

Social Value in Salford



CASE STUDIES – Commissioning and Procurement for Social Value

Integrated Drug and Alcohol Service – an example of good procurement

Salford City Council's Public Health budget includes provision for services for people in recovery from drug and alcohol addictions. In 2013, work started on a new commission for this service, using a lead provider model where a comprehensive programme of services would be managed through one contractor, supported by a number of specialist providers.

The commissioners aimed to embed a social value approach into the procurement arrangements, stating in the contract specification that 'The obvious challenge for the new lead provider will be to demonstrate a clear 'social return on investment' in every outcome area as detailed.' The specification went on to describe a number of 'social value opportunities' which might be provided and noted that contractors would be expected to be able to report on their social value achievements alongside more established 'quality' measures.

At the PQQ (Pre Qualifying Questionnaire) stage, a simple 'social value' question was posed to potential providers; applicants were required to give three examples, in contracts delivered that demonstrated a commitment to Social Value. Upon consideration of how the 9 tenderers at the PQQ stage were ranked for social value against how they had ranked overall, those who scored well for social value were amongst the 5 top ranked who went through to the ITT (Invitation To Tender) stage. More detailed consideration was given by commissioners to social value at the ITT stage. Instead of seeing social value only as something 'extra', commissioners developed the ITT core service questions from the specification in such a way as to embed social value within the required service delivery. Questions relating to the core contract showed areas such as aftercare for those in recovery, developing wider relationships with universal services and families of clients, shared care and self management, development of community based activities, volunteering and resilience as well as wider criminal justice interventions. These might all provide wider wellbeing outcomes beyond direct benefit to the service user.

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The ITT question about social 'added value' had by this stage been informed by the 'Social Value in Health and Care' programme, now led by the City's Health and Wellbeing Board. Making reference to the recently published City Plan, which contains economic, social and environmental aspirations for the City, the questions asked was:

'With reference to the City Plan and City Mayor's Charter for Employment Standards, please provide a method statement which describes how you will bring additional social, environmental and economic value to Salford through the delivery of this service, and how this will be measured and evaluated. These outcomes must be at no additional cost to the Council.'

Providers were found to have offered a range of City Plan driven social value outcomes, and all committed to pay or work towards the Living Wage.

Tender evaluation considered whether the proposal will deliver outcomes which are relevant to the City Plan, and the robustness of proposed measurement and reporting systems for social value. The 'offer' proposed by the successful tenderer in terms of social value will be incorporated into the contract and form part of the agreed KPIs (Key Performance Indicators) and performance monitoring.

North West Commissioning Support Unit – an example of good commissioning

North West Commissioning Support Unit (NWCSU) is working on ensuring that Social Value is incorporated into the tender documentation across the organisation. As an example - the question below has been developed for inclusion in current and future tender opportunities:-

"Bidders are invited to give brief details of how they intend to add to the economic, social and environmental well-being of their local area through the delivery of Primary Care Mental Health (PCMH) services, as required under the Public Services (Social Value) Act 2012. The CCG is seeking information on the benefits Bidders might look to achieve in relation to social & community, labour & employment, and

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environmental factors associated with delivery of the PCMH services, including how they might demonstrate innovation" (Primary Care Mental Health tender for Wirral CCG)

The CSU has also been comparing their documentation with that of the procurement team at Salford City Council, to see if they can adopt a similar approach. The Council directs providers to a link to the elected City Mayor's Employment Charter, and asks bidders to describe how they would contribute to the delivery of the charter, including KPI's and a method statement for meeting objectives.