



# SOCIAL VALUE

Putting The Act Into Practice



# 1. WHAT IS SOCIAL VALUE?

“Social Value” is a way of thinking about how scarce resources are allocated and used. It prompts us to ask the question “If £1 is spent on delivery of services, can that same £1 be used to also produce a wider benefit to the community?” As well as focusing on price, it helps us to consider the collective benefit to the community and wider social, economic and environmental outcomes (e.g. stronger communities, improved health, improved environment) that can be procured over and above the direct purchasing of services, goods and **outcomes**. (Public Services Social Value Act 2012, A Brief Guide, Social Enterprise UK, 2012)

There is no one definition of social value. However the Sustainable Procurement Task Force define social value as:

“ a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits to society and the economy, whilst minimising damage to the environment.”



## 2. HOW DOES SOCIAL VALUE FIT WITH THE COUNCIL'S COMMISSIONING CYCLE?



The diagram below illustrates how consideration of social value fits with the stages of the Council's Commissioning Cycle. At each point of the cycle there is an opportunity to **consider** how social value is considered and embedded



### 3. THE PUBLIC SERVICES (SOCIAL VALUE) ACT 2012

The **Public Services (Social Value) Act 2012** requires public bodies in England and Wales to consider:

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

The Act must be taken into consideration at the pre-procurement stage. You will find technical guidance in **Annex V of the Procurement Code**.

You should refer to this first, to make sure that social value is considered in a way that is relevant and proportionate to your procurement. This guide draws on a range of sources to give you practical advice on HOW, having considered the appropriateness of doing so, you now put the Act into practice.

### 4. WHAT SORTS OF SOCIAL BENEFITS HAVE BEEN CREATED BY COMMISSIONING TO SECURE SOCIAL VALUE ?

There isn't a one-size-fits-all approach to social value, and as we move to more outcomes based commissioning and active involvement in market shaping and development it is important that your market and potential suppliers understand what is important to you in relation to social value requirements, so that they can position themselves to meet them.

The sorts of benefits that have been created through the use of social value requirements include:-

- Creating skills and training opportunities (e.g. apprenticeships or on the job training);
- Creating employment opportunities (e.g. for the long-term unemployed or NEETs, those not in education, employment or training);
- Offering work placements to school children and young adults;
- Providing career advice and information for young people on specific careers, such as construction, architecture or engineering;

- Offering curriculum support to schools, with contractors sharing knowledge and expertise about their discipline;
- Creating supply chain opportunities for local suppliers, including Small and Medium Enterprises (SMEs) and social enterprises;
- Providing additional opportunities for individuals or groups facing greater social or economic barriers.
- Creating opportunities to develop third sector organisations.
- Improving market diversity;
- Encouraging community engagement;
- Supporting initiatives like targeting hard to reach groups;
- Making facilities (such as leisure facilities or computers) available to targeted groups that otherwise would struggle to access such facilities;
- Encouraging ethical and fair trade purchasing; and
- Encouraging sustainability.



# 5. HOW DO I INCLUDE SOCIAL VALUE REQUIREMENTS IN THE PROCUREMENT PROCESS?

## 5.1 OJEU notice or contract advertisement

For a tenderer to be able to accurately bid for a contract, it must be clear in the tender documentation precisely what the tenderer is being asked to bid for. This would include everything from the OJEU contract notice or other advert through to the invitation to tender and draft contract.

Example wording for inclusion in an OJEU notice is provided. You must modify this wording to suit the circumstances of your procurement.

“It is intended that this Project acts as a catalyst for [broadly define the goal of the social benefits]. Accordingly, the [contractor] will be required to actively participate in achieving these objectives and contract performance conditions may relate to social and environmental considerations. The contractor’s technical capability to meet these requirements may also be assessed at the pre-qualification stage and criteria which assess the manner in which the contractor will meet these requirements may also be included within the contract award criteria. Further details will be provided in the [xxx] documents.”

Increasing and Creating Social Value in Croydon – A Social Value Toolkit for Commissioners – [croydon.gov.uk](http://croydon.gov.uk)

Where a contract falls outside of the Regulations, a notice will be published at either national or EU level depending on the nature and value of the contract. Similar wording should be used to ensure bidders are fully informed of the procurement’s social objectives.

## 5.2 Pre-Qualification Questionnaire (PQQ)

The rules on pre-qualification questionnaires (PQQs) permit an initial assessment of social benefits where they are connected to the grounds for exclusion specified in the Regulations: mandatory and discretionary grounds for rejection, financial standing and technical capacity to perform the contract. In practice, questions on social benefit will fall into the latter category.

The PQQ offers an opportunity to check the contractors approach to a range of social and environmental benefits e.g. documented arrangements for securing environmental benefits or minimising environmental impacts, approach to recruitment and training or to community engagement.

Detailed consideration should be given to the weighting given to social benefit considerations and how they should be assessed during this stage of the procurement.



## 5.3 The tender

If social requirements are to be assessed as part of the procurement process, then the requirements will need to be specified and scored as part of the evaluation process. Remember the requirements must be relevant to what is being proposed and proportionate in all the circumstances. In very broad terms, there are two ways to “test” what a bidder might offer in terms of its proposals for social benefit. These are:

1. **Specified Requirements:** Where the bidder is required to submit figures and outcomes in a defined manner and this is captured in a contract schedule.
2. **Open Questions:** Where the bidder is presented with challenges that need resolving via open questions for the bidder to develop innovative solutions.

### **Specified Requirements:**

A pro-forma method statement asks bidders to state how they will provide the social, economic or environmental benefits set out in the award criteria.

This is the most straightforward option as it forces bidders to address each of the requirements and can be evaluated using a more structured scoring framework. The risk is that by precisely specifying value in this way innovation is limited, and you may not capture all the potential social, economic and environmental values available from the supplier

### **Open Questions**

Open questions provide bidders with an outline of what the authority is seeking to secure and challenges bidders to meet and exceed this.

The benefit of this approach is that it presents the greatest opportunity for a bidder to use their innovation and expertise to offer something different, to seek to develop solutions which look at problems from different angles. The risks are that evaluation of the benefits can be more subjective.

Some examples of how open question may be drafted are set out below:

#### **Open Questions used in Worcestershire procurement**

##### **Proposals for Positive Local Impact (6%)**

Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy, social and environmental well-being to support The Public Service (Social Value) Act 2012, Worcestershire County Council's area of focus: 'Open for Business' as described in our Fit for the Future Corporate Plan 2011- 2016.

This question elicited some really detailed responses from bidders – with some including specific Employment and Skills Plans, alongside proposals for engagement with schools, training providers and local communities. All bidders made a commitment to using local supply chains. See our Case Study

#### **Further examples of “Open Questions”**

“Bidders are required to demonstrate how they would construct and operate their supply chain(s) in order to respond to matters in the area of the specific Scheme, evidenced by specific examples. This should include as a minimum: Employment opportunities; Education / training / apprenticeship opportunities within the supply chain.”

“The Contractor is required to state in Appendix # the number of small businesses (SMEs) and Social Enterprises (SEs) that he will employ on the Project. The Contractor will be required to make opportunities available and to support the development of an effective supply chain.”

“The Contractor is required to develop and deliver a community benefits plan identifying the benefits which it will contract to deliver during the course of the contract. The plan should describe in detail each benefit, how and when it is to be delivered.”

## A REAL EXAMPLE: RAPLOCH URBAN REGENERATION COMPANY (URC)

The URC operates in a deprived area of Scotland. They wanted to ensure that regeneration activity also addressed social and economic benefits, such as the provision of training opportunities, and the employment of local people in the construction process. This was therefore included as a specific requirement in the tender.

### Respondents were asked to:

1.1 Describe the steps that will be taken to ensure that employed status new entrant trainees will comprise either a minimum of 10% of the person-weeks required to deliver the works or a minimum of 157 (no.) whichever is the greater, and that wherever possible such new entrant trainees will be recruited from Employment Connections, EmployAbility Stirling or another agency named by Landholdings.

1.2 Complete the Tables below in relation to the whole development and then the next two 12 month periods.

Total person-weeks to be delivered by new entrant apprenticeships, employed operatives and nonemployed trainees (excluding work placements)

Occupation	Labour Requirement		Person-weeks delivered by New Entrant Trainees									
	Total for Contract		Apprentices		Employed operatives		Non-employed Trainees		Total No.		% of total	
	P/wks	No	P/wks	No	P/wks	No	P/wks	No	P/wks	No		
Trades Apprenticeship for Young People and Adults												
Employed Operatives semi-skilled and unskilled employees												
Total in employment												
Non-employed trainees all levels and occupations												
Total in Employment and Training												

## 6. HOW DO I MONITOR AND MEASURE SOCIAL VALUE?

The implementation of social benefits can only be as successful as the monitoring and review mechanisms contained in the final contract. As social value requirements were part of the rationale for awarding the contract they must be captured in the contract monitoring arrangements.

There are a number of ways this can be done

**Social value method statement** – the statement would describe how the social, economic and environmental benefits set out in the tender will actually be delivered. So for example if developing local supply chains was part of the social value offer the method statement would describe the practical steps that will be taken to do this.

Where the social value relates to economic benefit contact the Economic Development Unit, as there may be existing local mechanisms that would enable the benefit to be delivered as part of the wider Open for Business initiative rather than duplicating this (e.g. existing links to apprenticeships schemes, business mentoring, use of Find It in Worcestershire etc.)

The method statement can form the basis of a Social Value Plan. The Plan can describe in the form of outputs and key performance indicators when the social, economic and environmental benefits will be delivered over the life of the contract.

One of the perceived difficulties is that aspects of social value and wellbeing do not have market values and so can be difficult to ascribe a monetary value. Worcestershire is fortunate in having developed a bespoke Social Return on Investment (SROI) tool that enables contract managers to evidence the value being added to the contract by social value measures.

Requiring contractors to use this very “friendly” tool can deliver benefits to the supplier, in enabling them to monetarise the added, social benefits they bring and to the Council in being able to evidence to tax payers that maximum values is being gained from every £1 spent.

For further information about the SROI tool contact Suzy James, VCS Coordinator:  
[sjames2@worcestershire.gov.uk](mailto:sjames2@worcestershire.gov.uk)

For further advice on the Social Value Act and its implementation contact the Strategic Procurement Team



# CASE STUDY — BUSINESS, ECONOMY AND COMMUNITY DIRECTORATE

## TERM SHARED PROFESSIONAL SERVICES CONTRACT

### What was the contract for?

A 4 year contract to be the sole supplier of professional services expertise relating to highways and transport (e.g. highway and transport design, transport modelling, feasibility studies etc.) to West Midlands Highway Alliance members (comprising Worcestershire County Council, Telford and Wrekin Council and potentially from 2014 Shropshire Council). There is an option to extend the contract for a further 2 years, linked to performance

### How was social value included in the procurement?

Suppliers were asked to:

“Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy, social and environmental well-being to support The Public Services (Social Value) Act 2012, WCC’s area of focus: Open for Business as described in our Fit for the Future Corporate Plan 2011-2016, and Telford and Wrekin Councils Medium term Plan 2012/13 to 2014/15.”

### What weighting was given to social value in the evaluation process?

The question was included in the “Quality” section of the contract, and was given a weighting of 6%. Suppliers had to obtain 70% of the available score for each quality question.

### How will the successful supplier deliver a positive impact on the local economy?

The successful supplier produced a 15 point statement of commitment to Social Value. Commitments included offering 16 new apprenticeships to local people over the full potential term of the contract, offering 16 internships or work placements to local unemployed people over the full potential term of the contract, and offering 24 school work experience placements over the full potential term of the contract.

The provider will establish a virtual West Midlands Learning Hub to provide a centre for joint learning and development, and promote vocations by attending schools careers days and offer one careers day per council per year.

The provider will fund 48 days of staff volunteer time over the full potential term of the contract for community support activities, and draw on their network of staff involved in local environmental groups and provide people and /or funds to support local environmental awareness / enhancement.

They also committed to maximising supply chain opportunities for local SMEs, Third Sector organisations, and social enterprises with a target of increasing this from 21% to 30% of the supply chain within the county boundary, and to complete services using local staff wherever possible

The provider will also design for social value and sustainability outcomes in each project. They will measure their community footprint and maintain a social value register to demonstrate success.

## CASE STUDY – BUSINESS, ECONOMY AND COMMUNITY DIRECTORATE - TERM SHARED PROFESSIONAL SERVICES CONTRACT

### How will you monitor social value over the life of the contract?

The commitments in the tender will be translated into a Social Value Plan and associated Social Value Method Statement, and are included in the contract monitoring arrangements.

Achievement of a suite of performance measures, including delivery of the Social Value plan, potentially earns providers extensions to the contract, which further incentivises delivery. The extensions are earned in 3-month blocks and released through the term of the contract, giving both the provider and WCC certainty of the end date and ensuring high performance standards throughout the life of the contract. The Social Value Plan has a weighting of 10% in the performance suite, ensuring it is not an area which can be neglected.

### What did you learn – is there any experience you want to highlight?

This is the first time that the Social Value Act has been specifically referenced in a BEC contract (we had previously explored Positive Local Economic Impact). We found this very easy to include and straightforward to evaluate.

We would support the approach of asking an open question. The detail received from many of the tenders was impressive, and provides a solid basis for measuring positive impact over the life of the contract. The successful tender clearly demonstrated how social, economic and environmental outcomes would be sought, measured and evidenced as an integral part of contract delivery.

“We hoped bidders would be able to think creatively about how to support the Council’s obligations under the Social Value Act but with sparse benchmarking information available at this early stage of the Act’s life, an open question seemed our best option. Without exception, bidders found many creative ways to deliver Social Value. The winning provider has made extremely positive commitments, including a Social Value Champion who will raise the profile and maintain momentum throughout the contract.

When we first considered how to explore Social Value in this tender, there was a certain apprehension about how we would include and evaluate it. By including it in our quality assessment, we found it easy to evaluate and compare offers, but also have gained huge satisfaction in knowing that we’ve let a contract which will deliver more than just the Services required.” Steph Walton, Highways Procurement and Programme Manager

### Who can I speak to if I want to find out more?

For more information contact

Stephanie Walton,  
Highways Procurement &  
Programme Manager

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Ext 6837



# CASE STUDY – BUSINESS, ECONOMY AND COMMUNITY DIRECTORATE

## WCC TERM CIVIL ENGINEERING CONTRACT

### What was the contract for?

A 4 year contract for the supply of civil engineering projects to the County Council. There is an option to extend the contract for a further 2 years, linked to performance.

### How was social value included in the procurement?

Suppliers were asked to:

“Describe what arrangements you have in place or will put in place to deliver a positive impact on the local economy to support WCC’s area of focus: Open for Business as described in our Fit for the Future Corporate Plan 2011-2016”

### What weighting was given to social value in the evaluation process?

The question was included in the “Quality” section of the contract, and was given a weighting of 7%.

### How will the successful supplier deliver a positive impact on the local economy?

The successful supplier clearly linked their answer back to the Corporate Plan, and described how they would make a difference to each of our seven Key Performance Indicators in the Open for Business theme.

They included an Unemployment Utilisation Plan, to provide 27 employment opportunities over the life of the contract. These opportunities included 6 full time apprenticeships, and 4 enrolments to the Company’s Graduate Management Programme. The aim will be train all new employees to at least NVQ level 2.

The supplier also detailed how they would develop links with local organisations (including local Job Clubs) to ensure recruitment reached our target groups, including NEET young people.

The provider has developed “in house” Skills Academy Courses, and have sponsored young people through their studies as well as providing work experience opportunities and holiday employment opportunities for local students. This experience can be applied in Worcestershire.

The suppliers propose to develop, with the County Council, a Business Support Network – Business Class, to offer business support to small and new local businesses by their Senior Management Team, and through monthly seminars.

The supplier detailed existing links with local companies in their supply chain, and will seek to develop an approved Worcestershire based supply chain.

The provider also explained how they had used a “Community Economic Footprint Tool”, to identify the percentage of an individual projects spend that will be spent within the local area (10 mile radius), within the County and the Country. Spend can also be broken down by sector. This tool potentially offers WCC a way of monitoring and evidencing positive economic impact.

## CASE STUDY – BUSINESS, ECONOMY AND COMMUNITY DIRECTORATE - WCC TERM CIVIL ENGINEERING CONTRACT

The supplier showed a clear understanding of how contract activity could potentially impact on local businesses and communities. Specific public liaison and community engagement staff are employed to mitigate this, and examples were provided of initiatives taken elsewhere to address local issues, e.g. increased footfall in local high streets, that can be applied to Worcestershire.

The supplier also has an overarching “Sustainability Challenge” policy, which encompasses all four key areas of focus within WCC’s Corporate Plan.

### **How will you monitor social value over the life of the contract?**

Achievement of a suite of performance measures, including delivery of Positive Local Economic Impact, potentially earns providers extensions to the contract, which further incentivises delivery. The extensions are earned in 6-month blocks and released through the term of the contract, giving both the provider and WCC certainty of the end date and ensuring high performance standards throughout the life of the contract.

### **What did you learn – is there any experience you want to highlight?**

This is the first time that economic value has been included in a Highways contract. We found this easy to include and straightforward to evaluate.

We would support the approach of asking an open question. The detail received from many of the tenders was impressive, and provides a solid basis for measuring positive impact over the life of the contract

“Including Positive Local Economic Impact in this tender was a first for

us, so we found it challenging to consider. That said, bidders provided so many interesting ideas in their offers that we now feel we have a better understanding of the ways in which providers can add value above and beyond delivering the projects they are commissioned for.” Steph Walton, Highways Procurement and Programme Manager

### **Who can I speak to if I want to find out more?**

For more information contact Stephanie Walton,

Highways Procurement & Programme Manager

[swalton@worcestershire.gov.uk](mailto:swalton@worcestershire.gov.uk)

Ext 6837



# CASE STUDY – RESOURCES DIRECTORATE

## DISPOSAL OF ICT WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT

### What was the contract for?

To identify appropriate organisations to provide a disposal service for the Authority's obsolete ICT equipment such as PCs , Laptops, Printers and Servers, known as waste electrical and electronic equipment (ICT WEEE). WCC is subject to regulations in terms of how this is achieved. There is no monetary value – rather WCC gives the equipment to the approved recycler and they then dispose of it according to the waste management hierarchy which means that wherever possible ICT equipment will be reused, refurbished or recycled rather than disposed of. The Council estimated that we could supply 2 to 3 providers with waste equipment.

### How was social value included in the procurement?

Social Value was included in a number of ways:

1. The Council could have chosen to sell its ICT WEEE to commercial organisations who would then make a profit through reuse, refurbishment or recycling the equipment
2. The Council chose to specify that applications would be limited to organisations that provide opportunities for people within Worcestershire who have a learning disability.

### What weighting was given to social value in the evaluation process?

A number of award criteria were identified, including technical requirements related to the disposal of the equipment. Failure on any of the criteria would have disqualified the provider. As all providers had to provide opportunities for people with a learning disability within Worcestershire in order to differentiate between providers the following additional criteria were identified:

- Quality and volume of opportunities for people with learning disabilities – 50%
- Experience in this area of work – 15%
- Commercial value to WCC for the waste providers dispose of – 20%
- Other benefits provided – 15%

### How will the successful supplier deliver social value?

Social Value is provided in the following ways:

- Providing employment opportunities for people with a learning disability within Worcestershire
- Recovery and reuse of as many components as possible in the production of second user computer packages.
- Any residue is further recycled through fully accredited specialists to comply with current ICT WEEE legislation.
- Second user computer and laptop packages made available to the public at realistic prices

## CASE STUDY – RESOURCES DIRECTORATE DISPOSAL OF ICT WASTE ELECTRICAL AND ELECTRONIC EQUIPMENT

### How will you monitor social value over the life of the contract?

Both the suppliers are registered charities operating within Worcestershire with whom the Council has an on-going relationship. The process will be repeated annually so that the list is kept open to other potential providers who meet the criteria.

### What did you learn – is there any experience you want to highlight?

There is always a balance to be struck between price and social value. In this case, in order to support social value, the Council was clear that the supplier would need to offer opportunities for people with learning difficulties within the County.

### Who can I speak to if I want to find out more?

For more information contact Jan Mason,  
Business Support Manager,  
Systems and Customer Access

[jmason@worcestershire.gov.uk](mailto:jmason@worcestershire.gov.uk)

Ext. 6098



## CASE STUDIES FROM ELSEWHERE

There is a body of evidence building up about how Authorities across the country are integrating social value requirements into their procurement processes:

### LB Waltham Forest – Transport Services

In conducting a procurement exercise to re-tender a seven year contract for the provision of transport services the London Borough of Waltham Forest asked bidders to demonstrate how their proposal could contribute to efficiencies and give added value to the service. This accounted for 10% of the assessment score and gave bidders the opportunity to demonstrate how they could achieve a wider impact from their service to local community. The contract was won by HCT Group, a social enterprise. It proposed to reinvest any profits into a learning centre that would provide training for long-term unemployed people in the borough.

### Southwark Council – Catering Supplier

When tendering for a new 3 year catering contract supplier Southwark Council appointed Unity Kitchen – a social enterprise run by the Camden Society charity. As well as providing quality and affordable food, Unity Kitchen provides paid apprenticeships and employment opportunities for people with learning disabilities living in the local area. Any profit is reinvested in providing additional opportunities for people with disabilities. It immediately created 14 new jobs for local people with disabilities, who were otherwise in receipt of day services funded by the council, therefore saving taxpayers' money. Since the Camden Society launched the chain in 2010, six Unity Kitchen outlets have opened in public settings, such as libraries, museums and community centres.

### **Bulky Bobs – Bulky Waste Collection and Recycling Services**

Bulky Bobs provides waste removal and recycling services for bulky items at the same time as providing training and employment opportunities for the long-term unemployed. Having started in Liverpool Bulky Bobs now also provides services to two other Local Authorities - Oldham and Warrington councils.

### **Wakefield Metropolitan District Council and Yorkshire Purchasing Organisation -Fresh Pastures**

Contracts for the provision of fresh milk with Yorkshire Purchasing Organisation (YPO), a purchasing consortium for local authorities, were due for renewal. Wakefield Council was keen to work with YPO to establish new contracts that took account of sustainability issues. They worked together to develop a procurement process that recognised social benefits. 5% of the total award criteria were based on sustainable and community focused benefits. Two successful tenderers were awarded framework contracts. Fresh Pastures, a Community Interest Company (CIC). 25% of its workforce comprises people with a disability and the remainder are recruited from the long-term unemployed. Any profit is ring-fenced for social benefit and ploughed back into the company. Dairy Farmers was the other successful contractor - a co-operative of regional and national dairy farmers.

### **Camden Council – Outcomes based commissioning for Mental Health services**

Following a Best Value review Camden Council put out to tender, through an open competition, a contract worth £2 million over three years to provide centre-based day support mental health services across three of its existing buildings. The tender was commissioned on an outcomes basis. Outcomes reflected strategic social, economic, and environmental concerns

for the council, on the basis that each service can play a role in delivering those strategic or high level outcomes. Outcomes were also identified at a service level, such as: access to training and employment services, improved physiological well-being, improved physical well-being, reduced stigma and discrimination, increased community participation, and increased social networks.

The outcomes were then incorporated into every stage of the procurement cycle, from pre-qualification questionnaire through to contract award and contract monitoring and evaluation. Bidders were invited to describe the activities and the outputs they believed would create the outcomes that the commissioner was seeking, as well as how the service would meet wider community level outcomes.

Holy Cross Centre Trust formed a consortium with MIND in Camden and Camden Volunteer Centre to bid for the contract, specifying a range of outcomes and approaches to achieving them, such as the use of peer support networks, instead of professionals, to transfer knowledge and capabilities - devolving responsibility, leadership and authority to service users. Central to the consortium's approach was 'time banking'. Participants involved in the Time Bank earn credits for engaging with the service and for helping each other.

The consortium was not the cheapest tender on a unit cost basis, but won on the basis of being the most economically advantageous tender due to its combination of price and quality. The commissioners' overall evaluation was that its focus on service-user and community involvement, as well as wider social and economic impacts would create the most positive outcomes and best value for money.

Adapted from London Borough of Camden (October 2008), Commissioning outcomes and recovery

# RESOURCES AND FURTHER READING

## Social Value overview:

Social Enterprise UK: The social value guide: implementing the Public Services (Social Value) Act, Nov 2012:

[http://www.socialenterprise.org.uk/uploads/files/2012/11/social\\_value\\_guide.pdf](http://www.socialenterprise.org.uk/uploads/files/2012/11/social_value_guide.pdf)

Nicky Stevenson, Mick Taylor, Professor Fergus Lyon and Michele Rigby - Joining the dots; social impact measurement, commissioning from the third sector and supporting social enterprise, May 2010:

<http://www.tsrc.ac.uk/LinkClick.aspx?fileticket=1knJKrBSEUc%3D&tabid=622>

## Measuring Social Value and Outcomes

J.Ellis: The Case for an Outcomes Focus. Charities Evaluation Service 2009:

<http://www.ces-vol.org.uk/index.cfm?format=509>

S.Cupitt: Demonstrating the Difference. Charities Evaluation Service 2009:

<http://www.ces-vol.org.uk/index.cfm?pg=472>

New Economics Foundation: Seven Principles for Measuring What Matters 2009:

<http://neweconomics.org/programmes/valuing-what-matters>

A Journey to Greater Impact:

<http://www.thinknpc.org/publications/a-journey-to-greater-impact/>

Criminal justice and the arts:

<http://www.thinknpc.org/publications/unlocking-value/>

NEETS:

<http://www.thinknpc.org/publications/impact-measurement-in-the-neets-sector-2/>

Youth justice:

<http://www.thinknpc.org/publications/measuring-together/>

Prisoners families:

<http://www.thinknpc.org/publications/measuring-together-2/>

Theory of change:

<http://www.thinknpc.org/publications/theory-of-change/>

Reporting your impact:

<http://www.thinknpc.org/publications/the-principles-of-good-impact-reporting-2/>

Embedding impact measurement in your charity/social enterprise:

<http://www.thinknpc.org/publications/a-journey-to-greater-impact/>

## Social Value forums

Social Return On Investment Network:

<http://www.thesroinetwork.org/>

Sustainable Procurement Cupboard:

<http://www.procurementcupboard.org/>

The Social value Hub:

<http://www.socialvaluelab.org.uk/>