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.

Contents

Overview 3

1. Ambitions 4

1.1 Purpose of this document 4

1.2 Our objectives 4

1.3 Our commitments 4

2. Application 5

2.1 Social Value 5

2.2 Scope 5

2.3 Governance 5

3. Direct operations 5

4. Delivering with our communities 6

5. Supply Chain 6

5.1 Central Government Procurement - The Social Value Model & Public Procurement Notices 7

5.2 Embedding Social Value and Carbon Reduction into Procurement and Contract Management 7

6. The Social Value Measurement Framework 8

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 employees 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: 19th September 2025

1. Ambitions

1.1 Purpose of this document

This document aims to provide a framework and principles to support our employees 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 employees, 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**[1], (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 employees** 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.

[1] 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 employees.

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

CHP's Chief Property Officer 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 employees, 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 employees, through our operations by[2]:

- **Being an exemplary employer**

We are committed to being an exemplary employer ensuring an inclusive workplace, looking after the wellbeing of our employees, offering opportunities and development and supporting our workforce to contribute through opportunities to volunteer as individuals and as teams.

[2] 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 and embed carbon reduction through our contracts and supply network. 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 - The Social Value Model & Public Procurement Notices

The NHS has significantly increased its focus on social value in procurement in recent years, requiring all NHS organisations to apply the Government's Social Value Model to the purchase of goods and services. Emphasising delivery of social, economic, and environmental benefits alongside traditional procurement goals.

A core aspect is the mandatory inclusion of a minimum 10% net zero and social value weighting in all NHS procurements. From April 2023, larger contracts (above £5 million per annum) have required suppliers to publish carbon reduction plans.

The Social Value Model has recently been updated with the launch of the NHS Social Value Playbook. Aligning to the UK Government's missions, the NHS Social Value Playbook puts an emphasis on sustainability and reducing health inequalities with a focus on collaboration, embedding social value into planning and tenders and ensuring themes meet the needs of patients and end users of the goods or services being procured.

To reflect the enhanced focus detailed in the NHS Social Value Playbook, CHP has updated our social value measurement framework (TOMs) through the Themes, Policy, Outcomes and Objectives – detailed in the appendices of this Policy.

5.2 Embedding Social Value and Carbon Reduction into Procurement and Contract Management

Since the introduction of the Net Zero and Social Value Guidance in 2022, CHP has been embedding social value into our supply chain. Delivering additional social, economic and environmental benefits through our contracted services; in 24/25 achieving £54million.

Working closely with Procurement colleagues and supplier network, we will continue to leverage social value and work towards our Net Zero goals through:

- Pre-market engagement, ensuring proportionate and relevant questions are included in tenders.
- Fighting climate change, effective stewardship of the environment or clean energy included as one of our social value theme.
- Modern slavery to be included as a core requirement where there is a medium or high risk.
- Creating social value key performance indicators (KPIs) within contracts - critical to assuring and measuring delivery.

  Encouraging participation of small and medium-sized enterprises (SMEs) and voluntary, community and social enterprise (VCS) organisations.

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 Greener NHS programme. 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.

The proxy values have been updated to include national indices of deprivation which means the measures are more finely tuned to the local areas in which our buildings operate.

The "Indices of Deprivation" are national indices used to measure and compare relative deprivation across small areas in the UK. They are comprised of seven distinct domains: Income, Employment, Education, Health, Crime, Barriers to Housing and Services, and Living Environment. Each domain is further broken down into specific indicators. These indices are used to rank areas from most to least deprived and provide a comprehensive overview of how areas compare on a range of deprivation indicators.

All of our assets are assessed against the Framework, which is focused on four themes:
Work, Economy, Community and Planet:

Themes	Outcomes
Work: Building and promoting skills and employment	Creating local employment opportunities
	Creating equal employment opportunities
	Providing skills and experience for good work
	Providing good work opportunities
	Developing life and business skills
	Developing skills and experience for future work
	Pioneering approaches to increasing local skills and employment
Economy: Supporting the growth of responsible, local businesses	Building diverse and sustainable supply chains
	Promoting a diverse and resilient business community
	Promoting wellbeing and diversity in the workplace
	Promoting fair work
	Promoting ethical procurement
	Eradicating bad work in the supply chain
	Pioneering approaches to promoting responsible business practices
Social: Contributing to healthier, safer, and more resilient communities	Building resilient communities
	Building community wellbeing
	Pioneering approaches to building resilient communities
Planet: Contributing to the NHS Net Zero Carbon agenda and safeguarding our environment	Restoring our climate and improving air quality through decarbonisation
	Restoring our climate and improving air quality through energy
	Restoring our climate and improving air quality through transport
	Restoring our climate and improving air quality through offsetting
	Promoting environmentally sustainable procurement
	Protecting and restoring biodiversity and ecosystems
	Stewardship of water and marine resources
	Transitioning to a regenerative economy
	Managing waste sustainably
	Pioneering approaches to safeguarding the planet

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 employees, 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 September 2024 Update

Theme	Outcome	Ref	Measure	Proxy Value	Units
Work: Building and promoting skills and employment	Creating local employment opportunities	NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract	£39,440.31	No. people FTE
		NT2	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain	Non-financial	%
		NT50	Innovative measures to promote local skills and employment to be delivered on the contract.	£1.00	£ invested - including employees time
	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)	£51,561	No. people FTE
		NT3a	No. of full time equivalent employees (FTE) hired on the contract who are long-term unemployed armed forces veterans	£51,561	No. people FTE
		NT4	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)	£52,371	No. people FTE
		NT4a	No. of full time equivalent 16-25 y.o. care leavers (FTE) hired on the contract	£52,371	No. people FTE
		NT5	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.	£55,922	No. people FTE
		NT6	No. of full time equivalent disabled employees (FTE) hired on the contract	£49,911	No. people FTE
	Providing skills and experience for good work	NT8	No. of employees hours spent on local school and college visits suporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)	£17.48	No. employees 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	£347.00	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)	£309.73	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+	£13.02	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+	£30.33	No. weeks

	Improved skills for disadvantaged people	**NT11**	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance	£110.99	No. hrs (total session duration)*no. attendees
	Improved employability of young people	**NT12**	No. of weeks spent on meaningful work placements or pre-employment course; 1-6 weeks student placements (unpaid)	£96.53	No. weeks
		NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)	£412.38	No. weeks
Economy: Supporting the growth of responsible, local businesses	**More opportunities for local MSMEs and VCSEs**	**NT16**	Equipment or resources donated to VCSEs (£ equivalent value)	£1.00	£
		NT17	Number of voluntary hours donated to support VCSEs (excludes expert business advice)	£17.48	No. employees volunteering hours
	Promoting wellbeing and diversity in the workplace	**NT20**	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes	£137.50	No. employees provided access
		NT55	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)	£470.60	No. employees provided access
		NT56	Supply chain organisations implementing relevant mental health standards	Non-financial	%
		NT39	Mental Health campaigns for employees on the contract to create community of acceptance, remove stigma around mental health	£1.00	£ invested including employees time
	Reducing inequalities	**NT107**	Accredited Living Wage employer	Non-financial	Y/N
		NT42	Contractors in the supply chain that are Real Living Wage employers	Non-financial	%
	Pioneering approaches to promoting responsible business practices	**NT51**	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	£1.00	£ invested including employees time
	Promoting ethical procurement	**NT43**	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, employees training, contract management)	£1.00	£ invested including employees time
		NT43	Initiatives to promote and support responsible business	£1.00	£ invested including employees time
		NT61	Percentage of invoices on the contract paid within 30 days	Non-financial	%
Social: Contributing to healthier, safer, and more resilient communities	**Creating a healthier community**	**NT26**	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 employees time
	Vulnerable people are helped to live independently	**NT27**	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 employees time

	More working with the Community	**NT28**	Donations and/or in-kind contributions to specific local community projects (£ & materials) including provision of free meeting room / waiting room space	£1.00	£ value
		NT29	No. of hours volunteering time provided to support local community projects	£17.48	No. employees volunteering hours
	Building more resilient communities	**NT52**	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 employees time
Planet: Contributing to the NHS Net Zero Carbon agenda and safeguarding our environment	**Restoring our climate and improving air quality through decarbonisation**	**NT82**	Carbon emissions reductions through reduced energy use and energy efficiency measures - on site	£252.11	Tonnes CO2e
		NT44a	Commitment to carbon emissions savings to achieve net zero carbon before 2030	Non-financial	Yes, Net zero before or by 2030
		NT113	Reductions in CO2e through energy efficiency in building operations against specified baseline	£252.11	Tonnes CO2e
	Air pollution is reduced	**NT32**	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)	£0.07	miles saved
	Safeguarding the natural environment	**NT86**	Volunteering time for environmental conservation & sustainable ecosystem management initiatives	£17.48	No. employees volunteering hours
		NT87	Total volume of reduced plastics against a relevant benchmark	£116.52	Kilos
		NT88	Reduce waste through reuse of products and materials	£102.10	tonnes
	Protecting and restoring biodiversity and ecosystems	**NT119**	Support for green spaces, biodiversity or ecosystems	£1.00	£ invested - including employees time
	Managing waste sustainably	**NT72**	Hard to recycle waste diverted from landfill or incineration through specific recycling partnerships (e.g. Terracycle or equivalent)	£102.10	tonnes
	Sustainable Procurement is promoted	**NT35**	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
	Social innovation to safeguard the environment and respond to the climate emergency	**NT53**	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 employees time