

## Appendix C - Recommendations from commissioned research

No.	Recommendation
1	The Council should look at building the capacity, skills, and knowledge of contract managers and commissioners across the Council.
2	The Council's Social Value Delivery Group should form the first step towards forming a broader and outward looking "Social Value Taskforce" which ultimately takes forward social value across all organisations operating in the Borough. There is a fairly well-established partnership path for such Taskforces involving the adoption of social value charters and toolkits, which can be drawn on by The Council.
3	Consider changing the portfolio name of the Cabinet member for Resources to incorporate social value.
4	The Council and its partners should consider adopting social value champions to drive social value
5	The Council retains, builds on and refines the community benefits schedule.
5a	As part of the refresh of the community benefits schedule, the initial focus should be given to four areas: the three priorities listed in the Council's strategic plan and the Marmot principles (see next recommendation)
5b	Consideration should be given to incorporating the Marmot principles into the community benefits schedule.
5c	Consultation on the community benefits schedule should be wide and include internal and key external stakeholders
6	The community benefits schedule should be reported on to senior management teams and at Cabinet level
7	The City of London's approach to scoring suppliers' social value should be considered as it provides an objective approach for tender evaluation.
8	The Council should seek to measure the impact if it does decide to increase weighting for social value; framework agreements, where quality is to some extent already factored in, may provide a good starting point for increased weighting.
9	The Council should consider amending the standard contract terms if necessary to encourage suppliers to monitor their own economic impact
10	The Council should consider inserting clauses into its standard terms asserting the ownership of data generated by contracts with the Borough
11	The Council should consider being bolder in weighting for social value, trial different levels for different contracts, and monitor and review the results to find what works for it in different markets and with different sized contracts
12	Social value offers need to form part of the contractual clause to ensure delivery. This can be achieved by building social value into the tender specification at the outset, or the community benefits can subsequently inserted into the contract
13	The Council should trial weighting for social value without the community benefits schedule in some (particularly non-construction related) contracts in order to encourage innovative service delivery.
14	The Council should consider that a similar exercise can be carried out at lower value contracts, bringing together contract managers from the different Directorates. This has many advantages. It would help develop staff, it would provide an external but considered and safe challenge, and it would help spread best practice across the council.
15	The Council should consider where appropriate a presumption in favour of SMEs and small VCSE organisations in below threshold expenditure.
16	The Council should consider putting a greater focus on environmental issues when scoring, for example exploring how organisations seek to minimise the carbon footprint of their staff travelling to work or how organisations seek to minimise congestion – such measures indirectly tend favour local employment whilst also addressing other council priorities.
17	The Council should put a greater focus on local economic considerations in scoring. Government Procurement Policy Note 11/16 outlines how this can be done, and the Guidance and Annexes are of considerable interest

18	The Council should amend its ethical supply chain policy to allow the Council to ask suppliers to provide the (first part of the) postcodes of staff working on Council commissioned projects. This begins to illustrate organisations' local impact, and begins to send out a message to suppliers and potential suppliers that using local staff is important to the Council.
19	The Council should consider reflecting on how it sees its procurement function, be bold, and explicitly consider a more social model of public sector procurement as part of its efforts to deliver fairness to residents. Consideration should be given to how the Council promotes the development of social value, given the opportunities to be a thought leader in this space.
20 -	The Council should create a Social Value officer post to support, monitor and report on the delivery of the SV benefits secured more widely to its residents. To act as a central point of contact internally and a liaison point for suppliers. This can be self-funding from SV benefits. This postholder will work closely with economic development and services.