

SOCIAL VALUE

COMMISSIONING TOOLKIT



www.rotherham.gov.uk

CONTENTS

	Foreword	3
SECTION ONE		5
1.	Introduction	5
1.1	What is this Social Value Toolkit for?	5
1.2	What is the Social Value Act 2012?	5
1.3	Definition of Social Value	5
1.4	Social Value Policy – Creating Social Value in Rotherham	5
1.5	National Themes Outcomes and Measures	6
1.6	Rotherham Themes Outcomes and Measures	6
	QA	6
SECTION TWO		7
2.1	When to apply social value in the commissioning and procurement process	7
2.2	Strategic Commissioning and Procurement	8
2.3	Applying social value during the commissioning and procurement cycle	9
2.4	Identifying the needs and priorities	11
2.5	Developing the internal business case	14
	QA	17
2.6	Equality analysis and social value	20
2.7	Developing the service specification and co-production	22
2.8	Optimising social capital	23
2.9	Social value during market development	27
	QA	29
2.10	Route to market	30
2.11	Social Value Portal	31
	QA	32
2.12	Monitoring the delivery of social value	34
	QA	34
SECTION 3		35
3.1	Commissioner support, collaboration and case studies	35
3.2	Contacts and Queries	36
3.3	Resources	37
	Key organisations	37
	Key documents	38
	Key Links	41

FOREWORD

Social Value can make a huge difference to our local communities the Council adopted the Social Value Policy in 2019. The aim of the policy is to maximise the local impact of the Council's spend, with key elements taking forward:

- Raising the living standards of Rotherham residents and commitment to working towards the Living Wage Foundation Real Living Wage.
- Increasing the proportion of the Council's expenditure which goes to local businesses and providers.
- Building social value into all council contracts and maximise the impact gained from every pound spent, through the introduction of a rigorous system for assessing and measuring social value.
- Commit to the principle of co-designing services wherever possible.

Social Value represents additionality that goes a step beyond the core contract requirements enabling true benefits to the people and communities of Rotherham by the very nature of the commissioning activity that is undertaken.

Under the Council's adopted policy, social value is determined and measured using the national "themes outcomes measures" (TOMs) framework. This enables a monetary calculation of how much social, local and economic value added (SLEVA) has been secured in contracts, with the delivery of this closely monitored throughout the life of the contract. This approach ensures that where contracts are multi-year that social value is delivered over the lifetime of the contract, rather than in single action or contribution.

Rotherham Metropolitan Borough Council has developed its own bespoke measurement framework comprising 36 measures, across 5 themes, derived from the National TOMs (2021), designed to have a positive impact on the economic, social and environmental wellbeing of the Rotherham community. These are:

- **Jobs:** Promote Local Skills and Employment.
- **Growth:** Supporting Growth of Local and Small Business.
- **Social:** Healthier, Safer and more Resilient Communities.
- **Environment:** Protecting and Improving Our Environment.
- **Innovation:** Promoting Social Innovation.

Since 2019, significant progress has been made to secure social value commitments as part of the Council's contracts. Achievement against the social value commitments are recorded and published in the Annual Social Value Report (Link?) which also sets out the key priorities for the coming year. Amongst the key priorities for 2022, is the launch of the Social Value Commissioning Toolkit to promote further embedding Social Value across the Council to secure the best possible outcomes and returns for the people of Rotherham.

A “Social Value by Design” approach will embed existing best practice and help create innovative ways to achieve social value. The “Social Value by Design” concept underpins the Councils’ commitment to work in a collaborative way with the market in order that opportunities to deliver positive social value outcomes are maximised. Sponsoring social value throughout each stage of the commissioning cycle will increase the positive local impact of the Council’s spend.

It is therefore sensible that we should make available to commissioners, procurers, and providers the very best tools to achieve social value through contracts awarded by the Council.

This Social Value Commissioning Toolkit illustrates to the Rotherham market clear expectations and what support is available from the Council. It accompanies the Social Value Policy, guidance and information and aims to enhance the skills and knowledge held by commissioners and procurers in Rotherham. It has been produced to ensure that all staff understand the importance of social value and are able to maximise all opportunities throughout the contract.



SECTION ONE

1. Introduction:

1.1 What is this toolkit for?

This toolkit has been designed as a guide for commissioners, procurers and providers. It provides guidance to support commissioners, procurers, and providers of goods, services and works in any sector, to embed the principles of social value into the Council's procurement process in a proportionate way.

It is aimed particularly at commissioners and procurement officers and those advising on legal issues to inspire and generate ideas when considering the many options available in the process of delivering social value as part of the commissioning and procurement cycle.

1.2 What is the Social Value Act 2012?

The Public Services (Social Value) Act 2012 for public services was passed in February 2012 and came into force in January 2013. The Act which is administered by the UK Cabinet Office provides the statutory requirement for all public authorities to consider (a) how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and (b) how, in conducting the process of procurement, it might act with a view to securing that improvement.

1.3 Definition of Social Value:

Defining what social value means and providing evidence that such value can be created should be at the heart of commissioning and procurement. There is no single definition of social value, but it is the recognition of the importance of social, environmental, and economic impacts on the community and the people living in these communities.

Social value is defined by the Social Value Hub (Source: Rotherham Social Value Policy):

'The benefit to the community from a commissioning or procurement process over and above the direct purchasing of goods, services and outcomes.'

This definition is the one that has been adopted by the Council.

1.4 Social Value Policy – Creating Social Value in Rotherham:

In October 2019, the Council's Cabinet approved the implementation of the Social Value policy which sets out the Council's approach to Social Value and the practical steps it will take to maximise the local impact of the Council's expenditure.

The Social Value Policy sets out 6 key outcomes:

- Raising living standards for residents
- A strong local economy with employment and skills opportunities and a growing business base
- Young people have the opportunity to develop skills and find worthwhile employment

- Equality of opportunity for disadvantaged people and communities including disabled people
- Strengthened and sustainable community and voluntary sector
- Greater environmental sustainability including accessible green public spaces.

Rotherham's Social Value Policy can be found at:

<https://moderngov.rotherham.gov.uk/mgConvert2PDF.aspx?ID=123080>

The Council has made a commitment to ensure that through its processes and procurement procedures that it will aim to maximise the social value available from its commissioning and procurement activity.

Further information on the Rotherham Council approach can be found at:

www.rotherham.gov.uk/council/social-value

1.5 National Themes Outcomes and Measures:

The Social Value Framework contained within the Policy sets out the specific key measures / actions the Council are seeking suppliers to deliver through the contracts it awards, which are derived from the National Themes Outcomes and Measures (TOMs).

The National Themes Outcomes and Measures can be found at:

<https://socialvalueportal.com/solutions/national-toms/>

1.6 Rotherham Themes Outcomes and Measures:

The Council has developed its own bespoke measurement framework. Detailed descriptions, guidance and evidence requirements for each of the Rotherham's TOMs are included at the following link.

www.rotherham.gov.uk/downloads/file/2523/guidance-of-social-values

QA

Q Where can I get more information and training on social value?

A. Provider sessions are held every month. Please refer to the Social Value Portal Guide:

<https://socialvalueportal.force.com/sArticle?id=a060K00001JRIO8>

and

Using the Social Value Portal for Bidders & Suppliers <https://www.youtube.com/watch?v=jd6Zv18AgLk>

Q What difference does social value make to the Council and communities across Rotherham? How do we evidence and communicate this?

A This evidence and narrative will need to be considered over a prolonged period of time and the distance travelling captured as part of contract management activity.

SECTION TWO

Commissioning and Procurement

2.1 When to apply Social Value in the commissioning and procurement process:

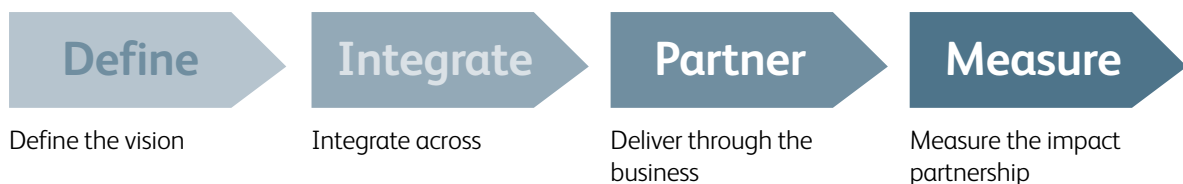
To fully create social value in the public sector, the economic, environmental, and social benefits should be considered; throughout the commissioning (i.e., needs assessment, design, market engagement, performance review), all stages of the procurement process - pre-procurement, selection, contract award, contract conditions and management.

To achieve real social value the Council's commissioners must be creative in order to discover how such benefits can be realised. This includes ensuring that the full thought process has been undertaken where a new commissioning activity/need is identified.

Throughout every phase of the commissioning cycle/procurement cycle systems should be put in place to ensure that social value is achieved. Commissioners should consider the **social benefits** in the **design of services** and **specifications**.

The specification and contract should be designed with social value in mind and contractual clauses must be clear on what the purchaser expects the provider to evidence in achieving their social value commitment. The consequences if their social value commitment is not achieved must also be made clear.

Figure 1. The Social Value framework



Adapted from: Temple, N., Wigglesworth, C. and Smith, C. (2014), Communities Count: The Four Steps of Unlocking Social Value, Social Enterprise, London.



2.2 Strategic Commissioning and Procurement

It is important to understand what is meant by commissioning, as the term may be used interchangeably when discussing contracting, purchasing or procurement. There are many definitions; however, the Cabinet Office (2016) defines commissioning as:

Commissioning is essentially the effective design and delivery of policy, solutions, or services. The best commissioners have the confidence to challenge the status quo, take on radical change, collaborate effectively with external stakeholders, gain a deep understanding of the need and target resources effectively to meet those needs.

www.gov.uk/guidance/the-commissioning-academy-information

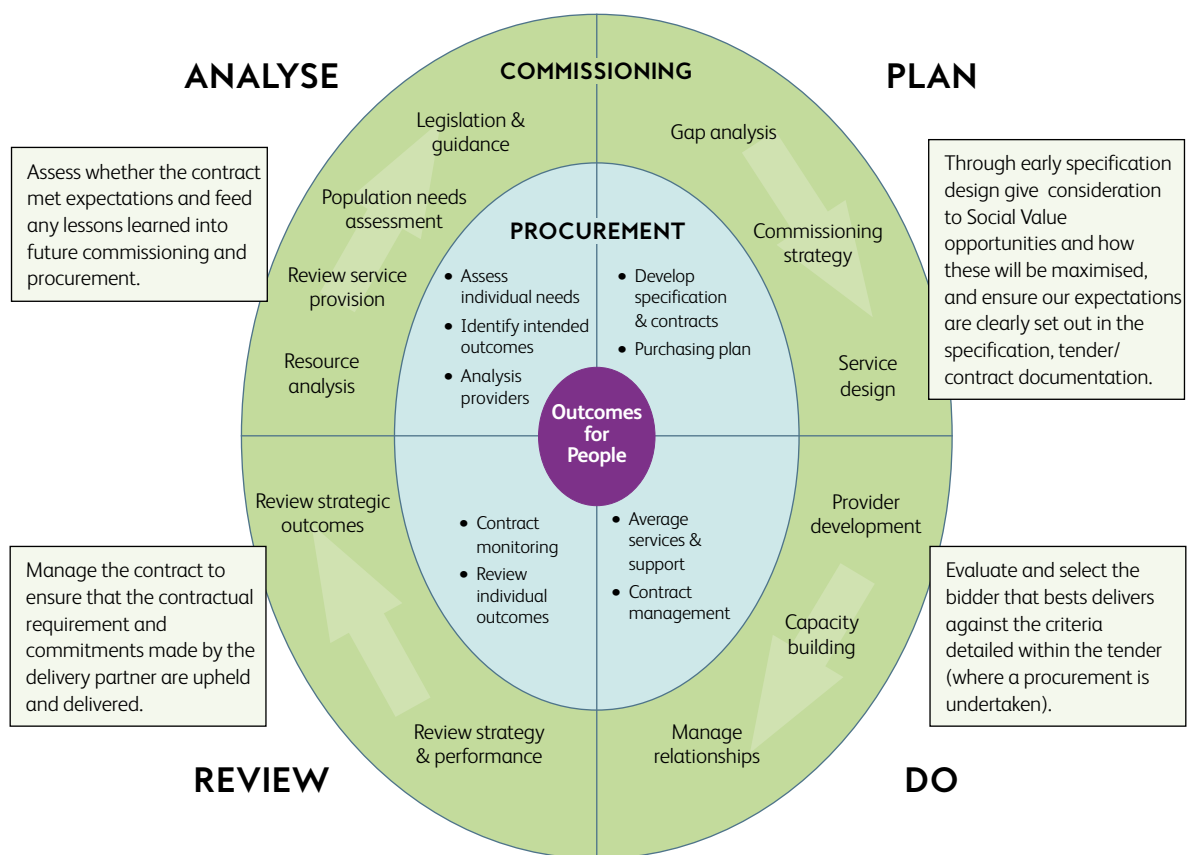


Figure 2. The Commissioning Cycle and Procurement Cycle:

The LGA definition:

Commissioning is the strategic activity of identifying need, allocating resources, and procuring a provider to best meet that need, within available means.

Commissioning is a broad concept and there are many definitions. Commissioning combines effectiveness and efficiency – the best possible outcomes within the resources available and sees procurement as the means of achieving this. It is an on-going process that applies to all services, whether they are provided by the local authority, NHS, other public agencies, or by the private sector or civil society. Most definitions of commissioning paint a picture of a cycle of activities at a strategic level.

There are variations of the picture of the cycle, but they include the same logical process and are concerned with whole groups of people and communities, including:

- assessing the needs of a population, now and in the future
- setting priorities and developing commissioning strategies to meet those needs in line with local and national targets
- securing goods, works and services from providers to meet those needs and targets
- monitoring and evaluating outcomes
- consulting and involving a range of stakeholders, people who access the service-their natural *forms of support and communities in the whole process.*

Strategic commissioning enables local authorities and their partners to procure services that will deliver the priority outcomes set out in their strategic plans.

2.3 Applying Social Value during the commissioning and procurement cycle

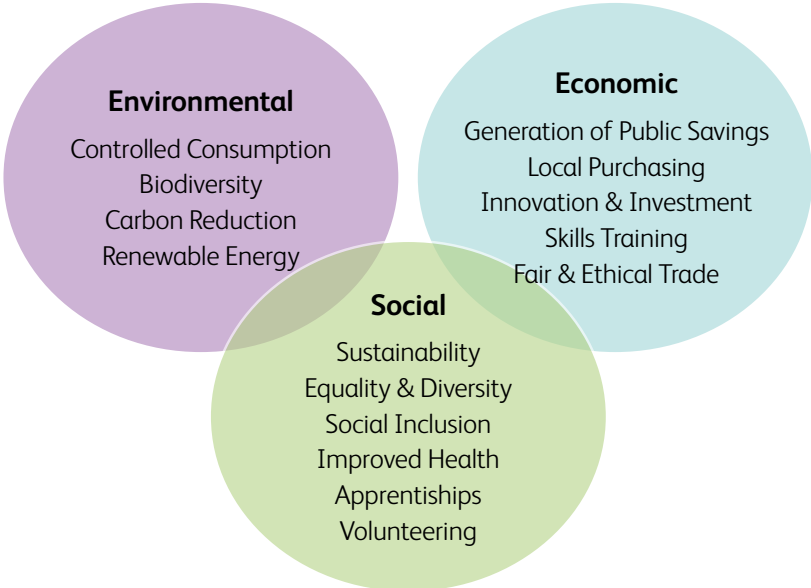
To achieve real social value through our commissioning and procurement of contracts, we must learn to think how such benefits can be realised. A full thought process has to be undertaken where a new commissioning/procurement activity/need is identified. The areas commissioners must consider at the planning stage include

- Why are we doing this?
- What can we achieve for all the stakeholders involved?
- Are there any other outcomes that can be achieved?

The broad headings that fall into the sphere of social value should be considered within the context of identified need. Where social benefits can be obtained, this can lead to significant impact in achieving the Councils Social Value objectives. The table below illustrates the broad sphere of Social Value to stimulate thought processes.

The Broad Themes of Social Value are represented in figure 3:

Fig 3



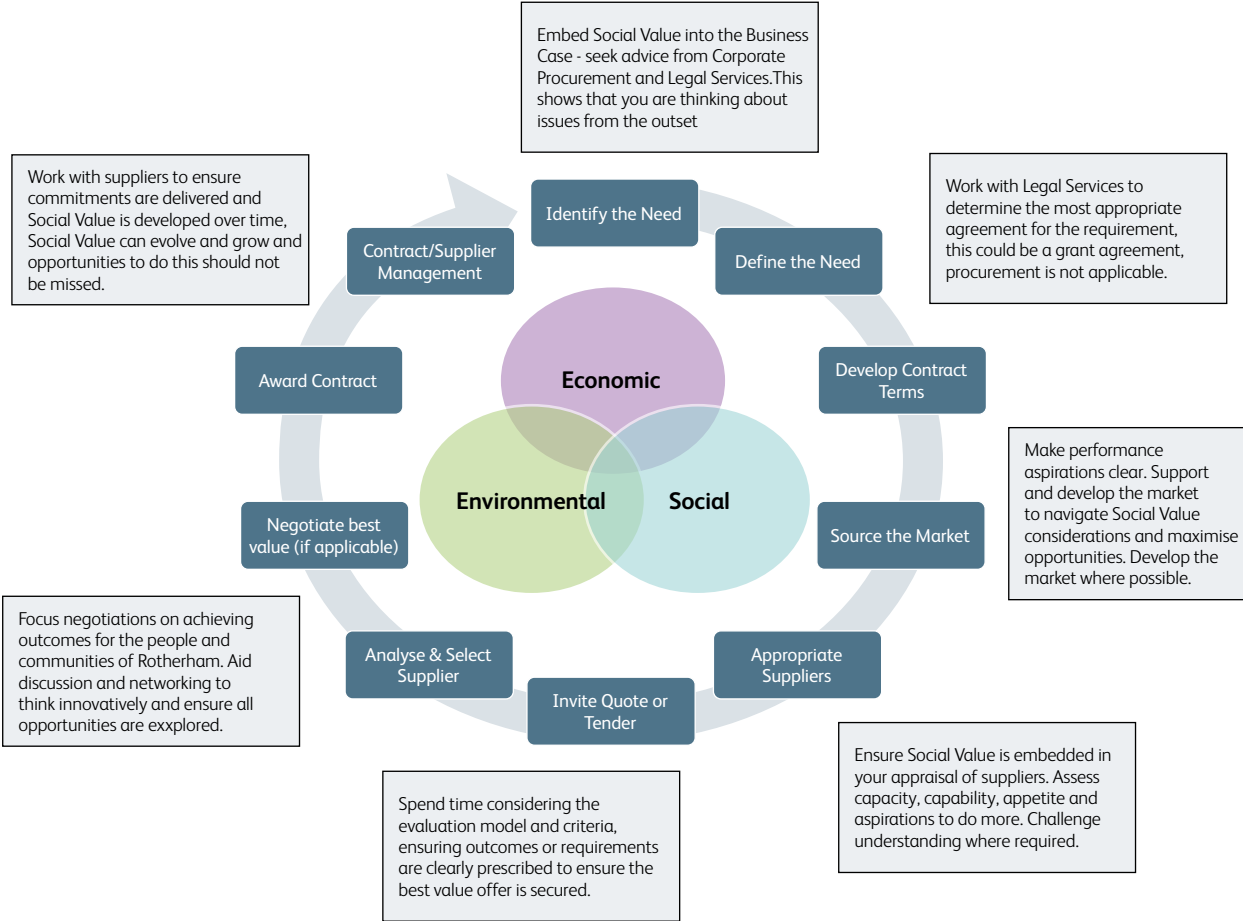
To ensure the success of delivering additional social value through a contract commissioners must ensure that the requirements are embedded into the process. Dependent on the route to market chosen, where and how social value can be delivered needs to be identified.

With the ambition to increase the percentage of spend within the local area, this must be reflected throughout all commissioning activity as defined in the Councils Financial and Procurement Procedure Rules, when undertaking quotation activity at least one must be sought from a local organisation, evidence records must be kept when this is not possible.

Formal commitments must be sought for spend activity which exceed £100,000 in line with the TOMS framework.

If it is not possible to apply social value criteria, i.e., contracts which fall beneath the threshold value, or where the Council is the conduit to generating the funding raised by the provider but has no leverage on how this funding should be spent, commissioners can still apply performance aspirations that would assist in delivering benefits. This would mean the provider has no obligation but rather an agreed aspiration. Such proposals cannot be considered when awarding a contract but incentivisation of this philanthropic behaviour may still generate social value. Figure 4 illustrates when and where to bring clarity about the social benefits to be achieved during the pre-contract commissioning and procurement activity.

Fig 4



2.4 Identifying Needs and Priorities:

2.4.1 Needs

A Needs Analysis is a process that provides a profile of a local community and its future needs. It considers the economic, social and environmental needs of local residents and businesses and can cover demographic trends, inequalities, experiences and expectations, supply and demand of services, gaps and priorities. A Needs Analysis is a vital first step in developing a targeted approach that maximises the social value produced to be delivered in the area.

The commissioning and procuring of services may be created:

- as a result of change in national or local strategic direction,
- to respond to increased/reduced demand,
- as a result of change in law,
- to reduce costs and increase efficiency,
- to address quality issues,
- as a result of development in technology
- to address inequality issues
- simply because the existing contract is reaching its full term.



To establish the need commissioners and procurers will need to consider:

- Local, regional and national context
- Quantitative analysis
- Qualitative analysis
- Analysis of existing provision
- Gap analysis

2.4.2 Priorities

In addition to the core purpose of the commissioning/procurement strategy it is important to establish what wider strategic priorities the Council has agreed. Whilst the Council has set out priorities in the Rotherham Social Value - Themes Outcomes and Measures (TOMs): www.rotherham.gov.uk/downloads/file/2523/guidance-of-social-values; there are a range of overarching policies and strategy documents which will help to identify the wider priorities for the Council which are relevant to achieving social value.

Priorities set out in the Council's key plans and strategies will guide commissioners and providers to target areas where they can choose to align their social value commitment to increase positive impact. *For example:*

- providing new community facilities,
- support positive outcomes to be achieved in social issues,
- promote wellbeing of the community or the local economy,
- creating more jobs and
- developing disability services

A range of key documents (though not exhaustive) which indicate to the commissioner and provider the local need and priorities are identified below:

Rotherham Council Plan

www.rotherham.gov.uk/downloads/download/83/council-plan

Rotherham Directorate Service Plans

<http://rmbcintranet/Directorates/ACE/KPSP/SitePages/ServicePlans.aspx>

Rotherham Ward Plans

www.rotherham.gov.uk/homepage/120/ward-plans

Rotherham Economic Growth Plan

www.rotherham.gov.uk/downloads/file/672/rotherham-economic-growth-plan-2015

Rotherham Housing Strategy

www.rotherham.gov.uk/strategies-plans-policies/rotherham-housing-strategy

Rotherham Health and Wellbeing Strategy

www.rotherhamccg.nhs.uk/Downloads/Our%20plan/Rotherham%20Joint%20Health%20and%20Wellbeing%20Strategy.%20Designed%20version.%20FINAL.pdf

Joint Strategic Needs Assessment

www.rotherham.gov.uk/data/

Rotherham Digital Strategy

www.rotherham.gov.uk/council/digital-strategy/1

Rotherham Integrated Health and Social Care Place Plan

www.rotherhamccg.nhs.uk/Downloads/Our%20plan/ICP%20Place%20Plan%20Final%20March%202020.pdf

Add Others in development

Adult Care - Market Position Statement – [Link](#)

Director of Public Health Annual Report – [Link](#)

Unpaid Carers Strategy – [Link](#)



2.5 Developing the internal business case

2.5.1 Resources

Council resources will always be limited by available budget either in capital terms or revenue terms. Options appraisals to support recommendations about the allocation of resources needs to demonstrate that the broad social value benefits are assessed is essential. Articulating the benefits and social value can help build support for the allocation of resources.

Commissioners should evidence in their options appraisal and business case that social value has been thoroughly considered to make sure that the money spent by the council will bring benefits to and for local people.

Commissioners should be willing to explore a broad range of radically different alternative solutions that might offer greater social value at the options selection stage. The considerations set out below are intended to stimulate creative thought processes.

2.5.2 Targeting

Commissioners should consider targeting resources at those people in need, services that are a priority and at the right stage to have maximum effect on outcomes based on population needs assessments. There may be eligibility thresholds to be considered which may influence the decision making process, i.e., needing to target a particular cohort would mean less capacity for the wider community.

2.5.3 Optimising resources

Commissioners should consider optimising resources – including money, community and user resource, assets. This could mean redesigning internal or external workforce to deliver a service or return for the end user; optimising public buildings in an area to collectively create best value for the community; or building community resilience or skills.

2.5.4 Choosing the right mechanism

Commissioners should determine the right mechanism to best achieve the desired outcomes i.e., traditional approaches including procurement, grants, service level agreements, performance management to a focus on pooling budgets (i.e., Section 75), market management, partnership building, enhancing choice, harnessing voluntary and community resources and capacity, influencing partner spend and users' decisions and behaviours.

2.5.5 Delivery Options

Commissioners and procurers can use their spending power to ensure social value can be directed towards micro, small and medium-sized businesses and encourage business development through, for example, managing support programmes for microbusinesses which benefit the local economy. Micro, small, medium-sized businesses, and sole traders are

diverse in nature, they can be run by those representing the needs of different communities providing insight into the fabric of places.

- Definition:
- Micro = <10 employees
- Small = <50
- Medium = <250 employees

2.5.6 Partnering the Public Sector and the Voluntary Community Sector (VCS)

The Rotherham Compact is a framework for partnership working recognises the contribution, the VCS can make to improving the lives of individuals and communities. Forming partnerships with local charities, community groups and businesses who may have a better understanding of the needs and solutions, is a good way to identify opportunities for action. The Rotherham Compact sets out how the public sector and the VCS can get the most out of partnership working by meeting their respective commitments. Procurement approaches may be limited to mutuals/co-operatives.

2.5.7 Collaborative commissioning and procurement

Collaborative commissioning and procurement between local authorities to achieve commissioning outcomes at scale may achieve efficiencies in terms of cost and effort and attract new resources through a partnership agreement with a supplier or range of suppliers.

2.5.8 Outcomes-based commissioning

Outcomes-based commissioning not only involves a focus on outcomes rather than outputs but also the use of a population approach, metrics and learning, payments and incentives, and co-ordinated delivery across providers; it places a greater focus on the strategic and planning elements of commissioning, leading to changes in the commissioning cycle as well as engagement of service users and providers <https://www.local.gov.uk/icbo>



2.5.9 Useful Techniques to support the Business Case

Developing a business case with commissioning and procurement partners will be required to create an investible proposition within the Council, subject to political ratification by the Cabinet where appropriate. The business case should contain the overarching objectives, the requirements, the wider financial and non-financial impact of the proposed interventions, including the wellbeing of individuals and communities, social capital and the environment and the net social and environmental benefits (and value) generated either as financial or non-financial (or both) performance. Officers should use the national themes, outputs, and measures (TOMs) in the business case to emphasise the social value potential to be achieved.

A range of analysis tools can be utilised to inform the development of the business case such as: PESTEL analysis to examine the macro forces relevant to the project you are undertaking i.e.

- Political (e.g., government zero carbon target)
- Economic (e.g., number of jobs created)
- Social (e.g., social inclusivity of marginalised groups)
- Technical (e.g., donation of IT equipment to disadvantaged groups)
- Environmental (e.g., recycling IT equipment)
- Legal (e.g., meeting the duty under the Social Value Act 2012)

SWOT analysis to identify the Strengths and Weaknesses, possible Opportunities, and potential Threats to inform the strengths and opportunities to incorporate social value.

Strength	Weakness
Economic Growth plan - effective partnership working with Rotherham Youth Enterprise, schools, and colleges to promote self-employment and ensure that local people have the skills needed by business	Basic skills, particularly in the long-term workless remain an issue for Rotherham, with 35 % of people aged 16-64 having no qualifications or being qualified to below NVQ level 2
Opportunity	Threat
Rotherham Business Growth Programme - Link people to relevant job opportunities and providing them with the skills to carry them out. (Rotherham Metropolitan Borough Council -2015)	EU exit - 98 % of care workers do not meet the pay thresholds to immigrate to the UK. (Skills for Care, 2021)

2.5.10 Assessing value for money

The latest Public Procurement Reform aims to take forward a change from the use of Most Economically Advantageous Tender (MEAT) to be replaced with Most Advantageous Tender to reinforce the message to contracting authorities that they can take a broader view of what can be included in the evaluation of a tender. Assessing value for money- (nao.org.uk)

The evaluation criteria for a procurement would be determined on a project by project basis, for contracts with a value of £100k> 20% of the evaluation criteria would represent social value. Commissioners can determine percentage weightings for the remaining criteria, and this may mean a high percentage is allocated to cost or quality.

An alternative approach (usually at the commissioning stage) is to try to move social value into the “Core” specification. So, for example, if the specification is to construct housing there will be social value in asking the contractor how they intend to ensure that they provide appropriate green spaces or play areas. We might also ask how the contractor would support the existing retail sector or how might the transport infrastructure be improved. The benefit of this approach is that social value outcomes can be driven by the commissioner with specific focus.

QA

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 What is ‘relevant’ Social Value?

A Social value encompasses a broad menu of social, economic and environmental benefits. 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.

QA

Q What about a direct award where exemption from competition has been agreed? Do I still need to deliver Social Value via the contract?

A Yes, the policy is applicable to all direct awards.

Q What happens when contracts are joint i.e., when working with the NHS? How will Social Value play out?

A If the Council is the lead commissioner the full policy is applicable, if another authority adopts this role the policy should be encouraged and driven forward where possible.

Q How proportionate are Social Value Outcomes in situations where a provider's volume of delivery expands and contracts over time?

A The mechanics of complex contract models and expectations for social value will be designed on a project-by-project basis. The overall aim is to maximise the golden thread of social value through all contracts awarded. Organisations will be required to deliver commitments that are relevant and proportionate, and suppliers should be encouraged to maximise outcomes where they can.

Q Some commissioning methodology is undertaken on an individual basis e.g., when people choose their own care i.e., Direct Payments. How do we achieve agreed social value targets in these situations?

A At present the TOMS approach is only applicable to procurements inclusive of exemptions and direct awards, this may be expanded in the future to include other commissioning options such as grants.

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.
- Gain an understanding of the things that are important to our customers and communities
- Identify the social, economic and environmental outcomes you are looking to 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

And by using the resources indicated in this Commissioning Social Value Toolkit.

QA

Q How will I have access to Local Needs analysis to target priorities for specific communities against Social Value TOMs?

A Using the resources indicated in this Commissioning Social Value Toolkit will support the identifying of needs and priorities.

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 lowest cost is not always a true representation of best value. Achieving value for money can be described as using public resources in a way that creates and maximises public value. The National Audit Office (NAO) uses three criteria to assess value for money of government spending i.e., the optimal use of resources to achieve the intended outcomes:

- Economy: minimising the cost of resources used or required (inputs) – spending less.
- Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well; and
- Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely.

Q Do we need to ask social value questions at selection stage (i.e., in the selection questionnaire)?

This will be developed on a project by project basis and will not be applicable to below threshold procurements and therefore will be considered as part of the Business Case.

Q How do we apply social value in framework-type arrangements (e.g., how do we impose social value obligations on operators who are members of the framework who might not hold any ‘call-off’ contracts where services are required from time to time)?

The application of Social Value for framework type arrangements will be considered on a project-by-project basis. For frameworks established by the Council this will be determined as part of the Business Case. When utilising an existing framework that may have been set up by another Public Sector body or a Professional Buying Organisation, consideration of Social Value will need to take place in line with the guidance prescribed by the framework.

Q Does social value just apply to contracts over 100k?

A As highlighted within the body of this toolkit, the ambition of the Council is to increase the percentage of spend within the local area, this must be reflected throughout all commissioning activity as defined in the Council’s Financial and Procurement Procedure Rules. When undertaking quotation activity at least one must be sought from a local organisation, evidence records must be maintained when this is not possible.

Q How does social value apply to grants?

A Consideration should be given to the policy for all Council expenditure and where possible embedded as part of the resulting agreement.

Q How can social value be implemented across multi LA consortium frameworks, with some LA s that do not prioritise social value?

A This is a corporate priority for the Council and therefore should be prioritised when negotiating the key criteria when collaborating with other local authorities.

2.6 Equality Analysis and Social Value:

Equality Analysis (EAs) provide a useful tool to assess the implications and potential impacts of decisions upon communities. EAs are carried out whenever Commissioner's plan to establish, change, or remove a service, policy, or function, and should be an integral part of service planning and policy development.

EAs support commissioning best practice by ensuring that the services the Council commission and procure can be evidenced as meeting the needs of Rotherham's residents .

Through the analysis of policies, services, or functions EA's support the Council to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- Advance equality of opportunity between people who share a protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

The Equality Act 2010 explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Essentially EA's support our statutory obligations by providing a means to both assess equality and evidence its consideration in decision making, however, they are also a useful commissioning and procurement mechanism to ensure that services meet the needs of our communities as they assist us to:

- develop a better understanding of the community we serve
- target resources efficiently to get better outcomes
- adhere to the transparency and accountability element of the Public Sector Equality Duty

Effective commissioning and procurement requires that the decisions the Council makes are rooted in a firm evidence base on which to build, design, and shape services delivered within Rotherham. As 'live' documents, EAs should continually be updated to respond to change. It is therefore vital that EAs are fully integrated into the Councils commissioning and procurement process, forming a key part of provider and citizen engagement, evidence evaluation, and option appraisal.

The evidence needed for an EA will differ depending on the nature of service change and the groups potentially impacted. However, evidence that may need to be consulted falls broadly into two groups, evidence that already exists and evidence that the Council needs to gather through consultation.

Evidence that already exists can include:

- Statistical data (e.g., Census, ONS etc),
- Joint Strategic Needs Assessment
- Rotherham Data Hub
- Commissioning Strategies
- National Policy, Reports, Surveys and Research
- Internal data i.e., Local Authority System data and other information systems

Evidence gathered through consultation can include:

- Focus groups with stakeholder
- Questionnaires
- Formal consultation

When considering the equalities implications, it is necessary to involve others who may offer challenge to views or some evidence of impact. As well as the public, charities or community groups whose purpose has specific aims directed towards the relief by reason of disability and concern for people/groups/situations are an essential element. Modes of evidence gathering may need tailoring to meet the needs of specific groups such as learning disabled adults (independent advocacy), sensory impaired (British Sign Language), etc.

Link with Social Value

The detail of Equality Analysis (EAs) can provide insight and evidence of equality issues and Equality Analysis Action Plans (EAAPs) detail any action which needs to be taken to remove or minimise disadvantage for an individual or group with a protected characteristic.

These EAs and EAAPs actions will be a valuable resource of information which can guide commissioners and providers if used to align their social value commitment to increase positive impact where disadvantage may exist.

2.7 Developing the service specification and co-production:

The specification must set out the detailed requirements for the contract, including the social/ community benefits. While the details will vary from contract to contract there are a number of common elements that are included in specifications. These include:

- Reference to the Social Value Policy
- Legal underpinning for the requirements
- Access to the Social Value Portal to indicate the measurable performance indicators relating to the required outputs, monitoring and performance review requirements
- a disclaimer to protect the provider from claims relating to any supply-side interventions they make.

As with all other elements of the specification, these need to be drafted into clauses that are unambiguous and provide a 'level playing field' in the tendering process for contractors.

2.7.1 Co-production of a service specification

Co-production operates at many levels: strategic, service design and development and individual. It means people are involved as an equal partner in designing the services they receive. The term Co-production is more common to service design associated with health and care services, however, infrastructure projects involving capital spend are not limited to simply delivering the engineering outputs. By focussing on the broader social outcomes, infrastructure projects can create additional social value and can help address local socio-economic issues and inequalities;



create jobs for previously unemployed people; provide opportunities for Small and Medium Enterprises; and ultimately increase the quality of life of people involved in, or impacted by, an infrastructure project.

The term Co-design is applied in these cases but is interchangeable with terms ‘participatory design’ and ‘co-production’ and mean local people and organisations are actively engaged in informing the vision and brief, in ideas generation and in decision-making.

Co-production involves professionals, members of the public and organisations representing, i.e., faith groups, people with lived experience of the service, marginalised groups (BAME, LGBTQ+, Gender Based, Disability – physical, sensory, mental ill-health, learning disability and autism) and in fact all spheres of the public.

Co-production recognises that people who use services and their families have knowledge and experience that can be used to help make services better, not only for themselves but for other people who need the service. Co-production is different from activities like consultation, engagement and co-design because it doesn’t just ask for people’s ideas and insights; it also includes their skills and expertise.

The ladder of co-production describes a series of steps towards full co-production in health and social care. It supports greater understanding of the various pre-steps such as ‘access’, ‘inclusion’ and ‘consultation’.

www.thinklocalactpersonal.org.uk/_assets/COPRODUCTION/Ladder-of-coproduction.pdf

2.8 Optimising social capital

Co-production is not only a term for a mechanism for multipurpose, multistakeholder networks but is considered an integrating mechanism and an incentive for resource mobilisation of community-based groups.

Commissioners must be open to considering a range of options, procurement is one option; social value can be achieved via different vehicles involving many different types of suppliers, including social enterprises and voluntary and community organisations often referred to as Social Capital.

Organisation for Economic Co-operation and Development (OECD) defines social capital as “networks together with shared norms, values and understandings that facilitate co-operation within or among groups” (OECD, 2001).

Social Capital has been conceptualised and measured:

- personal relationships.
- social network support.
- civic engagement; and
- trust and cooperative norms.

Development of relationships and trust has enabled collaborative procurement arrangements to deal more effectively with complex policy areas.

In relation to issues such as the environment or quality of life for disadvantaged groups, network relationships have provided an opportunity for interested stakeholders to work closer together and set out common and clear objectives to address community problems.

For example, collaborative supply relations have facilitated close engagement between the Department of Environment, registered charities, and local schools and communities in the implementation of local environmental projects. Under this arrangement, partnership stakeholders collaborate to share information, set up performance measures, report on the progress of environmental projects, and disseminate good practice in an effort to improve the environment in local communities.

Research theory suggests that Social Capital can:

- Create high levels of trust and reduce the need for costly monitoring, transaction costs
- Social capital can improve access to resources among network members
- Provide an efficient distribution process for network members that reduces the amount of time and investment required to gather information.
- Create identity resources which build a sense of ‘belonging’ and shared action and shift perceptions of network members from an individual basis towards a greater willingness to work with other organisations and individuals.
- Have positive ripple effects within society by encouraging participation and creating greater social cohesion.

Examples of Social Capital resources being mobilised using co-production as an integrating mechanism and an incentive for resource mobilisation to achieve social value are set out below:

2.8.1 Full user:

Professional co-production where professionals such as commissioners and procurers share the task of planning and designing the service and also deliver it.

e.g.

- Community Trusts,
- Community based housing associations and tenant run co-operatives,
- Faith based social services where professionals delivering the service are managed by the community
- Rural environmental improvement schemes delivered by local communities and advised by professionals
- Neighbourhood watch schemes where local residents work with the Local Authority /Police

2.8.2 User:

Community co-delivery of services with professionals, without formal planning or design processes. Community groups undertake activity but call on professional expertise.

e.g.

- Community resource centres.
- Local associations (leisure activities, music, sports, etc.)

2.8.3 Traditional:

Professional service provision with user – community consultation on service planning and design issues.

e.g.

- Planning for real exercises involving communities in interactive simulations to suggest change to services and priorities
- User consultation committees - users give feedback/influence proposals for change
- Parent governors of schools with power over strategic direction.
- Participatory budgeting exercises - community members can influence the annual budget preparation.
- ‘Community Chest’ or distributed commissioning the public sector purchaser enables many smaller commissioning bodies to choose the public services to be provided.

2.8.4 User co-delivery of professionally designed services:

e.g.

- Expert by experience - current or ex-users of the service
- Health-promoting to empower the community for health-promoting lifestyle changes and management of chronic illness.
- Volunteers (including families, neighbours, and friends) in care services who supplement the resources of professional staff.
- Direct payments to users in care services, who purchase professional care.

2.8.5 User – community sole delivery of professionally planned services:

Community members take responsibility for delivering services planned by professionals:

e.g.

- Projects which host families live with and look after people with disabilities and deliver home-care services.
- Smart houses in which technological aids allow residents to carry out many functions for which they would otherwise need skilled support or home care.

- Samaritans (volunteers) trained to deliver professionally designed counselling services on an anonymous basis to potential suicides.
- Community-based recycling programs.
- Community credit unions
- Youth sports leagues run by volunteers according to nationally formulated codes.

2.8.6 User/community sole delivery of co-planned or co-designed services:

e.g.

- Rural multifunction service points staff led by volunteers
- Youth courts first offenders sentenced to work by juries of other young people
- Contract services undertaken by local community groups that are under contract to public services (i.e., maintenance of housing estates or cleaning of community centres).

2.8.7 Traditional self-organised:

Community provision or 'parallel production' does not explicitly involve public sector professionals. Nevertheless, professionals often have at least an indirect role (e.g., advice, informal quality checks).

e.g.

- children's playgroups,
- school breakfast clubs,
- food cooperatives,
- Local Enterprise Trading Schemes, and
- local festivals.



Importantly, these initiatives qualify as co-production between service providers and users, even though the providers are nonprofessional and can mobilise community resources very successfully and achieve social value.

2.9 Social value during market development

2.9.1 Market engagement

Market engagement allows thorough research of potential providers in the market for each particular contract. It is important to make social value needs explicit. This point presents a prime opportunity to introduce the Social Value Policy, TOMs and principles and support the market's preparation for submission by discussing ideas and options, as well as giving providers an opportunity to raise questions. Early market engagement and communication with potential suppliers also allows time for providers to consider the probability of achieving aspirational benefits.

At this stage commissioners not only account for the large organisations but also Small and Medium Enterprises (SME's) and Voluntary and Community Sector (VCS) businesses too. Market engagement can take place at planned prospective bidder days, where the initial project plan; spend; specification; key legal conditions and other concerns can be discussed.

2.9.2 Soft market testing

Soft Market Testing (SMT) is a two-way dialogue wherein a proposed commissioning and procurement approach is assessed by the market prior to procurement commencing. It should take place early in the development of proposals and provides an opportunity to both gauge interest from the marketplace and gain insight into how providers may deliver a service.

SMT involves gathering information and knowledge in the following key areas:

- feasibility: whether what is sought is actually feasible, or has ever been done,
- capability: the ability of the market (whether through a single provider or a consortium) to achieve what is required,
- maturity: whether there is an established market for the requirement, and whether there are enough providers in existence for a competitive procurement,
- capacity: whether the market can achieve what is required quickly enough, or on a large enough scale, and
- risk: the risks involved for both the market and the council.

Similarly, feasibility and capability around social value commitments need to be tested at this point. Commissioners need to consider whether the market demonstrates social value principles.

The table below indicates positive practice in this area:

Example of positive practice against Social Value principles	
1	Social value activities are based on a Local Needs Analysis and delivered collaboratively, with stakeholders
2	Social value outcomes and targets are included in their own contracts and contract management
3	Align rewards and incentives to their own contractors with delivery of social value outcomes
4	Employment opportunities are provided for local unemployed & disadvantaged people
5	Support for local community projects is provided (e.g., labour, materials, up-skilling)
6	Initiatives to improve staff well-being are implemented
7	A target spend with local SMEs is set
8	Adopt Ethical Trade Initiative Base Code
9	Commit to consistent monitoring and reporting against Sustainable Development Goals (SDGs).
10	Measurement and reporting of financial and non-financial social value outcomes is undertaken
11	If already reporting against TOMS framework, provide a separate report to collect data on social value delivered that was not captured in TOMs
12	Programmes to actively support SMEs, Social Enterprises and third sector to win work are established
13	Engage with partners to identify creative and innovative approaches to social value
14	Authentic and transparent communication of the social value benefits being delivered is undertaken
15	Third party verification/auditing of social value results is undertaken
16	Conduct 'hyper-local' research and engagement
17	Dedicated social value resource to manage and deliver the outcomes
18	Report on performance and analyse results with an approved framework, performance manages and analyses data

QA

Q **How can I engage 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 **Is the way in which a contract is packaged important?**

A The way in which you package a contract will have a direct bearing on the providers that apply. For instance, aggregating related services together may make sense if we are trying to achieve economies of scale. This will, however, be likely to disadvantage smaller contractors who may be attuned to local needs and be better equipped to provide social value.

Question the merits of large contracts:

- Can they be broken down into geographic packages?
- Who will be in the best position to deliver better 'Whole life' benefits and satisfy end users as a result of social value?

The contract length should also be justified by the investment requirement and procurement costs.

Q **What are my duties around co-production and engagement?**

A Co-production 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

2.10 Route to market – Procurement:

If procurement is identified by the commissioner as the route to market a range of supporting documents and guidance are available on the Council's intranet. <http://rmbcintranet/Directorates/FCS/Pro/default.aspx>

Procurement advice, support and guidance can be sought by contacting the Corporate Procurement Team:

- Corporate Team – Procurement.Corporate@rotherham.gov.uk
- Places Team – procurement.places@rotherham.gov.uk
- People Team – procurement.people@rotherham.gov.uk
- Performance and Compliance – pimenquiries@rotherham.gov.uk

Full details on existing contracts can be found on the Council's Contracts Register published in the following location.

Tenders and contracts – Rotherham Metropolitan Borough Council

Different procurement processes have different timescales, and these should be considered in all forward planning of activity, considering, exit, transition and mobilising new contracts. For example, a full tender process with multiple suppliers can take many months and sometimes over a year or more. A procurement under a framework that has already been established may be delivered in a few weeks. The relevant commissioner should contact procurement in your planning to understand the timescales that may be applicable to your procurement.

A procurement options paper forms part of the supporting documents for the Business Case. Corporate Procurement will work in partnership with the Commissioner to support with the development of the Business Case and considered the most appropriate route to market. <http://rmbcintranet/Directorates/FCS/Pro/SitePages/Useful%20Forms.aspx>

Potential procurement options may include:

- Undertake a Call-Off from a third-party Framework Agreement or Dynamic Purchasing System
- Undertake a formal tender which is advertised to the open market, through the Council's e-tendering portal and on Contracts Finder/ UK e-notification service
- Exemption

All procurement activity should be undertaken in compliance with the Financial and Procurement Procedure Rules which form part of the Council's Constitution.

<https://moderngov.rotherham.gov.uk/ieListDocuments.aspx?CIId=1128&MIId=14954&Ver=4&info=1&MD=Constitution>

2.11 The Social Value Portal

The Social Value Portal works across both the public and private sectors and is focused on embedding the delivery social value into everyday business practices.

Further information about the social Value portal can be found at: <https://socialvalueportal.com/>

The Council is committed to a performance and evidence-based approach to Social Value and has partnered with the Social Value Portal (SVP) to assist in the delivery of this. Based on the National TOMs (Themes, Outcomes and Measures) developed by the Social Value Portal, organisations are required to propose credible commitments against which performance for the contract will be monitored.

Please see the link below which explains how the Social Value Portal measure social value: <https://www.youtube.com/watch?v=SGo7gMitCDQ>.

The TOMs have been developed to reflect the specific needs of the Council and bidders will be given access to them after registering on the Social Value Portal.

For all procurements above £100,000. Social Value represents 20 % of the overall score and bidders are required to submit a combination of quantitative and qualitative responses supported with a delivery plan or milestone tracker subject to the value of the procurement. enough providers in existence for a competitive procurement,

Criteria	Social Value Sub-Weighting
Social Value Quantitative offer	50%
Social Value Qualitative offer including - Evidence of Delivery - For contracts over £250,000. A Delivery Plan For contracts below £250,000. A milestone tracker	50%
Total Social Value	100%

QA

Q **What services does the Social Value Portal provide to the supplier/provider?**

A The Social Value Portal will provide the following services to the supplier/provider:

- Online account with Social Value Portal to allow contract management and project reporting account.
- Technical support with data entry (e.g., access and functionality issues).
- Confirmation of evidence required to satisfy requirements.
- Quarterly reports showing progress against targets/commitments.
- End of project summary report and case study.

Q **What services does the Social Value Portal provide to the Council?**

A

- Advice and guidance
- Annual Reports
- Completion of evaluations
- Contract Management Support
- Access to the Social Value Portal to provide oversight of performance and commitments versus deliverables

Q **For procurements the weighting of 20% is higher than some other Local Authorities Social Value weightings and this may unbalance the Quality and Commercial evaluation.**

Can we fix the price to achieve a 20/80 split (Social Value/Quality) to get around this issue?

A This would need to be considered on a project by project basis as part of the Procurement Business Case when deciding the evaluation criteria.

Q **What is relevant and proportionate?**

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 Rotherham 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, the public procurement market must be open and competitive and ensure that suppliers are treated equally, fairly and transparently.. What we are able to do however, is (where appropriate to the contract) invite potential providers to specify how they may help to regenerate a community and make a commitment to reducing worklessness (Long term unemployment).

Q Can I specify my tenderers must pay the Living Wage Foundation Real Living Wage?

A Rotherham Council is an accredited employer with the Living Wage Foundation and committed to paying the Living Wage (or London Living Wage where applicable).as a minimum for services including those provided by third party suppliers and subcontractors. For in-scope procurements suppliers must be prepared to demonstrate that they will pay the Living Wage Real to any employees and subcontractors engaged in providing services to the Council under the specific guidance provided to bidders as part of the tender instructions.

As part of the development of the Procurement Business Case an assessment must be completed to determine whether the proposed procurement falls within scope of the Real Living Wage. The criteria for being in-scope for the Real Living Wage is as follows:

- Are aged 18 or over.
- Are either contracted or sub-contracted by you.
- Provide a service to or on behalf of Rotherham Council involving 2 or more hours of work a week, for 8 or more consecutive weeks in a year on:
 - Rotherham Council’s premises; and/or
 - Property owned or occupied by the Council (including where Rotherham Council is a tenant and is provided building related services through a Lease); and/or
 - Land which Rotherham Council is responsible for maintaining or on which it is required to work.

Where a procurement does not fall in-scope for the Real Living Wage it may be appropriate and ethically responsible for the Council to specify that suppliers must pay those involved in the delivery of the contract the Real Living Wage. This must be considered from an affordability perspective to ensure the relevant budget arrangements will allow this opportunity. This element is recognised as standalone from the accreditation and goes one step beyond what is expected of the Council.

Q How much weight should I attach to Social Value?

A A one size fits all approach is not permissible. Every contract has to be looked at on its merits. The Council stipulates 20% of the overall value will usually be permissible. The key is to consider the outcomes that may be achieved and the contribution it makes to strategic objectives.

Q What if a supplier does not fulfil their commitments?

A The supplier will be supported to deliver against the commitments proposed or make suitable adjustments where they are struggling to fulfil commitments. The aim is to maximise opportunities to deliver social value. A clause is prescribed within all contracts permitting the contract manager to seek recovery of costs for under performance at their discretion.

2.12 Monitoring the delivery of social value in the contract and provider relationship

Contract Management plays a key role in the commissioning and procurement process as it ensures that the goods, services and/or works delivered by providers reflect commissioning intentions. Contract monitoring and supplier relationship includes activity including the measuring of achievements against Key Performance Indicators (KPI's), communication, dispute processes, financial controls, reporting, and contract exit strategy development.

Similarly measuring the success of implementing social value and achieving social benefits is determined by the monitoring mechanisms that are put in place by the Council. There should be continual creation of social value over the lifetime of the contract. The effectiveness of social value interventions and achievement of desired outcomes will be monitored and measured.

Providers are contractually obliged to submit evidence of progress against their commitments to the Social Value Portal. Evidence must be measurable and quantifiable and is shared with contract management. Effective contract management undertaken by the relevant contract manager to ensure achievements of social value commitments is happening is undertaken by contract management teams in the respective directorates/departments.

Where performance against social value commitments falls short of expectation during the delivery phase the consequent action to be undertaken will be outlined clearly in the contract terms. Actions will be proportionate in the context of the environment i.e., pandemic, timeliness, type of service i.e., a critical service where termination of a perfectly good service providing essential care and support and termination will negatively impact on the wellbeing of an individual or a group of individuals.

QA

Q Who monitors the TOMs/who monitors the performance?

A The Social Value Portal provide contract management support to the Council and dedicated contract manager. Performance monitoring and reports will be submitted to the contract manager by the Social Value Portal. The contract manager is required to address social value as part of contract reviews and ongoing contract management activity.

Q Will emergency response (i.e., pandemic) be considered as a barrier for providers to achieving social value TOMS moving forward?

A Bidders are required to deliver positive social value outcomes for Rotherham, and this may include consideration of the impact of emergency situations now and going forward.

SECTION THREE

3.1 Commissioner's support and collaboration

To have greater impact social value needs to become fully embedded in organisational strategy, culture, processes and decision making. It needs to become business as usual, embedded in the language, culture, processes, systems and policy to ensure creative ambitions are fully realised.

Watch this space

Over the coming months a repository for information sharing is proposed. This will be developed to build on the importance of networking between commissioners/providers and will generate 'ideas for good', innovation, creativity and be recorded in a repository i.e.,

- Drop Box
- Suggestion Box
- Key Contacts List
- Top Tips (see below examples)
- Case Studies (Link to Case Studies TBC)

Support to promote a stronger connection with the charitable sector which commissioners working on capital/infrastructure projects requested.

Ideas – 'quick wins' – i.e., how does the Council use the window of opportunity - spare materials/ resources available a quick win would be - Painting lines – school play area could be achieved quickly but we would need to know it was required.

A mechanism for charities to have a two way communication site/portal to request support/offer assistance.

Support with issues such as:

- Projects with substantial capital spend are often very short – i.e., repairs to kerbs but relatively high value – providers don't get the time to deliver TOMs commitment
- Promotion of the Circular Economy – i.e. – earth removed (building land) – aggregate which could be re-used in for example improve charitable organisation to fill holes – level out shared space (Carbon Reduction)
- Circular Economy - E-Waste – some charities want to recycle used computer hardware (Carbon Reduction – reduce Toxic Waste/exported toxic waste) – assist with learning/ accessing technology for disadvantaged groups
- Material Waste – i.e., Street Furniture that needs removing may be useful to a school/charity.

Top Tips

Use the sources of information available to learn more about social value and learn from the work others have already done.

- Take advantage of free, online tools and guidance.
- Involve others – staff, volunteers and the people who benefit from the activities and services you provide.
- Work to agree and develop your outcomes and how you can measure them with your stakeholders.
- Review your outcomes and measurement processes.
- Seek and plan steps for improvement.
- Work with commissioners and funders to secure social value.
- Think local – when making changes consider how they will impact on the wider community and whether there is potential to make decisions that will benefit others.
- Ensure measurement is proportional – don't let your work on social value take you away from service delivery.
- Develop your partnerships and networks.
- Start small and develop your approach over time.
- Celebrate your achievements and the social value you are creating.
- Communicate your social value.

3.2 Any Questions?

A series of frequently asked questions has been prepared in anticipation of further queries. Please refer to the FAQ in each section which may give you the answer to your query.

If you have any further questions not answered in this document and FAQ's, please send your query to:

procurement.people@rotherham.gov.uk

We aim to respond to your query within 48 business hours and we may add the query (anonymised) to the FAQ section.

RESOURCES

Key organisations:

E3M

is an initiative that supports a group of leaders from the largest and most successful UK social enterprises that trade in public service markets. It is supported by partners to provide expertise and to share knowledge about the key ingredients for successful social enterprise growth.

<https://e3m.org.uk/>

LGA

www.local.gov.uk/our-support/financial-resilience-and-economic-recovery/procurement/achieving-community-benefits

Office of National Statistics

www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/bulletins/socialcapitalintheuk/2020

EU Commission - Internal Market, Industry, Entrepreneurship and SMEs

https://ec.europa.eu/growth/smes/sme-definition_en

Voluntary Action Rotherham (VAR)

www.varotherham.org.uk/social-value/

- Network and Voice www.varotherham.org.uk/networks-voice/
- Adult Consortium www.varotherham.org.uk/adult-services-consortium/

Social Enterprise Exchange

Social Enterprise Exchange is a project designed to offer a comprehensive programme of support for social enterprise in Sheffield City Region.

www.socentxchange.net/register/

Sheffield City Region

www.local.gov.uk/case-studies?topic%5B2624%5D=2624

www.scrgrowthhub.co.uk/access-to-finance-brokers/

www.scrgrowthhub.co.uk/?s=Social+Value

Rotherham investment Development Organisation

www.ridobusinesscentres.co.uk/

Sheffield Hallam University

As a leading applied research centre, Centre for Regional and Economic Social Research (CRESR) seeks to understand the impact of social and economic disadvantage on places and people, and to assess and inform the policies and interventions targeted at these issues.

www.shu.ac.uk/centre-regional-economic-social-research/expertise

Rotherham Federation

www.rotherhamfederation.org/

Rotherham Tenant and Residents Association TARAs and Community Groups

www.rotherham.gov.uk/directory/274/a-to-z/A

Yorkshire and Humber Climate Commission

[https://yorksandhumberclimate.org.uk/about-yorkshire-and-humber % C2 % A0climate-commission](https://yorksandhumberclimate.org.uk/about-yorkshire-and-humber-%20climate-commission)

Key documents:

Local Government Association Co-Production

- Commissioning Tool: www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/
- Co-production glossary: [www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/glossary/#Alliance % 20contracting](http://www.thinklocalactpersonal.org.uk/co-production-in-commissioning-tool/glossary/#Alliance%20contracting)

Rotherham MBC - Equality Assessment

<http://rmbcintranet/Directorates/ACE/PIP/Pages/EqualitiesAndDiversity.aspx>

The Rotherham Compact

www.varotherham.org.uk/wp-content/uploads/2017/03/The-Rotherham-Compact-2017.pdf

Rotherham Economic Growth Plan 2015 -25

www.rotherham.gov.uk/downloads/file/672/rotherham-economic-growth-plan-2015-25

Rotherham Council Plan

www.rotherham.gov.uk/downloads/download/83/council-plan

Rotherham Directorate Service Plans

<http://rmbcintranet/Directorates/ACE/KPSP/SitePages/ServicePlans.aspx>

Rotherham Ward Plans

www.rotherham.gov.uk/homepage/120/ward-plans

Rotherham Economic Growth Plan

www.rotherham.gov.uk/downloads/file/672/rotherham-economic-growth-plan-2015

Rotherham Housing Strategy

www.rotherham.gov.uk/strategies-plans-policies/rotherham-housing-strategy

Rotherham Health and Wellbeing Strategy

[www.rotherhamccg.nhs.uk/Downloads/Our % 20plan/Rotherham % 20Joint % 20Health % 20and % 20Wellbeing % 20Strategy. % 20Designed % 20version. % 20FINAL.pdf](http://www.rotherhamccg.nhs.uk/Downloads/Our%20plan/Rotherham%20Joint%20Health%20and%20Wellbeing%20Strategy.%20Designed%20version.%20FINAL.pdf)

Joint Strategic Needs Assessment

www.rotherham.gov.uk/data/

Rotherham Digital Strategy

www.rotherham.gov.uk/council/digital-strategy/1

Rotherham Integrated Health and Social Care Place Plan

www.rotherhamccg.nhs.uk/Downloads/Our%20plan/ICP%20Place%20Plan%20Final%20March%202020.pdf

Add Others in development

Adult Care - Market Position Statement – [Link](#)

Director of Public Health Annual Report – [Link](#)

Unpaid Carers Strategy – [Link](#)

Key Documents - Children & Young People's Services

Early Help Strategy:

<http://rmbcintranet/Directorates/ACE/KPSP/other/Shared%20Documents/Early%20Help%20Strategy.pdf>

Looked After Children Sufficiency Strategy

<http://rmbcintranet/Directorates/ACE/KPSP/other/Shared%20Documents/LAC%20Sufficiency%20Strategy.pdf>

SEND Joint Commissioning Strategy

<http://rmbcintranet/Directorates/ACE/KPSP/PoliciesStrategies/Rotherham%20Joint%20Commissioning%20Strategy%202020-23.pdf>

A Strategy to Tackle and Prevent Child Exploitation

<http://rmbcintranet/Directorates/ACE/KPSP/other/Shared%20Documents/A%20Strategy%20to%20Tackle%20and%20Prevent%20Child%20Exploitation.pdf>

Joint Commissioning Strategy for Children and Young People

<http://rmbcintranet/Directorates/ACE/KPSP/other/Shared%20Documents/Joint%20Commissioning%20Strategy%20for%20Children%20and%20Young%20People.pdf>

Looked After Children and Care Leavers Strategy

<https://moderngov.rotherham.gov.uk/documents/s109383/Rotherham%20Looked%20After%20Children%20and%20Care%20Leavers%20Strategy%202017-20.pdf>

Rotherham SEND Strategy

<http://rmbcintranet/Directorates/ACE/KPSP/PoliciesStrategies/Rotherham%20SEND%20Strategy.pdf>

Capital Projects – Further reading

ICE, Maximising Social Value from Infrastructure Projects

https://usefulprojects.co.uk/wp-content/uploads/2020/01/Maximising_social_value_from_infrastructure_projects_v1.1.pdf

NIC, Design Principles for National Infrastructure

<https://nic.org.uk/studies-reports/design-principles-for-national-infrastructure/>

NIC, National Infrastructure Assessment

<https://nic.org.uk/studies-reports/national-infrastructure-assessment/>

NIC, Value of Design in Infrastructure Delivery

https://www.nic.org.uk/wp-content/uploads/NIC_Value-of-Design_double.pdf

Institute of Economic Development, From the Ground Up – Improving the delivery of Social Value in Construction

https://ied.co.uk/insights/from_the_ground_up_improving_the_delivery_of_social_value_in_construction/

Social Value UK, Front and Centre – Putting Social Value at the Heart of Inclusive Growth

<https://www.socialenterprise.org.uk/policy-and-research-reports/front-and-centre-putting-social-value-at-the-heart-of-inclusive-growth/>

Mace, Social Value – Underpinning our Legacy

www.macegroup.com/perspectives/170619-social-value-underpinning-our-future-legacy

Mott MacDonald, Building Socially Inclusive Outcomes

www.mottmac.com/download/file?id=24847&isPreview=True

UK Green Building Council, Social Value in New Development

www.ukgbc.org/wp-content/uploads/2018/03/Social-Value.pdf

Supply Chain Sustainability School, Social Value and Design of the Built Environment

www.supplychainschool.co.uk/topics/sustainability/social-value/

Social Value Portal, Integrating social value in planning

<https://socialvalueportal.com/integrating-social-value-in-planning/>

ACE, Measures for successful outcomes: the five capitals approach

<https://www.acenet.co.uk/media/5151/ace-fivecapitals-report-2020.pdf>

UN Sustainable Development Goals

www.ceequal.com/

Key links:

LinkedIn - #Social Value

The Co-operative Councils' Innovation Network is a non-party-political active hub for co-operative policy development, innovation and advocacy
www.councils.coop/about-us/

The Government's policy to promote localism provides an impetus and opportunity for local authorities to explore new models for delivering services.

<https://publications.parliament.uk/pa/cm201213/cmselect/cmcomloc/112/112.pdf>

Others

References:

Case studies are available @ Bovaird. (2007). Beyond Engagement and Participation: User and Community Coproduction of Public Services. *Public Administration Review*, 67(5), 846–860. <https://doi.org/10.1111/j.1540-6210.2007.00773.x>

Erridge, & Greer, J. (2002). Partnerships and public procurement: building social capital through supply relations. *Public Administration (London)*, 80(3), 503–522. <https://doi.org/10.1111/1467-9299.00315>