

## Salford Social Value Toolkit – Summary and preview

### Introduction

*It is intended that the full toolkit be web based and updated regularly. This document is a summary of the information that we have gathered together for the web based toolkit, in a handy, printable format. Over time, more case studies will be added, and links to these will be provided in this summary document.*

This **TOOLKIT** will serve as a practitioner's aid in how to maximise the impact of social value in different situations. As any social value consideration has to be "relevant and proportionate" to the subject matter, this toolkit will not be prescriptive but merely offer suggestions about the best ways to factor in social value.

This toolkit will also:

- Describe the legal requirements and provide a coherent description of what social value is and why it is important
- Provide guidance on engaging with communities / service users and provide a training resource
- Provide guidance to commissioning and procurement staff about how to embed social value into relevant processes
- Explain to providers how to create social value and how to meet specification requirements
- Contain relevant case studies across a number of delivery areas
- Delineate between Added Value and Social Value as a core element of service delivery

In Salford, we want to achieve a consistent approach to the application of social value across the city. To this end, we have developed a partnership agreement, the Be Social in Salford pledge, which sets out to provide a single, shared approach and policy for social value in Salford.

Whilst the emphasis is on commissioning and procurement there is a commitment from the Pledge signatories that social value will be central to service, regardless of whom the provider is. This means that there is a real and tangible commitment to ensuring that expenditure across the public, community and voluntary services generates the maximum social value across the city.

The Salford City Partnership has now developed three strands of social value work:

- 1) Social Value **PRINCIPLES** – A statement of standards which applies across all signatory organisations;
- 2) The **BE SOCIAL IN SALFORD** Pledge – a simple commitment towards acting in a manner which is socially, environmentally and economically aware, and is about putting the principles into action; and
- 3) This Social Value **TOOLKIT**, which is intended to be a practical set of tools for commissioners, procurement officers, providers, and contract managers, in Salford.

Our toolkit is presented in three sections:

**EMBEDDING SOCIAL VALUE** – What is social value, Why social value and Embedding social value

**DELIVERING SOCIAL VALUE** – Planning, Procurement, Providing

**DEMONSTRATING SOCIAL VALUE** – Measuring social value, Evaluating social value



**EMBEDDING SOCIAL VALUE**

**1. What is Social Value?**

**Overview:** An introduction into what social value is and the legislation surrounding it

In Salford we... want to achieve a consistent approach to the application of social value across the city. The Social Value principles and Pledge set out to provide a single, shared approach and policy for social value. There is a commitment from the signatories that social value will be central to service, regardless of whom the provider is. This means that there is a real and tangible commitment to ensuring that expenditure across public, private, and voluntary / community / social enterprise sectors, generates the maximum social value across the city.

<b>Salford City Partnership</b>	<b>Being Social in Salford</b>
<b>VISION:</b> In Salford, we will look for relevant <b>social, environmental and economic value</b> from everything that we do, including service delivery, commissioning and procurement; and aim to use the 'Salford pound' to obtain the greatest benefit for local citizens. Social value considers more than just the financial transaction and includes: <b>Happiness ✨ Wellbeing ✨ Health ✨ Inclusion ✨ Empowerment ✨ Poverty ✨ Environment</b>	
<b>We are committed to the following principles:</b> <ol style="list-style-type: none"> <li>1. optimising the social, environmental and economic well-being of Salford and its people in everything that we do</li> <li>2. thinking long-term – turning investment into long-lasting outcomes</li> <li>3. working together across sectors to provide social value outcomes</li> <li>4. having values including inclusion, openness, honesty, social responsibility and caring for others</li> <li>5. having a clear and current understanding of how social value can make Salford a better place to live</li> <li>6. Working together to measure, evaluate and understand social value, as well as reporting publicly to the people of Salford about the social value that</li> </ol>	we create <b>Our commissioning of goods, works and services will:</b> <ul style="list-style-type: none"> <li>• ask clear, appropriate questions and embed social value in policies, commissioning and procurement frameworks</li> <li>• give social value significant and proportionate weighting within procurement criteria and decisions</li> <li>• include social value in contract monitoring and management</li> <li>• engage with providers on an ongoing basis around social value</li> </ul> <b>Our delivery will:</b> <ul style="list-style-type: none"> <li>• embed tools for monitoring and reporting social value as part of organisational processes</li> <li>• offer social value as part of tender submissions</li> </ul>
<b>We will know whether our principles are making a difference by evaluating such things as:</b> <ul style="list-style-type: none"> <li>• the flow of money in the local economy (LM3)</li> <li>• value of public contracts placed with local providers</li> <li>• the size of contracts and providers who deliver them</li> <li>• the level of understanding of the benefits of social value in commissioners and providers</li> </ul>	
<ul style="list-style-type: none"> <li>• the questions asked by commissioners and procurement teams</li> <li>• whether social value is included in all policies, strategies and decision-making</li> <li>• how many and what sort of organisations have signed up to the social value charter</li> <li>• the capacity of local providers to report their social value</li> </ul>	

**Q: How do we define social value?**

A: Social value asks the question: "If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?"

<b>Salford City Partnership</b>	<b>A Growing, Co-operative, Innovative and Caring City...</b>
<ul style="list-style-type: none"> <li>➢ Improving energy efficiency – reducing overall energy use and making sustainable energy choices</li> <li>➢ Improving living conditions and housing</li> <li>➢ Reducing waste and emissions</li> <li>➢ Increasing recycling and reuse of resources</li> <li>➢ Use of sustainable products</li> <li>➢ Ethical purchasing – specifying sustainable materials and fair trade products</li> <li>➢ Improving the place – public spaces and parks</li> </ul>	<p style="text-align: center;"><b>ACHIEVING ECONOMIC WELLBEING</b></p> <ul style="list-style-type: none"> <li>➢ Reducing <i>worklessness</i></li> <li>➢ Providing quality local employment by adopting the best working practices and conditions (including paying the Living Wage)</li> <li>➢ Workforce resilience - keeping people in work</li> <li>➢ Creating a better place for businesses to operate and grow, facilitating good links between local businesses</li> <li>➢ Buying Salford goods and services</li> <li>➢ Reducing poverty and improving living standards</li> </ul>
<p style="text-align: center;"><b>ACHIEVING ENVIRONMENTAL WELLBEING</b></p>	

This involves looking beyond the price of each individual contract and instead looking at the collective benefit to a community.

Social value can demonstrate social, economic or environmental benefit.

The examples provided are grounded in Salford's City Plan, which is the 'blueprint' for making Salford a better place to live.

**What is SOCIAL VALUE?**

<ul style="list-style-type: none"> <li>➢ Community empowerment and increasing resilience - people's ability to help each other</li> <li>➢ Reducing dependence on public services</li> <li>➢ Improving personal aspirations - in education, employment, living standards, social interaction.... etc</li> <li>➢ Increasing positive role models</li> <li>➢ Reducing health inequalities - closing the health gap within Salford and with the rest of the country</li> <li>➢ Improving education and skills</li> <li>➢ Supporting equalities and cohesion</li> <li>➢ Increasing opportunities for volunteers</li> <li>➢ Improving family life</li> </ul>	<ul style="list-style-type: none"> <li>➢ Increasing ownership and involvement of service users and wider communities in planning and managing services for others, including working with voluntary sector, social enterprise and <u>mutuals</u>.</li> <li>➢ Making services accessible and reach the people of Salford who need them</li> <li>➢ Reducing crime and disorder</li> </ul>
<b>ACHIEVING SOCIAL WELLBEING</b>	



**Q: What legal requirements are there around social value?**

A: The Public Services (Social Value) Act 2012 (more commonly referred to as the Social Value Act) came into force in April 2013. The Act requires “public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes”. It applies to all English and some Welsh public bodies, including the NHS, local authorities, other government departments, housing associations and emergency services. The Act is applicable to all public service contracts over the EU threshold of £172,514 (or £ 111,676 for central government departments). It is intended to build upon and complement existing UK and EU procurement policy and legislation, including Best Value Duty, Open Public Services and the EU modernising procurement agenda. More information about how this legislation impacts on procurement can be found in section 5.

**Q: Is social value just the Social Value Act?**

A: No. Although the Social Value Act is an important step in the right direction, social value can be considered in a range of circumstances not covered by legislation. Commissioners and procurers may wish to consider social value in public service contracts under the EU threshold. Organisations could also consider social value as part of their corporate social responsibility (CSR) activities, for example by offering apprenticeships to local people or sourcing their office supplies locally. In this way, social value can maximise wellbeing, place and financial benefits.

**Case Studies**

*SCC Case study – an example of an organisational approach*

Salford City Council ensures that social value runs right through its procurement processes. From the placing of an advertisement, to pre qualification questionnaire and award of contract, providers must articulate how they provide social value. S106 agreements are being used to ask for local improvements as a condition of planning consent – although this has been around for a considerable time, but is now being used to obtain additional social value and build the Buy Social market place.

The Council has developed a contract register which captures all procurement expenditure. This shows that 40% of expenditure is with suppliers from Salford; 70% is with Greater Manchester based suppliers and 86% is with businesses in the North West. The Council’s aim is to increase these figures even further through its commitment to the Social Value pledge.

*Salford4Good – an example of social value in action [www.salford4good.org](http://www.salford4good.org)*

Salford CVS is the lead partner and accountable body in a new initiative, Salford 4 Good, which aims to raise money for good causes in Salford. The idea is that this will be achieved via a range of fundraising initiatives that bring additional funds into the city, which can then be distributed to Salford’s myriad voluntary and community groups via a grant process. The other partners in this process are: The Broughton Trust, Seedley and Langworthy Trust, Interlink Foundation, Binoh, Salford Disability Forum.

Salford 4 Good partners are working with local businesses and have identified a number of initial work streams:



- Payroll Giving
- Employer Supported Volunteering
- Events Volunteering
- Engagement of schools in fundraising activities
- Major fundraising events
- Engagement of businesses in fundraising and sponsorship activities

#### Useful Resources:

- *The Public Services (Social Value) Act 2012*, UK Government (2012). Available at <http://www.legislation.gov.uk/ukpga/2012/3/enacted>
- *The Public Services (Social Value) Act 2012: One Year On*, UK Government (2012). Available at <https://www.gov.uk/government/publications/public-services-social-value-act-2012-1-year-on>
- *Public Services (Social Value) Act 2012: A Brief Guide*, Social Enterprise UK (2012). Available at [http://www.socialenterprise.org.uk/uploads/files/2012/03/public\\_services\\_act\\_2012\\_a\\_brief\\_guide\\_web\\_version\\_final.pdf](http://www.socialenterprise.org.uk/uploads/files/2012/03/public_services_act_2012_a_brief_guide_web_version_final.pdf)
- *The Social Value Guide: Implementing the Public Services (Social Value) Act*, Social Enterprise UK (2012). Available at [http://www.socialenterprise.org.uk/uploads/files/2012/11/social\\_value\\_guide.pdf](http://www.socialenterprise.org.uk/uploads/files/2012/11/social_value_guide.pdf)
- *Social value under the spotlight*, The Guardian Wednesday 7<sup>th</sup> November 2012. Available at <http://www.theguardian.com/local-government-network/2012/nov/07/social-value-under-the-spotlight>
- *The Social Value Hub* <http://socialvaluehub.org.uk/>

#### Where can I go to get help?

Salford CVS – voluntary, community and social enterprise sector organisations that are interested in discussing how social value can benefit both their organisation and their beneficiaries can contact Salford CVS on 0161 787 7795. [www.salfordcvs.co.uk](http://www.salfordcvs.co.uk)

Salford City Council – please contact [Anne Lythgoe](#) or call 0161 793 3553.

#### ✓ Action Point

Try and name 5 examples of social value that are relevant to your work.



**EMBEDDING SOCIAL VALUE**

**2. Why Social Value?**

**Overview:** An overview of the benefits and challenges of social value and how this will impact the people of Salford

In Salford we... believe “value” is not confined to the narrow definition that cheapest price is best. Calculations of value for money are increasingly refined to cover whole-life cycle costs including social, economic and environmental matters. Social value will support work towards managing demand for public services and mitigating the detrimental impacts of enforced cuts in these services. The wider contribution that social value makes to regeneration and creating vibrant sustainable local economies should be actively pursued with renewed vigour in every sphere of business.

**Q: What are the benefits of social value?**



11/09/2014

**A:** Social value has the potential to release millions of pounds of public money for community benefit. It encourages smarter spending to not only deliver a proposed service but also address social, economic and environmental issues in the local community.

As available funds are decreasing, there are often pressures to reduce quality of service provision. Social value can yield positive medium to longer term outcomes in a cost and resource-efficient way. For example, by

employing long-term unemployed Salford residents we are taking people off benefits and into paid employment. This in turn has a beneficial effect on people’s well-being, and has been proven to produce outcomes which might include a reduction in criminal and anti-social behaviour and reducing the burden on health and care services. It also strengthens community cohesion and resilience, as well as fostering a greater sense of happiness and well-being and reducing the ‘benefits bill’.

More implicitly, the inclusion of social value criteria within the tender process can raise the profile of local social, economic and environmental issues e.g. high numbers of young people not in education, employment or training (NEET).

The inclusion of social value criteria in public service contracts can also enable alternative providers such as voluntary organisations, community groups and social enterprises to compete against larger organisations in what is traditionally a very restricted market. By encouraging a greater breadth of providers, commissioning organisations may benefit from improved value for money, business partnerships and innovative ideas.



**Q: What are the potential risks or challenges of social value?**

A: There are a number of challenges to achieving social value, including:

- Embedding social value into day-to-day work.
- Securing buy-in from external partners, bidders providers.
- Redefining value for money when pitching social value against the lowest price for a contract.
- Measuring the 'value' of social value
- Monitoring social value post-bidding and awarding process.

This toolkit aims to help individuals and organisations overcome some of these challenges.

**Case Study: Play Dayz**

The Moss Vale estate in Irlam has high levels of deprivation, poverty, and unemployment, with residents experiencing poor levels of health. A playgroup has existed in a community house provided by City West Housing for many years and serves local people. The group – Playdayz – is run by local women. Through a social value development approach, relationships were fostered between the Health Improvement Service (HIS) and the group. Trust was built up, regular visits made. Gradually the Community Health Development Worker from the HIS worked with the women to set up a women's health group on the estate.

This work involved organising and delivering regular sessions on a range of different topics such as diet, exercise, healthy eating, mental wellbeing, smoking, gardening, tai chi, relaxation, bike riding and weight management. Cooking sessions have taken place with adults and separately with children and young people. Discussions have focussed on the eating habits of children and teenagers (with links made with the local high school where the children attend in relation to healthy eating). The group have also discussed undertaking further education, finding jobs and the women's own aspirations for the future. Signposting to other services such as debt advice has also taken place and multi-agency work with a range of organisations such as Sure Start, City West, Salford City College, Police, etc. has taken place.

Key outcomes:

- Women reported a greater awareness of health issues from parents and children. The group have organised activities themselves and have encouraged others to think about adopting a healthy lifestyle.
- Increased mental wellbeing and a wider social support network.
- Increased awareness of healthy eating/diet, with women losing weight and trying new foods; new cooking skills learned – families eating better.
- In order to increase skills and employability, 6 women registered with Salford City College to undertake level 2 childcare qualifications; 2 women to take level 3 - as a result of partnership work with the local Sure Start centre/HIS.
- People have come forward to undertake volunteering.
- Greater partnership working has taken place which has made an impact on the group in terms of developing information finding skills, helping to develop relationships and building social capital in the community.



### Useful Resources:

- *Social value must be a priority for those who spend public money*, The Guardian Tuesday 4<sup>th</sup> February 2014. Available at <http://www.theguardian.com/society/2014/feb/04/social-value-priority-spend-public-money>
- *Communities Count: The Four Steps to Unlocking Social Value*, Social Enterprise UK (2014). Available at <http://www.socialenterprise.org.uk/advice-services/publications/communities-count-the-four-steps-unlocking-social-value>
- *Tackling Poverty through Public Procurement*, The Joseph Rowntree Foundation (2014). Available at <http://www.jrf.org.uk/publications/tackling-poverty-procurement>
- *Social Value Act and its impact: the highs and lows*, The Guardian Tuesday 24<sup>th</sup> September 2013. Available at <http://www.theguardian.com/social-enterprise-network/2013/sep/24/impact-of-social-value-act>

### Where can I go to get help?

*Salford CVS – voluntary, community and social enterprise sector organisations that are interested in discussing how social value can benefit both their organisation and their beneficiaries can contact Salford CVS on 0161 787 7795. [www.salfordcvs.co.uk](http://www.salfordcvs.co.uk)*

*Salford City Council – please contact [Anne Lythgoe](#) or call 0161 793 3553.*

### ✓ Action Point:

Take an example of social value that is relevant to your work and write down what difference that you think your organisation could make.



**EMBEDDING SOCIAL VALUE**

**3. Embedding a Social Value approach**

**Overview:** How to get your organisation and colleagues involved in social value and embed social value in your organisation's operations

**In Salford we...** want to make ours a **Social Value City**. This means that the interests of the city and its residents will be paramount whilst at the same time we seek to secure the best value that we can in commissioning and procurement arrangements. We are also seeking commitment around social value from the many private sector businesses in the city, aiming to maximise the benefit from all money invested in Salford. To do this, we want to embed a social value approach into every organisation, no matter what its size or sector.

**Q: Where do I start with social value?**

A: The best place to start is by looking at what you already do to see where you might be generating social value. The Health and Wellbeing Board's [Social Value web pages](#) contain a useful checklist - '**Starting off in Social Value**' - which will help you to assess your social value and think about what else you could be doing.

The policy driver for social value in Salford is the [City Plan 2013-16](#), which contains wellbeing aspirations for the city. The self-assessment checklist has been developed from the target areas of the City Plan and allows you to find out whether your service or organisation is already or will be providing social value to our city. It can also be re-used at a later date for you to check whether you have made any improvements in the social value that you are generating. We have also shown you an example of how this could be presented as an 'outcomes' diagram.

Also, it's good to talk to others who are trying to embed a social value approach within their organisation, so that you can share tips and ideas... and use this toolkit, there are plenty of ideas and resources aimed at supporting organisations of all sizes to 'Be Social'.

**Q: How can we embed social value into our organisation?**

A: Social value can be generated from the work that you do – and would be an **OUTCOME** of your services. But it also can be gained from the way that you run your organisation.

3 Top Tips for embedding social value include:

**Having your 'management' behind you** – and gives you permission to do more around social value. Use some of the case studies in this toolkit to show your Board or managers what others are doing. Salford City Council and NHS Salford Clinical Commissioning Group have described their role and responsibilities around social value in their respective constitutions – consider reviewing your own governance documents to make clear how you will approach social value.

**Look for opportunities in what you do already to increase your social value** – are there interested people in your workforce, are you preparing a new strategy or commissioning specification, designing a new service or investigating new markets? If everyone does a little bit towards social value, then together we can make a big impact!

**Be clear about your social value outcomes** – understanding the benefits of the social value that you might be able to create, can help you convince others that it is a good idea.



**Q: Do I need formal training to “do” social value?**

A: There are lots of places to learn about social value and many of them are referenced in this Toolkit. You don't need formal training, but having people with an interest and some knowledge within your organisation will make it much easier to embed a social value approach. Leadership is important if you are going to change things!

**Case Study:**

*Inspiring Communities Together*

Inspiring Communities Together (ICT) is a Community Anchor organisation based in Charlestown and Lower Kersal. In May 2014 the organisation moved from an unincorporated group with a management committee to a Charitable Incorporated Organisation with a membership base and governed by a Board of Trustees. Through our social value measurement, we know that we provide the following economic, social and environmental benefits:

**Economic**

**Local skills making an impact in the neighbourhood** - The board of ICT is made up of elected members who need to live in the local area and be actively involved in community activity either through community groups or forums in the neighbourhood. Nominated members are recruited from partners working in the neighbourhood who bring additional support or resource to the neighbourhood including local councillors.

**Bringing additional funds in the neighbourhood** - As part of the succession planning for the regeneration programme an annuity payment was agreed with Salford City Council. This annual payment enables the organisation to carry out its programme work along side leveraging additional funding and resources into the neighbourhood. Between April 2011 and March 2014 the organisation secured an additional £172,720 increasing the amount of funding for the neighbourhood by 63%.

**Recycling money in the neighbourhood** - The annuity and additional funds have been used to support over 40 community groups or projects to deliver activity for the community by the community and range from activity for older and younger members of the community, environmental projects and projects which build local skills.

**Local skills are making an impact in the neighbourhood** - The organisation has been able to provide support for 2 community hubs in the neighbourhood which ensures local services are delivered from local facilities by local people for local people. The hubs have been supported to develop business models to ensure they are less reliant on grants, secure contracts and work on quality marks to enable them to become commission ready.

**Environment**

**Keeping it local** - Over the year April 2013-March 2014 we have recorded over 250 contacts (measurement is from October 2013 – March 2014 when we started collecting data) from across Salford with 75% of those contacts coming from residents living in Charlestown or Lower Kersal



## Social

**Contribution community make to their local neighbourhood** – ICT are celebrating the achievements of volunteers within the neighbourhood by offering a qualification in volunteering. This approach has in 2013/14 enabled 6 local residents to achieve a level one qualification in recognition of their volunteer work with a further 9 residents working towards the qualification. This approach has also enabled volunteers to develop their back to work skills such as team working, health and safety and managing their own time. Two of the 6 volunteers who have completed their level one have already secured paid employment. The approach has enabled 4 local organisations working with volunteers to improve the support they offer to their volunteers by providing support for the qualification.

### Useful Resources:

- *Inspiring and Creating Social Value in Blackpool*, Blackpool Council (2013). Available at <http://www.blackpool.gov.uk/Business/Working-with-the-council/Documents/Inspiring-and-creating-social-value-in-Blackpool.pdf>
- *Inspiring and Creating Social Value in Croydon*, Croydon Council (date unknown). Available at <http://www.croydon.gov.uk/contents/departments/business/pdf/socialvalue.pdf>

### Where can I go to get help?

You can explore formal training courses if you are interested in learning more about useful tools.

Contacts: [Salford CVS](#), [Social Audit Network](#), [Social Value Uk](#), [GMCVO](#), [New Economy](#)

### ✓ Action Point

Use the '[Starting off in Social Value](#)' checklist to identify one new area of social value that your organisation could be generating – and take the idea to your manager or management committee for further discussion.



## DELIVERING SOCIAL VALUE

## 4. Planning

**Overview:** How to introduce social value into your commissioning plans

In Salford we... want to deliver the best possible outcomes for the city by ensuring that social value is a core principle of our commissioning plans and practices.

**Q: How can we include social value in our commissioning plans?**

A: Consideration should be given to including social value in all stages of the commissioning cycle. This could include:

- identifying opportunities for creating / realising social value through the assessment of needs, resources and assets, stakeholder engagement and consultation, and market analysis / development
- embedding social value in strategies and commissioning plans, and
- incorporating social value into the procurement process - for example, tender specifications and question frameworks, and subsequent delivery and monitoring / evaluation

**Q: Where do I get social value data and intelligence?**

A: Information and intelligence is critical to supporting the assessment process. This assessment should:

- Explore needs and assets to build a picture of what works and current strengths, in addition to what support is needed;
- Identify the social, economic and environmental outcomes you are looking to a deliver within the 'service' and for the wider community.

Data and intelligence can be obtained from:

- National and locally available data sets
- Monitoring / evaluation information from existing delivery
- Consultation and engagement with current / potential service users, providers and wider stakeholders
- Market / gap analysis – assessing what is currently being delivered locally and any gaps in provision

**Q: What is 'relevant' social value?**

A: Social value encompasses a broad menu of social, economic and environmental benefits and examples are provided in chapter one. However, 'relevant' social value depends on the subject matter of the specification. Consideration should be given to how providers can deliver maximum benefit, not just in relation to the core, commissioned 'service' outcomes but also from the way that the service is planned and delivered in relation to the wider community.

**Q: What are my duties around consultation and engagement?**

A: Consultation and engagement should be built into all stages of the commissioning process, from the initial assessment through to specification design, tender evaluation and service review. This 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
- appreciative workshops with a specific target group - for example, young people, to get a picture of their needs and wants
- people who are expected to benefit from the service being involved in interviewing and selecting providers
- users of the new service reviewing the performance of providers through a variety of methods such as mystery shopping or as peer researchers

**Q: How can I consult with and involve providers?**

A: The development and delivery of commissioning strategies and plans should be as open and transparent as possible and designed to build and maintain good long-term relationships with providers. This could include:

- A commitment to working in partnership with a broad range of stakeholders, including provider organisations
- Recognising that many providers are experts in their service area and involving them in the design of services
- Recognising the added value that some providers can bring - for example, resources, volunteers, local knowledge
- Informing providers of future commissioning activity through a 'Commissioning Intentions Plan'.
- Developing and delivering a 'Market Development Plan' to ensure that an appropriate level of skills, expertise and capacity is available throughout the market - via activities such as capacity building workshops and drop-in sessions.

**Q: How can I specify social value?**

Putting social value specified into the 'core' specification has a number of benefits.

CORE specification	Service	CORE Specified Social Value	ADDED Social Value
Service outcomes – quality score	–	Included in 'quality' score	up to 15% weighting
		relevant and proportionate social value – you decide (*see note below on supplier and stakeholder engagement)	relevant and proportionate – provider decides
		greater potential for value for money and to deliver City Plan outcomes	VFM and identity of social value outcomes depends on what provider offers
		allows social value benefits for all participants /clients of service AND other stakeholders	potential for more limited social value benefits



The number and nature of social value outcomes will vary between every contract specification as all the things that you specify must be '**relevant and proportionate**'. It is recommended that you ALSO include a question in your Invitation to Tender about 'added social value', asking providers to suggest ways that they could bring additional social and environmental and economic wellbeing benefits to their service.

***In this way, you can ensure that social value is maximised as part of the whole of the QUALITY section of your tender evaluation AS WELL AS a separate percentage for social 'added' value.***

#### Case Studies:

##### *North West Commissioning Support Unit*

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 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.

#### Useful Resources:

- *Commissioning for social value*, NCVO (2014). Available at <http://blogs.ncvo.org.uk/wp-content/uploads/paul-winyard/Commissioning-for-social-value-FINAL.pdf>
- *Standards of evidence for impact investing*, NESTA (2014) <http://www.nesta.org.uk/publications/standards-evidence-impact-investing>
- *Commissioning for Outcomes and Co-Production*, NEF (2014). Available at [http://b.3cdn.net/nefoundation/974bfd0fd635a9ffcd\\_j2m6b04bs.pdf](http://b.3cdn.net/nefoundation/974bfd0fd635a9ffcd_j2m6b04bs.pdf)

#### Where can I go to get help?

Salford City Council – please contact [Alison Burnett](#) or call 0161 793 2535.

Social Enterprise UK <http://www.socialenterprise.org.uk/advice-services/services/consultancy>

Voluntary Sector North West -

<http://www.vsnw.org.uk/areasofwork/healthandsocialcare/socialvalue>

#### ✓ Action Point

Use the '[Starting off in Social Value](#)' checklist to review one of your commissioning specifications – have you maximised the potential social value from your service?



**DELIVERING SOCIAL VALUE**

**5. Procurement**

**Overview:** How to incorporate social value into the procurement process

**In Salford we...** will embed social value in our procurement processes across the public sector in a relevant and proportionate manner. This will be supported by strong governance arrangements, engagement with commissioners and providers, and contract compliance monitoring.

**Q: Do our governance processes enable social value?**

A: Public sector organisations often have a written constitution that prescribes what they are allowed to do. Many have specific arrangements relating to the conduct of tendering so as to ensure transparency and value for money. These arrangements need to enable the organisation to take social value into account. You will need your executive to endorse any changes to policies, procedures and standing orders. Example governance wording can be found in the procurement toolkit module in the 'Useful Resources' section.

**Q: I need to ensure I get the best possible price in my tender. How does social value enable this?**

A: Procurement teams have long recognised that the cheapest price is not always the best value. This is why in many cases public sector procurement uses MEAT (Most Economically Advantageous Tender). MEAT will allow you to specify the ratio between quality and price. Within the quality score you can build in a reference to social value and the importance that you attach to it.

**Q: What is relevant and proportionate?**

A: This depends on the subject matter of the tender / contract. What is clear is that it is *not* permissible to take a blanket approach to social value by asking contractors to provide something that is wholly unconnected with the service.

Examples of what WILL be permissible are as follows:

**Environmental:** Requiring only low emission vehicles in a transport contract.

**Economic:** Creation of employment opportunities for the long-term unemployed or training and apprenticeships for young people in a construction contract in a deprived area.

**Social:** Encouraging the use of SMEs particularly those based in or near Salford as part of the supply chain.

**Q: Can I specify that I want my contractor to use only local labour?**

A: No, as this may potentially discriminate against EU member states. What we are able to do however, is invite potential providers to specify how they may help to regenerate a community and make a commitment to reducing worklessness.

**Q: Can I specify my tenderers must pay the Living Wage?**

A: Many organisations see the value in paying the Living Wage. Whether it is permissible to insist that external organisations also demonstrate a commitment to the Living Wage is a matter of considerable debate. Some commentators say that it contravenes EU Procurement rules. Others say that providing it does not discriminate against EU member states and that it is relevant and



proportionate, it is permissible. If a tendering organisation wishes to say that it actively encourages tenders from companies that do pay the Living Wage this minimises the risk of challenge but it is not a factor that can be used to exclude companies who do not pay the Living Wage.

**Q: How much weight should I attach to 'added' social value?**

A: A one size fits all approach is not permissible. Every contract has to be looked at on its merits. Anything between 5-15% of the overall value will usually be permissible. The key is to consider the whole life savings that may be achieved and the contribution it makes to strategic objectives.

**Q: How do I advertise social value in my tender?**

Many tenders will be advertised on The Chest. It is suggested that even at this early stage potential providers be made aware of the social value element to the tender. An example advertisement is included in the procurement toolkit module in the 'Useful Resources' section.

**Case Study:**

*Integrated Drug and Alcohol Service*

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 stage, a simple 'social value' question was posed to potential providers; applicants were required to give three examples, in contracts delivered that demonstrate 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 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.

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 and performance monitoring.

### Useful Resources:

- *Community Benefits in Public Procurement*, Scottish Government (2008). Available at <http://www.scotland.gov.uk/Resource/Doc/212427/0056513.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](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/79273/Public_Services_Social_Value_Act_2012_PPN.pdf)
- *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](http://buysocialdirectory.org.uk/sites/default/files/social_value_and_public_procurement_-_a_legal_guide_-_january_2014.pdf)

### Where can I go to get help?

Salford City Council – please contact [Andy Roberts](#) or call 0161 686 6274.

Social Enterprise UK <http://www.socialenterprise.org.uk/advice-services/services/consultancy>

Voluntary Sector North West -

<http://www.vsnw.org.uk/areasofwork/healthandsocialcare/socialvalue>

### ✓ Action Point

Use this guidance to draft a PQQ question for your next procurement exercise.



## DELIVERING SOCIAL VALUE

## 6. Providing

**Overview:** How to realise and capitalise on your organisation's social value

**In Salford, we...** will encourage all providers to maximise their social value and support them in demonstrating this. We will look for relevant social, environmental and economic value from everything that we do and aim to use the 'Salford pound' to obtain the greatest benefit for local people and help secure a sustainable world.

**Q: What does social value look like for a provider?**

A: Social value looks beyond price alone to the collective benefit to a community and the wider world. It includes things such as happiness, well-being, inclusion, equality, employment and environment.

There are two types of social value that you can create as a provider:

- **core social value** – the direct well-being impacts of a service or development
- **added social value** – the value the organisation offers over and above the service, goods or works - such as social development, local employment, ethical purchasing, low energy use, low waste and emissions

**Q: Is my organisation doing social value already?**

A: Your organisation will probably already be creating social value but may not realise, measure or maximise it. It may also be creating unintended social value that was never planned or predicted.

In the early days, your organisation should at least be able to describe the likely social, environmental and economic impact of its project / service and the reasoning why you think these will occur. You should also have considered how this would be an improvement on the current situation.

Salford has developed a self-assessment checklist from the target areas of its City Plan, which enables your organisation to find out how much social value you are already creating.

**Q: Do I have to change the way my organisation works to do social value?**

A: Your organisation needs to evidence how and when it has created social value outcomes and impact. It is as important to gather the views of people outside your organisation (such as clients and customers) on these as it is to gather data internally.

Your organisation should already be starting to gather evidence to demonstrate its social value impact. It should also interpret the evidence collected and published; and then think about its direction of travel to improve its social value impact.

Your organisation may have to adapt its internal processes to ensure that you can fully capture and demonstrate its social value. Once you have decided what measures to use, you will need systems in place to capture the data as you go along. These systems need only be proportionate to the size of your organisation.

Examples include [Outcomes Stars](#), [Social Impact Tracker](#), [Social Accounting and Audit](#) or [Social Return on Investment](#).



**Q: How can I maximise my score for social value in the tender process?**

A: Your organisation will need to demonstrate its social value in its tender responses. You can achieve this by embedding, monitoring and reporting social value within your organisational structure and everyday processes.

To maximise its score on social value, your organisation should:

- have **systematic data collection systems** for monitoring social, environmental and economic value – you can then quote real numbers as well as examples
- be able to **explain the impact** that it has observed and evidenced so far, as well as why **link the social value achieved with what your organisation does**
- use the evidence that it has collected to **improve the social, environmental and economic value** that it achieves
- have an **independent evaluation or audit** which validates the social, environmental and economic value that has been observed / generated

If you do not yet have all of this in place, make sure that you can evidence the progress that your organisation has made towards maximising social value to date.

Finally, don't forget the basics: they sound obvious, but many organisations fail to do them!

- *read all instructions and documents carefully*
- *understand and answer each and every question asked*
- *reference or index any supporting information, if permitted*

**Case Studies:**

*Six Degrees Social Enterprise CIC* was established as a social enterprise under the Department of Health's Right to Request programme and began trading as an independent service provider on the 1<sup>st</sup> August 2011.

It uses the Mental Health Recovery Star to gain a clear conception and better understanding of the value of recovery from service users' perspectives and to obtain a wider perspective on the social value of the services provided. Service users are asked to rate their subjective performance on the Recovery Star's ten domains prior to the input they receive and their subjective performance after the intervention. The three biggest shifts in their scores are identified and shared with them. For each of these the three identified areas of change, service users are invited to answer the question, "What difference has this change made to your life?" Posing these questions gives them the opportunity to talk and reflect on their personal journey and lived experience. This has highlighted a wide range of positive changes amongst the client group including:

- Improved emotional regulation
- Development of a greater sense of stability, increased social capital and increased motivation
- Increased levels of confidence and ability to deal with everyday challenges
- Improved ability to stay at work and return sooner to work, with less time off sick
- Less input from other services including GPs and social services

The most direct and succinct descriptions of the value of recovery have come from service users



who spoke about the difference that their recovery had made to their ability to address their salient concerns and attain their personal goals. For example, a young woman spoke about how she had worked through the differences she had had with her boss.

*“I have more self worth and a more positive outlook. I've stopped asking for reassurance and I now feel that I can say no to her when she is asking me do something that I can't really do. I'm not trying to impress her. I'm more confident and more assertive. My work has improved and I realise that she does care and that she will stick with me.”*

The value of this work has been recognised by the Patient Experience Network 2010 and Six Degrees reached the national final of the Patient Experience Awards and a paper that is based on this work has recently been accepted for publication in an international journal.

### Benefits of Reporting on Social Value

The work Six Degrees has done to capture social value has meant that they have been able to understand the impact of the services that they provide upon the lives of service users. Service users have repeatedly spoken about the difference that recovering from mental health problems makes to them, in helping to attain their personal goals and achieve the the sense of balance and control they are looking for in their lives. This is important as the ability to exercise control over the circumstances in which one lives and works is one of the most important determinants of long term health, mortality and wellbeing.

The work has also helped Six Degrees to engage with our service users and enabled them to shape the development of our services. As a result of this work we have concluded that more emphasis needs to be placed on enabling service users to identify and pursue their personal goals in order to give them the sense of balance and control they are looking for.

### Useful Resources:

- Social Value Hub – [www.socialvaluehub.org.uk](http://www.socialvaluehub.org.uk)
- Proving and Improving – <http://www.proveandimprove.org/>
- SCC Procurement guidance around social value – <http://www.salford.gov.uk/informationtobesupplied.htm>

### Where can I go to get help?

Salford CVS – voluntary, community and social enterprise sector organisations that are interested in finding out more about social value training and support can contact Salford CVS on 0161 787 7795. [www.salfordcvs.co.uk](http://www.salfordcvs.co.uk)

Social Enterprise UK <http://www.socialenterprise.org.uk/advice-services/services/consultancy>

Social Audit Network – <http://www.socialauditnetwork.org.uk/>

### ✓ Action Point

Use our guidance and try to explain your social value as if in a PQQ question – use not more than 300 words! Ask a colleague to then read and give you feedback.



**DEMONSTRATING SOCIAL VALUE**

**7. Measuring Social Value**

**Overview:** How to demonstrate and quantify your organisation’s social value and use it to the benefit of your organisation, clients and local community

**In Salford we...** want all organisations to be able to measure and then demonstrate their social value. This will allow providers to prove and improve their social value; all organisations to be accountable to their stakeholders; and for us collectively to build up a picture of social value and impacts across the city. We want to better inform commissioning and procurement decisions around social value and be able to make the most difference to Salford and the lives of the people who live here.

**Q: Why should my organisation demonstrate social value?**

A: Think about the key reasons why you want to measure your social value and your expectations about the process. Is it for being accountable to your staff and stakeholders; is it for tendering or fundraising; is it for your Annual Report? The most important thing will be to get ‘buy in’ from all staff, as well as the people who manage your organisation or decide what it does.

By measuring social value, your organisation will be able to work over time to prove its value to others, improve its systems and arrangements to make the most value and be accountable to its stakeholders and investors. Above all it will be able to show how it is making a difference in Salford.

**Q: How can my organisation measure social value?**

A: There are lots of tools and lots of ways to measure your social value. The problem will be choosing the one that’s best for you!

New Economics Foundation’s [Prove and Improve](#) website is a good place to start, as is their simple Impact Mapping’ tool, illustrated below.

The Impact Map



Input	Activity	Output	Outcome	Impact
<ul style="list-style-type: none"> <li>•Money</li> <li>•Time</li> <li>•Premises</li> <li>•People</li> </ul>	<ul style="list-style-type: none"> <li>•Training</li> <li>•Advice</li> <li>•Youth Programme</li> </ul>	<ul style="list-style-type: none"> <li>•Qualifications</li> <li>•Received advice about x, y, z</li> <li>•Number of youth involved for x amount of time</li> </ul>	<ul style="list-style-type: none"> <li>•Job readiness</li> <li>•Job attained</li> <li>•Client better informed to make different choices</li> <li>•Increase in self-esteem</li> <li>•New knowledge</li> </ul>	<ul style="list-style-type: none"> <li>•Effect on people, community, economy</li> <li>•How are things better in the world? – your vision</li> </ul>

**Inputs** - Resources of all kinds

**Activities** - What the organisation does

**Outputs** The direct result of an activity

**Outcomes** The longer term change is wants to see in people, communities, or areas if affects

**Expected Impact** - The values it holds



**Q: Who are our stakeholders and what does social value mean to them?**



A: Map out who is affected by or affects your organisation in all of its activities, whether intentionally or not. Think about the relationship that you have with each one and whether some are more important than others.

**Q: Can we map out the social value our work could have in the future?**

A: Specify what the organisation does and how it does it; how it intends to achieve its social, environmental, and economic mission

as well as its financial sustainability; and how it plans to live up to its values.

**Q: What indicators should we use?**

A: The organisation needs to be able to identify and show progress **and** identify both intended and unexpected outcomes. Here, you'll prioritise what is most important to measure and choose the ways in which you will see change happening. Choose indicators which allow you to 'tell the story' of your work and its social value, as well as those which measure its size, shape or distance travelled.

**Q: What tools and systems do we need?**

A: After prioritising the indicators, decide on methods for collecting information relating to the indicators. Collecting information can be done in a number of ways as outlined in your methodology or plan, as long as it can be stored and drawn upon usefully. Some tools will help you collect information (e.g. standard questionnaires, customer surveys) and others will help you report it or see the progress that has been made (e.g. Outcomes Stars)

Social accounting is a methodology whereby an organisation can account for its social value alongside its financial accounting systems. The [Social Audit Network](http://www.socialauditnetwork.org) publishes a Guide and operates audit mechanisms for VCSE organisations. For the private sector, several standards exist, including the Accountability standard <http://www.accountability.org/standards/>.

For those who want to understand more about the financial return from their social value, you could use Social Return on Investment <http://www.socialvalueuk.org> or Cost-Benefit Analysis [http://neweconomymanchester.com/stories/1966-cost\\_benefit\\_analysis](http://neweconomymanchester.com/stories/1966-cost_benefit_analysis)

There are many, many tools available for organisations to measure their social value, start at <http://www.proveandimprove.org/>, but think first about the resources and skills needed for each one – compared to those you have available.

**Q: How do we report social value?**

A: Reports need to be clear, logically set out and 'tell the story' of your social impact. Where possible, they should demonstrate the real impact of what can be achieved, not just what can be easily measured. Tools such as social accounting provide a template for you to report your social value.



**Q: Do we need independent verification or audit?**

A: As it is very difficult to compare social value between providers, it may give you a competitive advantage to have your social accounts or social report independently verified. To do this you will need to have followed a framework such as that produced by the Social Audit Network and have presented your information in such a way that its reliability and robustness can be verified. For example, if you provide a statement about the social value that your training programme has had, you will need to be able to provide the evidence that this has actually happened from interviews with participants, evaluation sheets, etc. Social Value UK also has assurance arrangements for Social Return on Investment <http://socialvalueuk.org/sroi-analysis>

**Case Studies:**

**Local providers who publish social reports include:**

*Unlimited Potential* - Unlimited Potential (UP) uses a range of tools and techniques to measure social value, including:

- **Outcome monitoring:** All services have a primary focus on outcomes from activities – the differences made to people’s lives – rather than outputs (the ‘deliverable’ products from a process). This is a responsibility of each service manager, together with their team.
- **Social accounting and audit:** The organisation produces social accounts each year, led by its Positive Impact Committee and using the framework provided by the Social Audit Network. The draft accounts are audited by a social auditor together with a social audit panel of independent people. The aim is to *prove* our value and *improve* our performance and impact. UP seeks views from clients, customers, members, staff and volunteers, using a range of survey and feedback techniques, both quantitative and qualitative.
- **Social return on investment:** UP has been involved with two SROI processes. The most recent was on their Host service with the Local Involvement Network (LINK). This involved the commissioner (Salford City Council), Host staff, LINK steering group members and health and social care providers.

*Social AdVentures* - has incorporated social, environmental and economic value into its [Annual report](#) and used Social Return on Investment to measure its social value.

*Big Life Group* – publishes a series of [Impact Reports](#) which describe the social, environmental and economic value of each part of its business.

*City West Housing Trust* – has just published its first set of [social accounts](#) and have used the HACT (Housing Associations’ Charitable Trust) wellbeing measures described below under ‘useful resources’

**..and others nationally include:**

*Furniture Resource Centre, Liverpool* - The whole purpose of FRC Group is to make a difference to people’s lives, to create a social impact. They have a strong commitment to their “Proving It” agenda because this is how they give information to all the people that they matter to and who matter to them – customers, partners, staff, trainees, work placements, volunteers and trustees and a whole host of interested academics, politicians, civil servants and opinion makers – they provide regular information about the social impact that we are creating.

“[Proving It](#)” is about understanding the impact that they make, measuring our impacts, setting stretching targets for improvement and valuing what matters to the people who matter. The nuts and bolts of “Proving It” is about collecting information from their activities and using it to tell their story. The result is



information that helps to reward and motivate staff for their hard work and passion.

*Traidcraft* – were one of the pioneers of social accounting and have published [social accounts](#) for over 20 years. They have recently published their 2014 performance and impact report.

*Neuro-Muscular Centre, Cheshire* – NMC are a small charity which focuses on providing support for people with neuro-muscular disease. They have [reported on their social value](#) for about 10 years, using social accounting, and report that they feel that they understand their stakeholders much better as a result, and have been able to raise additional funds as a direct result of this. They have also set up a social enterprise which employs people suffering from neuro-muscular disease who provide design and print services.

#### Useful Resources:

- <http://www.proveandimprove.org/about.php>
- *Building your Measurement Framework*, NPC (2014). Available at <http://www.thinknpc.org/publications/npcs-four-pillar-approach/>
- *How to Measure and Report Social Impact*, Social Investment Business Group (2014). Available at [http://www.sibgroup.org.uk/fileadmin/tsib\\_users/Resources/Measuring\\_your\\_social\\_impact\\_guidelines\\_for\\_investees.pdf](http://www.sibgroup.org.uk/fileadmin/tsib_users/Resources/Measuring_your_social_impact_guidelines_for_investees.pdf)
- *Measuring Up! Inspiring Impact* (2014). Available at <http://inspiringimpact.org/measuringup/>
- *Measuring Social Value- how five social enterprises did it*, Department of Health (2010). Available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/215895/dh\\_122354.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/215895/dh_122354.pdf)
- <http://www.hact.org.uk/measuring-social-impact-community-investment-guide-using-wellbeing-valuation-approach>

#### Where can I go to get help?

*Social Audit Network* – [www.socialauditnetwork.org.uk](http://www.socialauditnetwork.org.uk)

*new economics foundation* - <http://www.neweconomics.org/>

*Social Enterprise UK* <http://www.socialenterprise.org.uk/advice-services/services/consultancy>

*Social Value UK* - <http://www.socialvalueuk.org/>

*New Economy* - [http://neweconomymanchester.com/stories/1966-cost\\_benefit\\_analysis](http://neweconomymanchester.com/stories/1966-cost_benefit_analysis)

*Salford CVS* – voluntary, community and social enterprise sector organisations that are interested in finding out more about social value training and support can contact Salford CVS on 0161 787 7795, [www.salfordcvs.co.uk](http://www.salfordcvs.co.uk)

#### ✓ Action Point

Prepare an Impact Map for your project or organisation to see what social value you think it might generate and decide what indicators you might need to be able to measure and report on the value.



## DEMONSTRATING SOCIAL VALUE

## 8. Evaluating Social Value

**Overview:** the wider evaluation of the impacts that social value is having in a place.

**In Salford we...** want to maximise the wider impacts of investment of public money and private investment. To do this, we need to be able to understand the impacts of our actions. Working together we can make the most difference for Salford and its citizens.

**Q: How can we evaluate social value at a 'place' level?**

A: there are two areas for evaluation:

- **The processes that we are using locally to increase social value** (the Social Value Charter principles, training / awareness raising, market building and change behaviour approach) –
- **The impact of social value on Salford and its citizens**

Firstly, all Charter signatories will be expected to report on their social value every year. These reports will be used to compile a 'social value in Salford' report for the whole City as part of the evaluation of the difference that the social value Charter has made.

Salford is exploring a concept of having 3 key priority areas of 'social' value (one environmental, one economic and one social) as the key drivers for social value work in Salford. These must be measurable in an accurate, timely and resource effective manner and be meaningful for all! The main concern will be to get the right indicators, as a commitment would be made to measure these regularly and indefinitely... (We would also need to align these with the City Partnership priorities, City Plan, and potentially GM social value arrangements).

These 3 indicators would sit within a reporting mechanism which would also allow annual reporting of broader social value outcomes and processes / behaviour change. This could be part of the City's research and intelligence hub / JSNA.

The [Greater Manchester Procurement Hub](#) is also preparing a Social Value Policy and framework, which, when launched, will provide a framework for evaluation of social value impacts.

**Q: How can we 'test' our policies and practice to maximise social value?**

A: The Social Value Analysis which has already been undertaken in Salford to test commissioning and procurement exercises has asked the following questions:

- Please describe your commissioning / procurement exercise – type of contract, geographical scope, size, lead agency, funding source,
- Did you consider social value when planning your commissioning or procurement exercise?
- If 'yes' explain what you did as a result? For example – included in commissioning strategy or specification, question in PQQ or ITT, discussed with potential providers, etc. please provide examples
- If 'yes' what happened during the commissioning or procurement? What response did you get from providers? Do you think that they understood what you required?
- If 'yes' what worked well and what didn't? How do you think what you did could be improved?
- If 'no' – why?



- What barriers do you think there are to commissioning for social value?

### Q: What might evaluation show us?

A: The Social Enterprise UK Report '[Communities Count, Four Steps to unlocking Social Value](#)' describes the following Key findings:

- **Social value can deliver cost savings and better services.** The wider range of benefits derived from a focus on social value is substantial: 71% said that it had led to 'better service delivery', and 70% said it had led to 'opportunities for innovation'. Importantly, more than half of respondents (52%) said delivering social value leads to cost savings
- **Social value improves external relationships.** 82% of those surveyed reported that delivering social value had led to an 'improved image of their organisation', while 78% said it had led to 'better community relations'.
- **Only a third of organisations are *not* considering social value across all services.** 66% of organisations currently consider social value across all the services they procure, but this still leaves one third of housing associations and local authorities which do not.
- **Social value leadership is crucial.** Two thirds of respondents said their organisations have a nominated lead for social value. These organisations face fewer challenges in delivering and measuring social value than those without.
- **The Social Value Act has had limited impact so far.** The Act created step-changes in how some organisations consider social value: 39% said it has had a high impact but 56% reported a low impact – largely because they were doing it already.
- **Current priorities are employment and job-creation.** 80% of respondents stated employment as a key local social value priority. The other most popular employment related choices were youth employment, training and volunteering.
- **Social enterprise is a route to social value.** 90% of respondents were very satisfied or satisfied that social enterprise was a route to delivering social value; many are using social enterprises to engage and involve tenants and residents.
- **Measurement is the biggest challenge.** A majority of respondents report measurement as the main barrier to implementation, with 53% identifying it as the main barrier during the commissioning process and 55% as the main barrier post-commissioning in contract management.
- **Measurement improves with clarity of purpose.** There is a strong correlation between those organisations which have a written social value policy, and those who have a method for measuring social value; only 37% currently have a policy.
- **Size matters.** Smaller housing associations and local authorities tend to be less advanced in terms of social value policies, definitions and measurement – highlighting the need for guidance and support.

#### Case Study:

*An evaluation of the social value of the Get into Reading initiative in Wirral, Merseyside*

Get into Reading is a social inclusion shared reading project, based on a collective reading model in group settings which was developed by The Reader Organisation (TRO). The initiative aims to improve mental wellbeing, extend reading pleasure and build community cohesion through shared reading. In weekly groups, short stories, novels and poems are read aloud, with pauses for group discussion and shared personal responses. The project has been running since 2002, and now has 362 groups across the country, including more than 100 on the Wirral.

This evaluation aimed to explore the impact and social value of Get into Reading on its stakeholders,



specifically focusing on the health and wellbeing changes brought about as a direct result of engagement in the project. A social return on investment (SROI) analysis was used to determine the impact and social value of the initiative and the health and wellbeing implications for all service users and providers, including volunteers, facilitators and partner organisations.

As a result of the confidence gained from their Get into Reading sessions, many group attendees felt empowered by their own achievements and had become involved in volunteering within their own communities. Many donated both time and effort to their reading groups, or to other, usually third sector, organisations. Some stakeholders had progressed to find paid employment as a result of the new skills and confidence and because of the experience they had gained through Get into Reading. Moreover, many of the benefits were experienced by all group members, irrespective of their individual needs or personal circumstances.

### Useful Resources:

- <https://www.instituteofhealthequity.org/projects/tackling-health-inequalities-through-action-on-the-social-determinants-of-health-lessons-from-experience>
- <https://www.instituteofhealthequity.org/projects/understanding-the-economics-of-investments-in-the-social-determinants-of-health>

### Where can I go to get help?

*new economics foundation* - <http://www.neweconomics.org/>

*Social Enterprise UK* <http://www.socialenterprise.org.uk/advice-services/services/consultancy>

*Salford CVS – voluntary, community and social enterprise sector organisations that are interested in finding out more about social value training and support can contact Salford CVS on 0161 787 7795, [www.salfordcvs.co.uk](http://www.salfordcvs.co.uk)*

### ✓ Action Point

Think about indicators of BOTH social value impacts AND the process that you are using to achieve that impact, and how often you might measure these indicators, to see if what you are doing is making the most difference.

### Conclusion:

This Toolkit aims to help organisations to maximise the social, environmental and economic value and impacts of all investment in the City. We hope that by describing how to achieve social value in different situations and for different parts of the commissioning cycle, working together, we can make the most difference in our City.

This document is a draft summary of a web-based resource, which is available at <http://www.partnersinsalford.org/salfordsocialvaluetoolkit.htm> .

