
Are You Contract Ready?

A guide to managing and reporting social value in the construction industry



Introduction

Central government's resolve to unlock social value from procurement and contract management has never been so strong. Public sector commissioners lean on the Social Value Model for guidance on how to specify and evaluate social value in public procurement.

The Social Value Model represents the practical enactment of UK government's commitment to address the inequalities laid bare by the pandemic, the cost-of-living crisis and the environmental challenges of our times.

Large contractors in the built-environment who aspire to public contracts are feeling the pressure to submit [to social value-savvy contracting authorities] comprehensive social value offers that deliver additional benefits to society and particularly to those who need it most.

If they fail to propose compelling social value measures, these contractors incur the risk of losing out on major opportunities.

This increasing downward pressure on contractors is creating a seismic change within, compelling them to re-organise assets and resources and be more selective of their supply chain partners by testing for 'social value-readiness'.

Greater Expectations on Contractors

For contractors in the upper tier, **delivering social value is now inescapable.**

As well as delivering value-for-money, they are also expected to deliver wider benefits to an extent that requires additional resources and expertise.

This expertise is either acquired through dynamic recruitment or outsourcing. However, astute contractors know how to leverage social value to win work by adopting social value specialist software.

These early adopters have embraced a digital mindset and made it an integral part of their social value offering. They enjoy streamlined social value delivery workflows and increased efficiencies in the forecasting, tracking and reporting of their socio-economic and environmental impact.

As well as being an effective tool to embed social value into 'Business As Usual' processes, social value software enables teams across the country to better manage the delivery of their social value, thus creating a distinct competitive advantage.

A digital platform helps reduce the time it takes to mobilise and manage volunteers, shorten the time from activity planning to delivery as well as track and report social value achievements against pledged targets.

Moreover, they afford the organisation greater control over the social value delivered by an extended network of supply chain partners thus multiplying the organisation's social impact.

This increased control over social value at an organisational level **enhances governance and at the same time, provides solid underpinning for new business development, key account management, employee engagement and public relations.**

Social Value Tech to Support Bid-Winning

An ill-articulated social value offer that is not proportional to the contract value will be scored down. With a weighting from 10% to 30% of the bid submission's total score, the social value question in public tenders justifies the serious mobilisation of resources.

As well as enabling the neat packaging of a compelling social value offer at tender stage, social value specialist software can help quantify the offer with universally recognised proxy values.

This quantification gives the supplier the option to present an offer that is commensurate to the contract value; indicating to the awarding authority a commitment to give back to society in reasonable proportion to their fees.

At Pre Qualification Questionnaire (PQQ) stage

The contracting authority will ask of the tenderer to prove they have delivered social value in past projects. A specialist platform will help record social value achievements consistently across contracts and projects.

This consistent data capture and centralised repository of evidence help teams to quickly access ready-to-showcase case studies and social value-related statistical data.

The technology becomes a valuable ally to bid teams who can promptly and easily retrieve social value evidence to insert in bid submissions.

At Invitation To Tender (ITT) stage

The same contracting authority will ask tenderers to demonstrate commitment and ability to deliver social value on future projects. A good social value specialist software would have an estimating or forecasting functionality to help articulate a robust social value offer that:

- responds to the client's social value priorities and beneficiaries' established needs
- mirrors the client's corporate objectives
- is sympathetic to the tenderer's capabilities, skillsets and resources
- is proportionate, in socio-economic impact, to the contract value

Social Value Technology to Support Contract Delivery

Contract Awarding

Upon contract award, specialist software will support the immediate mobilisation of volunteers and social value enablers thus demonstrating early the organisation's sincere commitment to create additional benefits. The technology structures and frames any early engagement conversations with the client and enables a methodical delivery of social value commitments immediately upon commencement.

This prompt delivery mode gives the client further confidence that the supplier is committed and has the ability to deliver social value in earnest **which contributes to building trust early in the relationship.**

Contract Delivery

Social value software solutions will support a timely implementation of a social value delivery plan by automatically triggering prompts and email notifications, ensuring that activities are delivered at regular intervals and against contractual targets.

This constant visibility of social value encourages project managers within the organisation to think of their projects beyond the triangle of constraints, in social impact terms.



Optimisation of Social Value through the Supply Chain

Specialist social value software will support a contractor to manage the delivery of social value through its supply chain. Social value managers can set objectives for each supplier in the chain; manage the delivery of these objectives and report on suppliers' performance.

This is particularly important for those contractors who are taking their supply chain partners on the social value journey and need them to contribute to the overall social value target. It allows supply chain partners of all sizes to take part in the creation of social value. **This inclusion of these partners fosters supply chain diversity which is a key outcome in all social value frameworks.**

Continuous Improvement

A good social value tool can help alert to risks associated with social value measures. This represents a valuable instrument in the contractor's continuous improvement process. Through the system, the contractor can capture users and beneficiaries' feedback to recalibrate or revisit social value commitments and update KPIs.

Reporting

Moreover the reporting capability of a digital social value platform allows the cutting and slicing of social value data to fulfil the reporting needs of multiple stakeholders both within and outside the organisation. The social value data can be presented in any format including those compatible with the Social Value Model.

Handover and Legacy

At the end of the contract, a social value platform will enable a useful handover to the client by giving them access to selected social value datasets. This ability to deliver succession plans, further demonstrates the contractor's commitments to leave a positive legacy of added value benefits even after their contractual obligations with the contracting authority cease.

At Thrive, we exist to maximise organisations positive and sustainable impact on society.

To learn more about [Thrive](#), the [Impact Evaluation Standard](#) and our [Social Value Consultancy](#) service, or to chat about how we can support, please contact: – info@thrive-platform.com

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