

DRAFT Lancashire Enterprise Partnership (LEP) Social Value Toolkit

1. Introduction

This toolkit aims to maximise the social value, or social benefit available through the procurement and commissioning of LEP programmes. The LEP and its partners share a responsibility to ensure that public money delivers better outcomes, be they social, environmental or economic.

The toolkit has been developed to encourage and support organisations involved in the delivery of LEP programmes to lever greater social value by integrating added value activity into procurement and commissioning processes. The toolkit is aimed to be a practical guide to integrating added values outputs and outcomes, and provides a framework of indicative activities and also good practice case studies.

2. What Social Value means for the LEP

The LEP wishes to secure added value from the significant capital investments and revenue programmes. Integration of social value at the planning stage of a project can result in significant 'added value' benefits to the residents of Lancashire.

The LEP has a Lancashire Skills and Employment Strategic Framework which outlines the skills and employment priorities in Lancashire (include web link). The priorities include areas that can be supported by embedding social value into LEP programmes. Table 1 provides areas of potential against the themes of the Skills and Employment Strategic Framework – developing our *Future Workforce*, developing a *Skilled and Productive Workforce* and also an *Inclusive Workforce*. An additional theme has been added in relation to *Community Engagement*. The table is provided to stimulate the embedding of social value outcomes into LEP programmes, and is not exhaustive. Organisations are encouraged to think creatively about how social value can be integrated at the project planning stage and throughout the project lifetime.

DRAFT: Lancashire Enterprise Partnership Social Value Matrix

<p>FUTURE WORKFORCE</p> <p>Working days committed from business volunteers to support careers education and information and/or curriculum development in schools and colleges in Lancashire per year.</p> <p>Number of work experience placements for 15-18 year olds per year (based on a placement being one week) at Lancashire schools and colleges.</p> <p>Number of undergraduate project placements per year offered to Lancashire's Universities.</p> <p>Number of graduate internships per year for graduates living in Lancashire.</p>	<p>INDICATIVE COMMITMENT</p>	<p>SKILLED AND PRODUCTIVE WORKFORCE</p> <p>Number of apprenticeships (16-18 year old and Adults).</p> <p>Commitment to workforce planning and investment in training of employees.</p> <p>Investment in leadership skills.</p>	<p>INDICATIVE COMMITMENT</p>
<p>INCLUSIVE WORKFORCE</p> <p>Number of employment opportunities offered to Lancashire residents that are unemployed or at a disadvantage e.g. ex-offenders.</p> <p>Number of work placements or trails offered to unemployed Lancashire residents.</p> <p>Working days committed from business volunteers to mentor NEET ('not in education, employment or training') young people (16-18 year olds).</p>	<p>INDICATIVE COMMITMENT</p>	<p>COMMUNITY BENEFITS</p> <p>Community based projects driven by the local communities in which the project is based.</p> <p>Procurement and commissioning of local SMEs and social enterprises / third sector organisations.</p>	<p>INDICATIVE COMMITMENT</p>

3. Embedding in procurement and planning processes

3.1 Expectations of organisations working with the LEP

The LEP are committed to ensuring that all projects pro-actively seek to maximise their social value outputs and outcomes.

- During the development of project business cases, and their subsequent appraisal and approval, discussions will be undertaken with project sponsors about the opportunities for maximising social value within their individual scheme.
- It is recognised and acknowledged that the range and variety of growth deal projects and sponsors means that it isn't feasible to have a "one size fits all" approach and that the means of maximising the social value of each project will need to be tailored accordingly in partnership with each project sponsor.

3.2 Guidance re: procurement and planning

It is expected that all Projects should seek to embed social value outcomes in their Growth Deal procurement activities, and it is recognised that some organisations will already have social value embedded in their procurement processes. Cross referencing to this framework to ensure all aspects are considered, and in the absence of social value being already embedded, using this framework as a starting point, should ensure that social value is duly considered.

To deliver on the social value outcomes, projects should consider social value during the project planning stage and throughout the project delivery to ensure every opportunity to ensure the outcomes are realised. Consideration needs to be made to forward planning and discussions with third party organisations who can contribute to their social value outcomes.

3.3 Monitoring of Social Value outcomes.

Outputs and outcomes for each growth deal project are agreed as part of the business case approval process. The discussion to formalise the outputs and outcomes gives a natural opportunity to ensure that social value outcomes are specified and identified.

There are a range of techniques available to monitor the realisation of social value outcomes.

- All project outputs and outcomes are routinely monitored as part of the claims and reporting cycle for individual projects. This monitoring by the LCC Programme Office is overseen by the Growth Deal Monitoring and Evaluation Sub Group.

- Some of the less tangible social value measures may be explored and checked through site visits to individual projects and discussions with project sponsors. The project sponsors may also be requested to attend meetings of the Monitoring and Evaluation Sub Group for discussion on the wider outputs / outcomes relating to their project.
- The evaluation activity, for which a contract has been awarded, includes an opportunity to take a longer term view about the social value gained/realised as a result of individual project and on a programme wide basis.

4. Sources of Support

To be completed (e.g. Lancashire Skills Hub, list of organisations working with schools (e.g. STEMfirst etc.), apprenticeship providers / shared apprenticeship scheme with Calico, contacts at universities, contacts at JCP etc.).

5. Case Studies

Constructing the Future - Shared Apprenticeship Scheme

Calico Enterprise Ltd

Calico runs the Shared Apprenticeship Scheme (Constructing the Future - CTF) on behalf of CITB across the North West. CTF is the only Shared Apprenticeship Scheme in this region to be funded and fully supported by CITB. The scheme allows employers to enjoy all the benefits of an apprentice, without the direct employment responsibility as this is taken up by CTF. Partner employers are recharged for wage costs, only for the time the apprentice is on placement. The scheme provides a solution to employers involved in the procurement process so they can make a commitment to a young person, even though their contract on site may only be for a short period. It also allows commissioners to create opportunities for local young people on short term contracts. Procurement is pooled within a region and the apprentice rotated from one contractor to another until they have completed their full Apprenticeship Framework at level 2, 3 or 4. This means that employers can still play an important part in training as the scheme allows them to take on an apprentice for as short a duration as 3 months with no commitment to the apprentice at the end. This way of training can give the apprentice a more diverse and wider experience of the industry.

Over 160 apprenticeships since launch in 2010. Over 85% of completers progress into permanent employment.

Blackpool Council, Blackpool Coastal Housing

Lovell has been selected by Blackpool Council as preferred developer for a £22 million redevelopment programme which will transform the town's Queens Park housing estate into a vibrant new neighbourhood. As part of this contract, Blackpool Council were keen to see apprenticeship opportunities created for local people. Therefore Blackpool Council included in the procurement contract with Lovell 520 training weeks for phase 1 of the project and a minimum of 520 training weeks for phase 2.

As each phase was less than 2 years in duration and Lovell is not based in Blackpool they approached CTF to help them deliver these local training obligations. Phase 1 of the contract translated into 10 apprenticeships for local young people; phase 2 which is due to start in Spring 2016 is expected to deliver the same.

Blackpool Council now write apprenticeship training into all applicable contracts. These mainly include construction related contracts but extend to social care contracts as an example. They are also in the process of adopting CITB's National Skills Academy for Construction to benchmark the employment and skills outcomes on construction projects.