Towards a Social Value Economy

A roadmap to maximise VCFSE Social Value Outcomes in Cheshire and Merseyside

Voluntary Sector North West

Cheshire & Merseyside VCFSE Health & Care Leaders Group

Cheshire & Warrington Infrastructure Partnership

VS6 – Working together to build a stronger Liverpool City Region

NHS Cheshire and Merseyside

Social Value Portal

Forewords

Warren Escadale
CEO of VSNW

The implementation of the Social Value Act, now in its twelfth year, needs to grow up. While we have successfully integrated social value into procurement processes, there remains a fundamental uncertainty about its broader purpose and impact. What is the true purpose of social value beyond a procurement portal paper exercise? How do we measure and weigh our contributions in the real world? How is this useful? Why are we doing this?

Whatever the future, we know we need to make the public sector pound work even harder. This report identifies the ways in which social value is not working and proposes six key shifts to address these dysfunctions and move towards a Social Value Economy. The underpinning key to all of this, for me, is focus. When the founder of Save the Children looked at the challenges facing her community and talked to others about the challenges and the possible answers, there was a simple answer: let the public sector do what it does well, let businesses do what they do well and let the voluntary, community, faith and social enterprise (VCFSE) do what it does well.

When we are faced with the myriad possibilities of what we can have our social value aim to achieve, which is a wonderful testimony to imagination, my ask is to focus. When I look at the mind-blowing range of measures within frameworks like the Themes, Outcomes, and Metrics (TOMs) framework, let's prioritise a few. Pick a handful and weight social value scoring towards a few so we can measure and deliver collective action. For me, let's build community capability through four metrics focused in the VCFSE sector: NT14, NT15, NT16, and NT17.

As we move forward, it is time for the Social Value Act to mature, evolving from its initial implementation phase into a robust framework that genuinely enhances the social fabric of our society. This report provides insights and recommendations to ensure that social value is not just a concept, but a measurable and impactful reality.

We hope this report will inspire action and provide a roadmap for leveraging the full potential of social value, ensuring that the VCFSE sector continues to thrive and contribute meaningfully to our communities.

Forewords

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Chair of NHS Cheshire and Merseyside

Louise Gittin, Chair of Cheshire and Merseyside Health & Care Partnership, Lead of Cheshire West and Chester Council, and Chair of the Local Government Association

We are honoured to introduce this groundbreaking roadmap, “Towards a Social Value Economy” and welcome the recommendations for maximising social value outcomes across the region. This document represents a collective vision and a bold plan to transform the way we measure and achieve social value in Cheshire and Merseyside to foster a society where social, economic and environmental wellbeing are at the forefront of every decision.

Our communities face immense challenges, from health inequalities to economic disparities. By embedding social value into our commissioning and procurement processes, we can ensure that every pound spent generates maximum positive impact. To do this successfully, our roadmap clearly outlines the importance of partnering with the voluntary community, faith and social enterprise (VCFSE) sector to maximise our social value as a health and care system and to make the necessary shifts and take the actions required to achieve this vision.

The unique position of the VCFSE sector and proven track record of delivering social value provides significant opportunities for NHS Cheshire and Merseyside and wider partners to enhance delivery of this roadmap’s vision. The Cheshire and Merseyside Themes, Outcomes and Measures (TOMs) framework is a vital and practical tool for us to implement and embed social value measurement into our contract management processes, and the Partner VCFSE commitment clearly outlines how we embrace the collaborative potential of the VCFSE sector.

We therefore urge all organisations to embrace the Partner VCFSE commitment, fostering meaningful collaboration with the VCFSE sector to accelerate our journey towards how we better measure and achieve greater social value. Together, we can create a thriving social value economy that benefits everyone in Cheshire and Merseyside.

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The development of this roadmap has been supported by Social Value Portal: a B Corp that exists to engage, enable and empower people and organisations to work together in the pursuit of social, economic and environmental wellbeing. The organisation developed the widely adopted and Local Government Association-endorsed TOM System™ (Themes, Outcomes and Measures) to support the procurement, measurement and reporting of Social Value and is a founding member of the National Social Value Taskforce, which aims to enable the wider Social Value movement.

1

Executive summary

Kickstarting our shift towards a Social Value Economy

1.1
Executive summary (1/2)

The challenge

This roadmap sets out a bold vision and plan to shift towards a Social Value Economy in Cheshire and Merseyside.

In simple terms, this means an economy where every organisation maximises its potential to deliver additional benefits to people, places and planet.

The consideration of these additional benefits, known as Social Value, within public sector commissioning and procurement award criteria – sparked by the 2012 Public Services Act and through the subsequent development of the government's Social Value Model – is intended to drive this shift.

However, extensive engagement with colleagues from across our sectors and places has revealed that we are not yet realising the transformative potential of Social Value across Cheshire and Merseyside.

The opportunity

While an awareness of the importance of Social Value is increasing across sectors, particularly its role in tackling the wider determinants of health, our efforts to deliver Social Value outcomes are too often missing a transformative opportunity: the vast potential of collaborating with our Voluntary, Charity, Faith and Social Enterprise (VCFSE) sector.

This roadmap – which has been jointly sponsored by the Cheshire and Merseyside VCFSE sector and Health and Care Partnership, and co-produced by leaders across the public, VCFSE and private sectors – sets out the scale of this opportunity, and a set of recommendations for how all organisations can help shift towards a Social Value Economy.

To kickstart this shift, we are asking all organisations in Cheshire and Merseyside to make a simple commitment by 2025: to Partner VCFSE.

1.2
Executive summary (2/2)

The commitment

Making the Partner VCFSE commitment means pledging to drive Social Value outcomes by increasing meaningful collaboration with our VCFSE sector. It is about collectively kickstarting our Social Value efforts at scale and holding ourselves to account.

Commit to Partner VCFSE:
Drive Social Value outcomes by increasing meaningful collaboration with our VCFSE sector by 2025

For Public Sector organisations	For Private Sector organisations	For VCFSE sector organisations
➢ Baseline supply chain spend with the VCFSE sector in C&M ➢ Identify key opportunities to increase VCFSE sector collaboration ➢ Set targets to increase from the baseline year-on-year	➢ Baseline supply chain spend and donations of resources, time and money to the VCFSE sector in C&M ➢ Identify key opportunities to increase VCFSE sector collaboration ➢ Set targets to increase from the baseline year-on-year	➢ Identify key opportunities to increase cross-VCFSE and cross-sector collaboration Where relevant: ➢ Baseline supply chain spend with other VCFSE sector organisations in C&M ➢ Set targets to increase from the baseline year-on-year

Towards a Social Value Economy in Cheshire and Merseyside

The commitment is not a silver bullet, but a collective catalyst for change. It will require organisations across sectors to better embed Social Value into their day-to-day by implementing the wider recommendations in this roadmap. It will spark more collaborative relationships between our public, private and VCFSE sectors that are mutually beneficial. And above all, it will help us shift towards an economy that maximises benefits for local people by putting Social Value at the heart of every decision.

The following pages make the case for this shift, built on hundreds of conversations with system leaders from across sectors. Their efforts have produced this roadmap. It is now time to commit to making it a reality.

2

Introduction

What is this roadmap and who is it for?

2.1
The roadmap has three key aims

This roadmap aims:

1. To set out why every organisation has a **stake** in moving towards a Social Value Economy in Cheshire and Merseyside that maximises Voluntary, Charity, Faith and Social Enterprise (VCFSE) sector Social Value outcomes

2. To present an honest assessment of how Social Value in the commissioning cycle is currently being **experienced** across Cheshire and Merseyside

3. To describe a set of **shifts** and enabling **actions** every organisation must take if we are to realise the full potential of Social Value to change lives across Cheshire and Merseyside and make a clear call to action – **to commit to Partner VCFSE** – to kickstart the journey

2.2
System leaders across sectors have coproduced this roadmap

It is now 12 years since the Public Services Act 2012 introduced Social Value, and 2 years since PPN06/20 extended the role of Social Value to the health and care system; requiring all NHS procurements include a minimum 10% net zero and Social Value weighting.

Public Services (Social Value) Act 2012:

Requires public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts and for connected purposes.

In this context, and with a mandate from hundreds of colleagues across the VCFSE sector, Voluntary Sector Northwest, VS6, Cheshire and Warrington Infrastructure Partnership and Cheshire and Merseyside Integrated Care Partnership have jointly convened leaders from across boundaries to take stock and look forward.

Through interviews and workshops, a group of over 20 system leaders from across our public, VCFSE and private sectors in Cheshire and Merseyside have coproduced this roadmap.

The focus of their work has been to understand the potential of maximising VCFSE Social Value outcomes: additional benefits to people, places and planet generated by and through collaboration with VCFSE organisations.

In particular, they have focused on how to maximise VCFSE Social Value outcomes through the commissioning cycle and how every organisation in Cheshire and Merseyside can contribute, from NHS trusts and Local Authorities to private business and VCFSEs themselves.*

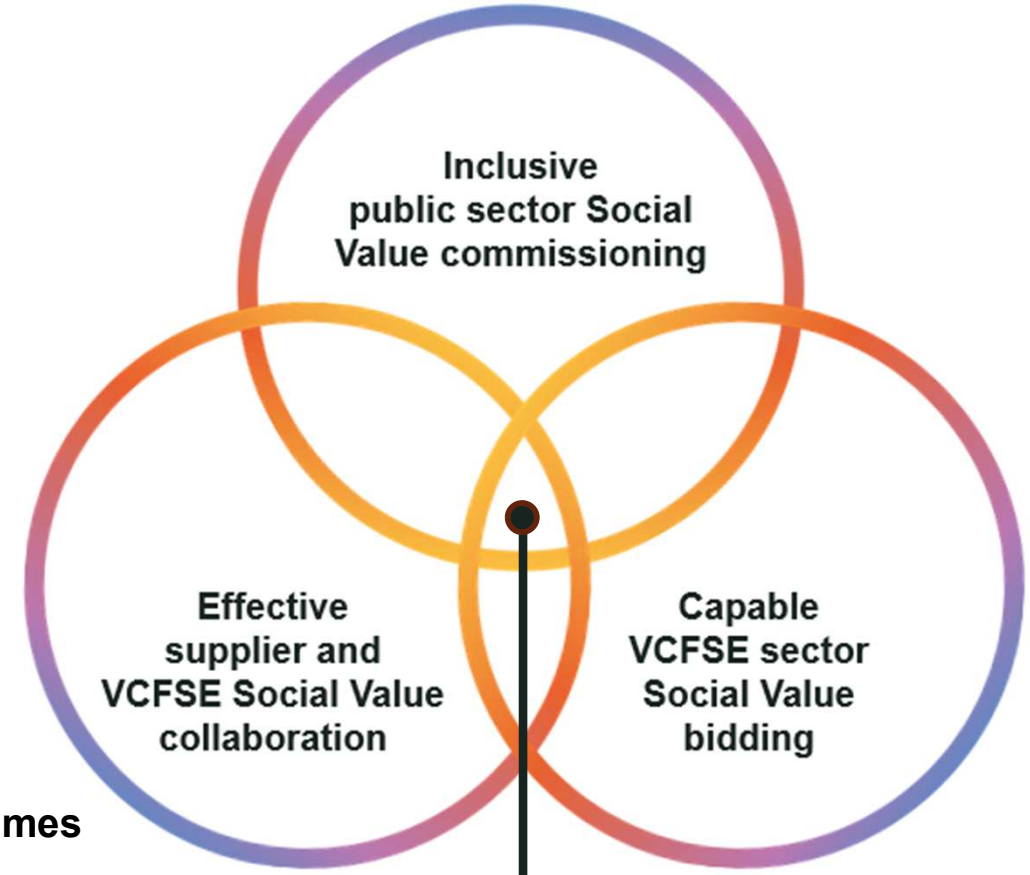
**To note, the incorporation of Social Value into the commissioning cycle represents a key mechanism to foster greater collaboration between our public, private and VCFSE sectors. While the scope of this work focused closely Social Value in the commissioning cycle, broader findings relating to effective cross-sector collaboration have been collated in Appendix B with a view to informing any subsequent related work.*

2.3
Leaders focused on three key drivers of VCFSE Social Value outcomes

In particular, system leaders have considered three drivers of VCFSE Social Value outcomes across the commissioning cycle:

- **Inclusive** Public Sector Social Value commissioning
- **Capable** VCFSE Sector Social Value bidding
- **Effective** collaboration between other Public Sector suppliers and VCFSE organisations in Social Value delivery

When combined, these drivers have the potential to maximise additional benefits to people, places and planet generated by and through collaboration with VCFSE organisations.



Maximising VCFSE Social Value Outcomes through the commissioning cycle

2.4
The roadmap sets out what is needed across sectors to move towards a Social Value Economy

Drawing on their experiences of our developing approach to Social Value across Cheshire and Merseyside, the insights contributed by system leaders:

- Describe a shared **vision** for a thriving Social Value Economy in Cheshire and Merseyside that maximises VCFSE Social Value outcomes;
- Highlight the **barriers** currently limiting the VCFSE's engagement and involvement in Social Value;
- Set out a bold set of **shifts** and recommended **actions** to maximise the role of our VCFSE in delivering Social Value outcomes and make a clear call to action – **to commit to Partner VCFSE** – to kickstart the journey

Above all, they offer an opportunity to colleagues across the Public, VCFSE and private sectors to see under the bonnet of how Social Value in the commissioning and delivery of public sector contracts is being experienced today in Cheshire and Merseyside, and to make the positive changes needed to maximise its potential in the future.

"The Social Value Economy is one in which all agencies, organisations and individuals have a common goal: to tackle the societal, environmental and economic challenges our communities face in order for everyone to prosper and flourish." [1]

Adapted from The National Social Value Taskforce

2.5
Delivering the roadmap will require the shared efforts of public, VCFSE and private organisations

The Partner VCFSE commitment and corresponding recommendations for change in this roadmap are relevant to every organisation interested in why and how we must transition towards a Social Value Economy in Cheshire and Merseyside, whether you are:

- A **public sector organisation** seeking to optimise how you leverage Social Value from your suppliers and/or through your own operations
- A **private sector organisation** trying to improve the quality of your corporate Social Value approach and/or your Social Value bidding and delivery
- A **VCFSE organisation** looking to use Social Value as a way to identify and measure ways to create even more positive impact through your work or to improve your approach to Social Value bidding

Ultimately, it will take the shared efforts of colleagues from across the public, VCFSE and private sectors to deliver on the ambitions set out in this roadmap.

3

Our purpose

Why do we need to move towards a Social Value Economy in Cheshire and Merseyside?

3.1
Our communities are facing immense challenges

Cheshire and Merseyside is an area home to over two and a half million people across nine boroughs.

Our people represent a vast array of communities, served by an even wider range of organisations and groups across the public, private and voluntary sectors.

Today, people across our communities are facing immense challenges. From finding good quality work to accessing affordable and healthy food and managing complex health conditions.[2, 3]

What's more, these challenges are not distributed evenly. People's opportunities and health in Cheshire and Merseyside are disproportionately affected by who they are and where they live relative to the rest of the UK.

- ***A third of Cheshire and Merseyside's residents live in the most deprived 20% of neighbourhoods in England*** [4]
- ***15% of children live in absolute poverty households and 18% live in relative poverty households in Cheshire and Merseyside – that's approximately 100,000 children*** [5]

3.2
Social Value gives us a lever to tackle our shared challenges

These challenges span boundaries. Improving levels of good quality local jobs, for example, is as relevant to the neighbourhood's GP surgery – through increasing financial wellbeing and its associated positive impact on mental and physical health - as it is to its local businesses – through putting more spending money in their customers' pockets and increasing their pool of local talent.

Tackling these challenges therefore requires a shared commitment across sectors to ensure every pound spent generates the maximum positive impact for our communities.

The Social Value Act gives us a mandate to make this shared commitment a reality.

Through requiring all public sector buyers to embed Social Value into their decision making alongside cost and quality, it has the potential to ensure that for every pound spent, we maximise the potential additional benefits that could be achieved.

Whether that's:

- creating local jobs for people struggling to access work;
- bringing more local businesses into supply chains;
- sharing resources and expertise with community groups in need of help;
- reducing carbon emissions in highly polluted neighbourhoods;
- or tackling any number of additional pressing local needs.

When we tackle the social, economic and environmental challenges our communities face, we all benefit. We all have a stake in the communities where we operate.

3.3
Our VCFSE sector is uniquely placed to deliver Social Value outcomes

In Cheshire and Merseyside, our local communities are supported by one of the most diverse and vibrant Voluntary, Community, Faith and Social Enterprise (VCFSE) sectors in the country.[6]

19,656 VCFSE organisations, 26% registered charities, 24% social businesses, 47% below the radar organisations, with greater diversity of legal structures compared to national trends [7]

The role of our VCFSE sector both in strengthening the fabric our of communities and in providing crucial wrap-around support that reduces the burden of our public services is becoming more widely understood, thanks to shifts towards more collaborative models of working (embodied by our transition to an Integrated Care System), and pioneering work like the recent State of Sector Report. [7]

However, the transformative potential in the commissioning cycle of maximising benefits to people, places and planet generated by and through collaboration with VCFSE organisations has not yet been widely understood or leveraged.

Across the diversity of the sector, the trusting relationships with local people and communities held by VCFSE organisations, along with their track record of delivering Social Value, make them uniquely well placed to deliver additional Social Value outcomes, whether through:

- Collaboration with private sector suppliers to the Public Sector in delivering their Social Value commitments
- Making their own Social Value commitments, whether as a direct provider to the Public Sector or simply as an organisational commitment to finding ways to create even more positive impact

4

Our shared vision

What does a thriving Social Value Economy look like?

4.1
A thriving Social Value Economy leverages every opportunity to deliver additional positive impact

A thriving Social Value Economy will see every organisation identifying their 'Social Value Sweet Spot' – the ways in which they are best placed to deliver additional positive impact. In practice, every organisation will identify different opportunities to deliver Social Value, depending on its operations and localities.

- **It can involve finding ways to hire or retain local employees, or targeting employment, apprenticeships, work placement or volunteering opportunities to people struggling to access the jobs market**
- **It can mean reconsidering supply chains, noticing opportunities to spend more with local VCFSE organisations and SMEs and to share skills and resources that build their resilience**
- **It can look like delivering direct support to communities to improve health, reduce crime or support vulnerable people. Or finding ways to support community organisations to address these challenges with finances, resources or expertise**
- **It can be about identifying opportunities to reduce emissions through travel, energy consumption or waste production**
- **Or it can focus on sparking innovation by finding new ways to tackle old problems, whether social, economic or environmental**

Noticing and acting on these opportunities to create additional value can have a transformative impact on an individual, their family and wider community. Whether it's that tailored support to start or return to a career, that new contract that gives a local start-up a chance or that volunteering opportunity that supports an individual on their recovery from a mental or physical health crisis.

Ultimately, a thriving Social Value Economy in Cheshire and Merseyside will see an ecosystem of organisations committed to continually reimagining how they deliver their services in ways that spot and act on additional opportunities to change lives for the better.

4.2
A thriving Social Value Economy delivers additional positive impact through VCFSE collaboration

A thriving Social Value Economy will see organisations working together across the boundaries of sectors and professions to deliver Social Value outcomes in collaboration with the VCFSE sector.

There is limitless potential to collaborate with our vibrant and diverse VCFSE sector in achieving these outcomes. Every day the sector connects with thousands of individuals who would benefit from this additional support.[8]

This collaboration can generate Social Value outcomes in different ways: whether directly – through joint programmes of work with VCFSE organisations – or indirectly – through the provision of enabling resources to the VCFSE sector.

Joint programmes of work with VCFSE organisations

For example, partnerships to connect individuals furthest from the job market with job opportunities and training or directing spend towards the sector by incorporating VCFSE organisations directly into the contract supply chain wherever possible

Direct delivery of Social Value Outcomes

Provision of enabling resources to VCFSE organisations

For example, financial donations, paid volunteering or expert pro-bono volunteering, training, in-kind use of space, equipment or intellectual assets

Indirect delivery of Social Value Outcomes

4.3
A thriving Social Value economy contributes to our long-term goals

A thriving Social Value Economy will see progress towards long-term goals. Acting on opportunities to generate additional benefits to people, places and planet is one of the most direct ways we can contribute towards our wider shared goals as a system, to address the social determinants of health, tackle inequalities and reduce preventable ill-health.[9]

It is this shift from focusing on illness to promoting health, alongside the day-to-day provision of vital services, that will shape the longer-term prosperity of people across Cheshire and Merseyside.[10]

Cheshire and Merseyside Social Value Outcomes

- Improved skills
- Improved skills for disadvantaged people
- Improved employability of young people
- More opportunities for disadvantaged people
- More local people in employment
- Reducing inequalities
- More opportunities for local MSMEs and VCSEs
- Ethical procurement is promoted
- Carbon emissions are reduced
- Air pollution is reduced
- Safeguarding the natural environment
- Crime is reduced
- More working with the community
- Creating a healthier community
- Improve staff wellbeing and mental health
- Vulnerable people are helped to live independently

Marmot principles

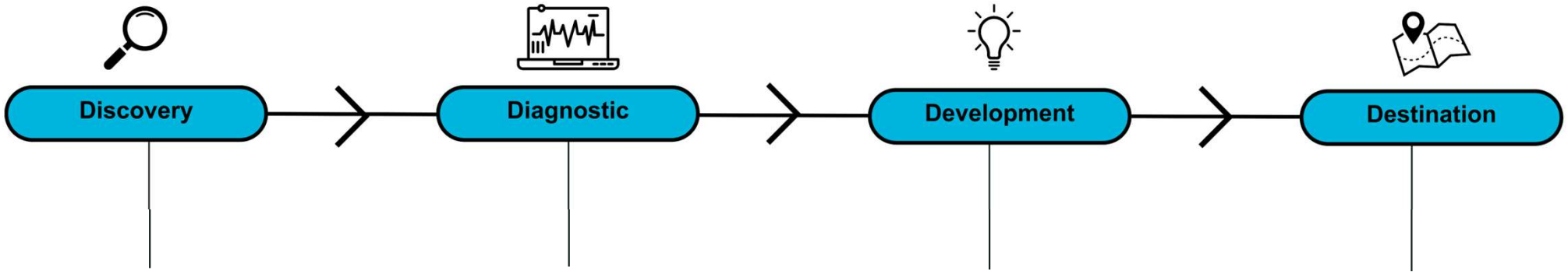
1. Giving every child the best start in life
2. Enabling all children, young people and adults to maximise their capabilities and have control over their lives
3. Creating fair employment and good work for all
4. Ensuring a healthy standard of living for all
5. Creating and developing sustainable places and communities
6. Strengthening the role and impact of ill-health prevention

5

Methodology

5
Methodology

A four-step process was developed to progress the project in collaboration with leaders across the VCFSE, public and private sectors. This process was known as our **"Co-Creation Approach"** which aimed to ensure that the roadmap and recommendations within this report were co-produced and representative of the insights shared in our engagement.



- **Discovery session**
  "About Us" C&M ICS presentation and mapping exercise to identify key stakeholders to form Working Group (VCFSE, public sector and private sector)
- **Social value event**
  Providing an overview of the project with procurement, sustainability and social value leads from organisations across the system
- **Landscape Research**
  Identify key learnings from review of five pieces of relevant research

- **Stakeholder interviews**
  Up to 20 colleagues interviewed from across sectors
- **Diagnostic Report**
  Analysis of interviews and identification of key opportunities.

- **Workshops**
  With interviewees to further refine the insights gained and develop roadmap
- **Co-design process**
  Follow-up questions and discussions
- **Working Group**
  Ongoing working group to refine the roadmap

- **Roadmap**
  Co-created roadmap to maximising VCFSE social value outcomes in Cheshire and Merseyside
- **VCFSE Partner Commitment**
  Drive social value outcomes through meaningful VCFSE collaboration

6

Our starting point

Where are we now?

6.1
Several positive steps have already been taken towards a Social Value Economy

Over 20 system leaders from across the Public, VCFSE and Private sectors have reflected on how they are experiencing Social Value across our system today to create a shared understanding of our starting point.

Several positive steps have already been taken across Cheshire and Merseyside to support our transition towards a Social Value Economy:

- Through our Integrated Care Partnership we have developed our Social Value Charter, signed by 80 organisations who have committed to embedding Social Value across the commissioning cycle
- We have implemented a Social Value Award, designed to catalyse and recognise good practice in Social Value, achieved by 75 organisations from acute trusts to Local Authorities and charities
- We have incorporated a need to commit to Social Value in our Anchor Institution Framework
- And we have embedded Social Value in our Integrated Care Partnership's Joint Forward Plan, as a key focus within our 'Supporting wider social and economic development' pillar

6.2
Six key barriers are limiting our potential to maximise VCFSE Social Value outcomes

At the same time, colleagues across our system are experiencing a range of challenges in how Social Value is being implemented across the commissioning cycle that are getting in the way of progress.

Through interviews and workshops with a wide range of colleagues from across the public, VCFSE and private sectors, we have identified six key barriers, limiting our potential to maximise VCFSE Social Value outcomes.

Each barrier is set out in the following pages in the spirit of openness and as a basis to inform improvement.

“

We don’t have an understanding of why we’re doing it in the first place and who is it benefiting. What is the shared purpose? Is there one? Why are we all doing this?

Interviewee

6.3
a) Lack of common purpose

Colleagues felt that there is a lack of shared understanding as to why we are implementing Social Value across the commissioning process, nor is there currently a compelling vision for what could be achieved and the potential benefits for Cheshire and Merseyside.

In particular, some colleagues highlighted the risk that Social Value is seen primarily as ‘a means to get more for your money’.

Linked to the above, there is not widespread buy-in to the transformative potential in the commissioning cycle of maximising Social Value outcomes by and through collaboration with VCFSE organisations – both as a direct supplier to the public sector and as a partner to the private sector in delivering meaningful Social Value initiatives.

“

If there was a shared understanding – if Local Authorities and health all did the same thing and asked for Social Value in the same language – it would really help.”

Interviewee

6.4
b) Inconsistent implementation

Colleagues cited inconsistent implementation of Social Value across the commissioning cycle as a real challenge, especially:

- For the many organisations working across different commissioning authorities in Cheshire and Merseyside
- And for VCFSE organisations involved in Social Value bidding, who have limited capacity to engage with different approaches

This inconsistency is showing up in relation to three key principles of Social Value:

- **Relevance:** Social Value questions are not always directly relevant to the underlying business activity taking place, the capabilities of bidders or the needs of local areas. Requirements are often either too prescriptive or overly vague, leaving bidders feeling unsure of how best to tailor their Social Value offer
- **Proportionality:** Social Value requirements are not always proportionate to the underlying activity taking place and the size of the contract. This is resulting in some major programmes of work with low or no Social Value requirements and some very small programmes of work with unreasonable requirements
- **Additionality:** the principle of additionality – that the identified Social Value benefits should not be core to the contract requirements – is not always applied consistently, leading to confusion as to ‘what counts’ as Social Value

The result is a common perception that Social Value is extremely complicated and hard to grasp.

“

Most of the time it seems to come down to apprenticeships. Social Value is way more than apprenticeships, but it is something everyone understands and is easily measurable. There is no qualitative consideration…

Interviewee

6.5
c) Focus on quantity over quality

Colleagues highlighted a focus on quantity over quality in the evaluation of Social Value responses.

This is showing up as a disproportionate focus on inputs and outputs – for examples the number of hours of support pledged – as opposed to the quality of the delivery – for example, the capability and track record of organisations to delivery actual positive change to the lives of those receiving support.

While most colleagues agreed that there is a place for both, the current focus on quantitative above qualitative evaluation of Social Value is eroding faith that Social Value is primarily about achieving additional positive impact.

Where VCFSE organisations are bidding, this can also mean that key characteristics, like their existing connections with communities and track record of delivering Social Value outcomes, are not given due value.

“

The more I think about [collaboration with the private sector] the possibilities are huge – how do we tap into it on a more consistent basis?

Interviewee

6.6
d) Missed opportunities to collaborate

Colleagues felt that implementation of Social Value across the commissioning process can often miss opportunities for collaboration.

These missed opportunities fall into two main categories:

- **Co-design**: Missed opportunities to co-design Social Value approaches and desired outcomes – through market-engagement and other collaborative forums. In particular, through engagement with the VCFSE Sector to tailor Social Value approaches to our most pressing local needs.
- **Private sector and VCFSE collaboration**: Missed opportunities to broker effective collaboration between private sector suppliers to the public sector and the VCFSE sector in the delivery of Social Value, whether through signposting private businesses to the VCFSE sector to collaborate in delivery of initiatives or to provide much needed support in the form of donations of money, expertise or resources.

In addition to a general lack of focus on fostering collaboration through these channels, the opportunity to collaborate on Social Value is significantly limited by procurement exercises with compressed timescales. Where this is the case, developing a collaborative approach to Social Value is extremely difficult, especially for smaller organisations without dedicated business development teams.

“

There is never going to be that fundamental shift [towards a Social Value economy] if nobody's capturing it, nobody's measuring it and nobody's checking it

Interviewee

6.7
e) Lack of accountability for delivery

Colleagues cited an almost ubiquitous lack of explicit and regular requirement for suppliers to report on their progress against their Social Value commitments during contract delivery as part of contract management and review processes. This is seriously undermining the importance of Social Value and missing the ‘so what’.

Some colleagues cited a worry that the lack of accountability for delivery on Social Value commitments is encouraging suppliers to overpromise in bidding to ‘game the system’, especially when coupled with a general focus on quantitative over qualitative evaluation.

“

We need to have the right people on the panel – people who want to drive Social Value – there is not really the expertise to assess what is good Social Value

Interviewee

6.8
vi) Limited skills and knowledge

Colleagues agreed that there is a widespread shortfall in the necessary knowledge and skills across public, private and VCFSE sector organisations to effectively lead and operationalise Social Value.

This is manifesting in different ways for the different sectors:

- **Public sector:** there is currently limited capability available to commissioning and procurement teams throughout the commissioning cycle, making it hard to ensure stakeholders writing questions, evaluating responses and managing contracts have the necessary expertise to meaningfully assess Social Value
- **Private sector:** there are varied levels of understanding as to how to tailor Social Value initiatives to the needs of local communities and collaborate effectively with the VCFSE
- **VCFSE:** there is limited understanding of the ways in which the sector is well-placed to deliver Social Value relative to larger, non-local organisations, coupled with a lack of confidence in using frameworks and language required by different public sector bodies

7

Our roadmap

What shifts do we need to make?

7.1
We need to make six key shifts to move towards a Social Value Economy

Colleagues from across Cheshire and Merseyside have helped to shape six key shifts to bridge the gap between where we are now and our shared vision for a thriving Social Value Economy in Cheshire and Merseyside that maximises VCFSE Social Value outcomes.

Lack of common purpose	**Purpose-driven approach**
Inconsistent implementation	**Consistent application**
Focus on quantity over quality	**Outcome-focused decision-making**
Missed opportunities to collaborate	**Collaborative design and delivery**
Lack of accountability for delivery	**Accountable management**
Limited skills and knowledge	**Supported capability building**

Six shifts towards a Social Value Economy

7.2
a) Purpose-driven approach

Delivering a Social Value Economy in Cheshire and Merseyside that maximises VCFSE Social Value outcomes will require every organisation across our Integrated Care System to understand why Social Value matters to them.

> **“ We need to focus on the ethos behind Social Value - it is about how as much resource as possible can stay in the local area in which it was generated [Interviewee]**

This means identifying how Social Value outcomes can directly contribute to organisational and system priorities – particularly to addressing the social determinants of health, tackling inequalities and reducing preventable ill-health.

This will require understanding Social Value not as a competing priority, but as essential to delivering on our priorities in the longer-term.

This also means understanding the value that VCFSE organisations can provide in addressing these challenges, specifically by identifying opportunities to broker collaboration with the VCFSE sector.

Purpose-driven approach

We are asking every organisation to clearly articulate their Social Value goals and to identify opportunities to increase collaboration with the VCFSE sector in achieving them

7.3
b) Consistent application

Making it easier for all organisations to engage with Social Value will rest on simplifying Social Value and giving organisations the confidence that Social Value is commissioned consistently and fairly across different public sector organisations.

> **Ask real questions linked to real challenges in communities that fire up organisations who want to work with VCFSEs to go in and game change**
> **[Interviewee]**

Consistent application

We are asking every organisation to ensure that Social Value requirements are:

- Relevant to the underlying business of a contract, the capabilities of bidders and the needs of local communities involved
- Proportionate to the underlying activity taking place and the size of the contract in question
- Additional to the core contract requirements

We are also asking every organisation to commit to exploring how we can shift towards a common Social Value Measurement Framework – a shared language across Cheshire and Merseyside that simplifies Social Value for all

7.4
c) Outcome-focused decision-making

Delivering meaningful Social Value outcomes will require a relentless focus on the quality of the changes to people's lives that Social Value activities are intended to achieve.

This means ensuring that due value is placed on the quality of proposed Social Value commitments, including the rigour of their methodology and action plans and the capability and track record of organisations to work closely and effectively with communities.

This also means that measurement of Social Value delivery must be both quantitative and qualitative, capturing wherever possible information that brings to life the positive changes achieved, for example, through stories and case studies.

> **"Social Value needs to be evaluated more qualitatively as well as numbers [interviewee]**

Outcome-focused decision-making

We are asking that organisations making decisions about Social Value focus on the outcomes they are hoping to achieve and that those involved in evaluation of Social Value bid responses place at least 60:40 weighting on qualitative to quantitative evaluation.

7.5
d) Collaborative design and delivery

Delivering Social Value outcomes effectively will require finding innovative approaches to tackle local needs that span organisational boundaries.

> **Reshaping the determinants of mental health often requires action beyond the health sector and so our interventions should involve the education, labour, justice, transport, environment, housing, and welfare sectors.[11]**
> **[World Health Organisation]**

Doing so will require fostering a culture of collaboration and experimentation with VCFSE organisations in the design and delivery of Social Value, whose trusted relationships across local communities make them uniquely well-placed to deliver Social Value outcomes.

> **If you're doing a procurement process always think: 'how could we bring in a VCFSE organisation not yet interested as part of that process?' – always ask [Interviewee]**

Collaborative design and delivery

We are asking every organisation to commit to identifying opportunities for radical collaboration with the VCFSE sector in delivering Social Value outcomes, whether directly – through joint programmes of work with VCFSE organisations – or indirectly – through the provision of enabling resources to the VCFSE sector.

7.6
e) Accountable management

Building trust in the credibility of Social Value to deliver positive change will require commissioners and providers to treat Social Value with as much rigour and commitment as they do core contractual obligations.

For commissioning authorities, this means embedding Social Value into contract lifecycles, particularly ensuring it is integrated into contract management processes.

For all organisations involved in delivering Social Value, this means ensuring robust qualitative and quantitative measurement approaches are in place to hold yourselves to account for the Social Value goals and commitments you make.

> **“ Work with experts and service leads to embed monitoring and evaluation of Social Value in contract management**
> **[interviewee]**

Accountable management

We are asking organisations who ask for or make contract-specific Social Value commitments to commit to robust Social Value measurement and performance management.

Additionality, we are asking for existing and aspiring anchor organisations to commit to measuring their own organisational Social Value.

7.7
f) Supported capability building

Moving to a Social Value Economy will require organisations across boundaries to develop and/or be able to access people will expertise and skills in Social Value.

This means anchor organisations need to take responsibility for helping to increase capability and capacity in Social Value internally, and to extending this expertise across the wider system – particularly to smaller organisations with limited resources – through the provision of training, tools and resources.

> **“ Develop capacity and the knowledge and skills in commissioners and procurement [interviewee]**

Supported capability building

We are asking every organisation to invest in building their understanding of Social Value

8

Our recommendations

What actions do which organisations need to take?

8.1
Kickstarting Social Value with a collective commitment to Partner VCFSE

The shifts set out above require organisations to take a number of actions, set out in the following pages.

To catalyse these actions, we are asking organisations across sectors to make an overarching and collective commitment: to Partner VCFSE.

Commit to Partner VCFSE:
Drive Social Value outcomes by increasing meaningful collaboration with our VCFSE sector by 2025

For Public Sector organisations	For Private Sector organisations	For VCFSE sector organisations
➢ Baseline supply chain spend with the VCFSE sector in C&M ➢ Identify key opportunities to increase VCFSE sector collaboration ➢ Set targets to increase from the baseline year-on-year	➢ Baseline supply chain spend and donations of resources, time and money to the VCFSE sector in C&M ➢ Identify key opportunities to increase VCFSE sector collaboration ➢ Set targets to increase from the baseline year-on-year	➢ Identify key opportunities to increase cross-VCFSE and cross-sector collaboration Where relevant: ➢ Baseline supply chain spend with other VCFSE sector organisations in C&M ➢ Set targets to increase from the baseline year-on-year

Towards a Social Value Economy in Cheshire and Merseyside

Making the Partner VCFSE commitment means pledging to drive Social Value outcomes by increasing meaningful collaboration with our VCFSE sector. It is about collectively kickstarting our Social Value efforts at scale and holding ourselves to account.

To do so effectively, organisations will need to underpin their commitment by implementing the following actions:

8.2
Public sector organisations

Purpose-driven approach

- Set out a clear public-facing Social Value Policy that articulates why Social Value matters for your organisation and defines clear priority Social Value outcomes for the organisation and its suppliers[13]
- Make the Partner VCFSE commitment to increase meaningful VCFSE sector collaboration by baselining existing collaboration, identifying key opportunities to increase and setting year-on-year targets – measure progress using NT14 from the *Cheshire and Merseyside Social Value TOMs* (appendix A)

Consistent application

- Implement a consistent Social Value Framework to underpin all Social Value activities – the Cheshire and Merseyside Social Value Measurement Framework, powered by the TOM System (Appendix A)
- Ensure all Social Value tendering follows best practice, including ensuring all requirements are relevant, proportionate and additional
- Provide guidance wherever possible to support organisations to better understand what is required of them in Social Value bidding

Outcomes-focused decision-making

- Share learning across organisations to align approaches across the commissioning cycle
- Publish up-to-date Local Needs Analysis to direct activity towards areas of greatest need
- Implement a robust Social Value evaluation matrix that places a minimum 60% weighting on qualitative and 40% on qualitative evaluation

Collaborative design and delivery

- Conduct market analysis and engagement to identify the most relevant Social Value outcomes and measures for different service types and sizes and key opportunities to increase VCFSE sector collaboration
- Commit to a minimum six-week procurement timescale for tenders relevant to VCFSE organisations, in alignment with the best practice established in the Greater Manchester VCSE Commissioning Framework
- Proactively broker connections between progressive private sector organisations and potential VCFSE partners to foster joint delivery of Social Value outcomes[14]

8.3
Public sector organisations (cont.)

Accountable management

- Ensure there are clear roles and responsibilities for the effective implementation of Social Value both at Senior Executive Level and across the commissioning cycle
- Embed Social Value into contract management processes, ensuring delivery of Social Value commitments is treated on a par with the delivery of core service commitments

Supported capability building

- Provide commissioning and procurement teams with robust training in Social Value
- Develop effective Social Value learning solutions and help build Social Value capability and capacity in your supply chain, especially amongst SMEs and VCFSEs who may otherwise struggle to engage

8.4
Private sector organisations

Purpose-driven approach

- Set out a clear public-facing Social Value Policy that articulates why Social Value matters for your organisation and defines the priority Social Value outcomes for the organisation and its suppliers[13]
- Make the Partner VCFSE commitment to increase meaningful VCFSE sector collaboration by baselining existing collaboration, identifying key opportunities to increase and setting year-on-year targets – measure progress using NT14, NT15, NT16 and NT17 from the *Cheshire and Merseyside Social Value TOMs* (appendix A)

Consistent application

- Implement a consistent Social Value Framework to underpin all Social Value activities – the Cheshire and Merseyside Social Value Measurement Framework, powered by the TOM System (Appendix A)

Outcomes-focused decision-making

- Commit to capturing both quantitative and qualitative data on any Social Value initiatives

Collaborative design and delivery

- Ensure Social Value action plans are informed by a robust assessment of local needs
- Always consider how direct collaboration with the VCFSE Sector – through joint programmes of work – could drive the delivery of additional Social Value outcomes
- Always consider how indirect collaboration with the VCFSE sector – through the provision of enabling resources – could support the VCFSE sector to deliver additional Social Value outcomes

Accountable management

- Embed Social Value into delivery teams and internal contract management processes

Supported capability building

- Engage with CVS organisations to understand what enabling resources are most needed for the VCFSE sector

8.5
VCFSE organisations

Purpose-driven approach

- Develop a simple Social Value Policy that identifies the ways in which the organisation is best placed to deliver additional positive impact – including how the organisation is already delivering Social Value outcomes (see 'Consistent application' below)
- Make the Partner VCFSE commitment to increase meaningful collaboration with other VCFSE organisations by baselining existing collaboration, identifying key opportunities to increase and setting year-on-year targets – measure progress using NT14 from the *Cheshire and Merseyside Social Value TOMs* (appendix A)

Consistent application

- Carry out an assessment of how the organisation is already delivering against the Cheshire and Merseyside Social Value TOMs measurement framework to identify the biggest opportunity areas for the organisation to generate additional Social Value
- Where other related measurement frameworks are used, explore how they might be mapped or align to the Cheshire and Merseyside Social Value TOMs – for example, the Sefton Social Return on Investment Tool

Outcomes-focused decision-making

- Commit to capturing both quantitative and qualitative data on any Social Value initiatives

Collaborative design and delivery

- Continue to develop CVS organisations as a 'front door' to the VCFSE sector at place level to support public and private sector organisations to connect with the sector
- Define a set of clear asks for support from potential private sector partners articulating the VCFSE sector's most pressing needs at place and system levels, building on the insights set out in the landmark State of Sector Report

Accountable management

- Start measuring what the organisation is already doing (for example, by using the Cheshire and Merseyside Social Value TOMs)

Supported capability building

- Engage with and support CVS organisations to understand what additional support and guidance is needed for the organisation to better understand and engage with Social Value

8.6
Enabling actions by the ICB

Purpose-driven approach

- Develop clear and inspiring system-wide targets linked to specific Social Value outcomes, starting with the Partner VCFSE Commitment (measures NT14, NT15, NT16 and NT17)
- Assign clear ownership in system governance for delivering on specific targets

Consistent application

- Create a pathway and guidance to support the effective implementation of Social Value into the commissioning cycle across health and care organisations
- Support organisations to understand and take up the Cheshire and Merseyside Social Value Measurement Framework (Appendix A)
- Ensure that the creation of volunteering opportunities in the delivery of contracts is considered within the qualitative assessment of Social Value submissions, recognising the value that such opportunities can create for local people

Outcomes-focused decision-making

- Aggregate data from across public sector commissioning of Social Value to communicate the system-wide quarterly Social Value impact

Collaborative design and delivery

- Integrate Social Value case studies into the Integrated Care Partnership communications strategy and operations
- Align Social Value efforts with connected work across sectors, particularly with the ongoing development of the 'Good Growth Guidelines' led by Matchstick Creative

Accountable management

- Encourage transparent reporting of progress via the Anchor Institution Framework
- Support an open dialogue with parts of the system using different Social Value measurement frameworks to explore possibilities for alignment (for example, the Sefton Social Return on Investment Tool)

Supported capability building

- Develop a 'Centre of Social Value Expertise' for the system comprising a number of experts who can provide flexible support across the commissioning cycle to the ICB and wider NHS providers
- Develop a scalable training offer that can be provided system-wide to upskill all types of organisations on Social Value

9

Our conclusion

Where next?

9.1
There is a strong desire to move towards a Social Value Economy that maximises VCFSE Social Value outcomes in Cheshire and Merseyside

It is rare to find a colleague working in any part of our system who hasn't been touched by incredible support from our VCFSE sector. Whether that be direct support in a time of need or help for a family member or friend.

There is a common belief in the vital importance of the VCFSE sector to our communities, and an increasing awareness of its crucial role in wider public sector ecosystems like the health and care system.

Enacting the six shifts in this roadmap is a means to continue to develop and support the VCFSE sector to maximise outcomes for local people and communities and to strengthen our public sector services.

9.2
Effectively embedding Social Value in the commissioning cycle will turbocharge the positive impact achieved by our VCFSE sector

Our VCFSE sector is extremely well-placed to deliver additional Social Value outcomes.

The incorporation of Social Value in the commissioning cycle represents a significant lever to support the sector's work, through encouraging and incentivising collaboration in two forms:

- Joint programmes of work with VCFSE organisations
- Provision of enabling resources to VCFSE organisations

Colleagues agreed that this potential is, as yet, largely untapped and not fully understood at a strategic or operational level.

The Partner VCFSE Commitment seeks to change this.

If harnessed, it will turbocharge our VCFSE sector; driving investment into the sector as a direct partner in public sector supply chains and catalysing the provision of resources that bolster the sector's capability and capacity.

The result will not only be life-changing for the people the VCFSE sector is currently supporting, but for the many people it cannot yet support due to limited resources.

9.3
To unlock our potential, Social Value needs to shift from a competing priority to *the key* to our priorities

The actions in this roadmap are not competing priorities, but a means to deliver on our existing priorities in ways that generate more lasting positive impact.

The knock-on effect of maximising VCFSE Social Value outcomes will be reduced strain on our public services and progress towards our longer-term goals.

As we move forward in an increasingly challenging financial climate, realising these additional benefits at every opportunity is not only smart, but essential to the sustainability of our health and care system.

Doing so will not happen overnight. The challenge of imagining a Social Value Economy is huge.

It will rely on:

- The **willingness** of colleagues at every level of our system to shift how they think about value and often, how they do their work
- The **commitment** of our system leaders to invest in building the Social Value capability and capacity we need
- And above all, the trusting **relationships** we continue to build across sectors to design and deliver meaningful Social Value initiatives

In this spirit of willingness, commitment and trust, we are ready to get to work.

10

Appendix A

Cheshire and Merseyside Social Value Measurement Framework

Measuring Social Value: The TOM System™

Cheshire and Merseyside Integrated Care Partnership has adopted one reporting standard, the TOM System™ (the framework structure is based around a set of Themes, Outcomes and Measures), which is the most commonly used Social Value framework in the UK.

The TOM System™ was launched in 2017 by the National Social Value Taskforce, a group that was formed by Social Value Portal in 2016 to develop a consistent and comparable measurement solution for Social Value. The Taskforce is chaired by the Local Government Association, with over 40 members from organisations representing central and local government, the private sector and the third sector.

The TOM System™ is a flexible, measures-based calculation framework designed to articulate Social Value outcomes in terms that can be objectively measured; usability and transparency are core principles, as well as methodological rigour. The 'good' an organisation delivers can be equated to an estimated financial value. We call this the 'proxy value'. This is calculated, using recognised fiscal methodology, for all outcomes using a number of evaluation sources (e.g. Office of National Statistics or Unit Cost Database).

Most importantly, the calculation reflects the benefit above what might happen without the intervention. In addition to a financial metric, it is important to 'tell the story' of the Social Value through supporting narrative and images which bring the outcomes to life.

The Cheshire and Merseyside Social Value Measurement Framework provides a common language for Social Value. It incorporates 16 outcomes and 53 associated measures which can be used to underpin and measure Social Value activities across our system.

Social Value TOM Themes Outcomes Measures

- Jobs
- Growth
- Social
- Environment
- Innovation

Cheshire and Merseyside Social Value TOM Framework

Theme	Outcome	TOM System™ Reference	Measure
Jobs	More local people in employment	NT1	No. of full time equivalent direct local employees (FTE) hired or retained for the duration of the contract
		NT1b	No. of full time equivalent local employees (FTE) hired or retained directly or through the supply chain for the duration of the contract who are resident in targeted areas
		NT2	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain
	More opportunities for disadvantaged people	NT3	No. of full time equivalent employees (FTE) hired on the contract who are long term unemployed (unemployed for a year or longer)
		NT3d	No. of full time equivalent employees (FTE) hired on the contract that are survivors of modern slavery
		NT4	No. of full time equivalent employees (FTE) hired on the contract who are NOT in Employment, Education, or Training (NEETs)
		NT4a	No. of full time equivalent 16-25 year old care leavers (FTE) hired on the contract
		NT76	No. of full time equivalent employees (FTE) hired on the contract who are registered as unemployed
		NT5	No. of full time equivalent employees (FTE) aged 18+ years hired on the contract who are rehabilitating or ex-offenders.
		NT6	No. of full time equivalent disabled employees (FTE) hired on the contract
	Improved skills	NT8	No. of staff hours spent on local school and college visits supporting pupils e.g. delivering career talks, curriculum support, literacy support, safety talks (including preparation time)
		NT9	No. of weeks of training opportunities (BTEC, City & Guilds, NVQ, HNC - Level 2,3, or 4+) on the contract that have either been completed during the year, or that will be supported by the organisation until completion in the following years

Cheshire and Merseyside Social Value Measurement Framework

Theme	Outcome	TOM System™ Reference	Measure
Jobs	Improved skills (cont.)	NT10	No. of weeks of apprenticeships or T-Levels (Level 2,3, or 4) provided on the contract (completed or supported by the organisation)
		NT80	No. of weeks of employee (FTE) upskilling (i.e. training opportunities and comprehensive upskilling programmes) specifically delivered on the contract e.g. (BTEC, City & Guilds, NVQ, HNC, RQF). Must have either been completed during the year, or will be supported by the organisation until completion in the following years - Level 2,3, or 4+
		NT81	Percentage of full time equivalent local employees (FTE) on contract - employed directly or through supply chain
	Improved skills for disadvantaged people	NT11	No. of hours of 'support into work' assistance provided to unemployed people through career mentoring, including mock interviews, CV advice, and careers guidance
	Improved employability of young people	NT13	Meaningful work placements that pay Minimum or National Living wage according to eligibility - 6 weeks or more (internships)
		NT13a	Meaningful work placements that pay Real Living wage according to eligibility - 6 weeks or more (internships)
Growth	More opportunities for local MSMEs and VCSEs	NT14*	Total amount (£) spent with VCSEs within your supply chain
		NT15*	Provision of expert business advice to VCSEs and MSMEs (e.g. financial advice / legal advice / HR advice/HSE)
		NT16*	Equipment or resources donated to VCSEs (£ equivalent value)
		NT17*	Number of voluntary hours donated to support VCSEs (excludes expert business advice)
		NT18	Total amount (£) spent in local supply chain through the contract
		NT19	Total amount (£) spent through contract with local micro, small and medium enterprises (MSMEs)

*These measures are key measures for the Partner VCFSE commitment

Cheshire and Merseyside Social Value Measurement Framework

Theme	Outcome	TOM System™ Reference	Measure
Growth	Improve staff wellbeing and mental health	NT20	No. of employees on the contract that have been provided access for at least 12 months to comprehensive and multidimensional wellbeing programmes
		NT21	Equality, diversity and inclusion training provided both for staff and supply chain staff
	Reducing inequalities	NT41	Percentage of staff on contract that is paid at least the relevant Real Living wage as specified by Living Wage foundation
		NT42	Percentage of contractors in the supply chain required (or supported if they are micro or small business) to pay at least Real Living wage
		NT58	No. of full time equivalent local employees (FTE) on contract to have pay raise to Real living wage or higher (on a renewed contract or TUPE)
	Ethical procurement is promoted	NT22	Percentage of your procurement contracts that include commitments to ethical employment practices in the local and global supply chain, including verification that there is zero tolerance of modern slavery, child labour and other relevant requirements such as elimination of false self-employment, unfair zero hours contracts and blacklists
Social	Crime is reduced	NT24	Initiatives aimed at reducing crime (e.g. support for local youth groups, lighting for public spaces, etc.)
	Creating a healthier community	NT25	Initiatives to be taken to tackle homelessness (supporting temporary housing schemes, etc.)
		NT63	Initiatives to support rough sleepers - including training for security and night staff, opening up facilities spaces (e.g. showers or additional beds when temperature drops) after hours
		NT26	Initiatives taken or supported to engage people in health interventions (e.g. stop smoking, obesity, alcoholism, drugs, etc.) or wellbeing initiatives in the community, including physical activities for adults and children
	Vulnerable people are helped to live independently	NT27	Initiatives to be taken to support older, disabled and vulnerable people to build stronger community networks (e.g. befriending schemes, digital inclusion clubs)

Cheshire and Merseyside Social Value Measurement Framework

Theme	Outcome	TOM System™ Reference	Measure
Social	More working with the community	NT28	Donations and/or in-kind contributions to specific local community projects (£ & materials)
		NT29	No. of hours volunteering time provided to support local community projects
		NT29a	No. of hours volunteering time provided to support health-care related charity and community projects
Environment	Carbon emissions are reduced	NT31	Savings in CO2e emissions on contract achieved through de-carbonisation (i.e. a reduction of the carbon intensity of processes and operations, specify how these are to be achieved) against a specific benchmark.
		NT83	Commitment to measure and disclose Scope 1, 2 and 3 carbon emissions
		NT82	Carbon emission reductions through reduced energy use and energy efficiency measures - on site
	Air pollution is reduce	NT32	Car miles saved on the project as a result of a green transport programme or equivalent (e.g. cycle to work programmes, public transport or car pooling programmes, etc.)
	Safeguarding the natural environment	NT50	Volunteering time for environmental conservation & sustainable ecosystem management initiatives
		NT85	Resources (on the contract) dedicated to creating green spaces, improving biodiversity or helping ecosystems.
		NT90	Activities to influence staff, suppliers, customers and communities to support environmental protection and improvement.
		NT87	Total volume of reduced plastics against a relevant benchmark
		NT69	Support provided internally and to MSMEs and VCSEs within the supply chain to adopt Circular Economy solutions - business case and leadership for circular economy.

Cheshire and Merseyside Social Value Measurement Framework

Theme	Outcome	TOM System™ Reference	Measure
Environment	Safeguarding the natural environment (cont.)	NT70	Single-use plastic packaging eliminated through reusable packaging solutions or schemes (e.g. Loop or equivalent) on the contract
		NT72	Hard to recycle waste diverted from landfill or incineration through specific recycling partnerships (e.g. Terracycle or equivalent)
		NT88	Reduce waste through reuse of products and materials
		NT35	Percentage of procurement contracts that include sustainable procurement commitments or other relevant requirements and certifications (e.g. to use local produce, reduce food waste, and keep resources in circulation longer.)
		C19-18	Initiatives to provide or support appropriate collection for discarded gloves and masks

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Appendix B

Additional findings

Positive steps have been made to create the conditions for collaborative working with the VCFSE sector beyond Social Value commissioning

We have made great progress towards joint-working between the Public Sector and the VCFSE sector over recent years.

This progress has included:

- VCFSE colleagues taking up crucial roles in system-wide governance ;
- Public Sector organisations making more contract awards to VCFSE organisations as direct providers
- VCFSE and Public Sector organisations co-hosting services;
- Public Sector organisations using creative alliance commissioning models to support networks of VCFSE organisations to deliver innovative joint programmes of work with the public sector.
- Public Sector organisations beginning to track and make commitments in relation to project grant funding levels with the VCFSE sector
- Public Sector organisations earmarking funding to support VCFSE sector infrastructure organisations

Limiting attitudes between sectors often represent the biggest barriers to collaboration, and trusting relationships the biggest enabler

Colleagues across the board cited the prevalence of limiting attitudes between sectors as a barrier to collaboration.

Colleagues in the VCFSE sector feel they can often be perceived in a ‘one-size-fits-all’ way by public sector colleagues. This sometimes belies a lack of understanding of the crucial role the VCFSE sector plays in supporting public sector services upstream and downstream, and of the VCFSE sector’s capability to engage in strategic planning.

On the other side, colleagues in the public sector feel they can often be perceived as dismissive of the VCFSE sector for reasons beyond their control. This sometimes belies a lack of understanding of the limitations placed on funding or of the incredibly difficult trade-offs colleagues needs to make in their decision-making.

It’s clear that neither attitude leads to fruitful collaboration. Rather, instances of effective collaboration were always supported by trusting relationships characterised by mutual understanding rather than limiting assumptions.

> **“ Convincing some NHS providers that the VCFSE can provide value is a challenge. Our statuary providers need to see VCFSE sector differently, as a direct provider**
> **[Public sector system leader]**

Creative routes to commissioning VCFSE sector organisations can foster innovation

Several colleagues highlighted the huge opportunities presented by creative commissioning approaches, for example, alliance models.

While the VCFSE sector in Cheshire and Merseyside is incredibly diverse, it is supported by place-level infrastructure organisations – CVSs (Councils for Voluntary Services).

CVSs are continuing to mature apace and have a proven track record of acting as a ‘front door’ to the sector to deliver services through integrated alliances of smaller VCFSEs.

Alliance models represent a major opportunity to foster effective collaboration between VCFSE organisations.

12

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