

# SOCIAL VALUE POLICY



## COMMUNITY HEALTH PARTNERSHIPS

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*Investing in transformation of community-based, out of hospital, health, and social care estates to deliver improved health outcomes in local communities and sustainable value creation.*

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## Overview

Social value is at the heart of Community Health Partnerships (CHP). As part of the NHS family we provide high quality health and social care facilities that enable excellent patient care. We work diligently to have a positive impact on our employees, the environment, and communities across our estates. We recognise that we can deliver more for our clients, the communities that we work in and society as a whole by taking steps to maximise the social value we generate as a business.

Therefore, CHP is dedicated to working with our local public and private sector partners to actively integrate and develop social value into our usual business practices. This is CHP's foundation to building a truly sustainable health and social care estate, that creates value for society.

This approach means we are proactive in ensuring that our staff and partners help us deliver services that legitimately create value for society by:

- Building and promoting skills and employment
- Supporting the growth of responsible, local businesses
- Contributing to healthier, safer, and more resilient communities
- Contributing to the NHS Net Zero Carbon agenda & safeguarding our environment
- Promoting new ideas and community initiatives

*“CHP is a purpose driven organisation, one founded on the principle of adding value to the NHS and local communities through high quality buildings. Investment through Local Improvement Finance Trusts is in more than just bricks and mortar, it is a long-term investment in the communities we serve. We seek to continuously improve our understanding and commitment to Social Value and this policy is an important step forward in demonstrating this. We will measure the social value created through our community-based NHS assets and our workforce, encouraging, and developing social value initiatives and practices within our business and the partners we work with.”*

Wendy Farrington-Chadd, Chief Executive Officer

This policy will be reviewed and updated on an annual basis, or more frequently if necessary. To ensure that our CHP Customers, partners, employees, the public and other key stakeholders understand the CHP commitment to generating social value, we will publish this policy on our website.



**Wendy Farrington-Chadd, Chief Executive Officer CHP**

Date: 21<sup>st</sup> September 2021

Release: 10<sup>th</sup> November 2021

Review Date: 4th November 2022

# 1. Ambitions

## 1.1 Purpose of this document

This document aims to provide a framework and principles to support our staff and external stakeholders in delivering social value nationally, regionally, and locally. This will be delivered primarily by building on existing activities and relationships while also promoting innovation and new partnerships to enable our people and community to thrive.

Through the implementation of Social Value as outlined in this document, we are looking to maximise the use of our assets for our communities, people, and wider partners.

## 1.2 Our objectives

CHP's core objectives to drive value are three-fold:

1. **Leveraging our staff, skills, and activities as an organisation to make a real difference** (direct social value through our operations)
2. **Collaborating and engaging with our suppliers** (indirect social value through our supply chain's operations)
3. **Developing partnerships with the local community around our estate and the broader third sector**

## 1.3 Our commitments

To achieve and monitor these objectives, CHP will:

- **Develop an operational framework** which enables social value initiatives to be co-created with local partners and the community. This will be based a social value measurement framework, the **National TOMs**<sup>1</sup>, (see section 6 of this document: *The Social Value Measurement Framework*)
- **Work with our communities, building users, partners, and suppliers** to unlock social value.
- **Raise awareness and train staff** on social value tools, embedding a change culture.
- **Capture, monitor and measure** these activities through our social value measurement framework.
- **Publish a Social Value Report, annually**, to drive a culture of continuous improvement, transparency and to share best practice.

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<sup>1</sup> TOMs: Themes, Outcomes and Measures. For more information: <https://socialvalueportal.com/national-toms/>

## 2. Application

### 2.1 Social Value

Social Value serves as an umbrella term for broader social, environmental, and economic effects. Organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities, and society in general. Organisations can make decisions both about what they do and how they do it in ways that add social value. Public sector bodies must consider social value through their policy, actions, and spending decisions to maximise the benefit for the communities they serve.

### 2.2 Scope

This policy applies to the CHP portfolio of over 300 high quality health and social care buildings across England and 49 joint venture companies as well as all staff.

In the long term, CHP is also committed to working with partners and stakeholders (such as LiftCos, tenants, and building users, the NHS Sustainable Development Unit, soft FM providers, local communities, external supply chain, third sector, health commissioners and local authorities) to collectively increase the amount of social value delivered on the estates.

### 2.3 Governance

A Senior member of CHP (Malcolm Twite) has been assigned to lead and govern this Policy and the wider approach to Social Value. These are also supported by a Social Value Steering Group and Social Value Leaders, within all teams of the business.

## 3. Direct operations

One of our objectives is to leverage our staff, skills, and activities as an organisation to make a real difference. CHP aims to maximise its **direct social value delivery**, the social value delivered by our organisation and our staff, through our operations by<sup>2</sup>:

- **Being an exemplary employer**

We will ensure that we are an exemplary employer and build an inclusive workplace through looking after the wellbeing of our staff (**Health and Wellbeing strategy**); offering opportunities for disadvantaged people; up-skilling our employees; offering apprenticeship and work experience to younger people; supporting our workforce to volunteer and promoting fair work.

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<sup>2</sup> Non-exhaustive list of outcomes.

- **Working locally with sustainable partners**

We will also make sure that across our operations, we support local and responsible businesses through creating opportunities for SMEs and third sector organisations; supporting investment in deprived areas; boosting the local economy and creating jobs around our estates.

- **Being a sustainable organisation**

CHP is committed to protecting and safeguarding the environment through reducing carbon emissions (**Net Zero Carbon**), waste and water; improving air quality; reducing single use plastics and being aligned to [Delivering a Net Zero national Health Service](#).

- **Supporting our communities across our estate**

We will work closely with communities around our estates through promoting the health and wellbeing of our communities as well as social inclusion, reducing health inequality, deprivation, crime, and anti-social behaviours and supporting the most vulnerable people in England.

## 4. Delivering with our communities

Having closely worked with our communities, we know that social value is best maximised if aligned with local community needs. Therefore, we will seek to engage with our communities as much as possible and will prioritise deprived areas.

CHP is committed to delivering social value *in collaboration with* our communities, not *to* our communities through working with local partners such as:

- LIFTCos, suppliers, tenants and building users.
- Third sector organisations community groups, education organisations, housing associations, community groups and others local to our sites.
- Local Authorities in England where our estates are situated.

## 5. Supply Chain

CHP is committed to working with suppliers that will deliver quality services as well as share our values and our commitments to drive social value in our communities. Thus, CHP is embedding social value into its procurement process to maximise its **indirect social value delivery**, the social value delivered through its contracts.

## 5.1 Central Government Procurement and the PPN 06/20

The [PPN 06/20](#) introduces a new model ("[The Social Value Model](#)") to deliver social value through central government's commercial activities. It applies to procurements covered by the Public Contracts Regulations 2015, and applies to all Central Government Departments, their Executive Agencies and Non-Departmental Public Bodies. The social value model focuses on qualitative assessment and enforces a minimum of 10% social value weighting of total bid assessment criteria.

The social value model resembles the TOMs (social value measurement framework used by CHP) through its use of Themes, Policy Outcomes and Objectives.

## 5.2 Embedding Social Value into Procurement and Contract Management

CHP will be including the consideration of the additional social, economic, and environmental benefits that suppliers can deliver to residents and local communities as part of the decision-making criteria when awarding contracts. CHP, as a Contracting Authority, is required to comply with the legal and regulatory framework and any legislation (PCR 2015), for the procurement of goods, services and works, as set out in CHP's procurement Policy.

CHP is looking to implement a social value framework during procurement and contract management to capture the social value delivered through their Supply Chain. Once the framework is in place, CHP will be committed to a performance and evidence-based approach to Social Value and will consider the Social Value Portal (SVP) during the tender stage as well as monitoring the delivery of these benefits during the contract term. CHP will try to incorporate a 10% weighting for social value for each procurement so long as relative and proportional to contract required.

## 6. The Social Value Measurement Framework

CHP's approach and engagement to social value creation is underpinned and empowered by our framework for unlocking, measuring and reporting social value.

Social Value measurement is becoming increasingly standardised. The National Social Value Measurement Framework or National TOMs for short ("Themes, Outcomes and Measures"). The TOMs were launched in 2017 by the [National Social Value Taskforce](#), with over 40 members from organisations representing central and local government, the private sector and the third sector. Endorsed by the Local Government Association, its adoption is spreading rapidly through the local government sector. A TOMs-based approach has also been adopted by the [NHS Sustainable Development Unit](#). Central government has developed a new approach to delivering social value based on very similar principles (see section 5.2 of this policy: *Central Government Procurement and the PPN 06/20*).

A key benefit of a TOMs-based social value measurement system is that it comprises a series of objectively researched standalone measures that can be extended or reduced without compromising the integrity of the framework, provided a consistent methodological approach is taken.

The TOMs provide the "golden thread" between social value strategy and delivery, as follows:

- THEMES – the components of an organisation's "vision" for social value
- OUTCOMES – the positive changes that the organisation wants to see
- MEASURES – what objective indicators will be used to measure whether these outcomes are being met

The framework highlights key social value outcomes for our businesses, including those where a value to society can be calculated using proxy values, as well as non-financial records. This social value methodology allows CHP to calculate the benefits arising from any initiatives undertaken within its health and social care estates, by identifying the value of each measure delivered in terms of fiscal savings and economic benefits to society.



All of our assets are going to be assessed against the Framework, which is focused on five themes: Jobs, Growth, Social, Environment, and Social Innovation:

Themes	Outcomes
Jobs: Building and promoting skills and employment	More local people in employment
	More opportunities for disadvantaged people
	Improved skills
	Improved employability of young people
Growth: Supporting the growth of responsible, local businesses	More opportunities for local MSMEs and VCSEs
	Improving staff wellbeing and mental health
	Ethical Procurement is promoted
	Social Value embedded in the supply chain
Social: Contributing to healthier, safer, and more resilient communities	Creating a healthier community
	Our Occupiers are more satisfied
	More working with the Community
Environment: Contributing to the NHS Net Zero Carbon agenda and safeguarding our environment	Resource efficiency and circular economy solutions are promoted
Social Innovation: Promoting new ideas and community initiatives	Social innovation to create local skills and employment
	Social innovation to support responsible business
	Social innovation to enable healthier safer and more resilient communities
	Social innovation to safeguard the environment and respond to the climate emergency
	Social innovation to support CHP's outcomes (provide free spaces)

*Table 1: The CHP Social Value Measurement Framework*

We are committed to measure, through our set of TOMs, the social value delivered by our organisation, our staff, and our supply chain through our estates’ operations. We will monitor our delivery through the Social Value Portal and will publish a Social Value Report every year, based on the initiatives delivered, to drive a culture of continuous improvement, transparency and to share best practice.

## Appendix CHP TOMs Framework 2022

Theme	Outcome	Ref	Measure	Proxy Value	Units	
Jobs Promote Local Skills and Employment	More local people in employment	NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	£31,285.00	No. people FTE	
		NT1c	No. of full time equivalent local employees (FTE) hired or retained for the duration of the contract who are employed in your supply chain	£31,285.00	No. people FTE	
		NT2	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain	Non-financial	%	
	More opportunities for disadvantaged people	NT78	Percentage of leadership positions (manager or above (Level 4)) on the contract filled by women	Non-financial	%	
		NT79	Percentage of leadership positions (manager or above - (Level4)) on the contract held by people from Ethnic Minority Groups	Non-financial	%	
		NT3	No. of full time equivalent employees (FTE) hired on the contract who are long-term unemployed (unemployed for a year or longer)	£20,429.00	No. people FTE	
		NT4	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)	£15,382.90	No. people FTE	
		NT4a	No. of full time equivalent 16-25 y.o. care leavers (FTE) hired on the contract	£15,382.90	No. people FTE	
		NT5	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	£24,269.00	No. people FTE	
		NT6	No. of full time equivalent disabled employees (FTE) hired on the contract	£16,605.00	No. people FTE	
		Improved skills	NT8	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	£16.93	No. staff hours
			NT9	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years	£317.82	No. weeks
			NT10	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)	£251.79	No. weeks
	NT80		No. of weeks of employee (FTE) upskilling (i.e. training opportunities and comprehensive upskilling programmes) specifically delivered on the contract e.g. (BTEC, City & Guilds, NVQ, HNC, RQF). Must have either been completed during the year, or will be supported by the organisation until completion in the following years - Level 2,3, or 4+	£57.29	No. weeks	
	NT81		No. of weeks of employee upskilling (FTE) delivered on contract as part of apprenticeships and comprehensive upskilling programmes - Only applies to apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years - Level 2,3, or 4+	£13.81	No. weeks	

	<b>Improved skills for disadvantaged people</b>	<b>NT11</b>	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	£105.58	No. hrs (total session duration)*no. attendees
	<b>Improved employability of young people</b>	<b>NT12</b>	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	£194.50	No. weeks
		<b>NT13</b>	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	£194.50	No. weeks
Growth Supporting Growth of Responsible Regional Business	<b>More opportunities for local MSMEs and VCSEs</b>	<b>NT16</b>	Equipment or resources donated to VCSEs (£ equivalent value)	£1.00	£
		<b>NT17</b>	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	£16.93	No. staff volunteering hours
	<b>Improving staff wellbeing and mental health</b>	<b>NT20</b>	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	£130.29	No. employees provided access
		<b>NT55</b>	No. of employees provided with professional support for anxiety and depression (at least six sessions of Cognitive Behavioural Therapy (CBT) or equivalent) following a workplace screening (through a questionnaire or other diagnostic methods)	£140.57	No. employees provided access
		<b>NT39</b>	Mental Health campaigns for staff on the contract to create community of acceptance, remove stigma around mental health	£1.00	£ invested including staff time
		<b>NT21</b>	Equality, diversity and inclusion training provided both for staff and supply chain staff	£101.00	No. hrs (total session duration)*no. attendees
	<b>Reducing inequalities</b>	<b>NT41</b>	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation	Non-financial	%
	<b>Ethical Procurement is promoted</b>	<b>NT22</b>	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists	Non-financial	%
		<b>NT43</b>	Initiatives taken throughout the local and global supply chain to strengthen the identification, monitoring and reduction of risks of modern slavery and unethical work practices occurring in relation to the contract (i.e. supply chain mapping, staff training, contract management)	£1.00	£ invested including staff time
		<b>NT61</b>	Percentage of invoices on the contract paid within 30 days	Non-financial	%
<b>Social Value embedded in the supply chain</b>	<b>NT23</b>	Percentage of contracts with the supply chain on which Social Value commitments, measurement and monitoring are required	Non-financial	%	
Social Healthier, Safer and more Resilient Communities	<b>Creating a healthier community</b>	<b>NT26</b>	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children	£1.00	£ invested including staff time
	<b>Vulnerable people are helped to live independently</b>	<b>NT27</b>	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)	£1.00	£ invested including staff time

	<b>More working with the Community</b>	<b>NT28</b>	Donations and/or in-kind contributions to specific local community projects (£ & materials)	£1.00	£ value
		<b>NT29</b>	No. of hours volunteering time provided to support local community projects	£16.93	No. staff volunteering hours
<b>Environment Decarbonising and Safeguarding our World</b>	<b>Carbon emissions are reduced</b>	<b>NT82</b>	Carbon emissions reductions through reduced energy use and energy efficiency measures - on site	£244.63	Tonnes CO2e
		<b>NT44a</b>	Commitment to carbon emissions savings to achieve net zero carbon before 2030	Non-financial	Yes, Net zero before or by 2030
		<b>RE40</b>	Savings in contract related embodied carbon (carbon footprint of material inputs - cradle to site) against specified baseline	£244.63	Tonnes CO2e
	<b>Air pollution is reduced</b>	<b>NT46</b>	Corporate travel schemes available to employees on the contract (subsidised public transport, subsidised cycling schemes and storage, sustainable corporate transport such as electric bus from public station to corporate facilities)	Non-financial	Y/N - Provide description
	<b>Safeguarding the natural environment</b>	<b>NT86</b>	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	£16.93	No. staff volunteering hours
		<b>NT87</b>	Total volume of reduced plastics against a relevant benchmark	£158.02	Kilos
	<b>Sustainable Procurement is promoted</b>	<b>NT35</b>	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, & keep resources in circulation longer.)	Non-financial	% of contracts
<b>Innovation Promoting Social Innovation</b>	<b>Social innovation to create local skills and employment</b>	<b>NT50</b>	Innovative measures to promote local skills and employment to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested - including staff time and materials, equipment
	<b>Social innovation to support responsible business</b>	<b>NT51</b>	Innovative measures to promote and support responsible business to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested - including staff time
	<b>Social innovation to enable healthier safer and more resilient communities</b>	<b>NT52</b>	Innovative measures to enable healthier, safer and more resilient communities to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aiming at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested - including staff time
	<b>Social innovation to safeguard the environment and respond to the climate emergency</b>	<b>NT53</b>	Innovative measures to safeguard the environment and respond to the climate emergency to be delivered on the contract - these could be e.g. co-designed with stakeholders or communities, or aimed at delivering benefits while minimising carbon footprint from initiatives, etc.	£1.00	£ invested - including staff time
	<b>Social innovation to support CHP's outcomes (provide free spaces)</b>	<b>CHP 1</b>	Cost saved through the provision of free meeting room space	£1.00	£ value
<b>CHP 2</b>		Cost saved through the provision of free waiting room space	£1.00	£ invested - including staff time	