



Managing Social Value in Construction

Contract Manager Information Video

This is an information session for Contract Managers which sets out how social value is included in public contracts and practical advice on how the social value requirements can be monitored and managed to ensure they are delivered.

What is social value?

- > Social value refers to wider financial and non-financial impacts on the wellbeing of individuals, communities and the environment.
- > Social value derived from a public contract is the positive legacy we will create through its performance such as **a more diverse workforce, fewer single use plastics in the environment and more cohesive communities.**



Public procurement is an important source of expenditure in Northern Ireland, with central and local government spending upwards of £3 billion annually on supplies, services and construction works. This expenditure offers tremendous potential to contribute to the economic, environmental and social outcomes contained in the Executive's Programme for Government.

Social value refers to the wider financial and non-financial impacts on the wellbeing of individuals, communities and the environment.

The social value derived from a public contract is the positive legacy created through its performance such as a more diverse workforce, fewer single use plastics in the environment and more cohesive communities.

Think about when you buy a takeaway hot drink from a café. More and more of us are now conscious to bring a reusable cup with us. In doing so, we are saving money, reducing waste and reducing carbon emissions – that is Social Value.

Many of us are already making purchasing decisions in a way that delivers social value, and now it is time to continue to bring this mindset into the

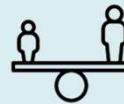
workplace and harness the potential of Northern Ireland's spending power.

Benefits



By including social value in procurement, we can:

- > Create job opportunities for people who face barriers to work
- > Invest in skills
- > Support Social Enterprises and new businesses
- > Support Voluntary and Community organisations
- > Promote equality, diversity and inclusion
- > Reduce our carbon footprint and promote biodiversity
- > Improve mental health and wellbeing



By including social value in procurement, Contracting Authorities and Suppliers can:

- Create job opportunities for people who face barriers to work
- Invest in skills
- Support Social Enterprises and new businesses
- Support Voluntary and Community organisations
- Promote equality, diversity and inclusion
- Reduce our carbon footprint and promote biodiversity
- Improve mental health and wellbeing

PPN 01/21 – Social Value in Procurement

- > From 24 February 2025, tenders must allocate a **minimum of 10% of the award criteria to Social Value**
- > Applies to works contracts above the UK Procurement Threshold and contracts for services above £500,000 (inclusive of VAT).
 - For Construction contracts, the threshold is £5,372,609*

Where appropriate, public bodies can also:

- > score for social value on contracts outside of these thresholds.
- > give greater weight to social value than the 10% minimum.

**figures correct as at January 2025.*



Procurement Policy Note 01/21 was approved by the Executive in December 2024 and has the status of government policy.

The PPN mandates that from 24 February 2025, public sector tenders must allocate a minimum of 10% of the award criteria to Social Value in works contracts above the UK Procurement Threshold and in services contracts above £500,000 (inclusive of VAT). The current threshold for Construction works contracts £5,372,609.

Where appropriate, public bodies can also:

- score for social value on contracts outside of these thresholds and/or
- give greater weight to social value than the 10% minimum.

Other requirements

- > Requirement to consider grant funding and reserving contracts
- > Considering ways of reducing consumption and including end-of-life requirements
- > Specifying minimum sustainable requirements
- > Social licence workstream for major capital or infrastructure projects
- > Policy will be reviewed in 2027

Contract Manager tip:

Review the contract documents carefully for any social value requirements that have been included in the specification and other areas of the contract and ensure any commitments are delivered.

PPN 01/21 states that Departments must ensure opportunities for social value are maximised for all contracts. For example, through:

- Considering if grant funding or reserving the contract would be more appropriate to achieve the best outcomes and public benefit.
- Considering ways of reducing consumption and end-of-life requirements in order to reduce carbon emissions and promote a circular economy.
- Specifying the minimum sustainable requirements relevant to the work, supply or service being purchased in the specification to deliver the intended outcomes (i.e., by including relevant green public procurement criteria).
- Major capital or infrastructure projects which impact on communities must have a plan for effective community consultation before, during and following the delivery of the projects (i.e. a social licence workstream). Major is defined as a project over £20m which is categorised as High Risk for the purposes of the Gateway Review Process.

You should check your contract documents carefully for any social value requirements that have been included in the specification and other areas of

the contract and ensure any commitments are delivered.

Scoring Social Value

> Social value will be scored based on 4 themes:



> Each theme is broken down into a set of indicators.

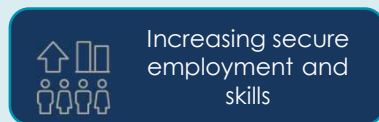
PPN 01/21 provides a framework of social value themes and indicators. A common framework enables Contracting Authorities and Suppliers to develop a shared understanding of the social value requirements of public contracts and how they will be scored.

There are 4 themes:

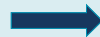
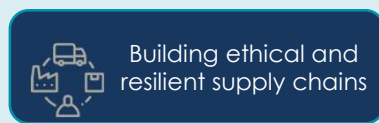
- Increasing secure employment and skills
- Building ethical and resilient supply chains
- Delivering climate action and
- Promoting wellbeing

Each theme is broken down into a set of indicators.

Social Value themes



This theme aims to **create employment and training opportunities** and support **in-work progression and skills development**, both for those who face barriers to work and to support a more resource efficient, greener, low carbon economy.



This theme aims to **tackle employment inequality, reduce the risk of modern slavery and human rights abuses** within the supply chain, promote **diverse and secure supply chains**, and support **entrepreneurship and social enterprises**.

Each theme aims to address risks and maximise opportunities to deliver social value in relation to the area in question.

Increasing secure employment and skills aims to create employment and training opportunities and support in-work progression and skills development, both for those who face barriers to work and to support a more resource efficient, greener, low carbon economy.

Building ethical and resilient supply chains aims to tackle employment inequality, reduce the risk of modern slavery and human rights abuses within the supply chain, promote diverse and secure supply chains, and support entrepreneurship and social enterprises..

Social Value themes



Delivering climate action



This theme aims to support **climate adaptation and mitigation** measures, promote **biodiversity and resilient ecosystems**, stimulate the **circular economy** and work towards net zero by **minimising carbon emissions**.



Promoting wellbeing



This theme aims to support **wellbeing**, improve **equality, diversity and inclusion**, and promote **community cohesion**.

Delivering climate action aims to support climate adaptation and mitigation measures, promote biodiversity and resilient ecosystems, stimulate the circular economy and work towards net zero by minimising carbon emissions.

Promoting wellbeing aims to support wellbeing, improve equality, diversity and inclusion, and promote community cohesion.

Themes and Indicators



Building ethical and resilient supply chains

2.1 Demonstrate action to promote collaboration and a fair and responsible approach to working throughout the supply chain

2.2 Demonstrate action to promote ethical supply chains and practices; and, identify and manage risks of modern slavery and human rights abuses in the delivery of the contract, including in the supply chain.

2.3 Maximise security of supply, for example by minimising proximity of supply chains to point of delivery

2.4 Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs and VCSEs.

Each theme is broken down into a set of indicators.

Here we have the 4 indicators that relate to the building ethical and resilient supply chains theme:

2.1 Demonstrate action to promote collaboration and a fair and responsible approach to working throughout the supply chain

2.2 Demonstrate action to promote ethical supply chains and practices; and, identify and manage risks of modern slavery and human rights abuses in the delivery of the contract, including in the supply chain.

2.3 Maximise security of supply, for example by minimising proximity of supply chains to point of delivery

2.4 Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs and VCSEs.

You can download a list of all the Social Value Themes and Indicators from the Social Value Unit website.

Approach to including social value

Contracting Authorities will score for social value based on the 4 themes. A common framework enables contracting authorities and suppliers to develop a shared understanding of what social value requirements will be taken into account and how they will be scored.

Social Value Points

- > Social value points ensure social value outcomes are delivered in a **measurable, proportionate and flexible** manner.
- > Social value points tenders are assessed and given a score based on the tenderer's methodology for delivering the minimum social value points for that contract

The social value points approach is used across Construction Build and Civils contracts.

Using social value points ensures that social value outcomes are delivered in a measurable, proportionate and flexible way.

Social value points tenders are assessed and given a score based on the tenderer's methodology for delivering the minimum social value points for that contract.

Social Value Points

- > Requires the Supplier to deliver **a minimum of 100 social value points per £1m** of contract value (and pro-rata).
- > Each Social Value Indicator from PPN 01/21 is broken down into subsequent initiatives. **Each initiative has been allocated a number of social value points.**
- > The Supplier will have **flexibility to choose** which of those initiatives they deliver.
- > **HOWEVER:** A number of initiatives have been made Mandatory Requirements. These are strategies which align with the CIFNI approved mandatory requirements set out in the Contractors Sustainability Report.
- > Tenders are evaluated through **a qualitative assessment of the tenderer's methodology for delivering the required number of Social Value points**, through the initiatives selected (not the Mandatory Requirements).

When a tender uses the social value points approach:

- the Supplier is required to deliver a minimum of 100 social value points per £1m of contract value (and pro-rata).
- Each Social Value Indicator from PPN 01/21 is broken down into subsequent initiatives. Each initiative has been allocated a number of social value points.
- The Supplier will have flexibility to choose which of those initiatives they deliver.
- **HOWEVER:** A number of initiatives have been made Mandatory Requirements. These are strategies which align with the CIFNI approved mandatory requirements set out in the Contractors Sustainability Report.
- Tenders evaluated through a qualitative assessment of the tenderer's methodology for delivering the required number of Social Value points, through the initiatives selected (not the Mandatory Requirements).

Social Value Points

Mandatory Requirements – Strategies for the contract:

- > In work progression and skills policy;
- > Supply Chain Resilience and Capacity strategy;
- > Environmental Strategy for the contract including Carbon Reduction.

Construction contracts above PCR thresholds will also have Mandatory Requirements which require the supplier to have commit to developing a number of policies in relation to the contract. These are policies for:

- > In work progression and skills;
- > Supply Chain Resilience and Capacity strategy;
- > Environmental Strategy for the contract including Carbon Reduction.

Theme 1: Secure Employment and Skills

Social Value Indicator	Social Value Initiative	Unit of Measure	Beneficiaries	Social Value Points
Indicator 1.1 Create employment, retraining and other return to work opportunities for those furthest from the labour market	Paid employment	52 person weeks FTE (Build)	people who face barriers to employment	75
			people who meet the Contracting Authority's priority groups	90
	Indicator 1.2 Support educational attainment relevant to the contract, including training schemes that address skill gaps and result in recognised qualifications	Work placements	4 weeks FTE	people who are considered to be disadvantaged in the labour market or at risk of social exclusion
people who meet the Contracting Authority's priority groups				30
Skills development and educational attainment		8 hours of training or support	people who are considered to be disadvantaged in the labour market or at risk of social exclusion	10
	people who meet the Contracting Authority's priority groups		15	
Indicator 1.4 Support in-work progression and educational attainment in the workforce, including training schemes that address skills gaps and result in recognized qualifications, to help people to move into higher paid work by developing new skills	In-work progression and skills development	1 Strategy	existing staff who are underrepresented in the contract's workforce	M
		Annual updates to strategy		M

In this example, you can see Indicators from Theme 1: Increasing secure employment and skills on the left hand side, which are then broken down into 4 initiatives:

- Paid employment
- Work placements
- Skills development and educational attainment
- In-work progression and skills development

The Supplier has flexibility to choose which social value initiatives with social value points they deliver against, giving them the benefit of aligning the requirements of the Contracting Authority with their own business models or solutions. The Supplier must deliver the mandatory requirement of an in-work progression and skills development strategy with annual updates.

In the procurement documents, the Contracting Authority will set out an indicative minimum number of points that the Supplier is required to deliver based on the estimated contract value at the time of procurement. For example, if this was for a £6m contract the minimum number of social value points required would be 600. A tenderer may choose to deliver those 600 points through 416 weeks of paid employment, 40 weeks of work placements, or 80 hours of skills development and educational attainment, or a combination of all three.

The Contracting Authority may set additional minimum mandatory targets for specific social value indicators within the Social Value Schedule, which the Supplier must deliver as part of the overall social value requirements on the Contract. For example, they could stipulate that 20% of the social value points must be delivered through work placements.

Social Value Delivery Plan



Bidders must complete the table below to demonstrate how the social value requirement will be delivered. This will be submitted with the tender.

Social value initiative	Points calculation	Unit of Measurement	Planned Delivery (to be completed by Bidder)	Points Value
Paid employment for people who face barriers to employment.	52 weeks = 75 points	Number of FTE person weeks which will be delivered throughout this contract	156	225
Paid employment for people from the Client's priority group.	52 weeks = 90 points	Number of FTE person weeks which will be delivered throughout this contract		0
Paid employment for people with a disability	52 weeks = 90 points	Number of FTE person weeks which will be delivered throughout this contract		0
Paid employment Apprentices	52 weeks = 75 points	Number of FTE person weeks which will be delivered throughout this contract	156	225
Student Placement/ Professional trainee	52 weeks = 50 points	Number of FTE person weeks which will be delivered throughout this contract		0
Continued employment for a person who has completed their 52 week period	52 weeks = 20 points	Number of FTE person weeks which will be delivered throughout this contract	156	60
Unwaged work placements for people who face barriers to employment	4 weeks FTE = 10 points	Number of FTE person weeks which will be delivered throughout this contract	20	50
Unwaged work placements for people from the Client's priority group or people with disabilities	4 weeks FTE = 15 points	Number of FTE person weeks which will be delivered throughout this contract	12	45
Skills development and educational attainment for people who are considered to be disadvantaged in the labour market or at risk of social exclusion	8 hours of support or training = 10 points	Number of hours which will be delivered throughout this contract		0
Skills development and educational attainment for people from the Client's priority group or people with disabilities	8 hours of support or training = 15 points	Number of hours which will be delivered throughout this contract		0
In-work Progression and Skills Development Strategy	1 Strategy	Strategy will be submitted in relation to work carried out on this contract	yes	Mandatory Requirement

When responding to a tender, tenderers will be required to submit two things. The first is a Social Value Delivery Plan setting out how they will deliver the specified minimum number of points and the second is a written methodology detailing how they will action the initiatives they have set out in the delivery plan.

Tenderers must confirm they will deliver the mandatory requirements but they do not have to deliver against every other social value initiative included in the Social Value Delivery Plan. The tenderer must ensure that the initiatives they do plan to action deliver will the minimum number of social value points. In this example, you can see the tenderer is going to deliver a total of 468 weeks of paid employment, 32 weeks of work placements and has confirmed they will deliver the mandatory in-work progression and skills development strategy. They do not intend to deliver skills development initiatives. The minimum indicative number of points will always be proportionate to the contract value.

Social Value Points – methodology

- > **timescales** for delivery of the social value requirements;
- > the **resources**, both internal and external, that the tenderer will use to plan and deliver the social value requirements;
- > the **activities** the tenderer will undertake to deliver the social value initiatives selected within the completed Social Value Delivery Plan including how they will **engage with key stakeholders** (e.g. social value beneficiaries, organisations within the voluntary, community and social enterprise sector);
- > **confirmation that the planned activities are additional** to activities the tenderer already undertakes; and,
- > how the tenderer will **monitor and report** on the delivery of the social value requirements and **address any performance issues**

So the Social Value Delivery Plan we have just looked at is part one of the tenderer's response and the methodology is the second required component.

Through the methodology, the tenderer details how they will deliver the initiatives they have set out in the delivery plan. The methodology will evaluate a number of areas, for example:

- timescales for delivery of the social value requirements;
- the resources, both internal and external, that the tenderer will use to plan and deliver the social value requirements;
- the activities the tenderer will undertake to deliver the social value initiatives selected within the completed Social Value Delivery Plan including how they will engage with key stakeholders (e.g. social value beneficiaries, organisations within the voluntary, community and social enterprise sector);
- confirmation that the planned activities are additional to activities the tenderer already undertakes; and,
- how the tenderer will monitor and report on the delivery of the social value requirements and address any performance issues

Social Value Points

Benefits

- > Qualitative assessment does not disadvantage VCSEs and microbusinesses
- > Ensures proportionality - targets are based on invoiced value
- > Flexibility for the Supplier
- > Progress reported via the Social Value monitoring system
- > Quantifiable social value outcomes support effective contract management

The benefits of the social value points approach are that:

- the qualitative assessment does not disadvantage VCSEs and microbusinesses
- it ensures proportionality as targets are based on invoiced value
- it offers flexibility for the Supplier
- Progress is reported via the online Social Value monitoring system, making it easy to monitor for both supplier and contracting authority
- It requires quantifiable social value outcomes which supports effective contract management

Managing Social

Social value requirements must be delivered in line with contractual commitments, and must be adequately managed to ensure value for money.

If the social value requirements are not delivered, you could face:

Contractual/legal issues

Budgetary issues

Reputational damage

Contract Manager tip:

At the contract initiation meeting, confirm the contract's social value requirements and how the requirements will be monitored with the Supplier.

Contract Manager tip:

PPN 01/21 sets out a requirement that a KPI should be developed for social value. You should ensure that performance against this KPI is managed.

Good contract management ensures that all parties fully meet the requirements specified in the terms and conditions of the contract, including in relation to social value.

Social Value will be managed in the same way as any other aspect of the contract. Social value requirements must be delivered in line with contractual commitments, and they must provide value for money. At the contract initiation meeting, you should confirm the contract's social value requirements and how the requirements will be monitored with the Supplier.

Contracting Authorities and Suppliers could face contractual and budgetary issues as well as reputational damage, if the social value requirements of a contract are not delivered. Reputational damage can have long lasting effects on the supplier and contracting authority. PPN 01/21 sets out a requirement that a KPI should be developed for social value. You should ensure that performance against this KPI is managed.

Monitoring social

- > Monitored using web-based social value monitoring system
- > The Unit will set up the contract in the Social Value monitoring system, pre-populating the Social Value targets included in the contract.
- > The Unit will issue the Supplier with login details and guidance on how to add information relating to the delivery of their targets.
- > A report will be sent from the system at regular intervals to both the Supplier and Client Project Managers.

Reminder: Construction contracts below the PCR threshold should still include social value requirements as part of the contract conditions, and these will be monitored and managed in the same way.

Contract Manager tip:

Inform the Social Value Unit at SIB that a contract including social value requirements has been awarded-
socialvalueni@sibni.org

The Social Value monitoring system is a web-based system.

When a contract including social value requirements is awarded, you must inform the Social Value Unit at SIB via socialvalueni@sibni.org. You will also need to inform the Unit if the contract is delayed and when the contract has completed.

The Unit will set up the contract in the Social Value Monitoring Portal, prepopulating the Social Value Points targets included on the contract.

The Unit will issue the Supplier with login details and guidance on how to add information relating to the delivery of their targets.

A report will be sent from the system at regular intervals to both the Supplier and Client Project Managers.

Social value monitoring system

When a contract is awarded, Suppliers will:

- > Receive login details and guidance on how to add information relating to the delivery of their targets;
- > Receive a reminder to update the report (however, suppliers can log in at any time);
- > Record their progress to date against each indicator;
- > Be emailed a report at regular intervals, along with the Client Project Manager.



Contract Manager tip:

Assess each social value monitoring report to determine if the Supplier is on track to deliver their targets.

When a contract is awarded, Suppliers will:

- Receive login details and guidance on how to add information relating to the delivery of their targets;
- Receive a reminder to update the report (however, suppliers can log in at any time);
- Record their progress to date against each indicator - There is a notes section which Contract Managers should encouraged Suppliers to use to record any efforts that they have made to fulfil their targets;
- Be emailed a report at regular intervals, along with the Client Project Manager.

Contract Managers should assess each social value monitoring report to determine if the Supplier is on track to deliver their targets. We will look at a worked example of how to do this now.

Assessing social value points monitoring reports

Contract: **Community Centre Build**

Value: **£24m**

Duration: **4 years**

No. of social value points required across the lifetime of the contract:
2400

It is the start of the 3rd year of the 4 year contract and you are preparing for the contract review meeting.

Documents to review:

- > Social Value Delivery Plan the Supplier submitted as part of the tender
- > Most recent Social Value Monitoring Report

Contract Manager tip:

Include social value as a standard agenda item at contract review meetings

You are the contract manager of a £24m contract, with a duration of 4 years. The total number of Social Value points that are required to be delivered across the lifetime of the contract is 2400. It is the start of the 3rd year of the 4 year contract and you are preparing for the contract review meeting. You have included social value as a standard agenda item at all contract review meetings.

The documents you need review are:

- The Social Value Delivery Plan the Supplier submitted as part of the tender
- The most recent Social Value Monitoring Report that you have received by email from the monitoring system

Supplier's Social value delivery plan

Social value initiative	Points calculation	Unit of Measurement	Planned Delivery (to be completed by Bidder)	Points Value
Paid employment for people who face barriers to employment.	52 weeks = 75 points	Number of FTE person weeks which will be delivered throughout this contract	520	750
Paid employment for people from the Client's priority group.	52 weeks = 90 points	Number of FTE person weeks which will be delivered throughout this contract		0
Paid employment for people with a disability	52 weeks = 90 points	Number of FTE person weeks which will be delivered throughout this contract	156	270
Paid employment Apprentices	52 weeks = 75 points	Number of FTE person weeks which will be delivered throughout this contract		0
Student Placement/ Professional trainee	52 weeks = 50 points	Number of FTE person weeks which will be delivered throughout this contract		0
Continued employment for a person who has completed their 52 week period	52 weeks = 20 points	Number of FTE person weeks which will be delivered throughout this contract		0
Unwaged work placements for people who face barriers to employment	4 weeks FTE = 10 points	Number of FTE person weeks which will be delivered throughout this contract	100	250
Unwaged work placements for people from the Client's priority group or people with disabilities	4 weeks FTE = 15 points	Number of FTE person weeks which will be delivered throughout this contract	120	450
Skills development and educational attainment for people who are considered to be disadvantaged in the labour market or at risk of social exclusion	8 hours of support or training = 10 points	Number of hours which will be delivered throughout this contract		0
Skills development and educational attainment for people from the Client's priority group or people with disabilities	8 hours of support or training = 15 points	Number of hours which will be delivered throughout this contract	380	712.5

As you can see from the Social Value Delivery Plan, the Supplier committed to delivering the following social value initiatives across the lifetime of the contract:

- 520 person weeks of employment for people who face barriers to employment
- 156 person weeks of employment for people with a disability
- 100 weeks of work experience placements for people who face barriers to employment
- 120 weeks of work experience placements for people with a disability
- 380 hours of digital skills development and educational attainment for people with a disability
- All of the mandatory requirements

Social Value Report for:		Social Value	
Community centre build			
Summary			
Contract Type:	Construction Build		
Points Target:	2400		
Points Delivered to Date:	1175.5		
Target Delivered (%):	49%		
Last Updated:	15/12/2021		
Eligible Social Value Initiatives			
Paid employment			
Work placements			
Skills development and educational attainment			
Results:			
<i>Paid Employment for people who face barriers to employment</i>			
Details			Week(s) Delivered
3 FT and 2 PT employees			260
			Points: 375
<i>Paid Employment for people with a disability</i>			
Details			Week(s) Delivered
1 FT employee			45
			Points: 78
<i>Work experience for people who face barriers to employment</i>			
Details			Week(s) Delivered
8 x 2 week placements delivered to date, 9th underway			70
			Points: 175
<i>Work experience for people with a disability</i>			
Details			Week(s) Delivered
5 x 2 week placements delivered to date, 6th underway			44
			Points: 165
<i>Skills development and educational attainment for people with a disability</i>			
Details			Hours Delivered
10 x academies delivered in partnership with Abilities NL 20 hours over 5 days with 6 participants.			204
			Points: 382.5

Social value report

The Strategic Investment Board

From the Social Value monitoring reports, you can see that the Supplier has delivered 1175.5 Social Value points to date through those initiatives.

They've delivered:

- 260 weeks of Paid employment for people who face barriers to employment, earning 375 points
- 45 week of Paid employment for people with a disability, earning 78 points
- 70 weeks of Work experience for people who face barriers to employment earning 175 points
- 44 weeks of Work experience for people with a disability earning 165 points
- And 204 hours of skills development and educational attainment for people with a disability – earning 382.5 points

Assessing the social value delivered to date

1. Calculate the % of social value points delivered to date:

1175.5 points delivered	}	49% of total Social Value Points delivered to date
2400 Social Value points required		

Social Value Report for:	
Community Centre Build	
	
Summary	
Contract Type:	Construction Build
Points Target:	2400
Points Delivered to Date:	1175.5
Target Delivered (%):	49%
Last Updated:	15/12/2021
Eligible Social Value Initiatives	

Your first step is to establish the overall social value requirements delivered to date. You can see from the most recent monitoring report that 49% of the total Social Value Points have been delivered to date - 1175.5 points delivered of the required 2400 Social Value points. From this preliminary analysis, the Supplier is doing well and seems to be on track for delivering the overall Social Value requirement of the contract in the 4 year timeframe.

Assessing the social value delivered to date

2. Analyse each social value initiative's delivery to date:

Social Value Initiative	From Monitoring reports		From Social Value Delivery Plan		% delivered to date
	Units delivered	Points earned	Target units	Target points	
Paid employment for people who face barriers to employment	260 weeks	375	520 weeks	750	50%
Paid employment for people with a disability	45 weeks	78	156 weeks	270	29%
Work experience for people who face barriers to employment	70 weeks	175	100 weeks	250	70%
Work experience for people with a disability	44 weeks	165	120 weeks	450	37%
Skills development and educational attainment for people with a disability	204 hours	382.5	380 hours	712.5	54%

Your next step, is to review each social value initiative's delivery to date. You consult the Supplier's Social Value Delivery Plan, which they submitted at the contract's bid stage, to understand in more detail if the Supplier is on track to deliver the specific social value initiatives they set out to explain how they would deliver the specified minimum number of points with the tender.

In this table, you can see in the red columns what the Supplier has delivered, in the orange columns is what the Supplier committed to deliver and in the final blue column is the % of each initiative that has been delivered to date.

At this stage of the contract, when 4 out of 8 years have passed, you would expect the supplier to have delivered 50% of each social value initiative included in the Social Value Delivery Plan. From this more detailed analysis, you can see that the Supplier is on track for 3 out of 5 initiatives, but is at risk of falling behind with the work experience and paid employment for people with a disability.

Potential actions

- > Ask the Supplier
- > Request an updated Social Value Delivery Plan
- > Make suggestions
- > Highlight potential brokers

Contract Manager tip:

Discuss any risks of under achievement with the Supplier and put a plan in place to mitigate the risk.

Contract Managers should discuss any risks of under achievement with the Supplier and put a plan in place to mitigate the risk. Here are some actions to take at the contract review meeting to ensure delivery of the contract requirements:

- Ask the Supplier how they intend to ensure full delivery of each social value initiative across the lifetime of the contract.
- Request an updated Social Value Delivery Plan to show how they plan to ensure delivery
- Suggest that, as they seem to be delivering well against the digital skills development initiative, they could use the contacts and systems involved in delivering that element to identify and encourage more work placement participants who have a disability, which may lead to increased applicants for paid employment on the contract.
- Highlight potential brokers who work with people with a disability who may be able to nominate participants/applicants for the work placement or paid employment opportunities. The 'Find a Broker' page in the Suppliers' section of the Social Value Unit website lists organisations that can help Contractors meet their Social Value requirements. These organisations tend to be Voluntary, Community or Social Enterprise organisations, and employability providers. The brokers can be searched by social value initiative, priority group, location and industry to help Contractors find a suitable organisation to help them meet their particular Social Value requirements.

Summary

- > A **minimum of 10% of total award criteria will be allocated to social value** in all construction contracts above the threshold where the Procurement Regulations apply.
- > The social value approaches are based on the **4 social value themes**
- > **Monitoring progress** of social value delivered on a contract helps to keep to agreed targets and ensure value for money.
- > **Further resources** are available on the Contract Manager section of the Social Value Unit website

A minimum of 10% of total award criteria will be allocated to social value in all construction contracts above the threshold where the Procurement Regulations apply.

The social value approaches are based on the 4 social value themes

Monitoring progress of social value delivered on a contract helps to keep to agreed targets and ensure value for money.

Further resources are available on the Contract Manager section of the Social Value Unit website, where you can also download a written version of the guidance provided in this session.

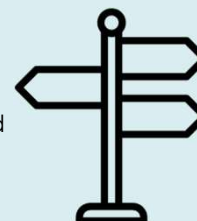
What you can do next

Information and Training

- > Sign up to our newsletter
- > Sign up to attend more detailed virtual training via our website

Apply your knowledge

- > [Read the guidance](#) on how the model works in detail
- > Embed the contract management tips into your existing practices and discuss these with your team



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