

Social Value Outcomes Framework: Formulating a Consistent Approach to Social Value in York

This document was created by NHS North of England Commercial Procurement Collaborative (NOE CPC) on behalf of Humber and North Yorkshire Procurement Collaborative and City of York Council. It is intended to be used as guidance when embedding social value within public procurement in, or for the city.

Table of contents

Social Value Outcomes Framework	3
The Importance of Contract Management	3
What does 'local' mean?	4
Which contracts are applicable?	4
Involving the Voluntary, Community and Social Enterprise Sector	5
Suggested Social Value Outcomes	7
Health and Wellbeing	7
Ideal Supplier Bid Responses	7
Biodiversity	8
Ideal Supplier Bid Responses	8
Sustainability	9
Ideal Supplier Bid Responses:	9
Ideal Supplier Bid Responses	10
Health Interventions	10
Ideal Supplier Bid Responses	10
Work and Training Opportunities	11
Ideal Supplier Bid Responses	11
Economic Growth	12
Ideal Supplier Bid Responses	12
Workforce Skills Opportunities	12
Ideal Supplier Bid Responses	13
Culture and Arts	13
Ideal Supplier Bid Responses	14
Contract Management	14

Social Value Outcomes Framework

The purpose of this document, is to **suggest social value questions for use within York's public procurement** to directly address defined needs in the [Joint Health and Wellbeing Strategy 2022-2032](#), the [Climate Change Strategy 2022-2032](#), the [Economic Strategy 2022-2032](#) the [Skills Strategy 2020-2030](#) the [Social Model of Disability Policy Statement](#) and [York Cultural Strategy 2020-25](#).

This document is intended to be used as guidance and is not intended to be mandatory.

The social, economic and environmental outcomes suggested within this document can be sought through utilising [PPN 06/20 – the Social Value Model](#).

This model seeks additional outcomes (outside the core deliverables of the tender) through specific commitments made by suppliers during the tender stage. It is added value, rather than funded value through the terms of the contract.

The development of this document took the following approach:

1. An initial review of the 10 Year Strategies key concepts and outcomes.
2. Secondary review of the concepts highlighted for relevancy in what can credibly and realistically be influenced by social value.
3. Review of outcomes within the 10-year strategies that are relevant to social value at the tender stage and what are out of scope (i.e. not in scope of social value).
4. These outcomes have then been converted into a standardised question set, along with suggested content on additional supplier commitments and contract management KPIs.
5. A review by York CVS to determine the level of support to and provided by the community and voluntary sector.

The Importance of Contract Management

Without contract managing social value commitments made by suppliers at the tender stage, the City of York will likely never achieve the intended social, economic, or environmental benefits intended.

A key recommendation of this document is to ensure that all social value committed using the outcomes listed within this guidance are contract managed in a consistent way.

To do this, there are several recommendations that are made as part of the delivery of social value overall:

- To track in a central location what social value commitments have been made by successful suppliers.
- To ensure all social value commitments across contracts are managed in a consistent way.
- To communicate a strategy of contract management to bidding suppliers as part of tender documentation.
- To develop and share a contract management template with awarded suppliers to complete throughout contract award – encouraging evidence in a consistent way from all supplier vs. their commitments made at the tender stage.
- Importantly, to track over the medium / long-term if the social value being provided is making a difference within the city vs. the outcomes listed in the [10 year strategies](#).

What does ‘local’ mean?

The social value outcomes set out in this document are to be considered within every increasing geographic areas, dependent on the contract, the value, and the outcomes intended.

Commissioners should set out the geography they would like the social value to be directed towards, or be clear on the flexibility for the supplier to determine:

1. Within immediate neighbourhood of where project delivered, with reference to Ward Profile(s).
2. City of York areas of deprivation, including communities of deprivation e.g. those affected by social isolation.
3. City of York Council boundary
4. North Yorkshire Council boundary
5. North of England
6. United Kingdom

Which contracts are applicable?

Commissioners and contract managers are encouraged to consider the below aspects before setting those social value outcomes that are most relevant to the contract. It is not expected that all outcomes will be applied to all contracts:

- Consider the value of the contract and proportionality of social value commitments sought
- Ensure social value is added to the service commissioned
- The number of competitors in the market will determine the additionality possible through social value
- Suppliers will develop their own Key Performance Indicators, set against metrics provided by the City of York Council (inc. industry benchmarks)

There may be other Social Value outcomes that fall outside of the scope of this document but that can still represent value to the city and our communities.

- Specific social value questions that may be relevant to each individual tender but not relevant to the content listed within this guidance. Contracting authorities must always seek to ask social value questions that seek the most relevant commitments for what is being tendered.
- Specific environmental, social or economic priorities related to individual tenders that aren't listed within this guidance but will benefit the City of York
- Specific economic outcomes relatable to individual tenders.

Involving the Voluntary, Community and Social Enterprise Sector

The Voluntary, Community and Social Enterprise sector can help organisations meet the social value requirements of the tender process. York CVS has collated a list of organisations across the city who are keen to support businesses increase their social impact, and there are other VCSE organisations across the city who can help.

Here are some key suggestions for effectively engaging the sector:

- Contact York CVS to access a directory of VCSE organisations who may be able to support you to deliver on social value
- Consider what issues your organisation is interested in addressing e.g. mental health, poverty, homelessness; this will help guide your choice of organisations to reach out to

- Involve VCSE organisations at the earliest possible opportunity to discuss your ideas

For additional guidance and support in this area, please contact York CVS on comms@yorkcvs.org.uk

Strand	Description	Examples	Social Value Outcomes
Contract Delivery	<ul style="list-style-type: none"> • Using VCSE facilities • Purchasing items • Purchasing services 	<ul style="list-style-type: none"> • Training provided by VCSE e.g. MHFA • Room hire • Consultancy • EAP 	<ul style="list-style-type: none"> • Sustainability • Health and Wellbeing • Economic growth • Culture and arts • Community interventions
People	<ul style="list-style-type: none"> • Volunteering opportunities • Trusteeships • Sharing expertise • Mentoring and coaching/ Job clubs • Fundraising • Raising aspirations 	<ul style="list-style-type: none"> • Volunteering days • Pro bono consultancy • 1:1 mentoring • Sponsored activities • Work experience placements for young people 	<ul style="list-style-type: none"> • Health and wellbeing • Work and training opportunities • Health interventions • Workforce skills opportunities • Community interventions • Increased diversity in the workforce
Support in Kind	<ul style="list-style-type: none"> • Building maintenance • Training opportunities • Meeting rooms • Donations in kind • Digital support • Expert advice 	<ul style="list-style-type: none"> • Sponsored development opportunities for staff • Free office space • IT equipment • HR/Legal advice 	<ul style="list-style-type: none"> • Economic growth • Community interventions • Work and training opportunities • Health and wellbeing

Strand	Description	Examples	Social Value Outcomes
Financial	<ul style="list-style-type: none"> • Sponsorship • Project funding • Financial donations 	<ul style="list-style-type: none"> • York Community Fund • Match funding • Payroll giving 	<ul style="list-style-type: none"> • Health and Wellbeing • Biodiversity & Sustainability • Community Interventions • Health interventions • Work and training opportunities • Economic growth • Workforce skills opportunities • Culture and arts

Suggested Social Value Outcomes

Health and Wellbeing

Through the delivery of this contract, detail how you will seek to provide local staff working on the contract with access to a health and wellbeing programme.

The answer must include, but not be limited to the following content:

- Physical health programmes and active travel plans and incentives
- Health diet plans, offers and access to good food
- Health assessments
- Employer Supported Volunteering programmes
- Implementation of flexible working policies, where possible
- On demand access to wellbeing resource
- If the supplier would also consider making available a set no. of logins to disadvantaged local residents in York
- Access to employee mentoring and coaching scheme

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- Description of the proposed health and wellbeing scheme and its benefits
- How staff on the contract will be able to access the scheme
- The length of staff access to the scheme
- Assurance that the scheme proposed is either; new to the staff on the contract or new to the organisation

- How the supplier would commit to making the scheme available to local residents / how many logins to be provided / for what period of time
- Description of staff benefiting from scheme, including whether expanding existing scheme to non-staff/supply chain

Biodiversity

Through the delivery of this contract, detail how you will contribute to maintaining, improving or creating biodiversity within the City of York as part of the delivery of the contract.

The answer must include, but not be limited to the following content:

- How you plan to connect with stakeholders within York to define areas / biodiversity schemes to support or maintain – this could include the business premises
- How you will commit to engaging with local individuals facing inequality to support you in the delivery of this social value
- What exact benefit your support will deliver to biodiversity within the area and how you will ensure the long-term sustainability of it
- How you plan to assign time for staff or local inhabitants to support in this action

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- Description of the stakeholders they have engaged with / commit to engaging with, in the defining of what areas they can create or
- maintain. Examples of this could be: City of York Council, local VCS organisations, Universities in York, NHS Trusts located in York and the surrounding area Reference to [Green Infrastructure Standards](#)
- How the supplier will commit to creating time for employees to support in local initiatives
- Who the supplier will engage with locally to access individuals facing deprivation,
- unemployment or may have mental / physical disabilities to support in the activities (if relevant)
- Detail on biodiversity they are seeking to benefit

- Detail about the long-term sustainability of your project

Sustainability

Through the delivery of this contract, what contribution could you make to reducing carbon emissions across the city?

The answer must include, but not be limited to the following content:

- Working with their supply chain to reduce emissions
- Supporting their workforce and networks to reduce their emissions and change behaviours.
- Reduce, reuse or recycle materials throughout supply chains for a circular economic approach
- Provide pro-bono expertise for different voluntary/community energy projects
- (York Skills Share)
- A financial or resource contribution to the York Community Fund or local climate action community group
- Longer term projects to remove carbon emissions through natural capital projects, such as Woodland/tree planting

Ideal Supplier Bid Responses:

Bidding supplier to provide qualitatively:

- Description of the stakeholders they have engaged with / commit to engaging with, in the defining of what areas they can reduce emissions. Examples of this could be: City of York Council, local VCS organisations, Universities, NHS Trusts located in York and the surrounding area
- How the organisation is operating an open door policy to hear direct from community projects about their approach to carbon emission
- How the organisation encourages Active Travel opportunities to their workforce? E.g. Cycle to work schemes, showering facilities, bike storage, flexible working
- How the organisation proposes offsetting carbon emissions through investment in community carbon sequestration projects

Community Interventions

Through the delivery of this contract, how you will build community capacity, supporting the growth of community social action initiatives with a focus on local neighbourhood priorities?

The answer must include, but not be limited to the following content:

- What particular intervention you're committing to support based on local need and what consultation work you will undertake?
- How will you support growth of York Community Fund?
- Which particular group of people you would propose to target, e.g. adults or children, location, demographics, etc.

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- A description of the local initiatives you will engage with, in which neighbourhood and why?
- How will you measure the impact?
- How might you support the impact through volunteering initiatives? (Skills Match)
- What the targeted metrics of the intervention should be

Health Interventions

Through the delivery of this contract, how you will commit to supporting local initiatives to engage people with local health interventions. These can be schemes such as smoking cessation, loneliness/social isolation, healthy eating, physical inactivity etc.

The answer must include, but not be limited to the following content:

- What particular local health intervention you're committing to support and whether this will reduce health inequalities?
- How you as a supplier will provide support to this outcome, e.g. via a local partnership with a Voluntary Community Scheme.
- Which particular group of people you would propose to target, e.g. adults or children and any Voluntary Community venues you will use

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- A description of the local initiatives they will engage with in York
- How the scheme will support health in York

- How they will provide the support to the initiative per 12 months
- What the targeted metrics of the scheme should be

Work and Training Opportunities

Through the delivery of the contract, how you will create opportunities towards or into work, such as work placements or apprenticeship opportunities, for individuals living in York that are facing deprivation or inequality.

The answer must include, but not be limited to the following content:

- Detail of the types of apprenticeship / work experience/ placement schemes already undertaken corporately and how that will be applied additionally to this contract
- How the proposed activity will be targeted at local residents in York, and who will be targeted – particularly care leavers, SEND, those furthest from the market or disadvantaged?
- How you will offer these opportunities to individuals (see below) or those facing deprivation, have recognised physical or mental disabilities, or have been out of work for a defined period of time

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- A description of the types of opportunity / opportunities that they will offer throughout the duration of the contract
How they will target these opportunities to individuals living in York, outlining any agencies worked with e.g. DWP
- Specific groups of individuals that will be offered the work / training opportunities and why
- How will you work in partnership and align with local activity to ensure work opportunities reflect the needs of York residents and are flexible to their needs?
- Using examples from other projects you've worked on, how would you ensure that the work opportunities delivered throughout the duration of the project are high quality.
- Numbers of opportunities delivered throughout the duration of the contract: New jobs, Apprenticeships, Taster Days, Work Trials, Supported Internships etc – not an exhaustive list and needs to include links to quality

Economic Growth

Through the delivery of this contract, how will you commit to supporting local economic growth and development of the York area? This can include initiatives such as supporting local businesses in your supply chain, contributing to supporting education institutions, local community projects or attracting Inward Investment to the City.

The answer must include, but not be limited to the following content:

- Supply Chain: How much of your supply chain will be sourced from local businesses, and how will this support the local economy? How will local suppliers become aware and quote for tender opportunities?
- Support: What support will you provide to local entrepreneurs, Community Associations or further / higher education providers?
- Promotion: Contribute to the promotion and attraction of Inward Investment to York, acting as an advocate for the City.

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- A description of how the supply chain will be sourced from local businesses
- A description of how much of the supply chain will be locally sourced
- A description of the support you will provide local colleges / schools, for example this could include supporting schools meals via York Hungry Minds
- A description of how you will share your expertise with local community groups (for example, marketing, web design, etc)
- Using examples from other projects you've worked on, how will you promote the work you are delivering in York, showcasing good practice across the region.
- How will you highlight your delivery regionally, nationally and/or internationally – showing York as a place that is open to growth and innovation

Workforce Skills Opportunities

Through the delivery of the contract how will you inspire your future workforce, and support your existing workforce, to develop the skills they need [to adapt] for the future?

The answer must include, but not be limited to the following content:

- Details of the types of workforce skills development schemes already undertaken corporately and how that will be applied additionally to this contract
- Details of the types of future workforce engagement activity to be undertaken and how it will be targeted to support people with hidden talent or from underrepresented groups, including those who are disadvantaged

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- A description of future skills needed within your organisation and/or sector (including transferable and industry-specific skills)
- A description of the skills development schemes you will offer throughout the duration of the contract
- How you will target these schemes to specific groups e.g. new entrants, ageing workforce, career changers, and why
- Numbers of workforce skills development schemes delivered throughout the duration of the contract: Information, advice and guidance events, upskilling programmes, short duration training courses.
- Numbers of future workforce engagement activities delivered throughout the duration of the contract: Careers events, mock interviews, CV workshops, mentor programmes, Ambassador schemes, video case studies, curriculum development
- How will you work in partnership and align with local activity to ensure York residents are developing the skills needed for an inclusive economy?

Culture and Arts

Through the delivery of this contract, detail how you will seek to encourage greater participation and access to York's extensive culture

The answer must include, but not be limited to the following content:

- **Place:** Including culture or arts in place making

- **Talents:** retaining and developing talents
- **Ambition:** Developing a world class ambition and profile
- **Collaboration:** Creating a creative, collaborative city

Ideal Supplier Bid Responses

Bidding supplier to provide qualitatively:

- **Place:** Description of the cultural scheme and its benefits. Specifying the place the offer will be in and how the offer will enhance the community.
- Description of resident and/or staff participation opportunities and benefits from the scheme.
- **Talents:** Description of the approach used to provide the opportunity for cultural talent to flourish
- Description of the partners that will be used and how the partnership will enable the opportunities to be realised.
- **Collaboration:** description of how you will work in collaboration to target specific groups within the community to enable inclusive offers through arts and heritage
- Description of the partners you will work with, networks you will engage with and processes you will use to create effective outcomes
- **Ambition:** description of what international initiatives you will engage with to enhance the profile of York as a cultural city and bring new opportunities to the city.
- Or description of how you will support existing international initiatives that are taking place in York and identifying what part of the community will benefit and in what way.
- Description of the indicators that will be used to demonstrate impact

Contract Management

As detailed earlier in the guidance, the social value commitments made by awarded suppliers will only be delivered if they're held accountable

It is recommended that you do the following:

1. Re-confirm your understanding of social value commitments with awarded suppliers prior to contract launch
2. Agree the frequency of both social value delivery and supplier updates

3. Agree what content / format the supplier social value updates should be provided in and consider how this data and feedback will be meaningful
4. Be prepared to hold suppliers accountable for non-delivery on social value.

-ENDS-

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