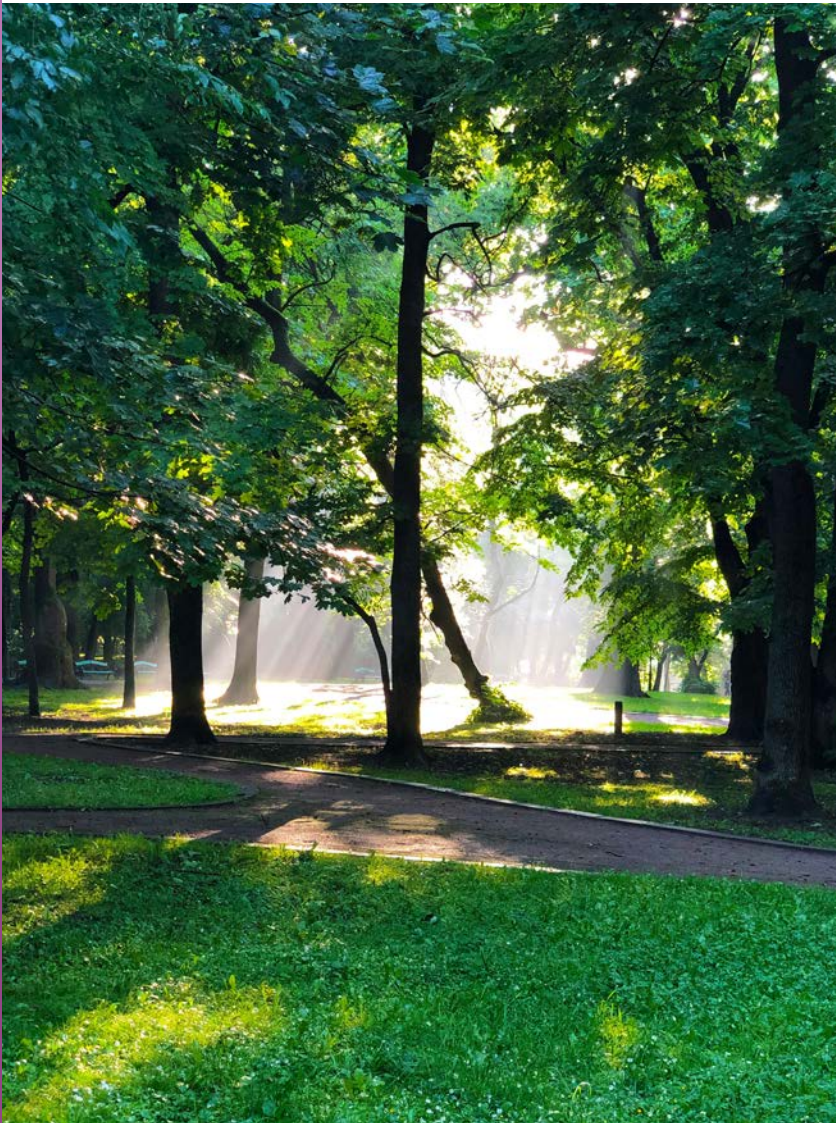




Our Social Value Roadmap

Delivering a Social Value Economy



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A letter from the Social Value Task Force



We believe that radical collaboration will drive the future for social value; between business, public sector, civil society and individuals who just want to make social value happen.

The National Social Value Taskforce was set up under this belief and to provide insight, initiatives and impetus to support the change needed to push social value up everyone's agenda.

Since our first meeting in February 2016, we have been growing our membership and we now have representation from over 50 organisations. This social value 'movement' is well and truly marching forward and we will continue to look for ways to make this easier for all to embrace and to make social value count.

We are a bottom up movement – and whilst it is true that government first opened the door with the Social Value Act, we needed to be brave enough walk through it. And without these first bold steps, we would not have made the progress we have putting good intention into practice. This included developing strategies, building a measurement framework and embracing change.

This has been a monumental effort, not to be underestimated, but we now need get ourselves ready for the next big push.

That is what this document is all about. Towards a Social Value Economy sets out an exciting agenda for the Taskforce and our Movement. A new phase of ambition on our social value journey: making it real and embedding it into not only what we are doing on a project by project basis, but also in how we are developing our overall business strategies.

It will take some creative thinking and we are going to have to be radical about how we collaborate, but the prize is high with the opportunity of unlocking £60Bn in social value just from how we manage public sector spend, let alone how we look at embedding social value across the private sector

This is what the Social Value Economy is all about, **building an ecosystem in which all agencies, organisations and individuals have a common goal: to improve the societal, environmental and economic challenges our communities face in order for everyone to prosper and flourish.**

So join the movement and let's make this happen!

Yours collaboratively,

Darren Knowd

Chair, National Social Value Taskforce

Guy Battle

CEO, Social Value Portal

Campbell McDonald

CEO, Ownership at Work

£40Bn
in social value

to be unlocked through
public sector procurement



Social Value in numbers



245k
young people

not in education, employment or
training who could be helped

Over
450
schools

either inadequate or in special
measures that need support



1

What is the Social Value Roadmap?

The Social Value Roadmap

Our ‘roadmap’ was conceived at the National Social Value Conference 2022 during a Hackathon event held on behalf of the National Social Value Taskforce. The event directly engaged attendees in identifying the key challenges facing the Social Value movement and what steps we need to take to ensure that Social Value maintains its momentum.

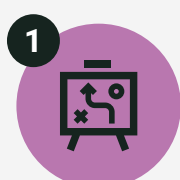
Following the Hackathon, the Taskforce developed a series of discussion papers with contributions from member organisations. This document aims to bring all the ideas and challenges captured in that process into one place with the ambition to answer the question: **how do we start to build a Social Value Economy?**

That vision is one in which the shared efforts of all organisations deliver material progress towards the common goals of addressing social and environmental need and building a ‘Social Value Economy’.

Often those needs will have to be articulated and addressed locally, but we cannot shift the dial on social inequality, economic deprivation or planetary climate crisis without building from the bottom up, one organisation at a time.

1500+ people directly engaged in shaping the roadmap

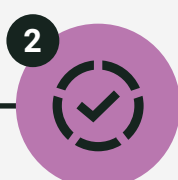
The 4-Step Commitment



1

Make Core

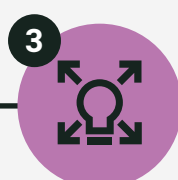
Make Social Value a strategic priority and reflect it in core business planning



2

Be Accountable

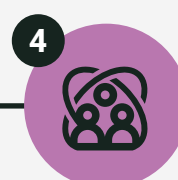
Promote accountability through effective target setting, measurement and reporting



3

Create Capability

Build capacity, capability & creativity



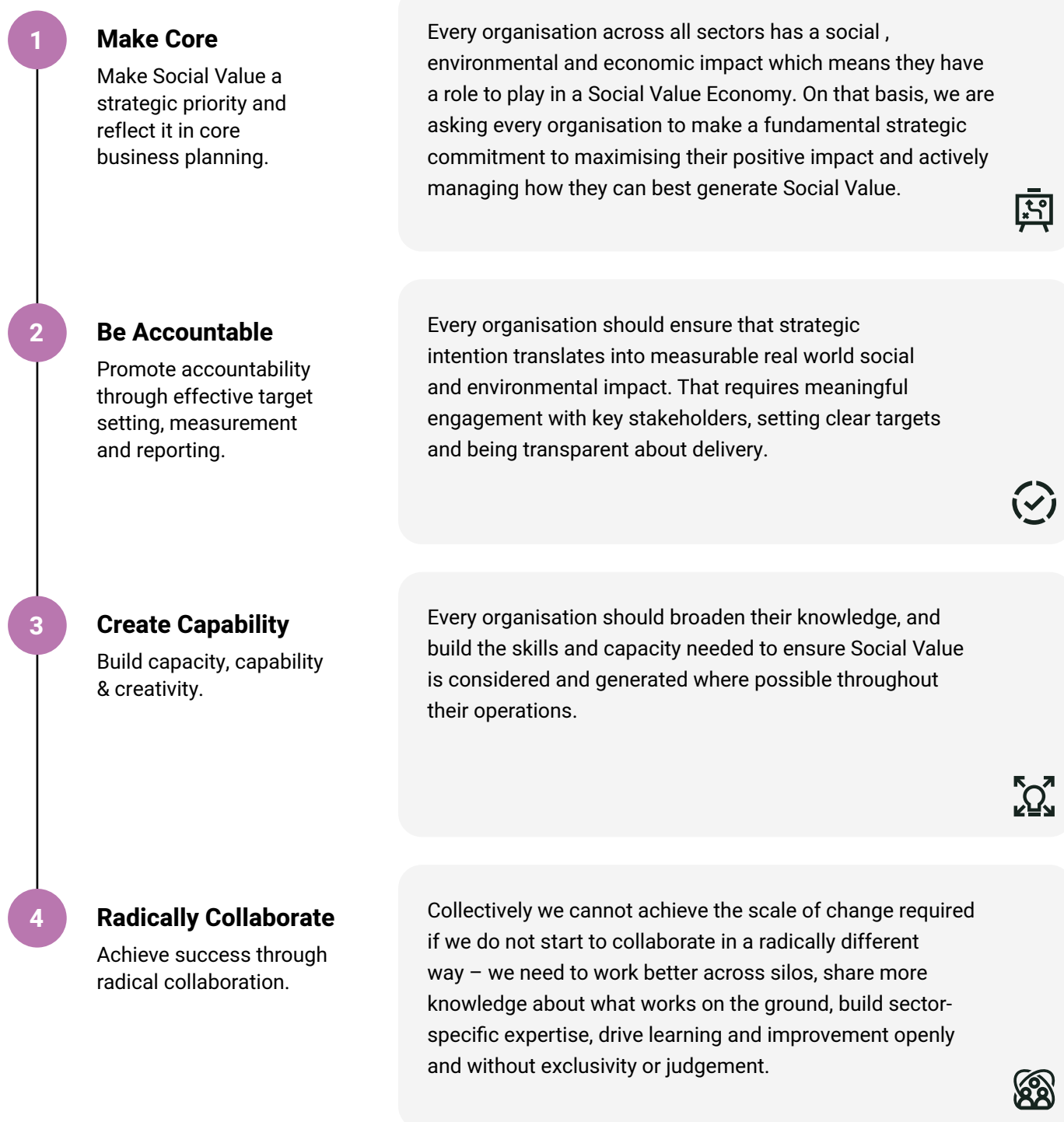
4

Radically Collaborate

Achieve success through radical collaboration

The 4-Step Commitment

We have drawn our roadmap under a series of headings: a 4-Step Commitment that we're asking every organisation to make in order to mobilise the scale of change required:



2

Our Vision: The Social Value Economy

Our Vision: The Social Value Economy

Our complex modern economy is a challenging myriad of players across multiple sectors; public, private, civic and community.

We can only achieve the level of system transformation needed to address social, economic and environmental challenges when the majority of these organisations are all pulling together in the same direction and when our goals are more or less aligned.

Given the obvious differences between ownership models, operational motives and stakeholder expectations, it is inevitable that this will be hard to achieve.

“

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

The National Social Value Taskforce



Despite these challenges, we are witnessing a dramatic shift in how sectors are working together. The Social Value Act has been a significant driver by requiring all public sector buyers to embed Social Value into their decision making across multiple areas of economic activity.

This is transforming the relationship between public buyers and their providers and has begun to prompt private businesses to embrace the spirit of the Act - more than simply how they bid for work, but right across their own day-to-day operations.



**Every organisation has
a part to play in creating
a better society.**



**Every organisation has
an environmental, social
and economic impact
and so have a role to
play in building a
'Social Value Economy'.**

The National Social Value Taskforce

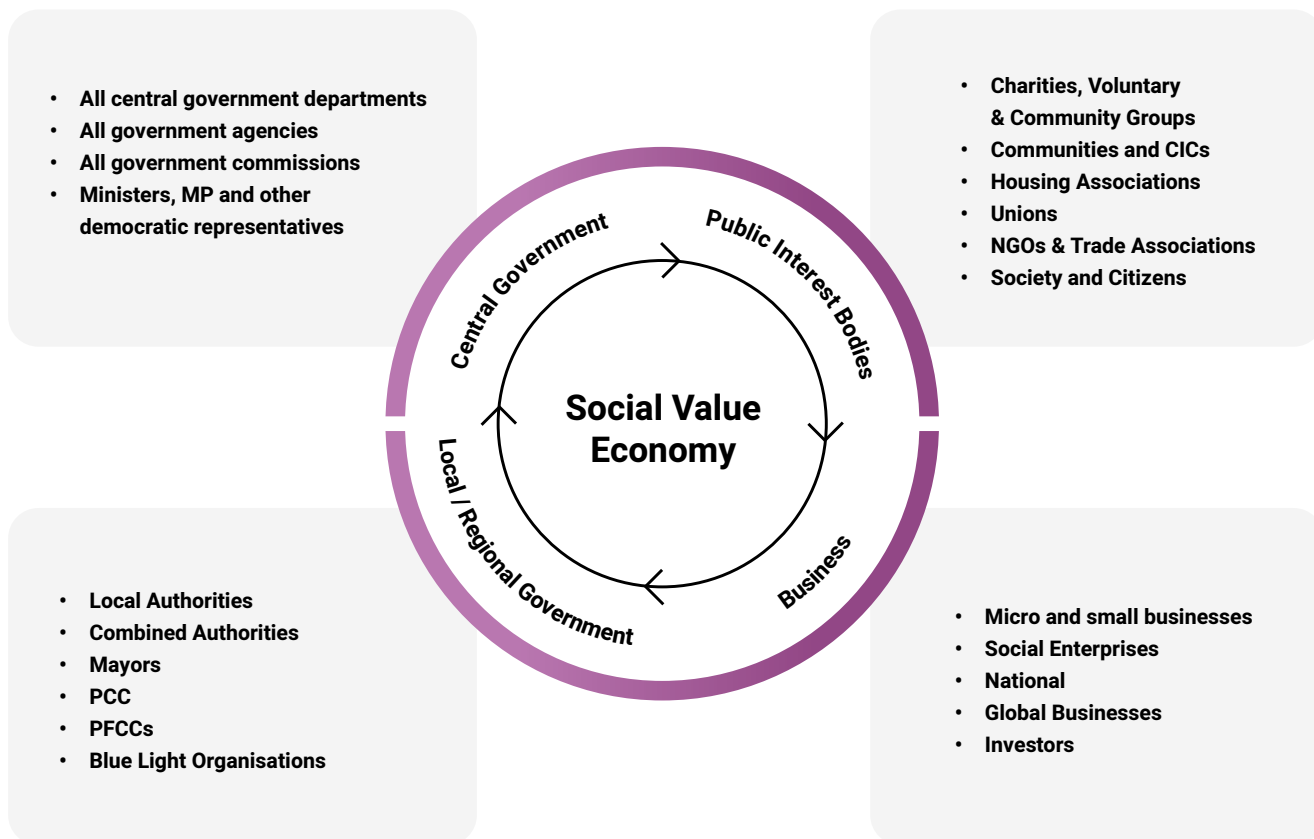
Our Social Value Economy

Those of us who work with social and environmental impact at the core of our roles hold a collective ambition and belief that:

- **Every organisation has a part to play in creating a better society**
- **Consideration of Social Value is an automatic and critical part of all senior decision-making**
- **It's not just an added layer of procurement**

However, we recognise that not everyone shares this ambition today and this document puts forward our case to convince as many organisations as possible to join us on this journey to build a Social Value Economy.

Radical collaboration at work



“

The concept of radical collaboration requires organisations to break out of their traditional silos and work across boundaries and sectors - this will be challenging and at times, uncomfortable...

The National Social Value Taskforce



3

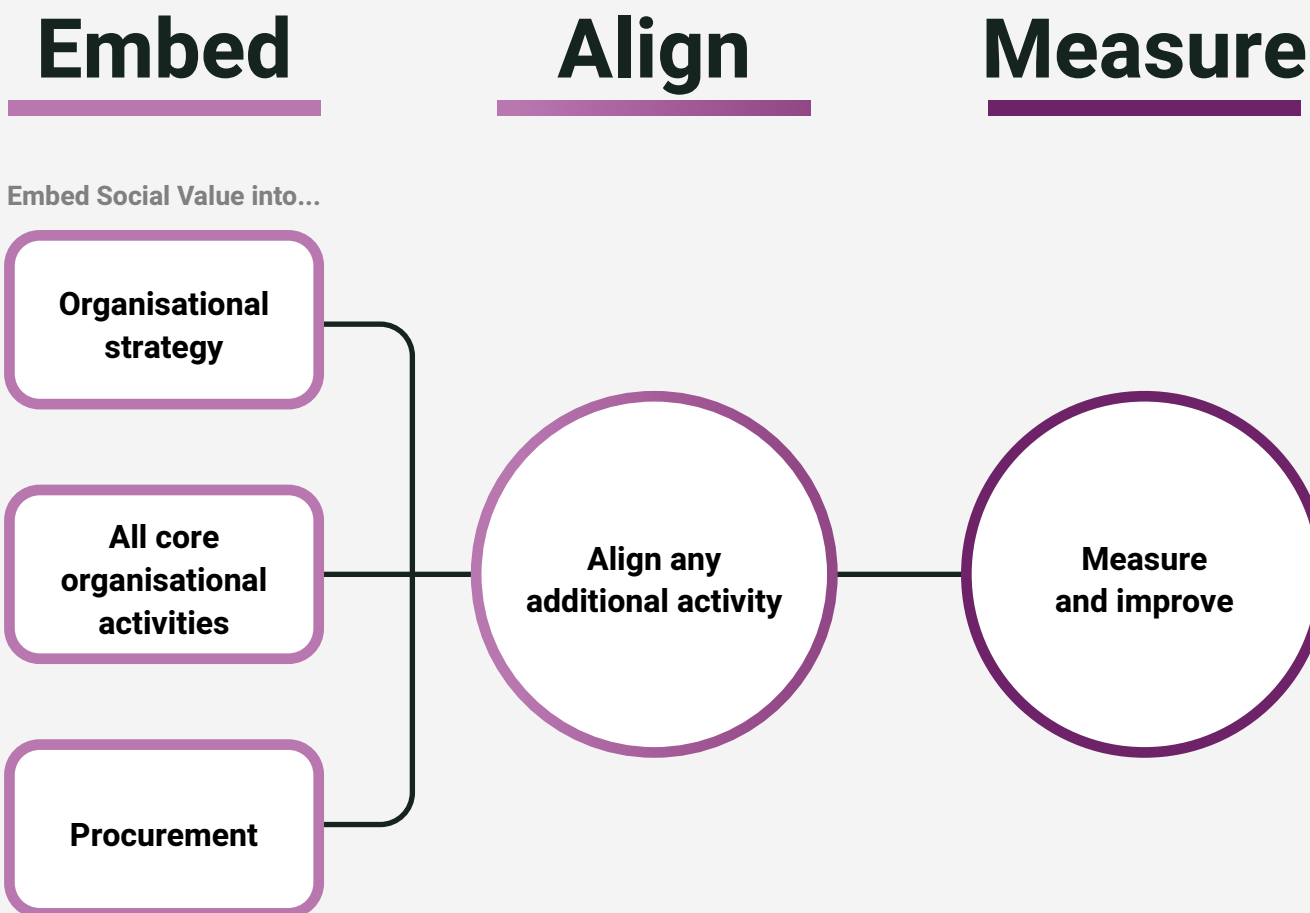
How can organisations contribute?

How can organisations contribute?

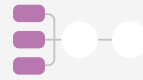
Every organisation has a social, environmental and economic impact which means every organisation can contribute to creating a Social Value Economy.

The scale and nature of that contribution will differ according to each organisation, based on what its core activity is and the resources it has available. What is critical

is that consideration of Social Value is embedded as a way of thinking across the whole organisation so that it uses all of its organisational levers to maximise the positive Social Value it generates.



Embed Social Value into...



Organisational strategy

Ensure awareness of social and environmental impact and ambition to generate positive Social Value runs through senior decision-making, strategic planning and capital investment.

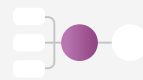
Core organisational activities

Based on what the core purpose of an organisation is, identify where there are relevant and appropriate opportunities to generate positive impact, for instance employment of people who have been struggling to find work or mentoring or volunteering in the community.

Procurement and Supply Chain Management

Engage supply chain in delivering Social Value and use procurement as a tool to shift behaviour, not only extracting maximum value from a contract but also supporting those businesses to generate greater overall impact – and reap the rewards of their contributions.

Align...



Additional Social Value activity the organisation undertakes

Over and above core activity, if the organisation is engaged in, for instance; volunteering, charitable giving, impact investment, advocacy on key social issues (historically what was referred to as Corporate Social Responsibility (CSR) actions), ensure this is folded into a coherent overall approach to Social Value generation to guarantee maximum impact.

Measure...



Your Social Value footprint and learn to improve

Track and report progress to ensure the organisation is making a tangible positive difference and ensure access to emerging best practice to improve over time.

Procurement is a great place to start as it allows buyers to actively manage the terms of its relationship with its suppliers. There is also no doubt that because of the Social Value Act, this is already driving better behaviours and more holistic and interconnected outcomes.

£100Bn

The private sector delivers over £100bn in services, goods and products on behalf of the public sector every year.

£24k

Average £24k Social Value delivery per £100k of contract value.

The wider opportunity

Procurement is a doorway to a wider opportunity. By shifting the mindset and behaviours of all organisations to be accountable for their impact and value creation, we can achieve much more:



Construction:

For instance, the UK economy supports over £110Bn in construction annually and with a target of +30% in Social Value, this could lead to an additional £33Bn in value created for communities.

Social Value
£33Bn
Annually

Retail Sector:

And the retail sector which contributes £7.8bn per week to the UK economy, could be up to £1.5Bn per week or over £80bn per year in additional Social Value.

Social Value
£80Bn
Annually



FM Sector:

Or the UK economy spends over £65Bn within the FM sector which could deliver over £13Bn in Social Value.

Social Value
£13Bn
Annually

To deliver these goals, we need a clear vision and a change of mindset that focuses on collective and radical action in order to deliver our shared goals.

4

A Roadmap to a Social Value Economy

Our Roadmap to a Social Value Economy

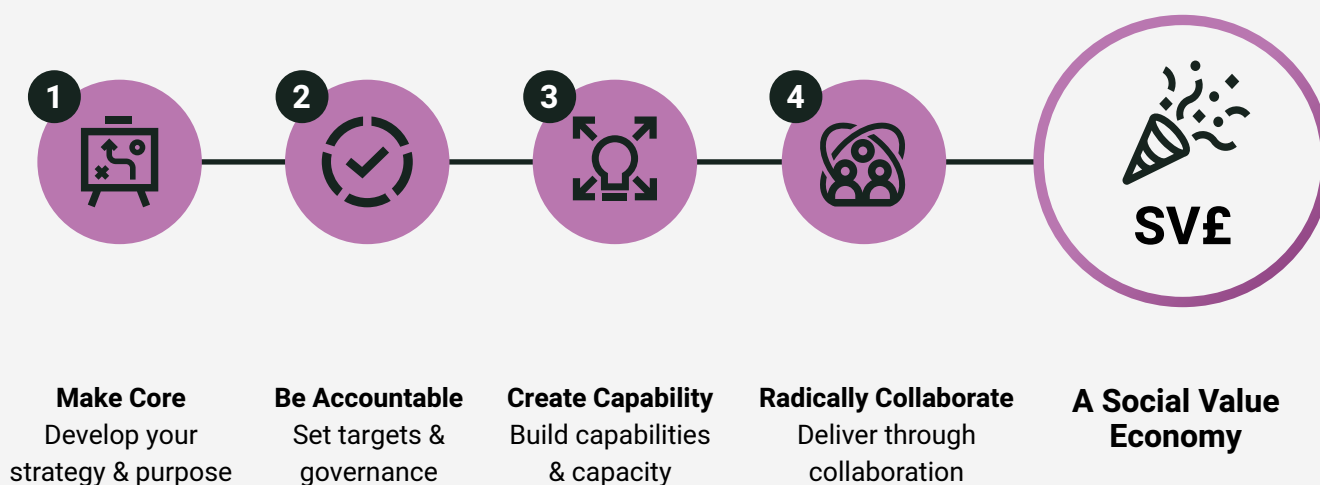
A Social Value Economy is one in which all sectors of society work together to address critical economic, social and environmental needs.

Where practicable they also align their organisational levers (e.g. procurement, recruitment, CSR spend, supply chain, grant giving) to maximise Social Value thereby creating fairer, sustainable, prosperous and inclusive local communities.

This kind of alignment demands a form of radical collaboration that empowers all organisations to break down the traditional ‘silos’ within which they work and collaborate across sectors.

We have identified four commitments that every organisation should consider to achieve our shared ambition to build a Social Value Economy.

Social Value Economy Roadmap



1

Make Core Develop a clear Social Value strategy and purpose

Social Value (by any name) must be more than just a procurement lever or a narrow operational priority, it must be a strategic imperative with explicit buy-in from the top of the organisation.

Those organisations who wish to make clear that Social Value is at the core of their mission can do so by providing a clear purpose statement, thus explicitly moving beyond compliance to value

creation whilst making clear commitments to social, economic and environmental goals.

They could also look to push this beyond just procurement and (through core strategies) across work on grant-giving, planning and all internal processes whilst also producing some form of Social Value of Impact report that describes what has been achieved against their declared goals and how further progress can be made.



Every organisation should have a clear purpose statement, putting Social Value at the core of its mission.



For all other organisations, Social Value should be reflected in responsible business governance and decision-making which will translate into clear organisational goals and targets that are supported by clear delivery plans -

including core metrics that are used to track progress. In addition, Social Value should be fully integrated into iterative business planning and strategy setting to ensure business plan implementation embeds and drives delivery of Social Value across the whole operating model.



Social Value should be fully integrated into iterative business planning and strategy setting to ensure business plan implementation embeds and drives delivery of Social Value across the whole operating model.

We don't always have a clear view about what good actually looks like and nor do we properly understand what an organisation should be doing if it is to succeed. There are likely to be many versions of success and we need to recognise that defining 'good' will vary across

sectors, particularly when bearing in mind the difference between the public, private and 3rd sectors.

However, leadership is key across all sectors and the c-suite and senior leadership need to be fully engaged and seen not only to set the agenda, but also to lead by example.



2

Be Accountable

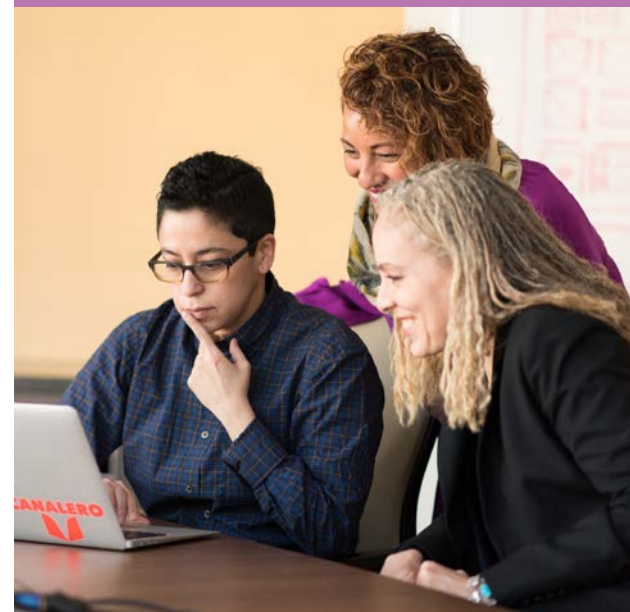
Promote accountability through effective stakeholder engagement target setting, measurement and clear reporting

Accountability is key to proving the success of our Social Value movement which needs to be underpinned by measurement and good reporting. We want to earn the trust of the communities where we are working and this is only likely to come through a commitment to transparency and a willingness to learn and improve.

It is also true that the greatest value is delivered to people and places where there is the greatest need and where local communities are 'done with' rather than 'done to'. To achieve optimum Social Value, it will be important that stakeholder and community voices are prioritised when defining need, as well as when assessing impact; communities need to feel empowered.

Within this context, there needs to be better use of data and knowledge sharing between local businesses, councils and their service providers around community expectations. Whilst national priorities ought to be incorporated into Social Value plans, these should be joined up with local community needs defined through well developed, responsive community that may also include a 'citizens panel'.

Accountability is key to proving the success of our Social Value movement which needs to be underpinned by measurement and good reporting.



It is not just about the numbers and the 'big ticket' items. We need to collect and report both quantitative and qualitative information for whilst the 'number' will help business leaders understand scale and the importance of Social Value, it is the quality of the offer that will deliver the long term and lasting value for people and places. In this respect, we must counteract the risk that measurement becomes a box-ticking exercise rather than a focus on what really matters. We must measure outcomes and not simply cost inputs.

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We also recognise that there is a danger that if the focus is purely on procurement to deliver Social Value then it will drive a project led approach and a singular focus on short term 'project delivered' Social Value. In this respect, we need to find a way of recognising and encouraging the wider good that an organisation might have through its existing community programmes and its wider operational model. We therefore need a debate about how we recognise and reward commitments that organisations make to deliver basic impacts in how they operate and encourage the right kinds of organisational behaviours as a part of our selection criteria.

And finally, we need to recognise that the voluntary, community, faith and social enterprise sectors are different. Whilst organisations operating within these sectors are generally more aware of the term 'Social Value', their operating models are vastly different as the value they create for society is inherent to their cause and not an additional activity.¹

¹This means that the standard approach to procurement that expects bidders to offer additional value above and beyond their cause means that the bidder may have to divert profit or activities from their core offer; an unintended consequence.

3

Create Capability Build capacity, capability & creativity

The delivery of Social Value relies on all parties of all shapes and sizes having the core capacity and capability to deliver Social Value and to track, measure, evaluate and improve their social, economic and environmental impact.

It is not a given that every organisation understands what good Social Value looks like nor what part they already are - and can in the future, play in building a Social Value Economy. Currently we see a lack of knowledge and resources across all sectors, with insufficient access to relevant guidance and good practice. If we are to reach our goals, then we need to ensure that all organisations (public, private, MSMEs² and VCFSEs³) have the necessary skills across all departments to maximise Social Value – which means they must have access to learning, training and the knowledge to drive continuous improvement. For smaller organisations this is particularly vital – and it must be affordable, if not free at point of need.

We know that much of the momentum generated to date has been through public sector procurement (driven by the Act) and where providers have been

encouraged to engage with the agenda in order to win work. It is clear that buyers themselves are also at various stages of maturity and need to build their own in-house capabilities and capacity and are looking to learn more about what works and how they should adapt their requirements to reflect different sector opportunities.

Suppliers need to understand what steps they must take to give them the best chance of winning work.

MSMEs

Micro-, Small and Medium-sized Enterprises

VCFSEs

Voluntary, Community, Faith and Social Enterprise

² Micro, small and medium enterprises make up 96% of all businesses

³ Voluntary, community, faith groups and social enterprises

Ensuring inclusivity

Organisations need to ensure inclusivity when considering Social Value – inside their own organisations and within supply chains.

This includes:

- **providing equal opportunities**
- **addressing workforce inequality**
- **tackling economic inequality**
- **promoting diversity through inclusive hiring and procurement policies**

Embedding in the supply chain

It is also important to recognise that it is not only the public sector that buys and in many cases, larger businesses are operating as public sector buyers by proxy and may be looking to embed the principles of the Social Value Act into their own supply chain management decisions. And so, as we move into broader engagement, we must not over-complicate the process and ensure that all sectors have the relevant tools to support implementation.

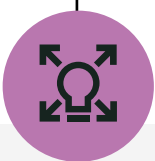
Setting standards

It is likely that accreditation and business standards bodies will have an important role to play in making sure that organisations are able and willing to support the Social Value Economy.

Central government's commitment to net zero on contracts over a certain annual spend and the decisions of some local authorities to mandate compliance with employment charters as a prerequisite for gaining access to public contracts will no doubt inform future debate on this subject, although it is important that this debate takes place within the spirit of localism.

Encourage innovation

Finally, we need organisations to be creative and innovative in how they create and deliver Social Value as there is a risk that standardised Social Value models may fail to consider nuances of individual markets or sectors which in turn may limit or misdirect potential impact. This means that we need to do more to understand best ways for individual sectors to deliver Social Value in contracts (and beyond) and to encourage industry bodies to work with their sectors to raise awareness of what good practice looks like⁴ supporting creative and imaginative ways to respond, possibly through partnerships, and possibly across geographies and sectors.



⁴For instance, the Social Value that is delivered by the construction sector is usually much higher than the IT sector because of the opportunity to employ local labour and a local supply chain.

4

Radical Collaboration

Achieve success through radical collaboration

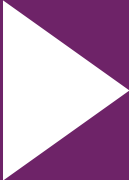
The very nature of the Social Value Act is that it relies on a collaborative partnership between the buyer and the provider with the shared goal of 'community' at its heart.

This is a simple contractual relationship, but when we look towards building a more inclusive and holistic Social Value Economy, then the level of collaboration needs to be much greater – radical even.

Radical collaboration goes beyond what we normally do to get our

jobs done. It requires us to think and reach outside our traditional silos and sectors in an effort to both understand the challenges others are facing but to find the overlaps and ways that we can align our goals and priorities.

This means that we will need to be proactive in scaling up what we are already doing by increasing the numbers



Radical Collaboration goes beyond 'normal' and will require us to reach outside our traditional silos and align our goals.



of organisations involved, moving beyond the self-selecting minority and all the time, we must remember that not everyone is convinced and that we must continue to raise awareness of why this matters so much.

We must keep talking to one another, sharing learnings and insights, reporting transparently and collaborating around effective solutions across the boundaries we put around our work, including:

- private, public and third sectors
- organisations of all sizes
- local communities
- learning institutions
- organisations in the real economy
- industry-specific sectors
- social and environmental impacts
- regulators, auditors and standards setters
- local, regional and national governments, international Government Organisations (GOs) and Non-Government Organisations (NGOs)

Government at all levels has a key role to play in setting expectation through collaboration and its wider priority setting and policy making.

Government at all levels has a key role to play in setting expectation and it would be beneficial, through collaboration and stakeholder engagement, if it was able to set frameworks for behaviour not just using procurement as a market lever, but also through its wider priority setting and policy making⁵.

In this context of collaboration and complexity, we are going to need strong leadership – from all parts of the ecosystem. Individual parties will be most impactful when they work alongside others to define their contribution, avoid duplication and capitalise on the finite resources each brings to the table.

The nature of our challenge and the radical collaboration that it will take for us to deliver is that the solutions will only be arrived at through multi-stakeholder conversations based on an alignment of goals.



⁵For example and improved audit regime, the Procurement Bill and the National Public Procurement Policy Statement, Net Zero obligations.

Practically though, there are some obvious ways in which collaboration can and should be encouraged:

- ▶ Use unique collectives such as the **National Social Value Taskforce** to drive thought leadership, collaboration and knowledge-sharing.
- ▶ Utilise existing **local and national, public and private sector networks**, including trade bodies and trades unions.
- ▶ **Central Government**, who may be procuring larger national projects, should look to work with their strategic suppliers to agree the areas where they should focus to make a real difference.
- ▶ **Local public and private sector anchor organisations** to use their convening power where appropriate to bring together organisations of all sizes to contribute to agenda-setting, alignment of goals and to agree on a collaborative approach by Place.⁶
- ▶ **Industry bodies** to create buddying frameworks supporting strategic suppliers to build alliances with commissioners and develop deeper understanding of local needs and targeted Social Value.
- ▶ **Industry leaders** to collaborate and pool resources to support particularly smaller supplier organisations (MSMEs and VCFSEs) to measure and manage Social Value.
- ▶ **Conveners** to keep engaging with their key stakeholders to establish what is relevant and important to suppliers and aligning that to where wider public need is the greatest.



⁶A Place Based Approach to Social Value – see work by Durham County Council.

5

Recommended Actions

Recommended Actions

We have identified a list of suggested activities and actions that need to be taken up if we are to deliver our vision for a Social Value Economy.

These have been divided into sector specific agnostic commitments and opportunities at an organisational level and then specific objectives that will require collective action and collaboration across sectors coordinated by the Taskforce.




An Organisation's Commitments





Enabling activities by the Taskforce





An Organisation's Commitments


- 
Strategy and goals


For all organisations and sectors to understand and to agree how they can contribute to building a Social Value Economy. This should include an assessment of organisational maturity⁷ and a clear indication of how organisations are able to contribute, including the operational levers and activities that can be activated.
- 
Professional development

Commit to embedding Social Value learning across your whole organisation to ensure it is ingrained into the culture and becomes business as usual.⁸
- 
Supply chain engagement

Where a business has their own supply chain, develop effective learning solutions and help build capabilities and capacity, especially amongst MSMEs and VCFSEs who may otherwise struggle.
- 
Stakeholder engagement

Find a way to better engage community stakeholders in the processes of designing, commissioning, buying and delivery of Social Value. We want to make sure real value is delivered where it will make a real difference.
- 
Share good practice

A commitment to sharing what works and what does not work and promote good practice for the sake of the 'movement' whilst recognising that organisations may wish to keep their competitive edge.
- 
Promote creativity


Find ways of encouraging innovation and creativity whilst rewarding organisations that are doing the right thing.
- 
Reporting


All organisations across all sectors need to commit to producing some form of Social Value of Impact report that describes what has been achieved against their declared goals and a pathway to doing better.


⁷For instance the Social Value Maturity Index


⁸Health and Safety issues were once considered an additional duty, but now are part of the culture of an organisation. This required and requires a constant focus of training and upskilling.


Enabling activities by the Taskforce


- 
Social Value Maturity Index


We will update the Social Value Maturity Index so it is relevant to all sectors and can be used to understand maturity and the steps that need to taken to progress.
- 
Good Practice Guidance


We will develop a guide to good practice for all organisations (public, private and VCFSEs). This should include publishing example strategies and policies for organisations to adapt and adopt.
- 
Build a knowledge hub


We will provide an easy to access resource hub with case studies and easy to use resources including benchmarking tools and sharing good practice.
- 
Simplify procurement

We will explore how organisations could simplify the process of procurement, to ensure it remains inclusive and does not present additional barriers to any sectors of society in delivering public services (SMEs and VCFSEs).
- 
Corporate Programmes

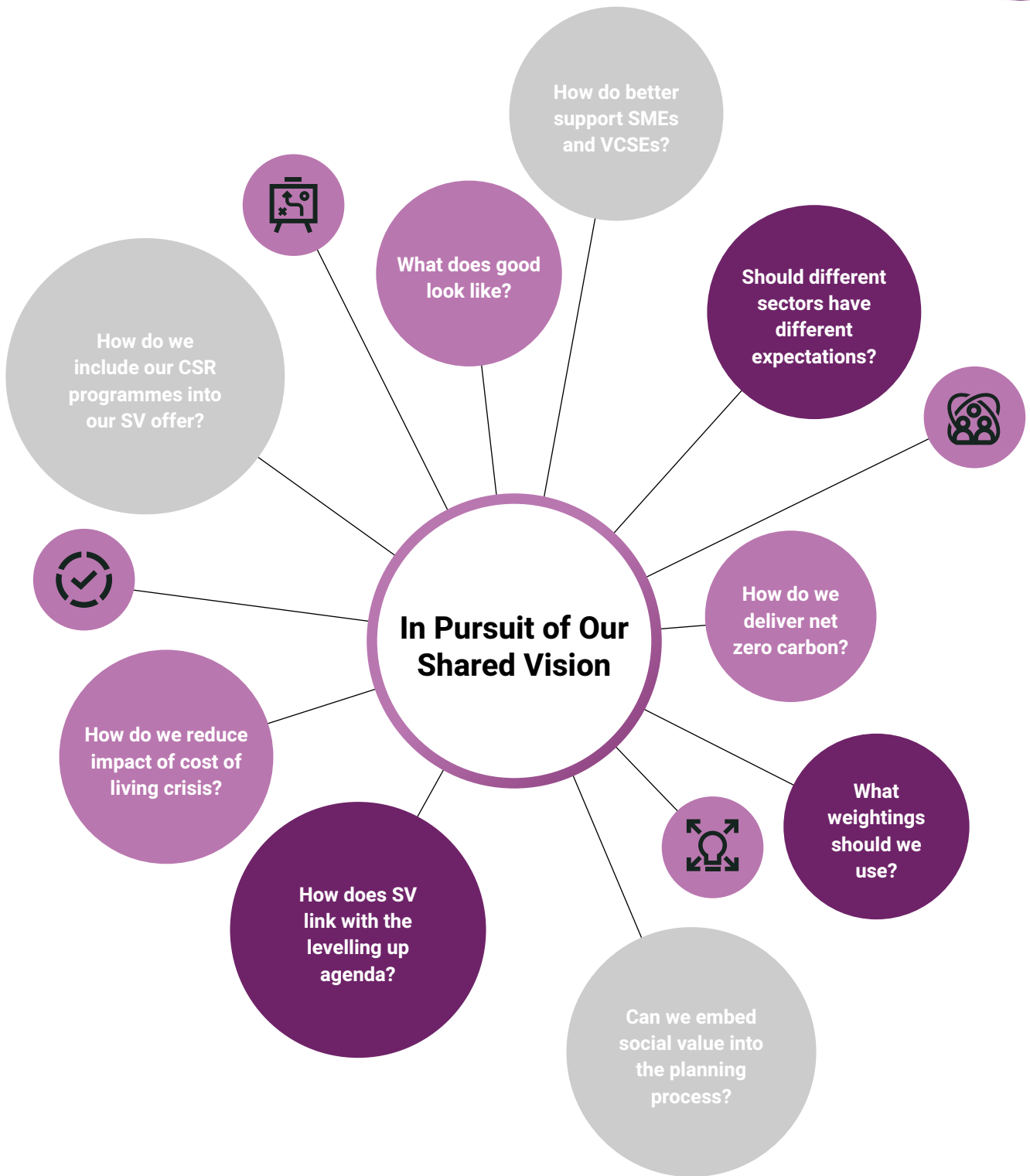
We will explore how an organisation’s inherent and wider corporate social responsibility or sustainability programmes may be recognised and supported.
- 
A focus on MSMEs

We need to support solutions that build MSME capacity and make it as easy as possible for the sector to compete on Social Value.
- 
A focus on VCFSEs

We must recognise that VCFSEs are different and will need their own specific support including how Social Value is defined, measured and assessed as a part of procurement.
- 
Support relevant legislation

We will continue to contribute to the development of new and emerging legislation that is relevant to promoting the vision (e.g. Procurement Bill or updates to Diversity Legislation).
- 
Community of practice

We will continue to support and promote collaboration between and across sectors in pursuit of our shared vision.



Share your thoughts:

**Visit: nationalsocialvaluetaskforce.org
Email: info@nationalsocialvaluetaskforce.com
Follow: [#socialvalueeconomy](https://twitter.com/socialvalueeconomy)**



Collectively we cannot achieve the scale of change required if we do not start to collaborate in a radically different way – we need to work better across silos, share more knowledge about what works on the ground, build sector-specific expertise, drive learning and improvement openly and without exclusivity or judgement.

Darren Knowd, Chair of the National Social Value Taskforce

Contributors

The organisations listed below are a part of the National Social Value Taskforce and have contributed to the development of this document alongside the 1000 contributors from the Hackathon who are too many to mention.

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The National Social Value Taskforce was founded in 2016 to establish a good practice framework to integrate the Public Services (Social Value Act) 2012 into the UK public sector and business community.

The National Social Value Taskforce is an open network and welcomes any organisation that wishes to get involved and help build our collective knowledge of how we can support our communities by working together through the effective implementation of the Act.

Email: information@nsvtf.org

Visit: nationalsocialvaluetaskforce.org