

# Social Value Policy



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# Foreword

Social value is about making sure everything the Council does helps local people and improves everyday life in Enfield.

It means that when we spend money, buy services or make decisions, we think about the real difference it will make for residents, both now and in the future.

We welcome the improved funding and support for local councils from the new government. This gives us a better chance to protect vital services and invest in our communities. However, the pressures facing councils remain serious. More people need help than ever before, especially children, older residents and families struggling with the cost of living. Demand for housing, social care and public services is rising, while expectations on councils continue to grow.

Our responsibility is not just to achieve outstanding services, but to use every pound we spend in the smartest possible way. We must use our influence, our partnerships and our buying power to create stronger communities, better jobs and a cleaner environment.

This Social Value Policy explains how we will do that. It sets out how we will work with businesses, charities, community groups and residents to make sure our spending and services deliver the greatest possible benefit for people, the local economy and the environment.

By linking this work to our Council Plan, we can improve life chances for children and young people, support good jobs and local growth, help build more and better homes, and make our streets, parks and public spaces safer, cleaner and more welcoming.

Social value is not something the Council can deliver on its own. It depends on working together across the Council, with local businesses and voluntary organisations, and with residents themselves.

When we work in partnership, we can build communities that are resilient and connected, protect our environment, and create an economy that works for everyone.

This policy marks an important step forward. I am proud of the work already done and grateful to the Housing Association Charitable Trust for supporting our council officers in developing this policy. I am also grateful to our council officers for working hard to put this document together and for the great work they continue to do for our borough.

I look forward to continuing this shared effort as we build an affordable, safer and cleaner Enfield for all.

Cllr Ergin Erbil

**Leader of the Council**

Delivering social value is a central focus of our work across the Council. Whatever role we have, we all come to work for the same purpose, to make Enfield a borough of opportunity where all residents, visitors and businesses can share in its success. The policy describes our understanding of social value, what it can add and how we are looking to maximise this opportunity.

With an annual procurement expenditure exceeding £360 million on goods, services, and works, we must ensure this spend secures value for money, aligns with Council Plan priorities, and fulfils legislative obligations. This policy sets out a framework for optimising the social, economic, and environmental benefits of procurement and commissioning decisions for residents and the local economy.

I look forward to working with colleagues, Elected Members, businesses, charities, community groups and residents to implement this policy.

Perry Scott

**Chief Executive**



# 1. Social value at Enfield

## 1.1 Defining social value

Social value captures how we are investing in Enfield to deliver positive outcomes for our communities. It goes beyond financial value to encompass broader social, economic, and environmental benefits for residents, the local economy, the physical environment, and long-term transformational change.

It is not just about measuring what we already do in a different way; it is about understanding and maximising the local social, economic, or environmental benefit that we create.

Social value can be measured by how much an activity improves the wellbeing of individuals and communities, creates social capital, and uses sustainable practices that protect our environment.

## 1.2 Why social value is important for Enfield

This social value policy demonstrates our commitment to using social value to deliver our priorities for Enfield. It sets out our approach for maximising social value for residents through both our procurement processes and wider activities at the Council, our vision for social value, and the intention to drive effective and meaningful social value across the whole borough and with our partners. It acts as the overarching context for our approach to social value and introduces a major step change in how we deliver social value across Enfield. This social value policy details:

- The importance of social value for the council and how this connects to wider strategic ambitions.
- Our commitment to unlocking impact through all council activity that benefits Enfield residents.
- Our methodology to plan and evaluate social value outcomes.
- Headlines from the Council's Social Value Action Plan to meaningfully embed social value across the organisation and build a coalition of support from colleagues, suppliers, and partners across Enfield.

Our ambition is for social value to be:

- **Relevant and meaningful:** social value should be aligned with our social value priority themes and be of direct benefit to Enfield residents. For our suppliers and partners, this also means that social value should be proportionate to the size and type of procurement contract.
- **Measurable:** positive changes in communities should be measurable, in both quantitative and qualitative terms. Where appropriate, social value can also be presented in financial terms.
- **Flexible and collaborative:** residents are at the heart of social value in Enfield. Therefore, social value should be community-led and responsive to the changing needs and priorities of our communities.
- **Sustainable:** the primary driver for social value is creating sustainable and long-lasting transformational change in Enfield.

A focus on social value will:

- Support the council to achieve the strategic vision and ambitions of the Council Plan and ensure that the needs of residents and strategic aspirations for the Council are connected to drive forward meaningful and relevant impact.
- Inform how we address many of the issues facing residents to shape decisions about where to invest resources, how to take full advantage of opportunities for the benefit of communities and the activities and outcomes we prioritise.



- Connect strategy to action and provide a mechanism to demonstrate progress against objectives and hold ourselves and partners accountable.
- Send a clear message to suppliers that we consider social value a significant performance indicator in the commissioning of our contracts.
- Enable us to demonstrate measurable progress and celebrate successes with our residents and partners.
- An effective approach to social value will enable us to maximise the impact we create as an organisation and support the achievement of better outcomes for people and places in Enfield.



### 1.3 How will we achieve social value

Social value is at the centre of everything we do as a council. Social value will be realised in all activity across the Council, and not just within procurement.

As a council, we can create and maximise social value for residents through our role as a:

- **Service provider:** we will create social value directly through our services for local people and communities.
- **Commissioner:** we will continue to maximise our procurement processes to leverage our annual buying power to achieve meaningful outcomes and change for residents.
- **Investor:** through the building of homes and local facilities, supporting community infrastructure, partnering with local businesses, and employing local people, we will create social value through collaboration and investment decisions.

### 1.4 Who is responsible for social value?

Creating positive change in Enfield is a shared responsibility. Everyone has a role to play in creating social value – from the Council itself to our supply chain, local partners, and community groups.

#### Teams and departments across the council:

Enfield Council colleagues will ensure that social value is built into everything we do by:

- Building social value into strategy, business planning, and budget setting activities.
- Prioritising services and activities that will have the greatest impact for residents in Enfield.
- Supporting suppliers and partners to understand local need and engage with local stakeholders and opportunities.
- Ensuring all services understand how to design and embed social value into their activities and that this is not limited to commissioners, procurement officers, and contract managers.
- Including social value requirements in relevant contracts for goods, services and projects that are achieving Enfield's social value priorities.
- Monitoring social value delivery to ensure impact is being achieved for Enfield residents and communities and that best practice can be captured and shared across the Council
- Reviewing social value priority themes periodically to ensure they continue to be meaningful and relevant.

#### Our suppliers and partners:

Businesses working with Enfield Council are expected to:

- Achieve social value as part of contractual commitments with the council.
- Engage with key stakeholders in communities to understand whether their plans will actually make a difference.
- Create realistic plans that make a meaningful difference to Enfield residents.
- Monitor and report regularly on their progress and impact.

We recognise that there is ‘no one size fits all’ when it comes to social value. Therefore, the application of this social value policy will be proportionate and customised to the individual being undertaken.

## 1.5 How the policy links to the wider social value context

The National Procurement Policy Statement (NPPS)<sup>1</sup> published in February 2025, sets the Government’s strategic priorities for public spending. It emphasises value for money, economic growth, social value, and innovation. It is based on driving forward the Government’s 5 missions and prioritises the creation of social value through local growth and supply chains with small and medium enterprises (SMEs) and voluntary, community and social enterprises (VCSE) organisations, creating high quality jobs and supporting wider economic and social value that supports the missions.

The Government’s Social Value Model (PPN 002)<sup>2</sup> is a framework that has been established for in-scope bodies (Government departments, executive agencies, and non-departmental public bodies) to evaluate the economic, social, and environmental impact of procurement contracts on society. It builds on the [Public Services \(Social Value\) Act](#) that came into force on 31 January 2013. The current Social Value Model is also based on the Government’s 5 missions, and 8 key policy outcomes. Whilst the Council is not required to use the Social Value Model, priority social value themes and outcomes of interest align with many of the missions and outcomes outlined in the Government’s Social Value Model.

Other key Government Procurement Policy Notes (PPNs) that are relevant to Enfield’s approach to social value policy include:

- **Carbon reduction (PPN 016)**, which introduces standard terms and conditions for central Government contracts to support Government ambitions to achieve the UK’s net-zero target.
- **SME and VSCE procurement spend targets (PPN 001)**, which mandates UK central Government bodies to set SMEs and VCSEs spend targets, aiming to boost their involvement in public contracts and driving sector growth.

<sup>1</sup> [https://assets.publishing.service.gov.uk/media/67ab330e1a116437c7ed88da/E03274856\\_National\\_Procurement\\_Policy\\_Statement\\_Elay.pdf](https://assets.publishing.service.gov.uk/media/67ab330e1a116437c7ed88da/E03274856_National_Procurement_Policy_Statement_Elay.pdf)  
<sup>2</sup> [https://assets.publishing.service.gov.uk/media/67ae1529e270ceae39f9e1a0/2025-02-11\\_PPN\\_002\\_The\\_social\\_value\\_model.docx.pdf](https://assets.publishing.service.gov.uk/media/67ae1529e270ceae39f9e1a0/2025-02-11_PPN_002_The_social_value_model.docx.pdf)



## 2. Social value priorities

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### 2.1 Social value themes and outcomes of interest

The Council has identified 6 key thematic priorities that underpin our social value approach:

- Strong, safe, and healthy communities
- Thriving children and young people
- Inclusive economic growth
- More and better homes
- Clean spaces
- Green places



# 3. Measuring social value

## Methodology

We will evaluate the impact of social value creation by:

- Measuring outputs and outcomes
- Attributing financial proxy values to outcomes where relevant. We have used financial proxy values attached to social value outcomes in the HACT social value banks to capture social value in both financial and non-financial terms.<sup>3</sup>
- Capturing case studies and drawing on other qualitative methods to provide depth and context to the quantitative data

This methodology is designed to capture the tangible and long-term impact of social value activity for Enfield residents, the local economy, and the physical environment.

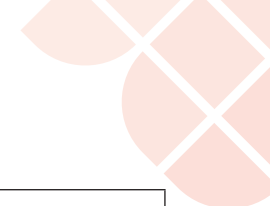
The Council has created a framework that will be used to measure and report on the social value that the Council creates directly through service delivery as well as through commissioning and investing in Enfield.

This framework will enable the Council to report on social value in a robust, consistent, and transparent way. It will inform decision making around setting social value targets and drive continuous improvement to create social value more effectively and efficiently.

Whilst the output and outcome measures are individually mapped to social value priority themes, specific activities and goals, they are inherently crosscutting to create multiple benefits, real impact, and sustainable change focused on addressing inequality in Enfield.



<sup>3</sup> We have used outcomes from the UK Social Value Bank (UKSVB) and the UK Built Environment Bank (UKBEB).



Impact theme	Input – what we can create	Objectives – what are we trying to achieve	Social value - what does this mean for Enfield communities
<p><b>Strong, safe, and healthy communities</b></p>	<p>Facilitate effective resident/community engagement and consultation</p> <p>Support diversity and inclusion through championing fairness and equal opportunities for residents to engage and participate in their community</p> <p>Provide community services (including libraries, community hubs, leisure, and culture).</p> <p>Flexible use of community spaces and buildings</p> <p>Increase access to services close to home for residents</p> <p>Facilitate community initiatives by contributing to local projects, events, and charities (e.g. community chests) and supporting community cohesion.</p> <p>Facilitate community development by strengthening local communities and building social capital (including supporting local VSCEs)</p> <p>Facilitate place making through the Council's role as an Anchor Institution</p>	<p>Promote community connection, capacity, and participation</p> <p>Increase community participation and representation</p> <p>Increase access and awareness of services for Enfield residents</p> <p>Enhance service offers for local residents and communities</p> <p>Increase community resilience and cohesion</p> <p>Increase social capital</p> <p>Residents are involved in the co-design of new developments, regeneration activities and social value asks for local areas</p> <p>Enhance capacity building within local community infrastructure</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of community engagement activities</li> <li>• Volume of local people engaged</li> <li>• Volume of partnerships that align with Enfield community priorities</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Able to obtain advice locally (UKSVB)</li> <li>• Feel belonging to community (UKSVB)</li> <li>• Talk to neighbours (UKSVB)</li> <li>• Member of a social group (UKSVB)</li> <li>• Member of resident association (UKSVB)</li> <li>• Good neighbourhood (UKSVB)</li> <li>• Mentoring (UKBEB)</li> <li>• Community investment/grants/donation (UKBEB)</li> <li>• Volunteering – regular [adult outcome 16 years +] (UKSVB)</li> <li>• Volunteering – hours [adult outcome 16 years +] (UKBEB)</li> </ul>
	<p>Provide activities to address crime in the local area, with a focus on addressing, ASB, knife crime and vandalism</p>	<p>Reduce crime and ASB and increase sense of safety</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of activities provided that address crime in the local area, with a specific focus on ASB, knife crime and vandalism</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• No problem with teenagers (UKSVB)</li> <li>• No problem with crime (UKSVB)</li> <li>• No problem with ASB (UKSVB)</li> <li>• No problem with vandalism (UKSVB)</li> </ul>

	<p>Provide key activities to address health outcomes, including through partnership working</p> <p>Provide key services to support children, young people and adults with physical, mental, and learning disabilities and additional needs</p>	<p>Improve health and wellbeing outcomes for children, young people and adults living in Enfield</p> <p>Support vulnerable people to live independently</p> <p>Increase the number of children, young people and adults who are physically active</p> <p>Strengthen public health services / reduce demand on services</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Reduced demand on primary health care services</li> <li>• Reduced demand on secondary health care services</li> <li>• Reduced demand on statutory mental health services</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Good overall health (UKSVB)</li> <li>• Relief from depression and anxiety (UKSVB)</li> <li>• Relief from alcohol problems (UKSVB)</li> <li>• Ability to manage addiction (UKSVB)</li> <li>• Motivation to manage addiction (UKSVB)</li> <li>• Improved lifestyle choices (UKSVB)</li> <li>• Infrequent/mild/moderate exercise (UKSVB)</li> </ul>
<p><b>Thriving children and young people</b></p>	<p>Provide early years support to children and parents through family hubs</p>	<p>Improve educational outcomes for children and young people living in Enfield</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of interventions that support children and families</li> <li>• Volume of children supported through targeted interventions</li> <li>• Volume of parents supported through targeted interventions</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Improve confidence [adult outcome 16 years+] (UKSVB)</li> <li>• Able to obtain advice locally (UKSVB)</li> </ul>

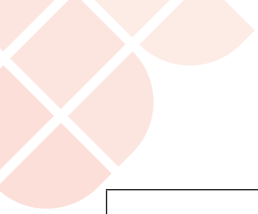


	<p>Provide support for young people (specifically NEET and care leavers)</p> <p>Provide prevention services and diversionary activities to engage young people and keep them safe</p> <p>Provide spaces and activities for young people to thrive.</p> <p>Provide education through schools and other services</p>	<p>Support vulnerable young people to live independently</p> <p>Reduce youth related violence and ASB in Enfield</p> <p>Increase sense of safety for young people living in Enfield</p> <p>Increase aspirations of young people</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of outreach and/or intervention activities aimed at supporting young people, especially NEET.</li> <li>• Volume of outreach and/or intervention activities aimed at supporting young people, specially care leavers.</li> <li>• Volume of outreach and/or intervention activities aimed at keeping young people safe.</li> <li>• Volume of educational activities aimed at supporting young people.</li> <li>• Volume of new spaces created to support young people to thrive.</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Improve confidence [youth outcome aimed at 11-16 years] (UKSVB)</li> <li>• Improve confidence [adult outcome 16 years+] (UKSVB)</li> <li>• Regular attendance at youth clubs/services [youth outcome 11-16 years] (UKSVB)</li> <li>• Member of a social group [adult outcome 16 years+] (UKSVB)</li> <li>• Improved mental wellbeing (WEMWBS &amp; UKMWB)</li> <li>• Not worried about crime [adult outcome 16 years+] (UKSVB)</li> <li>• School engagement – STEM, DEC, other [youth outcome aimed at 11-16 years] (UKBEB)</li> <li>• Volunteering – regular [adult outcome 16 years +] (UKSVB)</li> <li>• Volunteering – hours [adult outcome 16 years +] (UKBEB)</li> </ul>
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<b>Inclusive economic growth</b>	Provide financial support and guidance to local residents	Improve financial resilience of residents	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of interventions aimed at improving financial comfort and/or resilience of residents</li> <li>• Income maximisation for residents</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Financial comfort (UKSVB)</li> <li>• Able to save regularly (UKSVB)</li> <li>• Relief from being heavily burdened with debt (UKSVB)</li> <li>• Able to pay for housing (UKSVB)</li> <li>• Reduce utility debt (UKSVB)</li> </ul>
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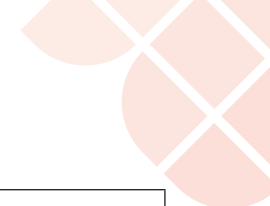
<p>Leverage supply chain to create local job opportunities</p> <p>Provide education and skills training for adults, including digital skills, English as a Foreign Language, employability skills, construction skills</p> <p>Develop and grow a workforce to create green jobs and decarbonisation in buildings</p>	<p>Create sustainable and quality opportunities (training, full and part time job roles, self-employment, apprenticeships, paid work placements and work experience, mentoring)</p> <p>Enhance skills and training opportunities for adults living in Enfield</p> <p>Increase digital inclusion of Enfield residents</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of employment, apprenticeship, permanent contract opportunities created</li> <li>• Volume of people paid about national minimum wage</li> <li>• Volume of opportunities from supply chain and/or partners</li> <li>• Volume of in work progression, career support and training opportunities provided</li> <li>• Number of employment opportunities created under the contract for people from groups underrepresented in the workforce</li> <li>• Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract for people from groups underrepresented in the workforce</li> <li>• Number of employment opportunities created under the contract for disabled people in the workforce</li> <li>• Number of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region</li> <li>• Number of people in the workforce employed under the contract with flexible working arrangements in place.</li> <li>• Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region</li> <li>• Number of people from groups under-represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region</li> <li>• Number of employed prison leavers who additionally receive learning, upskilling, and reskilling in their first 6 months of employment to support them in continued/future employability opportunities, under the contract</li> <li>• Number of people from groups under-represented in the workforce employed under the contract</li> </ul>
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			<p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Job-related training provided by non-employer (UKSVB)</li> <li>• Full time jobs (UKSVB)</li> <li>• Part time jobs (UKSVB)</li> <li>• Self-employment (UKSVB)</li> <li>• Government training scheme (UKSVB)</li> <li>• Secure job (UKSVB)</li> <li>• Vocational training (UKSVB)</li> <li>• Workless job starts (UKBEB)</li> <li>• Apprenticeships (UKSVB)</li> <li>• Work placements (UKBEB)</li> <li>• Work experience (UKBEB)</li> <li>• Job-related training (UKSVB)</li> <li>• Improve confidence (UKSVB)</li> </ul>
	<p>Use of local supply chain, including SMEs and minority owned businesses</p> <p>Fair wages/London living Wage commitments</p> <p>Support to local businesses</p>	<p>Local supply chain</p> <p>Support small and/or local businesses and VCSEs with mentoring</p> <p>Affordable commercial space</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of tier 1 and 2 suppliers assessed</li> <li>• Direct spend with startups, SMEs, VCSEs and mutuals</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Local supply chain (UKBEB)</li> <li>• Meet the Buyer event/attendees (UKBEB)</li> <li>• FTE jobs created in micro-enterprises (UKBEB)</li> <li>• FTE jobs created in social enterprises (UKBEB)</li> <li>• FTE jobs created in minority owned enterprises (UKBEB)</li> <li>• Fair Payment Terms (UKBEB)</li> <li>• Fair wages/London living Wage commitments (UKBEB)</li> <li>• Affordable commercial space (UKBEB)</li> <li>• Mentoring (non-employee) (UKBEB)</li> </ul>

<b>More and better homes</b>	<p>Provision of affordable housing, including social rent, affordable rent, shared ownership.</p> <p>Provision of suitable and healthy housing that meets the needs of residents</p> <p>Digitally connected homes</p>	<p>Provision of affordable housing – social rent, affordable, shared ownership</p> <p>Provision of suitable housing – size, type, accessibility</p> <p>Planning and design</p> <p>Digitally connected homes</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of affordable homes by housing types</li> <li>• Volume of homes that are digitally connected</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• London affordable rent (UKBEB)</li> <li>• Social rent (UKBEB)</li> <li>• Shared ownership (UKBEB)</li> <li>• Care home residents UKBEB)</li> <li>• Student accommodation (UKBEB)</li> <li>• Community infrastructure levy UKBEB)</li> <li>• Secure by Design (UKBEB)</li> <li>• Access to internet (UKSVB)</li> </ul>
	<p>Asset maintenance</p>	<p>Addressing faults and issues with fabric of council homes</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of council properties that have been improved</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Resolution of problems with condition of dwellings (UKSVB)</li> <li>• Rectification of issues – damp, condensation, ceiling faults, door faults floor faults, wall faults (UKSVB)</li> <li>• Satisfaction with how landlord repairs and maintains homes (UKSVB)</li> </ul>
	<p>Addressing homelessness</p>	<p>Reducing homelessness</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of individuals and/or families that have been supported to move into secure accommodation</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Movement from rough sleeping to temporary accommodation (UKSVB)</li> <li>• Movement from temporary accommodation to secure accommodation (UKSVB)</li> <li>• Tenancy support (UKSVB)</li> </ul>

	Activities to address and improve housing standards in private rented sector e.g. offer advice on good practice, housing standards, and safety conditions	Improve standards in private rented sector	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of information campaigns and education programmes</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• PRS tenants understand their rights and responsibilities</li> <li>• PRS landlords understand their rights and responsibilities</li> <li>• Able to obtain advice locally (UKSVB)</li> <li>• Satisfaction with how landlord repairs and maintains homes (UKSVB)</li> </ul>
<b>Clean spaces</b>	Address issues with local area, including the appearance of streets, pavements, landscaping, and buildings (e.g. addressing fly tipping, litter, vandalism, scruffy landscaping, and neglected buildings)	Clean streets and public spaces	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of specific activities – e.g. litter picks, skip days</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Resolution of problems with local streets (condition of road, pavements, and street furniture; litter; graffiti; dog excrement &amp; vandalism) (UKSVB)</li> <li>• Resolution of problems with scruffiness (scruffy gardens/landscaping &amp; scruffy/neglected buildings) (UKSVB)</li> <li>• No litter problems (UKSVB)</li> </ul>
	Maintenance of green spaces (parks and rural spaces)	Green spaces are accessible and of a high quality	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of maintained green spaces in Enfield</li> <li>• Size of green spaces created</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Greenspaces are within walking distance (UKSVB)</li> <li>• Greenspaces are of a high standard (UKSVB)</li> <li>• Greenspaces are easy to get into and around (UKSVB)</li> </ul>



<p><b>Green places</b></p>	<p>Facilitate comprehensive information campaigns and education programmes regarding the environment to drive behavioural change (e.g. active travel, energy saving, and recycling)</p>	<p>Drive behavioural change regarding travel, energy saving and recycling)</p> <p>Reduce travel emissions</p> <p>Increase recycling</p> <p>Help vulnerable residents save energy and stay warm through advice and support</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Volume of information campaigns and education programmes</li> <li>• Number of hours spent influencing key stakeholders to support the environment</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Increase in number of pedestrians (UKBEB)</li> <li>• Increase in number of cyclists (UKBEB)</li> <li>• Frequently walk or cycle for short journeys (less than 2-3 miles) (UKSVB)</li> <li>• Able to access advice locally (UKSVB)</li> <li>• Buys recycles products (UKSVB)</li> <li>• Recycles waste (UKSVB)</li> <li>• Able to heat home in winter (UKSVB)</li> <li>• Reduce utility bill debt (UKSVB)</li> </ul>
	<p>Build carbon neutral and climate resilient homes</p> <p>Retrofit existing council properties</p> <p>Improve energy EPC ratings of existing council properties</p> <p>Decarbonise communal heating systems</p> <p>Invest in renewable energy</p>	<p>Reduce environmental impact of new developments</p> <p>Reduce environmental impact of existing council properties</p> <p>Improve energy EPC ratings of existing council properties</p> <p>Biodiversity Net Gain on new developments</p> <p>Carbon neutral supply chain</p>	<p><b>Output measures</b></p> <ul style="list-style-type: none"> <li>• Annual reduction of carbon emissions measured in metric carbon dioxide equivalents (MTCDE)</li> <li>• Annual reduction in water use measured in litres.</li> <li>• Annual reduction in waste to landlord measures in metric tonnes</li> </ul> <p><b>Outcome measures</b></p> <ul style="list-style-type: none"> <li>• Housing Development Features (for example, cycle path length, outdoor sports facilities, park / play equipment) (UKBEB)</li> <li>• Reduce pollution (UKSVB)</li> <li>• Responsible timber procurement (UKBEB)</li> <li>• Waste diverted from landfill (UKBEB)</li> <li>• Environmental training Internal / External (UKBEB)</li> <li>• Biodiversity protection Level Silver / Gold / Platinum (UKBEB)</li> <li>• Energy efficiency improved to Bands A or B (from C) (UKSVB)</li> </ul>

## 3.2 Measuring success

We are committed to monitoring and evaluating our progress and impact as part of an annual review of our social value and impact.

We will produce an annual report detailing the social value that has been achieved through our activities in both quantitative and qualitative terms.

In monitoring and reporting on social value, we will consider:

- The scale and breadth of social value we are creating.
- Activities that generate a measurable social, economic, or environmental impact, prioritising quality over quantity.
- Progress against achieving our social value ambitions and quantify the impact we are having.
- Opportunities to enhance and further maximise the social value we create directly and with our suppliers and partners.
- How quantitative and qualitative data can be used to tell a compelling story of impact.



# 4. Implementing a social value approach

The Council has developed a Social Value Action Plan with input and support from colleagues and service areas throughout the entire organisation. This contains actions to be taken by the council in the short and medium term to effectively implement the Social Value Policy and Framework.

The Social Value Action Plan contains two key sections focusing on optimising social value at a corporate level and optimising social value within procurement. Each action will help the Council to better steer our operations, the decisions we make, and the supply chain partners we work with.

Key actions include:

- Developing a corporate social value policy and framework to define success. This document achieves this action.
- Establishing a governance framework for social value within the Council, including identifying a Cabinet and Executive sponsor for social value, creating a cross functional social value working group and identifying 'social value champions' from across all Directorates.
- Providing social value training to our colleagues, suppliers, and partners.
- Collaborating across the Council, with partners and community stakeholders to create 'social value wish lists' and a library of social value asks tailored to different types of suppliers and contract types.
- Reviewing and refining the Council's approach to social value and procurement.
- Committing to a co-ordinated Social Value annual reporting cycle and link Social Value reporting into the Council's annual report.



# 5. Governance model for overseeing social value

Maximising social value requires both strategic and operational leadership. There is strong leadership driving this forward, with the Leader of the Council, Chief Executive and the Executive Management Team all committing to developing an organisational wide approach to social value.

To ensure successful implementation of this social value policy and framework, a robust governance structure is in place.

Performance will be overseen by the Cabinet and Corporate Management, with the Leader and Chief Executive Officer holding strategic responsibility for social value within the Council. The Inclusive Growth Board will oversee the policy's delivery across the Council.

Accountability defined at every level within the Council, supported by locally appointed Social Value Champions within each Directorate. Social Value Champions will support coordination and delivery of the policy across the council.

Each team within the Council will be responsible for measuring the social value created through their direct delivery of services and/or through their commissioning of services. Teams will be responsible for sharing updates with the Inclusive Growth Board so that the Council can centrally report on the outcomes achieved.

The Council commits to publishing social value targets within a Social Value Statement on an annual basis as part of the Council's annual report.

- **Cabinet** – Leader of the Council
- **Corporate management** – Chief Executive
- **Inclusive Growth Board**
- **Social Value Champions** within each Directorate



# 6. Social Value Banks

HACT has been pioneering social value measurement since 2012, working with organisations so they can measure social value across their business.

Our approach values your impact. We use a consistent, HM Treasury compliant methodology that is based on the real-life experiences of people. This methodology is used across the three social value banks – the UK Social Value Bank, the UK Mental Wellbeing Bank and the UK Built Environment Bank – that can only be accessed through Social Value Insight. This online tool enables organisations to model, monitor and measure the social value they create.

The first iteration of the UK Social Value Bank was published in 2014. In 2025, we published version 6 of the UK Social Value Bank. It includes 92 value outcomes that enable local authorities and housing associations to measure the impact of their services and how these benefit local people and then use these insights to inform decision-making. The 92 value outcomes sit within eleven thematic areas, including employment, environment, and financial inclusion.

The UK Built Environment Bank was incorporated into Social Value Insight in 2024. Originally developed by Simetrica-Jacobs and Morgan Sindall, the UK Built Environment Bank enables organisations to model, monitor and measure the impact of their regeneration, development, and construction projects. It includes 48 value outcomes that sit within seven thematic areas, including local employment, environment, and the supply chain. The UK Built Environment Bank can be used by organisations across all seven RIBA stages.



Thank you for taking the time to read our Social Value Policy; we hope you found it interesting.

If you would like to find out more about our plans and services, please visit our website:

 [www.enfield.gov.uk](http://www.enfield.gov.uk)

 [EnfieldCouncil](https://twitter.com/EnfieldCouncil)

 [EnfieldCouncil](https://www.facebook.com/EnfieldCouncil)