- 3.10 The Head of Procurement sits on the West Midlands Social Value Task Force group which was founded in November 2016 in order to establish, share and promote the integration of the Public Services (Social Value Act) 2012 (‘Act’) into public-sector commissioning and procurement within the area.

It is an open network and welcomes any organisation that wishes to get involved and who wishes to share good practice. The group aims to bridge the gap between public and private sectors recognising that it is only through collaboration and partnership that success will be achieved. The group recognises that Community (Society) is at the centre of everything that we do and participants are encouraged to share their successes (and failures) in order to build our collective knowledge and strengthen the uptake of the Act across all sectors of society. The West Midlands Combined Authority has now developed its' Social Value Policy which has utilised the best practice and key principles contained in each of the Metropolitan Authorities within the region.

3.11 The Head of Procurement also sits on the National Social Value Taskforce which has developed a number of tools that support the delivery. Coventry is currently trialling the use of the National TOM's (Themes, Outcomes, Measures) framework. This framework gives a standard and transparent approach to the measurement of Social Value, based around 5 key themes:

- Promoting Skills and Employment: To promote growth and development opportunities for all within a community and ensure that they have access to opportunities to develop new skills and gain meaningful employment.
- Supporting the Growth of Responsible Regional Businesses: To provide local businesses with the skills to compete and the opportunity to work as part of public sector and big business supply chains.
- Creating Healthier, Safer and More Resilient Communities: To build stronger and deeper relationships with the voluntary and social enterprise sectors whilst continuing to engage and empower citizens.
- Protecting and Improving our Environment: To ensure the places where people live and work are cleaner and greener, to promote sustainable procurement and secure the long-term future of our planet.
- Promoting Social Innovation: To promote new ideas and find innovative solutions to old problems.

The Social Value Portal are supporting us in the use of this on-line solution that allows organisations to measure and manage the contribution that their organisation and supply chain makes to society. We envisage that by using this platform, we will be better able to demonstrate our Social Value work and objectively compare bid submissions and to effectively manage Social Value commitments made as part of ongoing Contract Management activity.

3.12 Coventry as a Planning Authority now includes planning conditions on major planning applications which are managed via skills and employment plans. Within the year January to December 2017, a total of 16 planning applications have had conditions applied bringing the total number of planning applications that have had conditions applied since the authority began this approach to 27 applications

3.13 The following gives a summary of what has been achieved through skills and employment plans up to December 2017

- 70 local businesses have benefitted from supply chain opportunities from major developments in the City
- 799 local people have been employed on the sites
- 1910 apprenticeship weeks have been worked by apprenticeships generated on major developments, with a total of 92 apprentices
- Over 2700 young people have attended site visits or careers talks

Mick Burn  
Head of Procurement & Commissioning



# Case Study

## Belgrade Plaza Skills and Employment Plan

### Context

George Downing Construction is the managing contractor for the student accommodation complex, Belgrade Plaza in Coventry city centre.

Coventry City Council has been working in partnership with George Downing Construction since early 2016 to effectively implement a Skills and Employment Plan for the construction phase of the project.

This Skills and Employment Plan will produce additional benefits for local residents and companies, in the form of local employment, training, supply chain opportunities and apprenticeships.



### Creating the Skills and Employment Plan(s)

Coventry City Council included an "Employment Condition" to the planning application for the development.

This obliged the contractors of the project to work with the Council to develop a Skills and Employment Plan that considered how the project could benefit residents and local businesses.

### Skills and Employment Outputs

George Downing Construction has utilised local employment services such as the Coventry Job Shop and Employer Hub to encourage local recruitment in its own construction practices.

In total, Belgrade Plaza has provided 78 local people with an employment opportunity on the site.

In addition to the benefits provided to local people, Coventry businesses have engaged with the project too. Six companies from the Coventry area have worked with George Downing Construction on the project.

The construction of Belgrade Plaza has also provided apprenticeship opportunities.

Eight new apprenticeship opportunities were created during the construction of the project - amounting to 331 apprenticeship weeks from all the apprentices on the site.

The Skills and Employment Plan for Belgrade Plaza has provided positive benefits for the people of Coventry and its businesses. The George Downing Group will continue to work with local recruitment services for the end user recruitment for the building.

December 2017



# Case Study

## One Friargate Skills and Employment Plan

### Context

The majority of Coventry City Council staff relocated during 2017, from existing sites, to the new purpose built office next to Coventry Rail Station.

The construction of this building is the first part of the Friargate regeneration project. Once completed, 37 acres around the train station will be developed into a new business district, including 14 Grade A offices and two hotels.

Coventry City Council has worked with the contractor, Bowmer & Kirkland to develop and implement a Skills and Employment Plan for the construction phase of the Council building.

A Skills and Employment Plan provides additional benefits for Coventry and its residents, with regards to education and apprenticeships, local employment and local supply chain.

### Skills and Employment Outputs

Bowmer & Kirkland has worked in partnership with Coventry City Council on maximising skills and employment outputs since September 2015.

During that time, the project has produced many positive outcomes for local people.

Bowmer & Kirkland has worked with local recruitment services, such the Job Shop and Employer Hub, in advertising job vacancies on site for local individuals to apply for.

There has also been a strong focus on supporting local labour that is used for the construction of the building. The number of local people who have been employed on site is 332 from Coventry (CV1 – CV6).

Additionally, Bowmer & Kirkland has worked with the Coventry & Warwickshire Shared Apprenticeship Scheme to provide several placement opportunities. In total, 31 apprentices have worked on site during construction amounting to 256 apprentice working weeks.



Coventry's local businesses have also had the opportunity to work with Bowmer & Kirkland on this major project too. Bowmer & Kirkland held a 'meet the buyer' event, which generated interest from local businesses. In total, eight Coventry businesses have benefitted from the opportunity of working on the project.

Bowmer & Kirkland, has provided educational visits to tour the site to local primary schools. These visits were a chance for pupils to understand the wide range of career options that exist, and more specifically, the various roles within the construction industry.

Through the Skills and Employment Plan, the potential benefits from this major construction project have been maximised, for both the benefit of Coventry and its residents.

December 2017

# Case Study

## Coventry & Warwickshire Construction Shared Apprenticeship Scheme

### What was the project about?

Working in partnership with employers and colleges we identified the barriers that construction employers were facing when taking on apprentices and developed a model to combat those barriers.

Running since 2011, the scheme is a true partnership of public and private sector. Coventry City Council is the accountable body for the scheme and provides programme and financial management. Through our Social Value clauses we encourage contractors to work with the scheme.

National construction company BAM Construct UK is the host employer. BAM provides the Scheme Manager who has the responsibility of securing new placement providers, recruiting apprentices and ensuring that they are linked up to appropriate initial/'carousel' placements. The Scheme Manager delivers pre start training, day one on-site induction, monitoring, reviewing and guides apprentice to achievement.

Together, BAM's Workforce Manager and Scheme Manager deal with any issues apprentices have on site regarding suitability of work available and when a 'carousel' would be advantageous to the apprentice and benefit the employers.

Local colleges provide the academic training needed for the young people to achieve their Apprenticeship Framework, co-ordinate site visits for NVQ assessors and monitor the progress towards framework completion.

BAM, as host employer, carries out the full Human Resource function. The Workforce Manager has responsibility for ensuring the Scheme Manager can support apprentices and has regular one to one sessions with each of them.

A steering group consisting of representatives from BAM, the colleges, and Coventry City Council meets regularly to discuss progress of the scheme.



### Achievements to date:

The scheme has successfully achieved the following awards

- Winner of Employer Commitment Category - Coventry and Warwickshire Apprentice Of The Year Awards 2017
- Winner of Building and Construction Apprentice of the Year Category - Coventry and Warwickshire Apprentice of the Year Awards 2016 and 2017.
- Winner of Partnership Initiative of the Year - Coventry and Warwickshire Apprentice of the Year Awards 2016.
- Apprentice Commended Finalist - Youth Build Awards 2017.
- Finalist in the Best Apprenticeship Scheme Category - Construction Investing in Talent Awards 2016.
- Finalist in the Public/Private Partnership Award - LGC Awards 2013.
- Apprenticeship Scheme of the Year - National Federation of Builders Awards 2012.

### Outcomes to date:

- 64 young people joined the scheme
- 36 have achieved their Full Apprenticeship Framework
- 35 have secured full time employment, self-employment or further training
- 3,797 apprentice weeks have been delivered
- 33 different construction companies have provided placements

December 2017