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Cumbria Constabulary

Cumbria Office of the Police and Crime

Commissioner

Social Value and Community's Plan

2019-2020

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# **Version Control**

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# **Review Log**

Include details of when the document was last reviewed:

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| 0.2 | 24/5/2019 | OPCC Executive Team | Document approved subject to equality analysis |  |
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# **1.0 Social Value Policy**

## 1.1 Background

Cumbria Constabulary is required to consider, before commencing the procurement process, how the economic, social and environmental well-being of the County may be improved through the procurement of its services as part of the Public Services (Social Value) Act 2012. The aim of the Act is not to alter the commissioning and procurement processes, but to ensure that as part of these processes, public authorities give consideration to the wider impact of the services delivery. It allows an authority, for example, to choose a supplier under a tendering process who not only provides the most economically advantageous service, but one which goes beyond the basic contract terms and secures wider benefits for the community.

* + 1. On the 31st January 2013 the Public Services (Social Value) Act 2012 became fully operational. The Social Value Policy described here, which will be reviewed in one years time, sets out the key principals and actions whereby the OPCC endeavours to embed practical and effective commissioning for social value in every aspect of its procurement, commencing (as the legislation requires) at the pre-commissioning stage.
    2. The Act does not define what is meant by ‘social value’. Therefore, the Constabulary will adopt the definition of social value as set out by the Sustainable Procurement Taskforce. Social value is defined as: **a process whereby Organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment.**

* + 1. While the Act only requires relevant authorities to consider social value in service contracts (and goods or works contracts where there is a service element) above a prescribed financial threshold, the OPCC’s implementation of the duties in the Act will be as wide as practicable and the OPCC will seek to secure social value outcomes from its commissioning activities

1. With all key providers,
2. For services, works and goods, and
3. For all goods and services contract values greater than £100,000 (one hundred thousand pounds)
4. For all works contract with a total contract value greater than £2,000,000 (£2 million)

The OPCC will also consider other delivery models, including social enterprise and mutual models, where such arrangements may deliver greater social value.

# What do we mean by Social Values

The Public Services (Social Value) Act 2012 requires for the first time, all public bodies in England and Wales to consider how the services they commission and procure might improve the economic, social and environmental wellbeing of the area. It asks public bodies to consider the ways that they could most benefit society as part of each decision made.

2.1 The Act states:

"If a relevant authority proposes to procure or make arrangements for procuring the provision of services, or the provision of services together with the purchase or hire of goods or the carrying out of work the authority must consider how what is proposed to be procured might improve the **economic, social and environmental** well-being of the relevant area and, in conducting the process of procurement, how it might act with a view to securing that improvement." It must also "consider whether to undertake any consultations as to matters to be considered" under that process.

Social value is about maximising the impact of public expenditure to get the best possible outcomes, and recognising that local people are central to determining how these can be achieved everyone.

This means supporting people to reach their potential. The OPCC recognises the important role it can play in enabling sustainable development through its procurement activity. In 2016/2017 we spent approximately £30 million via procurement.

Through our approach to social value, we will integrate economic, environmental and social sustainability into our procurement process.

This policy will be taken in order to ensure that all resources are used wisely, that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

There is no ‘one size fits all’ model for achieving social value; it is an area where providers and commissioners nationally are learning about how best to achieve and evidence it.

Social Value requires commissioners to think about how they achieve outcomes in a more integrated way. Rather than thinking about services in isolation or in the short term, this approach requires commissioners to consider long term costs and sustainability and how inclusion of additional social value outcomes can potentially reduce pressures in other areas.

For the purposes of this policy we refer to this **improvement of wellbeing** as social value. In order to implement this we seek measureable, verifiable **social value outcomes** that:

1. Are relevant to the purpose of the commissioning,
2. Can legitimately be included in contract specifications and
3. Contribute to achieving the OPCC’s priorities

## 2.2. Examples of Social Value policies include:

1. Local Employments create employment and training opportunities for local people
2. Take account of the social and economic impacts of buying locally when commissioning and contracting, thereby reducing unemployment and raising the skill level of the local workforce.
3. Engaging Partners in Communities play an active role in the local community and community support organisations.
4. Commiting to protecting the environment, minimising waste and energy consumption and using other resources efficiently.
5. Ethical Procurement. Suppliers will commit to employing the highest ethical standards in their own operations and those within their supply chain.

This list is not exhaustive, each case must be considered on its merits and the commitments also apply to supply chains.

The incorporation of Social Value into Constabularies contracts will significantly help to deliver its strategic priorities and deliver added value for the Constabulary. Delivery of additional social value is therefore considered an objective for all Constabulary contracts above the appropriate OJEU threshold. Either 5% or 10% of the award criteria for contracts, which are awarded pursuant to a competitive process must be on social value where there is a justification

# The Policy Context

The strategic context for social value outcomes derives from the key OPCC /Constabulary policy drivers: For example, the Constabularies Strategy the Big

Six and the Police and Police and Crime Commissioners Crime Plan.

# Implementation

4.1 Procurement will embed a clear and unambiguous message about our intention to secure social value through our commissioning and procurement process every time we communicate with the marketplace.

4.2 On commencement of each and every commissioning exercise service specifications and/or existing service designs will be interrogated to examine:

* + 1. Why the service is being commissioned — is it still relevant and what are we trying to achieve? **(Baseline service outcomes.)**
    2. Service-user, community or marketplace consultation or research to redefine or confirm needs and create opportunities for codesign / co-commissioning **(The case for service redesign or other delivery options.)**
    3. The additional social value outcomes we should be seeking to derive from the commissioning. **(The social value contribution the commissioning can make to the OPCC's strategic priorities.)**

4.3 We will enable micro, small, medium and large businesses to participate in OPCC/Cumbria Constabulary commissioning requirements.

We will use employee 'head count' to define micro, small, medium and large businesses and categorise these in the following way:

|  |  |
| --- | --- |
| Category | No of Employees |
| Micro | 0-9 |
| Small | 10-49 |
| Medium | 50-249 |
| Large | 250+ |

We will use provider spend data from the e-procurement system to establish a baseline for local spend for the first time. This can be analysed against spend and business / organisation size. In order to support progress towards this target we will agree and deliver an Action Plan for supporting micro, small and medium sized businesses (<250 employees) including social enterprises and voluntary/community organisations and diverse suppliers to bid for contracts with the Council. We anticipate that many of these will be local organisations.

4.4 It is vital that in seeking Social Value outcomes the OPCC will:

1. Promote commissioning and Procurement opportunities as widely and as inclusively as possible, to allow all types of providers, including social enterprises, voluntary organisations, SMEs, and micro-businesses (collectively termed “smaller providers”), to access the information they need in order to be able to tender in a timely fashion.
2. Hold “pre-tender” awareness events where this is appropriate.
3. Seek to avoid smaller providers being inadvertently disadvantaged in the tendering process by financial arrangements, insurances or other thresholds being set at an unnecessary high level.
4. Consider splitting or disaggregating contracts, to provide opportunities to smaller providers. It is vital that in seeking social value outcomes the OPCC does not inadvertently or unnecessarily exclude smaller providers whilst also considering the need for the OPCC to achieve Best Value through its Commissioning and Procurement activity.

# 5.0 Commissioning and Procurement Process

Prior to any procurement or competition Cumbria Constabulary and/or the OPCC will clearly identify and understand the actual needs and purpose of a procurement. At this point in the process the opportunity to apply the Governments social value delivery model in order to identify opportunities and the social values required from intended procurements will take place.

Intended outcomes may come from FIVE themes including:

1. **Diverse Supply Chains -** Ensuring supply chains are accessible to all types of businesses, including SMEs and VSCEs, or businesses owned or led by under-represented groups, such as women, BAMEs and people with disabilities
2. **Skills and Employment -** Improved employability and skills
3. **Environmental Sustainability in support of the 25 Year Environmental Plan -** Environmental impacts are reduced.
4. **Inclusion, staff mental health and wellbeing -** Ensuring businesses in the supply chain encourage improved gender pay balance, increased representation of people with disabilities in the workforce, increased Black, Asian and Minority Ethnic (BAME) representation in the workforce, inclusion and improved staff mental health and wellbeing, or importantly more cohesive communities.
5. **Safe and Secure Supply Chains -** Cyber security and modern slavery risks are reduced

## 5.1 How will the Police and Crime Commissioner and Cumbria Constabulary promote social values in commercial activity?

There are two key areas of activity:

1. Promotion during each procurement, and,
2. Collaboration with Suppliers and Partners

## 5.2 Promotion during each procurement.

It is difficult to have a set of social value outcomes that will apply consistently to all contracts due to the diversity of the wide range of services commissioned while recognising there is no one size fits all model, therefore, we will apply the policy proportionately to the needs. Outcomes will be considered at the start of a commissioning process when identifying the needs we will be commissioning or procuring for. As a guide inclusion of the voluntary and community sector will be encouraged (see Grant Guidelines and Application form) with outcomes aiming to meet the Cumbria 25 vision, build safe and sustainable communities and lower environmental impacts.

Procurements at Cumbria Constabulary, as described in the Commercial Strategy, follow the CIPS 13 stage model with each stage representing a constructive opportunity to engage with local communities and promote desired outputs. Actions we will take are detailed in the table (fig1).

### Fig 1 Procurement Stages and actions to promote social value:

|  |  |
| --- | --- |
| Procurement Stages | CC actions to promote Social Value |
| Understanding the need by Cumbria Constabulary and develop a high level specification. | Involvement with stakeholders will seek to ensure the need is valid and specification will encourage a wide response with either main supplier for goods and services or through the supply chain. |
| Assessment of markets and options. | To include assessment of suitability for SME’s and potential of SME’s. |
| Development of strategy and plan. | Ensuring the strategy meets the Social Value and plan. |
| Pre Procure, market test and market engagement. | Testing proposed strategy against aims of the plan. |
| Development of documentation and detailed specification. | Plain language, appropriate terms and conditions and due redard to issues such as insurance levels will take place. |
| Supplier selection to participate. | Selection will not unnecessarily prevent SME’s from inclusion. |
| Issue of Invitation to Tender. | SME’s will be invited where practical. |
| Tender process and evaluation. | Awards include social values assessment. |
| Contract award and implementation. | Supplier status programme will be introduced ensuring motivation towards improvement of social value offerings. |
| Logistics. |  |
| Contract performance review and continuous Improvement. | Measurement of value will take place. |
| Supplier Relationship Management and development. | Further value and innovation will be encouraged. |
| Exit from contract and lessons learnt. | Lessons learnt will improve future tenders. |

## 5.3 Promotion with Suppliers and Partners

### Supplier Status

In order to incentivise suppliers to deliver excellent performance, not only according to the contract but in order to go “above and beyond” developing other areas most notably Social Values outputs and Innovation a system of supplier status is to be implemented based on contract performance, 3600 feedback and demonstration of delivering relevant social value outputs.

This system will offer rewards to suppliers and partners based on behaviours as shown in the table (fig 2).

### Fig 2: Supplier status, rewards and behaviours

|  |  |  |
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|  | **Example Behaviours and evidence** | **Example Supplier incentives** |
| **Gold** | Structured relationship development, overall exemplary and collaborative behaviours, evidenced by:   * The supplier, Cumbria Constabulary, and other critical Suppliers having an exceptional working relationship and are seen as one team. * The supplier strives to exceed Cumbria Constabulary Performance Measures and business needs. * Suppliers adopting the key Collaboration Principles and scoring high in the Collaboration Mechanism. * Quarterly Supplier Review Boards in place/held, Joint Action Plans exist and being actively managed, senior sponsorship in place. * Strategic focus. * The supplier exhibits outstanding behaviours. | * The Supplier shall be entitled to describe itself as a “Gold Supplier” to Cumbria Constabulary. * Cumbria Constabulary shall, on reasonable request of the Supplier, support the Supplier in developing opportunities elsewhere. * Cumbria Constabulary shall, on reasonable request of the Supplier, provide executives as guest speakers at Supplier events * The Supplier shall be entitled to include Cumbria Constabulary as a reference in any tenders submitted by the Supplier * The Supplier shall be entitled to use Cumbria Constabulary as a reference site * Cumbria Constabulary shall, on reasonable request of the Supplier, act as co-author with the Supplier for case studies and/or white papers |
| **Silver** | Active relationship development, overall behaviours are considered to be good, evidenced by:   * The supplier, Cumbria Constabulary and other critical suppliers have a good working relationship * Some Performance Measures and business needs are met * Some improvement needed by suppliers in adopting the key Collaboration Principles. * Regular Supplier Review Boards in place/held, Joint Action Plans exist and senior stakeholders are aware with some strategic focus. * The supplier exhibits good behaviours * The supplier meets contractual expectations and business needs but little more than required. | * The Supplier shall be entitled to describe itself as a “Silver Supplier” to Cumbria Constabulary. * The Supplier shall be entitled to include Cumbria Constabulary as a reference in any tenders submitted by the Supplier |
| **Bronze** | Ad hoc relationship development, overall behaviours are considered to be somewhat variable, evidenced by:   * The supplier, Cumbria Constabulary and other critical Suppliers have a varying working relationship. * Few Performance Measures and business needs are met * Significant improvement needed by suppliers in adopting the Collaboration Principles. * Some evidence (e.g. Joint Action Plans in place) but joint buy-in from senior stakeholders is not evident. * The supplier exhibits inconsistent behaviours * The supplier meets contractual expectations and business needs only. | * Supplier can claim bronze status supplier for Cumbria Constabulary. |
| **No Award** | No evidence of relationship development, overall behaviours are considered to have scope for improvement, evidenced by:   * The supplier, Cumbria Constabulary and other critical Suppliers have a weak working relationship * Performance Measures and business needs are not met * Significant behavioural improvement needed by suppliers in adopting the Collaboration Principles. * No sign of active development of relationship, managed with focus on BAU activities only * The supplier exhibits poor behaviours * The supplier rarely meets any expectations and business needs. | N/A |

# Appendix 1 - Social Value Framework

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| Objective | Outcome | What could suppliers deliver |  |
| 1. Promote training and employment opportunities for the people of Cumbria | Outcome 1:  More opportunities for local people in work and education/Vocational training and recruitment | Recruitment of local community   * Recruitment of apprentices * Work experience for local community * Create x number of (new) jobs in the local economy * Create x number of traineeships (including apprenticeships) for local residents * Provide x number of days of meaningful work experience for local residents * Support x number of people back to work by providing career mentoring for job clubs, including mock interviews, CV advice, and careers guidance * Supporting young people into work by delivering employability support (e.g. CV advice, mock interviews, careers guidance) to x number of school and college students * Employ x number of ex-offenders (or other groups of people who typically face additional challenges in competing in the labour market). | |
|  | Outcome 2:  Thriving local businesses | Commitment to support businesses in Cumbria, Support x number of new business start-ups by running practical workshops with enterprise clubs  • Support the local economy by spending x% of total expenditure in the local supply  Support the local supply chain by spending x% of total expenditure within Cumbria | |
| 2. Raise the living Standard of local residents | Outcome 3:  A local workforce which is fairly paid and positively supported by employers | Work towards paying staff the Living Wage   * Increase rates of pay for lowest-paid staff by x% * Improve the skills levels of existing staff by training x% of the workforce to NVQ Level 2/3/4 (for example) | |
| 1. Promote Equity and Fairness | Outcome 4:  A reduction in poverty, health and education inequalities | * Supporting young people into work by delivering employability support (e.g. CV advice, mock interviews, careers guidance) to x number of school and college students * Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice | |

# Appendix 2 - Modern Slavery and Human Trafficking Transparency Statement

This statement sets out the steps that the Cumbria Police and Crime Commissioner (“PCC”) has taken and will be taking to ensure that slavery and human trafficking is not taking place in any of its supply chains and in any part of its own business.

As part of the public sector, the PCC recognises that he has a responsibility to take a robust approach to slavery and human trafficking. The PCC is committed to ensuring there is transparency and an approach to tackling modern slavery throughout supply chains is in place. The PCC expects the same standards from suppliers and partners. As part of the procurement processes, the PCC will:-

* Ensure that pre-contract questionnaires to potential contractors include questions to help ensure that those organisations are fulfilling their statutory responsibilities to identify, prevent and mitigate the risk of modern slavery in their operations
* Review the OPCC’s Procurement Strategy to incorporate a risk assessment of the PCC’s supply chains ensuring areas with a deemed risk of modern slavery are appropriately monitored.
* Include anti-slavery clauses in the PCC’s standard contract terms and conditions and tender documents, to ensure that the PCC is entering into contracts with suppliers who are committed to complying with requirements under the anti-slavery and human trafficking laws, including the Modern Slavery Act 2015.
* Expect all suppliers of goods or services to have their own policy relating to working practices or modern slavery, or for evidence to be available to ensure their standards are in accordance with the PCC’s expectations.

The PCC has set protecting vulnerable people, including victims of slavery and human trafficking, and tackling serious and organised crime as core priorities within his Police and Crime Plan.

The PCC takes safeguarding responsibilities extremely seriously and, via HR practices and employment checks, will ensure that those employed by the organisation are legally entitled to work in the U.K. The OPCC through its pay policies will adhere to appropriate legislation that determines and prescribes levels of minimum payment for work undertaken as an employee.

OPCC staff will be briefed on principles of the Modern Slavery Act 2015, the impact of modern slavery locally and nationally, potential signs of slavery and human trafficking, where and how to report their concerns, and what support is available.

The OPCC takes the welfare of its employees very seriously and as part of day to day management processes, there are requirements for managers to hold regular supervision meetings with employees which make every effort to address and support any personal welfare issues employees may have.

In respect of suspected or known incidents of slavery of trafficking we would refer these to the relevant police authority. We would also expect any of our service providers that may witness or suspect any potential human trafficking to report their concerns to the police.