



New
Prosperity
Devon

Investing in our places: social & environmental value in procurement and beyond

An overview & conversation starter





Investing in our places

What does it mean to ‘belong’ to Exeter, Plymouth, Torquay, or to Devon? Large institutions between them spend hundreds of millions of pounds. Could more of this be harnessed to generate benefits for local people and businesses, whilst still achieving financial value? How can responding to the climate emergency be part of the ‘social value’ that spending creates? What examples of inclusive growth, community building and resilience, social enterprise and other initiatives might we learn from?

This draft report, compiled by New Prosperity Devon, highlights a cross section of the procurement and other connected community wealth building initiatives that are underway globally and locally.

It is not comprehensive, but rather is a working document designed to stimulate conversation and action. It will be deepened and extended over time as we capture learning, case studies and opportunities.

New Prosperity Devon

New Prosperity Devon aims to inspire, catalyse, connect and amplify the new economy in Devon. We want to spark initiatives and nurture collaborations that provide for both people and environment – and tell stories of what’s possible when that happens.

We're an emerging initiative that has grown from the Devon New Economy gatherings. Our work is based on a few core principles:

Collaboration, by working together to amplify shared experience, ideas and intelligence through seminars and interviews.

Listening to the needs of citizens, institutions and landscapes, and working to find the common ground between them.

Connection, by joining up local stories and community conversations to regional and national issues.



Educating, and sharing stories of ‘wealth’ through the original meaning of the word – happiness, prosperity and wellbeing.

Wisdom-sharing, by seeking and sharing lessons from people and organisations that are working to bring about a new, more inclusive economy.

We will be hosting events, as well as providing consultancy and research for organisations looking to engage and explore what this means for their work.

We'll share updates at
www.newprosperitydevon.co.uk



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"A good community, in other words, is a good local economy."

- Wendell Berry



Community wealth-building

The existing economy creates inequality and environmental damage. We need an economy which by its nature and design creates inclusive prosperity and meets our needs through planet-friendly production and services. Community wealth building is one such approach. Its key principles are:

1. Plural ownership of the economy
2. Making financial power work for local places
3. Fair employment and just labour markets
4. Progressive procurement of goods and services
5. Socially productive use of land and property

This report looks primarily at examples connected to the fourth theme on that list -- procurement, though it touches on other themes too.

You can find more information about community wealth building by visiting the Centre for Local Economic Strategies website:

<https://cles.org.uk/community-wealth-building/what-is-community-wealth-building/>

Procurement for public (and planetary) good

New Prosperity Devon is exploring the creation of social value through the procurement processes of anchor institutions.

Anchor institutions can include local authorities, housing associations, NHS trusts, schools, universities and police stations, and these institutions can often be the largest employers in a place.

Procurement for social good involves anchor institutions committing to buy goods locally, including from social enterprises and worker co-operatives.

Local government can support efforts by investing funds in local financial institutions and credit unions, and also in the provision of utilities such as communications and energy, which can contribute revenue for local services.

Working with anchor institutions in this way is crucial for local community wealth building, and even more so as many authorities and businesses are declaring a climate emergency and looking to decarbonise.

We want to increase the proportion of the budgets of large institutions anchored in Devon, and specifically Exeter to start with, that is spent on local goods and services, thus supporting the local economy. This might involve:

- Exploring existing examples of procurement for public good
 - Encouraging conversations with institutions and suppliers about their needs and opportunities
 - Connecting anchor institutions and local authorities with local businesses and potential suppliers by creating a local directory and acting as a 'matchmaker'
 - Identifying the potential for new enterprises where there are gaps in the local supply chain
 - Supporting start-ups and existing suppliers to fill these gaps, and provide environmental and social value themselves
 - Supporting local businesses in their ability to bid for contracts
 - ...and more
-



Place: Cleveland

Cleveland, Ohio, was part of the ‘rustbelt’ with areas of great poverty and unemployment. With the Democracy Collaborative thinktank, they had begun to look at the Basque country co-ops of Mondragon which raised incomes in an area of deprivation and kept employment high during the recession of 2008-9. In the US cities were bidding against one another to attract private investment, but Cleveland was not wealthy enough to do so. Instead, the municipality, Democracy Collaborative and the Cleveland Foundation, a charitable body, adopted a different strategy, aiming to redirect their own spending to build up investment in local businesses. Its components were:

1. Identify anchor institutions’ for the city: local government, hospitals and universities, institutions that have a big spend and were not going away.

2. Research to analyse how far their spending could be redirected locally, and to identify in which sectors local businesses were lacking.

3. Set up the Evergreen Project which started up three large employee-owned co-ops situated in some of the poorest areas of the city. These enterprises were designed specially to provide goods and services needed by the anchor institutions; a large commercial laundry (2009), an energy services company providing renewable energy, energy advice and installations (2010), and an intensive hydroponic food-growing co-op (2012) [1]

By 2015 the first two co-ops were trading profitably, yielding surpluses which could be used to support further co-operatives and to finance home purchases for employees. The food growing co-op was also making good progress.

[1] <http://www.evgoh.com/>



Place: Preston

In 2013, Preston City Council employed the Centre for Local Economic Strategies (CLES) to help identify 12 large institutions anchored to Preston. Initially six institutions signed up: two councils (Preston City Council and Lancashire County Council), a police force (Lancashire Constabulary), Preston's largest social housing association (Community Gateway), and two further education colleges (Preston's College and Cardinal Newman College).

The project looked at redirecting the £1.2bn total annual spending power of these anchors to local businesses. Each institution provided a list of its top 300 suppliers. Analysis of spending showed that the anchors together spent £750 million a year, of which just 5% was spent in Preston, and 39% in the wider Lancashire area (including Preston). Some £458 million was leaking out of the Lancashire economy.

The findings were presented to anchor institution leaders at a series of meetings. Simply increasing anchor spend in Preston from 5% to 10% would mean an extra £37 million going into the local economy annually. CLES also sought to identify influenceable spending – spending that wasn't trapped in long-term national contracts and could potentially be brought back to the local economy. In Preston City Council's case there was scope to influence £3 million of the £8 million leaking out of Lancashire annually.

At a further workshop, the six anchors agreed a statement of intent, and defined their mission as “a long-term collaborative commitment to community wealth building in Lancashire for influenceable spend.” This was backed up by a collaborative procurement charter comprising six objectives:

- To simplify the procurement process and encourage a diversity of organizations to bid for contracts.
- To reduce spend leaking out of the Preston and Lancashire economies.
- To understand the local business base in greater detail.
- To develop the capacity of local businesses and social enterprises to bid for contracts.
- To raise local awareness of procurement opportunities.
- To identify services that could potentially be provided by worker cooperatives.
- Lancashire County Council has introduced a framework for its spending which seeks to create local jobs and other benefits, such as apprenticeships, as part of every decision.
- Lancashire Constabulary now measures the impact that its spend brings to local people and business, for example through the development of its new headquarters in Blackpool, it aims to maximise the local benefit as a means of addressing poverty.
- UCLAN is pioneering the development of new cooperatives which means local ownership of organisations and new jobs.

A Preston Procurement Practitioners Group was set up to enable peer learning among officers and to share case studies of good practice. Few formal structures were set up beyond that, but the stage was set for informal information sharing and working together by senior officers in the institutions. CLES worked with Preston City Council to create a database of local businesses that could now be approached with procurement opportunities at an early stage.

Preston city council has since spent an additional £4m locally, increasing its local spend from 14% of its budget in 2012 to 28% in 2016.[2] The 2017 evaluation report lists other positive changes including:

- Preston's College has developed links between their contractors and students to provide on the ground learning in construction.
- Community Gateway has been measuring the wider impact of its work for a number of years, which means every £1 they spend brings an additional £1.08 benefit for Preston, as their spend with Preston businesses and people is then re-spent with local retailers.
- Businesses are also benefitting as procurement officers develop their approach to consider social alongside economic values.[3]
- New anchor institutions have shown an interest in joining the project.

[2] <https://www.theguardian.com/cities/2017/apr/11/preston-cleveland-model-lessons-recovery-rust-belt>

[3] <https://cles.org.uk/press-releases/community-wealth-benefits-locals-in-lancashire/>

As well as directing spending into the local economy, the anchor institutions are developing “progressive procurement” strategies, which take into account social value alongside conventional criteria of cost and quality. Lancashire County Council established a Social Value Procurement Framework in early 2016, whose objectives include promoting local training and employment opportunities to tackle unemployment, raising local residents’ living standards (e.g. through paying the living wage and supporting employees with childcare), supporting voluntary and community groups, reducing inequalities and poverty, and promoting environmental sustainability (e.g. by cutting energy use and using materials from sustainable sources).[4]

Preston City Council had already in 2011 committed itself to supporting co-operatives, and steps in this direction have been taken. The City Council has supported a Credit Union and provides a low cost studio and exhibition space to Birley artist co-op in disused Council offices.

However, the major investments required in Cleveland to start large co-ops from scratch were not available. The Evergreen laundry had raised \$5.8 million to start up, in part from Cleveland city council and Cleveland Foundation.

The UK has weaker city governance, local government under pressure to maintain services under austerity, and less availability of philanthropic capital.

Rather than creating co-operatives from scratch, they sought existing business that could win contracts, such as a £600,000 printing contract tendered by the constabulary and a £1.6m council food budget, which was broken into lots and awarded to farmers in the region.

[4] <http://thenextsystem.org/the-preston-model/>

Case study: Employment in Manchester

Manchester followed the Preston model, and in addition to the direct benefits, the findings from the 2017/18 social value survey of the top 300 suppliers to Manchester City Council, revealed that they created:

- **An estimated 158,591 hours** of volunteering & community sector support activities offered;
- **An estimated 665 apprenticeships** created in Manchester;
- **An estimated 1,302 jobs** created in Manchester;
- **1,788 employment opportunities** created for 'hard to reach' individuals in Greater Manchester;
- **79% of responding suppliers** paid all staff an hourly rate in excess of that advocated by the National Living Wage Foundation





Place: Barcelona

Barcelona City Council's public procurement promotes the city's sustainable development under the principles set out in the the General Assembly of the United Nations' report "Transforming our world: Agenda 2030 for sustainable development" and in the European Commission's Europe 2020 Strategy.

Since 2016, the City Council has promoted socially responsible public procurement by setting out guidelines for public procurement that aim to improve social and labour conditions, to promote the participation of SMEs and the social economy, to protect the environment, and to foster innovation.

A city councillor pointed out that socially and environmentally responsible public procurement "is a tool for moving towards fairer cities, with fewer inequalities, with more dignified jobs, that take on climate and environmental challenges."

Public procurement is a tool that goes beyond simply acquiring goods and services. Since 2001, the strategic use of procurement has led to a significant reduction in the consumption of resources and power, with for example, annual savings of 36,000 tonnes of CO₂ thanks to the purchase of renewable energy only [5]

You can read more at <https://ajuntament.barcelona.cat/contractaciopublica/en>

[5]<http://www.catalannews.com/politics/item/barcelona-wins-european-procurement-prize>



Place: Social Enterprise & Social Value in Plymouth

Plymouth became the first UK Social Enterprise City in 2013. The status has galvanised action that was happening already – Plymouth had a Social Enterprise University, the City Council was on board, and there was already a social enterprise network in the city. In the same way that the concept of the Northern Powerhouse galvanised media and policy in the North, the concept of the Social Enterprise City did the same in Plymouth, leading to millions of pounds of investment.

The status triggered the City Council to look at the Social Value Act, and ultimately to become a Cooperative Council, using tools and approaches like city-wide Intelligence, co-operative commissioning, a framework for working with citizens and communities, and a fairness commission.

Plymouth Council has a Growth Board, which works to harness the potential of the city's people, communities and institutions to drive inclusive growth, bringing greater prosperity and wellbeing to all citizens. The board integrates and draws on the efforts of various sectors - public, private, social enterprise, voluntary, community and others, and the Social Enterprise Network were invited to sit on the Board.

Power to Change are investing £1million towards community wealth building in Plymouth and the energy community raised £3.5million to generate energy, with profits reinvested in tackling fuel poverty and energy conservation. This was stimulated by the Council, following social enterprise successes (see www.plymouthenergycommunity.com/). The Rank Foundation, following work in Hull and Dundee, went on to name Plymouth as the third city in which it would back leadership development and social mobility.

The city council agreed a new Social Value and Sustainability Policy in 2016, centred around four core themes and outcomes:

- Jobs, skills and creating a strong local economy – a fairly paid workforce, more people in work, supporting local business, increasing skills, providing training opportunities
- Strong and resilient communities – creating a fairer Plymouth where everyone does their bit, helping people take control of their lives and communities.
- Early intervention, prevention and demand management – prioritising prevention, using resources wisely
- Environmental and social responsibility – reducing the city’s carbon footprint, leading in environmental and social responsibility, and encouraging biodiversity

When the policy was adopted, Councillor Chris Penberthy said:

“We already do a lot of this stuff but the policy ensures that we not only embed these values across every aspect of the Council’s work, but also spread the word to other organisations in Plymouth. “We have already achieved a lot of our aims in terms of social value, including introducing the Living Wage in Plymouth, through our commitment to

Fairtrade, the work we do encouraging social enterprises to flourish, and through our work with Plymouth Energy Community and the Sustainable Fish City programme. The new policy will be applied to all purchasing contracts and while there are some potential factors that we’ll need to look at, for example, asking contractors to pay the Living Wage, employing a certain number of apprentices or taking certain actions to minimise environmental damage, there will not be a ‘one size fits all’ approach. Due to the wide range of goods and services the Council pays for, the process will need to be flexible and tailored to each project – our service commissioners and procurement leads will consider on a contract by contract basis, the most relevant social value outcomes that need to be incorporated. Suppliers will then be asked how they intend to deliver against these outcomes.” [6]

This is broader than just procurement, and highlights the importance of context and a local willingness in advancing the social and environmental value agenda.

You can read more at:
www.plymouth.gov.uk/investmentandgrowth/strategicgrowth/plymouthgrowthboard

[6] <http://plymouthnewsroom.co.uk/new-social-value-policy-plymouth/>



Theme: Food and Farming

The RSA Food, Farming and Countryside Commission was established in 2017 to think in a new way about where our food comes from, how we support farming and rural communities and how we invest in the many benefits the countryside provides.

One of the recommendations of the 2019 final report was to:

“Implement world-leading public procurement, using this powerful tool to transform the market.”

From the Commission’s ‘Field Guide to the Future’, looking at Devon:

“The ‘buy local’ issue has been a prominent feature in public discussion for several years. There is opportunity in Devon for local procurement to support sustainable farming. This requires actions at both national and local level.

At the national level, the group recommends that to influence sustainable food procurement by public institutions, beyond central government and associated organisations, Government Buying Standards compliance and use of the ‘Balanced Scorecard’ within public service contracts should be mandatory.

The need for such improved public value from public spending was reinforced by the Barber Report in 2017. In doing this, existing mechanisms and indications would be strengthened to ensure sustainability is incorporated and maintained within public food

procurement for local communities, small businesses, community stakeholders and the environment.

At the local level, and in order for local producers to facilitate such procurement, the group recommends that farmers in Devon should work collaboratively to offer sustainable food services to local procurement offices, e.g. schools and hospitals. Examples of such collaboration already exists in services which supply the public, such as Community Supported Agriculture (CSA) businesses which have burgeoned in response to customers being willing to pay money upfront for the farmers' seeds, inputs, and operating costs for the season to have a guaranteed supply of fresh local produce."

There are examples of procurement for good in food and farming in the Field Guide to the Future, including in Wales, where the Wellbeing of Future Generations Act has led to improved public procurement in partnership with farmers, and the formation of The Carmarthenshire Food Procurement Task Force (CFPT). A mapping exercise is looking at current food producers and procurement arrangements, and where the gaps are.

You can read more here --

www.thersa.org/action-and-research/rsa-projects/public-services-and-communities-folder/food-farming-and-countryside-commission

Other communities are working to increase the connection between producer and consumer. For example, the 'Grown in Totnes', part of the Transition Towns model, seeks to "*increase the range of local food available to the Totnes area - grown, processed, and sold within 30 miles of Totnes.*"

Elsewhere, Food Exeter is part of local conversations about food production and sustainable supply:

<https://foodexeter.org.uk/>

In Somerset, the Food Larder brings together produce from small local farms and other suppliers:

<https://www.somersetlarder.co.uk/>

As the climate emergency takes hold, our food systems are increasingly vulnerable. How could procurement for social & environmental value change this? And how does land and planning come into this?

Theme: Local networks for a local economy

The first Devon 'Convergence' took place in 2015. It was a place to explore local strengths, assets, hopes and ideas, and to make new connections.

These ideas and connections have fed into initiatives like the South West Mutual Bank, and New Prosperity Devon.

The Convergence is a platform to create and amplify ideas, and to explore the conditions needed for good ideas to spread. The next Convergence will be in 2020, and could be a good platform to explore local and regional procurement, and hear about initiatives in Plymouth and Torbay.

The **Local Entrepreneur Forum (LEF)** is an 'incubator in a day' -- a space where people, ideas, investment and other support can come together, as has happened regularly to good effect in Totnes. It's a place for "community-supported investment" as supporter Pete Yeo describes, and is part of the new economic ecosystem in Totnes.

Jay Tompt describes some of the things that an LEF can enable a community to do:

- Invite people to financially support the 'Transition' movement in an entirely different way.
- Reimagine our financial futures, and find new investment opportunities.

[continued...]



[continued]

- Build bridges and partnerships in a place
- See our community also as a place for financial collaboration

You can find out more here:

<https://www.resilience.org/stories/2016-05-16/7-things-a-local-entrepreneur-forum-can-unlock/>

A **Local Economic Blueprint** is a process that aims to evaluate the economic potential of different sectors within a local economy, and identify opportunities for new, community-based economic activity.

More here:

<http://reconomy.org/resources-2/writing-a-local-economic-blueprint/>

And there's more support on local economic planning here --

<https://mycommunity.org.uk/take-action/community-economic-development/>

Thinking about networks could also be useful in procurement: could we think about supply *networks* instead of supply *chains*? Would this affect our approach to production, place and local businesses?

Theme: Health

The NHS supply chain operating model directs its procurement. The model is divided into 11 'category towers' which cover the procurement of clinical and non-clinical products, and which each represent a separate NHS contract. The procurement landscape in the NHS is changing quickly, but their huge purchasing power could be used to create social value beyond healthcare delivery.

Beyond opportunities in procurement, there are approaches like 'social prescribing' that work to join up local partners and communities in the delivery of healthcare.

In Somerset, the Compassionate Frome Project, with support from the NHS group Health Connections Mendip, shows that focusing on a connected community can work to reduce loneliness as well as hospital admissions -- see here:

<https://bit.ly/36CkYMT>

Similarly, the Buurtzorg model helps us to understand healthcare as being about people and community, not just time and tasks --

<https://www.buurtzorg.com/about-us/buurtzorgmodel/>



Theme: Local Authorities

The Social Value Act placed a responsibility on local authorities in England to factor in economic, social and environmental well-being in connection with public services contracts and related purposes. In 2018, the Strategy for Civil Society announced the intention to strengthen the use of the Act by central government, and to explore suggestions to integrate social value into other areas of public decision-making.[7]

Local authorities have been facing substantial funding cuts. This has contributed to the idea that it is in the interests of the public sector to form partnerships with business in order to deliver greater value for money and greater social impact.

“All public sector organisations have an opportunity and responsibility to contribute towards the regeneration and enhancement of their local economy through their purchasing arrangements. Two key pieces of legislation support this approach; The Localism Act 2011 and The Public Services (Social Value) Act 2012. Both set out to encourage Councils to provide the maximum benefit to localism and their communities from every taxpayer pound which is spent.”

-- (from the Devon Districts Procurement Strategy 2014-18).

“Key mechanisms for ensuring that social value is attained through procurement include having a social value policy that is reflected in your corporate strategy and a commissioning model that builds social value into each stage [...] Social value is about improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost.

[7] The UK Green Building Council Driving Social Value in New Development report

Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement. Experience from procurements let by councils that have fully included social value requirements has shown that a minimum increase of twenty per cent social value 'additionality' can be obtained on contract value by way of direct community benefits. Whilst social value can be achieved through the letting of contracts, the council has a much wider role to play in ensuring social value is attained. Social value requirements should be set out in the council's corporate strategy and considered at each stage of the commissioning process."

-- Local Government Association report 'Profit with a Purpose'

In March 2019, the UK Green Building Council published a guide intended to help local authorities create and implement a strategy that enables new development to deliver greater social value. You can download the report, 'Driving Social Value in New Development' here:

www.ukgbc.org/ukgbc-work/driving-social-value-in-new-development-options-for-local-authorities/

Examples:

Halton borough council has implemented a social value policy, framework and charter. The council's commitment to social value goes far beyond the requirements of the Social Value Act, and it is considered formally for every procurement opportunity above £1,000. The council aspires to include 1 social value outcome in every procurement. The social value outcomes form part of the evaluation and are built into the contract management. A local student from Riverside College, Halton also designed the Halton Social Value logo as part of the wider encouragement and promotion of social value across the borough.

Durham county council has invested in understanding their region's priorities and how their own social value procurement can help to achieve these priorities. Their commitment to social value goes beyond the requirements of the Social Value Act to include goods and works, as well as services, and to formally consider social value in all procurement opportunities over £50,000.

Liverpool city council has set social value as a priority from mayoral level down. They have developed governance processes, including a Fair City Framework, that embed social value throughout the procurement and commissioning cycle from pre-procurement to contract management. A particular focus is capturing social value across the whole organisation, including frontline services, and working with its supply chain to help them understand how they can support the council's social value objectives.

Lambeth Council had £20,000 to spend on youth offending services. In an example of innovative provision, instead of taking the traditional approach of buying in a youth offending service, they decided to bring together young offenders to work with the council on a grant fund. The young people decided the outcomes for the grant, evaluated bids, and selected the winner – a project that would involve the whole community in a talent competition.

Investment: Oxford City Council invested in local property, getting a good financial return and improving revenues. Other authorities might look at investing in local financial institutions e.g. the Avon Mutual, which had support from local authorities, or the South West Mutual Bank.

Commissioning with SMEs and local suppliers: Southend Borough Council:

“It is now standard practice to single source (up to £10,000) via local suppliers and ensure that at least two local suppliers are invited to quote in all sub-£25,000 quotations. Alongside this the team run regular training sessions ‘on bidding for public sector contracts for the bidding market and suppliers, and also attend the local business forum meetings and events. In 2017/18 the spend with local suppliers was £49.6 million and increased to £61 million in 2018/19. Over £5 million in revenue savings have been achieved since 2016 and £2.5 million in cost avoidance in the last two financial years. They have also introduced creative ‘monopoly cards’, to spread the word about thresholds and associated compliance requirements. This eye-catching and direct approach is proving far more successful than simply expecting people to familiarise the content of local contract standing orders and helping to improve early engagement with the council’s procurement team.”

- Case study from Local Government Association National Procurement Strategy 2018 initial diagnostic results

Case Study: South West Forum & Devon County Council (2016)

Procuring for a Healthy Lifestyles

Service:

This project involved South West Forum and Devon County Council who worked together to embed social value in the procurement of a new 'Healthy Lifestyles Service'.

It is hoped that the practical experience from this exercise can provide advice and guidance for commissioners across the Council and - through the Far South West Commissioning Academy - for local authorities, Clinical Commissioning Groups (CCGs) and other public bodies throughout the region. Some of the headline learnings included:

- Good practice is about recognising and understanding social value from the earliest stages of a commissioning process.
- Embedding social value is not about “retro-fitting” social value requirements into a service specification that has already been nailed down.
- Social value and what it might look like needs to be clearly and explicitly described in the service specification. Otherwise, potential bidders may not understand what social value means.
- Commissioners value the opportunity to learn from each other by sharing thinking on tricky issues in commissioning.



From:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/594275/South_West_Forum_SVA_Case_Study__Final_.pdf

A few reflections & questions

- There are opportunities to **tell new stories** about what growth and progression can look like, especially in the context of the environmental crises and Brexit.
- Purposeful procurement **can create social and planetary value**, through cost savings, job creation, carbon emissions reduction associated with supply chains, and more.
- Could groups of councils **develop their own regional procurement strategies** which reflect their own local and regional priorities? Differences in tendering and procurement processes will need to be taken into account. The Devon and Cornwall Procurement Partnership could be a good place to start conversations about increasing social and environmental value in public sector procurement.
- We need a **collaborative attitude**. For example, we heard that at Teignbridge Council, procurement and economics staff work together.
- Achieving success **requires leadership commitment to the principles of social value creation** as a priority. There are many areas of action that anchor institutions can take to build a strong inclusive local economy -- among which procurement is a significant area.
- **Complex and connected issues** like the climate crisis, poverty and social mobility can be addressed in part through procurement that takes into account social value.
- How might we use the principles of community wealth building to tackle the **climate emergency**?
- How can institutions increase the demand for **renewable energy** throughout their supply chains?
- Creating social value must be an agenda **detached from any one political party**.
- Local authorities do not need to rely on incoming investment to create prosperity and resilience, but can lay the foundations and create this by their **own actions and local partnerships**.
- How can local suppliers be supported to shape the market?

"The image of procurement staff is that they block innovation. We don't want to block innovation and good procurement. We want to be part of these conversations -- they're invigorating -- so keep inviting us!"

- senior procurement staff member at the University of Exeter, during NPD's seminar

Where next?

New Prosperity Devon was set up to facilitate conversations and actions that support community wealth building and the creation of social value through procurement and other means.

As our first step towards this, we co-hosted an event with the RSA at the end of September 2019 that explored the themes and case studies outlined in this report. Some of the ideas, questions and opportunities that emerged include the following:

- How can we use social value and procurement as a pathway to meaningful action on the climate emergency declarations that many institutions and authorities are making?
- A map / directory of local or regional suppliers would be useful to promote existing businesses, and identify gaps that could be filled and opportunities that might exist.
- The theme of food and farming was discussed in detail during our recent seminars. How do local farmers and suppliers currently connect with buyers? What more support do they need? How can this draw on the RSA Food & Farming Commission?
- We can use social value, and specifically procurement, as a conversation starter to bring e.g. police, education, health and other agencies together to think about local networks and plans.
- Can we use social value as the basis for a strategic business planning exercise? What does this look like at a local level?
- There is value in simply bringing people and organisations together to encourage 'fruitful collisions' and collaborations. To bring about a circular economy, address waste reduction, and tackle the climate emergency, a partnership approach will be vital.
- We have heard that there is appetite for a hub or regular meet-up to share ideas, explore partnerships, and encourage collaboration in the new economy in Exeter (and Devon more widely).

NPD is exploring all this and inviting conversations and ideas as we move into the next phase. We will share updates, so please stay tuned.

Twitter: @ProsperityDevon

Web: www.newprosperitydevon.co.uk

Resources & reading

Democracy Collaborative's Executive Director Ted Howard talks about community wealth building and cooperative ownership:

<https://community-wealth.org/content/ted-howard-building-community-wealth-through-cooperative-ownership>

Health and social care procurement --

www.local.gov.uk/health-and-social-care-procurement

Cornwall Council's social value policy:

www.cornwall.gov.uk/media/36064015/social-value-policy-090518.pdf

National Themes, Outcomes and Measures (TOMs) framework --

www.socialvalueportal.com/national-toms
The National TOMs

Framework has been designed to help organisations in four principal business activities. They are not exclusive to public sector organisations and may be used by public, private or third sector providers. They include:

1. Measurement and Valuation.
2. Procurement and Bid Management.
3. Bid Submissions.
4. Contract Management.

Profit With a Purpose:

Delivering social value through

commercial activity (Local Government Association report):

www.local.gov.uk/sites/default/files/documents/11%20173%20-%20Profit%20with%20a%20Purpose_V05_web.pdf

Local Government Association National Procurement Strategy

www.local.gov.uk/national-procurement-strategy

and its initial diagnostic results:

<https://www.local.gov.uk/sites/default/files/documents/National%20Procurement%20Strategy%20-%20Delivering%20the%20Ambition%20Initial%20Diagnostic%20Results%20-%20WEB.pdf>

UK Government Social Value Act:

www.gov.uk/government/publications/social-value-act-information-and-resources

Cooperative Councils Innovation

Network: www.councils.coop/case-studies/plymouth-becoming-a-brilliant-co-operative-council/

Devon and Cornwall Procurement Partnership:

<https://www.torridge.gov.uk/CHttpHandler.ashx?id=19507&p=0>