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working together for the Birmingham and Solihull social economy



‘Embedding Social Value’

Literature Review & Briefing

No. 1

A Barrow Cadbury-Funded Project

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1.0 BACKGROUND

Following the passage of the Public Services (Social Value) Act 2012 Birmingham & Solihull Social Economy Consortium (BSSEC) has been awarded a grant by the Barrow Cadbury Trust to enable us to work with Birmingham City Council, social enterprises and voluntary organisations to create **a framework which can guide stakeholders through the Act and help those involved – whether as purchasers or providers – to implement the legislation and realise social value.**

The purpose of this literature review is to inform the early stages of this project.

A recent (May 2012) meeting of the Parliamentary Social Value Group (an embryonic network of practitioners and policy-makers committed to developing good practice in social value commissioning) noted that:

“The Act impacts on civil society organisations (CSOs). Their requirements during the Act’s introduction include **guidance and tools that identify social value, and simplify the way it is included as a requirement in the procurement process.** In particular, commissioners and CSOs need to know how to use consultation to help identify targeted local priorities, and how outcomes can be drawn out of tendering and contracting [emphasis added].”

Our project is about helping to provide those tools and guidance – by enabling Birmingham City Council commissioners to embed social value-based commissioning, and by helping social enterprises and voluntary organisations identify, measure and evidence their social value and compete successfully under the terms of the Act.

It is likely that the Act will come fully into force from January 2013 and that prior to that there will be a technical guidance note from the Cabinet Office.

1.1 FOCUS OF THE LITERATURE REVIEW

In this first literature review we have restricted ourselves to a quite specific aim: assessing existing literature for its practical usefulness both to commissioners and to social enterprises.

As the project progresses we will conduct further literature reviews to examine related fields of policy that have social value implications (e.g. Localism Bill, community asset transfer, community ‘right to challenge’); key internal policy drivers/documentation within BCC; and existing impact assessment tools that might be modified for social value.

Section 2.0 provides an overview of the literature review with some initial conclusions, and Section 3.0 discusses individual documents reviewed.

The titles of the most useful documents are highlighted in **yellow**.

2.0 OVERVIEW OF THE LITERATURE – SOME HEADLINES & CONCLUSIONS

The Public Services (Social Value) Act continues a direction of travel previously made clear in Eric Pickles' revised Statutory Guidance on Best Value issued in September 2011.¹ This revised guidance reduces what was previously over fifty pages of documentation to one page and says:

Best Value authorities are under a general Duty of Best Value to “make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.”

Under the Duty of Best Value, therefore, authorities should consider overall value, including **economic, environmental and social value**, when reviewing service provision. **As a concept, social value is about seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves** (emphasis added).

The concept of ‘social value’ is not new, then. As Mark Cook, partner at Anthony Collins Solicitors, has noted, local authorities have been required to “discharge the best value duty in a way that embraces social value from the moment [that] guidance [came into] force”.²

OVERVIEW

1. Currently, there is only limited literature that is of **practical value** in terms of guidance for implementation. This emphasises the importance of this project. The Act will come fully into force from January 2013 and it is likely that prior to that there will be a technical guidance note from the Cabinet Office.
2. There is no definitive definition of ‘social value’. The CLG Best Value Guidance defines social value as: “...seeking to maximise the additional benefit that can be created by procuring or commissioning goods and services, above and beyond the benefit of merely the goods and services themselves.”
3. Another report (NHS North West 2010) defines it as: “...the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes.”
4. But arguably both of these definitions miss the point and in fact **a distinction must be made between social value and ‘added value’**.

¹ Best Value – Statutory Guidance, Communities & Local Government (Sept 2011).

<http://www.communities.gov.uk/documents/localgovernment/pdf/1976926.pdf>

² Best value embraces social value: the new slimline regime for councils, Mark Cook (Anthony Collins Solicitors), Guardian Professional – Social Enterprise Network blog (23rd May 2011).

<https://socialenterprise.guardian.co.uk/social-enterprise-network/2011/may/23/best-social-value-slimline-regime>

Social Value: Changing the culture of commissioning, short paper by the Social Value Group (2012) is much nearer the mark in concluding that social value and added value are emphatically *not* the same thing.

5. Social value, this group says, is not about “**undefined ‘added value’**” but rather must be seen as part of a **methodical procurement process that “makes a coherent, measurable, and relevant contribution to social value outcomes”**. The document then goes on to suggest what the key components of a methodical social value approach need to be.
6. Similarly, there is also a tendency to conflate a number of different concepts under the general heading of social value (e.g. social capital, public value, community benefit). One document (McLaren: NAVCA 2011) concludes that this is more than an issue of semantics and that there are valid questions regarding the relationship between these concepts and/or aims.
7. There are already doubts amongst some academics and practitioners regarding the usefulness and practicability of Social Return on Investment-type approaches as being the key means of attributing and assessing social value. One academic specialist on public value has said he doubts that an “absolute measure” for social value can be arrived at and whether this could be “translated into monetary value” (Benington: 2011).
8. Two key publications explore some of the key implications of the legislation for public authorities. *The Public Services Social Value Act: A brief guide* (SEUK: February 2012) makes useful suggestions for a step-by-step approach to social value commissioning that could be adopted by public authorities. This was written prior to the legislation receiving royal assent, however, and is understandably limited in scope. Perhaps of greater use is SE UK’s later publication, *The Social Value Guide: Implementing the Public Services (Social Value) Act 2012* (SEUK, November 2012). Aimed at commissioners and procurement officials, the latter booklet provides an overview of the Act itself and the policy drivers behind it, as well as practical guidance on how social value can be embedded into the commissioning and procurement process. These two documents are central to the emerging literature but it is worth noting that both are written from a public authority/commissioning perspective and while interesting for social enterprises and third sector organisations do not offer them much practical guidance in how to respond to the Act or compete under its terms.
9. Before social enterprises can begin the long process of devising evidence and measuring techniques to demonstrate social value we must first have some commonly held view about what social value is. If what is really meant are definable **social value outcomes**, as is suggested above, then surely a process something along the following lines is required:
 - Identify what the local authority’s social value outcomes are and where they are to be found (e.g. corporate strategy, city plan,

commissioning prospectuses, ward/neighbourhood plans, prior consultation, sustainable procurement strategy?).

- Work out how those social value outcomes can best be translated into meaningful, measurable indicators that can be incorporated fairly into contracts and service specifications.
 - Identify and agree evidence (and assessment techniques/methods) which will enable providers to demonstrate their achievement.
10. We may also need to consider what other policy drivers exist for the local authority where there are social value implications.
 11. At this point, there would then be a much more meaningful discussion to be had with the supplier community – social enterprises and third sector organisations, obviously, from our perspective, but it is worth emphasising that BCC will also be seeking social value from the private sector.

**LITERATURE REVIEW:
DOCUMENTS REVIEWED**

3.0 LITERATURE REVIEW

Entries are alphabetical by title.

3.1 THE ACT

**Public Services (Social Value) Act 2012³
The Act and Explanatory Notes (March 2012)⁴
HMG (2012)**

An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes.

From the Explanatory notes: “This Bill was introduced by Chris White MP as a Private Member’s Bill on 30th June 2010. The Bill requires certain public authorities at the pre-procurement phase of procuring services to consider how what is being procured might improve the economic, social and environmental well-being of an area and how the authority might secure that improvement in the procurement process itself. There is also a requirement that authorities consider whether to consult on these matters.”

The legislation includes an amendment to section 17 of the Local Government Act 1988 (‘exclusion of non-commercial considerations in the case of local and other public authority contracts’), thus making it possible for ‘non commercial’ considerations to be included in procurement.

However, “only matters that are relevant to what is proposed to be procured” can be considered. **This means that the social value being considered therefore still has to be relevant to the service contract in question.** It should also be noted that there are exemptions for urgent procurements.

3.2 COMMENTARY ON THE ACT & OTHER LITERATURE ABOUT ‘SOCIAL VALUE’

**Commissioning and procurement with social value – starting point paper
Transition Institute (n.d.)⁵**

This is the second of two papers published by the Transition Institute, an initiative established jointly in May 2010 by Social Enterprise London and NESTA. The mission of The TI is to support and champion public service spin-outs as new social value organisations. The organisation’s first paper, *Social Value Ethos*, is also available online.⁶ *Social Value Ethos* is of limited

³ <http://www.legislation.gov.uk/ukpga/2012/3/introduction/enacted>

⁴ <http://www.legislation.gov.uk/ukpga/2012/3/notes/contents>

⁵ <http://www.transitioninstitute.org.uk/publications/>

⁶ <http://www.transitioninstitute.org.uk/publications/>

usefulness for our purposes. It focuses primarily on the kind of change management that is required in order to embed a social value ethos in new and emerging public service spin-outs.

Commissioning and procurement with social value is of more use. As well as providing a useable introduction to the concept of social value (including its political and policy context), sections 6.1 to 6.3 do begin to consider the practical implications involved in identifying social value outcomes, translating these into measurable social value outcomes that can be included in service specifications and contracts, and the subsequent complexities that may exist for social enterprises (and other providers) in evidencing that this social value has been achieved.

The paper locates community/user consultation as central to identifying appropriate social value outcomes in services, and emphasises that a commissioning framework *designed for social value* is a key stage in the process of moving towards social value commissioning. Sections 6.1 to 6.3 are worth reading.

Developing a set of economic, social and environmental outcome indicators for monitoring Manchester City Council's procurement spend CLES for Manchester City Council (Nov 2011)

This does not seem to be what the title promises; rather, it is an economic analysis of MCC's procurement spend, with results tabulated by geography of spend, multiplier effect, suppliers based in areas of greatest disadvantage, and proportions of respend by suppliers (i.e. on employees and on other suppliers).

It may be interesting and even necessary from a local authority spending perspective but it seems far removed from any practical application to social value.

**East Sussex –a case study of putting social value and commissioning into practice
NAVCA social value briefing No. 3 (March 2012)⁷**

This case study in fact draws heavily on work already done in Birmingham around Birmingham City Council's third sector commissioning prospectuses. It is somewhat overstating the case to say that this offers a methodical approach to capturing 'social value' (in the latest incarnation of the term): rather, it is an attempt on behalf of East Sussex County Council and NHS joint commissioning to formulate a series of service factors in adult services that can be said to "build social capital".

⁷ <http://www.navca.org.uk/socialvaluebriefings>

The *East Sussex Commissioning Grants Prospectus* (Feb 2012)⁸ makes instructive reading, but I'm not sure it offers anything more advanced than the kind of 'social outcomes' approach that Birmingham City Council has already pioneered in its commissioning from third sector providers.

Note: It would be helpful for someone from BCC to have a closer look at the East Sussex prospectus to assess the extent to which it differs from or improves on Birmingham's third sector commissioning approaches.

**Guide to Commissioning for Maximum Value
Local Government Association/SROI Network
Jenni Inglis et al (Jan 2012)⁹**

This guide, produced for the LGA by the Social Return on Investment Network is not specifically about SROI (although it does promote SROI techniques heavily). It contains a potentially useful section (Part 2 of the booklet, p.16) called *The Commissioning for Maximum Value Model* which may offer some insights into social value-based commissioning.

**Introduction to social value: McLaren, V
NAVCA social value briefing No. 1 (July 2011)¹⁰**

A useful introduction to the topic of social value. The paper introduces *public value theory* and contrasts this with the more recent concept of social value, making the point that unlike public value – widely articulated in the academic literature since its introduction in the mid-1990s by Harvard professor Mark Moore – social value has no single authoritative definition. It is therefore very much a work in progress.

The paper usefully references the national *Social Value Commissioning Project*, led by NHS North-West.¹¹ Its final evaluation report defines social value as:

“...the additional benefit to the community from a commissioning / procurement process over and above the direct purchasing of goods, services and outcomes.”

It also highlights that caution is required: social value lacks a “clear theoretical and methodological base” and there may be a tendency amongst commissioners to “over-claim social value”.

There are three practical examples of successful social value commissioning included in the report, but they are relatively 'obvious' examples and it might

⁸ East Sussex Commissioning Grants Prospectus (Feb 2012).

⁹ Guide to Commissioning for Maximum Value: Local Government Association/SROI Network, Inglis, J., et al (Jan 2012): http://www.thesroinetwork.org/publications/doc_details/224-guide-to-commissioning-for-maximum-value

¹⁰ <http://www.navca.org.uk/socialvaluebriefings>

¹¹ Pan Regional Social Value Commissioning Project: NHS North West / CPC Ltd: Final Report (2010). <http://bit.ly/PFK6IT>

be argued cast little light on more problematical areas where the social value aim might be less clear or even contentious:

- A mental health service employs people with a history of mental health problems to help deliver the service. The social value of this commissioning process resulted in improved well-being for the latter through enhanced job prospects and reduced social isolation.
- In a retendering of a furniture contract for supported accommodation, social value was provided by the contractor establishing a base in a deprived community and employing staff and engaging volunteers from that community.
- An arm's-length Housing Management Organisation contracted a private sector company to undertake repair work on its properties. The successful contractor offered social value in the form of promoting careers in construction and trades to local schools, giving a commitment to employing local apprentices and working in conjunction with local communities.

As well as noting that the NHS North West project highlighted problems in *measuring* social value, the paper also points out that it raised *definitional* issues regarding the very concept of social value:

“...valid questions emerged about the relationship between social value, public value, and social capital, and the differences (beyond semantics) between social value and community benefit.”

Citing Benington and Moore (2011),¹² the paper notes Benington's concerns regarding “whether an absolute measure [for social value] can be derived and whether this can be translated into monetary value (the whole basis of SROI).” However, Benington and Moore do go on to categorise social value under three headings:

- Social value produced by *services* (e.g. well maintained roads, clean streets, effective refuse collection);
- Social value as *outcomes* (e.g. lower crime or public nuisance, reduced rates of hospital admissions); and
- Social value as *trust* (whether the priorities of government both national and local are perceived as just and fair).

Note: Before social value can be measured, we first have to agree how it is defined. This is likely to be core to our project and for work in Birmingham.

Since the project ended NHS North West has launched *North West Social Value Foundation*. However, if any of the tools/methods used during the

¹² Benington, J & Moore M.H: Public Value – Theory & Practice. Palgrave Macmillan (2011).

project are now available as 'legacy' materials they do not appear to be on the Foundation's website.¹³

Measuring social value, social outcomes and impact: Westall, A NAVCA social value briefing No. 2 (January 2012)¹⁴

Written and published in anticipation of the Act, this short paper notes that the move towards social value-based procurement in English law mirrors similar moves within the EU. For example, *Towards A More Efficient European Procurement Market*, a 2011 Green Paper on modernising EU procurement policy stated:

"...public authorities can make an important contribution to the Europe 2020 strategic goals by using their purchasing power to procure goods and services with higher societal value in terms of fostering innovation."¹⁵

Similarly, the European Parliament has said:

"...the criterion of lowest price should no longer be the determining one for the award of contracts, and that it should, in general, be replaced by the criterion of the most economically advantageous tender, in terms of economic, social and environmental benefits – taking into account the entire life-cycle costs of the relevant goods, services or works."

It covers some of the core issues involved in measuring and evidencing social value and the problems these will present for third sector organisations. However, its emphasis is on examining and to some degree comparing existing impact measurement approaches (and 'theories of change') and it is not an easy read and doesn't really form any definitive conclusions regarding social value.

Principles of good impact reporting ACEVO (n.d.)¹⁶

ACEVO (and six other organisations) have published a very short paper called *Principles of good impact reporting* aimed primarily at charities seeking to adopt good practice in how they identify, measure and communicate the impact they achieve.

It may have some useful read-across for the basic guiding principles social enterprises should utilise in thinking about evidencing social value.

¹³ <http://www.nwsocialvaluefoundation.org/>

¹⁴ <http://www.navca.org.uk/socialvaluebriefings>

¹⁵ Green Paper: *Towards A More Efficient European Procurement Market*, European Commission (Jan 2011). <http://bit.ly/NK7VyB>

¹⁶ Principles of good impact reporting: <http://www.acevo.org.uk/document.doc?id=1731>

The Public Services (Social Value) Act 2012: A Brief Guide Social Enterprise UK (Feb 2012)¹⁷

This was produced in association with Anthony Collins Solicitors shortly before the Act passed onto the statute book. Interestingly, the practical examples of social value (p.2 'What does that mean in practice?') are taken from the *Social Value Commissioning Project*, led by NHS North-West, and cited above (in the entry on Introduction to social value: McLaren, V; NAVCA social value briefing No. 1).

It distinguishes between public *services* and public *works* contracts noting that the Act:

"...applies to all public services contracts and those public services contracts with only an element of goods or works. It doesn't apply to public work contracts or public supply (goods) contracts. However, there is widespread approval for public bodies considering social value in all forms of contracts including support from Nick Hurd, Minister for the Cabinet Office."

It emphasises that the new Act complements rather than replaces existing procurement legislation and points out that EU procurement law already makes it possible for public authorities to embrace social requirements in their procurement practices provided that the social requirements identified:

- Reflect policy adopted by the public body.
- Are capable of being measured in terms of performance.
- In the specification become part of the contract.
- Are defined in ways that do not discriminate against any bidders across the European Union.

Note: While the above relate to EU legislation it seems likely that they are also pointers that may serve equally in implementing social value in local procurement and commissioning.

The guide is very sparse in terms of guidance for social enterprises but it is more useful in the step-by-step suggestions it makes for public authorities and these are worth repeating in their entirety:

Step 1: Think about what social value means to your organisation. This may already be something you do, you may already have a sustainable commissioning strategy. If not you may have to do some work to develop your own social value priorities. These need to reflect your own organisational priorities and the needs of the local area, and could link to existing corporate plans and/or

¹⁷ The Public Services (Social Value) Act 2012: A Brief Guide. SEUK (Feb 2012) <http://bit.ly/Q0QWsb>

sustainable community strategies.

Step 2: Engage your wider community in establishing what social value means to them. This should include your supplier community to prepare them for the changes to the way you procure. You may also want to undertake a pre-procurement market-testing exercise in which potential contractors can advise what sort of social, economic or environmental requirements could be specified in the eventual procurement exercise. As part of this you may want to map out your existing supply chain, who's in it, where they are based and what form of organisation they are.

Step 3: Develop a policy for social value commissioning procurement. We would hope that this would consider the application of social value to contracts for works and also the supply of goods.

Ensure this incorporates steps 1 and 2 and gives clear guidance on the policies you want to pursue to benefit the area you serve and how work out how these can be incorporated into its commissioning of services, works and goods.

Step 4: Consider how these policies can be translated into verifiable requirements within the core of a tender specification. Ensure that any social, economic or environmental requirements (even if only in broad terms) are mentioned in the advertisement for any competitive procurement exercise that is undertaken.

Step 5: Develop the weighting to be applied to contribution to social value criteria in each specification and develop criteria to judge the most advantageous tender.

Step 6: Set up monitoring and performance management based on value. Manage the contract with the successful contractor in a way that enables the maximum social value to be realised from the contract – inevitably, this requires a partnering culture and approach.

Social Value Group: Changing the Culture of Commissioning – the Public Services (Social Value) Act 2012 (Houses of Parliament event by invitation 15th May 2012)¹⁸

Referred to earlier, the Parliamentary Social value Group is an embryonic network of practitioners committed to spreading good practice regarding social value-based commissioning. It is convened/encouraged by Chris White MP, the original sponsor of the Private member's Bill which resulted in the Act.

¹⁸ Changing the culture of commissioning: the Public Services (Social Value) Act 2012: Social Value Group (May 2012). <http://bit.ly/NK5v3f>

The group held a workshop event at the Houses of Parliament on the 15th May 2012 and there is a (moderately) useful short paper following that event.

I'm not sure how useful it is for the paper to conflate both 'social value' and 'sustainable procurement' but it isn't the only literature to do so. The SE UK guide cited above also says that for public authorities their "sustainable commissioning strategy" may be the starting point in identifying "your own social value priorities".

More usefully, it goes on to state clearly that social value is not about "undefined 'added value'" but rather must be seen as part of methodical procurement process that "makes a coherent, measurable, and relevant contribution to social value outcomes". The key components of such an approach, it says, should include:

- Coherent organisational policies and objectives that reflect sustainability objectives in meaningful and quantifiable ways.
- "Social value" as a core requirement within the specification of the contract, rather than be treated as secondary considerations: this is not clearly understood by the European Commission in its guidance, taking a different approach to environmental requirements from that taken for social requirements. The approach taken to environmental approach is the better way across the piece.
- Mechanisms to select the desired sustainability benefits of procurements by assessing sustainability, cost, affordability and operational considerations.
- An outcome based approach whereby sustainable benefits requirements are well defined and measurable.
- The application of meaningful and measurable indicators that both inform sustainability criteria and can also be used within the public procurement process. Mechanisms that can accurately monitor and verify outcomes and demonstrate the impact on corporate objectives in sustainability terms.

The Social Value Guide: Implementing the Public Services (Social Value) Act
Social Enterprise UK in association with Anthony Collins Solicitors (Nov 2012)¹⁹

Aimed at commissioners and procurement officials, this booklet provides an overview of the Act itself and the policy drivers behind it, as well practical

¹⁹ The Social Value Guide: Implementing the Public Services (Social Value) Act, SE UK in association with Anthony Collins Solicitors (Nov 2012):
http://www.socialenterprise.org.uk/uploads/files/2012/12/social_value_guide.pdf

guidance on how social value can be embedded into the commissioning and procurement process.

This document makes it clear that commissioning for social value applies only to public *service* contracts (and to public services contracts where there may be a limited element of goods or works) that are over the EU threshold (currently £113,057 for central government and £173,934 for other public bodies). However, it also emphasises that while the legislation may *require* social value to be considered only in public service contracts over the EU thresholds, there is ministerial support for public authorities to apply the legislation as widely as possible.

The guide suggests that as a starting point, contracting authorities should devise and adopt a *social value policy* and that this should cover specific social value outcomes and benefits the authority is seeking to promote rather than loose commitments. Ideally, says the guide, this should cover:

- A description of the purpose and remit of the relevant contracting authority.
- A list of areas in which your organisation will pursue social value within its core purpose (considering the benefits set out above).
- The other organisations in the public sector that your organisation works with to achieve these ends.
- How your organisation will reflect these commitments in its procurement processes.
- Some targets that your organisation will adopt as desirable outcomes.
- How your organisation will enable SMEs and social enterprises to participate in its public service commissioning requirements.
- How your organisation will report on its social value every year.

**Social Value Toolkit
Croydon Council (n.d. but published after the Act became law)²⁰**

This is perhaps one of the most useful documents to be identified so far in that it comes from a specific local authority, was published after the Act became law, and sets out to codify specific commissioning processes and procedures intended to embed social value in the authority's purchasing at all levels and right across the authority. This is not necessarily to say that the toolkit is flawless and will lead to successful social value commissioning. Significantly greater analysis of both it and how it is being used would be

²⁰ Social Value Toolkit: Croydon Council. Download available here: <http://www.bssec.org.uk/blog/wp-content/uploads/2012/09/Croydon-Social-Benefit-ToolkitV2-2.pdf>

required before one could form a conclusion. But what the toolkit *does* do is offer specific processes to help purchasers assess the applicability of social value in their own organisation and circumstances.

If this is not already known to BCC commissioners then it merits a close read.

Right at the beginning (p.7) the toolkit asks what kind of outputs “translate into” and it offers the following:

- Meeting Public Sector Equality and Diversity duty.
- Creating skills and training opportunities (e.g. apprenticeships or on the job training).
- Creating employment opportunities for the long-term unemployed or NEETs.
- Offering work placements to school children and young adults.
- Providing career advice and information for young people on specific careers, such as construction, architecture or engineering.
- Offering curriculum support to schools, with contractors sharing knowledge and expertise about their discipline.
- Encouraging sustainability initiatives such as recycling, or alternative forms of energy.
- Supporting green transport, such as cycle routes.
- Encouraging equal opportunities for all, regardless of gender, race and disability.
- Creating supply chain opportunities for SMEs and social enterprises.
- Encouraging community engagement.
- Driving cutting edge design and construction techniques.
- Supporting initiatives like targeting hard to reach groups.
- Making facilities (such as schools, libraries, leisure facilities or computers) available to targeted groups that otherwise would struggle to access such facilities.
- Encouraging ethical and fair trade purchasing.
- Encouraging volunteers.

These are somewhat ‘generic’ and it might be argued constitute something closer to what might be regarded as the ‘purchasing principles’ that should underpin a local authority’s commissioning and procurement. They are not (or at least, not all) measurable social value outcomes. Interestingly they have something in common with the principles that Birmingham City Council is considering writing into its Charter for Business Social Responsibility, for which consultation is just about to begin in Birmingham.

More useful in the Croydon document are the steps it recommends commissioners should take in “rethinking” services and “performance obligations”. These are set out on section 2. “Think and rethink what you are commissioning” (p.13) and in the sub-section of “The role of the category manager” includes what appears to be a very useful example of “Rethinking Meals on Wheels” (p.18).

The additional value of the Croydon document is that it enables us to think critically about whether a 'toolkit' approach is the right one and, if so, what a toolkit should and perhaps shouldn't look like, and what should realistically contain in order to be of maximum utility.

Recommended reading.

What is the Social Value Act? NAVCA (2012)²¹

A useful, basic presentation on the Act and its implications. It would be useful for briefing events, perhaps especially with social enterprises and VCOs.

3.3 SCOTLAND

Procurement Reform Bill – Consultation Scottish Government (Aug 2012)²²

A somewhat different approach is being taken by the Scottish Government. In Scotland, social value is not being addressed in isolation but as part of an overall attempt to reform and improve public sector procurement and to promote more sustainable procurement ('sustainable' is mentioned in the document over sixty times, 'social value' not at all). Interestingly, though, the consultation document does identify what might be termed the 'social value outcomes' that improved procurement could achieve:

- Promoting training and employment opportunities, often for under-represented groups, for example for youth employment, women's employment, long-term unemployed and people with disabilities.
- Promoting SMEs and Third Sector organisations through observance of existing duties of equal treatment, proportionality and transparency and by making subcontracting opportunities more visible.
- Promoting compliance with social and labour law, including related national and international policy commitments/agendas.
- Stimulating socially conscious markets.
- Stimulating demand for environmentally-friendly goods, services and works.
- Demonstrating socially responsive governance.
- Promoting fair and ethical trading.

²¹ NAVCA presentation: scroll towards bottom: <http://www.navca.org.uk/social-value-bill>

²² Procurement Reform Bill – Consultation, Scottish Government (Aug 2012): <http://www.scotland.gov.uk/Resource/0039/00398733.pdf>

- Contributing to health improvement priorities including the reduction of diet- related disease.
- Contributing to climate change mitigation targets and to energy efficiency Stimulating social integration.
- Ensuring more effective and efficient public expenditure.

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DOCUMENTS REVIEWED (ALPHABETICAL BY TITLE)

Best value embraces social value

Mark Cook, Guardian social enterprise network blog (23rd May 2011)

<https://socialenterprise.guardian.co.uk/social-enterprise-network/2011/may/23/best-social-value-slimline-regime>

Best Value – Statutory Guidance

Communities & Local Government (Sept 2011)

<http://www.communities.gov.uk/documents/localgovernment/pdf/1976926.pdf>

Developing a set of economic, social and environmental outcome indicators for monitoring Manchester City Council's procurement spend

Manchester City Council (Nov 2011)

No online source

East Sussex –a case study of putting social value and commissioning into practice

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