

Social Value Toolkit:

A Bidder's Guide to Tendering

Contents

| | |
|---|-----------|
| Glossary | 2 |
| Introduction..... | 3 |
| Section 1- Overview of social value and the council's Social Value Toolkit..... | 4 |
| 1a. What is social value? | 4 |
| 1b. Social Value Toolkit | 4 |
| 1c. Social Value Framework | 6 |
| 1d. How the Toolkit will be used | 8 |
| 1e. Procurement principles | 8 |
| Section 2- Herefordshire Council's approach to including social value in tenders | 10 |
| 2a. The consideration of social value in tenders | 10 |
| 2b. Tender responses..... | 10 |
| 2c. How the Framework will be used | 12 |
| 2d. Social value tender documents..... | 13 |
| 2e. Tender scoring..... | 13 |
| Section 3- How contracts will be managed | 16 |
| Appendix 1- Useful resources..... | 17 |
| 1a. Understanding Herefordshire website..... | 17 |
| 1aa. Deprivation | 17 |
| 1ab. Local postcode finder..... | 17 |

Glossary

| | |
|--------------------------------------|--|
| Above UK threshold | Find a Tender Service (FTS). (FTS has replaced the EU's Tenders Electronic Daily from 1 st January 2021 for above-threshold contracts in the UK). |
| High value tender threshold | Over £75,000- Above UK threshold. |
| Key value indicators (KVI)s | A number of aligned SMART (Specific, Measurable, Achievable, Realistic and Time-bound) indicators to a social value pledge, that turns the commitment to clearer measurable indicators of success. |
| Local value | The economic value of social value activities being delivered within Herefordshire. |
| Low value tender threshold | Under £25,000 |
| Medium value tender threshold | £25,000- £75,000 |
| National TOMs | National Themes, Outcomes and Measures. |
| Proxies | The estimated attributed financial cost of achieving the social impact. |
| Qualitative response | The narrative-based responses to the specific social value questions within the tender response document (Invitation to Quote- ITQ/Invitation to Tender- ITT). |
| Quantitative response | Data enclosed within the Social Value Framework (Excel spreadsheet), that will self-calculate the financial value against the social value commitments. |
| Social value | The positive impact on local people and communities, the local economy, and the environment; that can be created by the way public money is spent to buy goods and services. |
| Social value commitments | Commitments made by potential suppliers to deliver value through contract delivery. |
| Social Value Framework | A methodology that captures and defines the forecasted and actual social value created through a tender process (quantitative). |
| Social value pledge(s) | A number of theme-based social value commitments that provide areas that Herefordshire Council wishes to focus on. |
| Social Value Quality Mark | The UK's only independent audit and verification standard of social value claims. Delivery through the Social Value Quality Mark CIC. |
| Social Value Toolkit | A set of social value guidance documents which comprise the Social Value Toolkit. |

Social Value UK Certificate

A self-certification of compliance against the seven principles of social value.

Value-ratio

The social value commitments achieved versus the cost of the contract, either per year or in total.

Introduction

This guidance is intended to support bidders and suppliers to understand and use Herefordshire Council's Toolkit for achieving social value through procurement. The overarching aim of Herefordshire Council's Social Value Toolkit is to help maximise positive social, environmental and economic outcomes to be achieved through council contracts.

To support bidders to understand, consider and include social value fully in their tender responses, the following sections are covered in this guide:

- An introduction to social value and the council's Social Value Toolkit.
- How Herefordshire Council will score and evaluate social value in the tender process and bid response.
- Delivering social value commitments during the contract term.

The Social Value Toolkit offers a way for Herefordshire Council to recognise and record the social value created through procurements whilst aligning it to a wide range of council activity. By formally and consistently considering social value in the spending decisions the council makes, these activities can make a major contribution to local value and sustainability in Herefordshire.

Through this approach to social value the council will integrate economic, environmental, and social sustainability into procurement processes, assisting the council in its commitment to The Public Services (Social Value) Act 2012, and contributing to the council's work towards achieving its obligations under Procurement Policy Notice (**PPN**) 05/21, and 06/21.

Section 1- Overview of social value and the council's Social Value Toolkit

1a. What is social value?

Herefordshire Council defines social value as:

“The positive impact on local people and communities, the local economy, and the environment, that we can create by the way we spend public money to buy goods and services.”

In this context, it is the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and contractual outcomes. The Public Services (Social Value) Act 2012 states that the authority must consider:

- (a) How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and;
- (b) How, in conducting the process of procurement, it might act with a view to securing that improvement.

To assist Herefordshire Council in its delivery of social value and to have it effectively considered and embedded, it is important to measure and recognise the overall value attained through social value outcomes, contributing towards greater local value for stakeholders across the county.

1b. Social Value Toolkit

Herefordshire Council's Social Value Toolkit, which comprises a number of social value documents including this guide, has been created through a period of consultation across the council and external partnerships which took place during 2020. The documents support the consideration and inclusion of social value outcomes in council contracts.

As a result of the consultation process, Herefordshire Council's social value focus is on three key areas:

- Community engagement
- Local people
- Local organisations

Across these three key areas, Herefordshire Council has agreed and committed to a range of social value pledges.

Through understanding the priorities for the county, the council can promote the delivery of social value where it will have the most significant impacts for the residents of Herefordshire.



Herefordshire Council's social value pledges are:

- **Social and Community** - strengthen communities to ensure that everyone lives well and safely together.
- **Health and Wellbeing** - sustain resilient people and communities, increasing both physical and mental wellbeing.
- **Crime and Justice** - support our local people, communities, and businesses to feel safe in their homes, communities and places of work.
- **Economy** - develop a strong local economy which builds on our rural county's strengths and resources.
- **Education and Skills** - develop and increase high quality education and training that enables local people to fulfil their potential.
- **Jobs** - support local businesses to grow jobs and keep unemployment rates low to help our rural county prosper.
- **Environment** - protect and enhance our environment and keep Herefordshire a great place to live and work.
- **Leadership** - Herefordshire Council to lead and encourage others to adopt forward-thinking strategies that develop, deliver and measure social and local value.

A key aspect of Herefordshire Council's commitment to social value is the creation and stimulation of local value across Herefordshire, together with the reduction of local economic value leaking out of the economy.

This will be achieved through the promotion of 'local' including supporting local businesses and the third sector, together with the engagement of local residents within the supply chain or directly through the delivery of contracts.

1c. Social Value Framework

To ensure Herefordshire Council can maximise the impact achieved for local stakeholders from commissioning and procurement activities, a Social Value Framework document forms a significant part of the Social Value Toolkit, which brings together the aims of the council's [Social Value Statement](#). The Social Value Framework will be used as a tool that helps inform, assess and measure the social value delivered through contracts.

The Framework sets out eight overarching social value pledges detailed above. Each pledge has a subset of key value indicators (KVI) to enable the council to measure a supplier's progress towards meeting a pledge. These have been drawn from existing strategies and policies across the council, including the [County Plan](#) and the Environmental Strategy, creating specific social value targets.

When an organisation responds to a tender opportunity, it can make commitments to provide social value activities (outputs) against one or more of the social value pledges. This will help bidders to provide clear responses to the social value questions, and help deliver the greatest targeted value locally.

The KVIs describe examples of social value outcomes that could be achieved by the supply chain in the delivery of council contracts.

The Social Value Framework gives bidders direction on what the council is seeking to achieve for its residents and neighbourhoods through social value outcomes, and provides the council with a methodology of how social value can be evaluated and measured in the procurement and contracting process.

Below is an extract from the current Social Value Framework spreadsheet which illustrates Herefordshire Council's social value themes, pledges and corresponding KVIs.

| | Social Value Theme & Pledge | Key Value Indicators (KVIs) |
|--|---|--|
| | Social and Community Strengthen communities to ensure that everyone lives well and safely together. | <p>Work with the voluntary, community and social enterprise and charity sector (VCSE) to deliver 1000 hours of community activities that support localised needs.</p> <p>Offer a number of curriculum and career support activities with schools.</p> <p>Support the voluntary sector and council partnerships to provide support to vulnerable individuals at risk of becoming homeless, or who may be roofless, including the provision of home starter packs.</p> <p>Support the role of youth workers across parishes and market towns e.g. contribute towards a community fund.</p> |
| | Health and Wellbeing | Create 250 mental health first aiders across Herefordshire. |

| | Social Value Theme & Pledge | Key Value Indicators (KVIs) |
|--|---|------------------------------------|
| <p data-bbox="268 271 635 405">Sustain resilient people and communities, increasing both physical and mental wellbeing.</p> <p data-bbox="268 456 608 658">Crime and Justice Support our local people, communities and businesses to feel safe in their homes, communities and places of work.</p> | Provide regulated debt management/budgeting awareness coaching to support individuals classed as homeless. | |
| | Provide 250 low-income households with access to a road-legal bicycle and promote its use. | |
| | Support anchor organisations to reduce anti-social behaviour such as county lines gang crime through the promotion of meaningful activity for young people aged 11 - 18 in rural areas. | |
| | Community initiatives that address the causes of crime, break the cycle of offending and provide support for victims. | |
| <p data-bbox="268 696 628 864">Economy Develop a strong local economy which builds on our rural county's strengths and resources.</p> <p data-bbox="268 1043 624 1245">Education and Skills Develop and increase high quality education and training that enables local people to fulfil their potential.</p> <p data-bbox="268 1379 635 1581">Jobs Support local businesses to grow jobs and keep unemployment rates low to help our rural county prosper.</p> | Increase in numbers of contracts with SMEs by 10% by 2023 (currently 59.7%). | |
| | Increase in VCSE contracts by 10% by 2023 (currently 12.6% and 34.3% are local), promoting the use of SMEs and social enterprises within the supply chain (aimed at tier 1 contractors primarily). | |
| | Support the council's commitment to the Equality Act, the Armed Forces Covenant, and the corporate parent role. Create 100 new apprenticeship roles for individuals previously unemployed. (Measurement= number of apprenticeship weeks). | |
| | Deliver 300 work experience and/or volunteering weeks for young people aged 14 - 24, including individuals from under-represented groups. | |
| | Support a minimum of 50 care leavers to access sustainable new employment and training. | |
| | Stimulate wealth by creating new employment opportunities across the local supply chain for individuals who were previously unemployed. | |
| | Encourage the supply chain to sign up to the living wage. | |
| Increase employability skills through providing mock interviews and CV writing support. | | |
| <p data-bbox="268 1621 632 2018">Environment Protect and enhance our environment and keep Herefordshire a great place to live and work. For example; through contributing towards the reduction in carbon emissions, actively promoting and reducing waste to landfill, and promoting and contributing</p> | Zero Carbon by 2030 - contribute towards making sustainability, resilience and carbon minimisation central to all our actions. | |
| | Reduce residual waste (to include current stats), maximising the reuse of waste materials, and increasing recycling rates. | |
| | Protect and enhance biodiversity through the delivery of biodiversity net gain. | |

| | Social Value Theme & Pledge | Key Value Indicators (KVIs) |
|--|---|---|
| | to gains in biodiversity in Herefordshire. | |
| | Leadership Herefordshire Council will lead and encourage others to adopt forward-thinking strategies that develop, deliver and measure social and local value. For example; through increasing awareness of social value through supply chain training, and developing a social value supply chain charter for organisations to sign up to. | Deliver social value supply chain training to 500 suppliers across three years. |
| | | Deliver four meet the buyer events with 200 local suppliers participating. |
| | | |

1d. How the Toolkit will be used

- The Social Value Toolkit will be used to support the consideration and inclusion of social value outcomes in council contracts. It will be used as a tool that helps inform, assess and measure social value delivered through contracts.
- It brings together the aims of the council's [Social Value Statement](#), and presents specific outcomes (KVIs) that can be incorporated into procurement activity.
- Appropriate KVIs to be incorporated into a procurement will be included on the basis of what is relevant and proportionate for each contract being tendered. The council may define which themes, pledges and KVIs are applicable to each contract.
- In a tender where there is an opportunity to deliver social value, as part of the tender response, bidders will be asked to provide their social value offer, responding to qualitative question(s) on what social value commitments are being made and how they would be delivered, measured and verified through the contract, and also where appropriate, completing a quantitative element. The quantitative element will capture specific bidder commitments made against each KVI as well as commitments to the employment of local people and the use of local suppliers.
- These will form part of the overall tender response and will be evaluated as set out in the tender documents and incorporated into the contract.
- Following contract award, the contract management and monitoring process will commence, taking account of supplier performance in relation to social value KVIs, alongside any key performance indicators (KPIs).

1e. Procurement principles

Herefordshire Council is committed to procurement that, where possible, contributes to the economic, social and environmental wellbeing of the local area. It is essential that the council can maximise the value that can be achieved through its commissioning and procurement activity. By focusing on KVIs, the Social Value Framework will assist the council to achieve this by ensuring that social, economic and environmental outcomes are embedded where appropriate into our procurement practices, not only to achieve greater impact from each procurement opportunity, but also to act as a support mechanism to enable better social value consideration by council officers and bidders.

Herefordshire Council is committed to, and expects suppliers to be committed to, the following principles:

- Supporting the local economy including small-to-medium enterprises (SMEs) and the voluntary, community and social enterprise (VCSE) sector
- Delivering at neighbourhood level wherever appropriate and including the local supply chain
- Including measurable clauses in contracts to demonstrate both social value and value for money
- Supporting the business and voluntary, community and social enterprise (VCSE) sectors through transparent and proportionate procurement processes and contracts
- Ensuring robust contract management is in place to monitor and measure social value outcomes in partnership with providers and suppliers
- Paying our providers and suppliers promptly.

Taking full account of UK procurement law and Herefordshire Council's Contract Procedure Rules, we **must** ensure that the social value 'offer' that is received from a bidder is either:

- A voluntary offer where the bidder offers something that can form a voluntary contract clause, but where this offer has not influenced the published evaluation criteria, or;
- Where social value is built into the evaluation criteria and is weighted, enabling the bidder to receive a percentage of marks for their social value submission.

Section 2- Herefordshire Council's approach to including social value in tenders

2a. The consideration of social value in tenders

Herefordshire Council will include social value in tenders where it is deemed relevant and proportionate to do so. Where social value is included in tenders, bidders will either be required to complete a qualitative response, or both a qualitative and a quantitative response. The tender documentation will clearly set out which response type is required for each tender. This approach ensures transparency for all types, legal structures and sizes of organisations when responding to social value questions in tender opportunities.

The two different response types are described in more detail below:

- **Qualitative response** – written responses from the narrative based social value questions which are included as part of the Invitation to Tender.
- **Quantitative response** – completion of the Social Value Framework spreadsheet which will output a value-ratio based on the response given. The spreadsheet is used to capture bidder commitments across three areas:
 - Local commitments (themes, pledges and KVIs relevant to the tender);
 - Local employment (number of local people that will work on the contract and the total salary of local staff);
 - Local suppliers (number of local SMEs and third sector organisations that will be part of the supply chain or delivery partners).

The use of the Social Value Framework spreadsheet (quantitative response) will not usually be used for tenders under the High Value Threshold unless it is deemed that reasonable social value could be added to the contract.

The information required by a bidder to respond to the quantitative element is provided in the Framework spreadsheet available to all bidders during the tender process.

2b. Tender responses

There will be up to two sections for bidders to complete; a qualitative section, expressed as a scored question(s)/response(s) within the ITT document, and a quantitative section, captured through the Social Value Framework spreadsheet, where it is relevant to the tender, as detailed in section 2a above.

If you are bidding on behalf of a group (consortium) or you intend to use sub-contractors, the lead bidder should complete all of the selection questions on behalf of the consortium and/or any sub-contractors.

Qualitative guide

The social value questions within a tender are intended to solicit responses that are clear and provide additional specific details on how, where, and when social value will be created. This will be essential in ensuring that the council has a clear understanding of the social value themes, pledges and KVIs a bidder is committing to.

The qualitative response is expected to contain as best practice:

- **Where** the social value commitments being made will be delivered, and the community/beneficiaries that will benefit, for example; young people or a specific ward(s)
- **What** evidence will be provided to the council to confirm the commitments have been delivered
- **Details** (name/legal structure) of local organisations involved in the delivery of social value engaged by the bidder
- An **action plan** for the delivery of the selected social value commitments
- **How** social value delivered will be verified - information on any independent **review/audit/accreditation** of social value claims.

Qualitative response questions

Detailed below are **example questions** that Herefordshire Council could use in this section:

- *How will your organisation help to deliver social value within Herefordshire against the social value pledges during the delivery of the contract?*
- *How will your organisation assist in achieving Herefordshire Council's zero carbon initiative by 2030?*
- *What social value commitments is your organisation making, in alignment with Herefordshire Council's social value pledges and key value indicators?*
- *Who will benefit from your social value commitments?*
- *Is there a particular location, ward or area that will be a target of your commitment?*
- *How will your organisation measure and report its achievements against your social value commitments?*
- *How will your organisation ensure that you have achieved your social value commitments?*
- *When will you deliver your social value commitments, i.e. in which year, if relevant?*

The underlying requirement is for organisations to be extremely clear of their social value offering (highlighted within the Framework spreadsheet against the commitments (where applicable), where it will be delivered, who will benefit, and when it will be delivered.

Quantitative guide

The quantitative element of the tender is designed to capture bidder responses associated with numerical outputs grouped across the following three areas:

| Local commitments | Local employment | Local suppliers |
|---|---|--|
| <ul style="list-style-type: none"> • Selecting the supplier commitments against one or more of the social value themes, pledges and KVIs to be delivered | <ul style="list-style-type: none"> • Defining the number of local people allocated to the contract and the forecasted economic benefit | <ul style="list-style-type: none"> • Defining the number and % of local SMEs and VCSEs that will be part of the supply chain or delivery partners |

The quantitative response requires bidders to complete the Social Value Framework spreadsheet (Microsoft Excel). Below is an extract from the Framework to illustrate examples of the social value themes, pledges, KVIs and bidder commitments:

| Themes | Social Value Pledges | Key Value Indicators (KVI's) benchmarked over the coming 12 months | Supplier Commitment |
|----------------------|--|---|--|
| Social and Community | Strengthen communities to ensure that everyone lives well and safely together | Work with the voluntary community and social enterprise and charity sector (VCSE) to deliver 1000 hours of community activities that support localised needs. | We commit a number of volunteering hours that will support areas of deprivation, in partnership with the Third Sector. |
| | | Create 250 mental health first aiders across Herefordshire. | We commit to supporting Charities and Community Group fundraisings initiatives |
| Health and Wellbeing | Sustain resilient people and communities, increasing both physical and mental wellbeing. | Provide regulated Debt management/ budgeting awareness coaching to support individuals classed as homeless. | We commit to train new local mental health first aiders. |
| | | Provide 250 low-income households with access to a road-legal bicycle and promote the use. | We commit to a number of local people receiving regulated debt management/budgeting support and guidance. |
| | | | We commit to donating road legal bicycle(s) and locks for low-income households and provide road safety courses. |

This will help bidders to provide clear responses to the social value qualitative questions, and help deliver the greatest targeted value locally.

The spreadsheet is made up of the following four tabs:

| | |
|-------------------------------------|---|
| 1. Input – Name – Cost | Bidder inputs name of the organisation and the basic cost of the delivery of the contract. |
| 2. Input – Local Commitments | This tab includes the themes and KVIs relevant to the tender. Bidders will select the commitments they intend to deliver from a drop-down list and detail the number of outputs they will deliver each year. |
| 3. Input – Local Employment | Bidder will input the number of local people that will work on the contract and the total salary of local staff. |
| 4. Input – Local Suppliers | Bidder will input the number of local SMEs and third sector organisations that will be part of the supply chain or delivery partners. Bidders will forecast the direct expenditure with these organisations for each year of the contract. |

The completion of the four tabs within the Social Value Framework spreadsheet will automatically calculate the value-ratio. The value-ratio monetises (pence in the £) the supplier commitments to social value compared to the cost of the contract. An example of this is illustrated below:

| Cost/Value Ratio Summary | | | | | | | |
|--|-----------------|--------------|---------------|-----------------|--------------|--------------|--|
| Value Ratio | (Contract name) | | (Ref. number) | (Supplier name) | | | |
| | Yr 1 | Yr 2 | Yr 3 | Yr 4 | Yr 5 | Total | |
| Cost | £ 167,200.00 | £ 167,200.00 | £ 167,200.00 | £ 167,200.00 | £ 167,200.00 | £ 836,000.00 | |
| Forecasted Value | £ 148,527.80 | £ 150,217.80 | £ 151,992.30 | £ 153,855.53 | £ 155,811.91 | £ 760,405.34 | |
| Cost/Value Ratio (CV) - (pence in the pound) | 0.888 | 0.898 | 0.909 | 0.920 | 0.932 | £ 0.910 | |

2c. How the Framework will be used

- For each procurement exercise Herefordshire Council will identify whether any, and if so, which, of the social value themes, pledges and KVIs are relevant and proportionate to be included in each contract.
- This means that Herefordshire Council's approach to social value is a bespoke approach, tailored for each and every contract. This ensures that bidders are scored in a way which is proportionate to the overall value of the contract.
- We aspire to include at least one KVI in each procurement, where appropriate.

- In a tender where there is an opportunity to deliver social value, as part of the tender response, bidders will be scored on their responses to the question/s about how they will deliver against the KVIs.
- Bidders will also be scored on their responses to an accompanying question about how this will be measured and verified, where relevant.
- The responses of the winning bidder will be incorporated into the contract and the ensuing contract management and monitoring process.

2d. Social value tender documents

To assist organisations to respond positively and create aligned social value, the following information will be included (or links to the documents) as a part of the 'tender pack'.

- Social Value Toolkit- A Bidder's Guide to Tendering (this document)
- Social Value Framework Spreadsheet (for tenders if quantitative assessment of social value contributions applies).

For all tenders, the council will use its discretion regarding which social value components will be included, based on what is proportionate and reasonable for the value and type of tender.

2e. Tender scoring

Where included, the social value element of a tender will hold meaningful weightings to enable it to be a differentiating factor when evaluating bids. Social value will be scored as a standalone question(s). Usually, this will either be a qualitative response for tenders below the High Value Threshold, or it will be split between both a qualitative and a quantitative response for tenders over the High Value Threshold.

Herefordshire Council will select the weighting for each element, and this will differ depending on the value/type/size of the contract.

However, as an overview, the following weighting would typically apply to procurements where using a qualitative element only:

- **Qualitative – 12% of overall tender score**

And the following weightings would typically apply to procurements where using both a qualitative and a quantitative element.

- **Qualitative – 4% of overall tender score**
- **Quantitative – 8% of overall tender score**

The two scores produced will then be combined to give an overall score for a bidder's social value response, of a minimum of 12% of the overall evaluation weighting.

Scoring matrix - qualitative

The **qualitative** section will be scored using the council's social value scoring methodology illustrated below:

| Score | Rating | Rationale |
|-------|-----------------------|---|
| 0 | Unsatisfactory | Does not meet the requirement. Does not comply and/or provides insufficient information to demonstrate that the bidder has the understanding or ability to deliver social value commitments. |
| 1 | Poor | Significant reservations regarding the bidder's understanding and ability required to provide social value, with little or no 'SMART' evidence to support the response. |
| 2 | Partial | Some reservations regarding the bidder's understanding and ability required to provide social value with minimal 'SMART' evidence to support the response. |
| 4 | Satisfactory | Satisfies the requirement. The response demonstrates the commitment, understanding and ability required to deliver social value, with 'SMART' evidence to support it. |
| 7 | Good | Satisfies the requirement with good clarity. The response demonstrates the understanding, relationships and ability required to deliver social value. The response clearly identifies clear local 'SMART' responses and provides a clear action plan for delivery. |
| 10 | Excellent | Exceeds the requirement. The response demonstrates exceptional local awareness, understanding and ability required to deliver social value. Response identifies factors that will offer a clear lasting legacy locally with a robust 'SMART' local action plan. |

Scoring matrix - quantitative

This score is derived by the completion of the Social Value Framework. The **quantitative** section will be scored out of ten in line with the qualitative section, by converting the value-ratio to the rating bands detailed in the scoring methodology below:

| S score – procurement of people-led services including ‘works’ | | |
|---|----------------------------|-------------------------|
| Value Ratio Range | People-Led Services | Council- S Score |
| <7.5p in the £ | Unsatisfactory | 0 |
| 7.6p to 10p in the £ | Poor | 1 |
| 10.1p to 15p in the £ | Partial | 2 |
| 15.1p to 20p in the £ | Satisfactory | 4 |
| 20.1p to 25p in the £ | Good | 7 |
| 25.1p to 30p+ in the £ | Excellent | 10 |

| G score – procurement of goods/products | | |
|--|---------------------------|--------------------------|
| Value Ratio Range | Goods and Products | Council – G Score |
| <1.5p in the £ | Unsatisfactory | 0 |
| 1.6p to 3p in the £ | Poor | 1 |
| 3.1p to 5p in the £ | Partial | 2 |
| 5.1p to 8p in the £ | Satisfactory | 4 |
| 8.1p to 10p in the £ | Good | 7 |
| >10p in the £ | Excellent | 10 |

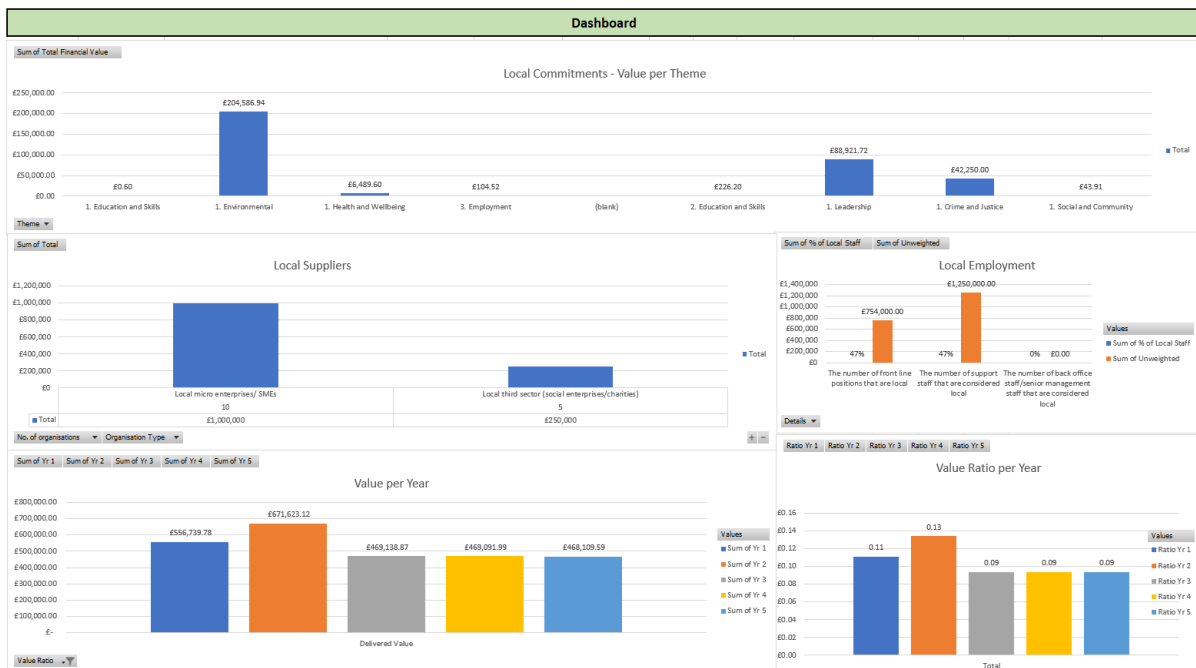
Section 3- How contracts will be managed

As with any contract monitoring, social value will form part of the contract management regime. Information and outputs contained within the social value quantitative and qualitative responses completed during the tender process will form the basis of the resulting contract's KPIs (where and if relevant), which will then be incorporated into the council's standard contract management practices in reviewing supplier performance and social value claims during the contract term.

- Local Commitments should be reported on in line with the contract reporting and review requirements, which would typically be quarterly.
- Local Employment and Local Supplier Outcomes should be reported on in line with agreed contract reporting and review requirements, which would typically be every six months.

Suppliers will need to confirm and evidence the progress made, against each of the social value commitments made during the tender stage. This data will be captured by the council using the Social Value Contract Management spreadsheet that forms part of the Social Value Toolkit.

Herefordshire Council will share the data recorded with suppliers via a dashboard which is illustrated below:



Any organisations that fail to show reasonable progress will be expected to provide a summary action plan with key dates, locations, commitments and evidence of how they will deliver the social value commitments promised in line with contractual requirements.

Appendix 1- Useful resources

1a. Understanding Herefordshire website

The [Understanding Herefordshire](#) website is a useful resource for bidders to use to respond to both the qualitative and the quantitative social value element in a tender.

1aa. Deprivation

The section on [Deprivation](#) can help bidders to focus on which Herefordshire wards they may wish to focus their social value response/s on.

1ab. Local postcode finder

The 'local postcode finder' Excel spreadsheet is a useful postcode look up function for bidders to use to determine whether their staff are located within Herefordshire and to determine who in a supply chain is considered as local.

The [Map resources](#) section gives access to Herefordshire Council's local postcode finder under the 'related documents' section.