



Government  
Commercial  
Function

# The Social Value Model

**Please use this document in conjunction with the Guide to using the Social Value Model.**

**In particular:**

**Section 2 - Using the Social Value Model**

**Section 3 - Evaluating social value in tenders**

**Section 4 - Contract management, reporting and case studies**

## Theme 1: COVID-19 recovery

### Policy Outcome: Help local communities to manage and recover from the impact of COVID-19

#### Why is this a priority?

The COVID-19 pandemic has exacerbated existing economic and social challenges, and created many new ones. Social value provides additional benefits which can aid the recovery of local communities and economies, especially through employment, re-training and return to work opportunities, community support, developing new ways of working and supporting the health of those affected by the virus. Government will monitor delivery of a number of related outputs to assess the effect of these commercial interventions.

**United Nations Sustainable Development Goals this policy supports** [Goal 1: No poverty](#), [Goal 2: Zero Hunger](#), [Goal 3: Good health and well-being](#), [Goal 4: Quality education](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 11: Sustainable cities and communities](#), [Goal 12: Responsible consumption and production](#), [Goal 16: Peace, justice and strong institutions](#), [Goal 17: Partnership for the goals](#)

**This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:**

- the contract involves the recruitment, re-training and other return to work opportunities for those left unemployed by COVID-19, as part of a contract workforce.
- the contract relates to a sector where there are high levels of unemployment as a result of COVID-19, and/or there are skills gaps, particularly in high growth sectors, which are relevant to the contract.
- the contract involves engagement, or provides opportunities for engagement, with people and communities recovering from the impacts of COVID-19, which are relevant to the contract.
- the contract offers opportunities to support organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver services, which are relevant to the contract.
- the ability to support the physical and mental health of people affected by COVID-19, including reducing the demand on health and care services, is relevant to the contract.
- workplace conditions that better support the COVID-19 recovery effort, including effective social distancing, remote working, and sustainable travel solutions, are relevant to the contract.

#### Menu of Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 1.1: Creation of employment, re-training and other return to work opportunities for those left unemployed by COVID-19, particularly new opportunities in high growth sectors.
- MAC 1.2: Support for people and communities to manage and recover from the impacts of COVID-19, including those worst affected or who are shielding.

- MAC 1.3: Support for organisations and businesses to manage and recover from the impacts of COVID-19, including where new ways of working are needed to deliver services.
- MAC 1.4: Support for the physical and mental health of people affected by COVID-19, including reducing the demand on health and care services.
- MAC 1.5: Improvements to workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.

### Model Evaluation Question

Using a maximum of [insert number<sup>1</sup>] characters to describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency
- how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

### Model Response Guidance for tenderers and evaluators

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### Sub-Criteria for MAC 1.1: Employment, re-training, return to work

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the employment, skills, re-training and other return to work issues in the sector, as a consequence of COVID-19. **Illustrative examples:** demographics, skills shortages, new opportunities in high growth sectors, groups under-represented in the workforce (e.g. prison leavers, disabled people), geographic/local community and skills/employment challenges.
- Development and implementation of recruitment practices and employment conditions, such as the five foundational principles of quality work set out in the [Good Work Plan](#) (e.g. fair pay, participation and progression, voice and autonomy), in relation to the contract that will attract good candidates from all backgrounds, minimise turnover of staff and improve productivity.
- Creation of employment opportunities particularly for those who face barriers to

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<sup>1</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

employment, such as prison leavers, and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.

- Support to the contract workforce by providing career advice. **Illustrative examples:** mentoring, mock interviews, CV advice and careers guidance.
- Offer of opportunities for work experience or similar activities under the contract. **Illustrative examples:** work placements, pre-employment courses, paid/unpaid student placements, or paid internships of 6 weeks or more.
- Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.
- Delivery of training schemes and programmes to address any identified skills gaps and under-representation in the workforce for the contract (e.g. prison leavers, disabled people).
- Other activities to support relevant sector related skills growth and sustainability such as delivering the following, in relation to the contract. **Illustrative examples:** careers talks, curriculum support, literacy support and safety talks.
- Delivery of apprenticeships, traineeships and T Level industry placement opportunities (Level 2, 3, and 4+) in relation to the contract.
- Measures to ensure equality and accessibility, without discrimination, to employment and workforce related opportunities on the contract, and promote them so as to be fully accessible.

### **Sub-Criteria for MAC 1.2: Supporting people and community recovery**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of local demographics, needs and opportunities, especially in the context of COVID-19, including those worst affected or who are shielding.
- Methods for engaging with people and different parts of the community (including the education system) and how community voice will inform decisions, the strategy and projects.
- Involvement of local stakeholders and users in design (e.g. design of services, systems, products or buildings), or community-led initiatives. **Illustrative examples:** including improving transport links; reducing crime; reducing homelessness, poverty and hunger; reducing loneliness; helping with English language proficiency; and helping meaningful social mixing among people with different backgrounds.
- Flexibility in responsiveness and ability to adapt in approach to the results of any community consultation or engagement.
- Efforts to gain credibility and make relationships to influence and make change within the local area.
- Activities taken to raise awareness of or take action to deliver the outcome based on the understanding of the identified community's needs. **Illustrative examples:** raising awareness (staff, suppliers or community) of how to operate or use services safely; plans for positive actions with people and community groups; improving transport links; reducing crime, reducing homelessness, poverty and hunger; reducing loneliness; helping with English language proficiency; making facilities used in the delivery of the contract available for community groups, education or training; access to community hubs (i.e. community centres, cultural venues, parks, libraries); employee volunteering schemes applicable to the contract workforce.

### **Sub-Criteria for MAC 1.3: Supporting organisations and business to recover**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the level of participation by organisations to drive business creation and growth, especially in the context of COVID-19 where new ways of working are needed to deliver services.
- Plans to raise awareness or take specific action in the relevant supply market or wider marketplaces to encourage new entrants to the market or supply chain. **Illustrative examples:** communicating contracting opportunities related to the contract in a way that will reach a diverse supplier audience; communicating ways to improve tendering capability; providing awareness raising activities for new entrants to the market that might be able to tender for sub contracts in the future, during the life of the contract; providing L&D support to start up organisations that might be able to tender for sub contracts in the future, during the life of the contract.
- Activities that demonstrate a collaborative way to work with organisations and new and growing businesses as part of the supply chain. **Illustrative examples:** co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology; creating opportunities for entrepreneurship and helping new, small organisations to grow.
- Advertising of supply chain opportunities openly and to ensure they are accessible to new and growing businesses, including advertising sub-contracting opportunities on [Contracts Finder](#).
- Ensuring accessibility for disabled business owners and employees.
- Structuring of the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by new and growing businesses.

### **Sub-Criteria for MAC 1.4: Health and reduced demand on public services**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the level of participation by organisations to drive business creation and growth, especially in the context of COVID-19 where new ways of working are needed to deliver services.
- Plans to engage the contract workforce in deciding the most important issues to address and description of how the organisation will respond to and monitor delivery of the agreed actions.
- Inclusive and accessible recruitment practices, development practices and retention-focused activities including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](#).
- Actions to invest in the physical and mental health<sup>2</sup> and wellbeing of the contract workforce, especially in the context of COVID-19, including reducing the demand on health and care services. **Illustrative examples:** implementing the 6 standards in the [Mental Health at Work commitment](#); where appropriate implementing the mental health enhanced standards, for companies with more than 500 employees, in [Thriving at Work](#) with respect to the contract workforce, not just 'following the recommendations';

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<sup>2</sup> The [Mental Health at Work website](#) includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health.

staff training and awareness raising on health and wellbeing for the contract workforce, including around loneliness.

- Methods to measure staff physical and mental health and wellbeing engagement over time and adapt to any changes in the results.
- Commitment to report publicly on the health and wellbeing of staff comprising the contract workforce (including the supply chain), following the recommendations in the [Voluntary Reporting Framework](#), with clear processes for acting on issues identified.

### **Sub-Criteria for MAC 1.5: Workplace conditions**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the need for improvements to workplace conditions that support the COVID-19 recovery effort including effective social distancing, remote working, and sustainable travel solutions.
- Engagement plans to engage the contract workforce in deciding the most important workplace conditions to address.
- Actions to improve contract workplace conditions that support the COVID-19 recovery effort including those worst affected or who are shielding. **Illustrative examples:** effective social distancing; remote and flexible working; sustainable travel solutions; opportunities and expectations of staff training; and awareness raising on health and wellbeing for the contract workforce, including around loneliness and isolation caused by COVID-19.
- Methods to measure staff workforce conditions over time and adapt to any changes in the results, with clear processes for acting on issues identified.

### **Reporting Metrics**

- Number of full-time equivalent (FTE) employment opportunities created under the contract, by UK region, for those who were made redundant due to COVID-19.
- Number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives related to COVID-19, under the contract.
- Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health at Work commitment](#).
- Number of companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health at Work commitment](#).

## Theme 2: Tackling economic inequality

### Policy Outcome: Create new businesses, new jobs and new skills

#### Why is this a priority?

The Industrial Strategy sets out government's vision to make the United Kingdom the best place to start and grow a business. It describes how government must shape our business environment to take on the challenges and opportunities of new technologies and new ways of doing business.

The strategy also describes government's plan to help businesses create better, higher-paying jobs in every part of the United Kingdom. Developing the skill levels of the current and future workforce is the essential enabler for this. A nationwide focus on jobs and skills, especially in high growth sectors with known skills shortages, will help to narrow disparities between communities. Providing better jobs also helps employers to attract and retain the talent they need to grow and thrive.

Government will monitor progress under this policy outcome by asking contracting authorities to report the number of full-time equivalent jobs, traineeships, T Level industry placements and other Level 2 and above training opportunities created through their contracts.

#### United Nations Sustainable Development Goals (SDGs) this supports

[Goal 1: No poverty](#), [Goal 3: Good health and wellbeing](#), [Goal 4: Quality education](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 11: Sustainable cities and communities](#), [Goal 12: Responsible consumption and production](#)

#### This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:

- the contract offers opportunities for business creation and growth at tier 1 or in the supply chain.
- the contract involves the recruitment, training, retention and/or support of a contract workforce.
- the contract relates to a sector where there are high levels of unemployment and/or skills gaps which are themselves relevant to the contract. For example, gaps in particular technical skills in the construction industry.

#### Menu of Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC2.1: Create opportunities for entrepreneurship and help new organisations to grow, supporting economic growth and business creation.
- MAC2.2: Create employment and training opportunities particularly for those who face barriers to employment and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.
- MAC2.3: Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.

### Model Evaluation Question

Using a maximum of [insert number<sup>3</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency
- how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

### Model Response Guidance for tenderers and evaluators

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### Sub-Criteria for MAC 2.1: Entrepreneurship, growth and business creation

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the level of Small, Medium and Large organisations and Voluntary, Community and Social Enterprises and Mutuals participation in the contract supply chain.
- Identification of opportunities to grow supplier diversity in the contract supply chain or in the location/community where the contract is performed, including SME and VCSE participation and new business creation.
- Engagement activities for potential new suppliers to the contract supply chain, prior to awarding subcontracts. **Illustrative examples:** advertising upcoming opportunities in accessible media; raising awareness of future opportunities to target audiences; meet the buyer events; awareness raising by guidance or events of how to tender effectively for public supply chain contracts.
- Measures to make the supply chain working environment conducive to a diverse range of suppliers and growing businesses, including but not limited to:
  - structuring the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by new and growing businesses.
  - advertising supply chain opportunities openly and to ensure they are accessible to new and growing businesses, including advertising subcontracting opportunities on [Contracts Finder](#).

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<sup>3</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.



- ensuring accessibility for disabled business owners and employees.
- prompt payment.
- **Illustrative examples:** co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods and use of inclusive technology; creating opportunities for entrepreneurship and helping new, small organisations to grow.

### **Sub-Criteria for MAC 2.2: Employment**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of employment and skills issues, and of the skills and employment shortages of high growth sectors relating to the contract. **Illustrative examples:** demographics, skills shortages, new opportunities in high growth sectors, groups under-represented in the workforce (e.g. prison leavers, disabled people), geographic/local community and skills/employment challenges.
- Implementation of recruitment practices and employment conditions, such as the five foundational principles of quality work set out in the [Good Work Plan](#) (e.g. fair pay, participation and progression, voice and autonomy), in relation to the contract that will attract good candidates from all backgrounds, minimise turnover of staff and improve productivity.
- Creation of employment opportunities particularly for those who face barriers to employment, such as prison leavers, and/or who are located in deprived areas, and for people in industries with known skills shortages or in high growth sectors.
- Promotion of awareness of careers and recruitment opportunities relating to known skills shortages or in high growth sectors relating to the subject matter of the contract.
- Support for the contract workforce by providing career advice, and providing opportunities for staff working on the contract with in-work progression career development into known skills shortages or high growth areas. **Illustrative examples:** mentoring; mock interviews; CV advice and careers guidance; learning and development; volunteering; influencing staff, suppliers, customers and communities through the delivery of the contract to support employment and skills opportunities in high growth sectors.
- Offer of opportunities for work experience or similar activities under the contract. **Illustrative examples:** work placements, pre-employment courses, paid/unpaid student placements, or paid internships of 6 weeks or more.
- Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.
- Delivery of training schemes and programmes to address any identified skills gaps and under-representation in the workforce for the contract (e.g. prison leavers, disabled people).
- Other activities to support relevant sector related skills growth and sustainability such as delivering the following, in relation to the contract. **Illustrative examples:** careers talks, curriculum support, literacy support and safety talks.
- Delivery of apprenticeships, traineeships and T Level industry placement opportunities (Level 2, 3, and 4+) in relation to the contract.
- Measures to ensure equality and accessibility, without discrimination, to employment and workforce related opportunities on the contract, and promote them so as to be fully

accessible.

### **Sub-Criteria for MAC 2.3: Education and training**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of employment and skills issues, and of the education and training issues relating to the contract. Illustrative examples: demographics, skills shortages, new opportunities in high growth sectors, groups under-represented in the workforce (e.g. prison leavers, disabled people), geographic/local community and skills/employment challenges.
- Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications.
- Activities to support relevant sector related skills growth and sustainability in the contract workforce. **Illustrative examples:** careers talks, curriculum support, literacy support, safety talks and volunteering.
- Delivery of apprenticeships, traineeships and T Level industry placement opportunities (Level 2, 3 and 4+) in relation to the contract.

### **Reporting Metrics**

- Number of full-time equivalent (FTE) employment opportunities created under the contract, by UK region.
- Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract, by UK region.
- Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices, by UK region.
- Number of people-hours of learning interventions delivered under the contract, by UK region.

## Theme 2: Tackling economic inequality

### Policy Outcome: Increase supply chain resilience and capacity

#### Why is this a priority?

Growing and diversifying supply chain opportunities is at the heart of government's Industrial and Civil Society Strategies. An economy with diverse, resilient and innovative supply markets is a cornerstone of prosperity. It provides the best environment to start and grow a business. Markets with a broad range of suppliers of different types can offer better value for money, promote innovative solutions and give public services access to expertise and knowledge on complex issues. There is also a commercial advantage to spreading risk more broadly since it reduces commercial risk.

Whether as prime contractors or within the supply chain, it is essential that new businesses, entrepreneurs, start-ups, small and medium-sized enterprises (SMEs), voluntary, community and social enterprises (VCSEs) and mutuals have the same opportunity to tender for and, where appropriate, win government contracts as other firms. Government is therefore monitoring progress under this policy outcome by asking contracting authorities to report the number, value and proportion of total contract spend of prime or subcontracting opportunities awarded to these types of business as the Reporting Metrics for this policy outcome.

In delivering its National Cyber Security Strategy, government's objectives include having the means to ensure UK networks, data and systems are protected and resilient throughout the supply chain. Citizens, businesses and the public sector must also have the knowledge and ability to defend themselves. The Cyber Essentials scheme has been developed to show organisations how to protect themselves against low-level 'commodity threat'. Properly implementing the scheme will protect against the vast majority of common internet threats. Where relevant, levels of adoption of the '10 Steps to Cyber Security' and the Cyber Essentials scheme within the contract supply chain are therefore used as additional Reporting Metrics under this Policy Outcome.

#### United Nations Sustainable Development Goals (SDGs) this supports

[Goal 1: No poverty](#), [Goal 3: Good health and wellbeing](#), [Goal 4: Quality education](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 11: Sustainable cities and communities](#), [Goal 12: Responsible consumption and production](#); [Goal 16: Peace, justice and strong institutions](#)

#### This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:

- the market for the contract opportunity includes many new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals, but the public sector supply chain is less diverse, or there are new tier 1 opportunities.
- there is a lack of new businesses, entrepreneurs, start-ups, SMEs, VCSEs or mutuals in the market for the contract opportunity and commercial teams have identified a need to diversify the supply chain, e.g. for tier 1s to develop, engage and collaborate in the market.

- there is a requirement to drive greater resilience, capacity, innovation, use of disruptive technologies, green technologies, efficiency, quality, modernisation, productivity and/or collaboration in the supply chain.
- vulnerability to cyber threats is a consideration in the effective performance of the contract, which is likely to be the case where the contract involves the use of technology.

### To note

- New businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals may form a substantial part of the supply chain in many contracts. Under these circumstances contracting authorities should encourage an approach from prime contractors that sets out to create systems that support a sustainable operating environment for them.
- The size of the contract should not be a constraint; some VCSEs are large and operate at considerable scale.
- Contracting authorities can encourage a more diverse range of tenderers by breaking contracts into lots, or by facilitating tenders from consortia or joint ventures. For further information see [Outsourcing Playbook: Assessing the Economic and Financial Standing of Suppliers Guidance Note](#) and [Procurement Policy Note 02/13 Supplier financial risk issues](#).

### Menu of Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 3.1: Create a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs and mutuals.
- MAC 3.2: Support innovation and disruptive technologies throughout the supply chain to deliver lower cost and/or higher quality goods and services.
- MAC 3.3: Support the development of scalable and future-proofed new methods to modernise delivery and increase productivity.
- MAC 3.4: Demonstrate collaboration throughout the supply chain, and a fair and responsible approach to working with supply chain partners in delivery of the contract.
- MAC 3.5: Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain.

### Model Evaluation Question

Using a maximum of [insert number<sup>4</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data

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<sup>4</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

- reporting
- feedback and improvement
- transparency
- how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

### **Model Response Guidance for tenderers and evaluators**

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### **Sub-Criteria for MAC 3.1: Diverse supply chains**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the types of businesses in the market and the level of participation by new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.
- Activities to identify opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.
- Plans for engaging a diverse range of businesses in engagement activities prior to appointing supply chain members (including activities prior to award of the main contract and during the contract term).
- Activities that demonstrate a collaborative way to work with a diverse range of businesses as part of the supply chain. **Illustrative examples:** co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology.
- Advertising of supply chain opportunities openly and to ensure they are accessible to a diverse range of businesses, including advertising sub-contracting opportunities on [Contracts Finder](#).
- Ensuring accessibility for disabled business owners and employees.
- Structuring of the supply chain selection process in a way that ensures fairness (e.g. anti-corruption) and encourages participation by a diverse range of businesses, including with regard to new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.

#### **Sub-Criteria for MAC 3.2: Innovation and disruptive technologies**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of opportunities to drive innovation and greater use of disruptive technologies, green technologies, efficiency and quality to deliver lower cost and/or higher quality goods and services.
- Creation of a design and tendering environment that is conducive to tenders that offer innovation and disruptive technologies. **Illustrative examples:** outcomes-based specifications enabling alternative approaches to be offered; co-design with users and communities; approaches that invite innovative approaches to be proposed and developed; activities that promote collaboration to access new technologies/green technologies and/or approaches.
- Measures to ensure the development of scalable and future-proofed new methods to modernise delivery and increase productivity.

### **Sub-Criteria for MAC 3.3: Modernising delivery and increasing productivity**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of scalable and future-proofed new methods to drive greater modernisation of delivery and increase productivity.
- Approach to organisational learning and continuous improvement.
- Creation of a design and tendering environment that is conducive to the development of scalable and future-proofed new methods to modernise delivery and increase productivity. **Illustrative examples:** as MAC 3.2 above.

### **Sub-Criteria for MAC 3.4: Collaboration throughout the supply chain**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of opportunities to drive greater collaboration in the supply chain.
- Measures to ensure supply chain relationships relating to the contract will be collaborative, fair and responsible. **Illustrative examples:** engagement; co-design/creation; training and education; partnering/collaborating; secondment and volunteering opportunities.

### **Sub-Criteria for MAC 3.5: Manage cyber security risks**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and to identify the risks and ways of mitigating and managing them.
- Measures to mitigate and manage cyber security risks within the supply chain relating to the contract, including:
  - engaging with the supply chain to identify and build resilience against cyber security risks
  - actions to be taken to actively raise cyber security awareness.
- Commitment to adopting the required technical standards and best practice as a basis for appropriate cyber security controls (appropriate to the contract and risk profile), such as:
  - the '[10 Steps To Cyber Security](#)' advocated by the National Cyber Security Centre for establishing a cyber risk management regime.
  - more stringent cyber security measures in the supply chain where necessary, such as [Cyber Essentials and Cyber Essentials Plus](#) certification, and having a specific cyber insurance policy for the contract.
  - [NCSC Cloud Security Guidance](#)
  - [NCSC 14 Cloud Security Principles](#)
  - [Technology Code of Practice](#)

### **Reporting Metrics**

- For each of the following categories:
  - start-ups
  - SMEs
  - VCSEs; and
  - mutuals:
    - The number of contract opportunities awarded under the contract.
    - The value of contract opportunities awarded under the contract in £.
    - Total spend under the contract, as a percentage of the overall contract

spend.

- Percentage of all companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant]
- Number of companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant]
- Percentage of all companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant]
- Number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant]
- Percentage of all companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps. [where relevant]
- Number of companies in the supply chain under the contract to have adopted the National Cyber Security Centre's 10 steps. [where relevant]

## Theme 3: Fighting climate change

### Policy Outcome: Effective stewardship of the environment

#### Why is this a priority?

Government's [25 Year Environment Plan](#) sets out goals for improving the environment within a generation and details how it will work with communities and businesses to do this. To meet the goals and targets it has set, government has identified key six areas in the plan through which it will focus action.

Activities in support of additional environmental improvements form the Model Award Criteria for this policy outcome in the model. The Reporting Metrics are based around the reduction of three of the target areas in the [Greening Government Commitments](#): greenhouse gases, waste and water. In addition there are Reporting Metrics relating to protecting and improving the environment, and creating green spaces.

#### United Nations Sustainable Development Goals this policy supports

[Goal 1: No poverty](#), [Goal 2: Zero Hunger](#), [Goal 3: Good health and wellbeing](#), [Goal 6: Clean water and sanitation](#), [Goal 7: Affordable and clean energy](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 11: Sustainable cities and communities](#), [Goal 12: Responsible consumption and production](#), [Goal 13: Climate action](#), [Goal 14: Life below water](#), [Goal 15: Life on land](#)

#### This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:

- performance of the contract, or the way in which the contract is performed, could result in environmental protection and improvement, including working towards net zero greenhouse gas emissions.

#### To note

- Any social value benefit proposed by tenderers must relate to additional improvements in the economic, social and/or environmental wellbeing of the relevant area to be delivered through the contract, and not replace the assessment and management of the environmental impacts of the core contract elements (direct and through the supply chain) and how they can be reduced, which must instead form a part of the core tender (i.e. not the social value element).
- Additional environmental improvements could relate to the end product or work, the production or construction process, or the future maintenance of the product or work. In relation to services, they could relate to the way in which the services are provided.

#### Model Award Criteria

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 4.1 Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions.
- MAC 4.2 Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement.



### **Model Evaluation Question**

Using a maximum of [insert number<sup>5</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Model Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency

### **Model Response Guidance for tenderers and evaluators**

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### **Sub-Criteria for MAC 4.1: Additional environmental benefits**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of additional environmental benefits in the performance of the contract, including working towards net zero greenhouse gas emissions. **Illustrative example:** conducting pre-contract engagement activities with a diverse range of organisations in the market to support the delivery of additional environmental benefits in the performance of the contract.
- Collaborative way of working with the supply chain to deliver additional environmental benefits in the performance of the contract, including working towards net zero greenhouse gas emissions.
- Delivery of additional environmental benefits through the performance of the contract, including working towards net zero greenhouse gas emissions. **Illustrative examples:**
  - Enhancing the natural environment such as habitat creation, increasing biodiversity such as increased numbers of pollinators.
  - Green space creation in and around buildings in towns and cities, e.g. green walls, utilising roof tops for plants and pollinators.
  - Improving air quality.

#### **Sub-Criteria for MAC 4.2: Influence environmental protection and improvement**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the contract to support environmental protection and improvement.
- Activities to reconnect people with the environment and increase awareness of ways

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<sup>5</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

to protect and enhance it. **Illustrative examples:**

- Engagement to raise awareness of the benefits of the environmental opportunities identified.
- Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives.
- Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the contract.
- Partnering/collaborating in engaging with the community in relation to the performance of the contract, to support environmental objectives.
- Volunteering opportunities for the contract workforce, e.g. undertaking activities that encourage direct positive impact.

### **Reporting Metrics**

- Number of people-hours spent protecting and improving the environment under the contract, by UK region.
- Number of green spaces created under the contract, by UK region.
- Annual:
  - Reduction in emissions of greenhouse gases arising from the performance of the contract, measured in metric tonnes carbon dioxide equivalents (MTCDE).
  - Reduction in water use arising from the performance of the contract, measured in litres.
  - Reduction in waste to landfill arising from the performance of the contract, measured in metric tonnes.

## Theme 4: Equal opportunity

### Policy Outcome: Reduce the disability employment gap

#### Why is this a priority?

In its strategy for the [Future of Work, Health and Disability](#) government has set out its vision for a society where everyone is ambitious for disabled people and people with long-term health conditions, and where people understand and act positively upon the important relationship between health, work and disability.

Government is committed to increase the number of high quality applicants available, to create a workforce that reflects the diverse range of customers it serves and the community in which it is based, and to bring additional skills to business. As part of these commitments, government is determined to see one million more disabled people in work over the next ten years. This commitment is reflected in the Reporting Metrics for this policy outcome.

*See also the 'Help local communities to manage and recover from the impact of COVID-19' policy outcome within Theme 1 (COVID-19 Recovery) and the 'Improve health and wellbeing' policy outcome within Theme 5 (Wellbeing).*

#### United Nations Sustainable Development Goals this policy supports

[Goal 1: No poverty](#), [Goal 2: Zero Hunger](#), [Goal 3: Good health and wellbeing](#), [Goal 4: Quality education](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 16: Peace, justice and strong institutions](#).

#### **This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:**

- it is likely that in the contract workforce there will be under-representation of disabled people and under-development of disabled people in new skills relevant to the contract, including through training schemes that result in recognised qualifications.
- there are opportunities in the contract workforce to employ and develop more disabled people in new skills relevant to the contract, including through training schemes that result in recognised qualifications.
- there are opportunities for supported businesses to form part of the contract supply chain.

#### **Menu of Model Award Criteria (MAC)**

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 5.1: Demonstrate action to increase the representation of disabled people in the contract workforce.
- MAC 5.2: Support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications.

### Model Evaluation Question

Using a maximum of [insert number<sup>6</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency
- how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

### Model Response Guidance for tenderers and evaluators

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### Sub-Criteria for MAC 5.1: Increase representation of disabled people

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the issues affecting the representation of disabled people in the workforce in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.
- Collection of the views and expertise of disabled people and their representative organisations on successfully supporting disabled employees or applicants.
- Measures to reduce barriers to securing more jobs for disabled people in the contract workforce. **Illustrative examples:**
  - Inclusive and accessible recruitment practices, and retention-focussed activities, including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](#).
  - Introducing transparency to pay and reward processes.
  - Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships.
  - Working conditions which promote an inclusive working environment and promote retention and progression.
  - Other measures to provide equality of opportunity for disabled people into employment, including becoming a [Disability Confident](#) employer and inclusion of supported businesses in the contract supply chain.

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<sup>6</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

### **Sub-Criteria for MAC 5.2: Supporting disabled people in developing new skills**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the issues affecting the development of new skills by disabled people in the workforce in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.
- Understanding of the underlying factors affecting improvements to reduce barriers to training schemes for disabled people in the contract workforce.
- Inclusive and accessible development practices, including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](#).
- Other measures to offer development opportunities for disabled people in the contract workforce. **Illustrative examples:**
  - offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships.
  - working conditions which promote an inclusive working environment and promote retention and progression.
- Public reporting on the health and wellbeing of staff comprising the contract workforce, following the recommendations in the [Voluntary Reporting Framework](#).

### **Reporting Metrics**

- Total percentage of full-time equivalent (FTE) disabled people employed under the contract, as a proportion of the total FTE contract workforce, by UK region.
- Number of full-time equivalent (FTE) disabled people employed under the contract, by UK region.
- Total percentage of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.
- Number of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region.
- Total percentage of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.
- Number of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, by UK region.

## Theme 4: Equal opportunity

### Policy Outcome: Tackle workforce inequality

#### Why is this a priority?

Government is committed to tackling inequality and giving everyone across the country the opportunity to fulfil their potential. The [Good Work Plan](#) affirms government's ambition that all work should be fair and decent, and that everyone, regardless of where they live in the UK or which sector they work in, should be able to benefit from high quality jobs.

Furthermore, government is committed to tackling the scourge of modern slavery and has set out guidance on how departments must take action to ensure modern slavery risks are identified and managed effectively in government supply chains (see [Procurement Policy Note 05/19 Tackling modern slavery in government supply chains](#)).

The benefits that can be driven through social value can be a vital component in advancing equality, creating training and better employment opportunities, and combatting modern slavery. The Reporting Metrics under this policy outcome have been developed to focus on these outcomes.

#### United Nations Sustainable Development Goals this policy supports

[Goal 1: No poverty](#), [Goal 3: Good health and wellbeing](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 10: Reduced inequalities](#), [Goal 16: Peace, justice and strong institutions](#)

#### This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:

- it is likely that there will be training, employment, skills and pay inequality in the contract workforce, or a lack of in-work progression to help people in the contract workforce, to move into higher paid work by developing new skills relevant to the contract.
- there are opportunities to tackle training, employment, skills and pay inequality in the contract workforce, or to support in-work progression to help people in the contract workforce to move into higher paid work by developing new skills relevant to the contract.
- vulnerability to modern slavery threats is a consideration in the contract supply chain for matters relating to the delivery of the contract (this is likely to be the case where the contract relates to particular sectors or the workforce is in particular countries which indicate higher modern slavery risks).

#### To note

It is a legal requirement for companies with 250 employees or more to publish their annual gender pay data on-line (see [here](#) for further information).

#### Menu of Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 6.1: Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce.

- MAC 6.2: Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills relevant to the contract.
- MAC 6.3 Demonstrate action to identify and manage the risks of modern slavery in the delivery of the contract, including in the supply chain.

### **Model Evaluation Question**

Using a maximum of [insert number<sup>7</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency
- how you will influence staff, suppliers, customers and communities through the delivery of the contract to support the Policy Outcome, e.g. engagement, co-design/creation, training and education, partnering/collaborating, volunteering.

### **Model Response Guidance for tenderers and evaluators**

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### **Sub-criteria for MAC 6.1: Tackling inequality in the contract workforce**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer's own organisation and those of its key sub-contractors.
- Measures to tackle inequality in employment, skills and pay in the contract workforce.

#### **Illustrative examples:**

- Inclusive and accessible recruitment practices, and retention-focussed activities.
- Offering a range of quality opportunities with routes of progression if appropriate, e.g. T Level industry placements, students supported into higher level apprenticeships.
- Working conditions which promote an inclusive working environment and promote retention and progression.
- Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.

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<sup>7</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

- A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.
- Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.
- Using skill-based assessment tasks in recruitment.
- Using structured interviews for recruitment and promotions.
- Introducing transparency to promotion, pay and reward processes.
- Positive action schemes in place to address under-representation in certain pay grades.
- Jobs at all levels open to flexible working from day one for all workers.
- Collection and publication of retention rates, e.g. for pregnant women and new mothers, or for others with protected characteristics.
- Regular equal pay audits conducted.

**Sub-criteria for MAC 6.2: Supporting in-work progression**

Activities that demonstrate and describe the tenderer’s existing or planned:

- Understanding of in-work progression issues affecting the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors.
- Inclusive and accessible development practices, including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](#).
- Measures to support in-work progression to help people in the contract workforce, to move into higher paid work by developing new skills relevant to the contract.

**Illustrative examples:** See MAC 6.1.

**Sub-criteria for MAC 6.3: Identifying and managing the risks of modern slavery**

Activities that demonstrate and describe the tenderer’s existing or planned:

- Understanding of the modern slavery risks and issues affecting the market, industry, sector or country (of origin or of source) relevant to the contract, and the workforce in the tenderer’s own organisation and those of its key sub-contractors.
- Measures to identify, mitigate and manage modern slavery risks relating to the contract and how these will be implemented, including but not limited to:
  - Mapping the supply chain to provide assurance risks are understood and being managed effectively including in relation to vulnerable groups, type of work and location of supply chain.
  - Demonstrating that the contract workforce:
    - has access to an independent democratic trade union or other forms of worker representation.
    - has access to grievance mechanisms to report incidents or suspected incidences of modern slavery relating to the contract through whistleblowing and reporting, including:
      - a process of escalation routes and access to grievance systems
      - an action plan, with past evidence of how the organisation has/will respond including cooperating with police and victim organisations where appropriate.



- receive induction on workplace rights.
  - has access to modern slavery training.
- Outline policies and practices to be applied to or put in place for the contract to mitigate and manage modern slavery risks including:
  - Pre-employment checks.
  - Recruitment practices and workplace conditions.
  - Safeguarding plans and processes in place and regular monitoring with relevant groups considered, which may include sampling.
  - How these flow down the supply chain and are monitored e.g. reporting, site visits, audits, etc.
  - How to ensure business decisions re: price/cost, short lead times, payment timescales do not create modern slavery risks in the supply chain.
- How the tenderer will work with NGOs, trade unions or other businesses to address modern slavery risks.
- Means of influencing staff, suppliers, customers, communities and/or any other appropriate stakeholders with respect to modern slavery risks relating to the contract.

**Illustrative examples:**

- Engagement
- Co-design/creation
- Training and education - raising awareness and training employees and staff employed in the supply chain about modern slavery, including:
  - demonstrating leadership and an ongoing commitment to the agenda.
  - nominating a lead within the organisation for accountability.
  - media campaigns such as online, websites, social media, posters, training, events, through local charities and bodies.
  - activities to assess levels of awareness with key stakeholders and developing a targeted response.
- Partnering/collaborating
- Volunteering

**Reporting Metrics**

- Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region.
- Number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region.
- Total percentage of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.
- Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region.
- Total percentage of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region.

- Number of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region.
- Percentage of all companies in the supply chain under the contract to have committed to the five foundational principles of good work.
- Number of companies in the supply chain under the contract to have committed to the five foundational principles of good work.
- Percentage of the supply chain for which supply chain mapping has been completed to the appropriate tier or to source in order to reduce the risks of modern slavery.
- Number of people-hours devoted to supporting victims of modern slavery under the contract.

## Theme 5: Wellbeing

### Policy Outcome: Improve health and wellbeing

#### Why is this a priority?

Benefits that can be driven through social value are an important tool in improving wellbeing. Government has partnered with Mind, the mental health charity, in the creation of the [Mental Health at Work](#) website, which includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health. Government encourages employers to better support all employees, including those with mental health problems, to remain in and thrive through work.

Government is monitoring progress under this policy outcome by recording the proportion of suppliers in the contract supply chain who have implemented measures to improve the health and wellbeing of employees. It is also asking contracting authorities to report on the proportion of suppliers in the contract supply chain who implement the 6 standards in the [Mental Health at Work commitment](#) and, where appropriate, the mental health enhanced standards for companies with more than 500 employees in [Thriving at work: The Stevenson/ Farmer review of mental health and employers](#) with respect to the contract workforce.

#### United Nations Sustainable Development Goals this policy supports

[Goal 1: No poverty](#), [Goal 3: Good health and wellbeing](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 10: Reduced inequalities](#), [Goal 16: Peace, justice and strong institutions](#)

**This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:**

- the performance of the contract/s is labour intensive.
- the health and wellbeing of the contract workforce is important to the performance of the contract.
- there are opportunities to improve the health and wellbeing of the contract workforce.

#### Menu of Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 7.1: Demonstrate action to support health and wellbeing, including physical and mental health, in the contract workforce.
- MAC 7.2: Influence staff, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health.

#### Model Evaluation Question

Using a maximum of [insert number<sup>8</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and

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<sup>8</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency

### **Model Response Guidance for tenderers and evaluators**

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### **Sub-criteria for MAC 7.1: Support health and wellbeing in the workforce**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of issues relating to health and wellbeing, including physical and mental health, in the contract workforce.
- Inclusive and accessible recruitment practices, development practices and retention-focussed activities including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](#).
- Actions to invest in the physical and mental health<sup>9</sup> and wellbeing of the contract workforce. **Illustrative examples:**
  - implementing the 6 standards in the [Mental Health at Work commitment](#) and, where appropriate, the mental health enhanced standards for companies with more than 500 employees in [Thriving at Work](#) with respect to the contract workforce, not just 'following the recommendations'.
  - public reporting by the tenderer and its supply chain on the health and wellbeing of staff comprising the contract workforce, following the recommendations in the [Voluntary Reporting Framework](#).
  - engagement plans to engage the contract workforce in deciding the most important issues to address.
- Methods to measure staff engagement over time and adapt to any changes in the results.
- Processes for acting on issues identified.

#### **Sub-criteria for MAC 7.2: Influencing support for health and wellbeing**

Activities that demonstrate and describe the tenderer's existing or planned:

- Measures to raise awareness or increase the influence of staff, suppliers, customers, communities and/or any other appropriate stakeholders to promote health and wellbeing, including physical and mental health, through its performance of the contract, e.g. through engagement; co-design/creation; training and education; partnering/collaborating; and volunteering.

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<sup>9</sup> The [Mental Health at Work website](#) includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health.

## Reporting Metrics

- Percentage of all companies in the supply chain under the contract to have implemented measures to improve the physical and mental health and wellbeing of employees.
- Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health at Work commitment](#).
- Number of companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health at Work commitment](#).
- Percentage of all companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in [Thriving at Work](#).
- Number of companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in [Thriving at Work](#).

## Theme 5: Wellbeing

### Policy Outcome: Improve community integration

#### Why is this a priority?

In the Civil Society Strategy government sets out how it wants all people to be able to thrive, connect with each other, and give back to their communities, whilst having a sense of control over their future and that of their community. As part of its drive to level up the UK economy, government is committed to enabling communities everywhere to collaborate with local private and public sector organisations in creating a shared vision for the places in which they live and work. A key area through which these organisations and communities can come together to make a difference is volunteering. This is reflected in the reporting metric for this policy outcome.

#### United Nations Sustainable Development Goals this policy supports

[Goal 1: No poverty](#), [Goal 2: Zero Hunger](#), [Goal 3: Good health and wellbeing](#), [Goal 4: Quality education](#), [Goal 5: Gender equality](#), [Goal 8: Decent work and economic growth](#), [Goal 9: Industry, innovation and infrastructure](#), [Goal 10: Reduced inequalities](#), [Goal 11: Sustainable cities and communities](#), [Goal 12: Responsible consumption and production](#), [Goal 16: Peace, justice and strong institutions](#), [Goal 17: Partnership for the goals](#)

#### This Policy Outcome and its related Model Award Criteria and Reporting Metrics are potentially relevant and proportionate to the subject matter of the contract when:

- the contract involves engagement with the community, e.g. through planning or local consultation processes, focus groups or end user consultation or testing.
- the contract provides opportunities for engagement with the community, such as construction site visits for school groups or volunteering opportunities for the contract workforce.

#### To note

This policy outcome may be especially relevant for those procurements where performance of the contract will need to be scaled up in specific locations, enabling suppliers to engage with communities where they operate.

#### Model Award Criteria (MAC)

Effective measures to deliver any/all of the following benefits through the contract:

- MAC 8.1: Demonstrate collaboration with users and communities in the co-design and delivery of the contract to support strong integrated communities.
- MAC 8.2: Influence staff, suppliers, customers and communities through the delivery of the contract to support strong, integrated communities.

#### Model Evaluation Question

Using a maximum of [insert number<sup>10</sup>] characters describe the commitment your organisation will make to ensure that opportunities under the contract deliver the Policy Outcome and Award Criteria. Please include:

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<sup>10</sup> Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

- your 'Method Statement', stating how you will achieve this and how your commitment meets the Award Criteria, and
- a timed project plan and process, including how you will implement your commitment and by when. Also, how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:
  - timed action plan
  - use of metrics
  - tools/processes used to gather data
  - reporting
  - feedback and improvement
  - transparency

### **Model Response Guidance for tenderers and evaluators**

The award criteria (listed above) and sub-criteria (shown below) will be used to evaluate the response:

#### **Sub-criteria for MAC 8.1: Collaborate in codesign and delivery**

Activities that demonstrate and describe the tenderer's existing or planned:

- Understanding of local demographics, needs and opportunities for the co-design of the goods, services and works to be delivered under the contract.
- Methods for engaging with different parts of the community (including the education system) and how communities come together to inform decisions, strategy and projects to leave a positive legacy for future generations. **Illustrative examples:** engagement events; awareness campaigns and outreach activities; focus groups; 'anchor institutions' such as educational establishments and health trusts; Local Economic Partnerships (LEPs); charities; industry or community representative bodies.
- Measures to involve local stakeholders and/or users in design (e.g. in the design of services, systems, products or buildings).
- Plans for positive actions with community groups.
- Measures for making facilities used in the delivery of the contract available for community groups, education or training.
- Measures to build trust, gain credibility and build relationships to increase community integration, trust and influence on how the contract is performed.
- Flexibility in responsiveness and ability to adapt in approach to community engagement and initiatives.
- Support to community-led initiatives relevant to the contract. **Illustrative examples:** improving transport links; reducing crime; reducing homelessness, poverty and hunger; reducing loneliness; helping with English language proficiency; and helping meaningful social mixing among people with different backgrounds.
- Employee volunteering schemes applicable to the contract workforce.

#### **Sub-Criteria for MAC 8.2: Influence to support strong, integrated communities**

Activities that demonstrate and describe the tenderer's existing or planned:

- Measures to raise awareness or increase the influence of staff, suppliers, customers, communities and/or any other appropriate stakeholders to promote strong, integrated communities through its performance of the contract, e.g. through engagement; co-

design/creation; training and education; partnering/collaborating; and volunteering.

**Reporting Metric**

- Number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives, under the contract.