



Contract for Change

July 4th Steering Committee Workshop

Intro:

Workshop to review the Purpose, Outcomes, and Proposed Structure of the Contract for Change programme with the Steering Committee.

Workshop facilitated by Beth Pilgrim, Strategic Partner – Supply Change

The workshop covered 3 key questions to test to assumptions of the programme, informed by a survey sent out to the Contract for Change list of interested parties.

Key questions covered were:

1. Purpose of the programme – issues being addressed, solutions being proposed, outcomes aimed for
2. Prioritisation – what to prioritise? what can be delayed? any dependencies?
3. Defining the thematic working groups - what area of priority falls under which group?

The workshop finally discussed the next steps of the programme covering the following Qs:

- Who are the key stakeholders affected by each working group?
- Who is in charge of a group? - will a Steering Committee member volunteer?
- Discussion on how to leverage volunteers
- Communications planning for programme - define communications rhythm and agree support for delivering against this (e.g. bi-monthly / monthly update to Interested Parties)
- Conference or event?

The workshop discussion will define the next steps and direction of the programme.



Write Up of the Discussion from the shared Miro Board:

Question One – Purpose of the programme (issues being addressed, solutions being proposed, proposed outcomes)

Does the current problem statement reasonably outline the understanding of the issue faced?

Current problem statement: There is a lack of link between organisational strategy with SV embedded to commissioning, procurement and contracting practice which is leading to poor, limited or inconsistent SV management practice in procurement and contracting.

Discussion notes: general agreement that problem statement captures the issue faced, with the following proposed adjustments / additions:

Purpose should include:

- End to End view - from org strategy through to procurement and contracting, and actual impact on stakeholders.
- A focus on innovation
- Need to add in orgs behaving differently.

ACTION: review problem statement to address points highlighted

Solutions Discussion

CURRENT SOLUTION PROPOSED:

Collaborative development of an approach that will:

- Provide clarity on organisational intent around Social Value;
- Connect their organisational and functional strategies to their operations;
- Identify their key social value goals and integrate these into their organisational activity;
- Design their commissioning and procurement activity around their social value goals;
- Ensure effective measurement and reporting, and
- Provide a route for continuous improvement and decision making.

Discussion notes:

- Training and practice sharing has to be coming into the solutions.
- No 1 Q that is still being asked by businesses: Can you put us in touch with someone who knows what they are talking about? Links through to those that are actually doing the work - through a network / linking / peer to peer networking - link this to the case studies.



- Convening as an answer to the issues, not an end in and of itself.
- Need examples - but what of? Need to be clear on practice / process ofwhat (need to define what it is that is being shown as an example).
- Need examples from buyer and supplier side.
- Case studies need to be at tender stage and contract management stage.
- VCSE and SE perspective - from SEs perspective as supplier, but also from perspective of buyers who use VCSEs in their supply chains.
- Big issue of whole process being based on self declaration without any validation.
- Case studies need to show the drivers of what made it a success and the learning side- e.g, what went wrong.
- Big issue of sub contracting - how to manage along supply chains? How do you engage with that second tier?
- Need to have the results in the case study - and what made a success - and practical lessons learned - good, bad and ugly.
- What does a good end to end process look like.
- Need more process and practice that shows good integration / connection of SV and environmental value.
- 80% of councils have declared a climate emergency - very clear and public - important to make links between SV and environment.
- Learnings from practice that has been put in place from different legislation, and PPNs - PPN 06/20.
- Tapping into areas of best practice - e.g. construction as an industry is probably further ahead - what about other industries? e.g. impact investing, VCSE learnings.

Key areas of importance for the programme identified from discussion:

- Need for clear definition of 'what best practice looks like' through clarified methodology of applying Social Value Principles in practice in commissioning, procurement and contracting through a full end to end process
- Need for practical examples and case studies that demonstrate good practice in action, tapping in to experience from application of different legislation, and best practice from different sectors such as construction, impact investing, VCSE sector
- Need for community connecting those with need for knowledge with those that have knowledge, experience and skill
- Need to showcase more practice that integrates social and environmental value management

ACTION: Pull out key important factors identified by Steering Committee and incorporate into Programme next steps for Working Groups

Programme Outcomes Discussion:

CURRENT PROPOSED OUTCOMES:

- Better collaboration between sectors – public, private and civil
- Greater VCSE sector voice in social value in supply chains
- Organisations counting and valuing outcomes not outputs



- Better awareness and understanding of SV across supply chains
- Greater consistency in standards of practice in managing SV in contracting
- Greater understanding of what good practice is and looks like

Discussion notes:

- Outcomes should be aligned/reflect/govt strategic objectives.
- Do we want more people to be pulled vs pushed?
- Climate emergency is a way in to policy change, should be included.
- Connection is really important whether through case studies or peer to peer conversation.
- How do we tie in to government objectives? - this is what businesses build their priorities around, communities build around this too - outcome focusing on this - aligning to government priorities.
- Outcomes proposed in workshop:
 - Convening space for conversations / connections developed and active,
 - Framework of 'what good looks like' in social value in procurement practice developed, accessible and clearly being implemented,
 - Better understanding of what convergence looks like (i.e. not just convergence of metrics, but a convergence of standards of practice underpinned by Social Value Principles),
 - Change in policy - push / pull factor - more push than pull,
 - Clear connection between social value and the Climate emergency has been made and is being communicated and implemented in practice

Commented [CM1]: Steering Committee to advise and comment on proposed outcomes

ACTION: Check outcomes with Steering Committee and once agreed update in the programme overview

Question Two – Prioritisation (What to prioritise? What can be delayed? Any dependencies?)

Discussion focused on putting into order the areas to take action on:

- 1) Methodology and approach to be defined. This is key for best practice and case studies, and should be led by SVUK in collaboration with the Working Groups
- 2) Case study bank / resource library. This is an imperative practical next step for the programme. There are some good examples of practice sharing that could be used as reference, e.g. NAO, WCC resource bank
- 3) Develop guidance to support practice implementation, along with other capacity building support such as training, and professional practice accreditation
- 4) Influence legislation and policy, but most importantly the guidance that surrounds policy and legislation, e.g. the Procurement Bill, National Procurement Strategy

For having any influence on the Procurement Bill, then it is necessary to engage early, as the influencing window would only be open until about Sept. However, committee discussed that we may need to have more method / practice defined before being in a position to engage with influencing government. Committee also raised that it is better have key Government stakeholders



engaged early so that they are part of the process of development, rather than once practice is developed.

Discussion on getting the right people engaged with the programme, e.g the Cabinet Office, Sam Butler and Andy Williams could be good contacts / interested in this work, the LGA, could connect with Tina Holland and Darren Knowld.

Some discussion on aims for advocacy. From a SE perspective more weighting to SV, more flexibility and accessibility for VCSE. Each gov under UK gov has a different view - from a supplier side getting more visibility and security in what they invest in for their own practice development. Engagement with Lord select committees and/or APPGs, Cabinet Office Social Value working groups and/or other government social value working groups, and/or industry social value working groups (e.g. Defence Supplier Forum, Waste and Recycling Forum).

ACTION: Reach out to engage early with LGA and Cabinet Office to update them on C4C and offer space to get involved

ACTION: Set working groups based on prioritisation list

Question Three – Defining the workstreams (what area of priority falls under which workstream?)

Discussion focused on structure and remit of working groups, and what the groups should be.

Structure:

- Make workstreams cross-sector
- Open up to volunteers who have already offered, as well as open to all
- Lead should already be on Steering Committee, OR be invited to join Steering Committee to assist with joined up programme actions
- Define a framework of work for the groups: method, case studies, sharing of practice
- Groups will be task and finish focused

Working Groups:

- Working Groups should based on 4 programme work areas, slightly adjusted based on discussions:
 1. Peer Networking and Learning
 2. Strategy and Best Practice Development
 3. Practice Confidence Building
 4. Policy and Legislation Influencing

Commented [CM2]: Steering Committee to comment on Working Group proposed structure and confirm if happy to progress with this structure



ACTION: check workstream proposals with the Steering Committee. Once agreed, communicate to volunteers the workstreams and ask if interested in joining a specific one, and if anyone interested in leading (including anyone from the Steering Committee)

Next Steps Planning

Discussion focused on the following questions

- Who are the key stakeholders affected by each working group?

Whole programme is cross sectoral, so need to aim for cross sectoral representation on all groups.

- Who is in charge of a group? – Each working group needs a Lead. The Lead (if not already on Steering Committee) will be invited to join Steering Committee to maintain connection across programme
- Discussion on how to leverage volunteers – connect with all those that have offered to volunteer for a workstream asap once groups are agreed with Steering Committee.
- Conference or event?

Agreed that holding an event could assist in meeting a number of programmes aims around connecting people, and sharing of practice, as well as to promote the work and aims of the programme. Some key points were discussed on the proposed event:

- Procurement professionals do not want to be sold to, event must focus on practice sharing rather than selling a tool or solution
- Core aspects of event must include process practicalities, and examples
- Event should highlight and showcase practice from across different nations
- Could be a good way to share and engage with government
- Other procurement events aren't necessarily speaking to other sectors, so this could be a USP of the Contract for Change offer
- Should involve theme making a connection with other practice and issues, particularly the critical need for managing environmental value and the Climate Crisis. Some ideas for areas of connection: circular economy, doughnut economics, Ellen McCarthy, NAO
- Theme ideas: connecting social value and environment, supply chain management, VCSE engagement

Timing wise – agreed end of Sept / early Oct would be good

Need to engage Volunteers to set up theme and design event. Could be managed through a design workshop

- Communications planning for programme - define communications rhythm and agree support for delivering against this (e.g. bi-monthly / monthly update to Interested Parties)

Discussion highlighted that programme needs to get good, regular comms out to share next steps and engage volunteers: website, LinkedIn, other social media, through Strategic Partners and Steering Committee



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Aim for a Monthly 1 page update on group progress - simple, report to Steering Committee

ACTIONS:

Reach out to volunteers who have expressed interest in running an event to confirm progression with this. Reach out to wider community to see if any other volunteers.

Set up Comms plan for next 6 months of programme