Sherbourne Recycling

APSE: Social Value, Procurement and Commercialisation



Sherbourne Recycling

A regional materials recycling facility developed by eight local authorities to provide long-term control, resilience and value in managing recyclable materials.

- Established in 2021 following a partnership formed in 2016.
- Built on an innovative ownership, partnership and funding model.
- Created in response to rising waste management costs, volatile recyclate markets and challenges securing long-term processing capacity.
- Designed to support future legislative changes, including DRS, EPR and Simpler Recycling.
- Technology-led facility with minimal manual intervention and high operational efficiency.
- Circular economy focus, supported by in-house R&D and "Circular by Design" expertise.
- Specialist team with extensive local authority, operational and commercial knowledge.

Coventry City Council

Stratford-on-Avon District Council

Nuneaton & Bedworth United to Achieve

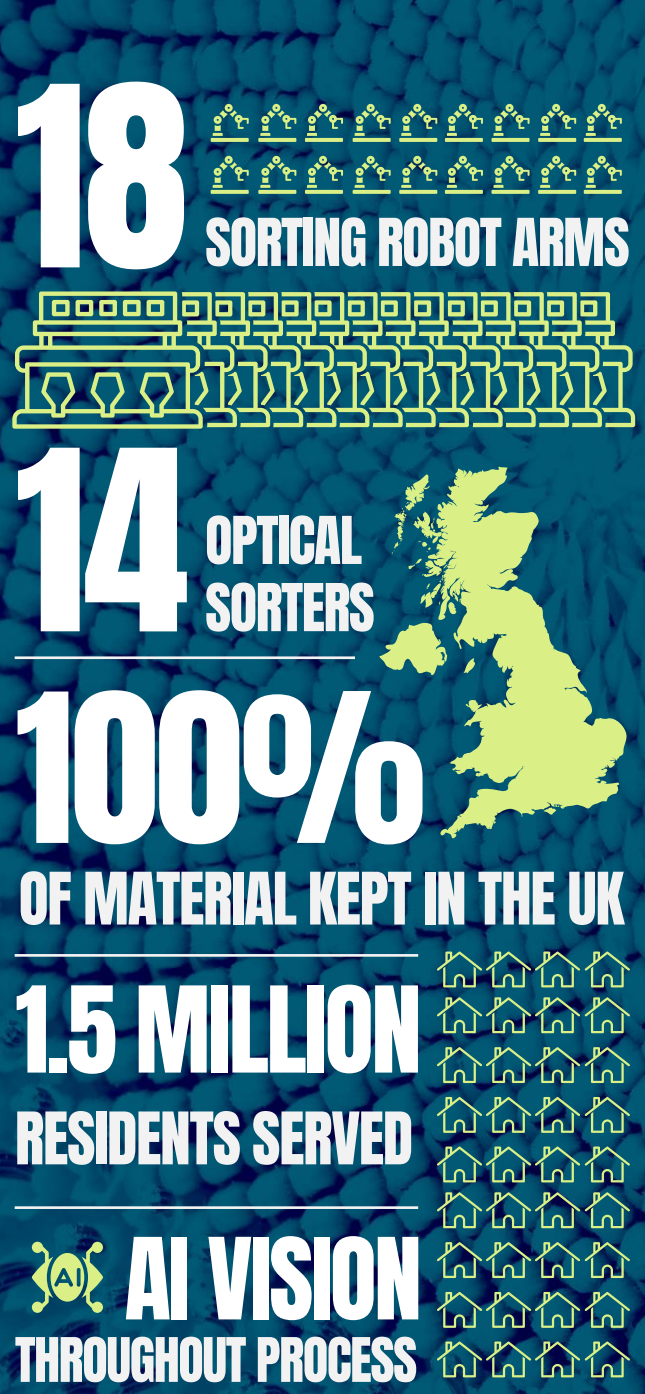
Rugby Borough Council

Solihull Metropolitan Borough Council

North Warwickshire Borough Council

Warwick District Council

Walsall Council



Delivery and growth centred on partnership, sustainability and innovation

TIMELINE

2016
Feasibility Study

2017
High-level Business Case

2017
Engagement with Potential Partners

2017/18
Detailed Feasibility Study

2018/19
Detailed Business Case / Financial Modelling

Winter 2019
Market Engagement

2019
Members' commitment through Joint Working Agreement

Spring 2019
Final Business Case

Summer 2019
Procurement Development

September 2019
OJEU Notice Issued

2020
Financial Model

February 2020
Shortlisting bidders for CFT

December 2020
Preferred Bidder Selection

December 2020
Development of Governing Documentation

Winter 2020/21
Value Engineering

January 2021
Planning Permission Granted

April 2021
Financial close / contract award / incorporation / Shareholder Agreement signed

May 2021
Clegg on Site

September 2022
Machinex on Site

June 2023
Commissioning

August 2023
First Waste Accepted

The Growing Importance of Social Value

The new **PPN 026 Social Value Model** sharpens the focus on jobs, skills and opportunities through central government procurement. Suppliers will increasingly need to show not just what they intend to deliver, but the outcomes achieved through contract delivery.

From 1 January 2027, PPN 026 applies to new central government contracts worth £1m+. Social value carries a minimum 10% weighting, increasing to 20% for contracts worth £5m+.

Why this matters

01 Increased focus on delivering additional value through public spending.

02 Greater emphasis on local employment, skills, and economic growth.

03 Support for environmental and net-zero ambitions.

04 Stronger expectations around contract management, monitoring, and reporting.

05 Increased importance of evidencing outcomes and demonstrating impact.

What this means for suppliers

Historically, social value reporting has often focused on commitments and activities delivered.

Going forward, organisations will need to demonstrate:

- ✓ What was delivered
- ✓ Who benefited
- ✓ The outcomes achieved
- ✓ The evidence supporting those claims
- ✓ The wider impact created for communities and stakeholders

KEY MESSAGE: Social value is becoming a tender-stage differentiator. Suppliers that can evidence outcomes with robust data and reporting will be best placed to compete.

How do we know social value has been delivered?

Demonstrating impact requires more than recording activities. Organisations need a consistent approach to measuring, evidencing and reporting social value outcomes throughout the contract lifecycle.

Quantitative evidence

- Jobs, apprenticeships and work experience
- Volunteering hours
- Local, VCSE and SME spend
- Carbon savings achieved
- Community beneficiaries

Qualitative evidence

- Beneficiary feedback
- Testimonials
- Case studies
- Partner feedback
- Lessons learned
- Social impact stories

EVIDENCE THROUGH THE CONTRACT LIFECYCLE

1. **Commitment** — Deliver employment support
2. **Activity** — Running CV workshops
3. **Output** — 50 residents attended
4. **Outcome** — 15 gained interviews
5. **Impact** — 8 entered employment
6. **Legacy** — Improved economic resilience

How Organisations Measure Impact

01 Local authority reporting

Approaches vary by authority and may include quarterly reviews, social value action plans, evidence submissions and contract performance reporting.

02 National TOMs framework

A common framework used to define, measure and report commitments across jobs, skills, local spend, volunteering and environmental outcomes.

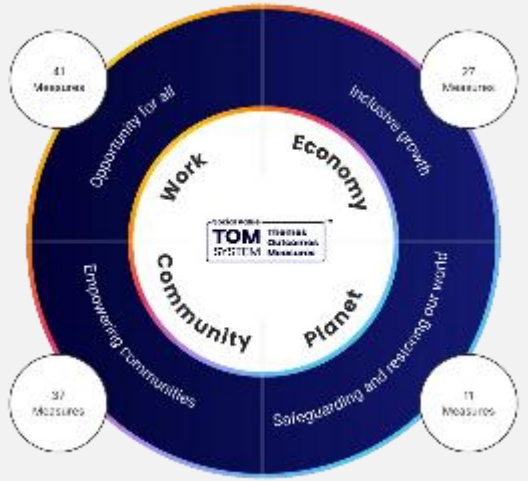
03 Social Value Portal

A digital platform for capturing, managing and reporting delivery against TOMs measures, including evidence, validation and impact assessment.

04 Contract-specific KPIs

Bespoke commitments and performance indicators aligned to local priorities and individual contract requirements.

Social Value Portal



WHY VALIDATION MATTERS

Robust evidence and independent validation ensure that social value claims are transparent, credible, and capable of withstanding audit, contract review, and stakeholder scrutiny.

What Does Meaningful Social Value Look Like?

What do councils want from suppliers when traditional local opportunities are limited by geography, contract scope or operational constraints?

01 **OUTCOMES**

Which outcomes matter most to communities?

Skills & jobs • Education • Environment • Community • Supply chain

02 **EVIDENCE**

What proof builds confidence in delivery?

Metrics • Case studies • Beneficiary feedback • Independent validation

03 **REPORTING**

How much reporting is enough?

TOMs • KPIs • Quarterly reviews • Impact stories

04 **PROPORTIONALITY**

Should social value expectations vary depending on the size, location and nature of the contract?

Size • Location • Scope • Supplier footprint • Regional benefit



DELIVERY IN PRACTICE