

Brighton & Hove City Council Social Value Guide for Commissioners/Contract & Procurement Officers & Suppliers

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1. Introduction

1.1. Aim of the Guide

The aim of this guide is to support officers, commissioners and bidders/suppliers in the city of Brighton & Hove in embedding Social Value into commissioning and procurement activity by public bodies. The guide shows how social value can help us to deliver on the city's agreed outcomes and priorities, and how we will apply it in practice. It acknowledges the often overlooked social value outcomes that are being delivered across the city already. It also sets out how we ensure that we get the maximum impact on behalf of the city's residents, for the millions of pounds spent in the city on public services provided by other organisations. This guide supports the 'Social Value Framework and Pledge' jointly produced by Brighton & Hove Council, the Clinical Commissioning Group, University of Brighton and Community Works.

Brighton & Hove has adopted the following definition of Social Value:

“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.”

Although social value can be generated from ALL public spending, this guide focuses on the spend related to contracts with other businesses, the Voluntary and Community organisations and Social enterprises (about a third of the council's budget for example). We are convinced that new opportunities to tackle inequalities and improve outcomes can be found, by working creatively with suppliers to come up with innovative improvements.

1.2. What is the Social Value Act and who does it apply to?

The Public Services (Social Value) Act, 2012 came into force during 2013 and introduces a statutory requirement for all public bodies and all public services to have regard to economic, social and environmental well-being in connection with 'public services contracts' within the meaning of the Public Contracts Regulations, 2006.

1.3. What contracts does the Act apply to?

The Act only applies to public services contracts and framework agreements that fall under the Procurement Regulations. It does not apply to works or supplies contracts. So any contracts not covered by the public procurement rules, including for example contracts with a value below the relevant threshold, will not apply. However, it will apply to light touch service contracts, even though these are only subject to the procurement rules in a limited way. It is worth noting that central government (Cabinet Office) advice is to also consider social value below EU thresholds. Social Value should be considered in any contract where possible.

The Act states that if there is an urgent need to set up a service, and considering the impact on social, environmental and economic well-being is impractical, it can be disregarded.¹

Where a purchase is made or a contract put in place under an urgent or emergency waiver, the Act makes provision to discard the need to consider consultation and the impact on social, environmental and economic well-being of service users - if it is impractical to consider them.

¹ Public Services (Social Value) Act 2012, Chapter 3, Section 1.8

However, urgency caused by undue delay will not be a valid reason not to comply with the Act's requirements.

When you are considering how a procurement process might improve the social, economic or environmental wellbeing or impact, you should only consider matters which are relevant to what is proposed to be procured.

1.4. Why consider Social Value?

Considering social value can create maximum benefit for the community and drive up service quality, and can also lead to cross-departmental savings and support community organisations to enter the market. As the Government's Procurement Policy note puts it:

"In these tight economic times it is particularly important that maximum value in public spending is achieved. Currently some commissioners miss opportunities to secure both the best price and meet the wider social, economic and environmental needs of the community. Commissioners and procurers should be taking a value for money approach – not lowest cost – to assessing contracts and the Social Value Act complements that approach."

- It means greater recognition of the contribution of Voluntary, Community and Social Enterprise (VCSE) organisations and local businesses;
- It emphasises outcomes, and makes the most of the assets we share;
- There is value in 'how' we do things, as well as in 'what' we do and how much it costs.

If we do not embed social value into all the relevant commissioning and procurement processes we will not be maximising investments in a way that would produce additional value for communities and citizens. In addition we would not meet the legal requirement set out in the Social Value Act.

1.5. Priority Outcomes & Social Value for Brighton and Hove

Brighton & Hove Council Procurement Strategy 2014-17 sets out aims to embed principles of the Social Value Act in procurement plans as part of the 'Service modernisation' and 'Procurement, Diversity and Sustainability' objectives.

"A major aim is to improve accessibility for local businesses and SMEs when tendering for contracts. This will be achieved by ensuring full adoption and implementation of the Public Services (Social Value) Act 2012 through the Commissioning and Procurement process"

The Clinical Commissioning Group has a Patient and Public Involvement Strategy which applies to procurement activity:

"The CCG will explore the most appropriate methods to meet its aspiration to include patient and carer representatives in the procurement process. This will extend beyond consultation, and the CCG will strive to involve these key stakeholders in the process of procurement."

The city has an agreed set of outcomes that are set out in the city's Sustainable Communities Plan and in the Joint Health and Wellbeing Strategy.

To help commissioners, procurement officers and bidders think through the types of social value outcomes that might be relevant to use within a service specification or commission, a set of social value outcomes have been developed and are highlighted in Appendix 1.

1.6. Embedding our approach to considering social value

In order to maximise social value, at Brighton & Hove City Council every commissioning and procurement exercise, including tendering, service redesign and any other commissioning review will ensure that:

1. There is a focus on service redesign that considers social value;
2. There is a focus on commissioning for 'outcomes', meaning the long-term changes that services and other activities achieve for the beneficiaries;
3. The approach to social value is 'bespoke' for each exercise;
4. At the start of the process of considering a commission, council officers will take into account social value and include discussions with providers, service users and stakeholders to assess the related and most effective approach to embedding social value in any procurement process.
5. Every tendering exercise shall if at all possible include at least one social value outcome as part of the award evaluation criteria;
6. Social value priorities will be relevant and proportionate for each situation, with appropriate and proportionate measures set out as part of the specification²;
7. Bidders will be scored on their responses to the question(s) about how they will deliver these social value outcomes;
8. Procurement officers and commissioners will report on how they have considered social value in the commission and note how social value will be monitored as part of performance monitoring;
9. Support for SMEs, social enterprises and community and voluntary organisations will be provided wherever possible, including access to supply chains.

For significant procurements, the council or the CCG will produce a specific plan showing how key stakeholders (existing and potential providers, service users) will be involved. This would include how social value would be considered for that procurement

² Darking, M., Marino, A., Prosser, B. and Walker C. (2016) 'Monitoring, Evaluation and Impact: a call for change, Position Statement', January 2016 <http://blogs.brighton.ac.uk/meicommunity/mei-position-statement/>

Table 1: Flowchart for Commissioners

Analyse

Review population needs including by legally protected characteristics and in the case of having a current service provider review their delivery. As part of this process, consider whether social value is core to the outcomes required or whether it is additional.

- Where it is core, analysis should focus on identifying potential areas of 'added social value'.
- Where social value is not identified as core to the service required, commissioners will look at how the contract could help to achieve the city's agreed outcomes by embedding social value—it may be necessary for the commissioner to consider prior examples and reference the social value indicators at appendix 1



Plan

Dialogue with suppliers (if you are in a retendering process) and then with potential providers is a key 'best practice' element of a pre-tender process. This dialogue should be informed by the analysis of your equality assessment and social value analysis carried out above. Decide what will be a social value 'award criteria' that all organisations must meet and what aspect of social value will be monitored over the course of the award.

- The profile of potential provider organisations is likely to differ in relation to the 3 social value dimensions. There needs to be a reality check on having appropriate outcomes that are achievable.
- Social value expectations should be worked through so that the award criteria are appropriate and relevant social value performance monitoring criteria are established.



Do

Embed principles established through pre-tender dialogue in tender documents, application forms and subsequent contracts. Ensure requirements are negotiated, mutually understood and focused to support decision-making and reporting and appropriately meet the needs of identified groups. Do not over-burden either procurement or provider processes with overly complex monitoring and reporting requirements

- Select an appropriate outcome or outcomes to monitor over the course of the contract to demonstrate how an organisation has made a substantive social value contribution. The impact of the contribution should be linked to the City's 5 priority social value themes.
- Simple, substantive measures are preferable to more detailed outcome frameworks



Review

Evidence of social value will be required for audit and monitoring purposes to demonstrate to the public how and in what ways social value is being created for the city.

Auditable, but not necessarily quantifiable, evidence of social value outcomes including equality monitoring, must be provided.

Generating social value can involve being innovative and breaking new ground. The rationale for evidence collation and reporting should reflect this in order that innovation is not constrained by requirements to measure quantitatively.

2. Planning for Social Value in Commissioning

“Commissioners should consider social value before the procurement starts because that can inform the whole shape of the procurement approach and the design of the services required. Commissioners can use the Act to re-think outcomes and the types of services to commission before starting the procurement process.”³

As part of the commissioning cycle it is important for contract managers, commissioners and



procurement to be able to review the strengths and performance of current providers, to understand current needs, priorities and markets, challenge existing delivery, and review alternative delivery models and focus on outcomes. If we are to deliver real social value then a commissioner must think differently. This means interrogating ‘what we have always done’, ‘what we are doing’ and asking ‘how could we do this better’ as we analyse the need for a service, plan the outcomes we want to achieve, develop the specification and advertise widely, select the most effective bid, award the contract and then monitor and evaluate the service.

Inclusivity is a central principle of the Social Value Framework, therefore we need to ensure that we start the commissioning process by assessing the needs of the population, including identifying how social value can benefit people in relation to their protected characteristics.

The flowchart at Table 1 will help you to assess how relevant social value criteria could be integrated into the process and enable effective procurement.

³ Procurement Policy Note – The Public Services (Social Value) Act 2012 – advice for commissioners and procurers. Information Note 10/12 20 December 2012

2.1 Pre-procurement – Analyse and Plan

Before a final specification is advertised for potential suppliers, commissioners should assess the need for services and in so doing identify any social value considerations which are relevant and appropriate. Where social value is core in a service, analysis should focus on identifying potential areas of 'added social value' that are relevant to the commissioning process.

This could be done at the scoping phase by engaging with the market and stakeholders early on about how to increase the social value in the procurement process, and therefore shape the service with the involvement of providers and service users. It is important at this stage to be assessing needs especially in relation to legal protected characteristics and resources. Remember to be realistic and listen to the market.

Careful preparation will ensure both sides can contribute effectively to the engagement and begin to consider appropriate approaches.

Consultation and engagement with current/potential service users, providers and wider stakeholders should be built into all stages of the commissioning process and prior to procurement could include:

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders' day to discuss the new service and find out how suppliers feel social value could be imbedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs.

The findings from these consultation activities should enable you to produce a service specification that takes into account the views of providers and a range of stakeholders that have been involved in any pre-procurement consultation exercise

2.2 Qualification and Evaluation – Plan and Do

Consider how your priorities can be reflected in the procurement in the specification for those services and by asking about the bidders' track record in delivering the services.

Pre-qualification questionnaires (PQQs)

The pre-qualification questionnaires (PQQs) can be an initial assessment of social value by determining the criteria to be adopted for determining the winning tender. Social, economic and environmental issues may be included as technical questions, provided they are linked to the subject matter of the contract and expressly referred to in the tender documents. Consider how such issues will be evaluated and any applicable weighting.

Assessment questions can be a chance to check the contractors approach to a range of social, economic and environmental benefits and how this is developed across the appropriate legal protected characteristics e.g. documented arrangements for securing environmental benefits or minimising environmental impacts, approach to recruitment and training or to community engagement.

It's good to encourage consortia/partnerships where appropriate to engage with smaller providers and to give thought to how you might want the contractual relationship to work so that due regard is given to the unique attributes and quality of the providers. It's worth highlighting this in the tender documents, but also in the pre-tender stage to give suppliers time to form agreements with each other.

ITT/Quality Questions

If social value requirements are to be assessed as part of the procurement process, then the requirements will need to be specified and scored as part of the evaluation process. Remember the requirements must be relevant to what is being proposed and proportionate in all the circumstances. In very broad terms, there are two ways to “test” what a bidder might offer in terms of its proposals for social value. These are:

Specified Requirements: A method statement asks bidders to state how they will provide the social, economic or environmental value set out in the award criteria.

This is the most direct option as it means it is mandatory for bidders to address each of the requirements and can be evaluated using a more structured scoring framework. By directing bidders to the same outcomes, this will enable you to evidence innovation in a way that enables equal treatment of bidders and capture all the potential social, economic and environmental values available from the supplier.

Open Questions: Open questions provide bidders with a summary of what the Council is looking for and challenges bidders to meet and exceed this. There should be a minimum requirement but you also want to encourage innovations and not be too prescriptive.

For example in the ITT for the 2015 Home to School Transport Framework, a quality question was:

How will your bid improve the social, economic or environmental well-being of the city?

The list of things that the suppliers were expected to include were:

- Use of vehicles, parts and fuel that reduce emissions
- Apprenticeship Scheme
- Adoption of Living Wage
- Integration of other services that benefit citizens with specific needs or protected characteristics
- Independent travel training
- Use of local suppliers and/or community networks

This meant there was opportunity for a bidder to use their innovation and expertise to offer something different, and include additional benefits to the city.

Social value can only reach its potential if it can be shown that it delivers a measurable value and that the benefits can be proven. The outcomes achieved must also be in keeping with the outcomes the council has identified as priorities (see Appendix 1).

Try to consider splitting your tender into different lots to give SMEs and Voluntary and Community organisations a chance to bid for part of a tender as they may not have the funding/capacity to bid for the whole project.

There is no easy answer to how to measure social value, however there are a number of methodologies and it would be helpful if commissioners familiarised themselves with these. It must be at the forefront of thinking when devising criteria for evaluation.

2.3 Post award and Contract Management – Do and Review

Contract forming

The contract should be the beginning not the end point for unleashing greater social value and value for money by the incorporation of social and environmental requirements into the contract terms. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of overall contract management by the Council. Where social value has been used as award criteria, a carefully drafted method statement can be adapted for use in a contract. Where open questions are adopted or proposals are modified during competitive dialogue then thought must always be given to how proposals can be measured and managed during the contract.

Contract Management

Following the award of contract(s), Social Value should be included in the ongoing performance and monitoring and reporting arrangements agreed with suppliers. It is important that the economic, social and environmental aspects are captured using key performance indicators and embedding equality monitoring, where possible, in order that the success of Social Value can be measured and quantified.

The data collection exercises should not be unnecessarily onerous and the associated costs should be proportionate to the value of the contract. You will need to conduct frequent reviews and include appropriate incentives and disincentives to encourage compliance.

It is clear that monitoring must be considered at the same time as measuring social value. If the social value element of a contract is not subject to robust monitoring procedures, there will be no evidence to show that a commissioned service is delivering on all its intended outcomes.

Social Value should be included on the agenda for on-going performance and monitoring meetings, as well as annual contract review meetings, in order to evidence the Social Value benefits achieved and help identify actions where appropriate.”

Learn from the performance of the contract about how best to develop social value requirements through a progressive change control mechanism in the contract and also to assist practice in subsequent procurement exercises.

2.4 How do you show Social Value was considered?

The Act does not say that considerations made under it should be recorded but at Brighton & Hove City Council the procurement officer and commissioner at the end of the procurement process will keep a formal record to show that social value has been considered, as well as the rationale for any subsequent decisions. This can be in the form of meeting minutes or an email chain. The process and outcomes of any consultation should also be included in the relevant committee report which is put together by the commissioner. This will act as the formal record that social value was considered and the impact it had on the design of the service.

For procurement officers, the evaluation report will contain a section on social value under non-cashable savings, where you can detail at what stages it was considered and how.

2.5 A seven step practical approach to Social Value in Commissioning and Procurement processes

With consideration of the commissioning cycle in Fig 1, the steps below give a practical guide to Council officers as to how to apply the “Brighton & Hove Social Value Framework” in the format of a stepped approach.

- Step 1: Consider the relevance and proportionality of the procurement opportunity
- Step 2: Identify social value opportunities
- Step 3: Select an outcome or outcomes from the framework
- Step 4: Build the social value requirement into the procurement
- Step 5: Evaluate the social value offered in each bid
- Step 6: Confirm contractual requirements addressed
- Step 7: Monitor and measure the social value being delivered

When to start the social value considerations

Begin the social value consideration at the earliest time possible. This should generally be at the soft market testing/early market engagements stage (if applicable) or a minimum 5-6 months before the procurement opportunity is to be advertised.

Step 1 - Consider the relevance and proportionality of the procurement opportunity	
1.1	Identify if it is relevant and proportionate to include social value requirements within the procurement, taking into account factors including (but not limited to): <ul style="list-style-type: none"> • The value • The contract length • The product/service/work being procured • The assessment of equality impact • The number of potential lots/providers
1.2	If No , document the justification for not including social value requirements in the procurement. This information will need to be reported on a quarterly basis and included in the Social Value consideration section of the Cabinet report. (If Yes , move to step 2.)

Step 2: Identify Social Value opportunities	
2.1	<p>Taking account of needs, including the legal protected characteristics, resources and assets, identify what social value opportunities could be created or realised. This could include:</p> <ul style="list-style-type: none"> • Consultation with the current provider (where applicable) • Engaging with interested parties, eg: <ul style="list-style-type: none"> - Internal stakeholders, including front line workers - Service users / potential service users - Third sector organisations - Brighton & Hove residents (In 2017-20 the Council has funded engagement organisations that can help with this. Please discuss with the Communities, Equality and Third Sector team if you want to work with them). • Market analysis, including assessment of how social value has been delivered in similar contracts in other areas • Consultation with the wider market <p>(Move to Step 3)</p>
Step 3: Select an outcome or outcomes from the framework	
3.1	Collate, review and assess the information to identify common themes or areas and/or proposals that would be relevant and proportionate to the procurement.
3.2	<p>Select one or more outcomes from the framework against which social value could be delivered.</p> <p>It is usually advisable to limit the number of the selected outcomes e.g. to focus on one or two key outcomes.</p>
Step 4: Build the Social Value requirement into the procurement.	
4.1	<p>Decide how specific you want to be about achieving the outcomes and use this information to formulate the question(s) you want to ask.</p> <p>Please see example questions below:</p> <p>Example 1 – General Outcome</p> <p><i>In regard to this contract, Brighton & Hove City Council would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce.</i></p> <p><i>What are your company's proposals in respect of achieving this?</i></p> <p><i>(Please see Outcome 2 on the attached Brighton & Hove Procurement Framework for more information)</i></p>

	<p>Example 2 – Specific Outcome</p> <p><i>Brighton & Hove City Council would like to realise the potential for adding social value in respect of ensuring Brighton & Hove has a skilled and confident workforce. In respect of this contract the Council would like opportunities for traineeships (including apprenticeship) for Brighton & Hove residents to be created.</i></p> <p><i>Please provide details of your company’s proposals in respect of achieving the outcomes, including details of the opportunities that would be offered.</i></p> <p><i>(Please see Outcome 2 on the attached Brighton & Hove Social Value Procurement Framework for more information)</i></p>
4.2	<p>Identify the success factors:</p> <p>Consider how the impact of the social value delivered will be measured, both through the direct delivery of the outputs and the longer term impact on the outcomes.</p> <ul style="list-style-type: none"> • How will you identify that social value is being delivered e.g. - participation levels, addressing inequalities, wider social, environmental and economic benefits • A monetised value • Can the reporting schedules and requirements be stipulated? • Can the social value KPIs be identified? <p>Where the social value requirement is addressed in the form of an open question, it may not be possible to identify the social value measures and be more appropriate to ask the tenderer to detail how the social value could be measured, e.g.</p> <p>Example; <i>Please include details of how delivery against these outcomes would be measured and verified.</i></p>
4.3	<p>Decide what weighting value will be assigned to the social value element of the procurement.</p>
4.4	<p>Identify to bidders, in the tender documentation, that the social value component of their bid carries the same weight as the other qualitative elements and that failing to deliver against these measures could result in the application of remedies or termination of the contract.</p> <p>- Where applicable, include clauses/draft clauses in the contract or the terms and conditions of contract that are issued with the tender documents.</p>
<p>Step 5: Evaluate the Social Value offered in each bid</p>	
5.1	<p>The evaluation of the social value proposals will follow the format of the other qualitative aspect of the bid, taking into consideration how the direct outputs proposed would deliver against the longer term social value outcome identified in the tender documents. This should take into account:</p> <ul style="list-style-type: none"> • The value of the social value activity proposed • The likelihood of it being achieved • The resulting benefits for protected characteristic groups

Step 6: Confirm contractual requirements addressed	
6.1	<p>Before finalising and sending out the formal contract (or award of contract letter) confirm that all relevant contractual clauses / terms are revised to take into account the specific social value offer. e.g.</p> <ul style="list-style-type: none"> • KPI's and performance measures • Reporting schedule and requirements • Remedies and termination clauses
Step 7: Monitor and measure the social value being delivered	
7.1	<p>The monitoring and measurement of the social value commitments made by the provider should be incorporated into the general performance management of the contract.</p> <ul style="list-style-type: none"> • Winning bidders will be expected to report on the outcomes to evidence how they are achieving the social value they propose to deliver. <p>The Council should be willing to assist the provider where appropriate, e.g. if a proposal aims is connected to a specific group of service user it may be appropriate to provide contact information to the teams within the Council who work with the service user group.</p>
7.2	<p>Monitoring the social value delivered and working with the provider on the social value aspects of the bid can then help to produce new ideas that can be incorporated into future procurements.</p>

3. Guide for Bidders

This section is for suppliers or service providers thinking about bidding for large or small public contracts in the city, whatever the size or nature of the work.

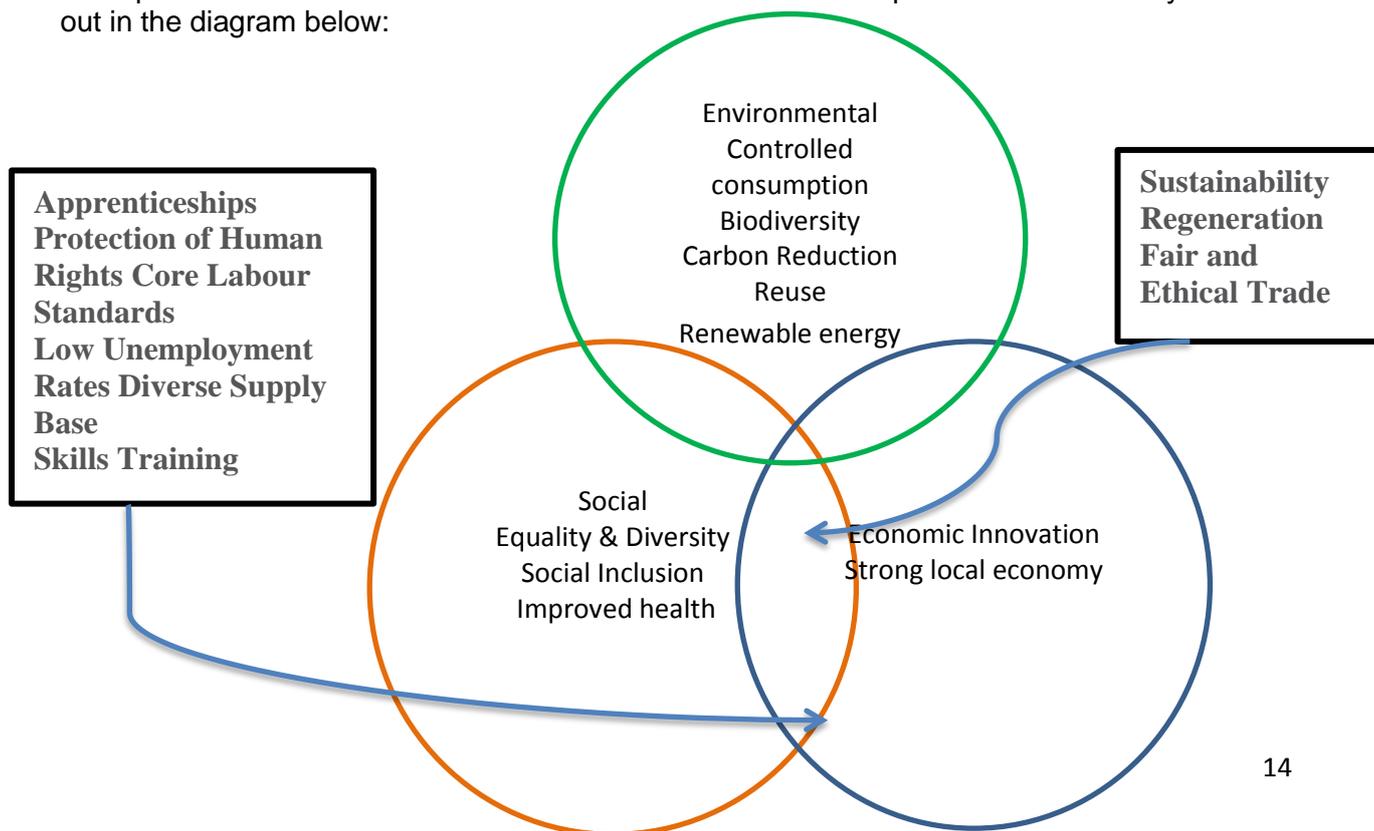
As a local authority, we have agreed procedures for tenders and contracts that we must adhere to. We understand that these procedures may seem testing for some suppliers but please be assured that every stage is necessary if we are to deliver robust services and both achieve and generate efficiencies for Brighton & Hove taxpayers whilst mitigating against the potential risks to Brighton & Hove City Council and its customer/end user. As a contracting authority we want to help suppliers – the process below is intended to be simple, flexible and proportionate, with enough lead-in time for bidders to engage properly.

3.1 Why is there a focus on social value?

- Social value is important in that it supports public sector bodies (and providers that they commission) to evidence the wider value that a provider offers, beyond just service outcomes.
- It supports the recognition of the full value that a provider offers in the commissioning process.
- Public sector organisations have a key role in local communities and should seek to use their resources in the most effective way to meet the wider needs of those communities.

3.2 What is Social Value in relation to the Social Value Act

Social value covers social, economic and environmental outcomes. In many ways, a focus on social value is the extension of the “three pillars of sustainability” – society, the economy and the environment. As a consequence, where commissioners are already choosing a “sustainable” route through procurement they will also be providing social value to their area. Examples of social value outcomes that fall under these “three pillars of sustainability” are set out in the diagram below:



3.3 I'm a provider of goods or services to the public sector. What is in it for me?

With a greater drive for increased value for money in difficult economic times, it will be important for commissioners and procurement teams to demonstrate that providers are delivering the outcomes of greatest value. Crucially, from a provider's perspective – it allows you to demonstrate a competitive advantage against other providers.

- A social value approach helps demonstrate the value of activities and services and the difference value-based organisations make within the community.
- Social value prompts recognition of achievements and where there are opportunities to add value.
- Social value reinforces the importance of user involvement and co-production.
- Adopting a social value approach can support organisations in their work to communicate with commissioners and funding bodies.

3.4 How can provider organisations use social value when bidding for contracts?

We recognise that many businesses including micro, small to medium businesses, social enterprises and voluntary and community organisations 'providers' are already delivering additional social value. We want to encourage and give you opportunity to tell us about these during engagement, consultation and tender processes, and for these to be recognised as part of the tendering process.

In this section we encourage organisations to prepare for social value when bidding for contracts and offer some practical guidance.

Below are some top tips to think about in preparing to bid for contracts:

1. Understand the needs of the local area and the council's priorities and how these fit with your organisation's ethos and core service. With this in mind, make sure you are aware of the city council's Corporate Plan, Sustainable Communities Strategy and Health and Well-being Plan.
2. Familiarise yourself with the Procurement Strategy of the city council. The 2014 -17 Procurement Strategy lays out the details of how the city council develops its tenders and how it works to embed social value. This can be found at https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/Procurement%20Strategy%202015%20v03_1.pdf
3. Recognise what social value is already provided as part of your core business and then consider how additional social, economic or environmental value might be created:
 - 3.1 Consider the Social Value Outcomes and Measures and think about how they may link with your organisation's own activities;
 - 3.2 Gather evidence that demonstrates how and when your organisation has created social value outcomes and impact. Feedback and evaluation are rich sources of data for this purpose. Identify what measures you can incorporate

within your existing systems and processes to capture relevant information. Use this to inform your social value objectives.

Section 5 highlights social, economic and environmental indicators that can be used in commissioning. This list isn't exhaustive. Relevant and proportionate Outcomes and Measures will be considered for each individual contract and with the engagement of the relevant providers, communities and commissioners.

4. Think about the relevance of different types of social value benefits to the types of contract your organisation is likely to bid for.
5. Set out clearly the value for money that the social benefit can bring. A good source of help in understanding developing this aspect can be found at the New Economy website which brings together more than 600 cost estimates in a single place. If an 'off the shelf tool' is not right for your organisation, consider how you can develop your own measurement using surveys and other self-completion tools, interviews, group activities, observations, social media.

It is important to find outcome measurement tools that are right and proportionate for the people using them; staff or volunteers, and which respect the people accessing support. It can be a good idea to try something for a while to see if it works and is right for the outcome you are working to measure. All tools need to be appropriate to your work and not so time consuming or difficult that they take the focus away from the delivery of services and support.

The Case Study below provides an example of the way social value can be presented in monetary values. There are ranges of resources that offer cost estimates like these.

Case Study 3: Back in the Game – Social Value offer

Back in the Game is a programme run between Isos Housing and Sunderland FC which aims to inspire, motivate and up-skill unemployed adults.

It has calculated the return on investment for one quarter of an annual delivery contract as follows:

- 5 people in employment, at £8,700 per job = total: £43,500
- 27 people with raised career aspirations, at £4,800 per person = total £129,600
- 32 participants with increased fitness levels, at £2,354 each = total £75,328
- 24 people improved their self-confidence, at £1,195 each = total £28,680
- 27 people gained a certificate in work skills, at £947 each = total £25,569

6. Help commissioners during engagement and tendering to understand the full range of innovation you can provide.
7. Ensure services will work well for the people who will use them by engaging with them and commissioners in shaping and designing those services.
8. As a provider and/or a potential provider, make sure you are aware of the different tenders and contracts that the city council is about to procure or re-procure. Make sure you register for free on the South East Shared Services e-sourcing portal at <https://in-tendhost.co.uk/sesharedservices/asp/BuyerProfiles> to receive information about upcoming engagement and tendering opportunities.

9. Plan how to explain the added social value you will bring. Start to prepare for the tender process and the ways in which you may be asked to demonstrate your social value in tenders.
10. Ensure you are able to demonstrate how social value is embedded, monitored and reported within your organisation's structure and routine processes. Be prepared to capture unexpected outcomes as well as those intended.

3.5 What will commissioning and procurement for social value look like in practice?

Below is a brief summary of the key points during the commissioning cycle when stakeholder and provider organisations may be directly involved.

At the beginning of our commissioning process we try to identify the relevant groups, organisations and people who we wish to consult with to help us to develop our solutions.

If you are already a provider of services with the City Council, talk to your contract manager/commissioner and ask them what future commissioning plans are. Make sure they are aware of all your services not just the ones they have commissioned from you. Be aware that commissioners may ask:

- Where are the opportunities to add social value and what additional/social value outcomes could be delivered?
- What could be the social, economic or environmental impact during the lifetime of this contract?
- What is the best way to achieve such outcomes/impact and how can it be effectively demonstrated?

Often these consultation processes take the form of:

- focus groups with service providers to find out what is working well and what is not;
- informal and semi-structured interviews with service users;
- workshops with a specific target group - for example, young people or BME people to get a picture of their needs and wants;
- a bidders' day to discuss the new service and find out how suppliers feel social value could be embedded. This could encourage suppliers to advertise subcontracting opportunities in the local press and working with local SMEs.

The opportunities are often known in the City Council as **the Scoping phase or Pre-procurement consultation** with prospective suppliers. This stage is an excellent opportunity for engagement with service users, potential providers and other stakeholders. Contracting authorities can learn a great deal about the capabilities and willingness of potential providers. And ideas for monitoring or measuring social value are likely to come up – either through what existing service providers already achieve, or through new ideas on data collection or reporting. The council or CCG may even let potential providers see its intended contractual requirements (and how they might be measured or monitored).

The findings from these consultation activities should help the commissioner and procurement team to develop appropriate social value criteria and questions and criteria in both the PQQ and in the service specification that makes up the ITT.

If your organisation is identified you may be invited to participate in engagement and consultation activities.

Once a commissioning plan is drafted we will consult key stakeholders inviting them to comment on the proposal.

This is the point at which, if it appears contracts may not be of a manageable size and/or organisations do not possess all of the required technical ability necessary, some providers may consider forming partnership arrangements with similar providers to enable them to bid effectively. Early engagement opportunities are ideal for initiating these discussions with other provider organisations.

There is a range of guidance available on collaboration and forming consortia. Once formalised, these are contractual arrangements and due diligence should be regarded. The Direct.Gov Guidance can be found here: <https://www.gov.uk/government/publications/consortia-for-the-delivery-of-public-services-rs26>

Needs Assessment

Commissioners may ask for help with needs assessment to help them identify gaps in service provision and the market. We sometimes have discussions with external groups to assess current and future needs and expectations.

Communications

Once a provider organisation is identified they are kept informed of developments through the process, as part of an agreed communications plan.

Commissioning Strategy/Plan

This will be informed by a purchasing plan and is usually subject to consultation prior to being finalised. A draft service specification may be issued with this for consultation.

Following consultation, amendments are made, informed by the consultation and the commissioning strategy/plan is produced.

Market Engagement Event

Once these tasks are complete it is usual practice for a market engagement event to be held. This event is promoted and advertised widely and aims to introduce the market to the tender opportunity, process and contract arrangements. These events are very useful in enabling possible suppliers (especially where the services are multifaceted) to meet each other and consider forming partnerships or consortia to provide services – particularly useful for SMEs, social enterprises or community or voluntary organisations who may specialise in areas of social value. This is an opportunity to ask questions and meet the commissioning and procurement team.

Advert/Publication

An advert is usually published in a range of media and we recommend providers register on the council's e-procurement portal which will provide alerts to your expressed areas of interest. When the tender is advertised or 'published' we provide a tender pack. This includes the following documents:

- **Specification**
- **Suitability Assessment/Pre-Qualification Questionnaire (PQQ)**
Includes an Economic and Financial Assessment
- **Invitation or instruction to tenderers (ITT)** - guidance including tender questions, evaluation matrix, award criteria, evaluation methodology, minimum criteria and price schedule. Social Value related Evaluation Questions will be clear in the Invitation to Tender. These Evaluation Questions will normally be in the range of 10-30% of the overall ITT evaluation weighting, and will be included as part of the ITT Quality section. The rationale for the weighting will be published.
- **Terms and conditions**
- **Price schedule**
- **TUPE information** (if applicable)

Once a tender is submitted and the 'deadline' for submission has passed, a suitability assessment and tender evaluation is carried out.

Contract Award/Rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and you are able to ask for feedback on your own bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance.

Contract Award/Rejection

The successful and unsuccessful bidders are notified of the outcome of the evaluation process and are provided with feedback on their own and the successful bidder's bid.

Monitoring and evaluation

Once a contract is awarded a contract manager will work with the provider organisation to monitor and review service delivery and performance. The social value outcomes and measures proposed by the winning provider will be written into the contract and will be monitored as part of the overall contract management by the council.

4. Examples

4.1 Brighton & Hove Examples

a. Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Services

Brighton & Hove Council tendered for a Domestic Violence & Abuse and Rape, Sexual Violence and Abuse Service. The overall value of this service was £1,100,000 for a 3 year contract with option to extend for a further 2 years awarded to the successful bidder(s). As part of the commissioning process the Council explored running the procurement exercise with East Sussex County Council so that the commissioned services would work for people living in the two areas. It was agreed to jointly commission the service, with Brighton & Hove leading the procurement process. The local CCG and the Sussex Police and Crime Commissioner supported the process.

Since the overall contract value is above the EU Threshold, and it is a service contract, the Social Value Act applied.

In line with Brighton & Hove Equality Impact Assessment and Engagement Framework, the Council made the following considerations at the pre procurement stage:

- How the new service might embed within its service specification, any social value outcomes.
- To ensure that there was a consultation with providers and service users on these matters.

A consultation exercise, which included engagement with service users, staff and volunteers of organisations that work within the domestic and sexual violence locally, as well as national third sector partners (e.g. IMKAAN, SafeLives, Women's Aid and Rape Crisis), helped to give an insight into the potential social, economic and environment outcomes that would be appropriate to a commission of this nature.

The early engagement in the commissioning cycle with the representatives of the sector and the marketisation process enabled providers to feed into the process. The feedback from these consultations helped the commissioner to develop the specification and assessment criteria. Through the consultation it became clear that added value and social value needed to be part of the overall specification and tender.

In the Invitation to Tender, the following question was included as part of the quality evaluation criteria and was given a weighting of X:

“Please explain any Added Value and other Social Value you as an organisation / partnership can bring to Brighton & Hove and East Sussex.

What we need to know:

- *Outline your organisation/partnerships track record of securing Added Value*
- *Describe how you will integrate Added Value into the delivery of the specialist service. What additional benefits would your proposal bring?*
- *Outline how your organisation/partnership intends to work with the commissioner to identify local priorities for activity to support or complement the commission*

- *Please attach an indicative fundraising strategy. This will not be included in the word count.*
- *Outline your organisation/partnership's track record of bringing social value*
- *Describe the social value that your proposals would bring"*

Result:

The Council awarded a contract to domestic abuse charity Rise as the lead partner who had formed a partnership with Survivor's Network and the Crime Reduction Initiatives (CRI) to run the service. The winning provider's proposal brings social, environmental and economic value that will match and increase the investment made through this contract.

Social Value Benefits:

- Over the course of the contract fundraising targets are set to rise from £215k in 2015/16 to £365k in 2017/18 plus a predicted contribution of four additional FTE posts per year.
- The partners are committed to employing local people at all levels across the two local authority areas to strengthen the local economy.
- Senior level posts will be retained locally ensuring expertise is kept local.
- Awarding this commission locally adds environmental benefits with workers and Trustees taking short travel journeys.
- Local businesses gain mutual benefit from partnerships with RISE, Survivors' Network and CRI helping to raise their profile whilst they contribute through local giving.
- Partners are established and committed local, specialist, third sector providers with an established supporter base and existing local connections which would be lost to the city and county if the contract was awarded to a new provider.
- Volunteering builds social capital, improves both mental and physical well-being and enhances quality of life. It improves self-confidence and skills, gives a sense of social value to those who cannot work and is often a route back into employment for those who can.
- The partners are committed to growing the potential of ex-service users through taking an Asset Based Community Development (ABCD) approach to build lasting social networks and to decrease social tolerance to violence and abuse.

b. How the Brighton & Hove Primary School Meals Service is adding value to our city

With the introduction of 'Compulsory Competitive Tendering', Local Authorities were obliged to put school meal contracts out to tender. In Brighton & Hove an action plan was put together with the 42 schools in Brighton & Hove. Since then, the Council's Primary School meal service using a public, private and education collaborative framework is delivering social value for the city. This process uses the City's strategic outcomes to identified key social value indicators which are embedded in the commissioning process. One such example is Chomp, who have a partnership with the council's school meal service at West Blatchington Primary. Chomp is a school holiday lunch club for families who rely on free school meals during term time. This has the welcome added benefit of extending working hours for school cooks. For further details please see <http://bhfood.org.uk/bhfp-case-studies/sustainable-food-cities/183-bhfp-primary-school-meals-case-study-june-2016/file>

4.2 Examples from other Areas

Camden Council – Outcomes based commissioning for Mental Health services

Following a Best Value review Camden Council put out to tender, through an open competition, a contract worth £2 million over three years to provide centre-based day support mental health services across three of its existing buildings. The tender was commissioned on an outcomes basis. Outcomes reflected strategic social, economic, and environmental concerns for the council, on the basis that each service can play a role in delivering those strategic or high level outcomes. Outcomes were also identified at a service level, such as: access to training and employment services, improved physiological well-being, improved physical well-being, reduced stigma and discrimination, increased community participation, and increased social networks.

The outcomes were then incorporated into every stage of the procurement cycle, from pre-qualification questionnaire through to contract award and contract monitoring and evaluation. Bidders were invited to describe the activities and the outputs they believed would create the outcomes that the commissioner was seeking, as well as how the service would meet wider community level outcomes.

Holy Cross Centre Trust formed a consortium with MIND in Camden and Camden Volunteer Centre to bid for the contract, specifying a range of outcomes and approaches to achieving them, such as the use of peer support networks, instead of professionals, to transfer knowledge and capabilities - devolving responsibility, leadership and authority to service users. Central to the consortium's approach was 'time banking'. Participants involved in the Time Bank earn credits for engaging with the service and for helping each other.

The consortium was not the cheapest tender on a unit cost basis, but won on the basis of being the most economically advantageous tender due to its combination of price and quality. The commissioners' overall evaluation was that its focus on service-user and community involvement, as well as wider social and economic impacts, would create the most positive outcomes and best value for money.

Adapted from London Borough of Camden (October 2008), Commissioning outcomes and recovery

Worcester County Council - Civil Engineering Contract

What was the contract for?

A 4 year contract for the supply of civil engineering projects to West Worcester County Council. There is an option to extend the contract for a further 2 years, linked to performance.

How was social value included in the procurement?

Suppliers were asked to:

“Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy to support WCC's area of focus: Open for Business as described in our Fit for the Future Corporate Plan 2011- 2016”

What weighting was given to social value in the evaluation process?

The question was included in the “Quality” section of the contract, and was given a weighting of 10%.

How will the successful supplier deliver a positive impact on the local economy?

The successful supplier clearly linked their answer back to the Corporate Plan, and described how they would make a difference to each of our seven Key Performance Indicators in the Open for Business theme.

They included an Unemployment Utilisation Plan, to provide 27 employment opportunities over the life of the contract. These opportunities included 6 full time apprenticeships and 4 enrolments to the company's Graduate Management Programme. The aim will be train all new employees to at least NVQ level 2.

The supplier also detailed how they would develop links with local organisations (including local Job Clubs) to ensure recruitment reached our target groups, including NEET young people.

The provider has developed "in house" Skills Academy Courses, and has sponsored young people through their studies as well as providing work experience opportunities and holiday employment opportunities for local students.

The suppliers propose to develop, with the County Council, a Business Support Network – Business Class, to offer business support to small and new local businesses by their Senior Management Team, and through monthly seminars.

The supplier detailed existing links with local companies in their supply chain, and will seek to develop an approved Worcestershire based supply chain.

The provider also explained how they had used a "Community Economic Footprint Tool", to identify the percentage of an individual projects spend that will be spent within the local area (10 mile radius), within the county and the country. Spend can also be broken down by sector. This tool potentially offers WCC a way of monitoring and evidencing positive economic impact.

The supplier showed a clear understanding of how contract activity could potentially impact on local businesses and communities. Specific public liaison and community engagement staff are employed to mitigate this, and examples were provided of initiatives taken elsewhere to address local issues, e.g. increased footfall in local high streets, that can be applied to Worcestershire.

The supplier also has an overarching "Sustainability Challenge" policy, which encompasses all four key areas of focus within WCC's Corporate Plan.

How will you monitor social value over the life of the contract?

Achievement of a suite of performance measures, including delivery of Positive Local Economic Impact, potentially earns providers extensions to the contract, which further incentivises delivery. The extensions are earned in 6-month blocks and released through the term of the contract, giving both the provider and WCC certainty of the end date and ensuring high performance standards throughout the life of the contract.

What did you learn – is there any experience you want to highlight?

This is the first time that economic value has been included in a Highways contract. We found this easy to include and straightforward to evaluate. We would support the approach

of asking an open question. The detail received from many of the tenders was impressive, and provides a solid basis for measuring positive impact over the life of the contract

Adapted from Worcestershire County Council Social Value Putting the Act into Practice

5. Table of Social Value Priority Outcomes and Opportunities

Sustainable Communities Strategy Outcomes
<p>Increasing our equality</p> <ul style="list-style-type: none"> • Co-ordination and provision of timely and accurate advice and support • Early intervention • Resilient <p>Improving our engagement</p> <ul style="list-style-type: none"> • Seeking to understand the needs of communities and with time and resources turning opinions into actions
<p>Economy</p> <ul style="list-style-type: none"> • Sustain our ability to attract investment and growth. • Work in ways that are new, collaborative, and exploit our assets. • 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. • 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.
<p>Children and Young People</p> <ul style="list-style-type: none"> • Address the growing inequalities within the city. Gaps in attainment dependent on where people come from or where they live are unacceptable. • Make stronger the connections between our schools and the job market, especially within digital sectors and emerging technologies. • Childhood free of stress, an adolescence appropriately guided and a well-managed entry into employment should be the norm.
<p>Health & Wellbeing</p> <ul style="list-style-type: none"> • 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. • 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. • Continue to strive to ensure that our support is well directed and effectively delivered.
<p>Community Safety & Resilience</p> <ul style="list-style-type: none"> • Continue to strive to make our roads and travel systems as safe as possible for all of our residents and visitors. • To improve community safety the police work with the local authority, probation services, voluntary organisations and others.
<p>Environmental Sustainability</p> <ul style="list-style-type: none"> • Tackle fuel poverty, significantly reduce our carbon footprint and improve our air quality. • Offer services with fewer resources and better connect between the various sectors that deliver them, and benefit from their co-operation. • Use the Biosphere Reserve to strengthen the quality of our local environment and enable better partnership working.

Joint Health and Wellbeing Strategy Priorities

Reducing Inequalities

Tackling the broader determinants of health:

- Supporting local people to have a home, a job/role, and a social network.
- Promoting financial inclusion
- Access to affordable, healthy food

Fair and effective use of services

- 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.

Safe, Healthy, Happy Children, Young People and Families

- To give every child the best start in life and to reduce inequalities.
- To provide effective 'Early Help' for families facing multiple disadvantages that reduces the need for specialist social care and health services.
- To provide high quality integrated support for children and young adults with complex education, health and care needs from 0-25 years and their families
- To improve emotional health and wellbeing and mental health and wellbeing of children and young people.
- To ensure all our children and young people are safe.
- To reduce number of overweight and obese children and adults

Providing Better Care through Integrated Services

- Proactively finding people who are frail or at risk of losing their independence.
- Providing more joined up care through integrated services.
- Make better use of public funds by integrating budgets for best effect.
- Ensure services are resilient and sustainable.

Develop Healthy and Sustainable Communities and Neighbourhoods

Improve the safety and accessibility of local communities:

- An age friendly city accessible for all from the very youngest to the very oldest.
- A tolerant and cohesive city, safe from crime, disorder and discrimination.

Ensure the city has a range of quality housing and support to suit households' needs:

- Enable the development of new housing.
- Improve the quality of the city's existing and new housing stock.
- Improve Housing Support to enable households to sustain or move towards independence.
- 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.

Improve community resilience and sustainability:

- Infrastructure, sports, leisure and recreation meets the needs of local people
- Improve Community Development & Engagement.
- Help the Community & Voluntary Sector (Third Sector) support residents and local communities.

Give Every Person the Chance of Living and Ageing Well

Support older people to choose healthy lifestyles:

- Reduce the number of older people falling
- Make the city a great place to grow older.

Reduce loneliness and isolation

People are supported to live independently at home:

- Access to services that enable recovery from illness and promote independence.
- Support for Carers.

How will these outcomes be used in practice to support Social Value?

The table below shows how these outcomes might be used as questions for providers, and how they might be measured or evidenced. As a general rule, between 10 & 30% should be attributed to the scoring criteria, although each contract requirement should be viewed on a case by case basis. The questions below are provided as examples and may be tailored, or new questions created, to meet requirements of the contract and ensure compliance with the Act in being relevant and proportionate to the procurement.

The generic (open) questions detailed may encourage innovation and solutions that the Council may not have considered. The table is divided into Economic, Social and Environmental sections. The first column shows how the priorities outcomes can be represented as questions for potential bidders. The second column shows some potential measures. Commissioners and Procurers should consider what is best for each procurement activity

Economic	
Example Questions	Example Measures
1. How will you support the City Employment and Skills Plan Priorities?	<p><i>To contribute to the local economy throughout the life of the contract:</i></p> <ul style="list-style-type: none"> • A minimum of X FTE new jobs created, X of these will be in the first year of the contract (based in Brighton & Hove). • A minimum of x volunteering opportunities shall be provided. • No member of staff employed by your organisation or its sub-contractors is paid less than the Brighton & Hove living wage. • X new apprenticeships will be offered to young people aged under 25 (living in Brighton & Hove). • Number of people who find it difficult to access work (e.g. people with mental health needs or learning disabilities) will be offered work experience opportunities. • A minimum of X proportion of supply chain spend shall be with local Small and Medium
2. How will you support targeted recruitment and training? Please provide two examples of your approach, and previous experience of supporting targeted recruitment and training in similar services.	
3. Please outline how you will access local supply chains and support the local economy?	
4. How will you work closely with other stakeholders to support and develop local knowledge and skills, maximise impact and avoid duplication? (ITT)	
5. Please provide evidence of how you would deliver social, economic or environmental value	

<p>through the delivery of these proposed services? (ITT).</p> <p>6. How would you create skills and training opportunities (e.g. apprenticeships or on the job training) or work experience through the delivery of this contract? (ITT)</p> <p>7. How would you support initiatives targeting hard to reach groups? (ITT)</p> <p>8. How would you create employment opportunities for long-term unemployed people or NEETs (those not in education, employment or training)? (ITT)</p> <p>9. How would you create supply chain opportunities for SMEs and social enterprises and community groups? (ITT)</p> <p>10. How do you propose to create opportunities to support, develop and collaborate with third sector organisations? (ITT)</p> <p>11. Please describe how you bring added value to this contract, including how you will develop opportunities for additional funding to be brought into the local area? (ITT)</p>	<p>Enterprises, Social Enterprises or voluntary and/or community groups.</p> <ul style="list-style-type: none"> • A minimum of X amount of contract value shall be attracted into the area through inward investment - grants, private sector investment or reinvestment of profits. • Number of young people supported into work. • Number of people gaining new qualifications (employees/service users). • Number of people gaining new skills. • Improve the skills levels of existing staff by training x% of the workforce to Level 2/3/4
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Social

Example Questions	Example Measures
<p>1. Please provide (maximum of x) examples of previous projects where you have engaged with a local community during the successful delivery of a project in a similarly demographic area. (ITT)</p> <p>2. Please describe how your submission shall contribute to the health and wellbeing of residents and address inequalities?</p> <p>3. How will you consider equality and diversity in the provision and operation of services</p> <p>4. Please state clearly the additional social value offer elements that you would provide during the life of the contract (please include timescales and outcomes to be achieved). (ITT)</p> <p>5. How would your proposals address barriers to living a more active healthy lifestyle and</p>	<ul style="list-style-type: none"> • Number of people engaging in community/social activity and physical activity. • Number of new community and neighbourhood services and/or activities. • Number of people reporting a reduction in feeling isolated. • Number of service users/patients involved in the design and delivery of services. • Increase in understanding of health issues, prevention and self-care amongst patients, carers and community. • Dementia friendly organisation (evidence of staff training etc.) • Accessible local facilities (such as schools, libraries, leisure facilities) available to targeted groups that otherwise would struggle to access such facilities. • Number of people able to manage their finances effectively by increasing the number

<p>increase the opportunities available to local people?</p> <p>6. How would your proposal support people to eat a healthier diet?</p> <p>7. How would you collaborate with other stakeholders to integrate services over the contract period? (ITT)</p> <p>8. How would your proposals contribute to a knowledge base of community assets that Service Users can access to enable them to increase their social networks and links with the community? (ITT)</p> <p>9. How would your proposals promote independence and the self-management of 'health issues' for Service Users?</p> <p>10. How would your proposals support and encourage a healthy lifestyle and prevent illness?</p> <p>11. How would you use social media and technology to encourage social and support networks, self-help or to manage health conditions?</p> <p>12. What wider community benefits will your proposed service offer?</p>	<p>of residents who save with a bank/credit union or building society</p> <ul style="list-style-type: none"> • Number of sustained and meaningful relationships with other providers that support integrated care, including clinical and also social and economic parameters affecting health. • Reduction in service users who are experiencing food poverty • Reduction in sugar consumption • Increase in number of children and adults achieving a healthy weight • Ethical and fair trade policy, or purchasing of x% of supplies. • Proportion of patients, carers, Service Users developing their own self-care plans. • Number of patients shall be supported to self – help through self-help planning. • Increase in people feeling able and confident to live independently at home. • Number of people helped to avoid residential or domiciliary/home care. • Reduction in attendance for urgent care by patients and Service Users. • 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 • Evidence of adequate cooking and food storage facilities for all • Evidence that accommodation for single people includes a fridge freezer • Sit stand desks shall be available to x% of office based staff, if requested. • Number of people accessing shared meals in new or innovative settings • Maintain/reduce average sickness absence through an improved workplace health, wellbeing and support package, or staff turnover. • Promotion of social integration e.g. work opportunities for disadvantaged people • Investment in local culture and heritage.
Environmental.	
Example Questions	Example Measures
<p>1. Please provide an example of how you have protected and improved the local environment when delivering similar services.</p>	<ul style="list-style-type: none"> • Employment of local residents. • Number of local suppliers/providers used. • Number of new community based services.

<p>(ITT).</p> <p>2. Please provide evidence of how you would deliver environmental value through the delivery of these proposed services? (ITT).</p> <p>3. How would you work with other local Providers to identify and address environmental factors affecting service users' quality of life? (ITT)</p> <p>4. Do you have documented arrangements for ensuring that any suppliers you engage with apply appropriate environmental protection measures? (ITT)</p> <p>5. How will your supply chain ensure ethical considerations? For example, this could include ethical sourcing practices.</p> <p>6. Do you have a green travel and sustainability plan or policy in place? (Pass/Fail)</p>	<ul style="list-style-type: none"> • Increased access to quality local services and activities. • Increase in proportion of low carbon food supply. • Reduction in energy use/carbon emissions/increased use of renewable energy. • Contribution towards an improved local environment e.g. parks, green spaces, play areas and facilities. • Reduction in local crime rates • Improved housing quality • Reduction or reuse of waste. • Reduction in use of hazardous substances. • Increase in use of green transport both to and within work e.g. staff walking and or cycling to work. • Number of external accreditations achieved for healthy and sustainable food • Increase in proportion of fresh, healthy, low carbon food supply chains and consumption by staff, Service Users and communities. • X% of all office waste shall be recycled. • Evidence that highways and transport suppliers work with voluntary and community organisations via contracting/sub-contracting arrangements • Number of derelict or brown field sites cleaned up • Number of wildlife/plant species protected • Number of bee hives/bird boxes/ponds introduced • Number of play/recreation areas created
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6. Resources and further reading

Social Value overview:

Public Services (Social Value) Act 2012

Cabinet Office Social Value Act: information and resources

<https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Social Enterprise UK: The social value guide: implementing the Public Services (Social Value) Act, Nov 2012: http://www.socialenterprise.org.uk/uploads/files/2012/11/social_value_guide.pdf

The Social value Hub (Social Value Lab is an agency with a difference; part consultancy, part think tank, part incubator) http://www.socialvaluelab.org.uk/wp-content/uploads/2013/09/4pp-brochure_e-2.pdf

Social Value Commissioning (Increasing the social value achieved by commissioning practice) <http://socialvaluecommissioning.org/>

8 Principles of Good Commissioning <https://www.nao.org.uk/successful-commissioning/general-principles/principles-of-good-commissioning/>

Social value in Public Procurement, Anthony Collins Solicitors (2014)

http://buysocialdirectory.org.uk/sites/default/files/social_value_and_public_procurement_-_a_legal_guide_-_january_2014.pdf

Procurement Policy Note - The Public Services (Social Value) Act 2012 - advice for commissioners and procurers

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/79273/Public_Services_Social_Value_Act_2012_PPN.pdf

How to Measure Social Value <http://www.socialvalue-madereal.com/>

Measuring Social Value and Outcomes

The CES Resource Guide: Evaluating outcomes and impact Second edition Jean Ellis funded by the Esmée Fairbairn Foundation. <http://www.ces-vol.org.uk/Resources/CharitiesEvaluationServices/Documents/The%20CES%20Resource%20Guide%20Evaluating%20Outcomes%20and%20Impact.pdf>

Community How To (SUPPORTED BY THE TINDER FOUNDATION AND NOMINET TRUST)

<http://www.communityhowto.com/tools/measure-outcomes-impact/measure-outcomes>

Explaining the difference your project makes: A BIG guide to using an outcomes approach http://www.biglotteryfund.org.uk/er_eval_explaining_the_difference.pdf

Big Society Capital's outcome matrix tool <http://www.goodfinance.org.uk/impact-matrix>

‘Tools for you: approaches to proving and improving for charities, voluntary organisations and social enterprise’ (PUBLISHED BY NEF)

http://b.3cdn.net/nefoundation/ee604b9c7787bf1b80_aym6ivqnu.pdf

New Economics Foundation: Seven Principles for Measuring What Matters 2009:

<http://neweconomics.org/programmes/valuing-what-matters>

Theory of change: <http://www.thinknpc.org/publications/theory-of-change/>

Reporting your impact: <http://www.thinknpc.org/publications/the-principles-of-good-impact-reporting-2/>

Embedding impact measurement in your charity/social enterprise:

[http://www.thinknpc.org/publications/a-journey-to-greater-impact/ Social](http://www.thinknpc.org/publications/a-journey-to-greater-impact/Social)

Inspiring Impact’s Impact Hub (developed by a partnership of 7 organisations)

<http://inspiringimpact.org>

The Global Value Exchange (open source database of Values, Outcomes, Indicators and Stakeholders) <http://www.globalvaluexchange.org>

Social Value Support Organisations

Social Enterprise UK - www.socialenterprise.org.uk

Social Value UK - socialvalueuk.org

Social Value forums

Social Return On Investment Network: <http://www.thesroinetwork.org/>

Sustainable Procurement Cupboard: <http://www.procurementcupboard.org/>

The Social value Hub: <http://www.socialvaluelab.org.uk/>

Information for council suppliers and BHCC Procurement Strategy

Brighton & Hove City Council <http://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-and-tenders-council>

Strategic body: Procurement Members Advisory Group (Elected Members of Brighton & Hove City Council).

Contact: Clifford Youngman Head of Procurement

[CCG’s procurement strategy: http://www.brightonandhoveccg.nhs.uk/policies](http://www.brightonandhoveccg.nhs.uk/policies) Strategic

body: The Procurement Governance Committee. Notes are held within the Committee

papers of [the CCG’s Governing Body](http://www.brightonandhoveccg.nhs.uk/about-us/our-governing-body/governing-body-papers) . <http://www.brightonandhoveccg.nhs.uk/about-us/our-governing-body/governing-body-papers>

Acronyms

CCG – Clinical Commissioning Group

ITT – Invitation to Tender

NEET – Not in education, employment or training

PQQ – Pre Qualification Questionnaire

SMEs – Small and Medium Size Enterprises

VCSEs – Voluntary and Community organisations and Social Enterprises

Glossary

Activities: These are the things you do to create change for people, your local area, or the environment. Examples might be training, events or information leaflets.

Commissioning: The process of allocating resources to best meet needs. It's a decision making process that most frequently involves the procurement (purchasing) of services by either grant-funding or competitive tendering (where potential providers bid to win contracts for delivery). Commissioning is carried out by 'statutory commissioning authorities' - local and national government and public bodies (like local councils or hospitals) who have a statutory responsibility to commission services to meet needs. Commissioning has grown in significance as more and more public services are delivered by non-public bodies

Contract management: The contract forms the framework within which the council and supplier can work together for continuous improvement and mutual benefit. The process of contract management involves monitoring the supplier's performance against the standards laid down in the contract conditions and specification (Brighton & Hove City Council Sustainable Procurement Toolkit <https://www.brighton-hove.gov.uk/content/council-and-democracy/contracts-tenders/making-sustainable-purchasing-decisions>)

Impacts: These are the longer-term changes that you are trying to achieve or contribute to. They take account of what would have happened anyway, the contribution of others, and the length of time it takes for the outcomes to happen. Impacts often relate to a wider user group than that which you are targeting and usually involve other players, for example, in reducing teenage pregnancies. As a result, most reporting tends to be for outcomes, although there are often attempts to recognise and account for external influences on your results.

Outputs refer to the direct results of these activities, for example, 100 people have achieved a particular qualification; or 1000 information brochures were delivered in a local area.

Outcomes are generally changes in people, the environment, or the community, that result from your activities. For example, this might be: becoming more employable, or reducing crime in an area. Outcomes can also refer to keeping situations the same or preventing something negative from happening. Intermediate outcomes can be a useful way to describe step changes that happen along the way to a final outcome or impact

Procurement: The purchase of goods, works and/or services by a public sector organisation from another, external organisation to fulfil the wants and needs of stakeholders. The procurement department 'score' the pre-qualifying questionnaires (PQQs) and tender documents to ensure that the best provider is awarded the contract, and the services are good value for money and of the required quality. There are strict rules that ensure that the staff 'procuring' services are separate from those 'commissioning', in order to ensure open and fair competition.

Social Benefit is defined in the Croydon Council Toolkit as "the outcome of this process of achieving social value".

Social Value: "Social value is the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes."

Stakeholder is anybody who can affect or is affected by an organisation, strategy or project. They can be internal or external.