Economy

Outcomes	Social Value Activity	Questions for Procurement Exercises (if relevant)	Monitoring & Evaluation KPIs	
			Indicator	Project stage
Creating more (with specific focus on hard-to-reach groups) and improving existing jobs	**Creating Jobs for Hard-to-Reach Groups** Direct jobs created across hard-to-reach groups (persons with physical and learning disabilities, the homeless, NEETs, long-term unemployed, over 55s with a pre-existing health condition, ex-offenders, veterans, care leavers)	1) How many jobs has your organisation created in the last year for long-term unemployed people? 2) How many jobs will you create, as part of the contract, for long-term unemployed residents of Preston?	Number of employees (FTE) taken on who are long term unemployed (unemployed for a year or longer)	Construction / Operation
		3) How many jobs has your organisation created in the last year for the following hard-to-reach groups (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)? 4) How many jobs will you create as part of the contract for hard-to-reach groups resident in Preston (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)?	Number of employees (FTE) taken on from hard-to-reach groups (delete as appropriate: BAME/Homeless/Ex-offenders/NEETS)	Construction / Operation
	Ensuring Local[2] People are in Employment Number of local people in sustainable employment (twelve months or more or if not applicable for the duration of contract)	5) What percentage of your current workforce are local residents? 6) What percentage of the workforce which will work on the contract will be local residents?	Percentage of Preston residents employed on contract (FTE)	Construction / Operation
	Employment Support Activities Activities to support people back into the workplace or into better work?	7) What types of activities do you currently provide to support unemployed people into work? 8) What types of activities will you provide, as part of the contract, to support unemployed Preston residents into work?	Number of hours dedicated to supporting unemployed Preston residents into work	Construction / Operation

		9) How many hours will be dedicated to supporting unemployed Preston residents into work as part of the contract?		
	Apprenticeship Opportunities Creation of Apprenticeships	10) How many apprenticeships has your organisation created in the last year? 11) How many apprenticeships will you create and complete as part of the contract?	Number of apprenticeships on the contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years	Construction / Operation
		12) How many weeks of apprenticeships have you created and supported in the last year? 13) How many weeks of apprenticeships for Preston residents will you create and support as part of the contract?	Number of weeks of apprenticeships created during the year	Construction / Operation
	Improving the Quality of Existing Employment Practices Ensuring that both the direct workforce and contractors are employed in fair, democratic, inclusive, and flexible workplaces	14) Preston City Council is committed to the delivery of high-quality public services, and recognises that this is critically dependent on a workforce that is: • well-rewarded, • well-motivated, • well-led, • has access to appropriate opportunities for training and skills development, • are diverse and	% employees receiving the Real Living Wage[3] Employee survey data- % employee engagement score	Construction / Operation Construction / Operation

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[2] Local refers to the Preston in first instance, then Central Lancashire, and then Lancashire.
[3] The real living wage as established by the Living Wage Foundation.

| | | • is engaged in decision making.

These factors are also important for workforce recruitment and retention, and thus continuity of service. Preston City Council is adopting fair work practices, which include:
• A fair and equal pay policy that includes a commitment to supporting the Living Wage, including, for example being a Living Wage Accredited Employer.
• Clear managerial responsibility to nurture talent and help individuals fulfil their potential, including for example, a strong commitment to Modern Apprenticeships and the development of a young workforce.
• Promoting equality of opportunity and developing a workforce which reflects the population in terms of characteristics such as age, gender, religion or belief, race, sexual orientation, and disability.
• Support for learning and development.
• Stability of employment and hours of work, and avoiding exploitative employment practices, including for example no inappropriate use of zero-hours contracts.
• Flexible working (including for example practices such as flexitime and career breaks) and support for family friendly working and wider work life balance. | | |

		• Support progressive workforce engagement, for example Trade Union recognition and representation where possible, otherwise alternative arrangements to give staff an effective voice. To ensure the highest standards of service quality in this contract we expect contractors to take a similarly positive approach to fair work practices as part of a fair and equitable employment and reward package. Please describe how you will commit to fair work practices for workers (including any agency or sub-contractor workers) engaged in the delivery of this contract.		
Improve skills in Preston area	**Training Opportunities** Creation of training and upskilling opportunities for direct workforce	15) What types of training opportunities do you currently provide for your employees?	Number of weeks of training opportunities on contract that have either been completed during the year, or that will be supported by the organisation to completion in the following years - Level 2,3, or 4+	Construction / Operation
		16) What types of training opportunities will you provide for your employees as part of the contract?		
		17) How many weeks of training opportunities will you provide for your employees as part of the contract?	Number of employees upskilled (NVQ 2/3/4)	Construction / Operation

	Work Experience Work Experience opportunities created as part of contract	18) What types of activities do you currently undertake around schoolwork experience placements? 19) What types of activities will you provide as part of the contract around schoolwork experience placements for Preston residents? 20) How many school, work experience placements will be provided as part of the contract for Preston residents?	Number of school, work experience placements	Construction / Operation
			Number of undergraduate project placements per year offered to Lancashire's Universities & Colleges	Construction / Operation
		21) How many undergraduate project placements per year will you offer to Lancashire's Universities & Colleges?		
		22) How many graduate internships per year will you offer for graduates living in Lancashire?	Number of graduate internships per year offered to graduates	Construction / Operation
Diversified local business base and supply chains	**Diversity of Spend** Amount spent with diverse supply chain organisations (local organisations, VCS, SMEs, Co-operatives etc.)	23) Not asked about during procurement	Total amount (£) spent in Preston supply chain through the contract	Construction / Operation
	Building Capacity of Co-operative and Voluntary Sector Support provided to strengthen the co-operative and voluntary sector as part of the contract	24) What opportunities will you provide as part of the contract for the co-operative and voluntary sector organisations?	Number of hours of expert business advice (HR, financial, legal, HSE)	Construction / Operation