



Dublin City Council's Social Value Framework

Background

Dublin City Council adopted Community Wealth Building (CWB) principles at the City Council meeting held in October 2021. This followed the consideration of CWB by the Finance SPC and its recommendation to the Council that this approach be followed. Since then a steering group has been established who are progressing an eighteen month implementation plan. The Centre for Local Economic Strategies (CLES) was engaged by Dublin City Council to assist following a public tender process. The key objectives of the CWB implementation plan are:

- To strengthen the City Council's strategic capacity to act and deliver
- To build confidence by using pilots and area based actions to demonstrate the model
- To build understanding
- To embed Community Wealth Building within the corporate approach of the City Council and
- To develop a Social Value Framework for Dublin City Council

Development of the Draft Framework

The CWB steering group held three workshops at which a draft Social Value Framework was developed. The methodology applied involved the initial mapping of existing priorities. Workshop 1 concentrated on developing focus, structure, rationale and high level goals. Workshop 2 focused on honing high-level goals, developing things Dublin City Council needs to do to realise high-level goals or things to look out for in spending decisions. Workshop 3 then gave time to the further breaking down of high-level goals into overarching objectives.

Consideration of Draft Framework at Councillor Workshops

Two workshops were held for Councillors to become familiar with the Draft Social Value Framework and provide an opportunity for input and comments. The workshops were held on 24th and 26th April via Zoom. It is intended that issues raised at the meeting will be incorporated as much as possible into the final Social Value Framework document. Specific queries raised by Councillors were subsequently responded to.

Rationale for a Social Value Framework

The rationale for or purpose of a Social Value Framework is to ***have a clear articulation of the wider outcomes that Dublin City Council wishes to achieve throughout its spending and decision making.*** This includes the commissioning and procurement of services and assets. It also applies to decisions and approaches taken in relation to employment and recruitment. It is highly relevant in the area of asset management and also in respect of grants

made/awarded by Dublin City Council. The framework sets out the means through which wider stated outcomes can be realised and is for use by all those with responsibility for spending money and making decisions. Ultimately a Social Value Framework will enable Dublin City Council to demonstrate the Community Wealth Building impacts of spending and decision making choices.

Recommendation

This final Social Value Framework, takes account of the many suggestions and comments made at the Councillor workshops. I recommend that Dublin City Council's Social Value Framework is noted by the Elected Members.

Cllr Seamas McGrattan
Chair of the Finance SPC
14th June, 2023.

Developing a Social Value Framework

Dublin City Council



Dublin City Council

Dublin City Council is the authority responsible for local government in the city of Dublin in Ireland. As a city council, it is governed by the Local Government Act 2001.



Centre for Local Economic Strategies (CLES)

Established in 1986, CLES is the national organisation for local economies - developing progressive economics for people, planet and place. We work by thinking and doing, to achieve social justice and effective public services.



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CLES is a values-based organisation. These values are embedded in all our work.

Fair	Treating people with fairness and equality
Bold	Devising progressive solutions through pioneering work
Collaborative	Working with others to achieve the best result
Independent	Always acting with integrity
Acting in solidarity	Supporting, nurturing and empowering ourselves and others

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Introducing the Dublin City Social Value Framework

As part of wider work being undertaken by the Centre for Local Economic Strategies (CLES) with Dublin City Council around Community Wealth Building, we are co-designing a Social Value Framework. Such Framework's are often used by local authority's to shape their decision-making in the process of procurement, particularly where considerations and questions around Social Value are included in specifications. These Framework's assist those designing, procuring and monitoring procurement contracts to identify the Social Value outcomes that are relevant for the good, service or work they are looking to procure; to have a ready-made set of Social Value questions for inclusion in specifications; and to have metrics against which Social Value outcomes can be monitored in the delivery of the good, service or work. CLES and their Associate (Matthew Baqueriza-Jackson) have undertaken numerous pieces of work in the UK and Europe developing such Social Value Frameworks for use as part of commissioning and procurement.

In undertaking this work, CLES has come to realise that Social Value goes beyond the process of procurement. Instead, including considerations of Social Value can apply to all the spending and policy behaviour choices made by a local authority whether that be through purchasing, employment and recruitment, asset management, or the award of grants. The Dublin City Social Value Framework is therefore designed to apply to all the above forms of spending and designed to be utilised by anyone with responsibility for public spending as a key decision-making tool. The following therefore presents a Dublin City Social Value Framework, which has been developed in collaboration with the Community Wealth Building Working Group, and which was fed back upon by Elected Members in April 2023. The Dublin City Social Value Framework consists of three parts:

- Part 1 introduces the 3 three key themes of the Framework, together with 4 high level goals and accompanying overarching objectives – these are the key things that Dublin City Council want to achieve through the Framework and their spending choices. Part 1 also includes detail on why that high level goal is important for Dublin City Council (the rationale) and links the high-level goals to existing global strategy in the form of the United Nations Sustainable Development Goals and existing local strategy in the form of the Dublin Local Economic and Community Development Plan.
- Part 2 introduces the 3 delivery elements to the Framework. The first provides details on what Dublin City Council needs to do and what those making spending decisions should look out for in relation to the high-level goal and overarching objectives, and in order to realise them. The second provides details of the key stakeholders that need to be engaged with or who will be responsible for delivering against the high-level goal and overarching objectives. The third provides an example from elsewhere of the activity in action.
- Part 3 introduces a measurement framework for each of the high-level goals and their accompanying key things to look out for in spending decisions. This includes a key output measure against which to monitor the overarching objectives and key activities.

Part 1 – The Strategic Part

Theme	High Level Goals	Overarching Objectives	Why/Rationale	Strategic Link
Economy	Develop a more generative Dublin Economy.	<ul style="list-style-type: none"> To grow micro businesses, social enterprise, cooperatives and other generative organisations. To create the conditions through which generative businesses can trade with Dublin City Council. To develop a more resilient supply chain which brings a range of local economic, social and environmental benefits for Dublin. 	<ul style="list-style-type: none"> Need for evolution of existing business base. Need for more stable contracts. Need for support of and growth of micro business. It is socially responsible as a public sector institution. It will enable greater trading opportunities. It will enable a more resilient supply chain. 	<ul style="list-style-type: none"> Goal 9 of the LECP focuses on developing an eco-system of start-ups, social enterprises, micro-business and small business in the city economy.
Social/Community	Develop a more socially included Dublin.	<ul style="list-style-type: none"> To increase access to opportunity for all Dublin residents: <ul style="list-style-type: none"> economic cultural social sporting To increase levels of pride and happiness in Dublin. 	<ul style="list-style-type: none"> Need to support all societal groups. Aligned to public sector duty around equality. Need for equality of opportunity. Need to enable access to sporting, music, cultural and community facilities for all residents. Need to reduce anti-social behaviour. 	<ul style="list-style-type: none"> SDG 1. No Poverty - end Poverty in all its forms everywhere. Goal 2 of LECP looks at how partnership working with communities can promote social inclusion and tackle poverty and disadvantage. Goal 8 in the LECP focuses on the importance of promoting education, training and development opportunities, a culture of lifelong learning and a qualified and skilled workforce.

Theme	High Level Goals	Overarching Objectives	Why/Rationale	Strategic Link
Social/Community	Develop more inclusive asset use and a healthier Dublin.	<ul style="list-style-type: none"> To enable best use of Dublin City Council assets. To improve access to assets by Voluntary and Community Groups and Social Enterprise. To enable improved health and well-being. 	<ul style="list-style-type: none"> They are community assets anyway. A need to use assets more effectively by the community. A need to maximise use of assets. A need to empower communities and engage. Need to grow the social economy. Will make Dublin healthier, more productive and attractive. Will enable savings elsewhere in public health. Reduction in negative impacts. Reduced social isolation. 	<ul style="list-style-type: none"> <u>SDG 3</u>. Good Health and Well-being – ensure healthy lives and promote well-being for all at all ages. <u>Goal 5 of the LECP</u> focuses on public, safe and affordable amenities, which contributes to health and well-being of all.
Environment	Develop a more environmentally sustainable Dublin.	<ul style="list-style-type: none"> To mitigate the impacts of climate change. To create a new low carbon Dublin economy. 	<ul style="list-style-type: none"> Key priority to address climate emergency. It has to happen to enable environmental sustainability. There is a need to use Dublin City Council leadership. 	<ul style="list-style-type: none"> <u>SDG 12</u>. Responsible consumption and production – ensure sustainable consumption and production patterns. <u>SDG 13</u>. Climate Action – take urgent action to combat climate change and its impacts.

Part 2 – The Delivery Part

	High Level Goals	Overarching Objectives	What Dublin City Council needs to do OR things to look out for in spending decisions	Who? Key stakeholders	Examples
Economy	Develop a more generative Dublin Economy.	<ul style="list-style-type: none"> To grow micro businesses, social enterprise, cooperatives and other generative organisations. To create the conditions through which generative businesses can trade with Dublin City Council. To develop a more resilient supply chain which brings a range of local economic, social and environmental benefits for Dublin. 	<ul style="list-style-type: none"> Understand more effectively the Social Enterprises that are already operating in Dublin. Break contracts into smaller lots to enable smaller organisations to bid and particularly for small works contracts. Start to use reserved contracts for Social Enterprise. Encourage consortia bidding between Social Enterprises. Support market making and the development of new organisations (with an emphasis on social responsibility). Evaluate tenders on social value as well as price and quality – particularly for OJEU threshold opportunities. Shift decision-making for Most Economically Advantageous Tender (MEAT) to decision-making framed by social and sustainability considerations. Work in partnership with other anchor institutions to progress their approaches to procurement/purchasing. Influence the wider behaviour of business (including Multinational Corporations) to deliver greater benefits for the Dublin economy and residents. Develop a generative business ecosystem through business support activities. 	<ul style="list-style-type: none"> Procurers and Purchasers Commissioners of services Economic Development Team Voluntary and Social Enterprise Infrastructure Micro businesses, social enterprise, cooperatives and other generative organisations Multinational Corporations Other Anchor Institutions 	There are a range of examples in this publication from the European Commission on how cities across the EU are using procurement and purchasing to realise social outcomes. The examples are split by different types of goods and services and include examples associated with market dialogue pre-procurement, identifying specific target groups, and using award criteria.

	High Level Goals	Overarching Objectives	What Dublin City Council needs to do OR things to look out for in spending decisions	Who? Key stakeholders	Examples
Social/ Community	Develop a more socially included Dublin.	<ul style="list-style-type: none"> • To increase access to opportunity for all Dublin residents: <ul style="list-style-type: none"> ○ economic ○ cultural ○ social ○ sporting • To increase levels of pride and happiness in Dublin. 	<ul style="list-style-type: none"> • Ensure Dublin City Council is a Good Employer by ensuring all direct employees and those working for suppliers are paid a Minimum/Living Wage and have good terms and conditions, including opportunities for progression. • Further develop an Employment Charter for Dublin and to encourage business and other organisations to adhere to its principles, including around payment of Minimum and Living Wage and Union representation • Work with private owners of cultural assets to ensure they are accessible for all. • Use procurement and purchasing to increase levels of volunteering amongst the Dublin population and the value and pride people have in the Dublin community and environment. • Provide employment opportunity for all Dublin residents, including direct employment at Dublin City Council and through Council ran Apprenticeship Schemes. 	<ul style="list-style-type: none"> • Corporate Services Team • Human Resources Team • Economic Development and Employability and Skills Teams • Asset Management Team • Private Landlords • Voluntary and Social Sector Infrastructure • Area Partnerships 	<p>Greater Manchester Good Employment Charter</p> <p>ICan programme - providing unemployed people within Birmingham and Solihull with opportunity to get into health and social care careers.</p> <p>East Lancashire Hospitals NHS Trust: targeted pre-employment advice, jobs pipeline from local colleges, affordable housing for key workers</p>

			<ul style="list-style-type: none"> • Bulk up employment support offer at Area Partnership level and support targeted local recruitment. 		
	High Level Goals	Overarching Objectives	What Dublin City Council needs to do OR things to look out for in spending decisions	Who? Key stakeholders	Examples
	Develop more inclusive asset use and a healthier Dublin.	<ul style="list-style-type: none"> • To enable best use of Dublin City Council assets. • To improve access to assets by Voluntary and Community Groups and Social Enterprise. • To enable improved health and well-being. 	<ul style="list-style-type: none"> • Understand more effectively Dublin City Council's asset base and particularly those let to community, sporting and social groups. • ensure that planning decisions made by Dublin City Council are reflective of Community Wealth Building principles. • Use planning as a mechanism to create wider cultural and community facilities for communities. • Maximise the extent to which Council owned and other assets are accessed by all residents of Dublin. • Increase the numbers of facilities that offer activities that improve health and well-being e.g. Men's Sheds, Respite Centres etc. 	<ul style="list-style-type: none"> • Asset Management Team • Planning Team • Voluntary and Social Enterprise Infrastructure 	This document from Economic Development Association Scotland (EDAS) details a range of examples across the five CWB pillars. Dublin City Council should explore the examples in Section 5 on Land and Property, and the appendix on useful resources and international case studies.

	High Level Goals	Overarching Objectives	What Dublin City Council needs to do OR things to look out for in spending decisions	Who? Key stakeholders	Examples
Environment	Develop a more environmentally sustainable Dublin.	<ul style="list-style-type: none"> To mitigate the impacts of climate change. To create a new low carbon Dublin economy. 	<ul style="list-style-type: none"> Support transition to low carbon economy through supporting the development of new low carbon businesses that will meet future procurement/purchasing needs. Invest in developing the green skills of Dublin residents and business through training and employment programmes. To include carbon literacy training for Dublin City Council employees. Seek to reduce the distance that goods and services travel to Dublin City Council, thus enabling environmental benefits. Ensure that procurement is undertaken with circular considerations in mind to enable re-use and repurpose of existing products. Promote more sustainable modes of transport for travel to work to Dublin City Council employees and seek to support local recruitment of future employees to mitigate environmental impacts. 	<ul style="list-style-type: none"> Economic Development and Environment Team Employability and Skills Team Businesses and organisations across Dublin Procurers and Purchasers Transport Team 	<p>Wolverhampton solar farm - A partnership between Wolverhampton City Council and Royal Wolverhampton NHS Trust</p> <p>The European Commission has a growing catalogue of Green Public Procurement and Circular Procurement examples here: https://ec.europa.eu/environment/gpp/case_group_en.htm</p>

Part 3 – The Measurement Part

Theme	High Level Goals	Overarching Objectives	What Dublin City Council needs to do OR things to look out for in spending decisions	Output Measure
Economic	Develop a more generative Dublin Economy.	<ul style="list-style-type: none"> • To grow micro businesses, social enterprise, cooperatives and other generative organisations. • To create the conditions through which generative businesses can trade with Dublin City Council. • To develop a more resilient supply chain which brings a range of local economic, social and environmental benefits for Dublin. 	<ul style="list-style-type: none"> • Understand more effectively the Social Enterprises that are already operating in Dublin. • Break contracts into smaller lots to enable smaller organisations to bid and particularly for small works contracts. • Start to use reserved contracts for Social Enterprise. • Encourage consortia bidding between Social Enterprises. • Support market making and the development of new organisations (with an emphasis on social responsibility). • Evaluate tenders on social value as well as price and quality – particularly for OJEU threshold opportunities. Shift decision-making for Most Economically Advantageous Tender (MEAT) to decision-making framed by social and sustainability considerations. • Work in partnership with other anchor institutions to progress their approaches to procurement/purchasing. 	<ul style="list-style-type: none"> • Number of contracts broken into smaller lots. • Number of contracts reserved for Social Enterprise. • Percentage of spend with local Dublin business. • Percentage of spend with SMEs. • Percentage of spend with Social Enterprise. • Number of tenders using Social Value criteria.

			<ul style="list-style-type: none"> • Influence the wider behaviour of business (including Multinational Corporations) to deliver greater benefits for the Dublin economy and residents. • Develop a generative business ecosystem through business support activities. 	
Social/ Community	Develop a more socially included Dublin.	<ul style="list-style-type: none"> • To increase access to opportunity for all Dublin residents: <ul style="list-style-type: none"> ○ economic ○ cultural ○ social ○ sporting • To increase levels of pride and happiness in Dublin. 	<ul style="list-style-type: none"> • Ensure Dublin City Council is a Good Employer by ensuring all direct employees and those working for suppliers are paid a Minimum/Living Wage and have good terms and conditions, including opportunities for progression. • Further develop an Employment Charter for Dublin and to encourage business and other organisations to adhere to its principles, including around payment of Minimum and Living Wage and Union representation • Work with private owners of cultural assets to ensure they are accessible for all. • Use procurement and purchasing to increase levels of volunteering amongst the Dublin population and the value and pride people have in the Dublin community and environment. • Provide employment opportunity for all Dublin residents, including direct employment at Dublin City Council and through Council ran Apprenticeship Schemes. 	<ul style="list-style-type: none"> • Number of organisations signed up to Employment Charter. • Number of volunteering hours provided through procurement and purchasing contracts. • Number of local Dublin residents employed through targeted recruitment and apprenticeship activities.

			<ul style="list-style-type: none"> • Bulk up employment support offer at Area Partnership level and support targeted local recruitment. 	
	Develop more inclusive asset use and a healthier Dublin	<ul style="list-style-type: none"> • To enable best use of Dublin City Council assets. • To improve access to assets by Voluntary and Community Groups and Social Enterprise. • To enable improved health and well-being. 	<ul style="list-style-type: none"> • Understand more effectively Dublin City Council's asset base and particularly those let to community, sporting and social groups. • ensure that planning decisions made by Dublin City Council are reflective of Community Wealth Building principles. • Use planning as a mechanism to create wider cultural and community facilities for communities. • Maximise the extent to which Council owned and other assets are accessed by all residents of Dublin. • Increase the numbers of facilities that offer activities that improve health and well-being e.g. Men's Sheds, Respite Centres etc. 	<ul style="list-style-type: none"> • Number of planning approvals with Community Wealth Building considerations included. • Number of facilities providing health and well-being activities.

Environment	Develop a more environmentally sustainable Dublin	<ul style="list-style-type: none"> • To mitigate the impacts of climate change. • To create a new low carbon Dublin economy. 	<ul style="list-style-type: none"> • Support transition to low carbon economy through supporting the development of new low carbon businesses that will meet future procurement/purchasing needs. • Invest in developing the green skills of Dublin residents and business through training and employment programmes. To include carbon literacy training for Dublin City Council employees. • Seek to reduce the distance that goods and services travel to Dublin City Council, thus enabling environmental benefits. • Ensure that procurement is undertaken with circular considerations in mind to enable re-use and repurpose of existing products. • Promote more sustainable modes of transport for travel to work to Dublin City Council employees and seek to support local recruitment of future employees to mitigate environmental impacts. 	<ul style="list-style-type: none"> • Number of tenders using green and circular criteria.
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