

# Social Value Annual Report 2023

LIVERPOOL CITY REGION COMBINED AUTHORITY

**A FAIRER, STRONGER, CLEANER  
LIVERPOOL CITY REGION**  
| WHERE NO ONE IS LEFT BEHIND





Café Laziz, St Helens

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# Mayor of Liverpool City Region Foreword

We are a city region with a long and proud history, built on the dreams of people who believed in the power of community.

For generations, we have acted as a beacon for the rest of the country, and the world, to follow, inspiring action that makes a real difference to people's lives.

From inspirational campaigners like Kitty Wilkinson and Eleanor Rathbone, to modern day heroes like Gee Walker and the Hillsborough families, our region has always been an engine that drives social change.

As Mayor, it is my responsibility to protect and grow that legacy by ensuring that we continue to fund projects with a purpose - projects that matter to the people who need them most.

I do not want us to only make good investments, but to make investments that do good too. Alongside our important work on community wealth building, I want to ensure that Social Value is embedded in everything that we do.

Delivering true prosperity is not just about improving the bottom line but improving the life chances for our 1.6million residents; whether that is investing in projects led by underrepresented groups, improving people's confidence to find work and the public transport they use to get there, or easing their money worries by improving the energy efficiency of their homes.

So much has been achieved already and I am proud of the progress we have made. But we aren't going to rest on our laurels.



Each year, the Combined Authority spends more than £100m and, in doing so, I want to ensure that we're getting the biggest bang for our buck and making the greatest difference possible.

It's not just about the economic value that we can create, but the Social Value too. We must ensure that every pound we spend, and every decision we make positively impacts the communities that we represent.

I want to build a city region that is fairer, greener, cleaner, stronger and better connected – a region where no one is left behind. I truly believe that we have the potential to be the UK's Social Value capital. It may sound like a lofty ambition, but I believe if anywhere is capable of it, then the Liverpool City Region is.

*Steve Rotheram .*

**Steve Rotheram**

Mayor of the Liverpool City Region



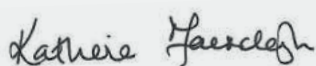
# Chief Executive Foreword

Achieving Social Value is an integral part to achieving our vision to be a fairer, stronger, cleaner city region where no one is left behind. The Social Value Policy and Framework launched last year recognised this and set out our commitments to the 1.6 million residents of the Liverpool City Region.

One year on, I am delighted the Combined Authority is publishing its first ever Social Value Annual Report, setting out the progress to date, in ensuring the very best outcomes for the city region.

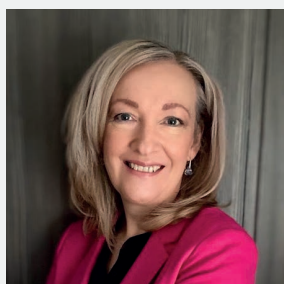
I am proud of all that has been achieved so far and ambitious about how we can build and develop to do more. There are many important and exciting projects to deliver over the next year, and we are looking at more innovative ways to work with communities and businesses to maximise Social Value.

My personal commitment will be to continue to provide visible leadership and champion Social Value within the Combined Authority and, alongside Mayor Rotheram, across the wider city region.



**Katherine Fairclough**

Chief Executive of Liverpool City Region Combined Authority







River Explorer Cruise Ferry, River Mersey



# Introduction

## | What is Social Value?

Social Value considers social, environmental and economic benefits to capture the difference an organisation or project can make to the communities it operates in. It encompasses a wider definition of value than simply financial outcomes.

The principles of Social Value are recognised to provide the building blocks to take this wider definition of value into account. Because value is not just about money. Value can mean providing opportunities, increasing equality, improving wellbeing and life chances and tackling the climate crisis.

As a public body, we have a duty to consider Social Value as an integral part of procurement processes. This is set out in the Public Services (Social Value) Act 2012 (the Act) which came into force at the start of 2013. Our commitment to Social Value goes beyond procurement processes, we will ensure Social Value benefits are realised in all activity across the organisation.



## Liverpool City Region Combined Authority Social Value Policy and Framework

This commitment to maximising positive outcomes for the people and places across the Liverpool City Region is set out in the [Liverpool City Region Combined Authority Social Value Policy and Framework](#), published in April 2022.

The Framework was developed to provide a consistent approach to embedding Social Value across the organisation. Through a range of immediate and longer-term commitments, it details how we will maximise Social Value outcomes in our role as:

- **An employer:** we are a major employer in the city region, providing direct jobs for more than 1000 people.
- **An organisation with devolved powers:** we have a significant financial footprint in the city region, spending or investing more than £100m per annum and we have devolved powers as a commissioner, an investor and a service provider.
- **A regional civic leader:** we have a wider role to play to influence, mobilise, convene and coordinate wider activities of our partners and stakeholders across the city region, especially our anchor institutions.

**The Framework committed us to report on our progress and impact annually in order to hold ourselves to account.**



## | Social Value in the Liverpool City Region

Social Value is especially important in the Liverpool City Region. Over the last 10 years, there has been demonstrable improvement in the city region's economy; the population is more skilled, the business base is more diverse and the city region is better connected.

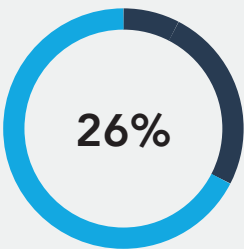
However further action is required if we are to truly disrupt the long-standing economic, social and environmental challenges and inequality which persists across the city region. These challenges affect the health, wellbeing and quality of life of our citizens and communities and are likely to get worse as we experience further economic turmoil and a cost of living crisis.

Against this context, maximising Social Value is increasingly important to create the best possible outcomes for the people across our region and drive social, environmental and economic prosperity.

Whether it be about where we invest our resources, how we take advantage of our opportunities, or what activities and outcomes we prioritise, by considering Social Value we can maximise our impact, support better outcomes for people and places of the Liverpool City Region, and ultimately tackle many of the challenges faced across the region.

For the Liverpool City Region Mayor and Combined Authority, this means the delivery of Social Value could drive economic prosperity, reduce health and wellbeing inequalities and increase economic development.

Currently, 26% of jobs in the city region are paid below National Living Wage, whilst one in four of our working age residents have limiting health conditions and life expectancy in the region is two and a half years lower than the average across England. Almost one third of our neighbourhoods are impacted by high levels of multiple deprivation.



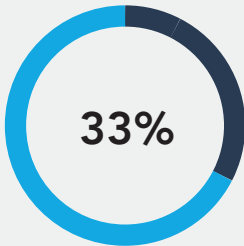
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Additionally, Black, Asian and Minority Ethnic residents are more likely to be economically inactive and are paid less on average than white residents, whilst women are paid less on average than men across all occupations and sectors and are more likely to work in sectors that are considered to have lower levels of productivity.



**As this report demonstrates, by maximising Social Value we can:**



Create more high quality, local employment opportunities



Support people experiencing inequality and deprivation



Improve health and wellbeing outcomes



Support our net zero ambitions.

The pandemic and the cost of living crisis has exposed and exacerbated the challenges faced across our region.

By embedding Social Value across our activities, we can prioritise the employment of local people and the creation of local jobs in order to keep and increase wealth locally, create positive outcomes against the social determinants of health, enable everyone to reach their full potential and achieve the step change needed to deliver our carbon emission targets.

## | So, what are we doing?

Social Value isn't a new concept to us; it is our duty as a Combined Authority to provide the best possible outcomes for our people and places. It is how we measure and report on our impact which has evolved.

We will maximise the Social Value we create to deliver a fairer, stronger and greener city region where no one is left behind. To do so, we recognise the need for a measurement approach which goes beyond minimum Social Value requirements and enables a coherent and structured way to measure the Social Value benefits across all our activities as an employer, a commissioner, an investor, a provider of services, and as a civic leader.

**But maximising Social Value is not just about measuring what we already do in a different way, it is about ensuring social, economic and environmental impacts are part and parcel of our decision-making processes.**

We are also harnessing our procurement practices as a mechanism to maximise Social Value. Within our roles as commissioner and investor, we are committed to implementing a consistent approach to embedding Social Value outcomes within the projects and services we procure and invest in. This requires setting clear standards about our Social Value requirements and providing guidance as to how these outcomes can be achieved and evidenced.

# Purpose of Report

## | ***The first of its kind***

This report is the first annual Social Value report following the launch of our Social Value Framework last year. It is our first opportunity to measure and monitor progress over the last year, report on our commitments and identify ways to challenge ourselves moving forward.

This report will act as a benchmark for how we will measure our progress and report on our Social Value impact in future annual reports.

## | ***Looking back in order to look forward***

We recognise we are on a journey. The annual report aims to take stock of where we currently are, identify where we want to be, and outline how we intend to get there.

Using the commitments set out in our Social Value Framework as a benchmark, the annual report will demonstrate the impact we have had as an organisation to create the best possible outcomes for our city region in the last 12 months in order to identify our priorities for the year ahead.

## | ***Lead the way***

Our commitment to Social Value is not just about doing things differently or doing different things, it is about spreading the word and leading the way. The Social Value Annual Report is recognised as an opportunity for us to be ambitious. This involves setting a standard, both internally for ourselves and externally with our partners and stakeholders, for the scale and scope of impact we intend to have and how we intend to achieve this.



## ***Demonstrating Social Value at the heart of everything we do***

Social Value is not new to us; giving back to the community is embedded within all activities across the Combined Authority. We are eager to demonstrate this. The Social Value Annual Report is enriched with real stories showcasing how we are creating positive and tangible outcomes for the people and places across our city region.

### **The following chapters of this report:**

- **Identify Strategic Alignment:** Social Value is at the centre of everything we do as a Combined Authority. Our ambitions outlined in the Social Value Framework align with our strategic vision and ambitions to create a fairer, greener, stronger city region.
- **Demonstrate Progress and Impact:** Our ambition is to harness the Annual Report to showcase the progress and impact we have made as an organisation across our 5 key areas of activity.
- **Identify Priorities Going Forward:** We are ambitious, realistic and accountable. This Annual Report sets out the priorities for the next 12 months as we continue to embed Social Value across all Combined Authority activities, as outlined in the Social Value Policy and Framework.
- **Outline Future Measurement Approach:** We recognise the Social Value Annual Report as an opportunity to demonstrate the impact we have as an organisation and to better inform the decisions we make. We are committed to regularly monitoring the Social Value we are creating to identify our progress, measure the impact and challenge ourselves to improve. To do this, and to ensure consistency of approach, we are embedding the National Social Value Measurement Framework to capture, collect and report on the Social Value we create as an organisation.







# Policy and Strategy Alignment

## Social Value is at the centre of everything we do as a Combined Authority

Our vision is to create a fairer, stronger, cleaner city region where nobody is left behind. This vision encompasses Social Value by considering social, economic and environmental outcomes:

- **Fairer:** redressing inequalities, empowering communities, reducing deprivation, and supporting good health and wellbeing.
- **Greener:** environmental sustainability, net zero carbon, cleaner air, a circular economy, and protected natural capital.
- **Stronger:** economic prosperity, high quality employment, improved skills, and enhanced quality of place.

Social Value is embedded across all of our strategic documents. This includes delivering the Mayor's 2021 Manifesto, which emphasises the importance of maximising the tools available to use as a Combined Authority to deliver change and build a city region where no one is left behind.

Embedding Social Value across all our activities will also support us to deliver against our strategic ambitions as set out in the People Strategy 2022 – 2025, [Corporate Plan 2021](#) and [Equality Strategy 2022](#).



# Progress and Impact

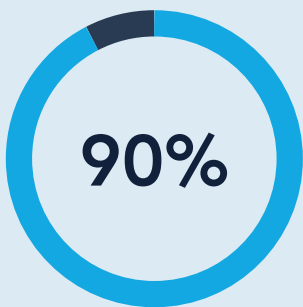
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# Employer

We are a major employer in the Liverpool City Region; 90% of our more than 1000 employees live within the region. Our recruitment practices, terms and conditions of employment and approach to workforce development are all key levers that we can use to maximise the creation of Social Value.



90% OF OUR MORE THAN 1000  
EMPLOYEES LIVE WITHIN THE REGION

## | Progress

We are committed to building a workforce which reflects the diversity and wealth of skills across our city region, all united by a passion to make a difference for our 1.6 million residents. To do this, we have built on the ways we are maximising Social Value as an employer over the last 12 months.

We have set **ambitious plans** to **improve the diversity of our workforce**, as set out in the Liverpool City Region Combined Authority's Equality Strategy. This includes adopting socioeconomic background as a protected characteristic as part of our recruitment practices, embedding Equality, Diversity and Inclusion training as part of our core Organisational Development Learning offer and developing a Reverse Mentoring programme to increase knowledge and inclusivity across the organisation.

We are excited by the potential that our **Positive Action programme** holds **to increase diversity** within our workforce, improve inclusivity within our recruitment practices and tackle underrepresentation within the organisation. Current activity includes improved monitoring of applicants and implementing a Reverse Mentoring programme (*see spotlight below*).

We are also applying the **Rooney Rule**, which requires there to be candidates from underrepresented groups within shortlisted applicant panels to senior appointments. In the future we are introducing traineeships to increase the representation of people of colour within the organisation.

We are dedicated to providing a **diverse and varied Learning and Development** offer within the organisation **to empower and engage our workforce**. This includes embedding Social Value as part of our core Learning offer. We have also increased our wellbeing offer as part of our suite of health and wellbeing initiatives to include mental health awareness training, individual risk assessments, health and wellbeing, financial wellbeing and mental health toolkits.



We are proud to have **improved our Disability Confident Employer Certificate Level to Level 2**. This reflects our continued commitment to increasing our understanding of disabilities, removing barriers for disabled people and those with long-term health conditions and ensuring equal opportunities for disabled people across the organisation. We will continue this progress and aim to register as a Disability Confident Leader Certificate Level 3 by our next Social Value Annual Report.



As part of our commitment to foster the diversity and wealth of talent within the Liverpool City Region, we have worked in partnership with local Universities to **promote our graduate scheme to help train and develop graduate talent in the region**.

We recognise that volunteering brings benefits to both the community or organisation where the volunteering takes place and the volunteer themselves. This year we **launched our employee volunteering scheme** which enables staff to participate in up to 14 hours of volunteering annually. Given the value of impact created through volunteering is £16.93 per hour as defined by the National Social Value Measurement Framework, **our employee volunteering programme provides the opportunity to create over £225,000 worth of Social Value annually**. We will measure and report on the engagement and impact of this in the next Social Value Annual Report.

Following the success of the LCR Women Together network we **launched three more employee networks** to support our efforts to create an inclusive culture where everyone can feel a sense of belonging. Liverpool City Region Combined Authority now has a Black Asian and Minority Ethnic employee network, an LGBT+ network and a Disability network.

We have registered as an **Aspiring Fair Employer** with the **Mayor's Fair Employment Charter**. The Charter, launched by Mayor Rotherham to celebrate and encourage fair employment practices across the region, outlines core principles of good quality and effective practices across 4 areas: Healthy Workplaces, Fairly Paid Work, Inclusive Businesses and More Just Opportunities.

Key principles of the Charter include **creating safe workplaces** through Mental Health and Safety policies and **compliance with Health and Safety** requirements, **paying the Real Living Wage**, improving workplace diversity and inclusion and **creating fair employment** opportunities. We aim to achieve Accredited Level by our next Social Value Annual Report.

We have worked with colleagues across the Combined Authority and other stakeholders to **broaden our approach to Gender Pay Gap reporting** to encompass further equalities **including ethnicity and disability**. Our forthcoming action plan will address gaps and inequalities identified in the data we collect.

# Employer Spotlight

## Developing a Diverse Workforce

### | Reverse Mentoring

We have launched a Reverse Mentoring programme that will match 20 volunteers from across the region's Black and Asian and Minority Ethnic communities with 20 members of the Liverpool City Region Combined Authority's leadership team.

The scheme aims to help senior staff within the Combined Authority gain some understanding of what life is like in the city region for people from Black and Asian and Minority Ethnic backgrounds.

The understanding gained through the process will feed into how the Combined Authority delivers its own services and help improve its practices around inclusivity and non-discrimination in its activities, while volunteers will benefit from building a relationship with the Combined Authority's senior leaders.

“ The scheme will provide opportunities to create a powerful alliance where knowledge and understanding of people's lived experience are used to raise awareness and influence decision making. I hope that this will directly contribute towards creating a diverse and inclusive society across the city region.

This scheme is an important practical demonstration of our unwavering commitment to address racial inequality. It is also a great example of how devolution can enable us to get closer to the people we serve and ultimately make better decisions on their behalf. ”

**Katherine Fairclough**  
Chief Executive, Liverpool City Region Combined Authority



## Building an Empowered and Engaged Workforce

### | Race Equality Training

During October we launched EmbRACE, a Race Equality Training Programme being rolled out to 21,000 employees of the Liverpool City Region Combined Authority and the six constituent Local Authorities. The training specifically focuses on race equality and reflects the experiences of local people in the Liverpool City Region, addressing concepts including structural racism, positive action, privilege and micro-aggression.

Given the value of impact created by delivering Equality, Diversity and Inclusion training is £404 per employee trained as defined by the National Social Value Measurement Framework, the EmbRace programme provides the opportunity to create over £8million worth of social value.



\*National Social Value Measurement Framework

The training will raise awareness of racial inequality and enable employees to increase understanding of communicating effectively with people from various backgrounds, in order to provide high quality services which meet the needs of communities across the city region, while increasing inclusivity in the workplace.

As part of the programme, each employee will gain:

- One-hour e-Learning course
- Three-hour face-to-face training session
- Online reflection sessions
- Online portal of resources.

“ The learning programme has been designed specifically for our city region by using the lived experiences of our residents. All 21,000 employees will be required to complete this training and, while that is no mean feat, we believe it's absolutely necessary if we're serious about making our region the fairest, most inclusive and socially-just place to live in the UK. ”

**Steve Rotheram**  
Mayor of the Liverpool City Region

For further information

[READ MORE](#)

# Organisation with Devolved Powers

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# Investor

As an investor we have the potential to bring stakeholders together to design and develop projects which maximise Social Value.

By maximising Social Value within our investment decisions, we can invest in projects which create Social Value and leverage and negotiate Social Value into funding agreements.



## | Progress

We have built on the ways we are maximising Social Value as an Investor as outlined in the Social Value Policy and Framework over the last 12 months.

We recognise the potential of **utilising our investment** activity to **leverage and negotiate Social Value** in funding agreements. To this end, we have embedded Social Value within our upcoming updated Investment Strategy to ensure Social Value is considered as a core part of investment streams from initial stages of applications.

We have adopted a **Social Value measurement approach within investment** decisions to support us to actively monitor Social Value commitments and delivery to ensure the same level of scrutiny as other project deliverables. Internal training has been developed to support implementation and enable relevant teams to define our Social Value requirements to applicants.

Going one step further, we have adopted an **evaluation of carbon impacts** as part of the commercial investment due diligence process.

We are also **investing in projects that inherently deliver Social Value** across the city region. Examples of this include investing in **Kindred** as a mechanism to invest in socially trading organisations, the **Race Equality Programme**, which aims to raise awareness of racial inequality in the region, and the **Housing Retrofit Programme**, which delivers significant Social Value outcomes as part of a programme to improve housing quality across the region.

# Investor Spotlight

## Embedding Social Value within Investment

### | Investment Strategy Refresh

We recognise our responsibility in harnessing our investment activity to develop projects which create significant Social Value outcomes. Social Value is embedded as a core part of our updated Investment Strategy and Assurance Framework to clarify our intentions, outline our expectations and support stakeholders to design and develop projects which maximise the creation of social value. This is a crucial part of our ambition for the Liverpool City Region to become the most inclusive economy in the UK.

To support implementation, we have outlined our Social Value requirements across our investment activities in order to communicate our expectations to stakeholders, began developing guidance on how Social Value is considered at varying stages of the investment process and piloted a Social Value assessment approach within our early-stage assessments and prioritisation of projects.

Our updated Investment Strategy will support us to ensure all projects contribute towards our Social Value ambitions and prioritise projects which consider the creation of Social Value as a key project deliverable.



## Investing in Inherent Social Value

### | Kindred

The Liverpool City Region's socially-trading sector is made up of 13000 organisations employing 50,000 people, the equivalent of 10% of the region's workforce and generates £2.9billion per year for the area's economy.

Established in 2021 with £5million of funding from the Mayor and £1million of matched funding from Power to change, Kindred works to support socially trading organisations across the Liverpool City Region.

Designed and run by the sector, Kindred provides financial and non-financial support to organisations that set out to deliver services and products that benefit the areas in which they operate. So far it has invested £1million into socially trading organisations across the region. This investment has created 77 new jobs and attracted £10.5million of additional funding for the region.

An example of this is a cluster of socially trading organisations creating social impact within Birkenhead. Since receiving funding from Kindred, Make Hamilton, Future Yard, Open Door Centre, Hype Merseyside and Grow Wellbeing have created 50 new jobs and increased their turnover by £1.3million.



“ The socially-trading sector plays a vital role in our economy and is something that we are rightly proud of as a city region. That’s why we were keen to back the creation of Kindred and why it is so heartening to see this evaluation of their first investment. The figures spell out just how productive the investment has been, in terms of creating jobs and attracting investment into our communities. And the impact on Birkenhead shows how creating a cluster of social businesses multiplies the impact of any support, reviving the entire area. ”

**Councillor Janette Williamson**

Liverpool City Region Combined Authority Portfolio Holder for Inclusive Economy and the Third Sector, and Leader of Wirral Council (2022/23 Municipal Year)



## Enabling Connectivity

### | LCR Connect

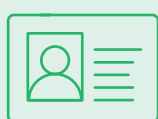
Digital connectivity is a crucial part of building an inclusive economy. Delivered by a 50% publicly owned joint venture, LCR Connect aims to make Liverpool City Region the most digitally connected area in the UK by delivering a full-fibre, ultrafast, gigabit-capable network infrastructure across the region.

Maximising Social Value is a key consideration within the design and delivery of the LCR Connect project.





**To date, LCR Connect has delivered:**



**20** FULL TIME  
EMPLOYMENT  
POSITIONS



**17** CAREER  
DEVELOPMENT AND  
ADVICE SESSIONS  
CONDUCTED IN SCHOOLS



**6** APPRENTICESHIP  
POSITIONS



**180** EMPLOYEES  
ACCESSING MENTAL  
HEALTH AWARENESS  
TRAINING



**3** WORK  
EXPERIENCE  
OPPORTUNITIES



**900** SCHOOL  
STUDENTS ENGAGED  
IN CAREER DEVELOPMENT  
AND ADVICE SESSIONS

In addition, Community Hubs have been set up within each of the six local authorities to increase connectivity and tackle digital exclusion. As part of LCR Connect, community organisations across the region have been connected to the full-fibre network to offer free digital access and digital skills training and support for local communities.

# Service Provider

There are a number of services that the organisation delivers directly, across skills and employment, transport and homelessness.

To maximise the positive outcomes secured, we must consider Social Value in the design and delivery of all our programmes and seek innovative ways to provide the best possible outcomes for the people of our region.

## | Progress

**Engagement with communities** who are most impacted by decisions is a **key principle of delivering Social Value**. We are enhancing our engagement mechanisms in the design and delivery of services. This includes the recruitment of Lived Experience Peer Practitioners within the Housing First programme and the development of a new Citizen's Voice programme, which aims to harness the insight of people and communities. Through a regular **structured and systematic citizen engagement and research strategy** we will be able to continuously collect valuable feedback from residents across the city region as part of our policy and decision-making processes.

We have **maximised Social Value** outcomes in the **services we deliver**, for example we are tackling digital exclusion as part of delivery of the **Households into Work** programme and we are increasing local skills and employment opportunities through the delivery of the new £80 million **Headbolt Lane Station**. Similarly in the delivery of the Housing Retrofit programme we have donated significant resources and equipment to our communities.

We have also delivered the Spatial Development Strategy's strategic objective of **embedding Social Value in Development** by preparing a Spatial Development Strategy Social Value Policy which requires all developers to consider Social Value in proposals. Following non-statutory engagement sessions, the policy will be confirmed later this year.

# Service Provider Spotlight

## Digital Inclusion

### | Households into work

Households into Work provides up to 12 months of support to unemployed and economically inactive people aged 16 and over living in Liverpool City Region, who because of their current circumstances are unable to consider taking up or sustaining employment.

Digital inclusion and access to devices are recognised as a significant barrier to employment. To tackle this, improving digital inclusion has been embedded as a key priority within the Households into Work programme delivery.



**So far, Households into Work has delivered the following Social Value through prioritising digital inclusion:**

**185** PARTICIPANTS REFERRED AND SUPPORTED TO ACCESS THE PATHWAYS2WORK PROGRAMME\*

Participants gain a minimum of 2 Entry Level IT qualifications and receive a digital device such as a laptop



**22** RE-CONDITIONED IPHONES FROM THE LIVERPOOL CITY REGION COMBINED AUTHORITY'S IT DEPARTMENT ACQUIRED AND DISTRIBUTED TO PARTICIPANTS

This process will be replicated after each replacement cycle within the organisation

## DIGITAL SKILLS

**95** PARTICIPANTS SUPPORTED TO ACCESS A DIGITAL OR IT COURSE TO GAIN DIGITAL SKILLS



## DATA COLLECTION

UTILISING DATA TO INCREASE UNDERSTANDING OF PARTICIPANT DIGITAL SKILLS AND CONNECTIVITY AND IMPROVE PROGRAMME DESIGN AND DELIVERY

\*funded by Job Centre Plus

## Person-Focused Services

### | Lived Experience Group

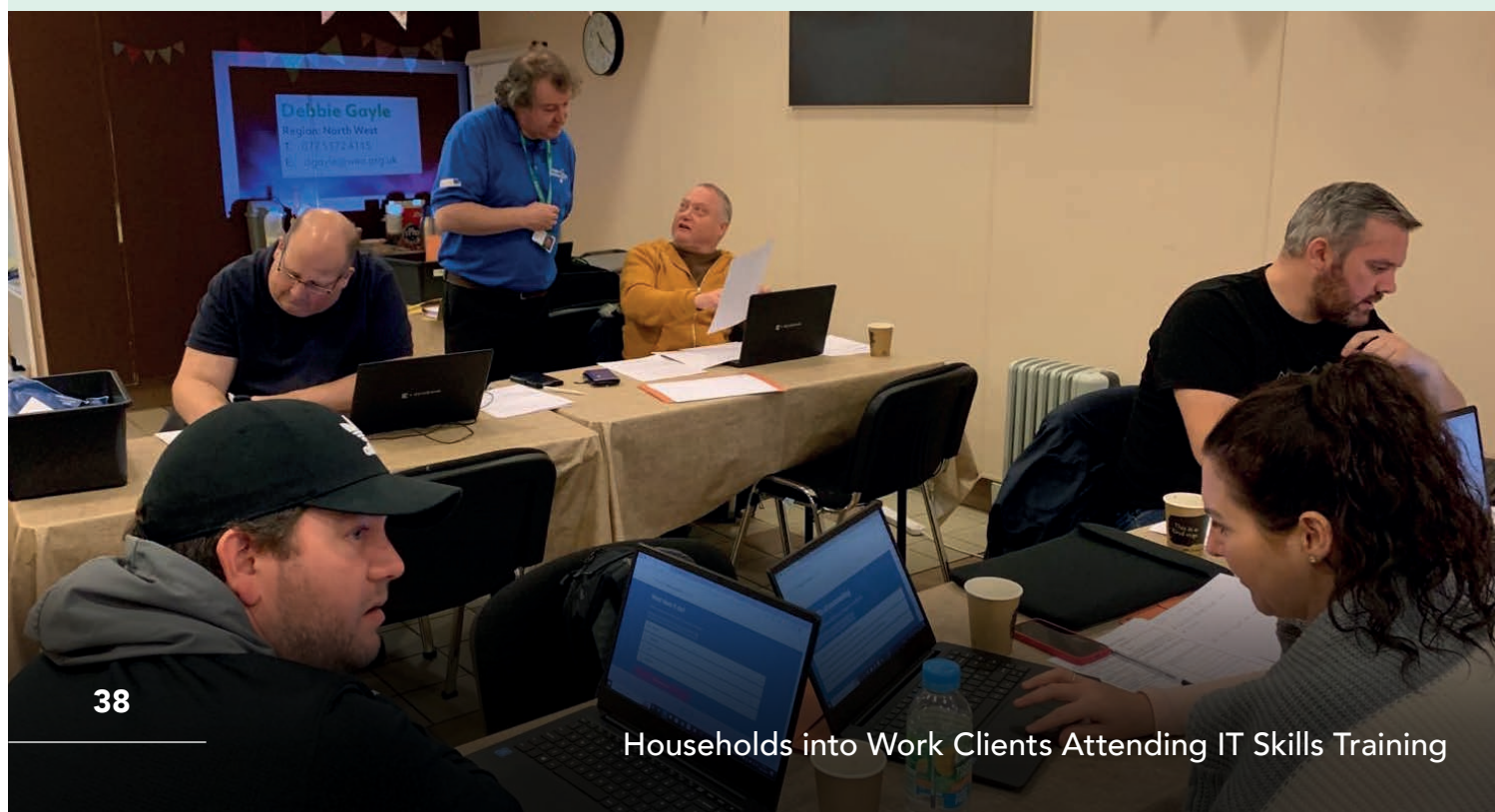
We are expanding our methods of designing and delivering people-focused services which meet the needs of our communities by creating jobs specifically for people with lived experience on the same terms and conditions as fellow colleagues. This includes involving people with lived experience in areas of our policymaking, delivery and investment and service design and reviewing our approaches to providing appropriate training, opportunities and remuneration to our lived experience colleagues.

We have piloted our approach to this within the Housing First programme. Three full time employment positions were created for people with lived experience with the same terms and conditions as fellow colleagues within the programme.



**THREE FULL TIME EMPLOYMENT POSITIONS  
CREATED FOR PEOPLE WITH LIVED EXPERIENCE**

within the Housing First programme



Given lived experience roles in the sector can be seen as trainee positions, this is an important step forward and demonstrates our commitment to embedding lived experience within our service design and delivery.

The job description and person specifications for each job opportunity were co-produced by people with lived experience to ensure the language and employment requirements did not cause any barriers to people with lived experience applying. The recruitment process for these roles was co-designed with our Lived Experience Group. This ensured lived experience was at the heart of the recruitment process, and candidates were able to communicate how their lived experience would support them to fulfil the roles. The interview panel also included members of the Lived Experience Group and the Homelessness Strategy Team.

We have supported local authority partners and other stakeholders to develop meaningful approaches to embedding lived experience as a part of their service design and delivery. Our Lived Experience Group has developed and provided co-production training, shared examples of good practice and supported partners to develop their own Lived Experience Networks.

Our Lived Experience Group has existed for four years and done pioneering work in areas like recruitment, commissioning, evaluation and co-production. They have been involved with national, regional and locally based bodies; from DLUHC to local authorities to third sector organisations.

We are currently looking at bringing in more creative opportunities for the Lived Experience Group, increasing our training offer and doing partnership work with local and national third sector bodies such as Revolving Doors and Red Umbrella. Training is planned in Peer Research, IT skills and campaigning.

## Investing in our Communities

### | Housing Retrofit Programme

The Mayor's housing retrofit programme is investing £105m to add energy efficient measures to more than 10,000 homes at risk of fuel poverty, with works targeted at the most vulnerable households. Improvements include solar panels and external wall insulations as part of the Combined Authority's ambition to reach net zero carbon by 2040.

The creation of Social Value was integrated as part of project design and delivery. The programme has created employment opportunities for local residents, employing a 100% local workforce, and donated resources and equipment to local charities, schools and food banks.

“ If we are to reach our ambitious target of becoming net zero carbon by 2040, we need to half our energy use across the city region. The situation in our homes is even more challenging, as we will have to cut energy use by 60%. That's why retrofitting our homes with energy efficient measures is so important. This will be a challenge but as we have demonstrated by successfully delivering this scheme – with support from government we are capable of achieving this, while creating good quality jobs in the process. ”

**Councillor David Baines**

Liverpool City Region Combined Authority  
Portfolio Holder for Net-Zero and Air Quality



**The programme has delivered the following Social Value outcomes:**



**33**  
EMPLOYMENT  
OPPORTUNITIES



**5** APPRENTICESHIP  
OPPORTUNITIES



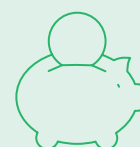
**6** WORK  
EXPERIENCE  
OPPORTUNITIES



FULL WORKFORCE  
MADE UP OF  
LOCAL RESIDENTS



OVER  
**£10,000**  
DONATED TO LOCAL  
COMMUNITY ORGANISATIONS



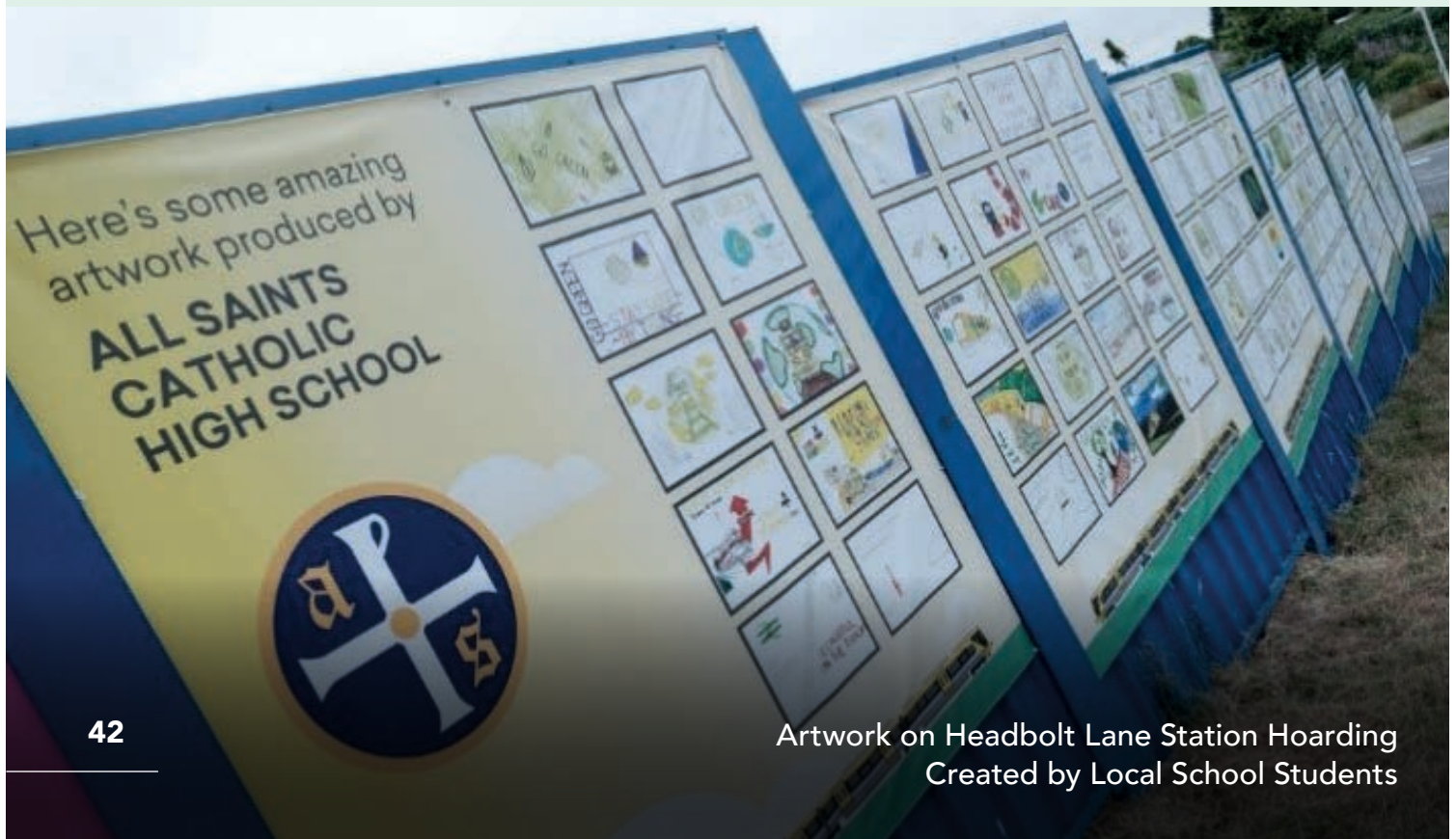
RESOURCES AND EQUIPMENT  
WORTH OVER  
**£55,000**  
DONATED TO LOCAL SCHOOLS,  
FOOD BANKS AND CHARITIES

## Connectivity

### | Headbolt Lane Station

Headbolt Lane Station in Kirkby is a key part of the Mayor's ambitions to deliver a simple, affordable and reliable, London-style transport network for the city region which brings together bus, rail, ferry and active travel. The new station will improve local and national connectivity for residents.

Social Value has been a key consideration throughout the design and delivery of Headbolt Lane Station. The Combined Authority has worked in partnership with Buckingham Group Contracting Ltd, Fusion21, Network Rail, Knowsley Council and Knowsley Chamber of Commerce to identify opportunities to maximise the creation of Social Value and leave a legacy for local residents, businesses and charities. This includes conducting public engagement sessions, career development engagement in schools and colleagues, sustainability initiatives.



Artwork on Headbolt Lane Station Hoarding  
Created by Local School Students

**To date, Headbolt Lane Station has created the following Social Value outcomes:**



- 2 Full Time Employment opportunities for local residents

- 
- Sector Based Work Academy designed and delivered to 10 local residents



- 100% Academy participants gained safety qualifications
- 80% Academy participants secured employment opportunities following Academy completion

- 
- 2 Career Development and Advice sessions in local schools
  - 36% increase in Engineering chosen as subject for subsequent school year



- 200% increase in female students choosing Engineering as subject for subsequent school year
- Increased awareness of employment opportunities in engineering and rail



- Public Consultation and Engagement sessions held to enable feedback on proposed Station design and delivery



- Accessible [website](#) created to share updates on the project and gather public feedback Community Forum



- 260 pieces of artwork created by school students from seven local primary schools to be displayed across project site hoarding



- Recycle and reuse partnership with local school has been developed for leftover materials



- Network Rail has committed to reclaiming and building upon any biodiversity that may be lost during construction. Environmental improvements have been identified across six local parks in Kirkby.



- £300 donated to Eco Therapy Garden as part of an initiative to donate a percentage of sales from the use of the project site vending machine to local charities



- Peace Garden created by local health and wellbeing community organisation Eco Therapy Garden CIC as part of station design, aiming to improve the health and wellbeing of passengers and local residents, and encourage outdoor activity



- Project Staff volunteered time, equipment and resources to deliver improvements to local Eco Therapy Garden and local boxing club, Tower Hill ABC. This greatly benefits the local community and will make the Garden and Club more accessible to local residents

“ On behalf of our board of trustees and the community, thank you so much for your kind donation. I have spoken to our volunteers and we have decided to use the donation next month to purchase more fruit trees. This year we have had a bumper crop of apples, pears and plums which we have donated to local food banks and residents. The community and volunteers have found harvesting the fruit really enjoyable and your donation will allow us to help even more people in the local area. ”

Eco Therapy Garden





Ariel View of Headbolt Lane Station Site



# Commissioner

We have a significant financial footprint; we spend or invest more than £100m per annum. Decisions on the goods and services we procure and the suppliers we use, are important levers to maximise Social Value.

## | Progress

Over the last 12 months, we maximised the creation of Social Value through progressive procurement practices in order to diversify our supply chain and increase our spend within the local economy.

Social Value is considered as a core part of procurement practices.

**Social Value is part of decision-making processes for all contracts above £20,000** and our weighting for Social Value in procurement has increased to between 10% and 20%. We have developed internal training to support our commissioners to increase their understanding and application of Social Value in procurement, developed Social Value training to support suppliers to build capacity and respond to Social Value requirements in procurement and commissioning and developed clear guidance and instruction for bidders about our Social Value requirements in procurement.

We are eager to monitor our progress; we know **65% of all contracts awarded in 2022/23 included social value**. We aim to continually improve this by embedding a Social Value measurement approach within procurement to monitor the percentage of expenditure on goods, services and works within Liverpool City Region.

We are **embedding Equality, Diversity and Inclusion** within our procurement practices by collecting data about the profile of organisations we work with to understand the breadth and depth of our supply chain. We will use our community supplier procurement events to raise awareness and increase accessibility of our commissioning activity.

To support our ambitions to diversify our supply chain, we have reviewed and **relaunched our Community Suppliers Network**. This includes encompassing a broader range of organisations, increasing access for suppliers and identifying how we increase collaboration and capacity with local organisations. We are eager to maximise the Social Value being created by our community suppliers, and actively seek to localise our spend by developing innovative and progressive ways to work together.

We have also implemented a monitoring form across all procurement in order to collect and regularly analyse data on the characteristics of the organisations we are working with.

We have **harnessed our procurement and commissioning activity to maximise the Social Value** benefits of our wider activities including the Race Equality Hub Programme, LCR Connect, Adult Education Budget provision investment and the Fair Employment Charter. This also includes our Net Zero ambitions. We have ensured all frameworks and strategies produced since the publication of the [Liverpool City Region Combined Authority's Net Zero 2040](#) document align with the Net Zero Carbon commitment and we have initiated carbon literacy training for all senior leaders and decision makers to embed our Net Zero Carbon commitment within procurement and commissioning activity.

We have developed an **evidence base of Social Value good practice** in procurement and contract management to harness alongside these progressive procurement practices.

# Commissioner Spotlight

## Localising our Spend

### | Adult Education Budget

We are committed to increasing the proportion of our expenditure in the local economy by harnessing progressive procurement practices. This involves increasing the amount of community organisations we work with each year, supporting community suppliers to offer real living wage and assisting community suppliers to embed Social Value principles in their working practices.

Social Value is considered as part of all Adult Education Budget (AEB) commissioning to maximise positive outcomes within our communities and utilise our spend locally.

Social Value creation over the last two academic years through AEB commissioning includes:

- £1.1million in-kind contributions to community organisations
- Nearly £1 million worth of training provided to staff and volunteers
- £75,000 raised and donated to local charities and community organisations
- Opportunities provided to local economically-deprived communities
- Improved signposting mechanism for learners to mental health and wellbeing service providers
- Over 14,000 hours completed volunteering within community organisations by AEB staff and learners

## Diversifying and Influencing our Supply Chain

### | Equality Impact Assessments

We recognise the power of a diverse supply chain in maximising the creation of Social Value. We are embedding our updated Equality Impact Assessments (EIA) as part of our progressive procurement practices to ensure all our decisions, practices and policies are inclusive, and ultimately support our ambitions to diversify our supply chain landscape.

To embed the new EIA process across the organisation, we have recruited and trained colleagues as Equality Champions to provide internal support. In addition, we have implemented toolkit training to support onboarding.

We are also developing our approach to Community Wealth Building to add value to our existing procurement practices and support our ambitions to localise our spend and diversify our supply chain. This includes conducting strategic engagement with local anchor institutions and community organisations, establishing a Community Wealth Building Framework, and identifying areas to maximise Social Value outcomes through procurement.





# Civic Leader

As a strategic body, we have a role to play in convening, collaborating and engaging with our partners and stakeholders to ensure the effective design and delivery of our policies and services.

Engaged stakeholders are a fundamental principle of effective Social Value delivery. This includes both working collaboratively with partner organisations to maximise the collective impact we have, and the inclusion and participation of diverse stakeholder voices in the decisions we make.



## | Progress

Over the last 12 months, we have maximised the creation of Social Value within our Civic Leadership role to **foster engaged stakeholders, develop collaborative partnership working mechanisms and embed Social Value within all of our key policies and strategies**. This includes convening meetings with local anchor institutions across Liverpool City Region to discuss how we align our approaches to Social Value and the adoption of the socioeconomic duty to maximise the impact in our communities.

We **recognise engaged stakeholders to be an integral part of our success as a Civic Leader**. We are committed to convening and collaborating with a diverse range of stakeholders to support the design, development and implementation of all our activities. More importantly, we recognise our stakeholders to be crucial in holding us to account for how we shape our services, what decisions we make, and where we invest our resources.

We have **established four Equality Panels** which bring together diverse and experienced members from across our community to support and challenge us to improve our practices. We are also harnessing our LCR Listens initiative to help shape our policies and programmes and have convened meetings of the Youth Combined Authority to embed young voices within decision making processes.

This Social Value Annual Report demonstrates our commitment to embedding Social Value across our activities, including our role as a Civic Leader. We continue to **work alongside our local authority partners and anchor institutions to establish a city region wide approach** to maximising the Social Value we create and sharing best practice and learning.

A **consistent and coordinated approach** to maximising Social Value not only enables us to **measure, monitor and report on the impact** we are having across the region, but also supports us to **provide a joint up approach to creating the best possible outcomes** for our people and places and tackling the challenges being faced.

# Civic Leader Spotlight

## Engaged Stakeholders

### | Equality Panels

We are committed to harnessing the diversity across our communities to create a stronger, fairer, cleaner city region where no one is left behind. To achieve this, and our commitments set out in the Liverpool City Region Combined Authority's Equality Strategy, Portfolio Holders for Equality, Diversity and Inclusion Mayor Joanne Anderson (Municipal Year 2022/23) and Mayor Steve Rotheram established four new Equality Panels. The panels cover the areas of Gender, Race, Disability and LGBTIQ+.

The four Equality Panels reflect the diversity of our region, with broad representation across protected characteristics and localities. Diversity of voice, thought and experience widens participation and supports us to continually review and improve our activities.

Title



### The aims of the Equality Panels are to:

- Champion the Liverpool City Region's cultural heritage and history of community inclusion and social justice
- Advise the Combined Authority on the equality impacts of our policies, projects and programmes
- Constructively challenge political and system leaders to tackle prejudice and discrimination and promote equality of opportunity
- Proactively support the Combined Authority and partners across the public, private and third sector to increase equality and develop effective solutions to tackling inequality.

For Further Information

[READ MORE](#)



## Partnership Working

### | Socioeconomic Duty

Working collaboratively with our partners across the public, private and third sector is fundamental to our success in creating positive, tangible outcomes for our communities. We recognise the need for a consistent and coordinated approach to partnership working, which facilitates continual improvement, learning and sharing of best practice.

We are committed to working in collaboration with our partners including the six Local Authorities, Merseyside Fire and Rescue Service and Merseyside Police to tackle disadvantage faced across the region by adopting the Socioeconomic Duty. The duty aims to deliver better outcomes for those experiencing socioeconomic disadvantage by asking public authorities to actively consider the way in which their policies and their most strategic decisions can increase or decrease inequalities.

We are harnessing our Civic Leadership role to implement the duty. This includes reviewing how we design and deliver our services and investment practices, collaborating with the Equality and Human Rights Commission to share best practice in tackling inequality for those facing socioeconomic disadvantage, considering how we communicate with and influence our stakeholders to implement best practice and embedding considerations to socioeconomic background within our employer activities.

# Priorities Going Forward

## ***We are ambitious, realistic and accountable.***

Our ambition is to embed Social Value across all Combined Authority activities, be it as an employer, organisation with devolved powers or civic leader.

Whilst we are committed to achieving the commitments set out in the Social Value Policy and Framework, in order to do this, we are realistic in acknowledging our scope of work will evolve as we aim to deliver the best possible outcomes for the people and places across our region. Therefore, our priorities should evolve too.

Not only will the Social Value Annual Report outline our progress in embedding Social Value at the heart of everything we do, but it will define our ambitious yet realistic priorities for the year ahead.

If we are to create real and meaningful outcomes across our region, it is imperative we hold ourselves to account. We will regularly measure and assess the progress we are making against the priorities we set to ensure our priorities are specific enough to provide direction, but ambitious enough to challenge ourselves. We will outline this progress as part of our Social Value Annual Report.

We have identified the following priority areas going forward:

## Cross Cutting

Impact Measurement	
Actions	What Success Looks Like
<ul style="list-style-type: none"><li>• Increase data collection</li><li>• Implement standardised approach to Social Value impact measurement</li><li>• Embed monitoring and reporting of Social Value delivery into contract management practices</li></ul>	<ul style="list-style-type: none"><li>• Improved understanding of how to maximise Social Value</li><li>• Consistent impact measurement approach</li><li>• Proactive data analysis to measure progress</li><li>• Improved accountability for the Social Value we're delivering</li></ul>



## Employer

### Diversify Workforce

Actions	What Success Looks Like
<ul style="list-style-type: none"> <li>• Ensure recruitment practices are accessible to, and encourage diverse applicant pool</li> <li>• Provide range of entry level opportunities such as apprenticeships, traineeships and graduate programmes</li> <li>• Improve and harness our employer brand as a welcoming and inclusive employer</li> <li>• Achieve Accredited Level of Fair Employment Charter</li> <li>• Register as a Disability Confident Leader Certificate Level 3</li> </ul>	<ul style="list-style-type: none"> <li>• A workforce which represents the diverse communities of Liverpool City Region</li> </ul>

### Improved Knowledge and Understanding

Actions	What Success Looks Like
<ul style="list-style-type: none"> <li>• Embed Social Value training and development in our core Learning and Development Offer</li> <li>• Develop mechanism to showcase Social Value stories across the organisation</li> <li>• Embed Community Wealth Building Framework across organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Improved knowledge and shared understanding of what Social Value is and what good looks like</li> <li>• Colleagues feel confident in embedding Social Value within all activities</li> <li>• Improved knowledge of Community Wealth Building</li> </ul>

## Organisation with Devolved Powers

Progressive Procurement	
Actions	What Success Looks Like
<ul style="list-style-type: none"> <li>• Streamline and simplify procurement process so to not create barriers for suppliers</li> <li>• Support suppliers to develop their understanding of public sector procurement practices</li> <li>• Deliver Community Wealth Building Framework</li> <li>• Utilise the Community Suppliers Network as part of procurement practices</li> <li>• Implement standardised approach to Social Value impact measurement</li> <li>• Embed monitoring and reporting of Social Value delivery into contract management practices</li> </ul>	<ul style="list-style-type: none"> <li>• Diverse and local supply chain committed to delivery and evidencing positive Social Value outcomes</li> <li>• Increased understanding of how progressive procurement supports Community Wealth Building</li> <li>• Ability to deliver Social Value outcomes that meet needs of our communities</li> </ul>

## Civic Leader

### Engaged Community

Actions	What Success Looks Like
<ul style="list-style-type: none"> <li>• Implement a Citizens Voice Strategy</li> <li>• Enhance the influence of our forums within our decision making processes, such as the Youth Combined Authority, Equality Panels, Community Suppliers Network etc.</li> <li>• Harness data collection and analysis mechanisms within the design and delivery of our services and programmes</li> <li>• Monitor and report impact of Employee Volunteering programme in next Social Value Annual Report</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding of what our communities need</li> <li>• Improved programmes and services based on community needs</li> <li>• More inclusive decision making processes</li> <li>• Ability to deliver Social Value outcomes that meet the needs of our communities</li> </ul>

### Partnership Working

Actions	What Success Looks Like
<ul style="list-style-type: none"> <li>• Convene regular meetings with local authority partners and anchor institutions to share and harness best practice across the region</li> <li>• Increased sharing of data, knowledge and intelligence</li> </ul>	<ul style="list-style-type: none"> <li>• Increased collaborative working approach across the region</li> <li>• Maximising the delivery of Social Value through joined-up working</li> </ul>

# Approach to Measurement and Reporting

We recognise the Social Value Annual Report as an opportunity to demonstrate the impact we have as an organisation and to better inform the decisions we make. We want to know how we have created the best possible outcomes for our city by doing things differently or doing different things.

However, this goes beyond producing an annual report. We are eager to go above and beyond our current Social Value activity and explore new ways of creating, measuring and reviewing Social Value across the organisation. We are committed to regularly monitoring the Social Value we are creating to identify our progress, measure the impact and challenge ourselves to improve.

We have already come some way in doing this over the last 12 months. We have:

- Identified and defined our data collection methods across the organisation
- Reviewed our approach to Social Value measurement
- Developed and launched internal guidance on how to maximise Social Value within the projects and services we procure and invest in
- Developed external guidance for suppliers to detail and evidence the Social Value they are creating.

**To further achieve this, and ensure consistency of approach, we are embedding the National Social Value Measurement Framework to capture, collect and report on the Social Value we create as an organisation.**

## **| National Social Value Measurement Approach**

The National Social Value Measurement Framework provides a minimum reporting standard for measuring social value. Developed and published by the National Social Value Taskforce and sponsored by the Local Government Association, the Framework is designed to help organisations identify and measure the Social Value being delivered through a project or service.

The National Framework is structured around the following:

- Principal Themes – The overarching strategic themes that an organisation is looking to pursue.
- Outcomes – The objectives or goals that an organisation is looking to achieve that will contribute to the Theme.
- Measures – The measures that can be used to assess whether these Outcomes have been achieved.

There are a number of benefits to using the National Social Value Measurement Framework, including deploying a consistent approach to measuring and reporting social value, supporting continuous improvement and providing a robust and transparent mechanism for assessing and awarding procurement tenders.

The Framework will also help us to understand 'what good looks like' and support us to measure and evidence the Social Value being delivered.





Mann Island, Liverpool

