

North Lanarkshire Council Report

Policy and Strategy Committee

Does this report require to be approved? Yes No

Ref FW/LS/SM Date 19/03/26

Social Value Framework

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Executive Summary

Delivery of commitments within the Plan for North Lanarkshire and our linked Programme of Work continues to show strong improvements across a number of key indicators relating to economic growth, investment, employment, and educational attainment. We know however that our residents within North Lanarkshire still experience unacceptably high levels of deprivation and poverty, and that clear areas of inequity and inequality remain within our towns and communities.

A key underpinning driver within our strategic plan is our ambition to ensure that all people share equally in this improving picture, with a strong focus on delivering inclusive growth and prosperity for all. This includes clear stated aims that any wider economic and social benefits and opportunities which arise from the realisation of our plan, and the large-scale regeneration and infrastructure projects which underpin it, must flow appropriately to our young people, our residents and our communities.

Within this context, and to better support this goal, this report brings forward a proposed improvement in our approach to the realisation of community benefits aligned to all our planned activities and future programmes through the establishment of a Social Value Framework. The framework represents a significant evolution of the council's commitment to ensuring procurement spend delivers wider social, economic and environmental benefits for local people, communities and businesses. This has been developed through a broad cross cutting council piece of work, undertaken through the Brighter Futures programme and focused on achieving both a consistent approach to social value across the council, as well as ensuring that we maximise the benefits we can secure through our large-scale procurement activity aligned to the delivery of our strategic plan.

The Social Value Framework: Creating Local Impact with Lasting Change, is detailed in appendix 1 and sets out North Lanarkshire Council's renewed and strengthened approach to embedding social value across procurement, partnership working and service delivery. At the heart of the Framework, is delivery of The Plan for North Lanarkshire, ensuring that public expenditure does more than secure goods and services – it actively contributes to improving lives, tackling persistent inequalities, strengthening community resilience, and building a fairer, more sustainable local economy. It responds to the needs of communities across North Lanarkshire, including future jobs and apprenticeships for our young people; opportunities for well-paid and secure employment and progression; funding for skills; support for community improvements and educational attainment.

The Framework provides a clear vision and structured methodology for maximising social value. It contains four core aims:

1. Defining a clear, organisation-wide vision for social value aligned to the council's strategic priorities.
2. Embedding social value comprehensively within procurement and contract management processes.
3. Establishing a transparent, data-driven approach to measuring, evaluating and reporting social value.
4. Providing a phased roadmap for implementation that supports consistent practice across all services, suppliers and partners.

To achieve these aims, the Framework is aligned to Scotland's Sustainable Procurement Duty, Fair Work First, and Community Wealth Building principles and it formalises requirements for social value delivery within procurement. Under our current arrangements, for any Regulated Procurement with an estimated contract value of £4 million or above, the relevant Procuring Service Area is required to comply with the Community Benefit Requirement. In addition, for contracts valued above £500,000, there is an expectation that community benefits will be promoted in line with the council's policy.

To further increase and maximise opportunities to secure tangible outcomes aligned to our Social Value Framework, and where proportionate, it is now proposed that procuring Service Areas consider Social Value outcomes for all contracts valued at £50,000 and above and apply a weighting for Social Value representing a minimum of 10% of the Quality weighting. This is in line with known best practice in place elsewhere and established through significant stakeholder engagement, including engagement with contractors.

Additionally, it is proposed that the council should actively explore and encourage voluntary social value opportunities across all contracts, where possible. The proposed 10% weighting may also be increased to reflect contract value, particularly for larger contract values. This support's proportionate and meaningful social value contributions within lower-value contracts, ensuring flexibility while maintaining strategic alignment.

Delivery of the revised framework will be supported by comprehensive tools, including a Social Value Toolkit, e-learning modules, and a structured menu of social value measures aligned with the Open Access TOM System™. Procuring Service Areas will be supported to identify, select, and monitor social value commitments that are proportionate to contract size and type, evidence-based, and tailored to local needs.

To ensure transparency, the council will publish an annual Social Value Insights Report, combining quantitative outcomes with qualitative case studies to demonstrate the real-world impact of social value activity across North Lanarkshire. This report will complement the annual procurement report and enhance the council's evidence base for strategic planning, performance management, and continuous improvement.

By adopting this Framework, North Lanarkshire Council will further strengthen its role as an anchor institution, driving inclusive growth, enabling Community Wealth Building, and supporting long-term improvements in employment, skills and community wellbeing. The Framework ensures that social value becomes a standard, measurable, and meaningful component of how the council invests in and delivers for local communities — creating lasting change that aligns with the ambitions of a resilient, inclusive, and future-focused North Lanarkshire.

This report now sets out the council's revised Social Value Framework for consideration and approval by Elected Members. Next steps and a plan of work to further develop and embed the Framework across the council is also included within the report.

Recommendations

It is recommended that Policy and Strategy Committee:

- (1) Acknowledge the progress to date on the creation of a Social Value Framework to materially increase value, deliver better outcomes and align monitoring, oversight and reporting of social value.
 - (2) Approve the council's Social Value Framework: *Creating Local Impact with Lasting Change* for implementation and embedding across all services.
 - (3) Endorse the phased approach to implementation as set out within the report.
 - (4) Endorse the requirement that Procuring Service Areas consider Social Value outcomes in contracts £50,000 and above, and a minimum of 10% of the Quality weighting.
 - (5) Agree that a new Social Value Insights Report be presented to committee annually.
-

The Plan for North Lanarkshire

Priority	All priorities
Ambition statement	(21) Continue to identify and access opportunities to leverage additional resources to support our ambitions
Programme of Work	All Programmes of Work

1. Background

- 1.1 In previous reports to committee, reference has been made to the creation of a Social Value Framework to enhance the return on procurement activity and support council priorities linked to The Plan for North Lanarkshire. Whilst it is recognised the council is committed to maximising social value, there is an opportunity to gain further value through the contracts procured.
- 1.2 The council's Social Value Manager was appointed in late 2024 and sits within NL Academies aligned to the Brighter Futures programme, with a specific focus on creating an effective Social Value Framework and operating model (people and technology) to maximise and fully leverage our outcomes. The post being based alongside NL Academies is due to the intrinsic link from social value to the NL Academies model and the wider Brighter Futures Programme of Work. This Programme of Work is focused on building sustainable programmes to create opportunities with scale and impact which is often difficult due to the instable funding environment which exists within opportunities around apprenticeships, pathways development and skills training.
- 1.3 The purpose of the Framework is to assist in driving consistency of approach in managing and monitoring activities. It also encourages services to effectively utilise procurement to achieve wider financial and non-financial outcomes when awarding contracts. It strengthens and enhances opportunities in delivering benefit to our communities and describes how we will embed social value principals into the

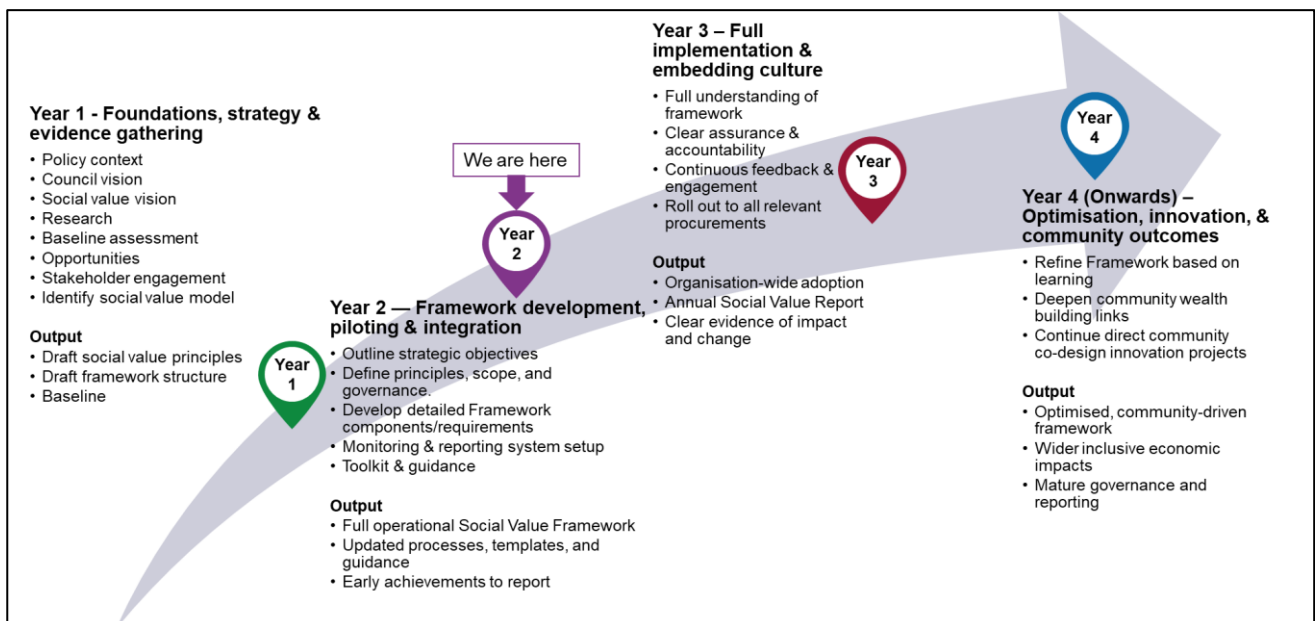
commissioning, procurement and contract management practices. The Framework also details the reporting measures to ensure enhanced visibility of the social value outcomes in a joined up and consistent way.

- 1.4 The Procurement Strategy outlines the council's general approach to incorporating community benefit (social value) requirements and the link to Community Wealth Building. The Social Value Framework has been designed to be aligned with both the Procurement Strategy and Community Wealth Building principles.
- 1.5 The council have seen significant successes in delivering social value within recent largescale contracts, particularly through increased apprenticeship opportunities. The aim of this Framework is to build upon existing areas of good practice i.e. Enterprise Contracts, City Deal, Community Hub Programme, and New Supply (appendix 2 contains areas of current best practice in achieving social value). The Framework aims to strengthen and drive consistency in our social value approach.

2. Report

- 2.1 The Social Value Framework is designed to support a consistent and transparent approach to delivering benefits from procurement and a phased approach to development is crucial to ensure the Framework is practical and aligned with organisational priorities. The phased approach proposed is set out in diagram 1:

Diagram 1 – proposed Social Value Framework implementation phases by year



- 2.2 Initial activity in year 1 has focused on understanding current practice, reviewing national guidance, and identifying opportunities for improvement.

Year 1: Foundations, strategy and evidence gathering

- 2.3 This phase focused on the council's current approach to delivering benefits through social value and using this to establish a clear evidence base to inform the development of the Social Value Framework. This initial stage involved research, analysis and engagement, designed to understand the organisation's current position and identify

opportunities for improvement. Through engagement with internal and external stakeholders and understanding community needs, this led to knowledge on expectations, priorities, and perceived barriers.

- 2.4 The findings from this phase highlight that there are opportunities for improvement across strategic alignment, consistency in applying a social value methodology / menu of items, and consistency and clarity in organisational wide monitoring and reporting.
- 2.5 This phase also found many areas of good practice which already exist notably within the New Supply team where an assigned officer collaborates across the council to ensure value is driven through commitments made. The Enterprise Contracts, the Connectivity Framework and the Town and Community Hub programme also represent areas where the council is achieving added value.
- 2.6 Notably, through our City Deal projects, community benefits can be incorporated into council contracts on a contractual and / or a voluntary basis. A contractual approach must be considered to target specific Community Benefit Outcomes for all contracts over £50,000, where it is considered to be proportionate and relevant to the contract being procured, and a voluntary approach must be considered to maximise the benefits delivered from all contracts.

Year 2: Framework development, piloting and integration

- 2.7 Following the extensive engagement within phase 1, this shaped the approach to allow the transition into the next phase of Framework development and allow us to build on the successes to date. Currently, activity is focussed on year 2 actions.
- 2.8 It is imperative that the Social Value Framework provides the golden thread across procurement, contract management, and service delivery, The Plan for North Lanarkshire, and the Programme of Work to foster fairer, sustainable, and resilient communities through an aligned approach to support delivery on the council's strategic priorities. To support the delivery of the council's social value approach, the Framework offers a multi-layered governance structure to provide scrutiny and oversight for the development and management throughout all social value activity.
- 2.9 The Framework aims to enhance opportunities through five main areas:
 - Increase in local employment and equal opportunities
 - Skills development and apprenticeships
 - Diverse and resilient supply chains
 - Community Wellbeing and Capacity building
 - Climate Change and Net Zero (this is covered as part of the standard procurement process).
- 2.10 As part of pre-tender/early engagement within a procurement exercise, Procuring Service Areas will be responsible for understanding local community needs/demographics, which is the cornerstone of effective social value delivery within North Lanarkshire Council. This includes:
 - Conducting market analysis and early supplier engagement
 - Aligning to corporate priorities
 - Aligning to Local Outcome Improvement Plans
 - Examining newly developed Community Profiles (when implemented), and
 - Linking to the Community Benefits Hub.

Procurement and Delivery

- 2.11 The Framework proposes a structured methodology based on the Social Value Portal's TOMs (Themes, Outcomes, Measures) Open Access System. The TOMs framework is widely recognised as an evidence-based structure that supports transparent, consistent, measurable social value delivery. It is a comprehensive framework for measuring social value and can be applied across various sectors and project types. The framework also offers a standardised reporting template, reducing ambiguity and ensure that both quantitative and qualitative data are captured in a consistent format.
- 2.12 A key justification for the TOMs approach is that these measures are already embedded within several of the councils existing contracts, mainly Enterprise Contracts and Hub Delivery Programme (who use Scottish Futures Trust Measures derived from TOMs). Using the TOMs Open Access System represents a natural progression, rather than a shift in approach, building on existing practice and promoting continuity.
- 2.13 For contracts exceeding £50,000, there is an expectation for Procuring Service Areas to encourage social value outcomes, where it is relevant and proportionate to the type of contract being procured. Procuring Service Areas are expected to be prescriptive, on what social value outcomes are expected to be achieved.
- 2.14 A minimum weighting of 10% will be applied to social value within the tender evaluation criteria. Procuring Service Areas, supported by the Social Value Manager, will also be expected to identify relevant measures that reflect community needs and strategic priorities. Those outlined measures will then be formalised within contracts, with suppliers required to submit both quantitative targets and qualitative delivery plans and will fall within the contract management process.
- 2.15 The proposals around weighting and contract value show evolution of our approach. Under the current arrangements, for any Regulated Procurement with an estimated contract value of £4 million or above, the relevant Procuring Service Area is required to comply with the Community Benefit Requirement. In addition, for contracts valued above £500,000, there is an expectation that community benefits will be promoted in line with the Council's policy. However, there has been limited evidence of consistent application or visibility of community benefit promotion within contracts at this value level.
- 2.16 Similarly, disproportionate weightings are currently being applied within tenders, which does not adequately recognise the scale of benefits that could be realised. This approach has resulted in missed opportunities to maximise outcomes. Furthermore, the use of very low weightings for community benefits limits the focus and ambition of associated initiatives, potentially constraining the anticipated positive impact for individuals and communities.
- 2.17 The transition to the proposed weightings and contract values will strengthen the council's ability to direct social value contributions towards a coherent and consistently applied set of strategic priorities. This approach is particularly pertinent given the continued volatility in the external funding environment and the significant investment, emerging pressures, and evolving workforce requirements across priority sectors. In particular, the built environment and digital/AI industries are experiencing accelerated demand for skills, driven by sustained levels of regional investment. Aligning social value mechanisms with these priorities will support a more targeted and resilient approach to delivering meaningful economic and employability outcomes.

- 2.18 The proposed approach towards weightings and contract values combines methods already in use, aligning established best practice across Enterprise Contracts, New Supply, Housing Contract Strategy, and City Deal. Similarly, social value should be incorporated into council contracts either on a contractual or voluntary basis. For contracts over £50,000, relevant and proportionate Social Value outcomes should be identified as part of the early engagement within the procurement process. To maximise overall impact, the council should actively explore and encourage voluntary social value opportunities across all contracts, where possible. Where a Procuring Service Area determines that social value should not be included or a minimum weighting is not appropriate, then the relevant Chief Officer should provide a reasonable justification which must be documented.
- 2.19 Should this Framework and corresponding weighting and contract values be approved, an amendment to the Council's Procurement Strategy (and relevant supporting documents) will be required to ensure that the revisions are formally incorporated and reflected within the governing framework.
- 2.20 Robust contract management processes will be in place to monitor delivery, with suppliers expected to report quarterly on their social value commitments. To strengthen the council's ability to monitor these commitments effectively, this will see the introduction of a centralised monitoring system, coordinated by the Social Value Manager, to ensure consistent tracking of supplier commitments across all service areas.
- 2.21 The monitoring system will include monitoring templates and tools for use by Procuring Service Areas. It is proposed that these templates will be made available on to PowerBI, with the system consolidating reports (frequency of reporting to be confirmed), to enable visibility of progress against agreed social value measures and outcomes, and community need. To further support transparency and accountability, it is proposed that an annual Social Value Insights Report be created for oversight and awareness at committee and will be publicly available to demonstrate the broader impact of council spending. It is anticipated that the Social Value Insights Report will showcase the positive outcomes achieved and reinforce social value delivery. Through the integrated approach and supported by appropriate communications, it will highlight that the council are not only delivering essential services but also maximising its role in being a catalyst for positive change across communities.

Next Steps – Year 3 and 4

- 2.22 Closing the period of internal and external engagement, the Framework will be ready to progress to the next phase of incremental implementation. The development and implementation of the Social Value Framework sets out a multi-year/ phased approach to embed social value across procurement activity, service delivery, and organisational culture.
- 2.23 It is proposed that we move into the next phase of development (from Year 2, naturally transitioning into Year 3), which will see the Framework formally adopted, operationalised across services, resources aligned, and embedded through procurement, contract management, and governance structures.

Implementation across procurement and contract management

- 2.24 Social value outcomes, where applicable within a project, will be incorporated into planning, specification development, tender questions, evaluation criteria, and contract

award processes, supported by a Social Value Toolkit which will provide consistent guidance to Procuring Service Areas.

- 2.25 Various tools and guidance will be deployed as part of the implementation phases including social value methodology and contract monitoring templates, guidance materials i.e. a Social Value toolkit, and access to a Social Value Essentials e-learning module for Procuring Service Areas.
- 2.26 Monitoring and reporting systems will be implemented, offering standardised contract monitoring templates, a council-wide social value organisational tracker, and Power BI reporting dashboards will also be implemented to support transparency and accountability. It is anticipated that a centralised shared area will be created to gather evidence required through ongoing monitoring of social value commitments.

Oversight, assurance, and continuous improvement

- 2.27 The Social Value Governance Group will support the delivery of social value commitments, reinforce consistent implementation, and coordinate activity across their teams/service areas.
- 2.28 Procuring Service Areas will assess supplier reports (frequency to be determined based on type and duration of contract) and provide evidence of social value delivery. Where non-compliance is identified, appropriate remedies, including improvement plans or penalties, may be applied.
- 2.29 Where social value contributions cannot be delivered directly, or there is failure to deliver, suppliers may provide financial contributions to the Social Value Innovation Fund, supporting both strategic and community-focused initiatives. Further consultation during implementation will help refine the financial model and ensure proportionality across contract types.
- 2.30 When the Framework and guidance is implemented, an annual Social Value Insights Report will be produced, setting out achievements, data insights, impact and outcomes delivered through council contracts and activities.
- 2.31 The Framework will be reviewed annually (or as required based on updates to national policy / guidance or legislation) to ensure continued alignment with strategic priorities, legislation, and best practice for continuous improvement.

Risk and mitigation

- 2.32 The main risks relate to organisational capacity, supplier readiness, and the potential for over-commitment by bidders. Initially, these risks will be mitigated through clear guidance, robust evaluation criteria, assessment of support required within services, structured monitoring, and early engagement with suppliers, with the governance arrangements providing further assurance and oversight.

3. Measures of Success

- 3.1 Performance measures will be developed as part of the Brighter Futures Delivery Framework, which is linked to the council's Strategic Performance Framework and will ensure regular monitoring and measurement of success.
- 3.2 Suppliers could show a deeper understanding of North Lanarkshire's local needs, resulting in more tailored and meaningful social value proposals.

- 3.3 Social value outcomes identified, and commitments delivered by suppliers are viewed as meaningful, relevant, and sustainable, with case studies demonstrating deeper, long-term impacts rather than purely transactional outputs.
- 3.4 Communities should feel more connected to the council through social value activity, with beneficiaries and local organisations sharing positive experiences as outcomes reflect community needs, enhancing trust and visibility of council-supported initiatives.
- 3.5 The requirement from Procuring Service Areas on reporting and monitoring becomes more simplified with the tools and templates made available, making it easier to embed social value in procurement processes.
- 3.6 Social value activity increasingly aligns with The Plan for North Lanarkshire, Programme of Work, and Community Wealth Building priorities, meaning that service areas evidence social value activity links locally identified needs.

4 Supporting documentation

- 4.1 Appendix 1 - Social Value Framework: Creating Local Impact with Lasting Change.
- 4.2 Appendix 2 - Evidence of areas of best practice in delivering social value.



Fiona Whittaker
Chief Officer (People Resources)

5. Impacts

5.1 Public Sector Equality Duty and Fairer Scotland Duty Does the report contain information that has an impact as a result of the Public Sector Equality Duty and/or Fairer Scotland Duty? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, please provide a brief summary of the impact? If Yes, has an assessment been carried out and published on the council's website? Yes <input type="checkbox"/> No <input type="checkbox"/>
5.2 Financial impact Does the report contain any financial impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant financial impacts been discussed and agreed with Finance? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? There are no current direct financial impacts. However, as the Council progresses with Social Value Framework it is hoped that future procurements will generate additional income, cost avoidance or benefit in kind opportunities for the Council which will be tracked as outlined in the framework
5.3 HR policy impact Does the report contain any HR policy or procedure impacts? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, have all relevant HR impacts been discussed and agreed with People Resources? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact?
5.4 Legal impact Does the report contain any legal impacts (such as general legal matters, statutory considerations (including employment law considerations), or new legislation)? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, have all relevant legal impacts been discussed and agreed with Legal and Democratic? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> If Yes, please provide a brief summary of the impact? Legal advice has been obtained to ensure the proposals are in compliance with procurement legislation and will be reflected within the council's GCSOs.
5.5 Data protection impact Does the report / project / practice contain or involve the processing of personal data? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If Yes, is the processing of this personal data likely to result in a high risk to the data subject? Yes <input type="checkbox"/> No <input type="checkbox"/> If Yes, has a Data Protection Impact Assessment (DPIA) been carried out and e-mailed to Yes <input type="checkbox"/> No <input type="checkbox"/>
5.6 Technology / Digital impact Does the report contain information that has an impact on either technology, digital transformation, service redesign / business change processes, data management, or connectivity / broadband / Wi-Fi? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

If Yes, please provide a brief summary of the impact?
Power BI for reporting purposes is proposed to support the management and monitoring of social value outcomes and outputs. Further requirements will be developed in conjunction with the Finance and Technology team as implementation progresses.

Where the impact identifies a requirement for significant technology change, has an assessment been carried out (or is scheduled to be carried out) by the Enterprise Architecture Governance Group (EAGG)?

Yes No

5.7 Environmental / Carbon impact

Does the report / project / practice contain information that has an impact on any environmental or carbon matters?

Yes No

If Yes, please provide a brief summary of the impact?

5.8 Communications impact

Does the report contain any information that has an impact on the council's communications activities?

Yes No

If Yes, please provide a brief summary of the impact?

Communications will be required to support the implementation and roll out of the Framework and in sharing case studies / the impact of social value.

5.9 Risk impact

Is there a risk impact?

Yes No

If Yes, please provide a brief summary of the key risks and potential impacts, highlighting where the risk(s) are assessed and recorded (e.g. Corporate or Service or Project Risk Registers), and how they are managed?

5.10 Armed Forces Covenant Duty

Does the report require to take due regard of the Armed Forces Covenant Duty (i.e. does it relate to healthcare, housing, or education services for in-Service or ex-Service personnel, or their families, or widow(er)s)?

Yes No

If Yes, please provide a brief summary of the provision which has been made to ensure there has been appropriate consideration of the particular needs of the Armed Forces community to make sure that they do not face disadvantage compared to other citizens in the provision of public services.

5.11 Children's rights and wellbeing impact

Does the report contain any information regarding any council activity, service delivery, policy, or plan that has an impact on children and young people up to the age of 18, or on a specific group of these?

Yes No

If Yes, please provide a brief summary of the impact and the provision that has been made to ensure there has been appropriate consideration of the relevant Articles from the United Nations Convention on the Rights of the Child (UNCRC).

If Yes, has a Children's Rights and Wellbeing Impact Assessment (CRWIA) been carried out?

Yes No

Social Value Framework

**Creating local impact with lasting
change**

Document control

Title	Social Value Framework - Creating local impact with lasting change		
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Number	Originator	Date Review Commenced	Revision description/record of change

Document Approvals

Number	Governance Group	Date approval granted	Date approval to be requested (if document still draft)

Consultation Record (for most recent update)

Status of document consulted upon	
Stakeholders consulted/date	

Strategic Alignment

All Priorities

Next review date

Review Date	
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Foreword

At North Lanarkshire Council, we believe public services should do more than meet immediate needs, they should create lasting value that uplifts lives, strengthens neighbourhoods, and builds a more inclusive future. The Social Value framework, *Creating local impact with lasting change*, sets out our renewed commitment to placing Social Value at the core of everything we do.

As we look to the future, we are proud to present a framework that reflects our ambition to move beyond traditional service delivery. It is a blueprint for how we will work collaboratively, with partners, suppliers, and communities, to ensure that every pound spent contributes to broader economic, social, and environmental wellbeing.

Whether it's supporting local employment, enhancing skills, promoting sustainability, or fostering community resilience, this framework is about making a real and measurable difference where it matters most.

The journey ahead is full of opportunity. By aligning our procurement, planning, and partnership strategies with the principles of Social Value, we are not only responding to national policy and legislative drivers, but we are also leading the way in demonstrating what meaningful impact looks like at a local level.

We invite all stakeholders, internal teams, external partners, and the people of North Lanarkshire, to engage with this framework, champion its goals, and help us deliver a legacy of positive change. Together, we can ensure North Lanarkshire is a place where everyone can live, learn, work, invest, and visit with pride and purpose.

[Name/Title Placeholder]

On behalf of North Lanarkshire Council

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1. What is Social Value?

Social Value incorporates three key dimensions, Social, Economic, and Environmental, that guide how North Lanarkshire Council can deliver on its Sustainable Procurement Duty. This means thinking beyond cost, before any regulated procurement, how contracting can enhance the economic, social, and environmental wellbeing of North Lanarkshire, reduce inequality, involve SMEs, third sector and supported businesses, promote innovation, and embed Fair Work First practices. This is shown in *Figure 1* below.



Social	Economic	Environment
<ul style="list-style-type: none">• Equality, diversity, and inclusion• Community Empowerment initiatives• Health and wellbeing initiatives	<ul style="list-style-type: none">• Local employment opportunities• Supporting local supply chain and SME's• Skills and training opportunities	<ul style="list-style-type: none">• Sustainability and net-zero targets• Climate resilience and biodiversity• Circular economy initiatives

Figure 1: Social Value Dimensions aligned to Scotland's sustainable procurement duty

Embedding Social Value within procurement improves lives and strengthens local resilience alongside Community Wealth Building, keeping resources circulating in North Lanarkshire. By integrating these principles into both procurement and operations, aiming to deliver innovative, compliant solutions aligned with Scotland's Sustainable Procurement Duty, the council are actively reshaping the local economy to build a fairer, healthier, and more inclusive economy by:

- Improving social, economic, and environmental wellbeing
- Enabling SMEs, third sector, and supported businesses
- Promoting innovation
- Embedding Fair Work First commitments

2. Social Value Approach

North Lanarkshire Council is striving for collaboration and commitment to inclusive growth and prosperity, making North Lanarkshire a vibrant place to Live, Learn, Work, Invest, and Visit.

[The Plan for North Lanarkshire](#) sets out five key priorities:

- Improve economic opportunities and outcomes.
- Support all children and young people to realise their full potential.
- Improve the health and wellbeing of our communities.
- Enhance participation, capacity and empowerment across our communities.
- Improve North Lanarkshire's resource base.

Following extensive internal and external engagement, the council has established a clear Social Value approach that underpins its strategic priorities. Social Value is a key driver in achieving these priorities and supporting the successful delivery of *The Plan for North Lanarkshire*. Through this phased approach, the council are championing a people-centred approach to local development that retains wealth within communities by working collaboratively with local anchor organisations and businesses to:

<i>Work</i>	Encourage local employment opportunities to keep economic value within North Lanarkshire and reduce unemployment and economic inactivity.
	Create equal opportunities to remove barriers to work and support inclusive growth for under-represented groups.
	Develop skills and experience to improve employability, support good work and strengthen the future local workforce.
<i>Economy</i>	Build a diverse and sustainable supply chain to strengthen resilience and increase participation from SMEs, third sector and local businesses.
	Promote resilient and inclusive businesses to support long-term economic stability and community wealth building.
<i>Community</i>	Support resilient communities by strengthening local capacity, skills and networks.
	Improve community wellbeing by ensuring procurement contributes positively to health, inclusion and social connection.
<i>Environment</i>	Restore the climate and improve air quality to protect public health and support climate targets.
	Promote environmentally sustainable procurement to reduce waste, emissions and whole-life environmental impact.
	Protect and restore biodiversity to support healthy ecosystems and climate resilience.
	Encourage a transition to a regenerative economy that delivers environmental, social and economic benefits over the long term.

3. Social Value Vision

North Lanarkshire Council is unique in its commitment to delivering transformative change in Scotland. For many years, the council has been recognised as a leading local authority. *The Plan for North Lanarkshire* sets out an ambitious strategic vision focused on inclusive growth and prosperity for everyone across the area. Its aim is to ensure that people and communities throughout North Lanarkshire benefit equally, with a fairer distribution of wealth and opportunity.

Social Value in Scotland is underpinned by legislation including the [Public Services Reform \(Scotland\) Act 2010](#), the [Procurement Reform \(Scotland\) Act 2014](#) (which introduced the Sustainable Procurement Duty), and the [Community Empowerment \(Scotland\) Act 2015](#). These ensure council procurement decisions promote economic, social, and environmental wellbeing benefits to reduce inequality, encourage participation from SMEs and third sector organisations, and supported businesses.

Social Value is currently embedded across both strategic decision-making and day-to-day operations through equality and diversity considerations in service design, as well as current partnerships with key anchor organisations, including NHS Lanarkshire, Police Scotland Lanarkshire, and New College Lanarkshire. Within procurement, Social Value is used as a strategic lever for transformation, ensuring that public spending and our collaborative partnerships generate measurable, long-lasting benefits for people, communities, and the environment.

This framework, delivered through a phased approach, supports local employment, skills development, and community-led initiatives, driving sustained improvements in equality, wellbeing, sustainability, and economic resilience. Aligned with the council's strategic objectives, it reflects a proactive, place-based commitment to building an inclusive, resilient, and future-focused local economy

Key supporting policies:

[The Plan for North Lanarkshire](#) [Community Wealth Building Statement](#)

[Procurement Strategy](#) [Environment Pathway](#)

[Tackling Poverty](#) [Economic Regeneration Delivery Plan](#)

[Equality Strategy](#)

4. Purpose of this framework

The framework guides our phased approach, with key milestones set out within *figure 2* which details the steps required to securing meaningful Social Value for residents and communities.

It sets out clear goals and methodology, reinforcing our commitment to collaboration across the council and with external partners to fully explore Social Value opportunities. By embedding Social Value into everything we do, we aim to maximise impact, create thriving communities, a growing economy, and an improved environment for all in North Lanarkshire.

Social Value can proactively tackle further issues through bold, innovative approaches in our procurement process that ensures public spending delivers meaningful outcomes for residents.

Through targeted initiatives, the council is committed to lasting improvements that benefit local people and places, making Social Value a cornerstone of economic and community development.

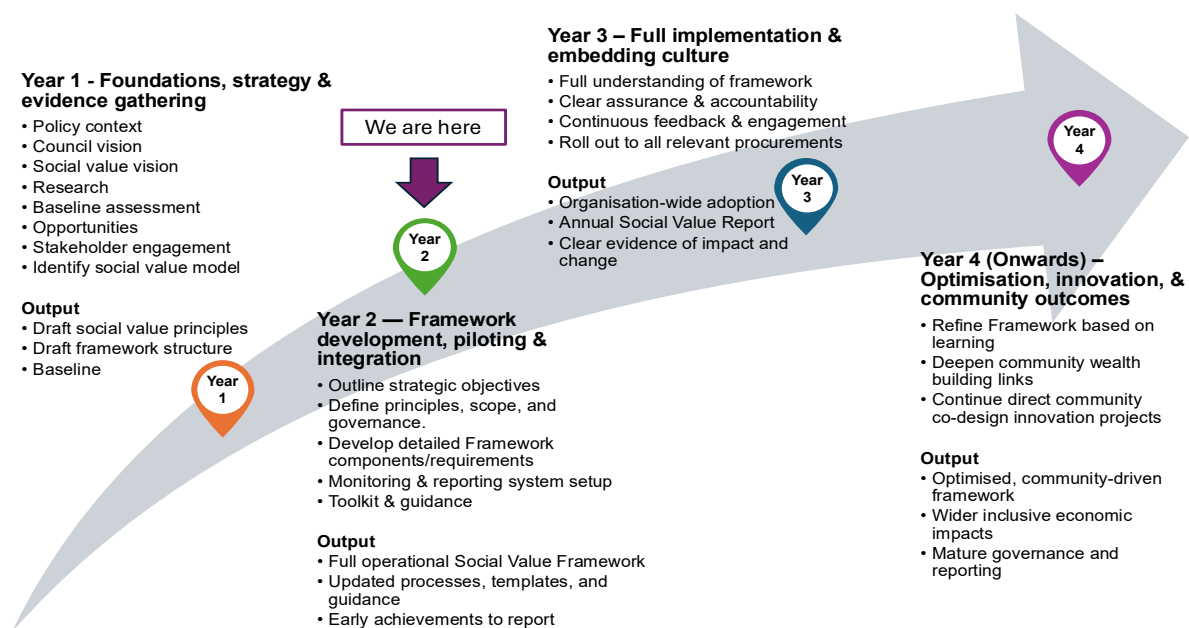


Figure 2: Visual Roadmap to framework implementation

Aims of the framework:

- Define our vision and goals for Social Value, and how they align with the council’s strategic ambitions.
- Embed Social Value consistently into procurement and contract management processes across all services, with a clear explanation of approach.
- Establish a transparent, consistent and robust methodology for monitoring, evaluating and reporting Social Value outcomes.
- Implement the framework effectively, fostering strong support from colleagues, suppliers, and partners.

5. Linking North Lanarkshire Vision to Social Value

The Council are excelling in their transformation programmes, which are delivering significant progress across the region, with major investment improving housing, digital infrastructure, community hubs, transport links, and town centres, all aligned to the long-term vision of inclusive growth and better outcomes for local people of North Lanarkshire¹.

Through the Brighter Futures programme, this further strengthens transformation by providing coordinated support across employability, skills, curriculum pathways, volunteering, and entrepreneurship, supporting thousands of residents, boosting business growth, and improving key Health Check Indicators such as positive destinations, benefit dependency, and local earnings².

Building on our current best practice, the council are committed to ensuring that public expenditure delivers more than just services; we will build Social Value into the way we procure goods, services and works. Using our local data, we ensure Social Value is focused on where it is needed most, and we will request suppliers to contribute positively to our communities whether through jobs, training, support for local groups, or activities that improve wellbeing.



Figure 3: Linking The Plan for North Lanarkshire to Social Value outcomes and the councils five key priority areas.

¹ [Programme of Work achievement to date](#)

² [Brighter Futures Progress Update](#)

Why this matters in North Lanarkshire

Aligning Social Value with strategic priorities in a structured and measurable way, we will ensure that our efforts are targeted, impactful, and responsive to the challenges faced by our communities. Further examples of this alignment are provided in *figure 3* below:

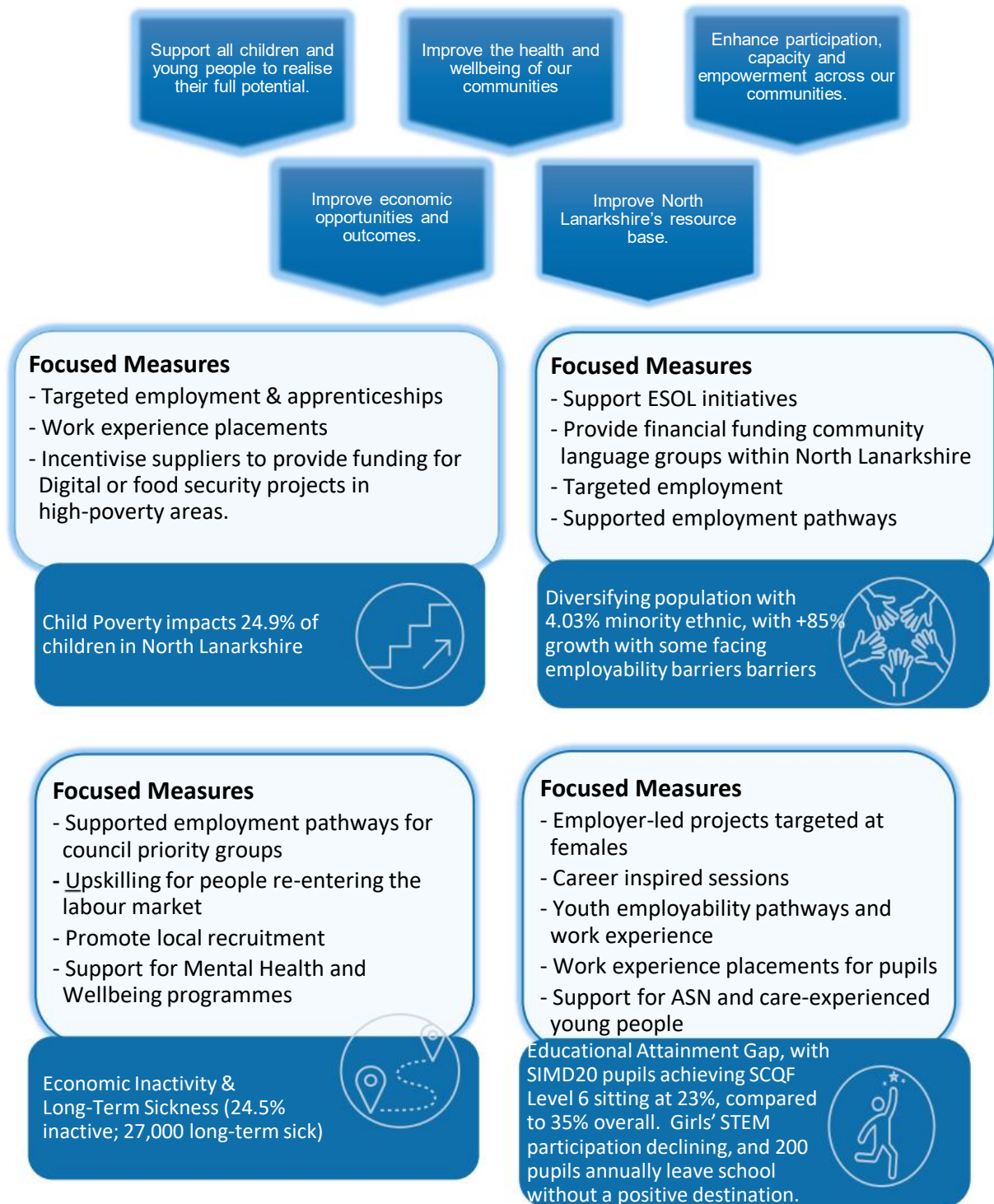


Figure 3 4: Illustration of aligning council priorities to Social Value measures

6. Delivering Social Value success

Scope

Under the Procurement Reform (Scotland) Act 2014, the council has a statutory duty to consider including community benefit requirements for all regulated procurements valued at £4,000,000 or above, which is essential to achieving **Socio-Economic benefits** from our external expenditure and form part of the council's Sustainable Procurement Duty.

As part of council regulated procurements, First Work First and Environmental are standard considerations. In addition to core requirements, consideration must be given to Social Value outcomes to ensure that **Socio-Economic benefits** are explicitly addressed.

To further maximise opportunities to secure tangible outcomes aligned to our **Social Value Methodology** (see Appendix 1), and where proportionate, it is proposed that procuring Service Areas consider Social Value outcomes in contracts £50,000 and above. To maximise overall impact, the council should actively explore and encourage voluntary social value opportunities across all contracts, where possible.

It is proposed that a weighting for Social Value should represent a minimum of 10% of the Quality weighting. This weighting may be increased to reflect contract value.

Where the Procuring Service Area determines that Social Value outcomes are not achievable or applying a minimum 10% weighting for Social Value is not appropriate, a clear and robust justification from the designated Chief Officer must be documented. This rationale must be formally recorded and retained on file to ensure transparency and accountability.

Methodology

The Social Value methodology supports consistent, transparent, and rigorous evaluation and reporting of supply chain commitments throughout the procurement and contract management process. This approach is designed to capture Social Value activities that are locally relevant and deliver meaningful, long-term benefits to the residents, communities, economy, and environment of North Lanarkshire.

The council's methodology incorporates measures from the Social Value Portal's Open Access TOM System™ to assess Social Value outcomes in both financial and non-financial metrics, with all measures aligned with best practice and directly supporting the vision and strategic objectives outlined in *The Plan for North Lanarkshire*.

This structured methodology minimises ambiguity in target setting, facilitates effective performance management, and establishes a clear framework for continuous improvement.

On a case-by-case basis, officers will select measures from our Social Value Framework which are most applicable to the goods, works or services being procured, and the needs of North Lanarkshire community.

7. Procurement requirements for achieving Social Value

In collaboration with the Social Value Manager and the Brighter Futures Team, Procuring Service Areas should identify potential Social Value outcomes most relevant to their procurement, based on the specific needs of the service and/or the local community.

To support this, the Social Value toolkit, provides guidance and resources to assist Procuring Service Areas to incorporate Social Value into their procurement activities. The toolkit ensures that Procuring Service Areas select appropriate and proportionate measures, which are grounded in robust, data-driven evidence. An e-learning module, Social Value Essentials, has been designed to help overcome common hurdles and understand key concepts, and is available on [LearnNL](#) for all Procuring Service Areas.

Procuring Service Areas should develop a tailored menu of relevant Social Value measures. While indicative thresholds can be used as a guide to support proportionate decision-making, the focus should be on selecting measures that are meaningful, relevant and appropriate to the contract and community. *Table 1* provides an illustrative example only and should not be treated as a prescriptive or numerical requirement.

Contract value	Below £50,000	Between £50,000 - £500,000	Between £500,000 and £1million	Between £1million and £30million	Over £30 million
Approximate number of measures	Measures are voluntary should be proportionate to type/or value of contract	1 – 5 measures	5 – 10 measures	10 – 15 measures	Full suite of measures

Table 1: Illustration of menu of measures and thresholds

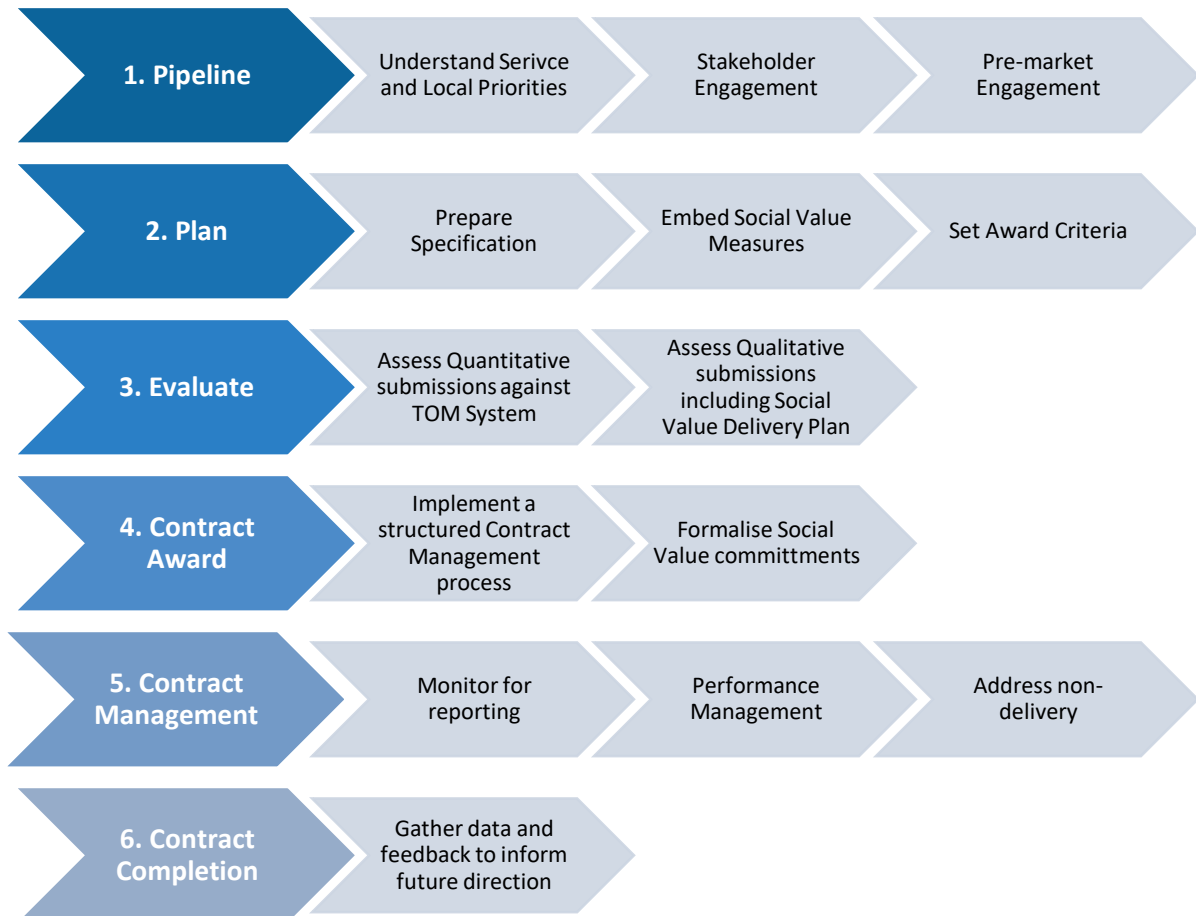
- **Quantitative Submission:** numerical Social Value targets against selected measures.
- **Qualitative Submission:** supporting method statements to describe the intention to deliver each activity including an indicative timeline for the activities throughout contract duration.

Proportionate to the scale of the procurement, bidders must submit a delivery plan that outlines key details to support their Social Value proposal. This should include:

- A stakeholder engagement plan
- Leadership structure and resource allocation
- Monitoring and reporting
- Contingency arrangements to address potential risks or issues
- Plans for continuous improvement

8. Embedding Our Approach

To ensure Social Value is meaningfully embedded at every stage of procurement and contract delivery, Procuring Service Areas should adhere to the steps outlined below:



9. Ensuring the success of Social Value

While it is essential that suppliers deliver on their Social Value commitments, it is equally important that council Procuring Service Areas actively support, monitor, and collaborate to ensure these commitments are fulfilled in line with best practice.

To maintain transparency and accountability, guidance is provided within the Social Value toolkit, with progress reported centrally to the Social Value Manager. This data will be captured through a performance metric system and incorporated into a comprehensive *Social Value Insights* report. The robustness of this process relies on effective monitoring and reporting by Procuring Service Areas across service areas.

To support consistent and impactful delivery, the framework outlines the following key elements:

- **Agreed mechanisms** for identifying and understanding local needs and priorities, ensuring Social Value opportunities are aligned with community requirements.
- **Clear methods** for assessing and measuring Social Value throughout the procurement lifecycle.
- **Robust contract management** to ensure commitments are delivered as agreed.
- **Structured reporting** to demonstrate Social Value, providing assurance to Elected Members and the public.

By following this approach, we will continue to strengthen internal networks, build confidence and capability in managing Social Value, and promote proactive engagement across services and suppliers. This will ensure clarity around expectations and foster a culture of continuous improvement.

9.1 Integrating Social Value within Procurement

9.1.1 Planning

Procuring Service Areas should explore and understand local community needs and identify Social Value opportunities that can align with either, or tailored to, their service area, communities and/or type of contract. Further guidance is outlined on the Social Value toolkit. Considerations should include but not be limited to:

• Value and term of contract	• Type of contract
• Contribute financial support equivalent to Social Value commitments to the Social Value Innovation Fund.	• Consider financial contribution where a Social Value commitment cannot be delivered and no suitable alternative can be identified.
• Alignment of procurement to Corporate Priorities	• Market Analysis/Supplier early engagement

-
- [Local Outcome Improvement Plans](#) or email: CommunityMatters@northlan.gov.uk for further support.
 - [North Lanarkshire Council Community Benefits Hub](#) for local community requests.
-

9.1.2 Design

Procuring Service Areas should include their Social Value Methodology within their contract strategy.

The following points are required for inclusion:

- All information identified within Planning stage
- A menu outlining chosen Social Value Measures
- Utilise the template Social Value question from the procurement toolkit.

9.1.3 Tendering

At this point, the planning and design stage of the procurement process is complete. Procuring Service Areas and Procurement Representatives should issue tender documents and manage submissions.

9.1.4 Evaluation

Social Value commitments agreed will be assessed against the following criteria to ensure that they are deliverable:

- **Relevance:** Are the commitments aligned with North Lanarkshire local priorities set out?
- **Specificity:** Are they SMART (Specific, Measurable, Achievable, Realistic, Time-bound)?
- **Evidence:** Past performance, case studies, and delivery plans.
- **Monitoring:** Clear systems for tracking and reporting outcomes.

9.1.5 Contract Award

The successful supplier's Social Value proposals will be written into the formal contract award, meaning that the commitments become deliverables. Procuring Service Areas must adhere to the council's [Contract and Supplier Management](#), and may also determine that it is appropriate to include Key Performance Indicators (KPIs) and reporting obligations to track delivery.

9.1.6 Contract Management

Suppliers will be expected to submit quarterly reports to their named council Procuring Service Area, outlining their progress of Social Value commitments. Further guidance can be found within the Social Value toolkit, including council standard contract monitoring templates.

The progress may be discussed at contract progress meetings to ensure that delivery of Social Value commitments against the relevant measures is monitored and reported on a regular

basis, demonstrating best practice through contract management. Suppliers may also be expected to provide evidence of Social Value delivery. Some examples are provided below:

- Employment records i.e. local employees hired
- Training records
- Community engagement logs
- Environmental plan.

In the event of non-compliance, the council may consider triggering:

- Contractual penalties
- Performance improvement plans
- Or in extreme cases, termination clauses.

9.2 Governance and Reporting

9.2.1 Governance

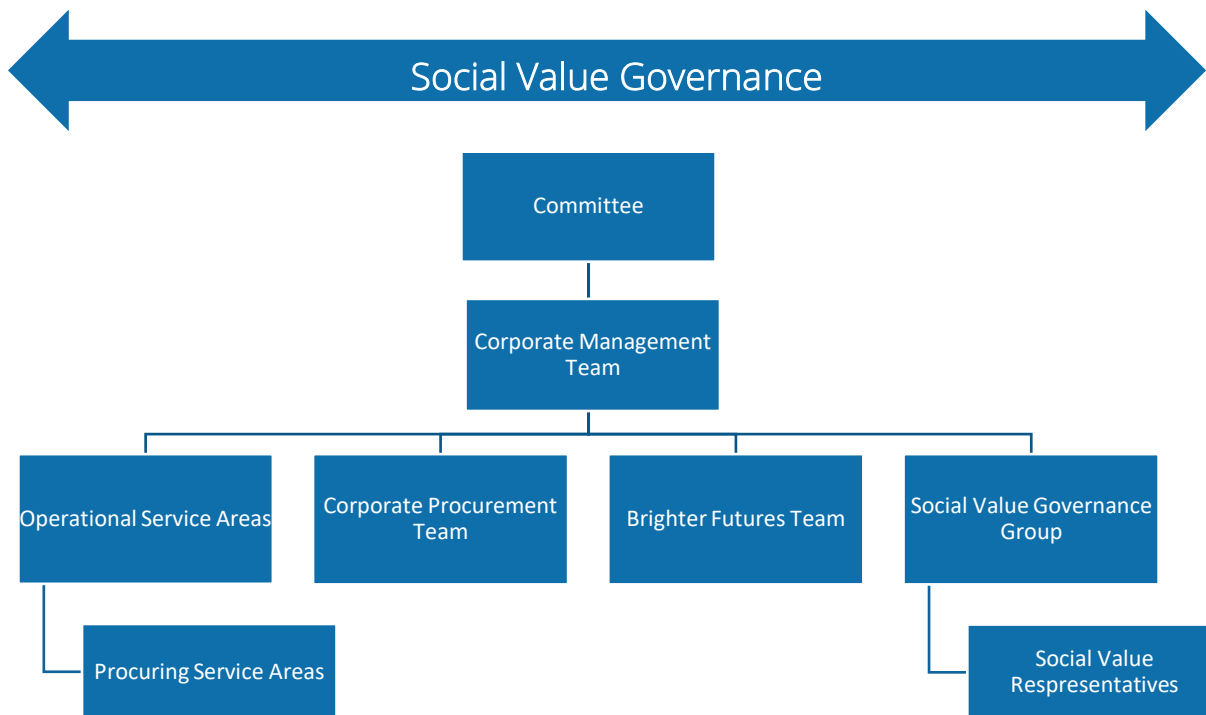
To support the successful implementation of council's Social Value Framework, a robust governance structure has been identified to ensure Social Value is delivered effectively, transparently, and in alignment with strategic objectives. As accountability is clearly defined across all levels of the organisation, the Social Value Governance Group will continue to drive coordination and delivery of Social Value initiatives across projects and council operations, with locally appointed Social Value Representatives embedded within each service area to advocate and enable Social Value within their team, providing support and coordinated decision-making throughout delivery of a contract.

Oversight of performance will be provided by the Social Value Manager. Progress will be reported and reflected annually within a newly created Social Value Impact report.

Oversight and transparency via the councils committee process is key in supporting the governance process, ensuring elected members are informed and engaged throughout the lifecycle of the framework.

The day-to-day delivery of this framework will be led by Procuring Service Areas within each service area, who will be responsible for monitoring progress and reporting directly to the Social Value Manager. Supporting a joined-up approach, Social Value Governance Group will foster collaboration and ensure Social Value is embedded consistently throughout council operations.

The framework will be reviewed annually after implementation, unless there is local or national policy change, to ensure ongoing alignment with the council's strategic priorities, relevant legislation and best practice.



9.2.2 Reporting

Our annual Social Value Insights report will be published to demonstrate the council's ongoing commitment to creating positive impacts within local communities through our Social Value approach. It will showcase the real-world benefits delivered through council activities, focusing on areas such as employment, skills development, community wellbeing, and inclusion, combining both quantitative data and qualitative case studies that show tangible outcomes for local communities.

By aligning with frameworks such as the Open Access TOM System™ and the Sustainable Procurement Duty, the report evidence compliance with legislation while highlighting continuous improvement and stakeholder engagement. In addition, complimenting the council's annual procurement report, it will further strengthen the narrative on community benefits, ensuring consistent metrics are used, and provides the Corporate Procurement Team with insights that may help shape future strategies, enhance governance, and continue to embed Social Value into procurement decisions to further opportunities and promote sustainable, and inclusive service delivery.

Appendix 1 - Social Value Methodology

Theme	Outcome	New Ref	Measure	Units
Work	Creating local employment opportunities	NT1	Local people employed or retained	no. people FTE
	Creating equal employment opportunities	NT3	Long-term unemployed people recruited	no. people FTE
		NT4	Employees recruited who are Not in Education Employment or Training (16-24 y.o.)	no. people FTE
		NT76	Unemployed people recruited	no. people FTE
		NT5	Unemployed ex-offenders aged 18 and over recruited	no. people FTE
		NT6	Unemployed individuals with disabilities recruited	no. people FTE
	Providing skills and experience for good work	NT9	Accredited training for new employees	no. weeks
		NT10	Employment of new apprentices	no. weeks
		NT80	Upskilling of existing employees through accredited training	no. weeks
		NT11	Personalised support to help unemployed people into work	no. hrs (total session duration)*no. attendees
	Providing good work opportunities	NT12	Meaningful unpaid work placements while Not in Employment Education or Training	no. weeks
		NT13	Meaningful paid work placements	no. weeks
	Developing skills and experience for future work	NT8	Support for students at local educational institutions	no. staff volunteering hours
		NT99	Support for enabling visits of school children or local residents	no. staff volunteering hours

Economy	Building diverse and sustainable supply chains	NT14	Spend with VCSEs in the supply chain	£
		NT18	Spend with local companies in the supply chain	£
		NT19	Spend with local SMEs in the supply chain	£
	Promoting a diverse and resilient business community	NT15	Expert support to VCSEs and SMEs	no. staff expert hours
		NT16	Support for VCSEs through donations	£ invested
		NT17	Support for VCSEs through volunteering	no. staff volunteering hours
Community	Building resilient communities	NT28	Support for local community projects through donations	£ invested
		NT29	Support for local community projects through volunteering	no. staff volunteering hours
	Building community wellbeing	NT26	Support for community health or wellbeing interventions	£ invested inc. time, materials, equipment etc
		NT27	Support for initiatives focused on strengthening community networks	£ invested inc. time, materials, equipment etc

Further information on the Open Access TOM System™ can be found [here](#).

Housing and Corporate Maintenance and Improvement Services

(£1.8bn)

- **51** new apprenticeships **created** across the contract and supply chain.
- **91%** of **workforce locally** based.
- **Target exceeded** for percentage of **women hired** on the contract.
- **Target exceeded** for percentage of **employees (BAME) hired** on the contract.
- **Over £18 million** spent through **local supply chain**.
- **Over 2000 hours of voluntary time** provided to **local groups and VCSE's**.
- **6 local projects** financially supported through the Mears Foundation.

- **5** apprenticeships **created**
- **1** Summer placement that led to **Graduate Apprenticeship**.
- **64%** of **workforce locally** based.
- **8%** of **women hired** on the contract.
- **2%** of **employees (BAME) hired** on the contract.
- **Over £6.5m million** spent through **local supply chain**.
- **3 Armed Forced Veterans** employed on contract.
- **Connecting Communities programme**: Total Value in Round 1: £20,000.

Roads and Infrastructure Maintenance and Improvement Services

(£450m)

New Supply

School Street, Coatbridge (Live Project) (£26.8m)

- **Five** new employees **recruited** so far.
- **Two** apprentices **recruited**.
- **Nine** work experience placements for Graduate/Foundation Apprenticeship **committed**.
- **Eight** work experience placements **committed**.
- **Three** career events **committed**.
- **Four** site visits **committed**.
- **One** paid summer placement **fulfilled**.
- **Two** mini career events **committed**.
- **Two** supply chain briefings **fulfilled**.
- Financial support for **six** community projects.
- Non-financial support for **three** community projects **committed**.

- **Four** apprentices **recruited**.
- **Two** career events **delivered** across NL.
- **Two** site visits **completed**.
- Support for **two** community projects committed but **three delivered** in total.

Plains, Airdrie (£3m)

Thorn Road, Bellshill (Live Project) (£6.1m)

- **Three** new employees **recruited** (from **priority group**)
- **Three** apprentices **recruited** (from **priority group**)
- **Five** work experience placements **fulfilled**.
- **Eleven** careers events **fulfilled**.
- **Mini careers** event **fulfilled** (P6/P7).

- **One** committed but two new employees **recruited**.
- **One** committed but three apprentices **recruited**.
- **One** Quantity Surveyor **recruited**.
- **Two** career events **delivered** to school pupils across NL.
- **£3000** donated to community organisation.

Community Road, Bellshill (£5.96m)

Old Town Hall, Motherwell (Live Project) (£6.5m)

- **Three** new employees **recruited** (**one** from **priority group**).
- **One** mentoring programme **fulfilled**.
- **Two** career events **committed**, with **one fulfilled**.
- **One** Supply Chain briefing **fulfilled**.
- **Financial support** for community organisation **fulfilled**.
- **Non-financial support** for community organisation **fulfilled**.

- **Two** committed but **six** new employees **recruited**.
- **Zero** apprentices committed but **four** recruited.
- **Six** work experience placements **fulfilled**.
- **Six** construction curriculum support **fulfilled**.
- **£300** donated to support a community project.
- Non-financial support fulfilled for **two** community projects.

WO

Waterloo, Wishaw (£3.57m)

Housing Contract Strategy

Tower Demolition (Coatbridge) (£4.9m)

- **Three** new employees **recruited** (of which, were **refugees** living local to demolition site).
- **Two** employed from **priority** groups.
- **Voluntary works** at carried out at local nursery to the value of £600.
- **Donation** of 50 selection boxes
- **Donation** of 100 easter eggs & 3 boxes of milky bars to local Community Group.
- **Careers Event** at local secondary school, which included presentation on demolitions and Health & Safety, including a simulator for students to experience the operation of heavy machinery and giveaway merchandise.

- **Provided 10 SMEs** access to their licenced system to **complete a 1-hour course** on Fire Safety, Asbestos, Gas / Electrical Safety and Damp / Mould.
- **One** new employee recruited, via **Routes to Work**, leading to Level 2 Certificate in their field of work.

Independent Audit of Gas Services (£180,000)

Refurbishment of Retirement Housing (£1.49m)

- **Two** work experience Placements provided to 14–16-year-old.
- **One** employee recruited from **priority** group.
- **Delivered** Career Events at local secondary school.

- **One** new apprentice **employed** and working towards Level 2 Demolition Operative Certificate.
- **Two** career sessions **delivered** to S4-S6 at local secondary for a **career** in demolition,
- **Participated** in a Careers Event, via **DYW Lanarkshire – Step into STEM – Employer’s Partners Career Event**.
- **Provided** provision to the “Drop in Centre” for residents during demolition.

Tower Demolition (Motherwell) (£5.69m)

Gas Installations (£24m)

- **One** new apprentice **employed**.
- **Two** work experience placements **fulfilled**.
- **Two** career events **fulfilled**.
- **Over £4,000** donated to **support** local people and community organisations

Hub Delivery Programme

Orbiston Community Hub (£43m)

- **Six** employment placements **committed** for duration of contract with **eleven achieved**.
- **Eight** NEETs placements **committed** but **11 achieved**.
- **Thirty-two** hours **committed** to Graduate employment but **103 achieved**.
- **Twenty-Five** hours **committed** to support young people to work but **sixty-six** hours **delivered**.
- **Twenty** hours **committed** to meaningful work placements, with **one hundred and fifty-four delivered**.
- **£3m** **committed** to local supply chain but over **£5m delivered**.
- **£500** **committed** community to a local community project but **£3,837 fulfilled**.

- **Ten** employment placements **committed** for duration of contract, with **thirty-three achieved**.
- **Two** NEETs placements **committed** with **four achieved**.
- **Seven hundred and sixty-seven hours fulfilled** in dedicating to young people to support into work.
- **Thirty-two hours committed** to paid work placement/internship, but **forty hours fulfilled**.
- **Over £3m** spent within the local supply chain.
- **Over £2m** spent supporting SMEs.
- **£27,075** spent on supporting local community projects.

St Kevins Community Hub (£17.5m)

Chryston HS Extension (£39.5m)

- **Eight** employment placements **committed**, with **two achieved** so far.
- **Two** NEETs placements **committed** and **fulfilled**.
- **One hundred and twenty hours fulfilled** in dedicating to young people to support into work.
- **Seven hours fulfilled** on paid work placement/internship **achieved**.
- **£28,557** spent within the local supply chain.
- **£4,000** **committed** on supporting local community projects.

- **Seven** employment placements **committed** with **four** **achieved** so far.
- **Seventy hours committed** to supporting Graduate Employment, with **one hundred and one hours delivered**.
- **Thirty weeks** of paid work experience placements/internship **achieved**.
- **Over £17m** **spent** on local supply chain.
- **Over £15m** **spent** supporting **SMEs**
- **£4,000** **committed** to **supporting** local community projects.

Gartcosh Community Hub (£33m)

WORK HERE