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## 1. Introduction

The Public Services (Social Value) Act 2012 requires all authorities to consider how the procurement of services can improve the economic, social and environmental well-being of the local area.

Organisations that have embedded social value in their procurement activities have created training and employment opportunities, supported the local economy, reduced their carbon footprint and helped to create more sustainable public services.

With Warwickshire County Council spending £325m a year with third party suppliers, procurement is clearly a high impact area. However, it does not leverage the full potential of the Council's £600m combined revenue and capital budgets, its £1.2bn asset base or its non-financial assets, including its brand, reputation, data, intellectual capital, local knowledge and the capacity of local communities.

Warwickshire County Council wants to take a holistic approach to social value and consider how the Council can, across all its activities and assets, deliver better outcomes for communities, the environment and the local economy.

Social Value is about the pursuit of wider social, economic and environmental benefits through all our activities.

## 2. Why is Social Value important to Warwickshire County Council?

Social value can play a vital role in ensuring Warwickshire is the best it can be by:

- supporting the Council's priority outcomes without requiring additional investment
- providing a new lens through which to consider all of our activity

This ethos is then embedded within the culture and behaviour of the organisation.

Warwickshire County Council places social value at the heart of all its activity. We recognise that social value brings a wealth of benefits to society, communities, partners, suppliers and to ourselves. To achieve maximum impact, this Social Value Policy aligns with our Council Plan, Recovery Plan, corporate objectives and into several key programmes of activity we are delivering.

The key building blocks are:

- **Climate Change** – as an organisation we are committed to tackling climate change. Our Council-wide programme of activity to address this provides an opportunity to embed social value principles and outcomes into this work.
- **Place and Places** – the Council recognises the important role we play as an organisation in ensuring that social value is delivered in the diverse places across the county. Whether this is at a regional, sub-regional, county, sub-county or very localised level, all of our activity will influence outcomes at a place level and will often be delivered through partnerships,

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collaboration and collective leverage. We must ensure social value is present through this work.

- **Community Engagement** – working with and supporting our communities has been very prominent during the pandemic. We are committed to building on this momentum and striving for the best social, economic and health outcomes for our residents. We've seen a rise in a kinder, compassionate society which can help deliver our social value objectives on the ground.
- **Shared Prosperity** – post-Covid there will be a strong need to support the economy to grow, encouraging new business start-up, entrepreneurship and community-based enterprise which will create jobs for our residents, increase prosperity across our communities, and help improve people's lives and community wellbeing
- **Tackling Inequality** – the pandemic has highlighted the disparities that exist between some of our communities across health, social care, opportunities for children and the education outcomes and skills levels of our residents. Social Value is inherent in tackling inequalities and increasing opportunities for our residents and communities.

These 'building blocks' focus our priority outcomes and act as pivot points that can multiply effort, concentrate action and direct resources toward our social value approach in all that we do.


**To make Warwickshire the best it can be, sustainable now and for future generations**

**PRIORITY OUTCOME**



**Warwickshire's communities and individuals are supported to be safe, healthy and independent**

**PRIORITY OUTCOME**



**Warwickshire's economy is vibrant and supported by the right jobs, training, skills and infrastructure**

- Support our most vulnerable and disadvantaged children, providing early support, before situations become complex
- Support the most vulnerable and disadvantaged adults in Warwickshire to enjoy life; achieve and live independently
- Support Warwickshire residents to take responsibility for their own health and wellbeing and reduce the need for hospital or long term health care
- Work with communities to promote safety, prevent harm and reduce crime and disorder across Warwickshire

- Support communities and businesses to develop the digital skills and tools they need in an increasingly digital economy
- Attract economic investment and maximise the rate of employment, business growth and skill levels in Warwickshire
- Increase reuse, recycling and composting rates and reduce waste across Warwickshire
- Manage and maintain Warwickshire's transport network in a safe, sustainable and integrated way
- Support and enable children and young people to access a place in a high quality education setting and achieve their full potential



- Providing role models and careers guidance for disadvantaged young people
- Helping care leavers to access further education and good quality work
- Providing employment and training opportunities for disadvantaged young people
- Creating apprenticeships within the council and in our supply chain
- Building capacity in the VCSE to help communities be more self-sufficient and resilient
- Tackling social isolation and digital exclusion by teaching people digital skills
- Supporting Warwickshire residents to access employment that pays the Real Living Wage
- Reducing our carbon footprint in our own operations and our supply chain
- Funding community projects that are low cost but can have a big impact
- Tackling contemporary social issues such as modern slavery with our partners in business and the voluntary sector

**Examples of contributions Social Value can make to our priority outcomes**

Please note: to be updated in accordance with the refresh of the Council Plan.

### 3. Definition

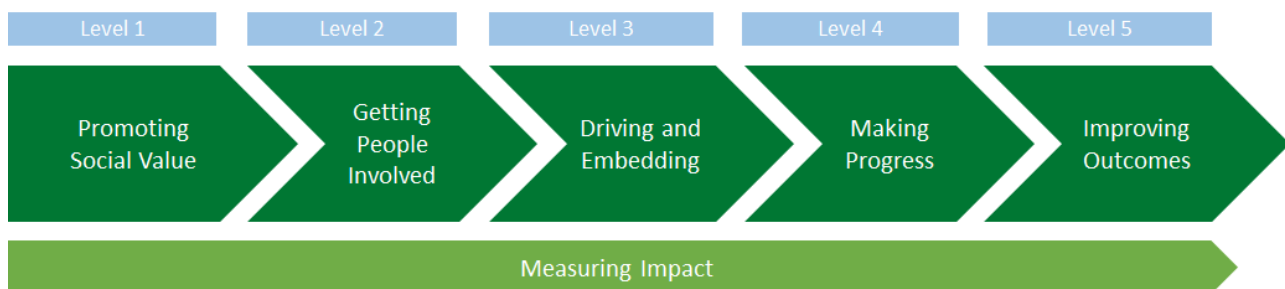
Warwickshire County Council will explicitly seek to make spending, investment and operational decisions that will maximise **economic, environmental and social benefits** in Warwickshire – which together are defined as **social value**.

### 4. Social Value Objectives

The Council has identified the following key objectives as central to the successful delivery of our social value intentions through this Policy and our corporate objectives in our Council and Recovery Plan:

1. Maximising the value and positive impact of all Council expenditure for our communities
2. Creating jobs, businesses and training opportunities locally
3. Contributing to our commitment to tackling climate change
4. Supporting the Voluntary Community and Social Enterprise (VCSE) sector to maximise the impact of their work through shared recovery following COVID-19
5. Addressing inequality and ensuring that people's starts in life do not determine their futures
6. Ensuring the Council meets its obligations under the Public Services (Social Value) Act
7. Influencing local partners and stakeholders to adopt a similar approach

The key phases required to deliver these objectives and develop our social value maturity are illustrated below:



### 5. Achieving our Social Value ambitions

To ensure the Social Value Policy is fully embedded and delivered across the Council, including all service areas, business functions and behaviours, as well as within our procurement and contract management processes, commercial activity and relationships with external partners, this policy is complemented by a Social Value Delivery Plan.

The Delivery Plan identifies the key areas where social value will have an impact and sets out the activities required to achieve the Council's social value aspirations. The following workstreams form the basis of the Delivery Plan:

<b>Delivery Plan Workstream</b>	<b>Example Activity</b>
<b>Organisational process</b>	<i>Reviewing recruitment processes</i>
<b>Organisational Culture</b>	<i>Embedding strength-based approaches</i>
<b>Communication and engagement</b>	<i>Designing a Social Value Toolkit</i>
<b>Service delivery</b>	<i>Embedding social value in commercial activity</i>
<b>Commissioning</b>	<i>Co-production of processes to release social value</i>
<b>Procurement and contract management</b>	<i>Targeting social value activity to Warwickshire priorities using TOMS</i>
<b>Partnerships and collaboration</b>	<i>Developing strategic networks and relationships to maximise social value</i>

Both this Policy and its Delivery Plan are intended to be live documents so that they can be developed and added to on a regular basis. Building in this flexibility, will enable the Council to respond to unexpected circumstances and also to continue to develop its approach to social value over time.

## **6. Monitoring and Measuring Progress**

The following mechanisms are used to demonstrate the Council's commitment to delivering social value:

### **Within procurement:**

- National TOMs (Themes Outcomes and Measures): provides a framework for unlocking, measuring and reporting social value. The TOMs offer an accessible and nationally recognised mechanism to quantify the Council's social value returns. It is a tool widely used within procurement and contract management processes and provides a template for internal measurement of direct and in-house delivery.
- Social Value Maturity Index: the measurement tool that allows both Warwickshire County Council and its suppliers to assess where it is on the journey of embedding social value as an effective way of delivering better outcomes for communities.

### **Beyond procurement:**

- Internal performance management framework: social value is considered in all service activity, procured or in-house delivered and is captured through our corporate performance monitoring. WCC staff understand social value and have attended awareness raising sessions to support this.

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Warwickshire County Council will produce an annual Social Value Statement in order to illustrate and quantify the Council's Social Value activity. This will include progress against existing targets and commitments for the upcoming year. The first WCC Social Value Statement will be produced for the financial year 2021/22 and will be available through the Council's website.

The Council's approach to measuring social value is outlined in the Social Value Measurement and Evaluation Framework.

## **7. Governance**

The effective delivery of social value within Warwickshire County Council is everybody's business, including elected members, senior leaders, service managers and all staff. The strategic social value agenda is guided by Corporate Board and the Council's Commercial Delivery Group will ensure that this agenda is successfully translated into practice.

A corporate Social Value Project Group is responsible for the implementation of the Delivery Plan and will support the delivery of the Council's social value vision by enabling the Council and its staff to:

- ensure that everyone, including commissioned organisations, in-house service providers and council staff understand their role and responsibilities in delivering social value
- ensure that social value activity clearly links back to our corporate objectives
- articulate and bring together the significant activity around social value that is already embedded and delivered across WCC
- maximise the impact of our social value activity
- measure progress against its social value objectives
- ensure that social value delivery is inclusive and does not put in unnecessary barriers
- ensure that the community of Warwickshire realises the wider economic, environmental and social benefits from all WCC activity

**Review date: March 2022**

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**APPENDIX 1 – SUPPORTING DOCUMENTS**

**1A) Social Value Delivery Plan**

**1B) Social Value Communications and Engagement Plan**

**1C) Social Value Measurement and Evaluation Framework (to be developed)**