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## Report to the Finance Strategic Policy Committee Update on Community Wealth Building and the Development of a Social Value Framework

### Background

Community Wealth Building was adopted by Dublin City Council at its meeting in October 2021. Community Wealth Building is an initiative of the Finance Strategic Policy Committee. Dublin City Council has engaged the Centre for Local Economic Strategies (CLES) to assist in the implementation and mainstreaming of CWB. CWB is an approach to making changes which will result in wealth building opportunities for those individuals and communities who are marginalised with less options than others. Moving towards equity in opportunities for employment, access to facilities, lifestyle opportunities are all central tenets of CWB.

### Update

A cross department CWB Working Group is focused on advancing embedding CWB in how Dublin City Council operates. By way of update on some of the issues being advanced:

- DFB is taking additional measures to ensure that potential applicants for the current recruitment campaign for firefighters and ESCs are aware of the opportunity and understand the requirements. DFB has broadened plans to seek greater diversity in their intake, including gender diversity, following constructive engagement with Dennis Keeley, Chief Fire Officer and Greg O'Dwyer Assistant Chief Fire Officer, a member of the CWB Working Group. DFB has worked very closely with Area Offices, local partnership companies and others to identify cohorts of potential applicants in marginalised areas who might not have considered DFB previously. The impact of stable employment in areas of underemployment is significant.
- The North West Area Office and HR Department have worked very closely on the intake of GOs from the Ballymun area, again looking to encourage people to take up stable employment, gain skills etc. Derek Kelly, Area Manager and Dymphna Farrell Executive Manager HR, who are both CWB Working Group members have worked closely with many third parties to achieve this recruitment. Consideration will now be given to how this might be repeated in other areas.
- Dublin City Council has issued, through Alan Nangle, Head of the Central Procurement Unit, another CWB Working Group member, a PIN notice for Social Enterprises to gain an understanding of what is the offer from SEs that can be matched to the service / works needs of Dublin City Council

- The Central Procurement and the Waste Management Department are considering how Dublin City Council's textile recycling arrangements might be structured to provide opportunities for social enterprises that will bring people into employment that otherwise might not. The objective here is that the nature of this work can often provide employment for people transitioning from life events which typically restrict employment such as addiction issues, leaving prison etc.
- Development of a small works contract with inclusion of measures which will seek for submissions to have locally employed persons, with works of a small value which may not suit larger contractors, with the aim of developing tender opportunities for locally based small entities. Alan Nangle and Derek Kelly are pursuing this.

## **Social Value Framework**

A key action within Dublin City Council's CWB implementation plan is the development of a social value framework. This will provide a basis for Dublin City Council to shift how resources are spent either via buying goods and services, recruitment or the use of assets to align more closely with expressed social goals and consequent social outcomes. In terms of procurement this can be described in the Implementation Plan as:

*Explore and develop opportunities to use spending below the EU procurement threshold to support micro, SME, and social enterprise businesses.*

The approach to developing a social value framework for Dublin City Council involves:

- Agreeing the core principles of the social value framework.
- Holding extensive stakeholder discussions to agree relevant social, economic, and environmental outcomes. These will be informed by existing policy and by local needs analysis, including, for example, relevant data on wellbeing and deprivation and could also include an area-based dimension.
- Prioritising a small number of outcomes.
- Agreeing a measurement framework.
- Applying in practice through small pilot projects, review and refine.
- Ongoing training that reinforces social value across the organisation as social value impacts on all aspects of Dublin City Council
- Seeking to secure the adoption of the social value framework by Dublin City Council to signify Dublin City Council's statement of intent in this regard

This process is an opportunity to start to think differently about measures of success with health, wellbeing and community indicators developed to complement existing economic indicators. The framework will be a cross-departmental tool, designed to shift the organisational culture so that greater benefits are delivered for the Dublin economy and its people. This cannot happen overnight. Social value is not one person's job - it can be created by each and every Dublin City Council employee, and through all of the City Council's spending and activity. Actions planned here relate to the wider actions needed to support the desired shift in culture, such as communications, leadership, and training.

The CWB Working Group have started the development of a social value framework for Dublin City Council. An initial workshop has been held and the intention is to involve the Elected Members over the course of 2023. This framework would benefit from extensive contribution so as to achieve the most rounded outcome.

## **Social Value Frameworks and EU Procurement**

There is a perception held by some that a social value framework is inconsistent with EU Procurement. This is not the case. There are many initiatives operated by the EU designed to maximise the social impacts achievable in a locality through a targeted spend approach.

One such EU initiative is the *Making Spend Matter Transfer Network*, one of 23 transfer networks funded through the URBACT programme. A focus of transfer networks is to transfer the benefits of good procurement practice around integrated urban development to European cities. Spend analysis enables cities to measure and follow spend awarded through procurement to understand where the financial benefits occur. Procurement is changing from being focused primarily about cost and quality to being an opportunity for leverage to achieve broader social, economic and environmental goals. The key themes of a social value framework are typically linked to the broad issues of economy, employment, equity, education, health and environment.

### ***Social Value Frameworks in Practice***

Social Value Frameworks, particularly in relation to Spend (Procurement) have been used by local authorities in both the EU and UK. Details of the use of social value frameworks in practice are given below for four examples – Hywel Dda University Health Board, South Wales, South Ribble Borough Council, England, Darlington Borough Council, England and Preston City Council, England.

#### ***Hywel Dda University Health Board South Wales***

##### **1. Hywel Dda Public Values Framework**

The Hywel Dda University Health Board (UHB) has worked with the Centre for Local Economic Strategies (CLES) on Community Wealth Building, including the co-creation of a Public Values Framework. The Hywel Dda UHB Public Values Framework has been designed to inform all spending decisions undertaken by the organisation. It seeks to move spending from an approach dominated by cost, efficiency and price to one where a range of local economic, social and environmental benefits are realised for South West Wales. It is intended that the public values of the Hywel Dda UHB are evident in everything that is spent.

The Public Values Framework is designed to shape and embed in the decision-making of anybody within the UHB with responsibility for spending. This includes those with responsibility for recruiting new members of staff, those with responsibility for buying goods, services and works (procurers), those with responsibility for designing contracted services (commissioners), and those with responsibility for the management of UHB's assets. It also consists of a means through which the impact of those choices can be generally measured.

The Public Values Framework is designed to be an easy to use reference point at the outset of any recruitment, procurement, commissioning and asset management process, with those responsible expected to review the Framework and explore the relevance of the Public Values Activities to the nature of their spending. It is designed to shift UHB's organisational culture so that greater benefits are delivered for the South West Wales economy and its people.

##### **2. South Ribble Social Value Procurement Framework**

South Ribble Borough Council is developing a South Ribble Social Value Procurement Framework. This will outline broader societal outcomes which South Ribble Borough Council intend that procurement spend will contribute towards delivering.

The framework will also provide a menu of questions relating to each activity which South Ribble Borough Council will ask, during procurement exercises, to establish that decision making will support the societal outcomes sought. South Ribble Borough Council has identified things which suppliers could potentially deliver during procurement and in the provision of goods, services and works.

To assist all those having responsibility for spend, a matrix will be provided detailing the goods, services, and works for which each high level outcome is relevant.

The Framework will also give spending decision makers the means through which responses from suppliers to the questions asked can be evaluated. Finally a monitoring tool for collecting data from suppliers during the delivery of a procurement contract for each outcome will facilitate data gathering to support learnings and feedback to future decision making.

### **3. Darlington Social Value Procurement Framework**

The Darlington Social Value Procurement Framework has been developed to meet the need for commissioning and procurement within Darlington Borough Council to become more aligned to strategic and corporate priorities and also the desire for social value to be more at the forefront of procurement processes and decision-making.

The Framework has been informed by the core outcomes and indicators which Darlington Borough Council and its wider partners are looking to achieve through service delivery and in everything that they do. Through this the processes of commissioning and procurement are aligned to core outcomes.

The Framework has also been influenced by wider outcomes relating to Community Wealth Building. The Framework benefits from a series of strategic conversations with representatives of the Darlington Partnership, with the procurement team at Darlington Borough Council, and with services / works / goods commissioners across Council departments.

### **4. City of Preston Spend Analysis Good Practice**

The City of Preston have been early adopters of Community Wealth Building principles and spent seven years developing the City of Preston Spend Analysis Good Practice. The structure of the approach mirrors that as outlined in the examples referenced above. The detail below is given by way of example of the specifics within:

- Blending quantitative and qualitative approaches to evaluating responses to each social value related questions. This might include broadening the evaluation to reflect on how many (quantitative) measures the potential supplier is undertaking in relation to supporting unemployed persons while also measuring the time and support (qualitative) measures that might be given as part of the contract.
- In regard to broad social outcomes, Preston include 'improving resident and workplace health' as one of six core outcomes
- In respect of indicators or activities, Preston associate suggested activities for workplace health with the wider outcome.
- For the questions that are posed to potential suppliers, Preston asks, among other questions: *Do you have any workplace health policies for your employees? What workplace health activities to you provide to your employees?*

## **5. Summary**

As soon as is practicable, a workshop will be held for members of the Finance SPC and all Elected Members so as to provide an input into the development of a social value framework for Dublin City Council.

**Kathy Quinn**  
**Head of Finance**  
**With responsibility for ICT**

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