



Co-operative Councils

Innovation Network

FINANCE



Social Partnership



Maximising
social value



Innovation

SBI/E3M working to support
co-operative councils

The Procurement to Partnership Toolkit



Procurement has long frustrated commissioners wanting to collaborate with purpose-aligned, public benefit partners. E3M's ground-breaking publication of 2016, "The Art of the Possible," was notably influential in breaking down myths and perceptions about process-driven procurement and regulations as a barrier to commissioning for social value.



People-centred councils
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But for many commissioners, the question of “how” remained. E3M has observed a common pattern whenever a public authority or a social enterprise proposes a partnership-based approach. Once local authority or other commissioners are in support of such an approach, and are in discussion with progressive, purpose-aligned partners, momentum grinds to a sudden halt when someone shouts “stop – there’s a procurement issue.”

In response E3M launched the online, free to access, Procurement to Partnership Toolkit, containing multiple case studies of Public Service Community Partnerships, including in Oldham, Croydon, Plymouth, Leicestershire and elsewhere.



Example documentation, contracts, processes and agreements you can access – or use as a checklist as you progress your partnerships.

These practical models and outlines include a set of **social value imperatives** which you can [access here](#) – your first tool in what will become a well-stocked cabinet.

To be notified when we publish other resources and model documents, just pop your email address in to the form below. Over the coming months we will publish:

The case studies cover a range of service areas. They demonstrate that procurement rules have long offered the opportunity to embrace innovation, build partnerships and prioritise social purpose and social value.

“It is not necessary to prioritise procedure and process above purpose,” says E3M’s Jonathan Bland, “By embracing the enabling, permissive and flexible nature of public contracts regulations, these exciting, innovative and impactful partnerships have brought the ‘Art of the Possible’ to life.”

The case studies are accompanied within the Toolkit by a set of five “Fundamental Correctives” for practical innovation and reform in public services. Toolkit users have mapped their own initiatives against these correctives.

It also includes example documentation and processes – practical models and outlines including a set of social value imperatives: conditions of qualification to participate in the provision of public services for public benefit. These were used by Oldham Council in its invitation to tender for its pioneering Innovation Partnership.

The Toolkit also offers users the opportunity to put questions to a panel of experts and features webinar recordings. It is available at <https://e3m.org.uk/from-procurement-to-partnership-a-practical-toolkit-for-commissioners>

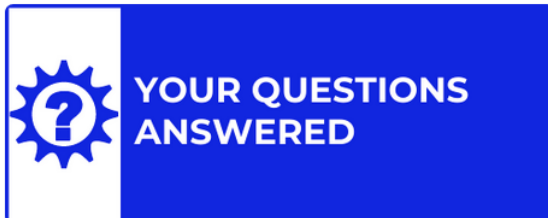


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FROM PROCUREMENT TO PARTNERSHIP: YOUR QUESTIONS ANSWERED

QUESTIONS FROM OUR COMMUNITY



This is where our experts address questions asked by members of the From Procurement to Partnership Community. We'll add responses to questions frequently. You can [send us your question](#), and also find answers to other Frequently Asked Questions [here](#).

⊕ IT SOUNDS LIKE "SOCIAL VALUE" MAY SIMPLY BE A METHOD AND LANGUAGE FOR CREATING A SET OF OBJECTIVES THAT JUSTIFY THE SPENDING OF MORE TAX PAYERS MONEY (IT SEEMS VERY PUBLIC SECTOR ORIENTATED RATHER THAN, FOR EXAMPLE, PUTTING A "SOCIAL VALUE" ON HELPING BUSINESSES BE SUCCESSFUL)? SURELY EVERYTHING HAS SOCIAL VALUE IN THE END, AND NOT JUST THE PUBLIC SECTOR? AND WHO DECIDES WHAT IS GOOD SOCIAL VALUE? ISN'T THIS WHERE THE MARKET SHOULD COME IN?

⊕ IF PAST EXPERIENCE OF DELIVERING SOCIAL VALUE IS TO BE CONSIDERED WITHIN A PROCUREMENT, WOULD THIS NOT HAVE TO BE PART OF THE SELECTION CRITERIA, AND WOULD THAT NOT RISK EXCLUDING SOME SME'S AND NEWER VCS ORGANISATIONS THAT HAVEN'T HAD A CHANCE TO BUILD THAT EXPERIENCE?

⊕ HOW ARE PEOPLE ARTICULATING A PARTNERSHIP VISION WITHIN THE COUNCIL, WITH PARTNERS AND COMMUNITY MEMBERS?

⊕ SHOULD GRANTS, SUBSIDIES AND ASSET TRANSFERS BE SUBJECT TO THE SAME RULES REGARDING TRANSPARENCY AND EQUAL OPPORTUNITIES AS CONTRACTS?

⊕ HOW DO YOU MEASURE SOCIAL VALUE?

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