

Agenda Item No.8 (c)**DERBYSHIRE COUNTY COUNCIL****CABINET****31 January 2017****Report of the Chief Executive****MAXIMISING SOCIAL VALUE THROUGH COMMISSIONING AND
PROCUREMENT OF PUBLIC SERVICES
(Council Services)****1. Purpose of the Report**

To update Cabinet on work that has been taking place to maximise social value through the commissioning and procurement of services and to seek approval for the Council's final draft Social Value Strategy, Framework and Procurement Guidance following recent consultation.

2. Information and Analysis**Background**

Social value is intrinsic to all of the services the Council commissions and procures. All of the services that the Council delivers ultimately relate to the achievement of the Council's aims for improving the lives of Derbyshire residents. Some commissioned services, such as those provided by voluntary sector organisations for people with mental health problems, have a clear social value and are closely linked to the priorities in the Council Plan and other key strategies.

However, even with services of this nature there is an opportunity to do more to produce social value with the authority's commissioning approach, whether this is ensuring that services are locally based and employ local people, creating apprenticeships, using ethically sourced goods or actively encouraging volunteering.

The [Social Value Act 2012](#) came into force on 31 January 2013. The Act places a requirement on commissioners (and procurement officers) to consider the economic, environmental and social benefits of their approaches to the procurement of public services. The Act does not require social value to be considered in contracts for goods procured by the Council, however the Government promotes the inclusion of social value in all contracts as best practice.

Since September 2015 work has been taking place to develop the Council's approach to social value which included the establishment of a small time limited task and finish group comprising representatives from departments to support the development of work across the Council. At its meeting on 24 May 2016, Cabinet approved: a draft Social Value Strategy, outlining the Council's overarching corporate approach to implementing the Public Services (Social Value) Act 2012; a draft Social Value Framework which sets out the key outcomes and illustrative measures the authority would be seeking to achieve through commissioning and procurement moving forward; and draft Social Value Procurement Guidance which outlined a stepped approach to identifying social value for commissioners and procurement officers for consultation. Cabinet also agreed the inclusion of social value as a separate consideration in all future Cabinet, Cabinet Member and Council reports.

Developing the Council's approach

Since June 2016, following approval of the draft documents highlighted above, further work to develop the Council's approach has taken place as follows:

- **Discussions with the voluntary and community sector (VCS)** about appropriate ways to undertake consultation with the sector which have resulted in a lead VCS contact for work on social value from 3D, an organisation which brings together voluntary and community sector organisations across the county. The nominated lead, has provided invaluable support to the social value task and finish group in liaising with the sector on the Council's behalf as well as contributing to the design of the Council's consultation exercise.

Feedback on other aspects of the Council's procurement processes and barriers to voluntary and community sector engagement have also been raised by the nominated lead as part of discussions, a number of which have been taken away by legal and procurement colleagues for further investigation.

- **Testing of approach on a range of procurement exercises** identified by departments to assess the approach and potential opportunities and barriers.
- **Consultation on the Council's approach, draft strategy and framework** through an online questionnaire during October and November 2016 which resulted in 17 responses. Nine of the responses were from suppliers of goods or services either with or without current Council contracts and the remainder were from members of the public. Seven of the responses were from voluntary and community sector (VCS) organisations based within Derbyshire and two were from private sector organisations based elsewhere. Organisations responding to the consultation had fewer than 250 employees in all but one case. The VCS organisations responding

generally provided care and support services and the private sector organisation responding to the consultation offered consultancy. Whilst all respondents agreed or strongly agreed with the priorities and principles contained within the Social Value Strategy a number of respondents raised issues about other areas of the Council's work, particularly in relation to Council's procurement processes, which they felt would impact on its ability to fully implement social value proposals. Again, these issues have been taken away by legal and procurement colleagues for further investigation.

Comments on the corporate approach to social value were broadly supportive with the following suggestions.

- Active engagement of VCS organisations in procurement activities.
- Organisations to be given flexibility to show social value in different ways.
- The inclusion of goods and not just services as part of the Council's approach, which, with the inclusion of works, was already covered and included in the draft proposals.
- More detail on how social value is generated in achieving outcomes.

A number of additional measures of social value were suggested by respondents and where appropriate these have been included in the amended Social Value Framework to provide a greater breadth of examples of additional social value that could be achieved.

One respondent requested that the documents, when published, have larger text or different colour backgrounds to make them easier to read which will be fully take on board when the strategy and supporting documents are published.

Work has taken place to incorporate the additional suggestions generated through the consultation exercise into the strategy and supporting documents, where appropriate and the final Strategy, Framework and Procurement Guidance are now attached at Appendices A, B and C respectively for approval.

A number of comments received during the consultation exercise were about the implementation of the strategy and where possible, these have been incorporated into the draft action plan.

- **Development of a draft action plan** attached at Appendix D for approval, which sets out the key activities required to take work on social value forward over the forthcoming year.

- **Awareness raising** through: departmental management sessions; Procurement Officer's Group (POG); elected member induction and; briefings. It is clear from discussions that practical help and advice as staff are planning or undertaking procurement exercises, writing reports which require the inclusion of social value considerations etc. is required. Whilst formal training sessions will help with this to an extent, it has been agreed that a number of round table/drop in sessions take place for those people who require bespoke advice and support. These have been arranged on a monthly basis from November 2016 with the last session planned for May 2017.

The inclusion of social value considerations within Council, Cabinet and Cabinet Member meeting reports has raised the profile of social value considerably, with many reports considering social value on areas of activity undertaken by the Council which are not necessarily about the procurement and commissioning of goods, works and/or services by the Council. This has presented opportunities to consider and report on the wider social, economic and environmental aspects of the work the Council is undertaking on a day to day basis.

Moving Forward

A key challenge in the development of the Council's approach will be the need to provide ongoing communication, training and engagement to ensure that those responsible for undertaking commissioning and procurement exercises are fully aware of proposals. A key priority in the Strategy is to develop a shared understanding of social value and the benefits the approach can bring to the authority. As such, work is taking place to further develop a programme of training, engagement and communications.

Work to develop Derbyshire County Council specific case studies is also taking place – this has been requested by employees and a number of respondents who took part in the consultation exercise. Sharing information, experience and good practice will be important in rolling out social value across the Council as well as supporting employees and stakeholders from voluntary and community sector and private sector organisations to maximise opportunities moving forward.

It is recommended that the action plan supporting the Strategy be monitored and reviewed on a regular basis with updates to Cabinet on a six monthly basis. The Strategy and Framework will be reviewed on an annual basis to ensure that it remains current and fit for purpose and an annual report produced at the end of each financial year.

3. Financial Considerations

The use of social value principles is not intended to incur additional costs for the Council; rather it is intended as a means of getting additional value for Derbyshire as a whole from dealings with third parties who contract with the Council. This is, in many ways, similar to the use of the planning system to extract additional gain from applicants through S106 agreements and, latterly, the Community Infrastructure Levy.

4. Legal Considerations

The Public Services (Social Value) Act 2012 requires authorities to make the following considerations at the pre-procurement stage:

- How what is proposed to be procured might improve the economic, social and environmental well-being of the “relevant area
- How the contracting authority may act with a view to securing that improvement in conducting the process of procurement.

The Act applies to “public services contracts”, for which it gives the same definition as the PCR 2006. Mixed contracts for goods and services will only be covered if the value attributable to the services exceeds the value of the goods covered by the contract. Mixed contracts for works and services will only be covered if the works are only incidental to the main purpose of the contract. However the relevant Regulations also permit the application of criteria for the procurement of all contracts where this considered ‘economically advantageous’ including social and environmental benefits and this is reflected in the proposed strategy.

5. Social Value Considerations

The development of a Social Value Strategy and Framework for the Council will ensure that the Council has a consistent and coordinated approach to social value which will help secure positive outcomes for local people and communities in Derbyshire.

6. Other Considerations

In preparing this report the relevance of the following factors has been considered; prevention of crime and disorder, environmental, equality and diversity, health, human resource, property and transport considerations.

7. Background Papers

Overview of consultation responses and files and papers held in the Policy and Research Division

8. Key Decision

No

9. Call-in

Is it required that call-in be waived for any decision on this report? **No**

10. Officer's Recommendations

It is recommended that Cabinet:

1. Notes the work that has been taking place across the Council to maximise social value.
2. Approves the final Social Value Strategy, Framework and Procurement Guidance for publication.
3. Considers and approves the draft action plan highlighting key activity required to take work forward over the forthcoming year.
4. Receives further reports on progress on a six monthly basis and an annual report at the end of each financial year.

**Ian Stephenson
CHIEF EXECUTIVE**

Social Value Strategy 2016



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Foreword

This is a challenging time for the Council as all departments are facing significant cuts to their budgets. Ongoing austerity has resulted in reductions in central government grants (which make up 68% of the Council's budget) and by 2021 it is estimated that the Council will have reduced its budget by £278m since 2010.

Despite these challenges the Council is committed to achieving its ambitious aims and objectives, set out in the Council Plan. This means ensuring that for every pound of Derbyshire money that the Council spends, as much value as possible must be achieved for local people. This principle is reflected in the Derbyshire Challenge which is about how the Council is dealing with the cuts by working more efficiently and looking for new ways of delivering services.

In order for the Council to continue to meet the needs of local people with fewer resources, officers will need to identify better targeted, more innovative and radical service delivery solutions when commissioning services. Maximising social value through the commissioning and procurement of public services provides the Council with a new opportunity to make this happen.

Cllr Andy Botham
Cabinet Member Council Services

Ian Stephenson
Chief Executive

Introduction

This strategy sets out the Council's approach to implementing the Public Services (Social Value) Act 2012 and associated legislation. It recognises the potential that social value has in supporting the Council's overall aims and priorities and its legislative requirements

The strategy describes how social value principles will be embedded across the authority's commissioning and procurement processes and demonstrates how these complement the authority's commitment to working with local people and partners to achieve better outcomes for local communities.

The strategy includes:

- An introduction to social value and the Social Value Act
- The benefits of social value for Derbyshire
- Our aims, priorities and social value principles
- Key actions we will be undertaking
- Our approach moving forward
- Details of how we will measure and report progress

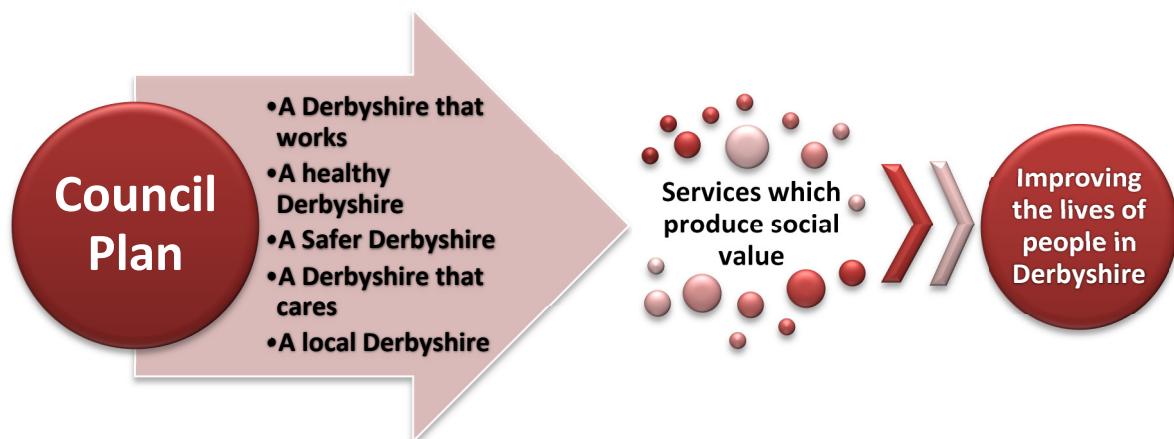
Social Value

Social value is defined in the Public Services (Social Value) Act 2012 as **economic, social and environmental wellbeing**.

A social value approach encourages a way of thinking about how limited public resources are allocated and used to put:

“The benefit to the community of a commissioning/procurement process over and above the direct purchasing of goods and services”

It involves looking beyond the price of each individual contract and considering what the collective benefit to a community is when a public body chooses to award a contract.



Social value is intrinsic to all of the services the Council commissions and procures. All of the services that are delivered by, or on behalf, of the Council in Derbyshire ultimately relate to the Council’s aims of improving the lives of Derbyshire residents. Some commissioned services, such as those provided by voluntary sector organisations for people with mental health problems, already have a clear social value and are closely linked to the priorities in the authority’s Council Plan and other key strategies.

However, even with services of this nature there is an opportunity to do more to produce social value with the authority’s commissioning approach, whether this is ensuring that services are locally based and employ local people, creating apprenticeships, using ethically sourced goods or actively encouraging volunteering.

The Social Value Act

The Public Services (Social Value) Act 2012 came into force on 31 January 2013. The Act places a requirement on commissioners (and procurement officers) to consider the economic, environmental and social benefits of their approaches to the procurement of public services to secure extra benefits for their area when they are buying services. The Act applies to the pre-procurement stage of contracts because that is where social value can be considered to greatest effect. By considering social value before a procurement exercise starts, it can shape both the approach and design of the service required.

In practice the Act means that:

“Commissioners (and procurement officers) should consider Social Value in the planning or review stages of the procurement cycle. Requirements should be included in the advert and it must be weighted transparently in the criteria. Once awarded the requirements should be included in the contract and should be measurable.”

The Act does not require social value to be considered in contracts for goods and works procured by the Council, or in contracts for services beneath the OJEU threshold. **However, the Council will consider the inclusion of social value in all contracts in line with identified best practice elsewhere.** The Council is satisfied that in seeking to procure contracts for the supply of good and works that are economically advantageous to the Council and its inhabitants it is appropriate to take account of the same considerations relating to social and environmental benefits as apply to services. Similarly it is right to apply social value to all contracts for services provided that what is asked for is relevant and proportionate to the value of the contract.

There is not a prescriptive list of what additional social value benefits may be. Instead, the Act states that the commissioning authority must consider:

- a) How what is proposed to be commissioned or procured might improve the economic, social and environmental well-being of the relevant area**
- b) How, in conducting the process of commissioning and procurement, it might act with a view to securing that improvement**

The Act gives local authorities the freedom to determine what kind of additional social value would best serve the needs of local communities provided that the social value obtained is relevant to the contract. Procurement and commissioning officers might, for example, consider additional value that tackles a key local issue, addresses a gap in

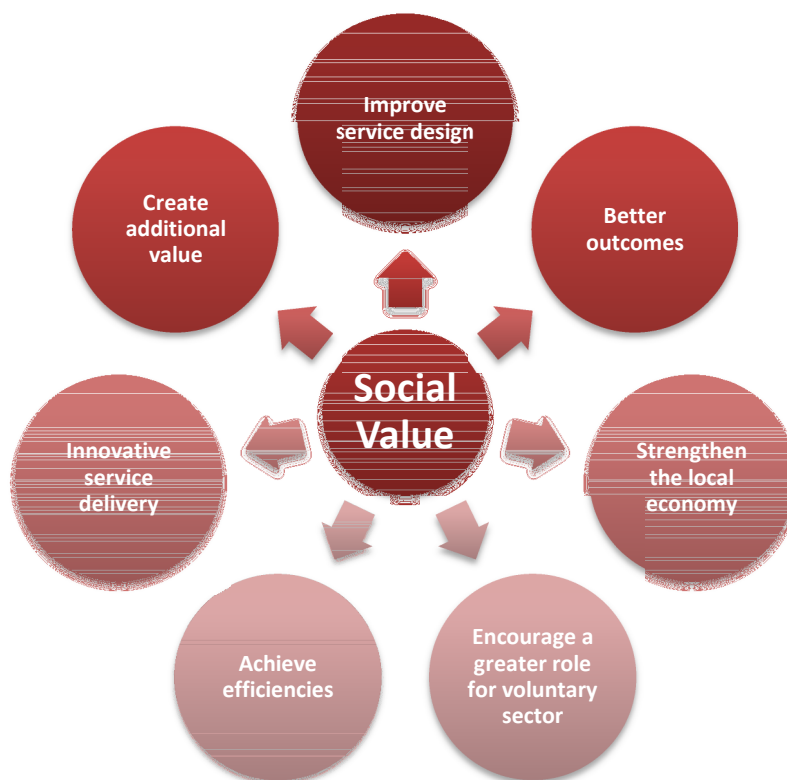
service delivery or strengthens local communities in other ways such as contributing to the local economy. The additional outcomes achieved can be varied and wide ranging from creating apprenticeships or encouraging volunteering, to helping create and strengthen relationships with hard to reach groups within communities or supporting community activity with both physical and human resources. It is important that any social value requested must be relevant to what is proposed to be procured and proportionate to the size of the contract.

The social value approach facilitates a value for money approach rather than lowest cost, shifting the focus from the bottom-line price or cost of a service towards the overall value of the outcomes delivered. As well as what is delivered, *how* a service is delivered is also taken into consideration.

Social Value in Derbyshire

If the Council is to continue to deliver the services that local people need with fewer resources, there will need to be better targeted, more innovative and radical service delivery solutions. Maximising social value through the commissioning and procurement of public services should support the Council in achieving this aim.

Benefits of a social value approach



Embedding social value within commissioning and procurement processes can benefit the Council and local people in a number of ways:

Improved service design and better outcomes – Greater engagement with residents, service users and providers at an early stage can lead to improved service design and better, more sustainable outcomes. As well as helping to achieve the best outcomes for communities and improve the quality of services, a social value approach could also lead to associated benefits across departments and support new providers to enter the market.

Commissioning for social value aims to encourage a wider range of organisations to enter the public services market both by winning contracts and by encouraging partnerships with contractors for delivering services.

Developing innovative ways to deliver services which directly create social value

- There is significant potential to directly create social value from the innovative delivery of services, for example a mental health service could be delivered by an organisation that actively employs people with a history of mental health problems to help deliver the service. Individuals would then not only be more socially included but would have a say in how mental health services are run. This also offers potential for local jobs being created for local people.

Creating additional value – Additional social value can also be created, which is not directly linked to the service being commissioned. For example, the provider might provide equipment for a school playground, support education, employment or training opportunities or alternatively they could change their ongoing behavior, for example, committing to staff volunteering to support a local area or introducing the UK living wage for their employees.

Achieving efficiencies - There are also likely to be more easily measurable savings within the Council through innovative and efficient service delivery. A range of efficiencies can be achieved through the social value approach, both across Council departments and public bodies (although these impacts can be difficult to measure accurately). For example, the creation of employment opportunities can help tackle poverty and deprivation and their associated costs within public spending.

Progress to date

There are a number of examples of commissioning and procurement which have sought to maximise social value across Derbyshire. The County Council has, for example, built questions on social value into Adult Care's tender specification. Consideration of social value aspects have also been included in some Economy, Transport and Communities (ETC) and Public Health contracts.

More recently the Health and Wellbeing Board's voluntary and community sector investment project has explored how the principle of social capital can be incorporated into the commissioning of voluntary services for health and social care services. Recommendations to the Board on taking this forward have focussed on partner agencies adopting the principles of social value within their own organisations and developing frameworks to ensure social value is achieved in commissioning and procurement activity.

Despite good examples across some service departments, activity to date has been limited and the actual value that has been achieved through this activity is hard to measure. Having an agreed strategy and framework for maximising social value through the commissioning and procurement of services in Derbyshire will ensure that there is a consistent approach to this work moving forward.

Aims, priorities and principles

To achieve the maximum benefits of a social value approach, the Council needs to formally and consistently consider social value in the decisions it makes when procuring goods and services. Increasing demand for services and ongoing budget reductions mean that it is more important than ever to ensure that for every pound of Derbyshire money that the Council spends, as much value as possible is achieved for local people.

Social Value has great potential to act as a tool to help commissioners seek value for money within a competitive process. By applying a social value approach consistently and proportionately throughout the Council, there is the potential to achieve an optimal combination of quality and value.

The following aims, priorities and principles will guide the authority's approach to social value moving forward.

Our strategy aims

The aim of this strategy is to:

Maximise social value through the commissioning and procurement of public services in Derbyshire.

Our strategy priorities

Our priorities will focus effort on the key actions we need to undertake over the next twelve months to help us achieve our aims.

- **Champion social value through strong and effective leadership**
- **Build and foster a shared understanding of social value within the Council and across partner agencies**
- **Develop and promote the Council's Social Value Framework**
- **Embed social value in the Council's commissioning and procurement processes**

Our social value principles

We are committed to the following principles which will guide every commissioning and procurement exercise that we carry out:

- Working positively with suppliers to deliver the maximum possible social value together
- Supporting the local economy, including through any sub-contracting
- Reducing demand for public services and including appropriate incentives in contracts
- Delivering at a local community level where possible and supporting the Council's work on Thriving Communities approach where appropriate
- Fostering positive relationships between and within communities – communities of place and communities of interest
- Supporting the local voluntary and community sector through our suppliers and contracts
- Providing robust enforcement in cases where suppliers fail to deliver agreed outcomes
- Paying suppliers promptly
- Endorsing and promote suppliers who engage successfully and positively with Derbyshire County Council's social value approach to procurement

Key actions

We will be working hard over the next two years to ensure that the priorities identified in this strategy are delivered and outcomes for local people improved. The following are actions which we will be taking to maximise social value through the commissioning and procurement of public services in Derbyshire:

Champion social value through strong and effective leadership

To achieve this priority we will:

- Ensure that there is a clear vision and direction for maximising social value within the Council
- Engage with Elected Members and Strategic Directors to ensure that a clear and consistent vision is supported at all levels, identifying leads to drive forward work across the authority
- Ensure that the consideration of social value is embedded in the Council's decision making processes, for example in Full Council, Cabinet and Cabinet

Member reports

- Mainstream social value into strategies, plans and broader service developments
- Encourage partner organisations to consider social value in their own commissioning and procurement policies and processes through partnerships such as the Derbyshire Partnership Forum, the Derbyshire Health and Wellbeing Board etc.
- Work with the voluntary and community sector to further develop the Council's approach moving forward

Build and foster a shared understanding of social value within the Council and across partner agencies

To achieve this priority we will:

- Raise awareness of social value across the Council, developing an ongoing programme of communications, engagement and training
- Encourage collaboration on social value activity across Council departments through joint working and the development of joint approaches to tackle priorities and identified needs
- Promote social value activity taking place across the Council as this develops, celebrating success and publicising achievements and outcomes
- Develop a good practice guide with case study examples to share experience and knowledge within the Council and across Derbyshire as a whole
- Consider carrying out training directly with suppliers, where required, to improve understanding of social value in the authority's procurement process
- Improve understanding of the ways in which the voluntary and community sector can more effectively contribute through the social value approach by actively engaging with organisations on a regular basis

Develop and promote the Council's Social Value Framework

To achieve this priority we will:

- Develop a social value procurement framework to set out the outcomes and illustrative measures the Council is seeking to support
- Develop social value procurement guidance which sets out the Council's expectations in respect of maximising social value in contracts to support commissioners and suppliers
- Explore opportunities to establish a Social Value Fund for Derbyshire in liaison with the voluntary and community sector
- Engage with staff, members of the public, the VCS and suppliers to review and refine the approach to ensure that it is relevant and continues to meet identified priorities
- Work hard to find better ways to measure and report on success

Embed social value in the Council's commissioning and procurement processes

To achieve this priority we will:

- Include social value within the Council's commissioning strategies, plans and procedures where appropriate, particularly in contract management guidelines and documentation
- Establish mechanisms to coordinate and monitor information on Council contracts, including a single point of contact for social value within the authority
- Develop networking opportunities for departmental procurement officers to share experience and knowledge, identifying opportunities to improve consistency of approach
- Develop a coordinated and consistent approach to contract management across the Council
- Develop robust monitoring systems for social value contracts
- Explore opportunities to improve consultation with the market, including small businesses and the voluntary and community sector, at the pre-market stage
- Provide more opportunities for SMEs, social enterprises and voluntary and community organisations to network with larger companies to better develop local supply chains

Our approach

In order for the potential benefits of a social value approach to be successfully delivered, there needs to be a consistent and corporate approach to measuring, monitoring and reporting social value achievements and outcomes.

A key element of the Council's approach moving forward will be the continued development of the Social Value Framework setting out the Council's priority outcomes. The Framework will be supported by a corporate approach to the measurement, monitoring and reporting of social value and good contract management.

Consistency and coordination

There is a clear understanding that the procurement of goods and services must remain a competitive process seeking best value for money. Publicising and embedding Derbyshire's approach to social value throughout the Council will ensure that commissioners and procurement officers understand the potential of the approach to provide an effective and innovative value for money tool.

Developing mechanisms to improve consistency and coordination will be a priority as the authority develops its approach to social value moving forward.

Social Value Framework

The Council's Social Value Framework seeks to achieve a consistent and corporate approach to social value moving forward by ensuring that additional social, environmental and economic outcomes are systematically incorporated into the procurement process. The Framework enables commissioning and procurement staff throughout the Council to consistently apply social value when purchasing goods and services.

The Framework clearly states the Council's priorities in relation to social value. For each priority, a number of possible outcomes are identified. Every time a procurement exercise takes place, at least one outcome will be selected from the Framework for inclusion in the contract. The outcomes must be proportionate and relevant to the contract to which they are being applied, meaning that a bespoke approach to social value is taken for each procurement exercise.

Linked to each outcome in the framework is a set of performance measures. These measures provide examples of how performance against the selected outcome might be measured. The list is not exhaustive, and alternate measures will be used if and when appropriate to the outcome selected for the contract.

In the tender process, suppliers are scored on their responses to the questions about how they will deliver against the selected outcomes. The responses of the winning

bidder will then be incorporated into the final contract, and the associated performance measures will be monitored through routine contract management.

Good Contract Management

Contract management enables the Council and its suppliers to meet their contractual obligations at an agreed cost and quality, while good contract management helps to maximise savings and service quality.

It will be essential, once appropriate outcomes have been selected from the framework and included in the procurement contract, that social value requirements are consistently and routinely monitored through an embedded system of robust contract management. By monitoring progress in this way, the Council will be able to keep a record of what additional social value is being achieved. Where suppliers are found not to be fulfilling their social value obligations as stated in the contract requirements, appropriate action will be taken.

Measuring social value

Measuring social value is widely recognised as a challenging task. The main difference between measuring social value and traditional measurement approaches is the need to assess the impact across a wider range of outcomes to take account of social, economic and environmental performance. Whilst articulating social value outcomes can be fairly simple, quantifying them can be much more difficult.

The way in which providers will contribute towards the Council's priorities will be different for each commissioning process and as a result the measurement of outcomes must be proportionate and relevant to each contract.

Broader impacts and outcomes will also be measured. These can be more difficult to accurately capture and as such case studies and narrative accounts will be key in highlighting broader outcomes and preventing such valuable information being lost.

Implementing the strategy

The Council's Corporate Management Team (CMT) and Cabinet Team will be responsible for driving this strategy forward and have been given responsibility for ensuring that progress on social value is made over the next two years. The Corporate Management Team and Cabinet Team are supported by the Social Value Task Group which has been charged with developing specific actions and ensuring the co-operation of colleagues within the authority and across key partner organisations.

The Procurement Officers Group (POG) will play a key role in ensuring that mechanisms are in place to ensure consistency and coordination of approach as well as ensuring social value is embedded in the Council's commissioning and procurement processes.

The action plan supporting this strategy will be monitored and reviewed on a regular basis and Cabinet will be presented with an update on progress on a six monthly basis. The strategy itself will be reviewed on an annual basis to ensure that it remains current and fit for purpose.

For more information

For further details about this strategy please contact:

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Derbyshire
DE4 3AG

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For further details about our commissioning and procurement processes please contact:

Corporate Procurement Team
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Derbyshire Social Value Procurement Framework

Introduction

This Framework will be used by any officer or member undertaking commissioning or procurement activity. It will help to ensure that social value considerations are systematically incorporated and embedded into commissioning and procurement processes. Maximising social value through the procurement of services in Derbyshire will help to secure positive outcomes and influence suppliers in line with the Council's priorities.

Social Value

The Public Services (Social Value) Act 2012 asks commissioners to think about securing extra social, environmental and economic benefits for their area when they are buying services. In accordance with best practice, the Council has extended this to include all goods and services.

It is essentially about getting more value for money out of procurement. Commissioners and procurement officers must think about how the goods and services they are going to buy, could secure the most valuable benefits for Derbyshire.

Increasing demand for services and ongoing spending reductions mean that it is more important than ever to ensure that the 'Derbyshire pound' achieves as much value as possible for residents. The Council's social value approach encourages the adoption of new and creative solutions to the challenges facing the Council.

The Framework

This Framework has been designed to ensure that social value can be achieved in a consistent and measurable way.

It provides a simple template of the priority outcomes that the Council aims to achieve through its social value approach. It will help to ensure that social value generated through commissioning and/or procurement activity contributes to at least one of the Council's key priorities, so that positive outcomes are achieved where they are needed the most. The priorities outlined in the framework are in line with those set out in the Council Plan and will contribute to the Council's overarching vision:

"Derbyshire is a place with a thriving economy where hard work is properly rewarded and our children have a bright future, a place where people feel proud, safe and supported, where all are valued and feel their voice is heard."

Social Value Principles

When using this framework we will be guided by the following principles:

- Working positively with suppliers to deliver the maximum possible social value together
- Supporting the local economy, including through any sub-contracting
- Reducing demand for public services and including appropriate incentives in contracts, such as contract extension opportunities for suppliers who effectively reduce demand
- Delivering at a local community level where possible and supporting the Council's work on Thriving Communities where appropriate
- Fostering positive relationships between and within communities – communities of place and communities of interest
- Supporting the local voluntary and community sector through our suppliers and contracts
- Providing robust enforcement in cases where suppliers fail to deliver agreed outcomes
- Paying suppliers promptly
- Endorsing/promoting suppliers who engage successfully and positively with Derbyshire County Council's social value approach to procurement

Using the framework

When using the framework it is important to note that:

- For each procurement exercise we will identify which of the outcomes in the attached framework are appropriate for inclusion and consideration
- Outcomes, which are appropriate to the procurement exercise, will be identified from the attached framework on the basis of what is **relevant and proportionate** for each contract
- For every tendering exercise consideration will be given to include at least one of the outcomes listed below
- Suppliers will be scored on their responses to the question about how they will deliver against these outcomes
- Suppliers will also be scored on their responses to questions about how this will be measured and verified
- The responses of the winning bidder will be incorporated into the contract and the ensuing contract management and monitoring process.
- Good practice examples will be identified and used to promote social value in Derbyshire.

Derbyshire Social Value Procurement Framework

Theme	Outcomes - What are we trying to achieve?	What could this mean in practice for suppliers? What could they deliver? (These are examples only – not an exhaustive list)
A Derbyshire that works	Outcome 1 - A strong local economy	Create x number of new jobs in the local economy (i.e. within Derbyshire)
		Support x number of new business start-ups within the county by running practical workshops with enterprise clubs
		Support the local economy by spending x% of total expenditure in the local supply chain (i.e. within Derbyshire) - this could be measured with tools such as LM3
		Support the local supply chain by spending x% of total expenditure within Derbyshire or within a 10-mile radius
		Attract £x worth of inward investment into Derbyshire
		Secure positive profile for Derbyshire through x number of positive stories in the national media
	Outcome 2 - A skilled and confident workforce	Education
		Support x number of young people in the county up to the age of 18 into training or employment by delivering relevant support to the local careers education offer (e.g. CV advice, mock interviews, careers guidance)
		Support x number of people in the county aged 18+ into training or employment by contributing to the local careers education offer by delivering relevant support (e.g. career mentoring at job clubs, mock interviews, CV advice and careers guidance)
		Training
		Improve the skills levels of existing staff within the county by training x% of the workforce to Level 2/3/4 (for example)
		Reduce average sickness absence by x% through an improved health, wellbeing and support package for staff in the county
		Provide x number of days of meaningful work experience for Derbyshire residents
		Create x number of traineeships or bursaries for Derbyshire residents
		Create x number of Apprenticeships for Derbyshire residents

Appendix B

		Work with the County Council to support work experience, volunteering opportunities, traineeships or bursaries to x number of Derbyshire's most vulnerable residents for example children in care, people with learning disabilities etc. who face additional challenges when trying to secure training and employment
		Employment
		Consider paying staff the UK Living Wage (as defined by the Living Wage Foundation)
		Increase rates of pay for lowest-paid staff in the county by x%
		Create x number of part time or full time employment opportunities for Derbyshire residents
		Work with the County Council to provide x number of part time and/or full time employment opportunities for Derbyshire's most vulnerable residents, for example children in care, people with learning disabilities etc, who face additional challenges when trying to secure employment
		Identify all staff who are Derbyshire carers and ensure flexible working practices are implemented to support these responsibilities within x weeks of contract start date
		Support x number of flexible working practices for Derbyshire residents
	Outcome 3 – Well connected communities	Support x local sustainable transport initiatives which improve local access to jobs and services, enable local people to maintain their independence or improve quality of life
		x activities that enable local people to be better connected
A healthy Derbyshire	Outcome 4 - Healthier communities with reduced health inequalities	x% overall spend disinvested from acute interventions and reinvested in prevention across the county
		Support x initiatives which promote and tackle mental health issues
		Support prevention by running education and publicity campaigns with specific targets (e.g. support x number of staff / residents / service users within Derbyshire to stop smoking / increase their physical activity / access money advice)
A safer Derbyshire	Outcome 5 - Resilient and safe communities Outcome 6 - People supported in hard times	Support more people to manage their finances effectively by increasing the number of residents who save with a Derbyshire Credit Union by x

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		Secure £x-worth of investment in, or in-kind contributions to, fuel poverty initiatives in Derbyshire
		Support x number of Derbyshire households to better manage their energy demands through improvements in the fabric of their homes, bringing them out of fuel poverty and contributing to climate change goals
		Sponsor x number of local sustainable food initiatives such as community based Superkitchens across the county
		Support x number of local sustainable practices which empower local people to keep each other safe
	Outcome 7 - Sustainable and green communities	Reduce the amount of waste generated in Derbyshire by x% compared to previous contract
		Reduce the amount of waste sent to landfill in Derbyshire by x% compared to previous contract
		Reduce carbon emissions in Derbyshire by x% per year
		Reduce overall energy consumption / water consumption in Derbyshire by x% per year
		Increase the use of renewable energy / community-generated renewable energy as a proportion of total energy consumption in Derbyshire by x% over the lifetime of the contract (without increasing overall energy consumption)
A Derbyshire that cares	Outcome 8 - Thriving children, young people and families	Support x careers fayres in Derbyshire and/or the provision of careers advice in schools
		Sponsor x number of activities in the county to support children and young people
	Outcome 9 - Independent and supported older people Outcome 10 - Adults with physical and learning disabilities leading independent and fulfilled lives	x% of service users in Derbyshire supported to self-help
		Coordinate and run a befriending scheme to reduce social isolation (and thus prevent the consequences of social isolation) for x number of Derbyshire older people
		x% of customers directed towards lower-cost forms of contact (e.g. phone or web rather than face-to-face), including training service users to use IT as necessary

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		Support x number of Derbyshire service users to engage in volunteering
		Support x number of Derbyshire service users into work experience / paid work / training
		Work with x number of service users in the county to design / deliver the service
		Deliver the service on a localised basis so that the average distance to travel to access the service is reduced by x miles
		x% of Derbyshire residential social care users supported to live independently
A local Derbyshire	Outcome 11 - An ambitious and dynamic Council Outcome 12 - Communities at the heart of decision making	Contribute x number of hours of support, for example, business advice to community and voluntary organisations in Derbyshire through an Employer-Supported Volunteering scheme
		Support x number of community led activities in Thriving Communities areas
		Provide facilities, for example meeting rooms, for use by community and voluntary organisations in Derbyshire for x number of hours per year
		Work with community and voluntary organisations in Derbyshire to create x number of new volunteering opportunities in the county
		Support local third sector organisations through the supply chain by spending x% of total expenditure with community and voluntary sector providers based in the Derbyshire
		Support staff, service users and residents to fundraise £x for the Derbyshire Social Value Fund (and/or match-fund x% of the total funds raised).

Social Value Framework – Procurement Guidance

Introduction

Increasing demand for Council services combined with ongoing spending reductions means that it is more important than ever to ensure that the ‘Derbyshire pound’ achieves as much value as possible for residents. Securing additional social value through the money already spent on behalf of Derbyshire residents, provides the Council with an exciting opportunity to secure more positive outcomes and influence suppliers in line with the Council’s priorities.

This guidance will be used by any officer undertaking commissioning and/or procurement activity. It will help to ensure that additional social, environmental and economic outcomes are systematically incorporated and embedded within the Council’s commissioning and procurement processes.

Social Value

The Public Services (Social Value) Act 2012 asks commissioners to consider how to improve the economic, social and environmental well-being of their area when they are buying services. In accordance with best practice, this has been extended to include all goods and services commissioned and purchased by Derbyshire County Council.

The introduction of a social value framework in Derbyshire will help the Council secure more value for money out of procurement by placing a requirement on procurement officers to think about how the goods or services they are going to buy could secure the most valuable benefits for Derbyshire. The additional outcomes achieved could be wide ranging from creating apprenticeships to providing support for smaller community projects, and will all link back to the Council’s key priorities. Any Social Value outcome requested must be proportionate and relevant to the contract to which it is to be applied.

The Social Value Procurement Framework has been developed to enable commissioning and procurement staff throughout the Council to consistently apply Social Value to purchasing activities. Implementation of the strategy and framework is intended to enable providers to deliver social value alongside the services the Council traditionally procures from them by:

- Enabling providers to understand what social value they could provide that would be valued by the Council.
- Encouraging the concept of social value to be embedded within their organisations.

- Working with them to ensure that they are offering core services which also deliver additional social value.
- Helping them to generate new ideas which will provide social value that meets the local needs of Derbyshire.

Procurement guidance

This document provides practical guide to Officers who have a role in the Council's procurement activity in applying the "Derbyshire Social Value Procurement Framework" in the format of a stepped approach.

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

When to start the social value considerations

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

Step 1 - Consider the relevance and proportionality of the procurement opportunity	
1.1	Identify if it is relevant and proportionate to include social value requirements within the procurement, taking into account factors including (but not limited to): <ul style="list-style-type: none"> • The value • The contract length • The product / service / work being procured • The number of potential lots / providers
1.2	If No , document the justification for not including social value requirements in the procurement. This information will need to be reported on a quarterly basis and included in Social Value consideration section of the Cabinet report. (If Yes , move to step 2.)
Step 2: Identify Social Value opportunities	
2.1	Taking account of needs, resources and assets, identify what social value opportunities could be created or realised; this could include: <ul style="list-style-type: none"> • Consultation with the current provider (where applicable)

	<ul style="list-style-type: none"> Engaging with interested parties e.g.: <ul style="list-style-type: none"> Internal stakeholders, including front line workers Service users / potential service users Third sector organisations Derbyshire residents Market analysis, including assessment of how social value has been delivered in similar contracts in other areas Consultation with the wider market <p>(Move to step 3.)</p>
Step 3: Select an outcome or outcomes from the framework	
3.1	Collate, review and assess the information to identify common themes or areas and/or proposals that would be relevant and proportionate to the procurement.
3.2	<p>Select one or more outcomes from the framework against which social value could be delivered.</p> <ul style="list-style-type: none"> It is usually advisable to limit the number of the selected outcomes e.g. to focus on one or two key outcomes.
Step 4: Build the Social Value requirement into the procurement.	
4.1	<p>Decide how specific you want to be about the achieving the outcomes and use this information to formulate the question(s) you want to ask.</p> <p>Please see examples questions below:</p> <p><u>Example 1 – General Outcome</u></p> <p><i>In regard to this contract Derbyshire County Council would like to realise the potential for adding social value in respect of ensuring Derbyshire has a skilled and confident workforce.</i></p> <p><i>What are you company's proposals in respect of achieving this?</i></p> <p><i>(Please see outcome 2 on the attached Derbyshire Social Value Procurement Framework for more information)</i></p> <p><u>Example 2 – Specific Outcome</u></p> <p><i>Derbyshire County Council would like to realise the potential for adding social value in respect of ensuring Derbyshire has a skilled and confident workforce. In respect of this contract the Council would like opportunities for traineeships (including apprenticeship) for Derbyshire residents to be created.</i></p> <p><i>Please provide details of your company's proposals in respect of achieving the outcomes, including details of the opportunities that would be offered?</i></p> <p><i>(Please see outcome 2 on the attached Derbyshire Social Value Procurement Framework for more information)</i></p>
4.2	<p>Identify the success factors.</p> <p>Consider how the impact of the social value delivered will be measured both through the direct delivery of the outputs and the longer term impact on the outcomes.</p> <ul style="list-style-type: none"> How will you identify that social value is being delivered e.g. <ul style="list-style-type: none"> participation levels

	<ul style="list-style-type: none"> - wider social, environmental and economic benefits - a monetised value • Can the reporting schedules and requirements be stipulated? • Can the social value KPIs be identified? <p>Where the social value requirement is addressed in the form of an open question, it may not be possible to identify the social value measures and be more appropriate to ask the tenderer to detail how the social value could be measured, e.g.</p> <p><u>Example</u></p> <p><i>Please include details of how delivery against these outcomes would be measured and verified.</i></p>
4.3	Decide what weighting value will be assigned to the social value element of the procurement.
4.4	<p>Identify to bidders, in the tender documentation, that the social value component of their bid carries the same weight as the other qualitative elements and that failing to deliver against these measures could result in the application of remedies or termination of the contract.</p> <ul style="list-style-type: none"> - Where applicable, include clauses/draft clauses in the contract or the terms and conditions of contract that are issued with the tender documents.
Step 5: Evaluate the Social Value offered in each bid	
5.1	<p>The evaluation of the social value proposals will follow the format of the other qualitative aspect of the bid, taking into consideration how the direct outputs proposed would deliver against the longer term social value outcome identified in the tender documents.</p> <p>This should take into account:</p> <ul style="list-style-type: none"> • The value of the social value activity proposed • The likelihood of it being achieved
Step 6: Confirm contractual requirements addressed	
6.1	<p>Before finalising and sending out the formal contract (or award of contract letter) confirm that all relevant contractual clauses / terms are revised to take into account the specific social value offer. e.g.</p> <ul style="list-style-type: none"> • KPI's and performance measures • Reporting schedule and requirements • Remedies and termination clauses
Step 7: Monitor and measure the social value being delivered	
7.1	<p>The monitoring and measurement of the Social Value commitments made by the provider should be incorporated into the general performance management of the contract.</p> <ul style="list-style-type: none"> • Winning bidders will be expected to report on the outcomes to evidence how they are achieving the social value they propose to deliver.

	<p>The Council should be willing to assist the provider where appropriate, e.g. if a proposal aims is connected to a specific group of service user it may be appropriate to provide contact information to the teams within the Council who work with the service user group.</p>
7.2	<p>Monitoring the social value delivered and working with the provider on the social value aspects of the bid can then help to produce new ideas that can be incorporated into future procurements.</p>

Derbyshire Social Value Strategy Action Plan – December 2016

Key Actions	Activity	Timescale	Lead	Progress
Champion social value through strong and effective leadership				
Ensure that there is a clear vision and direction for maximising social value within the Council	Develop draft strategy and supporting documents including framework and operational guidance	May 2016	Policy and Research	Completed
	Develop good practice guide to illustrate examples of social value secured in other areas	May 2016	Policy and Research	Completed
	Undertake consultation with staff, businesses and the voluntary and community sector	September - October 2016	Policy and Research	Completed
	Publish final Strategy and supporting documents	January 2017	Policy and Research	Report to Cabinet planned for 31 January 2017
Engage with Elected Members and Strategic Directors to ensure that a clear and consistent vision is supported at all levels	Provide regular briefings and reports on progress to Corporate Management Team and Cabinet Members	Ongoing	Policy and Research Legal Services Corporate Procurement	
	Provide support to departmental management teams, senior managers forums and Member Development sessions where appropriate	Ongoing	Policy and Research Legal Services Corporate Procurement	
Ensure the consideration of social value is embedded in the Council's decision making processes	Amend report guidance template to include social value considerations	July 2016	Policy and Research Democratic Services Legal Services	To be reviewed once final strategy is published
	Raise awareness of new requirements through departmental management teams and briefing sessions	Ongoing	Corporate Management Team Policy and Research	
	Provide practical support to those writing reports on new requirements	Ongoing	Policy and Research Legal Services Corporate Procurement	Ad hoc support and through drop in and round table sessions

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Mainstream social value into strategies, plans and broader service developments	Revise the Council's Financial Regulations to include consideration of social value	Completed	Corporate Finance Corporate Procurement	
	Ensure social value is reflected in the new Council Plan and departmental Service Plans 2017-2021	Autumn 2017	Policy and Research	
	Identify future strategy and plan developments across the Council, identifying those where social value considerations	By March 2017	Corporate Management Team All departments	
Encourage partner organisations to consider social value in their own commissioning and procurement policies and processes	Circulate the Social Value Strategy and supporting documents to key partners and stakeholders following approval and publication of the final draft	By March 2017	Policy and Research	
	Include Social Value as a priority in the future work programme for the Derbyshire Partnership Forum (DPF)	From April 2017	Policy and Research	
	Liaise with the Derbyshire Health and Wellbeing Board to explore ways in which social value could be considered and promoted	September 2016	Strategic Director for Adult Care Policy and Research	Consideration of social value is included as part of future HWB work programme
Work with the voluntary and community sector to further develop the Council's approach moving forward	Consult with 3D on involvement and engagement of the voluntary and community sector in the development of the Council's approach	July 2016	Policy and Research 3D	
	Identify 3D Social Value Lead	July 2016	Policy and Research 3D	Angela Kerry identified as Lead and key contact
	Revise membership of Social Value Task Group and agenda to include regular involvement of 3D Lead	September 2016	Policy and Research	
	Ensure contribution of Social Value Lead in the development of consultation processes	September 2016 and ongoing	Policy and Research	

Build and foster a shared understanding of social value within the Council and across partner agencies				
Raise awareness of social value across the Council, developing an ongoing programme of communications, engagement and training	Develop a programme of communications and key messages to share information and raise awareness of social value across the Council	Ongoing	Communications Policy and Research	Programme of communications developed and key messages currently being disseminated
	Establish a web presence to share information and experience, promoting good practice and opportunities to get involved	By March 2017	Communications Policy and Research	
	Ensure Source Derbyshire contains information and key messages about social value alongside information on where to get further help	By December 2016	Corporate Procurement	Completed
	Ensure dissemination of key messages through the Procurement Officer's Group	Ongoing	Corporate Procurement	
	Develop a programme of drop in/round table sessions to share information and discuss problems/identify solutions	November 2016 to May 2017	Social Value Task Group	Completed
	Consider how social value can be included in the Council's Learning and Development Framework, identifying opportunities for the development of online tools	By March 2017	Social Value Task Group Learning and Development	
	Develop a programme of training for all procurement staff	By March 2017	Corporate Procurement	
	Ensure programme of engagement and training on social value included in new Elected Member induction	By March 2017	Social Value Task Group Learning and Development	
Encourage collaboration on social value across Council departments through joint working and the development of joint approaches to tackle priorities and identified needs	Test out the Council's approach to social value during consultation period	May to December 2016	Social Value Task Group Corporate Procurement	Completed

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	Identify problems/barriers during test period and share experience and good practice through Corporate Procurement Officers Group	By December 2016	Social Value Task Group Corporate Procurement	
	Refine approach and practical implementation to ensure it continues to be fit for purpose	By March 2017 and ongoing		
	Identify mechanisms to share experience and good practice	By December 2016 Ongoing	Policy and Research	First stage completed – drop in/round table sessions arranged
Promote social value activity taking place across the Council, celebrating success and publishing achievements and outcomes	Monitor social value achievements in recent procurement activity	Ongoing	Corporate Procurement Social Value Task	
	Identify opportunities to promote social value activity in communications programme	By March 2017	Corporate Procurement Policy and Research Communications	
Develop a good practice guide with case study examples to share experience and knowledge within the Council and across Derbyshire as a whole	Identify good practice examples and share success on recent achievements from within the Council	March 2017 for initial trawl Ongoing	Social Value Task Group	Good practice examples gathered through initial testing period currently being collated
	Develop a good practice guide using case study examples from across the Authority	May 2017	Policy and Research Corporate Procurement	
	Publish good practice examples and promote on Source Derbyshire and Council's web site	May 2017	Policy and Research	
Consider carrying out training directly with suppliers, where required, to improve understanding of social value in the authority's procurement process	Consult with suppliers on support and training required	By May 2017	Corporate Procurement	
	Explore opportunities for developing joint learning/training for suppliers and staff to explore the opportunities presented by the approach	September 2017	Corporate Procurement	
Improve understanding of the ways in which the VCS can	Actively engage with VCS about ways in which the sector can support and contribute to the	Ongoing	Social Value Task Group	

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more effectively contribute through the social value approach	development of the approach		3D	
	Identify opportunities for joint voluntary and community sector learning/training to share knowledge and experience	By May 2017	Social Value Task Group 3D	
Develop and promote the Council's Social Value Framework				
Develop a social value procurement framework to set out the outcomes and illustrative measures the Council is seeking to support	Develop and produce a draft social value framework for consultation	May 2016	Social Value Task Group	Completed
	Amend framework following consultation and review on a regular basis to ensure that it continues to be fit for purpose	December 2016 and six monthly	Policy and Research	Completed
	Identify additional example measures using good practice examples from DCC procurements that have taken place	Ongoing	Social Value Task Group	
Develop social value procurement guidance which sets out the Council's expectations in respect of maximising social value in contracts to support commissioners and suppliers	Develop and produce draft social value procurement guidance for consultation	May 2016	Corporate Procurement	Completed
	Amend procurement guidance following consultation and review on a regular basis	December 2016	Corporate Procurement	
	Liaise with and review progress through Corporate Procurement Officer's Group to ensure that it meets ongoing needs and requirements	Six monthly	Corporate Procurement	
Explore opportunities to establish a Social Value Fund for Derbyshire in liaison with the voluntary and community sector	Identify other local authorities that have developed similar approaches	By January 2017	Policy and Research	
	Identify possible options for moving forward, taking into account legal considerations	By March 2017	Policy and Research Legal Services Corporate Procurement	
	Move forward with agreed approach developing guidance and information about ways to get involved	September 2017	Policy and Research Legal Services Corporate Procurement	
Engage with staff, members of the public, the VCS and suppliers to review and refine the approach to ensure that it is relevant and continues to meet identified priorities	Monitor the Council's approach and review progress on an annual basis	September to December 2017	Policy and Research Social Value Task Group	
	Refine and amend approach on an annual basis following consultation with key stakeholders	January 2018	Policy and Research Corporate Procurement Legal Services	

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			Social Value Task Group	
Work hard to find better ways to measure and report on success	Collect information from existing procurement activity to identify key measures being used across the Council	May 2017	Corporate Procurement Social Value Task Group	
	Identify good practice from other areas and national research about social value impact	May 2017	Policy and Research Corporate Procurement	
	Share information and knowledge of good practice within the Council and those supplying goods, services and works to the Council	May 2017	Corporate Procurement Social Value Task Group	
Embed social value in the Council's commissioning and procurement strategies, plans and procedures				
Establish mechanisms to coordinate and monitor information on Council contracts, including a single point of contact for social value within the authority	Develop a corporate register of procurement activity taking place across the Council	December 2016	Corporate Procurement	Completed
	Ensure register captures information on identified social value asks, social value confirmed and social value outcomes achieved	December 2016	Corporate Procurement	Completed
	Monitor achievements and pull together six monthly reports on progress	Six monthly	Corporate Procurement	
	Review suitability of register through Procurement Officers Group	Six monthly	Corporate Procurement Procurement Officers Group	
Develop networking opportunities for departmental procurement officers to share experience and knowledge, identifying opportunities to improve consistency of approach	Identify officers working on, and involved in, procurement and commissioning activity	March 2017	Corporate Procurement Procurement Officers Group	
	Develop a community of practice for staff to share information and knowledge	May 2017	Corporate Procurement Procurement Officers Group	
	Explore use of Yammer to better connect Procurement Officers across the Council to network, share information and knowledge and problem solve	March 2017	Policy and Research Corporate Procurement Procurement Officers Group	
Develop a coordinated and consistent approach to	Identify good practice contract management from within the Council	March 2017	Corporate Procurement	

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contract management across the Council, developing robust monitoring systems for social value contracts	Liaise with staff to review current arrangements and to identify and develop corporate approach	By September 2017	Corporate Procurement Procurement Officers Group	
	Develop options paper identifying approach moving forward	September 2017	Corporate Procurement Procurement Officers Group	
	Ensure proposed approach to contract management includes robust systems for monitoring social value	September 2017	Corporate Procurement Procurement Officers Group	
Explore opportunities to improve consultation with the market, including small businesses and the voluntary and community sector, at the pre-market stage	Liaise and consult with identified sectors on ways in which consultation can be improved at pre market stage	May 2017		
	Identify options for moving forward, undertaking small scale testing on approaches which could be developed further	September 2017	Corporate Procurement	
Provide more opportunities for SME's, social enterprises and voluntary and community organisations to network with larger companies to better develop local supply chains	Identify barriers to involvement and engagement	March 2017	Corporate Procurement Procurement Officers Group	
	Liaise with identified sectors to explore networking opportunities that could be developed further	May 2017	Corporate Procurement Procurement Officers Group	