DEVELOPING A SOCIAL VALUE STRATEGY & FRAMEWORK FOR THE LONDON BOROUGH OF ENFIELD



HACT | ENFIELD Council

THE REQUIREMENT

When the **London Borough of Enfield** approached HACT in 2025, they didn't have a social value policy framework that linked in with their procurement teams.

They asked us to work with them to resolve the situation, including collaborating with senior management to raise awareness of social value, as well as other key teams across the council.



OUR APPROACH

We proposed a phased approach, with clear milestones and break clauses, to ensure that LB Enfield were not over committing themselves. We would only move to the next phase if they were satisfied with our work.

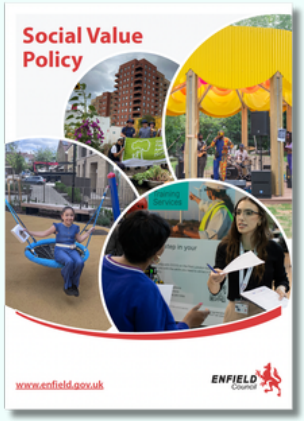
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Phase 1: Discovery

This included a collaborative scoping exercise with Enfield, agreeing the aims and objectives, an assessment of existing data and data collection methodologies, as well as stakeholder mapping.

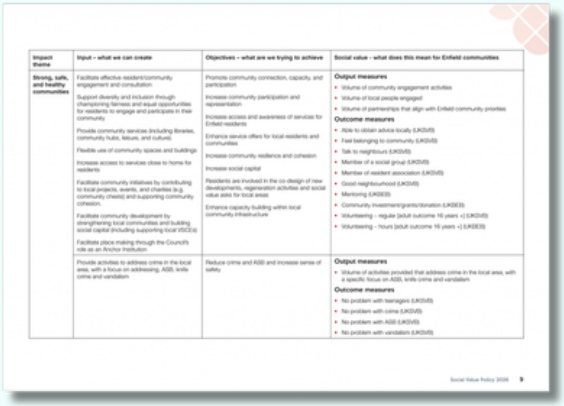
We then conducted a desktop review of the relevant strategic documents (including the Council Plan, Local Plan, Sustainable and Ethical Procurement Policy, etc), alongside a qualitative stakeholder engagement exercise. This involved a combination of focus groups and 1:1 interviews, including executive management team, council leaders, key partners and community groups.

At the end of phase 1, we provided a summary report of the current state of social value within LB Enfield, the Council's ambitions for the future of social value and an action plan.









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Phase 2: Strategic approach

Using the findings from phase 1, HACT developed a social value strategy, clearly articulating Enfield's ambitions and priorities for social value as well as providing a social value framework that can be used to measure their approach.

Developing this strategy and framework included assessing key impact areas, evaluating existing data processes, recommending key social value outcomes using a Theory of Change process, as well as how to embed a bespoke social value measurement framework.

At the end of phase 2, we provided the social value strategy and framework.

Phase 3: Implementation

LB Enfield has now commissioned HACT to move onto phase 3 of the project, providing tailored implementation support to embed the strategy across the Council. This will include bespoke training, upskilling procurement staff, as well as raising awareness of social value across other departments, and providing ongoing support to monitor and assure that social value commitments from contractors are being delivered.



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"I am pleased to recommend HACT and, in particular, their Head of Services, Dr. Frances Harkin for her work on social value policy with Enfield. Throughout our collaboration with HACT, she has provided highly experienced and practical advice.

She takes a pragmatic approach, focusing on deliverable solutions and supporting colleagues to translate policy into practice.

Frances also worked collaboratively with directorates across the Council, building consensus and helping teams align priorities to secure meaningful social value outcomes which support the delivery of our Council Plan."



Perry Scott
Chief Executive, Enfield Council

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GET IN TOUCH.

Ready to take the next step?

Get in touch with our team to learn more about how we can support your social value journey.

- Get in touch with our team
- matthew.grenier@hact.org.uk
- https://hact.org.uk/how-we-can-help/social-value/

