

1: Our Commitment to Maximise Social Value

The Importance of Social Value

Social Value captures the difference an organisation or project can make to the community or communities it operates in. This is especially important in the Liverpool City Region. Although we have made considerable progress over the last 10 years, the long-standing challenges of economic underperformance, environmental degradation, deprivation and inequality persist. These challenges continue to affect the health, wellbeing and quality of life of our citizens and communities.

As a strategic body for the Liverpool City Region, we have an opportunity and responsibility to tackle these challenges and deliver real benefits for our 1.6 million residents. To do this, we must ensure that we embed a focus on Social Value in everything we do so that we maximise our impact. Social Value is one of three strands, that together with Economic Prosperity and Environmental Stewardship create a balanced framework for considering decisions in Liverpool City region.

A focus on Social Value can shape the decisions we make about where to invest resources, how to take advantage of our opportunities and what activities and outcomes to prioritise. By maximising the Social Value we create as an organisation, we can have a bigger impact on these challenges and help to support better outcomes for the people and places of the Liverpool City Region.

A Social Value Framework for the Liverpool City Region Combined Authority

This Social Value Framework has been developed to provide a consistent approach to maximising the Social Value that we (the Liverpool City Region Combined Authority, 'LCRCA') create through our activities. The framework seeks to:

- Identify how all parts of our organisation can contribute to maximising Social Value
- Provide information and practical guidance to help all teams to take ownership of Social Value.
- Articulate existing good practice and highlight areas where we are already creating Social Value
- Identify a clear set of immediate and longer-term commitments to facilitate the creation of Social Value
- Provide a set of indicators that we can use to measure, monitor, evaluate, and continually improve our approach to maximising the Social Value we create.
- Work in parallel with economic and environmental assessments to produce better decisions and outcomes.

The key principle underpinning the framework is that all aspects of our work as a Combined Authority should contribute to our vision for a ***'Fairer, Stronger, Greener City Region in which nobody is left behind'***.

Our Commitments to Maximise Social Value

Our core commitment is to go beyond the minimum Social Value requirements as identified in the Public Services (Social Value) Act 2012 and to ensure **Social Value benefits are realised in all activity across the organisation including; employment,**

commissioning, investment and service delivery, not just procurement.

In practice, this means that **everything we do as a Combined Authority is in scope** and our approach needs to reflect the various roles we have:

- **An employer:** we are a major employer in the City Region, providing direct jobs for more than 900 people.
- **An organisation with devolved powers:** we have a significant financial footprint in the City Region, spending or investing more than £100m per annum and we have devolved powers as a commissioner, an investor and a service provider.
- **A regional civic leader:** we have a wider role to play to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders across the City Region, especially our anchor institutions.

This document sets out a range of commitments in each of these areas. In addition, our Chief Executive and the City Region’s Metro Mayor have made personal, day one commitments to maximise the Social Value we create.

<p>Katherine Fairclough, Liverpool City Region Combined Authority Chief Executive</p> <p>It is essential that all our processes, policies and reports bring Social Value to life and that the annual report on Social Value provides an assessment of what is working well and what needs to improve.</p> <p>I will ensure we develop processes to include the voice of our Liverpool City Region Citizens in our assessment of our progress on Social Value.</p> <p>I will provide visible leadership and champion Social Value within and beyond the Liverpool City Region.</p>	<p>Steve Rotheram, Liverpool City Region Metro Mayor</p> <p>I will establish a Mayoral Charity, promoting this with businesses in our city region and ensuring it supports those campaigns and causes that tackle inequality and exclusion in the City Region.</p> <p>I will convene a meeting of anchor institutions across the City Region to discuss how we can align our approach to Social Value to have the maximum impact in our communities</p>
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2: Liverpool City Region Combined Authority Social Value Policy & Principles

What is Social Value?

Social Value is the ‘catch-all’ term used to describe the difference an organisation or project can make to the community or communities they are operating in. It goes beyond financial value to encompass wider social, environmental and economic benefits. The principles of Social Value provide the basic building blocks for anyone who wants to make decisions that take this wider definition of value into account, in order to increase equality, improve wellbeing and increase environmental sustainability.

Social value is not just about measuring what we already do in a different way; it is about maximising the local benefit that we create – be it social, economic, or environmental. A focus on Social Value can help us to change how we address many of the City Region’s challenges and can shape the decisions we make about where to invest resources and how to maximise our opportunities. Social Value is also one of the key means through which we can deliver our wider aspirations related to Community Wealth Building.

Why Social Value is vital for the Liverpool City Region

Although we have made considerable progress over the last 10 years, we as a City Region, continue to be hindered by several deep-rooted, long-standing, and interconnected challenges including:

- **An underperforming economy:** Liverpool City Regions productivity has been consistently below national levels and our business base is proportionally smaller than in most other regions. This means that we have relatively few jobs given the size of our working age population and our economy creates less wealth for our residents than in other areas. This is reflected in the high proportion (26%) of Liverpool City Regions jobs that are paid below the National Living Wage and the high levels of economic inactivity in our City Region.
- **High incidence of health and wellbeing problems:** One in four of our working age residents have limiting health conditions, with an especially high prevalence of people experiencing mental health problems. Life expectancy in the Liverpool City Region is two and a half years lower than the average across England.
- **Environmental degradation:** While emissions have fallen over the past decade, a step change is needed to reach our carbon targets. Poor air quality is a significant issue in some parts of the Liverpool City Region and there are now several Air Quality Management Areas. We have also set out a vision for Net Zero by 2040 and must ensure the decisions we make, contribute to attaining a more sustainable low carbon (emission) region.
- **Deprivation and Inequality:** Residents in almost one third of all our neighbourhoods experience high levels of multiple deprivation. Our Black, Asian and Minority Ethnic residents face larger employment gaps, are more likely to be economically inactive, are paid less on average than white residents, are more likely to live in poverty and less likely to own their own homes. Women are paid less, on average, than men across all occupations and sectors, are

more likely to work in sectors that are considered to have lower levels of productivity.

The pandemic has exposed and exacerbated these challenges. By maximising the Social Value, we create we can work to actively redress these challenges and help to support better outcomes for the people and places of Liverpool City Region.

Social Value in Everything We Do

Social Value should be at the centre of everything we do as a Combined Authority. A focus on Social Value will help us to deliver against our strategic vision and ambitions as set out in:

Metro Mayor's 2021 Manifesto – No One Left Behind

The Metro Mayor's manifesto¹ emphasises the importance of maximising the tools available to us as a Combined Authority to deliver change and build **a City Region where no one is left behind.**

The manifesto commits us to “ensure that the Combined Authority places a clear, visible and consistent approach to Social Value at the heart of everything it does as an employer, service provider, a commissioner, or in the assessment of applications for its investment funds”. Integrating Social Value within everything the combined authority does will be crucial for delivering our strategic vision for the Liverpool City Region, which will be:

- *Fairer*: redressing inequalities, empowering communities, reducing deprivation, and supporting good health and wellbeing.
- *Greener*: environmental sustainability, net zero carbon, cleaner air, a circular economy, and protected natural capital.
- *Stronger*: economic prosperity, high quality employment, improved skills, and enhanced quality of place.

Liverpool City Region Combined Authority: Corporate Plan 2021

The Corporate Plan aims to align directorate, service area plans and operational activity with the strategic objectives in our priority areas. The Corporate Plan supports decision making and determines how we can use the resource we have to deliver the best outcomes, in the most effective and efficient way.

Social Value is identified as one of the ‘Principles for a better future’ within the Corporate Plan and we are committed to ‘going further to promote Social Value and embedding a city region wide approach to Community Wealth Building’.

Social Value is also critical in supporting the three cross-cutting themes set out in the Corporate Plan² which include; Recovery, Equality and Sustainability. The Social Value framework will also help to underpin five strategic objectives within the corporate plan that will ensure the Liverpool City Region is:

- **A vibrant City Region:** We will be a great place to live, visit and work. We will continue to invest in our international image and developing a world-leading cultural

¹ Steve Rotherham, Mayors Manifesto, No One Left Behind, 2021 <https://steverotheram.com/wp-content/uploads/2021/04/No-One-Left-Behind.pdf>

² Liverpool City Region Combined Authority, Corporate Plan, 2021; <https://www.liverpoolcityregion-ca.gov.uk/wp-content/uploads/Liverpool%20City%20Region%20Combined%20Authority%20Corporate%20Plan%20Final.pdf>

offer. Our city and town centres will be creatively reimagined, alongside the communities who use them, providing opportunities for businesses and supporting the wellbeing of all communities.

- **A fairer City Region:** We will be recognised as a leader in social innovation and one of the most inclusive economies in the world. We will have taken proactive steps to tackle inequality, remove barriers, and provide more opportunities for all of our residents.
- **A stronger City Region:** We will be recognised on the international stage as a hub of good business and innovation. We will have attracted investment to continue to develop our unique specialisms and be known for our expertise in science and innovation. There will be significantly more businesses providing good quality jobs for our residents.
- **A cleaner City Region:** We will be recognised as a pioneer in sustainable approaches to living, travel and doing business. With a relentless focus on addressing the climate emergency we will place ourselves at the forefront of the Green Industrial Revolution. We will become a UK leader in clean energy, generating power from tidal, offshore wind, and hydrogen
- **A connected city:** We will connect all our communities to opportunity, physically and digitally. Our public transport system will be reformed, fully integrated, and provide a genuine alternative to the car. We will be the most digitally connected city region in the UK.

Marmot Review: Health Inequalities, Fair Society, Healthy Lives

The Marmot Review into health inequalities in England was published in 2010 to help to address the social determinants of health, the conditions in which people are born, grow, live, work and age and which can lead to health inequalities. The headline findings of the Marmot Review were:

- People living in the poorest neighbourhoods in England will on average die seven years earlier than people living in the richest neighbourhoods
- People living in poorer areas not only die sooner, but spend more of their lives with disability - an average total difference of 17 years
- The Review highlights the social gradient of health inequalities - put simply, the lower one's social and economic status, the poorer one's health is likely to be
- Health inequalities arise from a complex interaction of many factors - housing, income, education, social isolation, disability - all of which are strongly affected by one's economic and social status
- Health inequalities are largely preventable. Not only is there a strong social justice case for addressing health inequalities, there is also a pressing economic case. It is estimated that the annual cost of health inequalities is between £36 billion to £40 billion through lost taxes, welfare payments and costs to the NHS
- Action on health inequalities requires action across all the social determinants of health, including education, occupation, income, home and community

We have developed the Social Value Framework with reference to the six priorities of the Marmot review 2010 (Health Inequalities, Fair Society, Healthy Lives)³. These seek to:

- Give every child the best start in life;
- Enable all children, young people and adults to maximise their capabilities and have control over their lives;
- Create fair employment and good work for all;
- Ensure a healthy standard of living for all;
- Create and develop healthy and sustainable places and communities;
- Strengthen the role and impact of ill health prevention

We will therefore endeavour to align, wherever possible, the environmental, social and economic focus of the framework, our Corporate Plan, Mayoral Manifesto and the Marmot priorities as there are clear correlations and intersections across all of these documents in relation to Social Value.

Liverpool City Region Combined Authority Social Value Policy Statement

This policy statement acts as the overarching context for our Social Value Framework. It sets out a commitment, that through our role as an employer, commissioner, investor, service provider and civic leader under the Public Services (Social Value) Act 2012, **we will consider and, where appropriate, seek to secure wider social benefits for the Liverpool City Region as a whole.**

It is recognised that under this policy, individual organisations may have their own set of operating procedures that they need to adhere to in their commitments as an employer, commissioner, investor and service deliverer.

The Public Services (Social Value) Act 2012 (the Act) came into force during 2013. The Act introduces a statutory requirement for public authorities to have regard to economic, social and environmental well-being in connection with ‘public services contracts’ within the meaning of the Public Contracts Regulations. The Act requires local authorities to consider how, what is being procured might improve the well-being of the relevant area and how, through the procurement process, it might act with a view to achieving that improvement.

We will seek to go beyond this and ensure **Social Value benefits are realised in all activity across the organisation including; employment, commissioning, investment and service delivery**, not just procurement. Whilst the Act positively encourages economic, social and environmental well-being to be taken into account, this still needs to be done within the context of existing constraints within legislation.

Policy Application

As Combined Authority, we have several roles so there can be no ‘one size fits all’ model. This policy statement will therefore need to be applied in a proportionate manner and be tailored to reflect the nature of the activities being undertaken. It is the responsibility of

³ Institute of Health Equity, Fair Society Healthy Lives (The Marmot Review) 2010:
<https://www.instituteofhealthequity.org/resources-reports/fair-society-healthy-lives-the-marmot-review>

each service to consider what Social Value opportunities and outcomes may be relevant to their activities and operations. However, the Social Value Framework sets out the guidance and the overall approach to implementation whether we are acting as an employer or civic leader or using our devolved powers as a commissioner, service provider or investor.

The following section sets out how the framework is going to be delivered and how we intend to create social value through our roles as:

- **An employer:** we are a major employer in the City Region, providing direct jobs for more than 900 people.
- **An organisation with devolved powers:** we have a significant financial footprint in the City Region, spending or investing more than £100m per annum and we have devolved powers as:
 - a commissioner,
 - an investor and,
 - a service provider.
- **A regional civic leader:** we have a wider role to play to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders across the City Region, especially our anchor institutions.

3: Our Social Value Delivery Framework

The Social Value Framework has been developed to provide a consistent approach to embedding Social Value across our organisation. It is also intended to ensure that we go above and beyond our current Social Value activity and explore new ways of creating, measuring and reviewing Social Value across the organisation.

The Social Value Framework aims to:

- **Inform:** Support all employees to understand the role of Social Value in achieving our vision for the City Region and identify how all parts of our organisation can contribute to achieving this vision.
- **Maximise:** The key principle underpinning the Social Value Framework is that all our activities should contribute to our overarching vision for a **Fairer, Greener, and Stronger** Liverpool City Region. But *how* these activities contribute will be different. As **there isn't a single answer** to the question of how we can maximise our Social Value and impact We all need to consider our contribution to the vision in the context of the four key questions:
 - **What** we are doing?
 - **How** we are doing it?
 - **Who** we are doing it with, and for?
 - **Where** we are doing it?
- **Measure:** provide a set of indicators that we can use to measure, monitor and evaluate progress towards our vision for the Liverpool City Region. This will involve identifying the data and information we need to benchmark and then track progress, highlight success and understand areas that need improving.
- **Report:** we will publish an Annual Review of our Social Value Impact, to demonstrate the progress we are making, where there are opportunities to do more, and the extent to which where may be gaps in our approach to Social Value.

The following sections set out our approach to maximising Social Value within the scope of each of our roles as a Combined Authority.

The Combined Authority as an Employer: *We will practice what we preach*

We are a major employer in the Liverpool City Region, employing more than 900 people. Our recruitment practices, terms and conditions and approach to workforce development are all key levers that we can use to maximise the Social Value that we create. We are already achieving a lot in this area, for example:

- We are an accredited Living Wage Foundation employer
- We recognise Trade Unions and work with them on our employment practices
- We hold several employer accreditations including TUC Apprenticeship Charter, TUC Dying to Work Charter, Armed Forces Covenant, Autism Friendly Liverpool, Disability Confident and Merseyside Domestic Abuse Workplace Scheme
- We regularly recruit and train apprentices and are now using the Kickstart scheme to employ young unemployed people
- We operate a range of health and wellbeing initiatives for staff
- We operate a staff network for women - LCR Women Together
- We are implementing our Race Equality Programme
- We have begun work on a new Equality, Diversity and Inclusion strategy and a new People Strategy
- We offer flexible working conditions to reduce barriers to employment, for example for employees with caring responsibilities
- We promote the use of sustainable transport and other carbon reduction activities within the workplace
- We include people with lived experience of homelessness in our recruitment process for posts on our Housing First team and actively recruit people with a background of personally experiencing homelessness or rough sleeping as part of our Housing First delivery team.

This gives us a strong platform on which to build. We will strengthen our approach to maximising the Social Value we create as an employer by delivering the following Day One Commitments. We will:

- Monitor the characteristics of applicants at all stages of the recruitment process, for jobs at the Combined Authority. This will cover protected characteristics and home address.
- Register as an Aspiring Fair Employer with the LCR Fair Employment Charter and aim to be accredited in 12 months.
- Work with Liverpool City Region's universities to promote our graduate scheme to help retain and develop graduate talent in the City Region.
- Integrate Social Value into our Leadership Development Programme.
- Ensure we have the most appropriate training in place to enable our employees to implement all aspects of the Social Value Framework.
- Implement a reverse mentoring programme, which will provide opportunities for our residents from diverse communities, to mentor our Senior Leadership Team.
- Deliver the commitments of the Equality Strategy.
- Ensure that our new People Strategy reflects our Social Value commitments and aspirations.

Beyond these Day One Commitments, we need to continue to develop and improve our approach. We will encourage all our teams involved in employment activities to help us work towards the following future aspirations and plans. We will:

- Implement actions identified in our forthcoming Equality, Diversity and Inclusion Strategy to ensure that our recruitment activity contributes to our aspiration for a diverse and representative workforce.
- Actively seek a higher level of accreditation beyond our current Disability Confident Committed Certificate Level 1.
- Seek accreditation within the Best Companies framework
- Seek accreditation through the Mental Health and Well Being Charter for activities that will be undertaken, associated with the Combined Authority's People Strategy
- Implement a formal programme to encourage and enable our employees to volunteer.
- Achieve our commitment for at least 6% of our employees to be from Black, Asian, Minority Ethnic backgrounds.
- Work with colleagues across the Combined Authority and other stakeholders to achieve a broader approach to pay gap reporting that encompasses all equalities and includes a plan to ensure that gaps and inequalities are addressed.
- Develop an employee wellbeing programme, built on existing health and wellbeing initiatives for our employees and seek to develop a mental health and wellbeing charter which will be subject to external scrutiny and assessment.
- Develop a positive action programme, building on the work of the Race Equality programme, and embed this into the recruitment and selection processes.

How will we measure success?

We will want to see:

- **Greater diversity in recruitment Combined Authority roles:** an annual increase in the proportion of applicants shortlisted and appointed, who have protected characteristics; and an increase in the number of new employees who are long term unemployed, not in employment, education or training (NEET), or rehabilitating offenders.
- **A more diverse Combined Authority workforce:** an annual increase in the proportion of Combined Authority employees who have protected characteristics.
- **A reduced pay gap:** reduction in the pay gap for all equalities
- **A workforce that understands Social Value:** increasing levels of participation in Social Value training.
- An engaged and **empowered workforce:** an annual increase in the percentage of the workforce that is engaged in skills development and training; an increase in the proportion of staff volunteering (or an increase in the number of volunteer hours) and the proportion of staff reporting good health and wellbeing.

The Combined Authority as a Commissioner: *Your Social Value is our business*

We have a significant financial footprint; we spend or invest more than £100m per annum. Decisions on the goods and services we procure and the suppliers we use, are important levers to maximise Social Value. We are already committed to maximising Social Value through our role as a commissioner, including:

- We already consider Social Value in all our procurements
- We operate a Community Suppliers List and use this for a number of our procurements to support local community organisations and social businesses.
- We listened to our communities and in particular disabled customers before specifying the design of our new fleet of trains.
- We commission cycle training provision for schools and communities to promote active and safe travel
- Our Adult Education Budget (AEB) procurement process includes a scored section on the impacts on Social Value of the investment in learning provision, including how this can be measured.
- In our Housing retrofit programmes, we have written Social Value into the contract to deliver new training opportunities and jobs including hard to reach groups. These current programmes target low income households in the poorest performing homes, which are likely to be in fuel poverty, to improve their health and well-being as well as improving energy efficiency. We are collating information related to the special characteristics of households supported, to ensure fair access to these limited funds.

We will strengthen our approach to maximising the Social Value we create as a commissioner by implementing the following Day One Commitments. We will:

- Establish a minimum percentage weighting for Social Value considerations in procurement decisions on all new contracts by March 2023
- Provide clear instruction to bidders about our Social Value requirements and develop a concise list of our specific, minimum Social Value requirements for contracts of different types / sizes. We will engage with businesses as we develop this.
- Ensure that our commissioners provide clarity about our Social Value requirements at the earliest opportunity, for example in discussion with potential suppliers when undertaking market engagement.
- Develop an evidence base of Social Value good practice in procurement and contract management.
- Begin to benchmark, monitor and report on our supply chain. Our Annual Review of our Social Value Impact will be transparent about the percentage of expenditure on goods, services and works within Liverpool City Region and how we are proposing to continually improve this.
- Collect and regularly analyse data on the characteristics of the organisations we are working with. This will extend to characteristics of their ownership and leadership.
- Build on the existing model of our Community Suppliers list to extend and expand this to include freelancers and student suppliers, and use this to promote our Social Value principles

- Ensure that our funding agreements include Social Value commitments and monitor these as key project deliverables.
- Ask AEB providers to identify the Social Value impacts arising from our investment in learning over the first three years of devolved AEB.
- Clarify how we will ensure that all of our procurement and commissioning decisions are consistent with the LCRCA's Net 2040 Vision document.

Beyond these Day One Commitments, we will continue to develop and improve our approach. We will:

- Identify ways to use procurement and commissioning to maximise the benefit of our wider activities such as the Fair Employment Charter or interventions related to race equality, mental health, food poverty and digital inclusion.
- Develop and offer opportunities for suppliers to be innovative in responding to our Social Value requirements. This might include financial contributions from suppliers that we can use to develop new or existing projects aligned to our priorities identified above.
- Offer Social Value awareness training and support to all suppliers so that they can respond to the challenge to embed Social Value considerations in project / contract design. In particular, we will include our Community Suppliers to ensure that they are 'contract ready' and able to compete effectively.
- Work towards collating the impacts of Social Value through devolved AEB following each academic year of delivery, aligned where possible to the Social Value Framework when published.
- Publicise the environmental ambition in the Liverpool City Region through the recently published Net 2040 Vision document.

How do we measure success?

We want to see:

- **A more diverse supplier list:** with an annual increase in percentage of suppliers from the third/CSV sector; an annual increase in the number of suppliers offering the real living wage; an annual increase in the number or proportion of suppliers with SV/ESG principles embedded into their working practices
- **A greater proportion of spend in our local economy:** an annual increase in the overall value or proportion of LCRCA expenditure secured by organisations from the Community Suppliers List; an annual increase in direct LCRCA expenditure of goods and services retained within the local economy.

The Combined Authority as an Investor: *We will put our money where our mouth is*

As an investor we have the potential to bring stakeholders together to design and develop a pipeline of projects which maximise Social Value. This will ensure that Social Value is a key factor in investment decisions and give us the ability to leverage and negotiate Social Value into funding agreements. We are already committed to maximising Social Value through our role as an investor. For example:

- We include Social Value considerations within the current Strategic Investment Fund process
- We have helped to co-develop Kindred along with others in the sector, to invest in socially trading organisations
- We measure Social Value in the assessment of all applications to our Future Innovation Fund
- We have developed a Community Environment Fund and delivered £500K of funding to projects
- We have included Social Value in the tender process for partners of our LCR Connect full fibre network investment

We will strengthen our approach to maximising the Social Value we create as an investor by delivering the following Day One Commitments. We will:

- Invest in targeted training and development to ensure that key teams have knowledge and confidence to work with applicants to define our Social Value requirements for individual investments.
- Publish guidance on how Social Value is considered at different points in the investment process.
- Pilot the use of the new Social Value Assessment Tool in investment decision making
- Clarify our Social Value requirements to applicants for LCRCA funds or those we are developing projects with, at the earliest opportunity.
- Ensure funding agreements reflect Social Value commitments and monitor these with the same status as other project deliverables.
- Benchmark, monitor and report on our investment portfolio. Our Annual Review of our Social Value Impact will be transparent about the social value that our investment activity within the Liverpool City Region creates, and how we are proposing to continually improve this.
- Work with our communities to use the Social Value opportunities in the LCR Connect contract to maximise our impact in tackling digital exclusion
- Provide carbon literacy training and education to key teams to ensure they have the knowledge and confidence to promote environmental stewardship.

Beyond these Day One Commitments, we will continue to develop and improve our approach. We will encourage all teams involved in investment activities to consider the key questions set out to:

- Adopt a test and learn approach to maximising Social Value through our investments, to ensure that we continually adapt our approach on an iterative basis.

- Clearly explain to stakeholders why we are embedding Social Value in the investment process and continue to communicate as the approach develops.
- Normalise the inclusion of Social Value requirements as part of the investment process.
- Adopt the Social Value requirements that emerge from the City Region's Spatial Development Strategy as part of our Investment process.
- Evaluate the impact of the pilot new Assessment Tool; finalise what the Assessment Tool will look like; and how and when it will be used in incorporated into the measurement process and adapt if necessary.
- Include Social Value assessment in pipeline development and management / strategic appraisal process.
- Devise a well-balanced approach to measure the net additional social impact of our investments Social Value both prior to and after investment.
- Evaluate the construction and operational carbon of any proposals to align to carbon reduction targets

How will we measure success?

We want to see:

- **Best in class tools to assess Social Value as part of investment appraisal:** a tool that separates the inherent social value of a proposed activity from the additional social value that the activity could deliver with selected adjustments to its design or delivery. The tool should help us to understand where we can do more.
- **Social Value embedded throughout our investment process:** 100% completion of the Social Value Assessment tool (once finalised) on new investment decisions leading to identification of specific social value deliverables / KPIs for inclusion in Funding Agreements.
- **Close monitoring of Social Value commitments and delivery:** active monitoring of all Social Value deliverables and KPIs using the same regime as for other deliverables from funding agreements. Non-delivery of social value commitments will be treated in the same way as non-delivery for other contracted activities.

The Combined Authority as a Service Provider: *it 'aint what we do, it's the way that we do it*

We are responsible for delivering a broad range of crucial services within the City Region including; transport services, skills and employment services and services to tackle homelessness. We have an obligation to create Social Value through our services and there are already examples of good practice being delivered. For example:

In our **Housing First** service we:

- Involve people with lived experience of homelessness in meaningful co-production of staff recruitment, commissioning and procurement, strategy design and governance of the pilot.
- Support local authorities and other stakeholders to develop lived experience co-production of their strategies, policies and processes.
- Provide group and individual support to members of staff with lived experience to ensure we are an ethical employer of people traditionally disadvantaged in the workplace.
- Use multi-disciplinary panels to bring together all relevant public sector agencies to discuss individual service user needs and appropriate service provision.
- Commission a psychology service to provide advice and clinical support to reduce inequalities faced by some of our Housing First service users due to their mental health.

Our **Households into Work** programme:

- Provides up to 12 months of one to one support to help service users access and sustain employment in places where they feel comfortable and confident e.g. the home, library, community centre.
- Helps residents develop the skills and confidence to tackle and resolve issues themselves, and strengthens existing connections and networks with people and services in their community.
- Works collaboratively with organisations and services across the City Region to identify and engage with residents who might not otherwise access support available to them.

Our **transport delivery** activities are already delivering significant Social Value through:

- A concessionary travel scheme that goes above and beyond the national scheme requirements, which includes free travel for 60+, tunnel concessions for residents and an extended offer for young people.
- Additional supported bus services on routes and at times that may not be commercially viable.
- Targeted provision of free bus tickets to support communities to access services. (e.g. Black, Asian and Minority Ethnic communities accessing breast screening services).
- A well-trained transport delivery team, who have received disability awareness training.

There are further examples of good practice across our **other delivery areas**:

- Our Net Zero 2040 pathway document and consultation creates a vision of how the places we live and work and how we make journeys can all be improved as part of a greener city.

- In our Brownfield Land Fund programme we are supporting a wide range of housing types including affordable and/or special needs housing that meets the needs of our residents. We are also capturing the value of the work particularly in apprenticeships that are supported at the sites we fund.

We will strengthen our approach to maximising the Social Value we create as service provider by delivering the following Day One Commitments. We will:

- Complete a local evaluation of Housing First to help us to understand the impact and effectiveness of the service and learn lessons that can be transferred to other Combined Authority activities.
- Ensure that we fully embed digital inclusion into the Households into Work programme and report on the specific actions we take.
- Recruit Peer Support Workers in each of our Housing First delivery team, creating jobs specifically for people with lived experience on the same terms and conditions as our existing Support Workers.
- Audit our current co-production practices to ensure we are providing appropriate training, opportunities, remuneration and support to members of our Housing First Lived Experience Group.
- Share learning with colleagues across the CA on how people with relevant lived experience can be brought into our decision making processes.
- Participate fully in the Safe Spaces initiative to make our staffed train stations and travel centres available as a safe space for anyone who feels unsafe. We will provide training and communications to enable and empower our employees to signpost individuals where necessary.
- Increase the number of foodbank collection points in our travel centres and rail stations.
- Build Social Value into future delivery programmes and highlight this when bidding for future funding.

Further to these Day One Commitments, we will continue to develop our service delivery to maximise Social Value including our future aspirations to:

- Develop a lived experience employment pathway within Housing First consisting of a peer mentor service, peer support workers and a thorough review of our internal training, promotion and recruitment processes to ensure opportunities for people with lived experience to be employed at all levels of Housing First.
- Support local authority partners and other stakeholders to develop meaningful co-production approaches across the homelessness sector
- Publish and disseminate our good practice around lived experience to support and inspire change across the homelessness sector, ensuring a fairer employment and delivery landscape.
- Develop consistent ethical approaches to involving people with relevant lived experience in all areas of our policy-making, delivery and investment. This will be a key component in securing a fairer LCR with nobody left behind.
- Review the governance of our Housing First Steering group to include local agencies who can support and drive forward improvements around social value within our Housing First service
- Review the Housing First case management system to ensure this collects appropriate data to evidence the social value we create.

- Convene a meeting of partners in Households into Work to identify specific actions needed to streamline the assessment processes for identifying potential clients and referring them to the most appropriate support service(s)
- Identify ways to improve information sharing between services and organisations involved in Households into Work to better inform decisions made about the best way to help the resident.
- Develop and improve our data collection for users of the public transport network and use this to align services.
- Look at innovative and expanded ways of making our transport hubs and service centres operate as assets for the communities they serve
- Extend the practice of involving service users in the co - design of our directly delivered services through our Citizen Voice Strategy.
- Produce and publish transparent information on how we are adapting and responding to climate change.

How will we measure success?

What we want to see:

- **Continued delivery of effective services that support the most vulnerable and disadvantaged residents across the Liverpool City Region:** ensure that our services are designed to consider and support those residents located in the most disadvantaged areas (based on Indices of Deprivation) who may need tailored support to overcome barriers to social, digital and economic inclusion
- **Net-zero goals embedded across all our services:** our aim to deliver all services as net-zero by 2040.

The Combined Authority and Metro Mayor as Civic Leaders: *Spreading the word and leading the way*

We also have a wider role to play to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders across the Liverpool City Region, in particular our anchor institutions. We are already committed to maximising Social Value through our role as a Civic Leader, as demonstrated by the following activities:

- We involved a wide range of our diverse communities in the first and second stage of consultation on our Spatial development Strategy “LCR Our Places”.
- We launched “LCR Listens” to ensure that the voices of our communities help to shape our policies and programmes
- We have established the Fairness and Social Justice Advisory Board which brings together diverse community voices from across the city region to act as a critical friend.
- We have established a Metro Mayors Youth Impact Network to ensure the voices of young people are amplified in decision making processes.
- We have established an LCR 55+ network to ensure older people in society are valued and continue to have a voice.
- We have established a CVS Capacity and Resilience Fund to financially support the development of our City Region’s third sector.
- We are supporters of the “Right to Food Campaign”.

We will further strengthen our approach to maximising the Social Value we create as a civic leader through the following Day One Commitments:

- We will deliver the Spatial Development Strategy’s strategic objective related to “Embedding Social Value in Development” and preparation of a Social Value policy requiring all developers to consider Social Value in their proposals (size criteria applies).
- We will continue to improve our engagement with our communities through our Citizen Voice work and by implementing our Equality Diversity and Inclusion Strategy

Metro Mayor Day 1 Commitments:

I will establish a Mayoral Charity, promoting this with businesses in our city region and ensuring it supports those campaigns and causes that tackle inequality and exclusion

I will convene a meeting of anchor institutions across the Liverpool City Region to discuss how we can align our approach to Social Value to have the maximum impact in our communities.

We will continue to provide civic leadership by:

- Providing guidance and training for both developers and Local Authorities. Assisting them in being able to prepare a Social Value Statement for all development proposals linked to the Spatial Development Strategy.
- Working with other anchor institutions to establish a City Region wide approach to Social Value maximising the impact of our combined powers, and share Social Value best practice and learning



- Using the Annual Review of our Social Value Impact to monitor progress, evaluate impacts and challenge ourselves to do more and better

How will we measure success?

We want will have:

- **Engaged stakeholders**
- **A coordinated and consistent LCR wide approach to maximising Social Value**
- **Continual improvement, learning and sharing of best practice**
- **Liverpool City Region to be a beacon of good practice on Social Value**
- **Impact that is tangible and measurable, and positively felt by the communities we serve**

5: Managing Implementation

We will establish an appropriate forum to engage our workforce in the implementation of the framework, share best practice, learn from expert advisors and work together to continually improve our approach. This will be attended by:

- **Decision makers in key service areas:** this will include relevant Executive Directors, Assistant Directors and Heads of Service with authority and remit to make decisions to accelerate the implementation of the Day One Commitments and Future Aspirations set out in the Framework.
- **Social Value Champions:** members of staff from all parts of the organisation (at all levels of seniority) with specific expertise or interest in promoting Social Value. The Social Value champions will play a key role in influencing how the organisation adopts and implements the Social Value Framework. In addition to supporting implementation of the commitments, they will be encouraged to effect change and challenge colleagues (at all levels) so maximise social value in all areas of their work.

Progress with the commitments set out in this document will also be monitored and reported on as part of the Combined Authority's Corporate Performance regime.

Our monitoring activity will consider whether we have delivered against each of the day one commitments set out in this document and will establish what progress we are making towards our future aspirations and plans. Where progress and implementation has not been as expected, the Combined Authority's Executive Leadership Team will be informed and actions needed to overcome barriers will be implemented.

6: Measuring and Understanding Impact

LCRCA Chief Executive:

It is essential that all our processes, policies and reports bring Social Value to life and that the annual report on Social Value provides an assessment of what is working well and what needs to improve.

I will ensure that we develop processes to include the voice of our LCR Citizens in our assessment of our progress on Social Value

I will provide visible leadership and champion Social Value within and beyond the LCR.

Our Chief Executive is committed to monitoring and evaluating our progress and impact as part of our Annual Review of our Social Value Impact. This will look at the scale and type of Social Value we are creating and identify the additional benefits arising because we are doing things differently or doing different things Social Value. This will go beyond a quantitative analysis of Social Value and provide a qualitative assessment of how and why and, importantly, what more can be done to maximise impact for our communities.

We will publish our Year One Review of our Social Value Impact at the end of 2022/23. This will specify the full range of outcome and impact indicators for each part of the framework. It will also:

- **Quantify our Social Value Impact:** this document will provide a robust and transparent analysis of the scale and type of Social Value we are creating through all of our activities encompassing both a quantitative and qualitative assessment Social Value.
- **Explore additionality:** the assessment will seek to identify the additional benefits arising because we are doing things differently (or doing different things) to create Social Value.
- **Identify what is working well:** the analysis will identify areas of good practice, where our approach is leading to additional Social Value – including social, economic and environmental benefits.
- **Identify where there are opportunities to improve:** this analysis will also highlight the areas where there is scope to do more or different things to further improve our approach.

Most importantly, the Annual Review of our Social Value Impact will provide an opportunity to challenge ourselves and to reflect on the progress we are making towards achieving our overall Social Value aspirations as an employer, service provider, commissioner, investor, and Civic Leader.

