

## Brighton & Hove – the Connected City.

**Creative, dynamic, inclusive and caring. A fantastic place to live, work & visit.**

# Brighton & Hove Social Value Framework

## Introduction

Brighton and Hove has long aspired and succeeded, to connect people with place, business with community and opportunity with equality. These connections and the value they generate, whether in better public services, stronger communities, growth of the economy, shared information, reduced cost, means supporting people to reach their potential. Social value is about “valuing the outcomes beyond the ‘bottom line’ in order to maximise the impact of public expenditure”. It recognises that local people are central to determining how these can be achieved, and what it is that makes Brighton & Hove a successful city.

The Social Value Framework has been developed by a multi-agency action learning group from the NHS Clinical Commissioning Group (CCG), Community and Voluntary Sector, Community Works, the University of Brighton and Brighton & Hove City Council (BHCC) on behalf of Brighton and Hove Connected (July 2015 – May 2016).

## What is Social Value?

Social value asks the question: ‘If £1 is spent on the delivery of services, can that same £1 be used, to also produce a wider benefit to the community<sup>1</sup>?’ The Brighton & Hove Social Value Scrutiny Report (2015) emphasises the need to get maximum value from every pound.

Social value is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract or the cost of a service, and looking at what the collective social, economic and environmental benefit to a community is when a public body chooses to award a contract or redesign its services.

‘Thinking social value’ prioritises the overall value of outcomes, rather than focusing purely on the bottom-line cost. The greatest long-term cost savings are to be found in supporting citizens to be independent, productive and socially mobile, leading lives that they value.

Brighton & Hove uses the following definition:

**Social Value is about securing maximum impact on local priorities from all public investment. The city will maximise social value by focusing particularly on strengthening communities through collaborative working across the public, private and community and voluntary sectors.**

<sup>1</sup> SEUK Public Services (Social Value) Act 2012: A brief guide page 2

[http://www.socialenterprise.org.uk/uploads/files/2012/034/public\\_services\\_act\\_2012\\_a\\_brief\\_guide\\_web\\_version\\_final.pdf](http://www.socialenterprise.org.uk/uploads/files/2012/034/public_services_act_2012_a_brief_guide_web_version_final.pdf)

The Public Services (Social Value) Act 2012<sup>2</sup> requires councils, the NHS and other public bodies to consider how the services they buy might improve the economic, social and environmental wellbeing – the “social value - of an area when they commission and procure public services. The Act states that “The authority must consider:

- a) How what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and
- b) How, in conducting the process of procurement, it might act with a view to securing that improvement.”

Since the Act came into force, the evidence shows that focusing on social value brings the following benefits:

- Stimulates better, more innovative services;
- Improves community relations;
- Delivers better services;
- Supports cost savings/efficiencies;

It is crucial that Social Value goes beyond the goods and services that organisations ‘buy’. If not there is a danger that organisations will adopt a more or less legalistic definition of social value, applying only to large contracts. The procurement spend represents, for example, only 33% of the city council’s spending, but social value can be (and often is) delivered through the other 67% too. The Clinical Commissioning Group is committed to ensuring social value is intrinsic not only to procurement processes, but in the delivery of NHS services locally.

Brighton & Hove takes the view that social value is important in all public investment, however it is delivered. Social value is more than an ‘add on’ to procurement or commissioning; it is fundamental to the values and methods of the organisations which sign up to this Framework – whether strategically; in the money they spend in the city; what they sell or in the services they provide.

Social value can be generated in a number of ways. It can be created through the delivery of local job and supply chain opportunities, by paying employees the Living Wage, by creating apprenticeships and employment schemes, by training and up-skilling staff and supporting volunteering. It can also be generated through corporate volunteering and collaboration with voluntary and social enterprise organisations and communities. Below are two examples of Social Value:

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<sup>2</sup> The Public Services (Social Value) Act 2012 <http://www.legislation.gov.uk/ukpga/2012/3/enacted>

***Health commissioners using the Social Value Act:***

A CCG commissions a local charity Artworks with a social enterprise arm that supports young people to have healthy and fulfilling lives. The project that is commissioned supports referral of young people from GP practices using a social model. The programme supports vulnerable young people to build confidence and self esteem through participation in creative activities delivered by professional artists, including visual arts, photography, gardening, woodwork, textiles, willow crafts and calligraphy among others. The project helps people to move into pathways including employment, volunteering, leisure activities or education. A youth arts project run by volunteers is also offered at weekends supporting disabled children and their siblings.

***Small business providing social value:***

***Station Taxis***, contracted by a Council, is a small business that is able to provide social value. They deliver benefits to their local area in a way that fits with their business model (that is, the additional service and benefits provided are a natural adjunct to what they do anyway). This small business provides the following social value:

- helping to safeguard University students by allowing them to take taxis back to their;
- accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment;
- supporting 100 of their 400 self-employed drivers to undertake maths and English courses;
- employing six apprentices in their back office functions;
- providing two business mentors;
- publicising local firms and retailers by producing a loyalty card brochure that promotes local businesses and uses lower advertising rates to maximise the benefit to those firms and the community.

## Brighton & Hove Social Value Framework

The Brighton & Hove Social Value Framework has three elements:

1. **Vision and Principles**
2. **Pledge**
3. **Social Value Outcomes**

### Brighton and Hove Social Value Vision

**'In Brighton & Hove, we will look for relevant social, environmental and economic value from everything that we do, including service delivery, commissioning and procurements and by considering Social Value in all decisions affecting the city. Our aim is to obtain the greatest benefit for local citizens'**

Social Value is based on the fundamental understanding that integrating social value into decision making and value for money calculations not only creates benefits for others but also provides tangible business advantages.

Real 'social value' will only be achieved if outcomes reflect what communities actually want and need. This will mean different priorities in different areas of the city, and these priorities will also need to be aligned with the wider outcomes for the city as a whole. There are also communities of interest who are not confined to a specific place, and this is why it is so important that the outcomes sought by one area of the city are negotiated to create a priority set of outcomes for the area itself, and the city as a whole.

This is why the Social Value Framework starts from the city's Joint **Health and Wellbeing Strategy** and from the two key principles of Brighton & Hove's **Sustainable Communities Strategy**:

1. To increase equality
2. To improve engagement

### Brighton and Hove Social Value Principles

The vision is underpinned by a set of guiding principles which organisations from all sectors are invited to adopt.

#### **The Brighton & Hove Social Value Principles are:**

1. Working together across sectors to achieve shared priorities and provide social value outcomes (economic, social and environmental)
2. Being inclusive – improving equality, diversity and inclusion of people in the way we work
3. Supporting local and positive employment experiences – creating work and training opportunities for local people, supporting people to secure work and paying the Living Wage
4. Building community capacity for prevention and early intervention

5. Taking a community-led approach to social value by supporting communities with resources and expertise to build capacity
6. Supporting volunteering as part of delivery
7. Buying local – supporting the Brighton and Hove economy by choosing suppliers close to the point of service delivery
8. Ensuring ethical standards of purchasing and delivering services
9. Implementing sustainable policies – reusing, reducing waste and carbon footprint

## Brighton and Hove Social Value Pledge

Any and all organisations from the public, private and third sector in the city of Brighton and Hove are invited to sign up to the pledge, and make a positive commitment to improving the economic, social and environmental well-being of Brighton & Hove through their activities.

Organisations signing up to the pledge are asked to demonstrate how social value is integral to how they spend and uses public money and how they action the principles. They can adopt the pledge fully at the time of signing or sign up making a commitment to implement the principles of social value over a set time period.

## Brighton & Hove Social Value Pledge

**By signing this Pledge (insert organisation) will:**

1. Adopt the Brighton and Hove social value principles, and evidence using the principles to guide our organisations development and service delivery;
2. Publish an annual performance statement on social value<sup>3</sup>; and statement of how we have achieved the pledge objectives (below);
3. Share good practice and seek to collaborate with other sectors/organisations to maximise both impact and opportunities of social value.

Pledge objectives:

**Embed social value** – adapting policies and governance arrangements to emphasise the role social value plays in the organisation and its services;

**Deliver social value** – implementing social value throughout commissioning, procurement process and contract management;

**Demonstrate social value** – evidencing how and when social value has been introduced into service design and delivery and the impact this has made.

<sup>3</sup> This performance statement needs to be proportionate to the size of the organisation

## **Making a Difference**

We will know if the Pledge, and this Framework, is making a difference by measuring:

1. How many and what sort of organisations have signed up to the social value pledge;
2. The value of public tenders that have social value in their specifications;
3. The delivery of social value through contract monitoring mechanisms, in an appropriate and proportionate way;
4. The self-reporting by pledged organisations of how they have implemented social value.

## **Social Value in Procurement and Commissioning**

'Thinking social value' helps the commissioner to focus on identifying how to improve the economic, social and environmental well-being of an area. The Act stipulates that social value should be "relevant" and "proportionate" to the subject matter. This means that in a procurement exercise, we cannot require something wholly unconnected with the provision of the contract itself. The following process shows how Social Value will be built into the design and delivery of services (further detail in the accompanying 'Guide for Commissioners, Procurement and Providers'):

1. For each procurement, the commissioner/procurer will identify the Social Value outcomes from the Framework which applies<sup>4</sup>;
2. Consideration will be given to what else can be achieved for the stakeholder/user group;
3. Social Value outcomes will be relevant and proportionate to the opportunity;
4. Every tender will have considered social value and have at least one outcome included, unless there is a legitimate reason not to;
5. Tenders will show how these outcomes will fit the award criteria and the evaluation including weighting;
6. Pre-procurement consultation with prospective suppliers will be offered where appropriate and potential social value outcomes discussed;
7. Suppliers will be scored on how they will measure and verify the social value proposals they offer;
8. The responses of the winning bid will be incorporated into the contract itself and monitored accordingly in an appropriate and proportionate way<sup>5</sup>;
9. Evidence of the difference social value makes (core or additional) will be generated.

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<sup>4</sup> For commissioning, Social Value will be discussed as part of the commissioning process with stakeholders and beneficiaries.

<sup>5</sup> This framework supports the 'Monitoring, Evaluation and Impact Position Statement: a call for change' Jan 2016, Darking, M., Marino, A., Prosser, B. and Walker C. <http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/>

## Social Value Outcome Examples

The Social Value outcomes will in most cases need to address the Sustainable Communities Strategy from 'Brighton & Hove Connected', and the Joint Health and Wellbeing Strategy from Brighton & Hove's Health and Wellbeing Board.

It is not possible or appropriate to have a set of social value outcomes that will apply consistently to all contracts, due to the value, nature and diversity of the wide range of goods and services commissioned. It is recognised that there can be no 'one size fits all' model. Therefore best practice is to apply this policy in a proportionate manner, tailored to reflect the procurement needs. It is the role of service commissioners and procurement leads to consider, on a case by case basis, the potential social outcomes that could be delivered through the commissioning process and the most appropriate strategy to achieve them. Improving the economic, social and environmental well-being of the city needs to be considered before commencing the commissioning and procurement process as it is an opportunity to influence the selection of a supply solution that can provide both the most economically advantageous service and go beyond the basic contract terms and deliver wider benefits for the community.

- In considering the social value outcomes commissioners and procurement officer will need to work out the weight given to social value which in Brighton & Hove will range from 10-30%, and will be included within the broad assessment of 'Quality';
- Reducing the general demand for public services will be favoured, and appropriate incentives in contracts will be included, such as contract extension opportunities for suppliers who effectively reduce demand;
- Supporting the local economy by including the voluntary, community and social enterprise sector is encouraged.

Sustainable Communities Strategy Outcomes	Health and Wellbeing Strategy Outcomes	Examples of Specific Outputs offered by providers or services <sup>6</sup>
<p><b>Economy</b></p> <ul style="list-style-type: none"> <li>• Sustain our ability to attract investment and growth.</li> <li>• Work in ways that are new, collaborative, and exploit our assets.</li> <li>• Use the interdependent relationships of our city region to give us the combined clout of a broader reach, louder voice, and potential to move away from traditional funding arrangements.</li> <li>• Consider new economic models that determine more carefully and transparently the use of public money, and demonstrate how we better connect between the various sectors and benefit from their co-operation.</li> </ul>		<ul style="list-style-type: none"> <li>• Create and support apprenticeships/ work placements/work experience and vocational opportunities in the city</li> <li>• Offer work based learning opportunities with qualification and chance to work with a large firm so as to give work experience</li> <li>• Support people back to work by providing career mentoring, CV advice, mock interviews, career advice and guidance (including 50+ and./or school and college students)</li> <li>• Supporting young people into work through employability support (schools and colleges)</li> <li>• Creating employment that pays a living wage Create opportunities for disadvantaged people including long term unemployed, ex offenders and people with disabilities</li> <li>• A business supporting their employed staff to undertake maths and English courses and/or learn technical English to support their profession</li> <li>• Increase number of people employed in the construction of houses.</li> <li>• Business to business skill support</li> <li>• Offer accredited or recognised qualifications</li> <li>• Provide opportunities for the local business and/or voluntary and community sector to become part of the supply chain</li> <li>• Number of contacts with social enterprise</li> </ul>

- <sup>6</sup> Providers may wish to choose from the specific outputs of the city's other Partnerships - [Advice](#); [Communities](#); [Crime & Safety](#); [Enterprise](#); [Health](#); [Housing](#); [Learning](#); [Sustainability](#); [Travel](#). The JHWS also has a 'What will happen' column which illustrates desirable outputs.

		<ul style="list-style-type: none"> <li>• Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4</li> </ul>
	<p><b>Reducing Inequalities</b></p> <p><b>Tackling the broader determinants of health:</b></p> <ul style="list-style-type: none"> <li>• Supporting local people to have a home, a job/role, and a social network.</li> <li>• Promoting financial inclusion</li> <li>• Increase access to healthy, sustainable, affordable food</li> </ul> <p><b>Fair and effective use of services</b></p> <ul style="list-style-type: none"> <li>• We will reduce the gap in life expectancy through ensuring that the greatest use of health improvement and treatment services is by people with the greatest needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of healthy workplace schemes</li> <li>• Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users to stop smoking / increase their physical activity / access money advice / achieve a healthy weight)</li> <li>• Support more people to manage their finances effectively by increasing the number of residents who save with a bank/credit union or building society</li> <li>• Increase rates of pay for lowest-paid staff by x%</li> <li>• Attract inward investment into the city (Amount of new money invested in the city)</li> <li>• Delivery of Meet the Buyer/supplier Events</li> <li>• Percentage overall spend disinvested from acute interventions and reinvested in prevention</li> </ul> <p>Reduction in service users who are experiencing food poverty</p>
<p><b>Children and Young People</b></p> <ul style="list-style-type: none"> <li>• Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable.</li> <li>• Make stronger the connections between our schools and the job market, especially within digital sectors and emerging</li> </ul>	<p><b>Safe, Healthy, Happy Children, Young People and Families</b></p> <ul style="list-style-type: none"> <li>• To give every child the best start in life and to reduce inequalities.</li> <li>• To provide effective 'Early Help' for families facing multiple disadvantage that reduces the need for specialist social care and health services.</li> <li>• To provide high quality</li> </ul>	<ul style="list-style-type: none"> <li>• Fewer children in local authority care</li> <li>• A business developing a scheme integrate young parents and their children into the local areas by supporting their activity with the profits generated from the business activity</li> <li>• Helping to safeguard University/College by allowing them to take taxis back to their accommodation even when they don't have any cash by accepting their Student Union Membership Card as guarantee of payment</li> <li>• A business who partners with a children and families' charity to support them both financially and with human resources to support the work of</li> </ul>

<p>technologies.</p> <ul style="list-style-type: none"> <li>Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.</li> </ul>	<p>integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families</p> <ul style="list-style-type: none"> <li>To improve emotional health and wellbeing and mental health and wellbeing of children and young people.</li> <li>To reduce childhood / family obesity</li> </ul> <p>To ensure all our children and young people are safe.</p>	<p>the charity</p> <ul style="list-style-type: none"> <li>A project that as well as fulfilling main agreement also offers an arts project at weekends supporting disabled children and their siblings.</li> <li>Running a project that promotes fitness and wellbeing that invests profits into community outreach programmes including dance classes for older people and healthy eating programmes for obese children. Surpluses subsidise gym memberships for families on low incomes.</li> <li>Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff</li> </ul> <p>Business supports a voluntary organisation through their sponsorship process and uses some preventative messages linked to the charity to promote a health related message or activity</p>
<p><b>Health &amp; Wellbeing</b></p> <ul style="list-style-type: none"> <li>We will work collaboratively with public, private and voluntary care providers to meet the needs of the population in as innovative, effective and efficient way as possible.</li> <li>We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.</li> <li>We will continue to strive to ensure that our support is well directed and effectively delivered.</li> </ul>	<p><b>Give Every Person the Chance of Living and Ageing Well</b></p> <p><b>Support older people to choose healthy lifestyles:</b></p> <ul style="list-style-type: none"> <li>Reduce the number of older people falling</li> <li>Make the city a great place to grow older.</li> </ul> <p><b>Reduce loneliness and isolation</b></p> <p><b>People are supported to live independently at home:</b></p> <ul style="list-style-type: none"> <li>Access to services that enable recovery from illness and promote independence.</li> </ul> <p>Support for Carers.</p>	<ul style="list-style-type: none"> <li>Employing a percentage of people recovering from an illness with appropriate support as part of the contract.</li> <li>Create an environment that promotes opportunities for people to disclose their experience of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types</li> <li>Identify all staff who are carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date</li> <li>Embedding developments with affordable rents as part of regeneration and or incentives that enable affordable housing</li> <li>As well as supporting a care home the surplus is used to support a befriending scheme that takes people out to places of interest</li> <li>A business partner who provides support (financial or human resource) for projects that use food to reduce social isolation</li> <li>Increased opportunities for people to eat together and increase in the number of people accessing shared meal projects</li> </ul>

<ul style="list-style-type: none"> <li>• <b>We will improve access to and consumption of fresh, healthy food in order to support better mental and physical health and a local food economy.</b></li> <li>• Public Organisations have healthy, ethical and environmentally responsible food procurement policies and practices (Aim 4 of food strategy); Better access to nutritious, affordable, sustainable food (Aim 2).</li> </ul>	<p><b>Providing Better Care through Integrated Services</b></p> <ul style="list-style-type: none"> <li>• Proactively finding people who are frail or at risk of losing their independence.</li> <li>• Providing more joined up care through integrated services.</li> <li>• Make better use of public funds by integrating budgets for best effect.</li> </ul> <p>Ensure services are resilient and sustainable.</p>	<ul style="list-style-type: none"> <li>• % overall spend disinvested from acute interventions and reinvested in prevention</li> <li>• Embed integrated care pathways for referring (externally or internally) victim/survivors, their children and perpetrators of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types to appropriate local and national services</li> </ul>
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	<p><b>Develop Healthy and Sustainable Communities and Neighbourhoods</b>  <b>Improve the safety and accessibility of local communities:</b></p> <ul style="list-style-type: none"> <li>• An age friendly city accessible for all from the very youngest to the very oldest.</li> <li>• A tolerant and cohesive city, safe from crime, disorder and discrimination.</li> </ul> <p><b>Ensure the city has a range of quality housing and support to suit households' needs:</b></p> <ul style="list-style-type: none"> <li>• Enable the development of new housing.</li> <li>• Improve the quality of the city's existing and new housing stock.</li> <li>• Improve Housing Support to enable households to sustain or move towards independence.</li> <li>• We will ensure that we maximise the use of our housing stock to provide a sound basis for delivering health, care and support services to our more vulnerable citizens.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve integrated opportunities between older and younger people through projects that mentor and or provide learning opportunities for all</li> <li>• Increase local people employed in the construction of houses</li> <li>• Evidence improved energy efficiency and use of renewable and sustainable resources in house building</li> <li>• Evidence of adequate cooking and food storage facilities for all</li> <li>• Evidence that accommodation for single people includes a fridge freezer</li> <li>• Work with community and voluntary organisations to create x number of new volunteering opportunities in the city</li> <li>• Ensure staff and/or volunteers have access to appropriate training to enable them to 'Ask and Act' about domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types (specifically that staff have a basic understanding of the dynamics of these crime types, are able to respond to a disclosure of sensitively and access a referral pathway to facilitate referrals to appropriate local and national services)</li> <li>• Having initiatives built into delivery for staff and volunteers that prevent bullying, sexual exploitation of people</li> <li>• Have initiatives to ensure that the service is able to manage staff / volunteers appropriately if they are a victim/survivor or perpetrator of domestic abuse and sexual violence or other Violence against Women and Girls (VAWG) crime types</li> <li>• Develop time banking opportunities</li> <li>• Create Employer volunteering schemes</li> </ul>
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<p><b>Community Safety &amp; Resilience</b></p> <ul style="list-style-type: none"> <li>• We will continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors.</li> <li>• To improve community safety the police work with the local authority, probation services, voluntary organisations and others.</li> </ul>	<p><b>Improve community resilience and sustainability:</b></p> <ul style="list-style-type: none"> <li>• Infrastructure, sports, leisure and recreation meets the needs of local people</li> <li>• Improve Community Development &amp; Engagement.</li> <li>• Help the Community &amp; Voluntary Sector (Third Sector) support residents and local communities</li> </ul>	<ul style="list-style-type: none"> <li>• Contribute x number of hours of business planning support / financial advice / legal advice / HR advice to community and voluntary organisations through an Employer-Supported Volunteering scheme</li> <li>• Provide facilities for use by community and voluntary organisations for x number of hours per year</li> <li>• Support local third sector organisations through the supply chain by spending x% of total expenditure</li> </ul>
<p><b>Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>• Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality.</li> <li>• Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation.</li> <li>• Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.</li> </ul>		<ul style="list-style-type: none"> <li>• Specify energy efficient solutions during the commissioning and procuring process to protect natural resources</li> <li>• Demonstrate Commitment to Environmental projects</li> <li>• Amount of green space available</li> <li>• Improve the use of food growing as part of the initiatives that mutually benefit the environment and people</li> <li>• Improve access to healthy food sourced locally and reduce food waste</li> <li>• Number of food sustainability accreditations achieved (eg MSC certified fish, Food for Life Standard, Sugar Smart, Healthy Choice Award Gold)</li> <li>• Increase access to fair trade goods</li> <li>• Specify x% of bio-degradable packaging will reduce landfill costs and fly tipping</li> <li>• Improve the approach to reuse waste and reduce waste products by X%</li> <li>• Reduce the amount of waste generated by x% compared to previous contract</li> </ul>

	<ul style="list-style-type: none"> <li>• Reduce the amount of waste sent to landfill</li> <li>• Reduce carbon footprint of business</li> <li>• Reduce overall energy consumption / water consumption by x% per year</li> <li>• Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements</li> <li>• Increase the use of renewable energy / community- generated renewable energy as a proportion of total energy consumption by x% over the lifetime of the contract (without increasing overall energy consumption)</li> <li>• Support x number of households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel</li> <li>• poverty and contributing to climate change goals</li> <li>• Number of natural spaces/heritage sites protected</li> <li>• Certification to Environmental Management System Standards or evidence of equivalent environmental management systems, for example an environmental policy in place</li> <li>• Number of derelict or brown filed sites cleaned up</li> <li>• Number of wildlife/plant species protected</li> <li>• Number of Bee hives/bird boxes/ponds introduced</li> <li>• Number of play/recreation areas created</li> </ul>
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