

CCIN Innovation Funding 2023 - Policy Lab : Entry # 328**Organisation leading the project**

Oxford City Council

Lead Councillor or Officer

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Job Title

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Project Title

Social Value Toolkit for Councils

How much funding are you applying for?

£ 20,000.00

Summary of project idea (150 words max)

Local government officers are bombarded with a wide range of tools and approaches for assessing, delivering, and monitoring social value. With all the talk about social value, it can be difficult to know where to start and which tools will achieve the intended result.

This policy lab will draw on existing practice across the network and beyond, to develop a set of tools, how to guides, and processes that can be picked up and used by local government officers in different operational contexts to support the growth of more inclusive local economies. There will also be scope to develop new tools which can better identify and account for the kinds of social value promoted by CCIN.

The toolkit will focus on demystifying the process of delivering social value, encouraging solidarity and sharing of good practice across councils and enabling council officers to learn through direct experience.

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Which other CCIN members will work on this project?

- Kirklees Council
- Liverpool City Council
- Birmingham City Council
- Rochdale Borough Council

Provide a detailed budget of how you will spend the budget and whether you are bringing in other funding.

The budget for the project needs to cover the costs of:

- Lead consultant - production and dissemination of toolkit
- Contributions of time and tools from participating councils
- Development of new tools, including researchers

Lead consultant - It is estimated that around 50% of the budget (£10k) will be used to appoint a lead consultant. They will be responsible for reviewing existing tools, collating priorities and producing the final toolkit.

Repurposing existing tools – where councils have already developed working approaches for a chosen area, there will be an opportunity to add these to the toolkit. 25% of the budget (£5k) will be reserved to fund Councils for these efforts.

Development of new tools - Professor Julian Manley (UCLan) and Dr Carys Hughes (UEL) have research interests in the development of policy tools that recognise different conceptions of social value. Professor Manley is running a research project exploring the relationships, complementarities, and tensions between social value, 'human value', 'cooperative value' and 'public value'. Both have expressed an interest in directly participating with research elements of the proposal. Dr Hughes's work is funded by a grant from the Leverhulme Trust has is funded to explore forms of governance and other policy interventions which will build collective agency, along with other desirable social effects. She will act as consultant/ advisor on the project, working on the development of new social value measures which account for wider benefits of community wealth building and the social economy. Her existing grant covers this kind of policy development, so her involvement will not add to the bid's total budget. Up to 25% of the budget will be available for this workstream (£5k).

Opportunities for further match funding will be explored if the bid is confirmed. Additional funding will be used to increase the number of tools adapted and made available in the toolkit.

What is your idea and how will you allocate the budget?

The recently published Peopletoo Policy Lab, Exploring Positive Social Impact, provided a series of inspiring case studies showing the myriad ways that local authorities are creatively delivering social impact. The report recommended the development of a social value toolkit by the CCIN as a logical next step.

In parallel officers from Oxford City Council have been developing a policy prototype with local partners to identify types value that could better account for the benefits of democratically owned businesses when assessing social value in procurement.

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This policy lab provides a vehicle to build on both pieces of work, developing tools that are fit for purpose and applicable in real world contexts whilst stretching definitions and measurements of social value to encompass a broader spectrum of benefits.

The policy lab would undertake an audit of existing tools and approaches and identify any gaps in provision. Where necessary, it would seek to develop new tools or frameworks that are missing.

Tools to be agreed during phase one but may include:

Procurement – how to guides:

- o Selecting approaches to securing social value – pros and cons
- o Overcoming cultural resistance
- o Social Value Brokerage – optimising matching between suppliers and community group recipients of volunteering, mentoring or cash/in kind donations
- o How to build and advertise a local supplier directory
- o Measurement of social value in procurement
- o Procurement Pipeline opportunity analysis
 - Identifying quick wins and strategic opportunities

Assets:

- o Accounting for social value in commercial decisions

Service specific approaches:

- o Social Care
- o Construction and built environment
- o Planning
- o Housing

Corporate Policy:

- o Tools to quantify the potential social value deliverable through a project (e.g. no of jobs from a capital project)
- o Approaches to maximising employment and skills benefits through improved communications and brokerage
- o Tools to support delivery model selection decisions (e.g. procurement Vs grant making / procurement Vs in housing)

Measurements of value (known gap):

- o Developing new social value measures which account for the wider benefits of community wealth building and the social economy

The funding would pay for consultants to develop the final list of tools, draw together the toolkit, and develop any new tools identified in the requirements gathering stage. In cases where good practice already exists within participating councils, they could be funded to adapt their own tools for the general audience or develop 'how to guides' which can form part of the toolkit.

What are the outcomes you hope to achieve?

The project will deliver a toolkit that is regularly used by CCIN member councils. If successful, this will result in measureable increases in social value delivered by CCIN councils and a wider range of social value being tracked and accounted for. It may also in some cases reduce council spend on external consultants and create opportunities for upskilling of council staff.

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Measures of success: It will be successful if there's an increase in the number of Councils download/interacting with materials from the toolkit. This would also result in demonstrable increases in the measurable social value delivered, as well as a greater range of social value being delivered by councils.

How does your project support the aims and objectives of the Co-operative Councils Innovation Network?

The project will support councils to innovate and make wider conceptions of social value central to their decision making processes. By collating and sharing best practice across councils and developing innovative new tools which can be easily adapted to local contexts, the project will embody the core aims of the CCIN.

Feedback on the proposed approach shows that the approach is well aligned with the aims of the CCIN and its constituent members:

"your proposal which looks incredibly valuable, and definitely something I would have benefited a lot from over recent months!"

...

"Your proposed work on social value is right in line with what I am currently doing in Preston, as an extension of our understanding of the Preston Model"

...

"This looks great[...]I think the idea to have 'deeper thinking' strand of work/exploring amendments to or new measures, alongside the very practical usability and 'demystifying' work, sounds great and could be complementary"

...

"It reads like a very good project and I'd be happy to contribute."

How does your project support the CCIN Statement of Values and Principles?

Many of the tools promoted by commercial partners are built to be 'consultant' operated, locking councils in to dependent relationships, rather than upskilling the local workforce and supporting their ability to self-serve. The toolkit would focus on demystifying the process of delivering social value, encouraging solidarity across councils and self-help within councils, and enabling council officers to learn through direct experience.

By developing new value based measures and applying them to decision making frameworks, the policy lab will provide councils with tools that can help them make decisions in favour of increases in CCIN values that are currently hard to quantify e.g. democracy, equality, or equity.

How will you share your learning across the Co-operative Councils' Innovation Network?

Participation and learning will happen at a number of stages:

Developing toolkit requirements – desk-based research by consultant and workshop with councils to review existing tools and identify priorities for the toolkit. The longlist of tools will be documented and made available to CCIN members for reference. The shortlist tools will form part of the final toolkit.

Developing new measures – this workstream will follow a similar format, with a workshop to agree areas of focus, then a 'building out' of new measures. This will periodically interface with the tools selected for the toolkit, allowing measures to be 'tested' for suitability in genuine policy contexts. A workshop on the measures would be delivered at the CCIN annual conference.

Final toolkit – produced and designed by the lead consultant. This will collate all tools into a single 'style' and format, and make them accessible to all CCIN councils. Format to be determined in discussion with CCIN.

The toolkit will be promoted at the CCIN annual conference through a plenary presentation and practical workshops on how to use the tools and measures.

I agree that the final report will clearly show the Co-operative Difference that this project will deliver.

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 Agree

Notes



Admin Notification (ID: 637b616e68cf7)

added 28th February 2023 at 21:24

WordPress successfully passed the notification email to the sending server.