

Community Benefits Policy

Classification: Management

Status: Approved

Policy Lead:	Director of Property Assets
Last Review Date:	January 2024
Review Due Date	January 2025
Review Due Date:	1 year unless required earlier due to changes in the law, regulation, best practice, or requirement of the Association

REFERENCE PAGE

Document Title:	Community Benefit Policy
Aim:	To enhance the services for all the people and communities we serve by maximising the social value of Eildon's operations
Objective:	1 The Eildon Group will ensure that the highest standards of governance and partnership working are adhered to, including compliance with our regulatory frameworks
Scope of Policy:	All stakeholders
Organizational Lead	Chief Executive Officer
Approval Source:	Executive Team
Strategic References:	Procurement Strategy and Policy Development Strategy Customer Voice Strategy
Consultation Completed:	Yes - Staff
Risk Implications:	3- New policy
Equalities Assessment:	Equalities Impact Assessment completed, showing that this Strategy should have no adverse effect on protected characteristics, and noting a positive impact to remove barriers and promote diversity and understanding across groups, should it achieve its aims
Accessibility:	Accessible electronically/online and in print. All documents can be translated and made available in audio, braille, and large print versions upon request.

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Foreword

Developing and introducing an ongoing sustainable Community Benefits Policy that embraces all aspects of our operations, as well as make investment into our communities, is embedded in Eildon's 5-Year Strategy (Delivering Inclusive Growth across the Scottish Borders).

Responding to Customer Needs, Pressures and Aspirations and recognising the challenges being faced across our customer base, we will further develop and expand our support, advice, and assistance services to provide a range of universal and targeted measures.

Reference to communities throughout this Policy refers to communities across the Scottish Borders Council area. Only in exceptional circumstances will Eildon accept proposals for community benefits outwith the Scottish Borders.

This Policy challenges Eildon to maximise the social impact of all our activities across our communities through:

- Introducing a Community Benefits Framework setting the minimum criteria against the myriad range of service and capital contracts Eildon commission by:
 - Integrating the Community Benefits Framework within Eildon's Procurement Policies.
 - Ensuring all contracts are assessed and measured against our Community Benefits Framework.
- Placing support of our tenants, local communities, community and local based *SMEs and placing value for money at the centre of our Community Benefits Policy.
- Promoting partnership with local RSLs through the Borders Housing Network and other key community organisations to bring together shared knowledge and resources to maximise social benefit.
- Promote the "inclusive participation" of local SMEs and local third sector organisations so that contract opportunities are visible and accessible to the local business community.

Though it is envisaged that this Policy will be largely delivered through Eildon's construction related programmes, which are our largest valued contracts, the challenge will extend to procurement across most tender activities.

Eildon is very aware that community benefit requirements will not be relevant and proportionate to all contracts and framework. The suitability and capacity of each contract or framework needs will be addressed on a case-by-case basis. Value, duration, local factors, and the nature of the supply base will impact on our decision on the degree of community benefits required.

*SME is a small to medium sized enterprise, defined as a business with fewer than 250 employees with an annual turnover of less than £50,000,000]

This Policy will adhere to procurement principles of equal treatment and non-discrimination, transparency and proportionality, and to Eildon's Procurement Policies including our procurement thresholds and timescales.

This Policy does not apply to direct one-off purchases where there is no formal tender and contract award.

Introduction

The Community Benefits Policy introduces Eildon's Community Benefits Framework and our Community Benefits Pot. The former sets out the minimum criteria we will require across all procurement services and projects; the latter will allow Eildon a direct route to aid the activities of the Community Partnership team in supporting projects which increase wellbeing across our communities.

This Policy challenges all disciplines across Eildon to both understand our communities and to embrace and deliver community value in a coordinated and measured manner.

Values, Visions and Aims

Our Vision

Committed to excellence in providing housing, care and support services for the individuals and communities we serve.

Our Values

Caring – we care about what we do, the people Eildon work with and the customers we serve.

Committed – we all work together to provide affordable, high-quality homes, care & support services.

Connected – we are part of the communities we serve, and we believe we can make a real difference.

Creative – we are ready to meet the challenges of the future with enthusiasm and new ideas.

Our Vision for Community Benefits at Eildon

Eildon is committed to delivering social value for our customers and the communities they live in. As a result, community benefits are included in a fair and proportionate manner in all procurement opportunities.

Figure 1 illustrates the various groups that we identify as areas where the Community Benefits Policy can have a positive effect. It is recognised that this list is not exhaustive, and that the communities in which we operate will be diverse in a number of different ways and as such we have a responsibility to reflect these differences in the people we employ and the way we operate.

Figure 1 Targeted Groups



Our Aims

- 1 Put support of our customers, local communities, and locally based SMEs at the centre of the Policy.
- 2 Embed the Community Benefits Framework in procurement exercises across all disciplines.
- 3 Support value for money procurement, ensuring that the Policy will not be onerous on any supplier.
- 4 Create a Community Benefit programme which aligns to strategic focus to address “Customer needs, Pressures and Aspirations”.
- 5 Develop Eildon’s Community Benefits Pot to allow direct support provision to deliver our community benefit programme.
- 6 Capture and learn from existing community benefit activities being supported through our contractors and consultants.
- 7 Develop a partnership approach with key partners, including local RSLs through the Border Housing Network to maximise the social value impact of our joint community benefits activities.

- 8 That the community benefits programme is effectively monitored ensuring delivery, benefits realised and reported.

National Context

The Procurement Reform (Scotland) Act 2014 defines community benefit requirements as:

“a contractual requirement imposed by a contracting authority:

a) relating to:

training and recruitment

availability of sub-contracting opportunities

b) or which is otherwise intended to improve the economic, social, or environmental wellbeing of the authority’s area in a way additional to the main purpose of the contract in which the requirement is included”

Eildon have a statutory duty to comply with the Public Contracts (Scotland) Regulations 2015. In addition, all of Eildon’s procurement adheres to the following Scottish Government policies and procedures:

- [Scottish Procurement Policy Notes](#)
- [Construction Policy Notes](#)
- [Review of Scottish Public Sector Procurement in Construction](#)

Regional Context

Eildon will work with local RSLs through the Community Planning Partnership and other key partners to explore how our community benefits strategies can support and enhance provision through partnership work.

Eildon also recognise the importance of partnership working with key external stakeholders, with examples listed below, ranging from simple signposting to more formal arrangements to promote social value:

- Scottish Procurement Alliance
- United Kingdom Procurement Alliance
- Borders College
- Local schools
- Skills Development Scotland
- South of Scotland Social Enterprise
- Borders Housing Network
- Live Borders
- Scottish Borders Chamber of Commerce

Our Approach

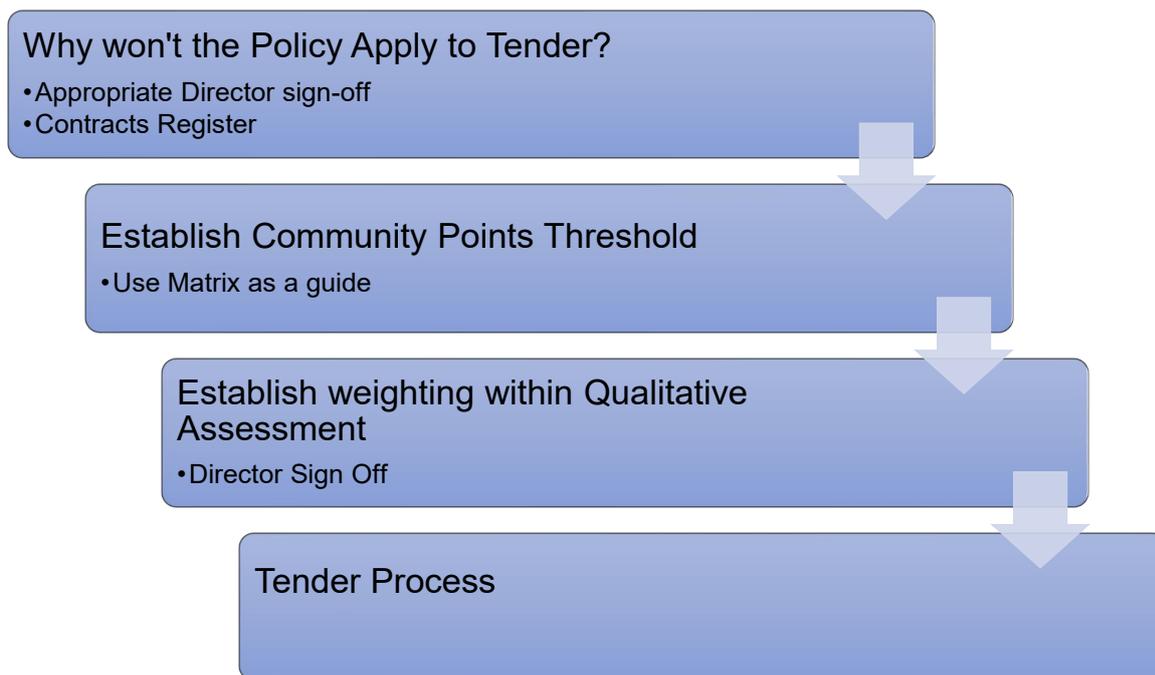
Applying the Policy

The suitability and capacity of each contract or framework to provide community benefits will be assessed by the appropriate Director on a case-by-case basis.

With the exception of direct one-off purchases where there is no formal tender and contract awarded the Policy pre-presumes all contracts and frameworks will be required to deliver community benefits with the appropriate Director evidencing the reason why the specific contract or framework can be excluded from the delivery of community benefits.

Reasons for exception will come under the categories of either the subject matter of the contract or the nature of the supply base. The appropriate Director will record this decision on the Contracts Register.

Eildon’s Community Benefits Matrix details our considered level of community benefits in relation to contract value and duration, with the following approach adopted:



Eildon’s approach to embrace community benefits across our areas of operation comprises four interrelated strands:

1. Procurement Requirements
2. Eildon’s Community Benefits Framework
3. Eildon’s Community Benefits Pot
4. Measuring and Reporting

Appendix I provides a forecasted list of projects to be procured during 2024/25.

1 Community Benefits Framework

1.1 Procurement Requirements

Eildon wish to ensure that community benefits will not be onerous on any supplier and promotes the commissioning of local SMEs. We are conscious to avoid this Policy becoming a potential hurdle for small SMEs competing with larger organisations better positioned to provide higher qualitative tender submissions.

Eildon's tender process includes a qualitative and quantitative element. Community benefits will form part of the qualitative assessment, with the weighted split within the qualitative assessment detailed in the individual tender documentation.

The framework is designed to:

- Promote the “inclusive participation” of local SMEs and local third sector organisations.
- Establish a clear, proportionate, and scalable expectation of community benefit activities within the Scottish Borders to assist in the tendering process and subsequent monitoring and reporting mechanisms.
- Capture learning from and build on existing social value work.

1.2 Direct Purchases

This approach does not apply to direct one-off purchases where there is no formal tender and contract award.

1.3 Community Benefits Matrix

Eildon will assess tender proposals against qualifying activities setting a minimum Community Benefits Points (CBP) threshold against the expected value and duration of the commission.

The Community Benefit Matrix identifies activities that will be specifically targeted to help achieve our community initiative aims and are based across four broad platforms:

Borders Based SME and Third Sector Activity

To support and promote the use of this sector across our operations. To work with the supplier to provide supplier development activities to improve bid or tender writing skills within this sector enabling successful bids/tenders, generating capability, developing expertise, and ultimately increasing local employment.

Community Enhancement Activity

The support of community improvement projects, including health and wellbeing resources for community environmental initiatives and physical infrastructure.

Skills and Training Activity

Strengthening national and local partnerships that deliver opportunities for young people to develop work ready skills and sustainable careers.

Supporting Employability

The provision of jobs, work experience, apprenticeships and mentoring in direct relationship to the procurement activity, including:

- Expanding opportunities for hard-to-reach groups through placements, mentoring etc.
- Encourage funding for work/research that offer learning and development opportunities.
- Employment opportunities to be advertised in particular (local) publications, websites, places or advertised with local agencies.
- Encouraging suppliers to hold “Meet the Buyer” events promoting subcontracting opportunities to the local supply chain.

Appendix B contains a copy of the Community Benefits Return Form used in our tender process and in Tables 1 and 2 below are the Community Benefits Points Thresholds and the Community Benefit Outcome Matrix.

Table 1 Community Benefit Point contract threshold

Contract Value	Estimated Contract Duration (Weeks)				
	0-26	27-52	52-104	105-156	157-208
0 – £15k	5	5	5	5	5
£15.001k – £150k	5	5	5	5	5
£150.001k – £300k	7	7	7	7	10
£300.001k – £500k	10	10	10	10	15
£500.001k – £1m	15	15	15	20	20
£1.000001m – £2m	20	20	30	30	40
£2.000001 - £3m	40	40	50	50	60
£3.000001m – £5m	60	60	60	70	70
£5.000001m - £10m	70	80	80	80	90
£10.000001m and above	100	100	100	100	100

Table 2 Community Benefit Matrix

Community Benefit Outcome	Description	CBP
Promotion of Local SMEs and third Sector	Development and implementation of a local SMEs/local third sector engagement strategy	1-5
	Undertaking to advertise all employment opportunities local publications, websites, places or advertised with local agencies	1
Supporting Third Sector	Business development/Donation for a Borders Charity Organisation	1
	Supplier supports a local charity, community group or sports clubs etc. in the Borders	1-5
Community Enhancement	Physical/environmental project within Eildon's stock	1-5
	Donation to Eildon's Community Benefit's Pot	*
	Supporting education and knowledge training within the local community	1/activity
Supply Chain Development Activity facilitated Eildon	Confirmation of use of Borders based SMEs within the supply chain.	1/SME
	Promotion and support to Borders based SMEs, including "Meet the Buyer" to enable their employment within the contact.	1-5
	Business Mentoring and Support for Borders based Social Enterprises, Supported Businesses, Third Sector Organisations	1-5
Training	Supporting local education hubs for knowledge sharing	1/activity
	S/NVQ's or equivalent for existing employees, New Entrant or Sub-Contract staff working specifically on this contract	5/activity
Employment	Create a new Modern Apprenticeship Position working specifically on this contract registered with sector skills body.	30
	Create for a University Graduate working, specifically on this contract.	20
	Create for an unemployed person, working specifically on this contract (minimum six months)	20
	Structured training place to new entrant working specifically on this contract	10

*Maximum of two points. Minimum of £250 or 0.01% of the contract value, whichever is greater'

Eildon's Community Benefits Pot

In addition to direct community enhancement via Community Benefits, contractors will be able to accumulate up to two points for scoring by indicating a donation to Eildon's Community Benefit Pot, at the rate of the minimum of £250 or 0.01% of the contract value, whichever is greater per point. This pot will be used to further our community enhancement activity in a variety of projects, some carried out by Eildon directly and others in collaboration with partner organisations or groups in communities across the Borders.

The high-level themes and examples of initiatives on which funding from this pot will be used are noted below in Table 3:

Table 3 Examples of Community Benefit Pot Beneficiaries

Food Security	Fuel Poverty	Wellbeing	Community Growing
Borders Food Hub	Fuel vouchers	Social inclusion activities and projects	Allotments
Food vouchers	Education initiatives	Physical exercise	Growing projects
Cooking / healthy-eating initiatives	Energy-efficiency items (low energy appliances, blankets etc.)	Befriending and volunteering	Community engagement
	Carpets, underlay, curtains	Mental health initiatives	
	Draught-proofing	Digital Inclusion	

2 Tender Weighting and Evaluation

2.1 Qualitative Weighting

The tenderers community benefits proposal will form part of the qualitative element of the tender proposal.

Tender weighting is established on an individual scheme basis. This information, along with how we apply weighting to tender evaluations is detailed within issued tender documentation.

The Default points awarded for the Community Benefits element of the qualitative assessment is a maximum of 10.

2.2 Tender Evaluation

Appendix III contains the Community Benefits Tender Evaluation Form that will be applied to tenderers proposals as part of the qualitative element of the tender process.

The following table sets out our default weighting within the Community Benefits element of the qualitative tender process. As noted, this may be amended on an individual scheme basis.

Table 4 Default Community Benefits Weighting

Community Benefit Outcome	Score
Promotion of Local SMEs and third Sector	3
Supporting Third Sector	2
Community Enhancement	1
Supply Chain Development Activity facilitated Eildon	1
Training	1
Employment	2
Total	10

2.2.1 Qualitative assessments

Quality evaluation, including Community Benefits Proposals will be evaluated by a panel of Eildon staff and, potentially, external consultants employed by us. The panel will be facilitated by our Business Assurance Analyst.

Appendix II contains the tenderer's Community Benefits Return Form. This form allows tenderers to provide evidence of how the proposals will deliver the noted Community Benefits Points. The explanation section is particularly important to allow the tenderer to evidence for additional Community Benefits Points where multiple points are offer.

3 Measuring, Reporting and Review

To measure success against the aims of this Policy, the Community Partnership Team will:

- 1 Adopt a Community Benefits review that will be completed for every qualifying commission (Appendix IV).
- 2 A collated version of the Community Benefits review to Executive Team report on the delivery and achievements of the Policy annually to our Board

This Policy will be reviewed every three years for relevance but may be revised more quickly should legislatively change, best practice, or performance towards its aims require it.

The Community Benefits Programme will be reviewed annually based on customer and community needs and taking account of the annual Community Benefits review.

Appendix I – Planned Contracts 2024/25

EILDON GROUP PLANNED CONTRACTS APRIL 2023 - MARCH 2024			
CONTRACT TITLE / SUBJECT MATTER	ESTIMATED VALUE OF CONTRACT	PROCUREMENT METHOD	Job R Autho
Grounds Maintenance Service	£650,000	Competitive Tender through PCS/ Framework	Prop
Air Source Heat Pump Supply	£500,000	Competitive Tender through PCS/ Framework	Prop
Mechanical and Electrical Services	£480,000	Competitive Tender through PCS/ Framework	Prop
Bathroom and Kitchen Materials for Home Improvement Team	£400,000	Competitive Tender through PCS/ Framework	Prop
Supply and Fit of New Windows and Doors	£300,000	Competitive Tender through PCS/ Framework	Prop
Internal & External Audit Services	£215,000	Competitive Tender through PCS/ Framework	Dire
External Decoration Works	£200,000	Competitive Tender through PCS/ Framework	Prop
Legionella Water Testing Service	£150,000	Competitive Tender through PCS/ Framework	Prop
Wide Area Network (WAN) Work	£130,000	Competitive Tender through PCS/ Framework	Digi
Smoke Detection Upgrade Works	£120,000	Competitive Tender through PCS/ Framework	Prop
Out of Hours Call Handling Service	£65,000	Competitive Tender through PCS/ Framework	Dire
Mobile Phone Contract	£45,000	Competitive Tender through PCS/ Framework	Digi
Triennial Pay & Benefits Review	£15,000	Quick Quote	Chie

EILDON GROUP PLANNED CONTRACTS APRIL 2023 - MARCH 2024			
CONTRACT TITLE / SUBJECT MATTER	ESTIMATED VALUE OF CONTRACT	PROCUREMENT METHOD	Job R Autho
Principa Contractor at Tweedbridge Court, Peebles	£4,400,000	Competitive Tender through PCS/ Framework	Dev
Principa Contractor at Edgar Road, Westruther	£2,000,000	Competitive Tender through PCS/ Framework	Dev
Architect at Stirches, Hawick	£240,000	Competitive Tender through PCS/ Framework	Dev
Employers Agent at Stirches, Hawick	£100,000	Competitive Tender through PCS/ Framework	Dev

Appendix II - Community Benefits Return Form

Community Benefits Return Form

Community Benefits Proposal

Project Name:	[Completed by EHA]
Community Benefits Points Threshold:	[Completed by EHA]
Name of Tenderer:	[Completed by Tenderer]
Date of Submission:	[Completed by Tenderer]
Signature:	[Completed by Tenderer]
Name & Position:	[Completed by Tenderer]

Community Benefit Outcome	Community Benefits Points	Actions, Timetable, Evidence and Explanation
Promotion of Local SMEs and third Sector	[Completed by Tenderer]	[Completed by Tenderer]
Supporting Third Sector	[Completed by Tenderer]	[Completed by Tenderer]
Supply Chain Development Activity facilitated Eildon	[Completed by Tenderer]	[Completed by Tenderer]
Training	[Completed by Tenderer]	[Completed by Tenderer]
Employment	[Completed by Tenderer]	[Completed by Tenderer]

Appendix III – Community Benefits Tender Assessment Form

Community Benefits Evaluation [project name]

Community Benefits Outcomes	Proposed CBP	Awarded CBP	[Name of Tenderer]		Supporting Notes
			Possible Score	Score Awarded	
Promotion of Local SMEs and third Sector			3		
Supporting Third Sector			2		
Community Enhancement			1		
Supply Chain Development Activity facilitated Eildon			1		
Training			1		
Employment			1		
Total			100		

Date:

Signed:

Appendix IV – Annual Community Benefits Review

Date of Review

Name of Commission	CBP	Community Benefits Outcome	Descriptor/Activity
		Promotion of Local and Community SMEs and third Sector	
		Supporting Third Sector	
		Community Enhancement	
		Supply Chain Development Activity facilitated Eildon	
		Training	
		Employment	
Name of Commission	CBP	Community Benefits Outcome	Descriptor/Activity
		Promotion of Local and Community SMEs and third Sector	
		Supporting Third Sector	
		Community Enhancement	
		Supply Chain Development Activity facilitated Eildon	
		Training	
		Employment	

Equalities Impact Assessment Form

Title of policy/ practice/ strategy	Community Benefits Policy
Department	Chief Executive Officer
Who is involved in the EQIA?	David Robinson
Type of policy/ practice/ strategy	New Policy
Date completed	8 December 2023

4 Stage 1: Screening Record

What is the main purpose of the policy?

The Policy introduces Eildon’s Community Benefits Framework and our Community Benefits Pot. The former sets out the minimum criteria we will require across all procurement services and projects; the latter will allow Eildon a direct route to aid the activities of the Community Partnership team in supporting projects which increase wellbeing across our communities.

This Policy challenges all disciplines across Eildon to both understand our communities and to embrace and deliver community value in a coordinated and measured manner.

Who will the policy benefit and how?

With it’s focus on leveraging in support from contractors to communities across the Borders, this Policy will benefit tenants and communities, local educational settings, local SME’s workforce and training, local supply chain, third sector organisations + social enterprises, and local community groups.

The benefits the Policy will bring for the recipients above will include supporting education, training and local employment, as well as furthering our main wellbeing themes through the ‘community pot’.

For each equality group, does or could the policy have a negative impact?

Protected characteristic	Negative	Positive/no impact	Don’t know
Age		X	
Disability		X	
Gender reassignment		X	
Marriage & civil partnership		X	
Pregnancy & maternity		X	
Race		X	
Religion or belief (including no belief)		X	
Sex		X	
Sexual orientation		X	

If you answered negative or don’t know to the above question you should consider doing a full EQIA.

Are there any potential barriers to implementing the policy?

No barriers identified but staff and contractors will require support to understand and meet the new requirements.

	Yes	No
<i>Is a full EQIA required?</i>		X

If you answered no to the above question explain why a full EQIA is not required:

A full EQIA is not required as the Policy is not expected to have any negative impacts on any protected groups.

5 If you are not completing a full EQIA, please move to Stage 4.

6 Stage 2: Assessing the impacts

How might the policy impact on people who share protected characteristics? Include both positive and negative impacts.

Protected Characteristic	Description of Impact
Age	
Disability	
Gender reassignment	
Marriage & civil partnership	
Pregnancy & maternity	
Race	
Religion or belief (including no belief)	
Sex	
Sexual orientation	

How does the policy promote equality of opportunity?

How does the policy promote good relations?

7 Stage 3: Decision making and monitoring

Identifying and establishing any required mitigating action

If, following the impact analysis, you think you have identified any unlawful discrimination – direct or indirect - you must consider and set out what action will be undertaken to mitigate the negative impact.

Does the assessment show a potential for differential impact on any group(s)?	Yes	No
Is there potential for unlawful direct or indirect discrimination?	Yes	No

What arrangements could be implemented to reduce or mitigate any potential adverse or negative impacts identified?

Describing how Equality Impact analysis has shaped the policy making process

Monitoring and Review

8 Stage 4 - Authorisation of EQIA

Please confirm that:

- ◆ This Equality Impact Assessment has informed the development of this policy: Yes No

Opportunities to promote equality in respect of age, disability, sex, pregnancy and maternity, gender reassignment, sexual orientation, race and religion or belief have been considered, i.e.: Yes No

- Eliminating unlawful discrimination, harassment, victimisation;
- Removing or minimising any barriers and/or disadvantages;
- Taking steps which assist with promoting equality and meeting people’s different needs;
- Encouraging participation (e.g. in public life)
- Fostering good relations, tackling prejudice and promoting understanding.

9 Declaration

I am satisfied with the equality impact assessment that has been undertaken for the Customer Voice Strategy.

Name: Nile Istephan

Position: Chief Executive Officer

Authorisation date: December 2023