



Cabinet Office

# Social Value in Government Procurement

A consultation on how government should take account of social value in the award of central government contracts

A consultation produced by the Cabinet Office  
This consultation begins on 11 March 2019  
This consultation ends on 10 June 2019  
It is also available at [www.gov.uk/government/publications](http://www.gov.uk/government/publications)

## About this consultation

**To:** The requirements proposed in this consultation will apply to all Central Government Departments, their executive agencies and Non-Departmental Public Bodies when undertaking procurements which are subject to Part 2 of the Public Contracts Regulations 2015.

We welcome responses to this consultation from suppliers to government, their representatives, public bodies, and those otherwise involved in public procurement.

**Duration:** 11 March 2019 to 10 June 2019

**Enquiries to:** [Domestic-policy-queries@cabinetoffice.gov.uk](mailto:Domestic-policy-queries@cabinetoffice.gov.uk)

**How to respond:** Please send your response by 10 June 2019 to:  
[Domestic-policy-queries@cabinetoffice.gov.uk](mailto:Domestic-policy-queries@cabinetoffice.gov.uk)

**Response paper:** A response to this consultation exercise is due to be published by 02 September 2019 at [www.gov.uk/government/publications](http://www.gov.uk/government/publications)

# Introduction

The Civil Society Strategy committed the government to use its buying power to drive social change. Central government will, in future, take better account of social benefits in the award of its contracts. This will have the effect of levelling the playing field for all types of businesses including small businesses, voluntary and community sector organisations and social enterprises, encouraging employment opportunities, developing skills and improving environmental sustainability.

The overarching objective for the government's commercial activities will remain achieving the best commercial outcome but it is right that government applies its commissioning to supporting key social outcomes. The public sector must maximise social value effectively and comprehensively through its procurement. It cannot afford not to; a missed opportunity to deliver social value is a cost that has to be absorbed elsewhere in public services.

The approach will apply tests that all bidders, irrespective of their size and type, should be capable of meeting. Our proposed approach will further level the playing field for the UK's small businesses, voluntary and community sector organisations and social enterprises - they are closest to our communities and will often be well placed to deliver social value through the contract.

"We want to see public services delivered with values at their heart, where the wider social benefits matter and are recognised. That means government doing more to create and nurture vibrant, healthy, innovative, competitive and diverse marketplaces of suppliers that include and encourage small businesses, mutuals, charities, co-operatives and social enterprises - and therefore harness the finest talent from across the public, private and voluntary sectors."

**David Lidington, Chancellor of the Duchy of Lancaster, June 2018**

The Public Services (Social Value) Act 2012 already places a requirement on relevant contracting authorities to consider, in respect of procurement for services (a) how the economic, environmental and social well-being of the relevant area may be improved by what is being procured and (b) how, in conducting the procurement, they might act with a view to securing that improvement. Contracting authorities must also consider whether to consult the market on these issues before the procurement process starts.

The approach proposed in this consultation paper will go further in requiring central government departments to take account of social impact as part of the award criteria, where the social impact is linked to the subject-matter of the contract and proportionate to what is being procured.

This reflects the government's approach to public service delivery: that public services should be delivered with values at their heart.

Procuring authorities will have the freedom to choose which themes and policy outcomes they apply in each procurement. They should only be chosen where they are relevant to the subject matter of the contract and it is proportionate to do so. Procuring authorities are

not required to use any of the themes and policy outcomes and it is for them to determine whether or not to do so.

### **Case Study: RAF Marham powered by green energy**

The Ministry of Defence recently contracted with Future Biogas and energy company EDF to develop an electricity supply for RAF Marham in Norfolk. The base is to get 95% of its electricity from biogas generated by fermenting crops grown locally. This will directly save £300,000 per annum on electricity costs and provide increased power resilience at RAF Marham.

Social value benefits that will be delivered through the contract include:

- The fuel is a green and sustainable solution, helping to tackle climate change.
- Locally grown crops will power the plant, supporting the local rural economy and ensuring continued business and employment in the local area.
- Building, running and maintaining the anaerobic digestion plant supports skilled, long-term employment opportunities in the Norfolk area.
- Future Biogas employs five highly-skilled engineers on-site and an apprentice who started a 4 year apprenticeship at the end of 2018.
- An agricultural contracting business supporting the plant has increased its full-time employees by 5 and seasonal staff by a further 10.
- As part of an improved crop rotation regime, soil quality is boosted and the weed and pest burden lessened.
- The digestate output from the plant is a sought-after organic fertiliser, improving yields of food crops and locking up carbon in the soil.

# The proposals

## Taking account of social value in public procurement

UK public procurement policy as set out in HM Treasury's Managing Public Money is to secure value for money in awarding public contracts, which means awarding on the basis of the optimum combination of cost and quality over the lifetime of the project. Public sector procurers are required under the Public Contracts Regulations 2015 to award public contracts on the basis of the "most economically advantageous tender" from the perspective of the contracting authority, using award criteria linked to the subject matter of the contract, including compliance with the published specification.

Social value refers to the wider financial and non-financial impacts of projects and programmes including the wellbeing of individuals and communities, social capital and the environment.

Social value should be considered throughout the commissioning cycle from service design through commercial strategy, market engagement, specification, sourcing, contract management and review. This is well-established commercial practice in major construction projects, though less so in common goods and services contracts.

Commercial teams can be confident that there is considerable legal flexibility for contracting authorities to consider social and environmental aspects during the procurement process and during contract performance.

The Public Contracts Regulations 2015 expressly allow contracting authorities to incorporate social and environmental aspects into specifications, award criteria and contract conditions, where these are linked to the subject-matter of the contract, proportionate to what is being procured or provided, and will not result in unequal treatment of bidders. This could include promoting innovation, employment and social inclusion, protection of the environment, energy efficiency, and combating climate change.

In addition, the Public Contracts Regulations 2015 allow contracting authorities to reserve participation in procurement procedures for certain services contracts to public service mutuels and social enterprises. Contracting authorities may also reserve the right to participate in a procurement process to sheltered workshops or suppliers whose main aim is the social and professional integration of disabled or disadvantaged persons, where 30% or more of their employees are disabled or disadvantaged workers.

The Public Contracts Regulations 2015 also allow contracting authorities to lay down special conditions relating to the performance of the contract that are linked to the subject-matter of the contract and indicated in the call for competition or in the procurement documents. These conditions may include environmental, social or employment-related considerations.

## Taking account of social value at award stage

The Public Contracts Regulations 2015 require that award criteria must be linked to the subject matter of the contract, i.e. the works, services or supplies being procured. They also require contracting authorities to treat bidders equally and without discrimination and to act in a transparent and proportionate manner. Best price-quality criteria can include environmental and social aspects as long as they meet the specific requirements for award criteria and the general requirements relating to equal treatment, non-discrimination, transparency and proportionality.

Public bodies already frequently do go beyond price to factor in wider social and economic benefits when they consider the design of projects. There are a number of tools available to measure social value in the public sector including balanced scorecards and frameworks such as the Social Value Taskforce's National TOMs (themes, outcomes, measures).

In central government, departments have for some years focussed on delivering social and economic benefits in major, complex procurements. A balanced scorecard approach is used for the procurement of construction and infrastructure projects over £10 million to drive a focus on supporting economic growth. This helps ensure value for money is fully considered and reflected in the procurement process, where appropriate, contributing to economic growth in the UK. The Balanced Scorecard for Growth guides government procurers in balancing straightforward matters such as cost, against more complex issues such as social and wider economic considerations when designing their procurement.

However, commercial teams in major government departments are often far removed from local delivery, particularly for lower value contracts or common goods and services. The potential for evaluating social value in these contracts is not always obvious to those designing the procurement. They do not have a standard tool to ensure a robust approach to evaluation criteria and a consistent message to the market on what is important.

## New evaluation model

A joint team from the Cabinet Office and the Department for Digital, Culture, Media and Sport (DCMS) working with Claire Dove, the government's Crown Representative for VCSEs, have designed a social value delivery model for central government buyers drawing on examples of best practice in local government. This team has engaged with commercial specialists, policymakers, suppliers of all sizes and representatives from the VCSE sector.

The model defines this government's commercial objectives for social value, articulating it in terms of strategic policy priorities. This provides a consistent approach for departments and suppliers alike. It will strengthen government's overall commercial approach on key policies, such as levelling the playing field for SMEs and social enterprises to bid for public contracts, as it provides a clear and systematic way to evaluate these policies in the award of a contract.

We have developed a light touch approach, representing the minimum standard on social value that we expect departments to consider in their procurement activity. The model comprises a set of high level themes, a set of priority policy outcomes grouped under each theme, standard award criteria and a menu of specific metrics for departments to use in contract management and reporting.

The full model is set out in Annex A.

## High level themes and policy outcomes

Themes	Policy Outcomes
Diverse Supply Chains	Ensuring supply chains are accessible to all types of businesses, including Small and Medium-sized Enterprises (SMEs) and Voluntary, Community and Social Enterprises (VCSEs)
	Ensuring supply chains are accessible to all types of businesses, including for business owned or led by under-represented groups including women, BAMEs and people with disabilities
Skills and Employment	Improved employability and skills
Inclusion, Mental Health and Well-Being	Ensuring businesses in the supply chain encourage improved gender pay balance
	Ensuring businesses in the supply chain encourage increased representation of disabled people in the workforce
	Ensuring businesses in the supply chain encourage increased representation of ethnic minorities in the workforce
	Ensuring businesses in the supply chain encourage inclusion and improved staff mental health and wellbeing
	Ensuring businesses in the supply chain encourage improved community cohesion
Environmental Sustainability	Environmental impacts are reduced
Safe Supply Chains	Modern slavery risks are reduced
	Cyber Security risks are reduced

From this menu of options, departments will be able to select those policy outcomes that are relevant and proportionate to the subject-matter of the contract if they choose. They will not be required to (and should not) select any if none are relevant.

Each policy outcome will have standard award criteria and a suggested set of evaluation questions for departments to consider. Bidders' responses will be scored against the qualitative aspects, using a standard scoring methodology, in the same way that other 'quality' questions are treated in a tender.

Each policy outcome will have a corresponding set of proposed metrics that should be used by departments to performance manage the delivery of the contract. Bidders will need to submit quantitative information based on these metrics where they have been selected.

This overall policy approach would be mandated for central government departments, their executive agencies and non-departmental public bodies for procurements subject to Part 2 of the Public Contracts Regulations 2015, except where they are already covered by the Balanced Scorecard for Growth (i.e. procurements for infrastructure, construction and capital investment contracts over £10m).

Detailed guidance and training on this approach will be developed for implementation. We are keen to hear from contracting authorities with further examples of how they have successfully evaluated social value in public procurement to include in this guidance. We expect the model to evolve and develop over time.

***Question 1: Do you agree with the proposed policy metrics in the model in the attached annex? Do you have examples of such metrics being successfully used in public procurement?***

In order for the social impact to be a differentiator between bids we are proposing that, where there is the potential for social value, departments must apply a minimum of a 10% weighting to social value in the evaluation. Departments would be free to apply a higher weighting if they deemed it appropriate but they should not apply less than 10%.

***Question 2: Do you agree that the proposed minimum 10% weighting for evaluating social value in the bid is appropriate?***

As this will be a standard framework in use across government, the market can be more confident in responding and be able to understand, in more simplified terms, the social value departments want to see delivered.

This approach is distinctly different from other policy interventions that are focussed on process changes and are generally not included in specifications or evaluated as part of the procurement. If applied correctly, all bidders should benefit from the new approach since they will be able to demonstrate their added social value when bidding, which will level the playing field for SMEs and VCSEs in particular. This should provide a mechanism for suppliers to differentiate their offer when bidding.

However, we recognise there is a risk that a formulaic approach to social value may disadvantage certain types of bidder, which could result in hindering those bidders participating in government procurement. Our view is that, by providing commercial teams with a structure for their evaluation criteria, and focusing on a qualitative assessment of the social impact, the approach should remove barriers rather than create them. To support this we will train all 4000 commercial buyers in government in how to design procurement to deliver social value effectively and efficiently.

***Question 3: Does the proposed approach risk creating any barriers to particular sizes or types of bidders, including SMEs or VCSEs? How might these risks be mitigated?***

The new model will not preclude individual departments from including additional areas of policy interest to them. The model provides a minimum expected standard across government but those departments that are more mature in their capability are free to apply social value more deeply in their commissioning. However if a standard metric is included in the model and deemed relevant by the department then they will need to stick to it to ensure consistency for the market.

Giving departments the flexibility to determine which of the policy outcomes and metrics are appropriate allows them to deploy their commercial expertise in determining whether particular criteria are relevant and proportionate to the contract. However, any existing procurement policy mandates by government (as set in instructions in government's Procurement Policy Notes published on GOV.UK) must take precedence. We do not want other measures being taken into account at their expense.

***Question 4: How can we ensure government's existing procurement policy mandates (for example on levelling the playing field for SMEs) take precedence in designing the procurement?***

# Questionnaire

We would welcome responses to the following questions as set out in this consultation paper.

**Question 1:** Do you agree with the proposed policy metrics in the model in the attached annex? Do you have examples of such metrics being successfully used in public procurement?

**Question 2:** Do you agree that the proposed minimum 10% weighting for evaluating social value in the bid is appropriate?

**Question 3:** Does the proposed approach risk creating any barriers to particular sizes or types of bidders, including SMEs or VCSEs? How might these risks be mitigated?

**Question 4:** How can we ensure government's existing procurement policy mandates (for example on levelling the playing field for SMEs) take precedence in designing the procurement?

**Thank you for participating in this consultation exercise.**

# Contact details and how to respond

For information about how we treat your personal data when you respond to our consultation, please see the **Privacy Notice at Annex B**.

Please send your response by 10 June 2019 to:

[Domestic-policy-queries@cabinetoffice.gov.uk](mailto:Domestic-policy-queries@cabinetoffice.gov.uk)

## Complaints or comments

If you have any complaints or comments about the consultation process you should contact Cabinet Office at the above address.

## Confidentiality

If you want the information that you provide to be treated as confidential, please explain to us why you regard the information you have provided as confidential. We will take full account of your explanation, but we cannot give an assurance that confidentiality can be maintained in all circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on Cabinet Office.

# ANNEX A – EVALUATION MODEL

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
<b>Diverse Supply Chains</b>	Ensuring supply chains are accessible to all types of businesses, including SMEs and VSCs	<a href="#">Industrial Strategy</a> <a href="#">Civil Society Strategy</a>	Creation of opportunities for a diverse supply chain	Describe how your organisation would ensure a diverse supply chain that is accessible to all types of businesses, including where appropriate SMEs and VCSEs and how you would monitor and measure this.	<p>Responses should show how the prime contractor and any key suppliers in the supply chain will ensure a diverse supply chain that is accessible to all types of businesses, including where appropriate SMEs and VCSEs.</p> <p>Actions to reduce barriers to participation in the supply chain may include:</p> <ul style="list-style-type: none"> <li>- pre-market engagement activities;</li> <li>- co-design and co-creation of services;</li> <li>- advertising subcontracting opportunities on Contracts Finder;</li> <li>- practices to ensure prompt payment through the supply chain;</li> <li>- breaking sub-contracts into sub-contracts where possible;</li> <li>- reasonable, proportionate insurance requirements.</li> </ul>	<ul style="list-style-type: none"> <li>- Number, value and percentage of spend of prime and sub-contracting opportunities won by SMEs and VCSEs in relation to the contract</li> <li>- Number of pre-market engagement activities to be carried out to create a diverse supply chain in relation to the contract</li> <li>- Number and type of supply chain development activities to be carried out to create a diverse supply chain in relation to the contract</li> </ul>
	Ensuring supply chains are accessible to all types of businesses, including businesses owned or led by under-represented groups, such as women, BAMEs and	<a href="#">Industrial Strategy</a> <a href="#">Civil Society Strategy</a>	Creation of opportunities for a diverse supply chain	Describe how your organisation would ensure a diverse supply chain where businesses encourage representation of under-represented groups and how you	Responses should show how the prime contractor and any key suppliers in the supply chain encourage representation of vulnerable groups, or people with protected characteristics and take action to reduce barriers to participation for businesses led or owned by	<ul style="list-style-type: none"> <li>- Number, value and percentage of spend of prime and sub-contracting opportunities won by businesses owned or led by under-represented groups in the supply chain in relation to the contract</li> <li>- Number of pre-market engagement activities to be</li> </ul>

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
	people with disabilities			would monitor and manage this.	vulnerable groups, or people with protected characteristics.  Actions to reduce barriers to participation in the supply chain may include: - pre-market engagement activities; - co-design and co-creation of services; - advertising subcontracting opportunities on Contracts Finder; - practices to ensure prompt payment through the supply chain; - breaking contracts into sub-contracts where possible; - reasonable, proportionate insurance requirements.	carried out to create a diverse supply chain in relation to the contract  - Number of supply chain development activities to be carried out to create a diverse supply chain in relation to the contract
<b>Skills and Employment</b>	Improved employability and skills	<a href="#">Industrial Strategy</a>  <a href="#">Civil Society Strategy</a>  <a href="#">Improving lives: helping workless families</a>  <a href="#">Post-16 Skills Plan</a>	Creation of employment and skills opportunities	Describe how your organisation would recruit, train, retain and support employees and other persons engaged or to be engaged in performance of the contract, and how you would monitor and measure this.	<p>Responses should set out how the prime contractor and any key suppliers in the supply chain would recruit, train, retain and support employees and other persons engaged, or to be engaged, in performance of the contract, including apprentices.</p> <p>Responses should set out how this would drive improvements in performance and how you will ensure equality and accessibility, without discrimination, to employment and other opportunities, and promote them so as to be fully accessible.</p>	<p>- Number of full-time equivalent employment opportunities to be created, in relation to the contract, including for those who:</p> <ul style="list-style-type: none"> <li>* are apprentices</li> <li>* are disabled</li> <li>* have health conditions</li> <li>* are women</li> <li>* are mothers returning to work</li> <li>* are rehabilitating young offenders (18-24) or ex-offenders</li> <li>* were previously long term unemployed (unemployed for a year or longer, aged over 25) or who were not previously in employment, education or training (aged 18-24)</li> <li>* are from a BAME background</li> <li>* are armed forces veterans</li> <li>* are care-leavers</li> </ul>

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
					<p>Responses may include:</p> <ul style="list-style-type: none"> <li>- recruitment practices and employment conditions that attract good candidates, minimise turnover of staff and improve productivity</li> <li>- supporting people into work by providing career mentoring, including mock interviews, CV advice, and careers guidance</li> <li>- offering opportunities for work experience or similar activities</li> <li>- encouraging and providing a level playing field to persons from all backgrounds and circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>- Of those employment opportunities created, the number of full-time equivalent employment opportunities to be retained in relation to the contract *throughout the contract, and *beyond the contract end date</li> <li>- Number and type of training opportunities to be created, in relation to the contract, including those resulting in recognised qualifications (e.g. BTEC, City &amp; Guilds, NVQ, HNC - Level 2, 3, or 4+) and apprenticeships (Level 2,3, and 4+)</li> <li>- Number of work placements, pre-employment courses, paid/unpaid student placements, or paid internships of 6 weeks or more to be created in relation to the contract</li> </ul>
<b>Environmental Sustainability in support of the 25 Year Environmental Plan</b>	Environmental impacts are reduced	<p><a href="#">25 Year Environment Plan</a></p> <p><a href="#">Resources and Waste Strategy for England</a></p> <p><a href="#">Clean Growth Strategy</a></p> <p><a href="#">Greening Government Commitments</a></p> <p><a href="#">Clean Air Strategy</a></p>	Environmental impacts are reduced	Describe how your organisation would perform the contract to ensure that environmental impacts are reduced, and how you would monitor and measure this?	Responses should set out how the prime contractor and any key suppliers in the supply chain would minimise or mitigate any negative environmental impacts, and contribute to the appropriate targets in the 25-Year Environmental Plan, in the performance of the contract: <ul style="list-style-type: none"> <li>- clean air</li> <li>- clean and plentiful water</li> <li>- thriving plants and wildlife</li> <li>- reducing the risks of harm from environmental hazards</li> <li>- using resources from nature more sustainably and</li> </ul>	<ul style="list-style-type: none"> <li>- Number and type of initiatives to reduce environmental impacts in relation to the contract</li> <li>- Annual percentage by which environmental impacts will be reduced in the delivery of the contract, from the baseline to be established in the first year of the contract (e.g. waste to landfill, water consumption, greenhouse gas emissions)</li> </ul>

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
					efficiently - enhancing beauty, heritage and engagement with the natural environment - mitigating and adapting to climate change - minimising waste - managing exposure to chemicals - enhancing biosecurity - reducing the use of consumer single-use plastics	
<b>Inclusion, staff mental health and wellbeing</b>	Ensuring businesses in the supply chain encourage improved gender pay balance	<a href="#">Government Drive to End gender Pay Gap</a>	Improved gender pay balance	Describe how your organisation would perform the contract to encourage improved gender pay balance and how you would monitor and measure this.	Responses should set out how the prime contractor and any key suppliers in the supply chain will take action to encourage gender pay balance, which may include initiatives such as: - including multiple women 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	- Prime contractor's mean gender salary pay gap for staff in relation to the contract  - Number and type of initiatives to be put in place to reduce the gender pay gap for staff employed in relation to the contract
	Ensuring businesses in the supply chain encourage increased representation of people with disabilities in the workforce	<a href="#">Improving Lives: the Future of work, health and disability</a>	Increased representation of people with disabilities in the workforce	Describe how your organisation would perform the contract to encourage increased representation of people with disabilities in the workforce, and how	Responses should set out how the prime contractor and any key suppliers in the supply chain will encourage and support people with disabilities, without discrimination, into employment in the performance of the contract, and the actions to be taken to	- Percentage of people with disabilities to be employed in relation to the contract, as a proportion of the total workforce employed on the contract  - Percentage of people with disabilities to be on apprenticeship schemes in relation to the contract, as a

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
				you would monitor and measure this.	reduce the disability employment gap, including inclusive and accessible recruitment practices, and retention-focussed activity.	<p>proportion of total apprentices employed in relation to the contract</p> <ul style="list-style-type: none"> <li>- Percentage of people with disabilities to be on other training schemes in relation to the contract, as a proportion of total apprentices employed in relation to the contract</li> </ul>
	Ensuring businesses in the supply chain encourage increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	<a href="#">Measures to tackle barriers facing ethnic minorities in the workplace</a>	Increased Black, Asian and Minority Ethnic (BAME) representation in the workforce	Describe how your organisation would perform the contract to encourage increased representation of Black, Asian and Minority Ethnic representation in the workforce, and how you would monitor and measure this.	Responses should show how the prime contractor and any key suppliers in the supply chain will encourage and support BAME people, without discrimination, into employment in the performance of the contract, and the actions to be taken to have a workforce that proportionately reflects the diversity of the communities in which they operate, at every level.	<ul style="list-style-type: none"> <li>- Percentage of BAME people to be employed to deliver the contract, as a proportion of the total workforce employed in relation to the contract</li> <li>- Percentage of BAME people to be on apprenticeship schemes to deliver the contract, as a proportion of total apprentices employed in relation to the contract</li> <li>- Percentage of BAME people to be on other training schemes to deliver the contract, as a proportion of total apprentices employed in relation to the contract</li> </ul>
	Ensuring businesses in the supply chain encourage inclusion and improved staff mental health and wellbeing	<a href="#">Improving Lives: the Future of work, health and disability</a>  <a href="#">Thriving at Work: A review of mental health and employers</a>	Improved staff mental health	Describe how your organisation would perform the contract to ensure staff mental health, is promoted, and how you would monitor and measure this.	<p>Responses should show how the prime contractor and any key suppliers would promote inclusion and improved staff mental health and well-being in the performance of the contract.</p> <p>This may include:</p> <ul style="list-style-type: none"> <li>- Actions to be taken to invest in the mental health of their</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of suppliers to Tier 2 in the supply chain to deliver the contract (including the prime contractor) that will implement the mental health core standards for all companies and also the mental health enhanced standards for companies with more than 500 employees, as set out in Thriving at Work: the Stevenson Farmer Review on</li> </ul>

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
					<p>staff, including following the recommendations in 'Thriving at Work: the Stevenson Farmer Review on Mental Health and Employers'</p> <p>- Implementing the 'mental health core standards for all companies and the mental health enhanced standards for companies with more than 500 employees' in Thriving at Work, not just 'following the recommendations'.</p> <p>This may also include whether employers report publicly on the mental health and wellbeing of staff, following the recommendations in the Government's guidance, "Voluntary reporting on disability, mental health and wellbeing: A framework to support employers to voluntarily report on disability, mental health and wellbeing in the workplace".</p>	<p>Mental Health and Employers.</p> <p>- 'Percentage of suppliers to Tier 2 in the supply chain to deliver the contract (including the prime contractor) that will implement the recommendation for reporting publicly on mental health and wellbeing contained in the Government's guidance, "Voluntary reporting on disability, mental health and wellbeing: A framework to support employers to voluntarily report on disability, mental health and wellbeing in the workplace".</p>
	<p>Ensuring businesses in the supply chain encourage more cohesive communities</p>	<p><a href="#">Civil Society Strategy</a></p> <p><a href="#">Integrated Communities Green Paper</a></p> <p><a href="#">A Connected Society – A Strategy for Tackling Loneliness</a></p>	<p>More cohesive communities</p>	<p>Describe how your organisation, through the performance of the contract, would support local community initiatives.</p>	<p>Responses should show how the prime contractor and any key suppliers involve service users in the design of services, and how key, local priorities are supported in the performance of the contract. This might include access to community hubs (i.e. community centres, cultural venues, parks, libraries), community-led initiatives, employee volunteering schemes and supporting the</p>	<p>- Initiatives to support community engagement in the design and/or delivery of the contract</p>

Themes	Policy Outcome	Policy Context	Possible Award Criteria	Possible Evaluation Question for Bidders	How Departments Could Evaluate Supplier Responses	Proposed Policy Metrics (for monitoring delivery of outcomes) could include:
					Campaign for Loneliness' Pledge.	
<b>Safe and Secure Supply Chains</b>	Cyber security risks are reduced	<a href="#">Cyber Security Skills strategy</a>	Cyber security risks are reduced	Describe how your organisation would perform the contract to ensure cyber security risks are reduced, and how you would monitor and measure this?	Responses should show how the prime contractor and any key suppliers will engage with the supply chain to identify, and build resilience against, cyber security risks, in the performance of the contract, and the actions to be taken to actively raise cyber security awareness.	<ul style="list-style-type: none"> <li>- Number and type of initiatives in place, to Tier 2 in the supply chain, to protect against cyber security risks in the delivery of the contract</li> <li>- Number of staff to receive training on identifying and managing cyber security risks in relation to the delivery of the contract.</li> </ul>
	Modern slavery risks are reduced	<a href="#">Modern Slavery Strategy</a>	Modern slavery risks are reduced	Describe how your organisation would perform the contract to ensure modern slavery risks are reduced, and how you would monitor and measure this.	<p>Responses should show how the prime contractor and any key suppliers will engage with the supply chain to identify, and build resilience against, modern slavery risks in the performance of the contract, and the actions taken to actively raise modern slavery awareness. These may include:</p> <ul style="list-style-type: none"> <li>- training staff about modern slavery</li> <li>- policies that are relevant to the prevention of modern slavery including pre-employment checks</li> <li>- ensuring workers have access to grievance mechanisms to report incidents or suspected incidences of modern slavery</li> <li>- mapping supply chains to support how organisations identify modern slavery risks</li> <li>- working with NGOs, trade unions or other businesses to address modern slavery risks</li> </ul>	<ul style="list-style-type: none"> <li>- Number and type of initiatives throughout the supply chain to identify and manage the risks of modern slavery occurring (i.e. supply chain mapping, staff training, contract management) in relation to the contract</li> <li>- Number of supply chain audits to be undertaken in the supply chain, to identify and manage the risk of modern slavery occurring in relation to the contract</li> <li>- Number of people employed to Tier 2 in the supply chain to identify and manage the risk of modern slavery occurring in the supply chain, in relation to the contract</li> </ul>

# Annex B – Privacy Notice for Cabinet Office consultations

This notice sets out how we will use your personal data, and your rights. It is made under Articles 13 and/or 14 of the General Data Protection Regulation (GDPR).

## YOUR DATA

### **Purpose**

The purpose for which we are processing your personal data is to obtain the opinions of members of the public, parliamentarians and representatives of organisations and companies about departmental policies, proposals, or generally to obtain public opinion data on an issue of public interest.

### **The data**

We will process the following personal data: name, address, email address, job title (where given), and employer (where given), as well as opinions.

We will also process additional biographical information about respondents or third parties where it is volunteered.

### **Legal basis of processing**

The legal basis for processing your personal data is that it is necessary for the performance of a task carried out in the public interest or in the exercise of official authority vested in the data controller. In this case that is consulting on departmental policies or proposals, or obtaining opinion data, in order to develop good effective policies.

Sensitive personal data is personal data revealing racial or ethnic origin, political opinions, religious or philosophical beliefs, or trade union membership, and the processing of genetic data, biometric data for the purpose of uniquely identifying a natural person, data concerning health or data concerning a natural person's sex life or sexual orientation.

The legal basis for processing your sensitive personal data, or data about criminal convictions (where you volunteer it), is that it is necessary for reasons of substantial public interest for the exercise of a function of the Crown, a Minister of the Crown, or a government department. The function is consulting on departmental policies or proposals, or obtaining opinion data, in order to develop good effective policies.

### **Recipients**

Where individuals submit responses, we may publish their responses, but we will not publicly identify them. We will endeavour to remove any information that may lead to individuals being identified.

Responses submitted by organisations or representatives of organisations may be published in full.

Where information about responses is not published, it may be shared with officials within other public bodies in order to help develop policy.

As your personal data will be stored on our IT infrastructure it will also be shared with our data processors who provide email, and document management and storage services.

We may share your personal data where required to be law, for example in relation to a request made under the Freedom of Information Act 2000.

## **Retention**

Published information will generally be retained indefinitely on the basis that the information is of historic value. This would include, for example, personal data about representatives of organisations.

Responses from individuals will be retained in identifiable form for three calendar years after the consultation has concluded.

## **Where personal data have not been obtained from you**

Your personal data were obtained by us from a respondent to a consultation.

## **YOUR RIGHTS**

You have the right to request information about how your personal data are processed, and to request a copy of that personal data.

You have the right to request that any inaccuracies in your personal data are rectified without delay.

You have the right to request that any incomplete personal data are completed, including by means of a supplementary statement.

You have the right to request that your personal data are erased if there is no longer a justification for them to be processed.

You have the right in certain circumstances (for example, where accuracy is contested) to request that the processing of your personal data is restricted.

You have the right to object to the processing of your personal data where it is processed for direct marketing purposes.

You have the right to object to the processing of your personal data.

## INTERNATIONAL TRANSFERS

As your personal data is stored on our IT infrastructure, and shared with our data processors, it may be transferred and stored securely outside the European Union. Where that is the case it will be subject to equivalent legal protection through the use of Model Contract Clauses.

## CONTACT DETAILS

The data controller for your personal data is the Cabinet Office. The contact details for the data controller are: Cabinet Office, 70 Whitehall, London, SW1A 2AS, or 0207 276 1234, or [publiccorrespondence@cabinetoffice.gov.uk](mailto:publiccorrespondence@cabinetoffice.gov.uk).

The contact details for the data controller's Data Protection Officer are: Data Protection Officer, Cabinet Office, 70 Whitehall, London, SW1A 2AS, or [dpo@cabinetoffice.gov.uk](mailto:dpo@cabinetoffice.gov.uk).

The Data Protection Officer provides independent advice and monitoring of Cabinet Office's use of personal information.

## COMPLAINTS

If you consider that your personal data has been misused or mishandled, you may make a complaint to the Information Commissioner, who is an independent regulator. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF, or 0303 123 1113, or [casework@ico.org.uk](mailto:casework@ico.org.uk). Any complaint to the Information Commissioner is without prejudice to your right to seek redress through the courts.



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