ECS Social Value Model Quick Reference Table

**This quick reference table contains only the ECS Model Evaluation Question, Model Award Criteria, Model Response Guidance and Reporting Metrics for each policy outcome.**

**Based on The Social Value Model Edition 1.1 03 December 2020**

[Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf (publishing.service.gov.uk)](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/940828/Social-Value-Model-Quick-Reference-Table-Edn-1.1-3-Dec-20.pdf)

**ECS Version 1.0**

**26 September 2022**

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| **Theme 1: Tackling economic inequality** | | **Policy Outcome 1: Create new businesses, new jobs and new skills within the customer region (*to be clearly defined when inserting question into tender)*** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe the commitment your organisation will make to deliver new business, new jobs and/or new skills within the customer (insert region when adding to tender) region Please detail:   * how you will implement your approach and your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * how you will monitor, measure and report on your commitments/the impact of your proposals. You should include but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency * how you will influence staff, suppliers, customers, governors, pupils and Trust/School staff and Trust/School communities to support the creation of new business, jobs and skills, e.g., engagement, co-design/creation, training and education, partnering/collaborating, volunteering.   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC1.1: Create employment and training opportunities particularly for those who face barriers to employment and/or who are located [in deprived areas](https://www.gov.uk/guidance/english-indices-of-deprivation-2019-mapping-resources), or receive free school meals and/or for people in industries with known skills shortages or in high growth sectors in accordance with [Gatsby Benchmark](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1002972/Careers_statutory_guidance.pdf) .4 – linking curriculum learning to careers, 5: encounters with employers and employees and 6 experiences of the workplaces * MAC1.2: Support educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications for those who face barriers to employment and/or who are located [in deprived areas](https://www.gov.uk/guidance/english-indices-of-deprivation-2019-mapping-resources), or receive free school meals and/or for people in industries with known skills shortages or in high growth sectors in accordance with [Gatsby Benchmark](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1002972/Careers_statutory_guidance.pdf) .3: addressing the needs of each pupil, 4 – linking curriculum learning to careers, 5: encounters with employers and employees and 6 experiences of the workplaces | **Sub-Criteria for MAC 1.1: Employment**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of employment and skills issues, and of the skills and employment shortages of high growth sectors relating to the contract. **Illustrative examples**: demographics, skills shortages, new opportunities in high growth sectors, groups under-represented in the workforce (e.g., prison leavers, disabled people), geographic/local community and skills/employment challenges. * Implementation of recruitment practices and employment conditions, such as the five foundational principles of quality work set out in the [Good Work Plan](https://www.gov.uk/government/publications/good-work-plan) (e.g. fair pay, participation and progression, voice and autonomy), in relation to the contract that will attract good candidates from all backgrounds, minimise turnover of staff and improve productivity. * Creation of employment opportunities particularly for those who face barriers to employment, such as prison leavers, and/or who are in deprived areas, and for people in industries with known skills shortages or in high growth sectors. * Promotion of awareness of careers and recruitment opportunities relating to known skills shortages or in high growth sectors relating to the subject matter of the contract. * Support for the contract workforce by providing career advice and providing opportunities for staff working on the contract with in-work progression career development into known skills shortages or high growth areas. **Illustrative examples**: the following activities are accessible to target groups (as identified in the MAC) mentoring; mock interviews; CV advice and careers guidance; learning and development; volunteering; influencing staff, suppliers, customers and communities through the delivery of the contract to support employment and skills opportunities in high growth sectors. * Offer of opportunities for work experience or similar activities under the contract. **Illustrative examples**: the following activities are accessible to target groups (as identified in the MAC) work placements, pre-employment courses, paid/unpaid student placements, or paid internships of 6 weeks or more. * Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications. * Delivery of training schemes and programmes to address any identified skills gaps and under-representation in the workforce for the contract (e.g., prison leavers, disabled people). * Other activities to support relevant sector related skills growth and sustainability such as delivering the following, in relation to the contract. **Illustrative examples**: the following activities are accessible to target groups (as identified in the MAC) careers talks, curriculum support, literacy support and safety talks. * Delivery of apprenticeships, traineeships and opportunities (Level 2, 3, and 4+) in relation to the contract. * Measures to ensure equality and accessibility, without discrimination, to employment and workforce related opportunities on the contract, and promote them to be fully accessible.   **Sub-Criteria for MAC 1.2: Education and training**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of employment and skills issues, and of the education and training issues relating to the contract. Illustrative examples: demographics, skills shortages, new opportunities in high growth sectors, groups under- represented in the workforce (e.g., prison leavers, disabled people, children on free school meals, groups who are in deprived areas), geographic/local community and skills/employment challenges. * Support for educational attainment relevant to the contract, including training schemes that address skills gaps and result in recognised qualifications. * Activities to support relevant sector related skills growth and sustainability in the contract workforce. **Illustrative examples**: the following activities are accessible to target groups (as identified in the MAC) careers talks, curriculum support, literacy support, safety talks and volunteering. [Apprenticeships](https://www.gov.uk/become-apprentice) (Apprenticeships combine practical training in a job with study for between 1 and 5 years), t[raineeships](https://www.gov.uk/government/collections/traineeships--2) (is a skills development programme that includes a work placement. It can last from 6 weeks up to 1 year) and [T Level](https://www.gov.uk/government/publications/t-level-industry-placements-delivery-guidance) (where students spent 80%plus of their time in the classroom) industry placement opportunities (Level 2, 3 and 4+) linked to the contract. | * Number of full-time equivalent (FTE) employment opportunities created under the contract, by UK region. * Number of apprenticeship opportunities (Level 2, 3, and 4+) created or retained under the contract, by UK region. * Number of training opportunities (Level 2, 3, and 4+) created or retained under the contract, other than apprentices, by UK region. * Number of people-hours of learning interventions delivered under the contract, by UK region. * No of flexible employment opportunities created under the contract, by UK region. * No of seasonal employment opportunities created under the contract, by UK region. * No of work experience opportunities created under the contract, by UK region. * No of people hours committed to deliver training/raise awareness under the contract, by UK region. |

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| **Theme 1: Tackling economic inequality** | | **Policy Outcome 2: Increase supply chain resilience and capacity within the customer region (*to be clearly defined when inserting question into tender)*** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe the commitment your organisation will make to increase supply chain resilience and capacity within the customer region (please insert)  Please detail:   * how you will achieve this and your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * how you will monitor, measure and report on your commitments/ including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency * how you will influence staff, suppliers, customers governors, pupils and Trust/School staff and Trust/School communities embed supply chain resilience through delivery of the contract, e.g., engagement, co-design/creation, training and education, partnering/collaborating, volunteering.   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 2.1: Create and support a diverse supply chain to deliver the contract including new businesses and entrepreneurs, start-ups, SMEs, VCSEs, mutuals, women owned businesses, BME owned businesses and disabled owned businesses by region. * MAC 2.2: Support innovation and disruptive technologies throughout the diverse supply chain to deliver lower cost and/or higher quality goods and services. * MAC 2.3: Support the development of scalable and future-proofed new methods to modernize delivery and increase productivity * MAC 2.4: Demonstrate collaboration throughout the supply chain, and a fair and responsible approach to working with supply chain partners in delivery of the contract. * MAC 2.5: Demonstrate action to identify and manage cyber security risks in the delivery of the contract including in the supply chain. | **Sub-Criteria for MAC 2.1: Diverse supply chains**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of the types of businesses in the market and the level of participation by new businesses, entrepreneurs, start-ups, SMEs, VCSEs, mutuals women owned businesses, BME owned businesses and disabled owned businesses. * Activities to identify opportunities to open sub-contracting under the contract to a diverse range of businesses, including new businesses, entrepreneurs, start-ups, SMEs, VCSEs, mutuals women owned businesses, BME owned businesses and disabled owned businesses by target region. * Published plans and embedded policies for engaging a diverse range of businesses (as identified in MAC 2.1) in engagement activities prior to appointing supply chain members (including activities prior to award of the main contract and during the contract term). * Activities which underpin sourcing a diverse supply chain within the target region **Illustrative examples:** engagement with target region Chambers of Commerce to promote opportunities * Activities to demonstrate commitment to the [Prompt Payment code](https://www.gov.uk/guidance/prompt-payment-policy) (95% of all invoices paid within 60 days) and evidence of how this is embedded within the diverse supply chain * Activities that demonstrate a collaborative way to work with a diverse range of businesses as part of the supply chain. **Illustrative examples**: co-design and co-creation of services; collaborative performance management; appropriate commercial arrangements; inclusive working methods; and use of inclusive technology. * Advertising of supply chain opportunities openly and to ensure they are accessible to a diverse range of businesses, including advertising sub-contracting opportunities on [Contracts Finder](https://www.gov.uk/contracts-finder). * Ensuring accessibility for disabled business owners and employees. * Structuring of the supply chain selection process in a way that ensures fairness (e.g., anti-corruption) and encourages participation by a diverse range of businesses, including with regard to new businesses, entrepreneurs, start-ups, SMEs, VCSEs and mutuals.   **Sub-Criteria for MAC 2.2: Innovation and disruptive technologies**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of opportunities to drive innovation and greater use of disruptive technologies, green technologies, efficiency and quality to deliver lower cost and/or higher quality goods and services. * Creation of a design and tendering environment that is conducive to tenders that offer innovation and disruptive technologies. **Illustrative examples**: outcomes-based specifications enabling alternative approaches to be offered; co- design with users and communities; approaches that invite innovative approaches to be proposed and developed; activities that promote collaboration to access new technologies/green technologies and/or approaches. * Measures to ensure the development of scalable and future-proofed new methods to modernise delivery and increase productivity.   **Sub-Criteria for MAC 2.3: Modernising delivery and increasing productivity**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Approach to continuous improvement to modernize service delivery and increasing productivity including an overview on how you measure, monitor and implement improvements to drive efficiency. **Illustrative examples**: percentage of turnover re-invested to support training and development or modernisation of systems and processes. Additional training and development to employees to support improved delivering resulting in enhanced skill sets for employees. * Understanding of scalable and future-proofed new methods to drive greater modernisation of delivery and increase productivity. * Approach to organisational learning and continuous improvement. * Creation of a design and tendering environment that is conducive to the development of scalable and future-proofed new methods to modernise delivery and increase productivity. **Illustrative examples**: as MAC 2.2 above.   **Sub-Criteria for MAC 2.4: Collaboration throughout the supply chain**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of opportunities to drive greater collaboration in the supply chain. * Measures to ensure supply chain relationships relating to the contract will be collaborative, fair and responsible. **Illustrative examples**: engagement; co-design/creation; training and education; partnering/collaborating; secondment and volunteering opportunities.   **Sub-Criteria for MAC 2.5: Manage cyber security risks**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and to identify the risks and ways of mitigating and managing them. * Measures to mitigate and manage cyber security risks within the supply chain relating to the contract, including:   + engaging with the supply chain to identify and build resilience against cyber security risks   + actions to be taken to actively raise cyber security awareness. * Commitment to adopting the required technical standards and best practice as a basis for appropriate cyber security controls (appropriate to the contract and risk profile), such as:   + the [‘10 Steps to Cyber Security’](https://www.ncsc.gov.uk/collection/10-steps-to-cyber-security) advocated by the National Cyber Security Centre for establishing a cyber risk management regime.   + more stringent cyber security measures in the supply chain where necessary, such as [Cyber Essentials and](https://www.gov.uk/government/publications/cyber-essentials-scheme-overview) [Cyber Essentials Plus](https://www.gov.uk/government/publications/cyber-essentials-scheme-overview) certification, and having a specific cyber insurance policy for the contract.   + [NCSC Cloud Security Guidance](https://www.ncsc.gov.uk/collection/cloud-security)   + [NCSC 14 Cloud Security Principles](https://www.ncsc.gov.uk/collection/cloud-security?curPage=/collection/cloud-security/implementing-the-cloud-security-principles)   + [Technology Code of Practice](https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice) | * For each of the following categories by region:   + start-ups   + SMEs   + VCSEs; and   + Mutuals   + Women owned   + BME owned   + Disabled owned:     - The number of contract opportunities awarded under the contract.     - The value of contract opportunities awarded under the contract in £.     - Total spend under the contract, as a percentage of the overall contract spend. * No of events or promotional activities undertaken by target region to create a diverse supply chain * Percentage of invoices paid within 60 days (in accordance with Prompt Payment code commitment) * Percentage of turnover re-invested to drive efficiency and increased productivity * No of devoted people hours to support embedding improvements into ways of working to drive efficiency and increased productivity enabling enhanced skills sets * Percentage of all companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant] * Number of companies in the supply chain under the contract with a current Cyber Essentials certification. [where relevant] * Percentage of all companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant] * Number of companies in the supply chain under the contract with a current Cyber Essentials Plus certification. [where relevant] * Percentage of all companies in the supply chain under the contract to have adopted the National Cyber Security |

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|  |  | **Sub-Criteria for MAC 2.5: Manage cyber security risks**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of risks affecting the contract, including those affecting the market, industry, sector and country (of origin or of source), and to identify the risks and ways of mitigating and managing them (proportionate to the size and scale of the organisation and relevance to the contract). * Measures to mitigate and manage cyber security risks within the supply chain relating to the contract, including:   + engaging with the supply chain to identify and build resilience against cyber security risks   + actions to be taken to actively raise cyber security awareness. * Confirmation on whether the organisation has previously experienced a cyber-attack with supporting information identifying the actions taken and any updates made to policies and processes as a result of the attach * Commitment to adopting the required technical standards and best practice as a basis for appropriate cyber security controls (appropriate to the contract and risk profile), such as:   + the [‘10 Steps To Cyber Security’](https://www.ncsc.gov.uk/collection/10-steps-to-cyber-security) advocated by the National Cyber Security Centre for establishing a cyber risk management regime.   + more stringent cyber security measures in the supply chain where necessary, such as [Cyber Essentials and](https://www.gov.uk/government/publications/cyber-essentials-scheme-overview) [Cyber Essentials Plus](https://www.gov.uk/government/publications/cyber-essentials-scheme-overview) certification, and having a specific cyber insurance policy for the contract.   + [NCSC Cloud Security Guidance](https://www.ncsc.gov.uk/collection/cloud-security)   + [NCSC 14 Cloud Security Principles](https://www.ncsc.gov.uk/collection/cloud-security?curPage=/collection/cloud-security/implementing-the-cloud-security-principles)   + [Technology Code of Practice](https://www.gov.uk/government/publications/technology-code-of-practice/technology-code-of-practice) | Centre’s 10 steps. [where relevant]   * Number of companies in the supply chain under the contract to have adopted the National Cyber Security Centre’s 10 steps. [where relevant] |

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| **Theme 2: Fighting Climate Change** | | **Policy Outcome3: Effective stewardship of the environment** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe the commitment your organisation will make to ensure effective stewardship of the environment under the contract Please include:   * how you will achieve this and your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * . * how you will monitor, measure and report on your commitments including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 3.1 Deliver additional environmental benefits in the performance of the contract including working towards net zero greenhouse gas emissions. * MAC 3.2 Influence staff, suppliers, customers and communities through the delivery of the contract to support environmental protection and improvement. * MAC 3.3 Deliver additional environmental benefits in the performance of the contract including enhancing the environmental benefits created from our estate * MAC 3.4 Demonstrate action to embed the circular economy within your supply chain in relation to this contract | **Sub-Criteria for MAC 3.1: Additional environmental benefits**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of additional environmental benefits in the performance of the contract, including working towards net zero greenhouse gas emissions. **Illustrative examples**   + : conducting pre-contract engagement activities with a diverse range of organisations in the market to support the delivery of additional environmental benefits in the performance of the contract.   + **Decreasing the percentage of single use plastics, water or waste within the delivery of the contract** * Collaborative way of working with the supply chain to deliver additional environmental benefits in the performance of the contract, including working towards net zero greenhouse gas emissions. * Delivery of additional environmental benefits through the performance of the contract, including working towards net zero greenhouse gas emissions. **Illustrative examples**:   + Enhancing the natural environment such as habitat creation, increasing biodiversity such as increased numbers of pollinators.   + Green space creation in and around buildings in towns and cities, e.g., green walls, utilising roof tops for plants and pollinators.   + Improving air quality.   **Sub-Criteria for MAC 3.2: Influence environmental protection and improvement**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of how to influence staff, suppliers, customers, communities and/or any other appropriate stakeholders through the delivery of the contract to support environmental protection and improvement. * Activities to reconnect people with the environment and increase awareness of ways to protect and enhance it.   **Illustrative examples**:   * + Engagement to raise awareness of the benefits of the environmental opportunities identified.   + Co-design/creation. Working collaboratively to devise and deliver solutions to support environmental objectives.   + Training and education. Influencing behaviour to reduce waste and use resources more efficiently in the performance of the contract.   + Partnering/collaborating in engaging with the community in relation to the performance of the contract, to support environmental objectives.   + Volunteering opportunities for the contract workforce, e.g., undertaking activities that encourage direct positive impact.   + Engagement (in relevant sectors) to raise awareness of deforestation and Source only from suppliers with No Deforestation, No Peat and No Exploitation (NDPE) policies, with transparent and full traceability mechanisms established to the farm level for direct and indirect suppliers ([Further Guidance](https://www.value-match.co.uk/wp-content/uploads/Promises-Promises-Analysis-of-European-Supermarkets-Implementation-of-the-Retail-Soy-Groups-Roadmap-to-End-Deforestation-Connected-to-Meat.pdf))   + Activities (and associated KPIs) that demonstrate an approach to embedding the circular economy into the supplier operation to minimise impact   + Activities that demonstrate an approach to raising awareness of the benefits of the circular economy and how to embed within the supply chain   + Activities them demonstrate your commitment and compliance to implementing obligations within the Environmental Act 2021 to deliver 10% biodiversity net gain by 2023 in all planning permissions (in England)   **Sub-Criteria for MAC 3.3: Support the management of the Trust/school estate to enhance environmental benefits**  **Activities that demonstrate and describe the tenderers existing or planned:**   * Understanding of potential additional environmental benefits in the performance of the contract, including working towards enhancing the environmental benefits of the Trust/School estate * Collaborative way of working with the supply chain to deliver additional environmental benefits in the performance of the contract, including working towards enhancing the environmental benefits of the Trust/School estate   + illustrative examples:   + Enhancing the natural environment such as habitat creation, increasing biodiversity such as increased numbers of pollinators.   + Green space creation in and around Trust/School buildings, e.g., green walls, utilising roof tops for plants and pollinators.   + Improving air quality.   **Sub-Criteria for MAC 3.4: Increasing use of the circular economy**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of opportunities to drive greater use of the circular economy within the contract and your supply chain * Commitment to continuing to identify and improve the use of circular economy * Measures to ensure supply chain is being managed in accordance with the measures outlined within this contract | * Number of people-hours spent protecting and improving the environment under the contract, by UK region. * Number of green spaces created under the contract, by UK region. * Size of green spaces created under the contract, by region (by hectare) * Annual:   + Reduction in emissions of greenhouse gases arising from the performance of the contract, measured in metric tonnes carbon dioxide equivalents (MTCDE).   + Reduction in water use arising from the performance of the contract, measured in litres.   + Reduction in waste to landfill arising from the performance of the contract, measured in metric tonnes.   + Percentage of supplier’s supply chain who have NDPE policies in place   + Percentage of the supply chain showing progress to reaching 100% clean purchases   + Percentage reduction in single use plastics * % Of products supplied under this contract that are re-manufactured * % Of products supplied under this contract that are refurbished * % Of suppliers in your supply chain who are accredited (in the relevant accreditation for this contract I.e., Sedex) |

5 Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

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| **Theme 3: Equal opportunity** | | **Policy Outcome 4: Reduce the disability employment gap within the customer region (*to be clearly defined when inserting question into tender)*** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe the commitment your organisation will make to reduce the disability employment gap with the customer region (define region). Please detail:   * how you will achieve this and your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * how you will monitor, measure and report on your commitments/including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency * how you will influence staff, suppliers, customers and governors, pupils and Trust/School staff and Trust/School communities through the delivery of the contract to support reducing the disability gap, e.g., engagement, co-design/creation, training and education, partnering/collaborating, volunteering.   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 4.1: Demonstrate action to increase the representation of disabled people in the contract workforce. * MAC 4.2: Support disabled people in developing new skills relevant to the contract, including through training schemes that result in recognised qualifications * MAC 4.3: Demonstrate action which enable disabled governors, staff or pupils to overcome barriers in the’Trust /school community in accordance with [Gatsby Benchmark .4 – linking curriculum learning to careers, 5: encounters with employers and employees and 6 experiences of the workplaces](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1002972/Careers_statutory_guidance.pdf) | **Sub-Criteria for MAC 4.1: Increase representation of disabled people**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of the issues affecting the representation of disabled people in the workforce in the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors. * Collection of the views and expertise of disabled people and their representative organisations on successfully supporting disabled employees or applicants. * Measures to reduce barriers to securing more jobs for disabled people in the contract workforce. **Illustrative examples**:   + Inclusive and accessible recruitment practices, and retention-focused activities, including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or health condition](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition).   + Introducing transparency to pay and reward processes.   + Offering a range of quality opportunities with routes of progression if appropriate, e.g., T Level industry placements, students supported into higher level apprenticeships.   + Working conditions which promote an inclusive working environment and promote retention and progression.   + Other measures to provide equality of opportunity for disabled people into employment, including becoming a [Disability Confident](https://www.gov.uk/government/collections/disability-confident-campaign) employer and inclusion of supported businesses in the contract supply chain.   **Sub-Criteria for MAC 4.2: Supporting disabled people in developing new skills**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of the issues affecting the development of new skills by disabled people in the workforce in the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors. * Understanding of the underlying factors affecting improvements to reduce barriers to training schemes for disabled people in the contract workforce. * Inclusive and accessible development practices, including those provided in the [Guide for line managers on recruiting,](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition) [managing and developing people with a disability or health condition](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition). * Other measures to offer development opportunities for disabled people in the contract workforce. **Illustrative examples**:   + offering a range of quality opportunities with routes of progression if appropriate, e.g., T Level industry placements, students supported into higher level apprenticeships.   + working conditions which promote an inclusive working environment and promote retention and progression. * Public reporting on the health and wellbeing of staff comprising the contract workforce, following the recommendations in the [Voluntary Reporting Framework](https://www.gov.uk/government/publications/voluntary-reporting-on-disability-mental-health-and-wellbeing/voluntary-reporting-on-disability-mental-health-and-wellbeing-a-framework-to-support-employers-to-voluntarily-report-on-disability-mental-health-an).   **Sub-Criteria for MAC 4.3: Demonstrate action which enable disabled governors, staff or pupils to overcome barriers in the Trust and/or school community**  Activities that demonstrate and describe the tenderer’s existing or planned   * Understanding of the issues affecting disabled people relevant to the customer and the contract * Understanding of the factors affecting improvements to reduce barriers for disabled people within the Trust/School environment * Collection of the views and expertise of disabled people and their representative organisations on successfully supporting disabled people (governors, staff and pupils) within the Trust/school environment * Measures to offer improvements to overcome barriers for governors, staff or pupils * **Illustrative examples**: * Offering a range of solutions (for example, the provision of ramps into ground floor entrances) to improve the trust/community for disabled people | * Total percentage of full-time equivalent (FTE) disabled people employed under the contract, as a proportion of the total FTE contract workforce, by UK region. * Number of full-time equivalent (FTE) disabled people employed under the contract, by UK region. * Total percentage of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. * Number of disabled people on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region. * Total percentage of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. * Number of disabled people on other training schemes (Level 2, 3, and 4+) under the contract, by UK region. * No of people hours devoted to deliver training/raise awareness to disabled people under the contract, by UK region. * No of devoted people hours to implement solutions to remove barriers within the Trust/School community for disabled people |

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| **Theme 3: Equal opportunity** | | **Policy Outcome 5: Tackle workforce inequality within the customer region (*to be clearly defined when inserting question into tender)*** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe describe the commitment your organisation will make to tackle workforce inequality Please include:   * how you will achieve this and your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * . * how you will monitor, measure and report on your commitments/ including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency * how you will influence staff, suppliers, customers and governors, pupils and Trust/School staff and Trust/School communities through the delivery of the contract to tackle workforce inequality, e.g., engagement, co-design/creation, training and education, partnering/collaborating, volunteering.   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 5.1: Demonstrate action to identify and tackle inequality in employment, skills and pay in the contract workforce. * MAC 5.2: Support in-work progression to help people, including those from disadvantaged or minority groups, to move into higher paid work by developing new skills relevant to the contract. * MAC 5.3 Demonstrate action to identify and manage the risks of modern slavery in the delivery of the contract, including in the supply chain. | **Sub-criteria for MAC 5.1: Tackling inequality in the contract workforce**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of the issues affecting inequality in employment, skills and pay in the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors. * Measures to tackle inequality in employment, skills and pay in the contract workforce. **Illustrative examples**:   + Inclusive and accessible recruitment practices, and retention-focussed activities.   + Offering a range of quality opportunities with routes of progression if appropriate, e.g., T Level industry placements, students supported into higher level apprenticeships.   + Working conditions which promote an inclusive working environment and promote retention and progression.   + Demonstrating how working conditions promote an inclusive working environment and promote retention and progression.   + A time-bound action plan informed by monitoring to ensure employers have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.   + Including multiple women, or others with protected characteristics, in shortlists for recruitment and promotions.   + Using skill-based assessment tasks in recruitment.   + Using structured interviews for recruitment and promotions.   + Introducing transparency to promotion, pay and reward processes.   + Positive action schemes in place to address under-representation in certain pay grades.   + Jobs at all levels open to flexible working from day one for all workers.   + Collection and publication of retention rates, e.g., for pregnant women and new mothers, or for others with protected characteristics.   + Regular equal pay audits conducted.   **Sub-criteria for MAC 5.2: Supporting in-work progression**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of in-work progression issues affecting the market, industry or sector relevant to the contract, and in the tenderer’s own organisation and those of its key sub-contractors. * Inclusive and accessible development practices, including those provided in the [Guide for line managers on recruiting,](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition) [managing and developing people with a disability or health condition](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition). * Measures to support in-work progression to help people in the contract workforce, to move into higher paid work by developing new skills relevant to the contract. **Illustrative examples**: See MAC 6.1.   **Sub-criteria for MAC 5.3: Identifying and managing the risks of modern slavery**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of the modern slavery risks and issues affecting the market, industry, sector or country (of origin or of source) relevant to the contract, and the workforce in the tenderer’s own organisation and those of its key sub- contractors. * Measures to identify, mitigate and manage modern slavery risks relating to the contract and how these will be implemented, including but not limited to:   + Mapping the supply chain to provide assurance risks are understood and being managed effectively including in relation to vulnerable groups, type of work and location of supply chain.   + Demonstrating that the contract workforce:     - has access to an independent democratic trade union or other forms of worker representation. | * Total percentage of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, as a proportion of the total FTE contract workforce, by UK region. * Number of full-time equivalent (FTE) people from groups under-represented in the workforce employed under the contract, by UK region. * Total percentage of people from groups under- represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on apprenticeship schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. * Number of people from groups under-represented in the workforce on apprenticeship schemes (Level 2, 3, and 4+) under the contract, by UK region. * Total percentage of people from groups under- represented in the workforce on other training schemes (Level 2, 3, and 4+) under the contract, as a proportion of the all people on other training schemes (Level 2, 3, and 4+) within the contract workforce, by UK region. * Number of people from groups under-represented in |

7 Set an appropriate character limit. We recommend that a substantial word count is allocated for the responses to questions, subject to IT system capabilities.

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|  |  | * has access to grievance mechanisms to report incidents or suspected incidences of modern slavery relating to the contract through whistleblowing and reporting, including:   + a process of escalation routes and access to grievance systems   + an action plan, with past evidence of how the organisation has/will respond including cooperating with police and victim organisations where appropriate. * receive induction on workplace rights. * has access to modern slavery training. * Outline policies and practices to be applied to or put in place for the contract to mitigate and manage modern slavery risks including:   + Pre-employment checks.   + Recruitment practices and workplace conditions.   + Safeguarding plans and processes in place and regular monitoring with relevant groups considered, which may include sampling.   + How these flow down the supply chain and are monitored e.g., reporting, site visits, audits, etc.   + How to ensure business decisions re: price/cost, short lead times, payment timescales do not create modern slavery risks in the supply chain. * How the tenderer will work with NGOs, trade unions or other businesses to address modern slavery risks. * Means of influencing staff, suppliers, customers, communities and/or any other appropriate stakeholders with respect to modern slavery risks relating to the contract. **Illustrative examples**:   + Engagement   + Co-design/creation   + Training and education - raising awareness and training employees and staff employed in the supply chain about modern slavery, including:     - demonstrating leadership and an ongoing commitment to the agenda.     - nominating a lead within the organisation for accountability.     - media campaigns such as online, websites, social media, posters, training, events, through local charities and bodies.     - activities to assess levels of awareness with key stakeholders and developing a targeted response.   + Partnering/collaborating   + Volunteering | the workforce on other training schemes (Level 2, 3, and 4+) under the contract, by UK region.   * Percentage of all companies in the supply chain under the contract to have committed to the five foundational principles of good work. * Number of companies in the supply chain under the contract to have committed to the five foundational principles of good work. * Percentage of the supply chain for which supply chain mapping has been completed to the appropriate tier or to source in order to reduce the risks of modern slavery. * Number of people-hours devoted to supporting victims of modern slavery under the contract. |

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| **Theme 4: Wellbeing** | | **Policy Outcome 6: Improve health and wellbeing** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metrics** |
| Please describe the commitment your organisation will make to improve health and wellbeing. Please detail:   * how you will achieve this and how your specific commitment * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * how you will monitor, measure and report on your commitments/ including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 6.1: Demonstrate action to support health and wellbeing, including physical and mental health, in the contract workforce. * MAC 6.2: Influence Governors, staff, pupils, suppliers, customers and communities through the delivery of the contract to support health and wellbeing, including physical and mental health. | **Sub-criteria for MAC 6.1: Support health and wellbeing in the workforce**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of issues relating to health and wellbeing, including physical and mental health, in the contract workforce. * Inclusive and accessible recruitment practices, development practices and retention-focussed activities including those provided in the [Guide for line managers on recruiting, managing and developing people with a disability or](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition) [health condition](https://www.gov.uk/government/publications/disability-confident-and-cipd-guide-for-line-managers-on-employing-people-with-a-disability-or-health-condition/guide-for-line-managers-recruiting-managing-and-developing-people-with-a-disability-or-health-condition). * Actions to invest in the physical and mental health9 and wellbeing of the contract workforce. **Illustrative examples**:   + implementing the 6 standards in the [Mental Health at Work commitment](https://www.mentalhealthatwork.org.uk/commitment/) and, where appropriate, the mental health enhanced standards for companies with more than 500 employees in [Thriving at Work](https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers) with respect to the contract workforce, not just ‘following the recommendations’.   + public reporting by the tenderer and its supply chain on the health and wellbeing of staff comprising the contract workforce, following the recommendations in the [Voluntary Reporting Framework](https://www.gov.uk/government/publications/voluntary-reporting-on-disability-mental-health-and-wellbeing/voluntary-reporting-on-disability-mental-health-and-wellbeing-a-framework-to-support-employers-to-voluntarily-report-on-disability-mental-health-an).   + engagement plans to engage the contract workforce in deciding the most important issues to address. * Methods to measure staff engagement over time and adapt to any changes in the results. * Processes for acting on issues identified.   **Sub-criteria for MAC 6.2: Influencing support for health and wellbeing**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Measures to raise awareness or increase the influence of governors, staff, pupils, suppliers, customers, communities, and/or any other appropriate stakeholders to promote health and wellbeing, including physical and mental health, through its performance of the contract, e.g., through engagement; co-design/creation; training and education; partnering/collaborating; and volunteering. | * Percentage of all companies in the supply chain under the contract to have implemented measures to improve the physical and mental health and wellbeing of employees. * Percentage of all companies in the supply chain under the contract to have implemented the 6 standards in the [Mental](https://www.mentalhealthatwork.org.uk/commitment/) [Health at Work commitment](https://www.mentalhealthatwork.org.uk/commitment/). * Number of companies in the supply chain under the contract to have implemented the 6 standards in the [Mental Health](https://www.mentalhealthatwork.org.uk/commitment/) [at Work commitment](https://www.mentalhealthatwork.org.uk/commitment/). * Percentage of all companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in [Thriving at Work](https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers). * Number of companies in the supply chain under the contract to have implemented the mental health enhanced standards, for companies with more than 500 employees, in [Thriving at Work](https://www.gov.uk/government/publications/thriving-at-work-a-review-of-mental-health-and-employers). * No of people hours committed to influencing support for health and wellbeing for governors, staff and pupils |

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9 The [Mental Health at Work website](https://www.mentalhealthatwork.org.uk/) includes documents, guides, tips, videos, courses, podcasts, templates and information from key organisations across the UK, all aimed at helping employers get to grips with workplace mental health.

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| **Theme 4: Wellbeing** | | **Policy Outcome7: Improve community integration in collaboration with the Trust/School *(insert definition of community based on Trust i.e., region, sub region etc)*** | |
| **Model Evaluation Question** | **Model Award Criteria (MAC)** | **Model Response Guidance for tenderers and evaluators**  The award criteria (left) and sub-criteria (below) will be used to evaluate the response | **Reporting Metric** |
| Please describe the commitment your organisation will make to improve community integration in collaboration with the trust.  Please detail:   * how you will achieve this and how your specific commitment under the contract * a timed project plan to implement your commitment detailing the activities you will undertake and by when to implement * . * how you will monitor, measure and report on your commitments including but not be limited to:   + use of metrics   + tools/processes used to gather data   + reporting   + feedback and improvement   + transparency   Word Count: XXX  Please ensure you consider the MAC and sub criteria to develop your response. | Effective measures to deliver any/all the following benefits through the contract:   * MAC 7.1: Demonstrate collaboration with users and the Trust/School community in the co-design and delivery of the contract to support strong integrated communities. * MAC 7.2: Influence governors, staff, pupils, suppliers, customers and the local community through the delivery of the contract to support strong, integrated Trust/School community. * MAC 7.3 Remove barriers to support the Trust/School community in the delivery of wellbeing activities | **Sub-criteria for MAC 7.1: Collaborate in codesign and delivery**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Understanding of local demographics in relation to the Trust/School community, needs and opportunities for the co-design of the goods, services and works to be delivered under the contract. * Methods for engaging with different parts of the Trust/School community (including the education system) and how communities come together to inform decisions, strategy and projects to leave a positive legacy for future generations. **Illustrative examples**: engagement events; awareness campaigns and outreach activities; focus groups; ‘anchor institutions’ such as educational establishments and health trusts; Local Economic Partnerships (LEPs); charities; industry or community representative bodies. * Measures to involve local stakeholders and/or users in design (e.g., in the design of services, systems, products or buildings). * Plans for positive actions with community groups. * Measures for making facilities used in the delivery of the contract available for community groups, education or training. * Measures to build trust, gain credibility and build relationships to increase community integration, trust and influence on how the contract is performed. * Flexibility in responsiveness and ability to adapt in approach to community engagement and initiatives. * Support to community-led initiatives relevant to the contract. **Illustrative examples**: improving transport links; reducing crime; reducing homelessness, poverty and hunger; reducing loneliness; helping with English language proficiency; and helping meaningful social mixing among people with different backgrounds. * Employee volunteering schemes applicable to the contract workforce.   **Sub-Criteria for MAC 7.2: Influence to support strong, integrated communities**  Activities that demonstrate and describe the tenderer’s existing or planned:   * Measures to raise awareness or increase the influence of staff, suppliers, customers, communities and/or any other appropriate stakeholders to promote strong, integrated communities through its performance of the contract, e.g., through engagement; co-design/creation; training and education; partnering/collaborating; and volunteering.   **Sub-criteria for MAC 7.3: Remove barriers to support the Trust/School community in the delivery of wellbeing activities**  Activities that demonstrate and describe the tenderer’s existing or planned   * Understanding of the issues affecting the Trust/School in relation to creating a community environment and potential options available to the customer to support engagement or the provision of service to enhance the wellbeing of the Trust/Community * Collection of the views and expertise of Trust/School community on what support is required to enhance community wellbeing * Measures to offer improvements to overcome barriers for governors, staff or pupils to access wellbeing opportunities provided * **Illustrative examples**:   + providing volunteer security services to the estates during out of office to enable after school clubs to support pupil/wider community social inclusion   + providing Mental Health awareness workshops to governors, staff, pupils of the Trust/School community | * Number of people-hours spent supporting local community integration, such as volunteering and other community-led initiatives, under the contract. * No of events per contract year which focus on Trust/community integration * No of events supported per contract year which focus on improving individual wellbeing |

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