



Prince's Trust

SOCIAL VALUE CASE STUDY



Prince's Trust

Salford City Council

MEASURING THE BENEFITS AND IMPACT OF SOCIAL VALUE

WHAT ARE THE HEADLINES?

Keep on learning

- ❖ We discovered that Salford City Council already had plenty of social value tools available to them so there was no need to waste time devising more.
- ❖ Reviewing previous tenders and learning lessons from the process helps to inform future procurements.
- ❖ Cultivating relationships with key stakeholders help to make social value requirements Specific Measurable Achievable Relevant Time-bound (SMART)

WHAT IS THE CASE STUDY CONTEXT?

Exploring the possibilities

Salford City Council (SCC) aimed to consider ways that social value could be further embedded throughout their organisation. They were interested to learn how to measure the impact and benefits of the social value they were committed to implement. To achieve this, SCC linked with The Prince's Trust to draw on their social value expertise and to work together to develop a set of guidelines.

The guidelines would be aimed at their corporate procurement team and commissioners to help them:

- ❖ Develop,
- ❖ Quantify, and
- ❖ Measure social value,

throughout the procurement process and contractual management

This case study represents the work achieved over a six month period. It does not currently serve as a policy document for SCC.

HOW DID THE CASE STUDY GENERATE SOCIAL VALUE?

Opportunities for improvement

As we started to review the current social value work available to SCC, we realised that there were a number of documents already in place. These included a strategy, policies, frameworks, toolkits and checklists. It seemed unnecessary to develop a further social value tool, so we took the decision to gather past examples of where social value was part of the tendering process and use them to identify opportunities for improvement.

We (The Prince's Trust) started to generate social value by exploring what social value work had already taken place in the Salford area.

This helped us to:

- ❖ *See what lessons we could learn,*
- ❖ *Make improvements to get the best results, and*
- ❖ *Avoid unnecessary duplication*

This approach led us to identify opportunities for improvement

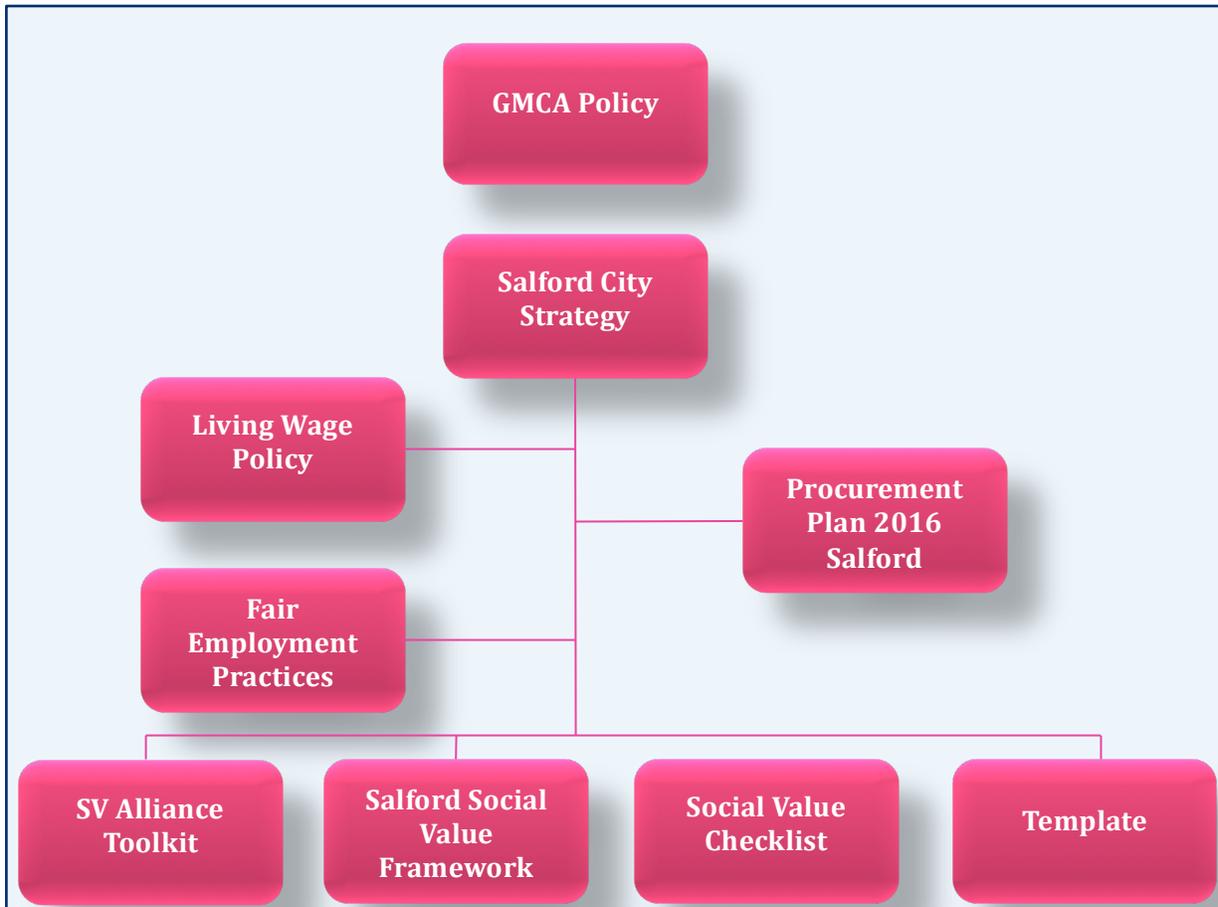
We generated social value by following these three steps:

1. Document review
2. Previous tenders review
3. Improving social value requirements

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Step 1 Document review

The figure below presents the documents we reviewed and how they linked to each other.



Key documents were the Greater Manchester Combined Authority (GMCA) Policy and Salford City Strategy. We also adopted the Social Value Toolkit document as our template. The figure above shows that this is positioned alongside the Social Value Checklist. Below are our findings for each of the three key documents.

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GMCA policy objectives

- ❖ **Promote employment and economic sustainability**
- ❖ **Raise the living standards of local residents**
- ❖ **Promote participation and citizen engagement**
- ❖ **Build the capacity and sustainability of the voluntary and community sector**
- ❖ **Promote equity and fairness**
- ❖ **Promote environmental sustainability**

Salford City Council has produced the City Plan 2013-2016.

There are four objectives:

- ❖ **A growing city**
Reducing worklessness, promoting use of local labour, improving education and skills including use of local supply chains, paying a living wage, increasing resilience of the workforce.
- ❖ **An innovative city**
Improving local integration, using products from sustainable resources, taking steps to reduce crime and disorder, reducing demand for services, improving public spaces, parks and community facilities.
- ❖ **A co-operative city**
Increasing opportunities for and valuing volunteering, increasing ownership and involvement of service users and wider communities, actively promoting equalities and community cohesion, increasing positive role models in the community, increasing community resilience, working closely with voluntary sector social enterprises and mutuals.
- ❖ **A caring city**
Protecting the most vulnerable. All residents can benefit from current and future opportunities to live rich and fulfilling lives.

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Social Value Toolkit

The social value toolkit separates the process into three different phases within procurement:

1. Embedding social value

Social value delivers economic, social or environmental benefits. It has the potential to achieve significant community benefit, plus it can yield positive medium to long term outcomes in a cost and resource efficient way.

To help embed social value into the procurement process, ask the following questions:

What does social value mean to you? Defining

Why do you want to generate social value? Benefits

How can social value be embedded? Develop an approach

Including social value criteria within the tender process can draw attention to local concerns.

Example

An area could be experiencing high numbers of young people not in education, employment or training. This information can prompt the stakeholders concerned to think more innovatively about finding solutions to deliver the results needed to make a difference.

2. Delivering social value

The delivery of social value focuses on:

Planning how

Procurement how do we incorporate social value in the procurement process

Providing achieving the organization's social value

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3. Demonstrating social value

This element focuses on *measuring* social value. Measuring helps to describe the impact that social value can have. It is important to evaluate:

The impact that the social value has had on Salford and its citizens.

After reviewing these documents we were equipped with the knowledge we required to review previous tenders and start to identify opportunities for improvement.

Step 2 Previous tenders review

After our document review we moved our focus to previous tender documentation, examining infrastructure projects in particular. This gave us a solid understanding of current social value requirements and how contractors responded to them. We gave particular attention to a project dedicated to enhancing the existing Greater Manchester bus corridors.

The project was looking extend in order to enable bus services to run through the Regional Centre.

There were a number of key aims associated with the project:

- ❖ Provide inks for areas of deprivation
- ❖ Improve employment, social and educational opportunities,
- ❖ Provide access to leisure, shopping and key facilities
- ❖ Reduce bus journey times, improve punctuality and reliability
- ❖ Reduce the carbon impact of future traffic growth

We believed that the social value requirements had a clear place in the Invitation To Tender (ITT). What we discovered was that despite the rationale behind the requirements being well described it was focused on the commissioner's perspective. What was lacking in the ITT was any thinking from the contractor's perspective and how they might respond to the social value ask. We realised that this had left the requirements open to misinterpretation or misunderstanding, in other words, the contractors were confused about what social value they were being asked to provide.

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When we compared the bidders' responses to this aspect of the ITT we found that none were able to offer any detail.

To the question:

- ❖ *"What activities you would undertake to deliver the social value requirement?"*

Were yielded vague answers that either promised support for SCC in *their* endeavours, or mentioned potential stakeholders with whom they might work in collaboration. None of the bidders were forthcoming with any detail regarding what social value they intended to achieve, or how they would achieve it.

Fortunately, the successful bidder did provide some welcome social value through the delivery of their contract:

- ❖ Training provided for three long term unemployed people
- ❖ Tarmac removal from a local park
- ❖ The successful delivery of community construction schemes, including site clearance of a local school
- ❖ Maintaining >40% of the contract value within the local supply base
- ❖ Helping to deliver a garden project to a local vicarage
- ❖ Repairing pot holes for a local sports club

Based on this level of contractor commitment to social value, we were convinced that there was the potential for more, had the requirements fully embraced the contractor's perspective within the ITT.

Step 3 Improving social value requirements

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With the knowledge we had gleaned from our review of previous tenders we decided to move forward by hosting a workshop with the aim of improving the social value requirements in an upcoming tender, targeted at the construction sector.

Our workshop agreed the following points

- ❖ **Contractors should be properly supported in their delivery of their social value offer** For instance, commissioners could work in collaboration with key stakeholders to provide a communications support strategy for contractors.
- ❖ **Local authority strategic partnerships should know their priorities and communicate effectively what they mean** For instance, if the aim is to provide support for those farthest away from the labour market, then the priority groups, such as these need to be clearly articulated within the ITT.
- ❖ **Commissioners need to think more innovatively** For instance, traditional apprenticeships are not always suitable for those less job-ready. Offers of training or work experience could be more appropriate.

A key outcome of the workshop was reaching the understanding that the social value ask has to be more prescriptive, in order for contractors to be able to successfully deliver it.

Better articulation of the social value ask

Example

If work experience is required, explain:

- ❖ Who is being targeted?
- ❖ Who are the partners involved?
- ❖ What support will they receive?
- ❖ What are the referral routes?

Provide a method statement incorporating a named social value contact to provide support for individuals and describe how the social value outcomes should be reported.

WHO ARE THE CASE STUDY PARTNERS?

Authors

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Co authors

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WHAT HAS BEEN THE IMPACT?

Inspiring innovative thinking

Although the learning from our case study is yet to be adopted as policy by SCC, we are convinced that we have played a part in bring social value back into the spotlight. Through asking the right questions and engaging with the right stakeholders, we believe that we have helped to inspire commissioners to place more emphasis on understanding the supplier perspective and be clearer about the social value outcomes they want to see delivered. The impact of our work, like the impacts made by social value, is difficult to measure but for those involved, they still make a difference.

WHAT HAVE BEEN THE KEY AREAS OF SUCCESS?

Be SMART about social value

Our key areas of success can be described using the mnemonic acronym: SMART

S

Make the social value requirements in the ITT specific. If the social value focus lies in creating job and training opportunities for young people Not in Employment, Education or Training (NEET) from the local area, you could specify:

SPECIFIC

X or a minimum number of X employment opportunities need to be provided by the contractor for NEET young people. Job outcomes are required and defined as a person starting in this job and sustaining the job for X months. X training opportunities need to be provided for NEET young people. Training opportunities will be counted from a minimum of two weeks per person.

The following outcomes will count:

- ❖ *Jobs: full time jobs; apprenticeships; and, part time jobs.*
- ❖ *Training: work experience for a minimum of two weeks; shorter courses but over a longer period of time which focus on a particular area of work in the sector in which the company is working.*

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It would be helpful for contractors if commissioners provided them with guidance regarding how the social value they deliver is to be measured, in order to properly evidence their outcomes. Continuing with the focus on NEET young people, you could ask:

MEASURABLE

Please submit a detailed project plan on how you will reach these numbers for both the job and training opportunities. In this project plan, it needs to be clear: when these activities are expected to take place; who is responsible for each element (if you choose to work with another partner to deliver these activities); and how you will ensure you work with the cohort we expect you to work with.

*We expect you to send a detailed report on progress at the end of every *insert duration* which highlights the outcomes achieved.*

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It would benefit the contractor if commissioners provided guidance regarding what they would consider to be achievable within the limits of the contract and supported them in delivering their social value outcomes. Contractors find it useful to know what job and training numbers are expected, for instance, and they welcome introductions to stakeholders from the wider community who could help them achieve their social value aim. You could state:

ACHIEVABLE

We will support you in accessing networks which support NEET young people in our area. We expect a minimum of 4 NEET young people to find a sustainable job and a minimum of 8 NEET young people to participate on training opportunities.

Can you confirm that you are able to meet this requirement?



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It is advantageous for commissioners to explain the rationale behind their social value ask. This raises the contractor's knowledge and in turn increases their capability to deliver. You could contribute to this, with:

RELEVANT

One of our key priorities is reducing the numbers of NEET young people in our area. It is a priority for SCC to undertake activities in order decrease this number and give the NEET young people a chance to get into education, training or employment.

In your response, please state which activities you intend to undertake and how they will meet this priority. Can you confirm that you are able to meet this requirement?

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Commissioners should be clear about when they expect their social value outcomes to be delivered to avoid delays. This can be as simple as:

TIMEBOUND

Please state clearly when the activities will take place and when you expect the outcomes to be achieved.

WHAT HAS BEEN LEARNT?

A more robust process

We learnt that by taking a more methodical approach (SMART) to the questions in the ITT, the tendering process could be made more robust. As a consequence the subsequent scoring and contract monitoring aspect of the process could be far better facilitated as all parties involved were clearer about what was required. We are pleased that SCC agrees and has made a commitment to review their tendering documentation accordingly.

We are also delighted that SCC is keen to continue to collaborate with The Prince's Trust and draw on their experience and specialized expertise in connecting disadvantaged young people with training and employment opportunities. It is envisaged that The Prince's Trust will take an active role in future market consultation exercises as well acting as a sign post service for potential service providers, by providing guidance on how to best satisfy SCC's social value requirements.

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WHO CAN I CONTACT?

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FURTHER INFORMATION OR LINKS

www.princes-trust.org.uk

www.salford.gov.uk

www.salfordsocialvalue.org.uk



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