financehub

Impact Briefing: Putting impact at the heart of the tendering process

2008

nef economics as if people and the planet mattered

DEVELOPMENT TRUSTS ASSOCIATION transforming communities for good

Third Sector Leaders acevo

NB: Please note this briefing has been updated to include delegate feedback collected at the regional seminars.

The Finance Hub
Charities Aid Foundation
St. Andrew's House
18-20 St. Andrew Street
London
EC4A 3AY
financehub@cafonline.org
www.financehub.org.uk
t (020) 7832 3016
f (020) 7832 3001

Development Trusts Association
National Office
33 Corsham Street
London N1 6DR
info@dta.org.uk
www.dta.org.uk
t 0845 458 8336
f 0845 458 8337

acevo
1 New Oxford Street
London WC1A 1NU
info@acevo.org.uk
www.acevo.org.uk
t 0845 345 8481
f 0845 345 8482

This report was written for the Finance Hub by the Measurement and Evaluation Team at nef (the new economics foundation)

nef
3 Jonathan Street
London SE11 5NH
www.neweconomics.org
t 020 7820 6300
f 020 7820 6301

Funded by

ChangeUp | capacity builders

FUNDED

Abstract

This briefing shows how to put outcomes and impact at the heart of tendering and commissioning for public services. By doing this, both third sector service providers and commissioners can meet the needs of people and communities more effectively.

Service providers: if you follow the steps in Part I, you will have done a great deal of the work towards a complete process of Social Accounting, recording the outcomes and wider impact of your work.

Commissioners: if you follow the steps in Part II, you will have moved a long way towards commissioning for outcomes and impact.

You may want to read this briefing more than once, as some of the ideas here may be new or may at first seem difficult. This may be because this area- outcomes and impact- can be among the least well developed in the commissioning and tendering process. The case studies and further resources at the back of this report, as well as the examples and top tips as you go through, will help you along. The briefing asks you to reflect on your own practices in this area, and think about how you will incorporate outcomes and impact into your work.

Introduction

Thinking about impact will help you to understand the 'added value' created through the process of service delivery. This means going beyond the numbers of people served and who they are, to look at how well they were served and what happened for them as a result.

It also means providing clear evidence to show the added value created by innovative ways of delivering a service. This briefing will explore how to do it in practice, drawing upon examples from across the UK, and suggest resources for taking this approach further.

For third sector organisations, this briefing outlines the key steps in understanding, measuring and reporting on your outcomes.

For commissioners, this briefing outlines the key steps in outcomes and impact-focused commissioning.

Third sector organisations: proving and improving public services

Why gear your tenders towards outcomes and impact?

When delivering services, proving that your organisation is meeting people's needs and creating positive changes in their lives can help you to win contracts or to hold on to existing contracts. Demonstrating past successes can help to win new contracts, or to keep existing ones.

Showing that your organisation is getting results is an essential part of showing your services are good value for money. As well as showing that you are meeting people's needs, demonstrate that you are taking extra steps to have positive impacts on the environment, the wider community, or the local economy. By putting evidence of outcomes and impact up front, you make it easier for commissioners to understand why they should choose your organisation and fund it appropriately.

Outcomes-based funding is also becoming more popular with large non-statutory funders such as the Big Lottery Fund, and donor advisory organisations such as New Philanthropy Capital. Proving, measuring or demonstrating outcomes and impact can help you to make the case to all types of funders.

Focusing on outcomes can also help you to decide whether tendering for a contract will serve your users and community well - or whether your organisation could make more effective use of its resources by pursuing other activities.

Improving public services

Understanding the results your services achieve, as well as your wider impacts, is helpful in continually improving service quality. Staff, trustees, and users feel they are succeeding where results are good, and will be able to drive constructive changes when they know improvement is needed.

Reporting outcomes and impact will help you to focus on what works, enabling you to make better decisions about where to invest time and resources.

Commissioners: why commission for outcomes and impact?

Tendering and commissioning provide opportunities to increase innovation, effectiveness, and value for money in delivering public services. However, the call for efficiency savings across the public sector[1] has increased the pressure to cut costs. Costs are easy to measure, as are outputs such as the numbers of people served. But costs and outputs give a limited picture of how well a service performs, and a very narrow concept of value for money.

How, then, can you ensure that focusing on costs does not mean sacrificing quality or leaving local needs unmet? Focusing on outcomes and impact can help you to ensure that the services you commission are benefiting people and communities. A shared interest in the ultimate results of service delivery can promote better understanding between service delivery organisations and commissioners.

Information about outcomes and impact can help you to make decisions based on more than just cost, documenting results in ways that site visits and more subjective measures cannot. Getting good information over time can help you to know when longer term contracts are the best approach, and to show evidence for these decisions.

Looking at the wider-reaching impact of the services you commission can show you where your contracts are delivering value. Tendering better and more effective services can ultimately save money or meet a broader range of needs.

This guide may also be helpful for you to meet your obligations around funding and procurement outlined as part of the Compact, an agreement between the government and the voluntary and community sector to improve their relationship for the benefit of each other and the communities they serve.

Whilst this guide is primarily aimed at third sector organisations and commissioners involved in competitively tendered contracts, an outcomes-based approach could be useful for grantmaking or where services are kept in-house. Commissioners should carefully consider what kind of commissioning approach will achieve the best outcomes.

[1] *Releasing Resources to the Frontline: Independent Review of Public Sector Effficiency,* Gershon, Sir Peter, 2004

Key points

1. Using the glossary, familiarise yourself with the key terms used in describing the results of a service, such as outputs, outcomes, indicators and impact.

2. Providers should focus on outcomes to pursue and prove value in service delivery. Then, look to broader benefits resulting from your services – the 'added value'.

3. Always put the service user at the centre of your evaluation. Consult and involve them at all stages and try not to steer their judgments in any particular direction. Plan how to do this before you start delivering the service.

4. Thinking about outcomes and impact moves the delivery of services to a smarter, more collaborative dialogue about what can be done to evolve, change and grow to meet emerging needs more successfully.

5. Service providers should learn how to map, measure, and report on outcomes. Follow up over time, putting evidence to work for you in proving and improving your value.
   a) Map it: be clear about how you are meeting needs and creating 'added' value.
   b) Measure it: find simple and effective ways to measure results, do this regularly and with the right people.
   c) Report it: Find the key messages based on what you found, and report on them.

6. Commissioners should seek to understand real value over time by commissioning for outcomes, rather than buying activities or outputs. Weight your decisions more heavily to results to get better value in the long-term. Keep track of where value is totting up, whether to the service itself or across the commissioning organisation and the wider public sector.

7. Commissioners should be disciplined about putting outcomes at the centre of their commissioning and procurement processes:
   a) Know what you are buying – put outcomes first.
   b) Decide what is really the best offer.
   c) Look for the results.

Know the terms: a glossary

These terms below are very common, but are often used in different ways. Be sure to read applications or tenders clearly, and unpick or ask what is meant by these terms so you can respond appropriately.

‘Aims and Objectives’: What your organisation intends to accomplish, i.e. how it will meet the needs it has identified.

‘Activities’: the actions your organisation takes in order to meet people’s needs and achieve its aims and objectives.

‘Outputs’: Outputs are how many things or people are processed by a programme. They are easily countable and can be normally identified right away when a service is being provided.

‘Outcomes’: These are the important changes that occur for a person, people, or community as a result of a service, or an organisation’s activities.

‘Hard outcomes’- A ‘hard outcome’ is a change in a person, community or area that is easy to see- it’s either there or it’s not. Either a person has got a job or they have not; a woman has had a healthy baby or she has not. These are often easy to count.

‘Soft outcomes’- A ‘soft outcome’ is usually a change inside a person like increased self-confidence or well-being, or a change in a group, like better cohesiveness or communication. They may be measurable, but measurement may involve making judgments, based on asking questions or observing people.

For example, gaining a formal qualification is a ‘hard outcome’, while improved interpersonal skills is a ‘soft outcome’.

‘Impacts’: The broader, wider changes that your organisation creates. When commissioning or tendering, these are the full benefits created by an organisation in delivering a service. In understanding impact it is important to take into account what would have taken place without your organisation’s intervention, and to assess whether the actions you take create any negative or unintended consequences in addition to the positive ones you set out to create.

‘Indicators’: Ways of seeing change. Using indicators is like taking your temperature with a thermometer. The temperature you read- the indicator- tells you something about your health. When you are clear on the best indicators, and bring them into the work you do, you can measure changes over time.

Part I:
Third sector organisations: how to make outcomes central to your work

Placing outcomes and impact in your tenders is straightforward, but will involve some time, energy, and resourcefulness. As you go through the steps and questions below, look at the Top tips.

The first three sections will help you to work through the outcomes you create in delivering the service. We also consider the question of 'added value'.

1. Map your service

Start by telling the story. Explain the needs you are intending to meet, what you will do to meet them, the actions your organisation will take and the results you intend to see.

Some of the needs you meet will match up directly with the purpose of the service you are tendering to deliver. Others may be 'above and beyond" this purpose. For example, having a positive environmental impact or benefiting a community may be beyond the terms of the contract, but could be important 'added value' for a commissioner to know about. If you can ask the service commissioner about what information could be useful to them, do so! Answer the following questions with your staff as a simple way to get started.

What is the need you are meeting? (need)

State this for each group of people you serve that has different needs. Using a different piece of paper or different colour for each group can help you keep track.

Top tip: Base your answer on what people tell you they need. Several resources for doing this are found at the end of this briefing.

What is the action you are taking to meet this need? (activity)

Do you take different actions or undertake different activities to meet different needs? Do you ask others to participate in taking action? If so, in what way?

Top tip: In tendering, it is important to say whether you are taking different types of action and whether this increases effectiveness or costs!

What is the direct result of taking that action? (output)

What are the direct, countable results? These results may be the numbers of people served or the opportunities presented to people.

Top tip: Outputs are often compared with costs or 'inputs' to understand value for money in a narrow sense. Be sure to work through the process to the next step, outcomes, to avoid too crude an analysis.

What are the changes that the service causes in people's lives? (outcomes)

Outcomes are the reason you are in business. What are the real, long term, or important changes you expect to see in people's lives when they have received your service or participated in your programme?

Top tip: These changes can be either 'hard' or 'soft' outcomes. Think about which changes are easily visible, and

which are more subjective, inner changes in the person.

Try to think of at least two of each type of outcome for each activity. This will give you a good sense of the results you intend to achieve.

Where do you 'add value' or create 'broader impacts' beyond those being purchased? (added value)

Once you have told the story of how your service or programme is effective in meeting its primary aims and objectives, you can tell the story of how your organisation brings 'added value' to the contract or service.

Needs:
In delivering your service, are you meeting more needs, or needs other than the ones identified by the commissioner? Does the commissioner recognise these other needs, perhaps in a department other than the one commissioning the service?

What are the benefits your service or programme brings to your community? Think about the social, environmental, or local economic benefits you create.

Top tip: Look at the commissioners' stated priorities for areas such as the environment, employment, and well-being. Government web sites are an excellent source of information, as are the commissioner's strategy or policy units. Are you doing things that contribute to these agendas? Can you prove they are having an effect? If so, this is where you may want to focus your discussion of the value that you add to the contract.

Actions:
Spell out what you do that creates the 'added' value or broader impacts. For instance, what is the action that you take in a particularly environmentally friendly or sustainable way? How do you provide employment for people who have been out of work for a long time, or for people who are often out of work?

Outputs:
Looking at the actions you are taking both to deliver the core service and to create broader impacts. Be sure to count the outputs, or people/ things moving through the activities for both.

Outcomes:
What have been the results of doing things differently, in a way that adds value? For instance, are people getting jobs they otherwise wouldn't have?

Summarising and analysing

After you have worked through these questions, you can summarise your answers in a table that shows the 'logic' of your service or programme: how you move from needs and ways of working to outcomes and impacts. This will help you to fill in your tenders more clearly, and to ask the right questions and gather good evidence in the next step.

The approach outlined in the case study below uses several key questions:

What are the needs your organisation is meeting?	What is the action or activity you are undertaking	What are the direct outputs?	What are the outcomes or meaningful changes?	What is the value of this? Are there wider impacts?

This is based on a popular way of thinking about project planning called the ' 'Theory of Change' model that links the needs you are meeting to the actions you take, and the outcomes you create. A simple template based on this thinking can go a long way.

Case study 1: the Portsmouth Salvation Army's Good Neighbours Befriending Scheme

This case study shows how a service can add value beyond its immediate objectives, while still proving highly cost-effective. It was cited as a good practice example in the Treasury and Cabinet Office's publication: Local area pathfinders -building public service partnerships (December 2006).

The Good Neighbours Befriending Scheme was established seven years ago in response to a need identified by the City's Prevention and Well Being Network for older people.

The Good Neighbours scheme now looks after over 200 housebound elderly people across the City, involving 90 volunteers and only 2 members of staff. The scheme is highly regarded both within the city and across the country, is regularly cited as an example of best practice to other local authorities and has featured several times in the national press and on television.

Quite apart from hugely improving the quality of life for some of the most vulnerable people in the city, the scheme has a large impact on health outcomes. It reduces bed blocking, excess winter deaths, and falls in the home. By combating loneliness and isolation it also improves the clients' mental health.

The scheme, originally part funded through the Single Regeneration Budget, was identified by the local authority last year as a 'Invest to Save' project and will receive mainstream funding for at least the next three years. At a cost of only £80,000 a year, set against an equivalent domiciliary care cost of over £310,000, the scheme demonstrates very clearly the value for money that utilising the third sector can provide.

The service's primary aim is to provide services and support to older people. The scheme may also add value by helping the volunteers. For example, some of the volunteers may have been out of work for a long time, and participating in the scheme may help them to build confidence and work skills. Some may even move back into work as a result.

See page 11 for table

Contact:	Adrian Clee, Community Programme Director The Salvation Army, Haven Community Project 17 Lake Road, Portsmouth, PO1 4HA.
Tel:	02392 890952
Email:	adrian.clee@salvationarmy.org.uk
Website:	www1.salvationarmy.org.uk/havengoodneighbours

Case study 1 – Table 1: Moving from the story to 'outcomes and impact'

The needs	The action or activity	The direct outputs	The outcomes or meaningful changes	Added value wider impacts
• Older people are suffering from ill health. • They are staying in hospital after their care needs are met. • Some are lonely or isolated and are feeling emotionally low. • Some are having falls at home, leading to injury. • Some are dying from cold during the winter.	• The befriending scheme matches the 200 older people with more than 90 local volunteers. • The volunteers are trained in older people's health, safety and well-being. • Volunteers visit the older people in their homes.	• Each person receives an x minute long visit from a volunteer x times per week. • Volunteers ensure older people's comfort and health needs are being met, for example by moving obstacles and turning up the heat.	• Reducing bed blocking: people who go to hospital leave hospital sooner. • Preventing excess winter deaths due to cold. • Fewer falls take place in people's home. • Older people feel happier and more connected to others. • Decreased loneliness and isolation lead to better mental and physical health.	• Volunteers feel a sense of community spirit. • Some volunteers increase their own self-confidence and improve their mental health. • Some volunteers are better able to go into paid employment. • The scheme creates cost savings for the council. For example, better outcomes lead to fewer accidents, and lower support costs.

2. Measure outcomes and impacts early, and often!

Telling your story is only the first step, and many organisations end there. To focus tenders and contracts on outcomes and impacts, however, evidence is needed. Anyone can claim to have an effective service, but demonstrating real outcomes establishes your credibility. The questions below will help you through this stage. It's important throughout this stage to involve service users and other stakeholders.

Top tip: Outcomes are not the same as 'customer satisfaction' or whether people liked the service. Knowing that your service is working means focusing on what has changed in people's lives as a result of your activity. Sometimes this will mean preventing things like injury or illness, in which case the outcome may be that something has not changed.

What are the most important things that you need to know? (outcomes)

Think through the hard and soft outcomes, and decide which ones you will need to know about in order to prove your results to commissioners, and to improve your services.

How will you know that the outcomes have happened? (indicators)

Some changes in people or communities can be seen or observed. Some things you have to ask people about. Make sure to do this in a standard and recognised way.

Top tip: good indicators are 'SMART': Specific, Measurable, Achievable, Reliable/ realistic, Timebound.

How will you get this information?

Will you observe changes in people? Will you interview service users or their families? Will you ask a few key questions as part of the conversation staff have with clients when they first join a service and then later on?

Top tip: Thinking ahead really pays off. Think about how you will collect the right information before you take new people or groups into a programme. In measuring outcomes, the adage that 'a stitch in time saves nine' really rings true. It is much more difficult to start looking for information retrospectively, since many of the opportunities to see and document changes in people will have passed.

Methods you can use include:

- Personal action plans: some programmes ask their clients what their personal goals are, and help them to measure progress against their own goals, not just the service's goals.

- Questionnaires or surveys. These need to be designed carefully to ask only what is necessary. Avoid 'leading questions' that hint at what the 'right' answer would be. Consider the language needs and literacy levels of your clients and design the survey accordingly.

- Interviews. These should be done at 'intake' or inception as well as later on, depending on the time horizon of the service. Be sure to have a clear structure- ask the key questions and document the answers in a way that is comparable and standardised. Otherwise a lot of effort can lead to very little useable information.

- Case studies may be great for illustrating a point, but they are not enough. They may not represent the whole client group as organisations tend to put only the best results forward. Case studies must relate to the overall arc of results for the group as a whole.

Top tip: Whatever the method of collecting information about your service users or participants, it is essential to ask questions that allow for positive and negative responses. Avoid leading questions, which steer people towards a particular answer.

Ask people to rate their experiences on a scale of one to ten where this is helpful, for example, when asking how they feel about different aspects of their journey. Try to be consistent with your rating system. Put the positive and the negative on the same sides of the scale throughout your questionnaire or interview to avoid mistakes.

There are many ways of getting good information. A few guides are noted in the resources section. The most important thing is to put your clients at the centre of the contracting process. Ask the people you serve about outcomes early and often, and make sure you are measuring or asking about what is important to them. This is as important as asking about things that are important to you and to service commissioners.

The managers of Case Study 1's Befriending Scheme might decide to do initial interviews with clients when they are new to the scheme, using the information to decide which volunteer to pair them with. A few well-designed and targeted questions about how they are getting on in different aspects of their lives (for example: health, mental health, comfort at home, social relationships) at this point would form a baseline (starting point) to compare with how they are doing later on.

Can you use existing tools or scales?

How you ask questions is important. For many services, there are clinical scales that show progress. When these are put together in the right way they can tell the story not just of individuals, but of how your service is performing overall.
Be aware of data protection and privacy issues, and ensure you are reporting in the aggregate, rather than on individuals. This is important because you are reporting on how your organisation has done with a group of people. Some existing scales are available in the 'resources' section of this briefing.

For example, the staff at Case Study 1's Befriending Scheme might search online for 'assessment scales for older people' or 'mental health scales for older people' and find an article called 'Rating scales in old age psychiatry'[2]. They might then adapt a scale for use with their clients. They might use a questionnaire based on the "*Bristol Activities of Daily Living Scale*"[3] to assess people's levels of depression.

They could consult with other organisations working with older people to see what they use or recommend, or ask a local university psychology or gerontology professor for assistance. Once this is done they could ask volunteers to use the scales at the beginning of a relationship with a client and then at regular points to assess how they are doing, giving a bit of light-touch training in this as part of the volunteer induction process.

---

[2] Burns, A. et al. (2002) *Old Age Psychiatry Papers: Rating scales in old age psychiatry. The British Journal of Psychiatry* (2002) 180: 161-167, The Royal College of Psychiatrists. accessed August 2007 at http://bjp.rcpsych.org/cgi/content/full/180/2/161?maxtoshow=&HITS=10&hits=10&RESULTFORMAT=&fulltext=CDR&searchid=1&FIRSTINDEX=0&resourcetype=HWCIT

[3] Bucks *et al* 1996

Can you use comparative information or a 'baseline' to show preventative services are working?

For preventative services, often the outcomes you are seeking are that something negative is *not* happening. It's very hard to measure or prove this directly, but you can look at what happens to a similar group of people that have not had the service or intervention and make some comparisons. For example, the Befriending Scheme in Case Study 1 might look at whether hospital stays have decreased between when the scheme started and after it had been running a few years. Having this information in the beginning is called taking a 'baseline'.

The scheme may also compare the number of falls in the home for their group of service users, with older people from a similar background, or in a similar area which doesn't have a scheme like theirs to see whether there is a difference.

What will you do with the information?

Think about how the information will be collected, by whom, and in what format. Decide whether you need to collect information in paper files, on a spreadsheet or database. Paper files may be easier to set up, but are harder to use when you need to draw conclusions by looking at multiple records. A simple spreadsheet or worksheet using the usual software on your computer (e.g. Microsoft Excel) can help you to track results across multiple people or groups.

Case Study 1's Befriending Scheme could use quick web-based forms (for example using an online survey tool like surveymonkey.com or Google Documents) for volunteers to report back on people's health and well-being during their visits. This could help to track changes over time in both the older people receiving visits, and the volunteers themselves.

The scheme would need to tell volunteers how and when to do this, and of course, to keep it light-touch. Volunteers should be able to focus on what they love: visiting their new friends.

Top tip: Have one person 'own' the keeping of information. Ensure that there is a good incentive or reward for keeping the information tidy, manageable, and accessible. Value this job! Ask the person who keeps the information to sum up the data frequently. This helps to identify glitches in the record keeping or to identify whether the information being collected is truly useful.

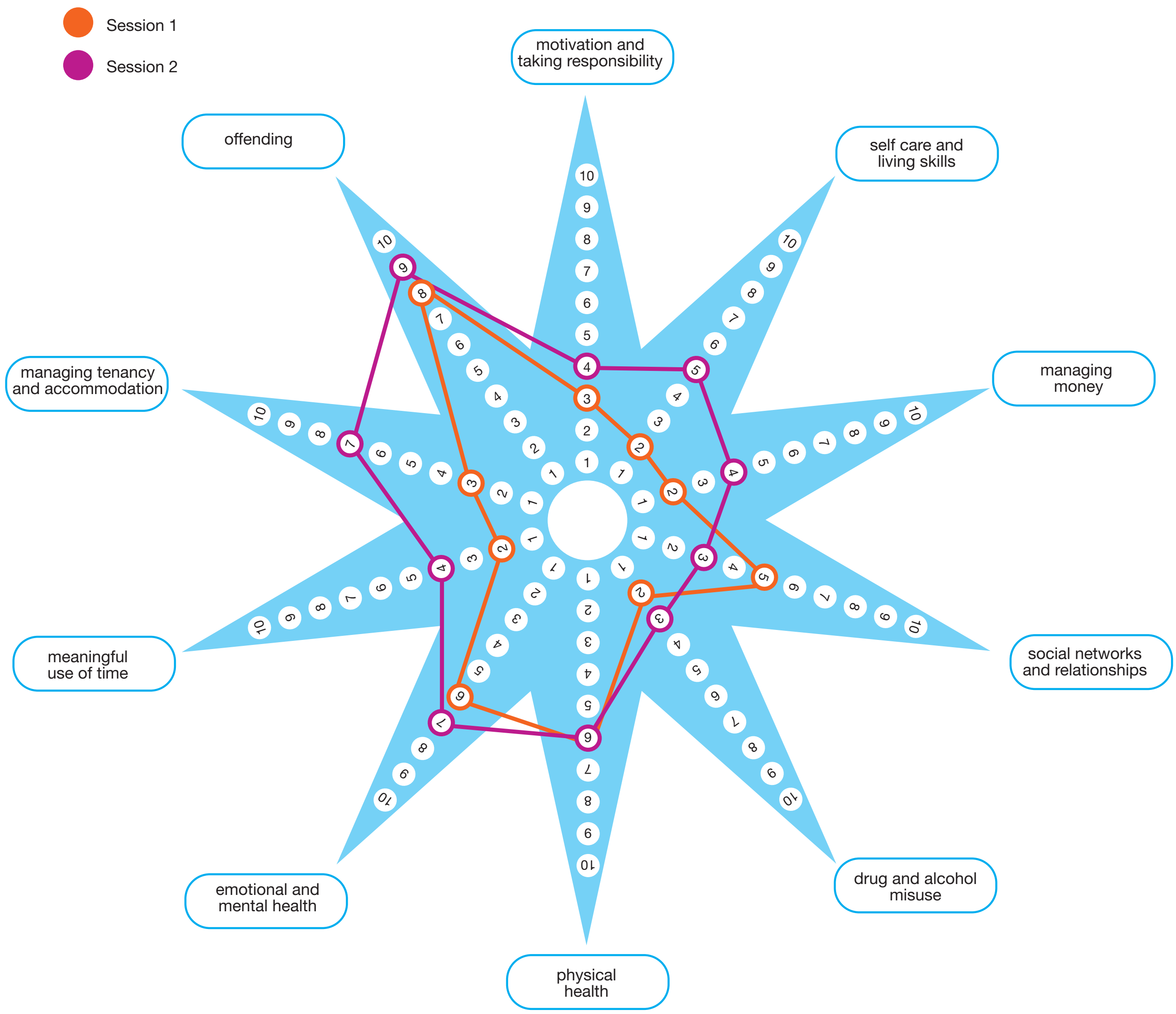
Keeping track of changes over time: The Outcomes Star

When your service or programme is helping people to change their lives, it is important to show progress in 'softer' outcomes as well as easily countable outputs.

To see change over time, you will need to ask clients directly about how their lives are affected. Demonstrating their responses in a visual format like the Outcomes Star (Fig. 1 overleaf) can be really helpful.[4]

[4] The London Housing Foundation and Triangle Consulting. Copyright (CC) 2006. See www.homelessoutcomes.org.uk for full details or contact info@homelessoutcomes.org.uk. The Outcome Star and associated management and key worker materials are available through a Creative Commons licence by the copyright holders. (The materials are free of charge)

Figure 1



The outcomes star is both a therapeutic tool and a way of demonstrating change over time or 'distance travelled'. Fig.1 is an Outcomes Star showing progress in helping homeless people, developed by the London Housing Foundation with Triangle Consulting. The Star identifies ten areas of individuals' life, including mental health, physical health, alcohol and drug misuse, self care and living skills. For each area, there is a ten point scale showing progress towards recovery (point 10) with definitions for each point. So, for example, point 2 for 'Self care and living skills' is 'Don't look after myself well but I can't/that's just the way I am' whereas as point 9 is 'Look after my place and myself well, just need occasional help'.

The points on the star represent the softer outcomes that are important in helping homeless people to stabilise their lives and move from homelessness to a

[5] All scale definitions for the outcomes star can be accessed here:
http://www.homelessoutcomes.org.uk/resources/1/OutcomesStar/OutcomesStar.pdf
The Outcome Star was developed by Triangle Consulting, originally for St Mungo's, and subsequently widely tested and revised for the London Housing Foundation.

healthier and more secure life. The orange line connects the points on the star to show a picture of a homeless client's situation at the first meeting, and the pink line connects the points on the star to show how they were doing at the second meeting. The shape of the stars shows progress quickly and visually. The star is designed to be used in meetings between a key worker and client[5].

Another way of measuring soft outcomes is to use a Rickter Scale. This is a non-paper based assessment and evaluation tool. It provides a framework for engaging clients in motivational solutions-focused work. It helps to measure the soft outcomes that clients achieve, e.g. in dealing with barriers to employment, training or education, by overcoming limiting beliefs, and gaining confidence and self-esteem. For more information, see www.rickterscale.com

Top tip: Since softer outcomes are usually assessed by assigning a number to how a person feels or the progress they feel they have made, the service provider can help the person to track changes in how they feel from the first time they had this type of conversation to any number of later conversations. This can be an important part of self-development and awareness for the client or participant. They will come to understand where they have been, where they are going, and why certain changes have occurred.

Using Case Study 1's Befriending Scheme from above, the points of the star might have labels such as 'mental health,' 'physical health,' 'warmth in winter,' 'feeling connected to others', and 'falls and accidents'. Volunteers would have questions that correspond to each of the points on the star and log the answers every three months to see changes over time and help identify needs before they turn into problems.

The Outcomes Star has been used with services for homeless people by St Mungo's and the London Housing Federation. It is currently being piloted by a number of mental health providers in the London Borough of Camden and by the Mental Health Provider Forum[6].

[6] www.mhpf.org.uk

3. Learn and report

The final step is to review what you have found. This will help you to draw conclusions, learn from the process, and report back on the key questions commissioners will want to know about. It is also important here to report back to a wide range of stakeholders, especially service users, in an accessible way

Does your service or programme work?

Use the information you have collected to determine where your service or programme works best, where it could be improved, and where you need further information. Make statements about the programme's effectiveness that are based on the information you collected. Be sure to show how representative people's comments are. It is not useful to quote a person who says the service great, when there is no way to understand how many other people feel that way!

Is your service good value for money?

Compare the amount you received per person with the number of outputs and then the outcomes. To understand value for money in a meaningful way, you will need to think about whether your clients have average needs or whether they are particularly hard to work with and require more resources to achieve the same results as other groups.

Case Study 1's Befriending Scheme might compare the cost of its service with the cost of domiciliary (residential) care. This is helpful to procurement officials in understanding where to place resources. In this example, it would also be helpful to compare the outcomes for people participating in the scheme with the outcomes for people in domiciliary care to understand whether the scheme is more effective for some people, as well as being less expensive.

Top tip: This is where you might use a method like 'social return on investment' (SROI)[7]. SROI uses an 'impact map' similar to Table 1 above. It helps you to put a monetary value on the outcomes your service creates, and compare this to the money spent on the service. This creates a ratio at the end, for example, 'for every pound spent, two pounds of social value is created.'

What is the value that you add above and beyond the contract?

State any additional impacts clearly and provide evidence that you have caused these changes.

Top tip: Write up what you have found in a way that commissioners will understand. Think about whether and where you can include information about your added value in the tender documents. Are you allowed to attach additional information at the end of the tender? In some tenders, there are special sections for environmental sustainability and other priorities.

Will you write the outcomes up for other stakeholders?

Understanding and measuring outcomes can give you useful information to share. Groups such as service users, their families, the wider community, funders, staff, trustees, and policymakers may all have an interest. Sharing the information can open up or strengthen lines of communication with all the groups connected to your work, including service users.

[8] nef (the new economics foundation), (2007) Measuring Real Value: A DIY Guide to Social Return on Investment.

How can you validate the evidence?

Consider how you can establish the credibility of your claims and evidence about outcomes and impact. If you report on your findings openly to users, staff and others, you can invite comment. They may either endorse what you have found or raise points of concern.

You can also validate your findings by including them in a process of Social Accounting and audit. Such a process will make the findings part of your audited accounts. A panel of outside people will verify that the accounts are valid and accurate.[8]

[7] See Social Audit Network (www.socialauditnetwork.org.uk) and the Social Accounting and Audit Manual for more information.

Part II:
Commissioners: commissioning for outcomes and impact

Commissioners can focus on outcomes and impact by emphasising these in service specifications, rather than focusing only on activities and outputs. This involves carefully defining the service you are tendering for and the criteria on which you will assess the best offer. You will also need to consider how you collect information on performance once the contract has been awarded.

Taking this approach will give you more control over which outcomes are created, and allow more flexibility and innovation in how the service is delivered.

You will need to:
1. Know what you are buying: put outcomes first
2. Decide what is really the best offer
3. Look for the results

Step 1:
Know what you are buying and put outcomes first

Engaging service users and providers as partners in the development of the core requirements and specification can develop a culture of trust and partnership before the formal contracting process begins.

What does real engagement look like? It means actively involving people in a debate about the needs to be met, what the service should achieve, and their role within it. It does not mean telling service users or providers what the service is going to look like and listening to their responses!

Focus the tender on outcomes and your organisation's priorities

As a commissioner, you have an opportunity to make your contracts results-focused. Since 'buying' services for people is not like buying pencils, results-focused contracts should not focus only outputs or numbers of people served, but consider the effectiveness of the services. Use the type of mapping process that is suggested for third sector organisations in the previous section. Consider the following questions:

What is the need you are trying to meet by commissioning this service?

Are there multiple needs being met by this service, and are multiple groups involved? Be clear about the needs that the service must meet, and the ones that would add value. Consider the objectives your organisation is trying to meet overall.

When writing out service specifications, be clear and precise about the needs that are to be met, allowing more openness in exactly how a service provider might meet them. Extra flexibility leaves space for innovation.

Table 2 shows how you can think through this logically.

Table 2:
An ‘Outcomes Framework’ for a Local Authority Service

In this outcomes framework, activities and outputs are described by the provider in its tender submission (columns 1 and 2 in blue). You can specify the outcomes and any wider community outcomes you want to see as ‘added value’ (columns 4 and 5), as part of the tender requirements. Rather than demanding precise activities and outputs from providers, the model encourages innovation by allowing providers to explain how their activities and outputs will achieve such outcomes. Hence, in the invitation to tender sent out to providers, the activities and outputs sections are left blank for providers to make their case.

1. Activity →	**2. Outputs** →	**3. Service level outcomes** →	**4. Wider community outcomes** →	**5. Value**
Filled in by the service tenderer	Filled in by the service tenderer	This is filled in by the commissioner incorporating frameworks for the service from national level policy and an understanding of local needs	• Social • Economic • Environmental This is filled in by the commissioner incorporating broader council level priorities	• Quantitative • Monetiseable Where value accrues: to service • across agency • wider public sector Filled in by commissioner and tenderer

Top tip: Consider wider outcomes that would make sense for the service

Commissioners should select the wider desired outcomes (column 4) most relevant to their service level outcomes. For a local authority, these may come from your Community Strategy or other policy statements.

Consider how the service could add value by improving the environment (e.g. by reducing CO_2 emissions) or the local economy (e.g. by creating jobs in a disadvantaged area). Make sure these considerations are stated in the service specification to ensure they are properly weighted in the tender decision.

Step 2:
Select the winning bid with outcomes and impact in mind

Building results into the decision-making process means putting the outcomes framework, or at least the outcomes you want to see, into the Schedules in the Tender document and into the award criteria.

Asking about outcomes will help you to make better decisions about value for money over the long term. Include the outcomes, and the need for providers to produce evidence of their results, in the assessment framework. Too often, frameworks divide simply into ‘cost’ and ‘quality’, with ‘quality’ focusing only on the process of delivering the service. Providers should make a case for how their activities and outputs will create the desired service level and wider social, economic and environmental outcomes the commissioner and council are seeking.

Top tip: In assessing tenders, you can include outcomes in a number of ways. One is have a three pronged assessment tool, using cost, quality, and results as the three dimensions. You can then decide how much to weight each ‘prong’ of the triangle. Another option is to include ‘results’ in the assessment of quality. Negotiate this depending upon the freedom or constriction that you have within your council.

Step 3:
Contract the best, and look for results over time

It is not enough to commission services without knowing the results. The information provided in the Outcomes Framework can help you to create a system for seeing results over time. This gives better information about the value that the service users, and you as the commissioner, are getting from the contract.

Keeping track of results will also give you better information about what works, whether to keep a contract in place for longer, or where to focus for the next round of tendering. Develop this with the service provider and agree together on what 'success' looks like.

The impact created by the service can be measured in qualitative, quantitative and perhaps financial terms. Once you know which outcomes you are expecting from the service, you may be able to associate financial values with those outcomes.

Looking at Case Study 1's Befriending Scheme, we can see that there are direct financial impacts for the council when bed blocking is reduced, when older people require fewer services due to better preventative care, and when volunteers are encouraged back into work. When the service provider is able to document these, you can count the financial value of these outcomes in your understanding of value for money.

Top tip: For more information on valuing outcomes in financial terms, read Measuring Real Value: A DIY Guide to Social Return on Investment. There is a section on putting monetary values on social outcomes.

The value created by the service may accrue to the department commissioning the contract, the commissioning organisation as a whole and the wider public sector (column 5 in Table 2). By tracking value in this way over time, you can gain a more sophisticated understanding of the value for money the service is creating.[9]

[9] nef (the new economics foundation) is currently developing a 'valuing model' with the London Borough of Camden that will track value in the fashion described. For more information, please contact josh.ryan-collins@neweconomics.org

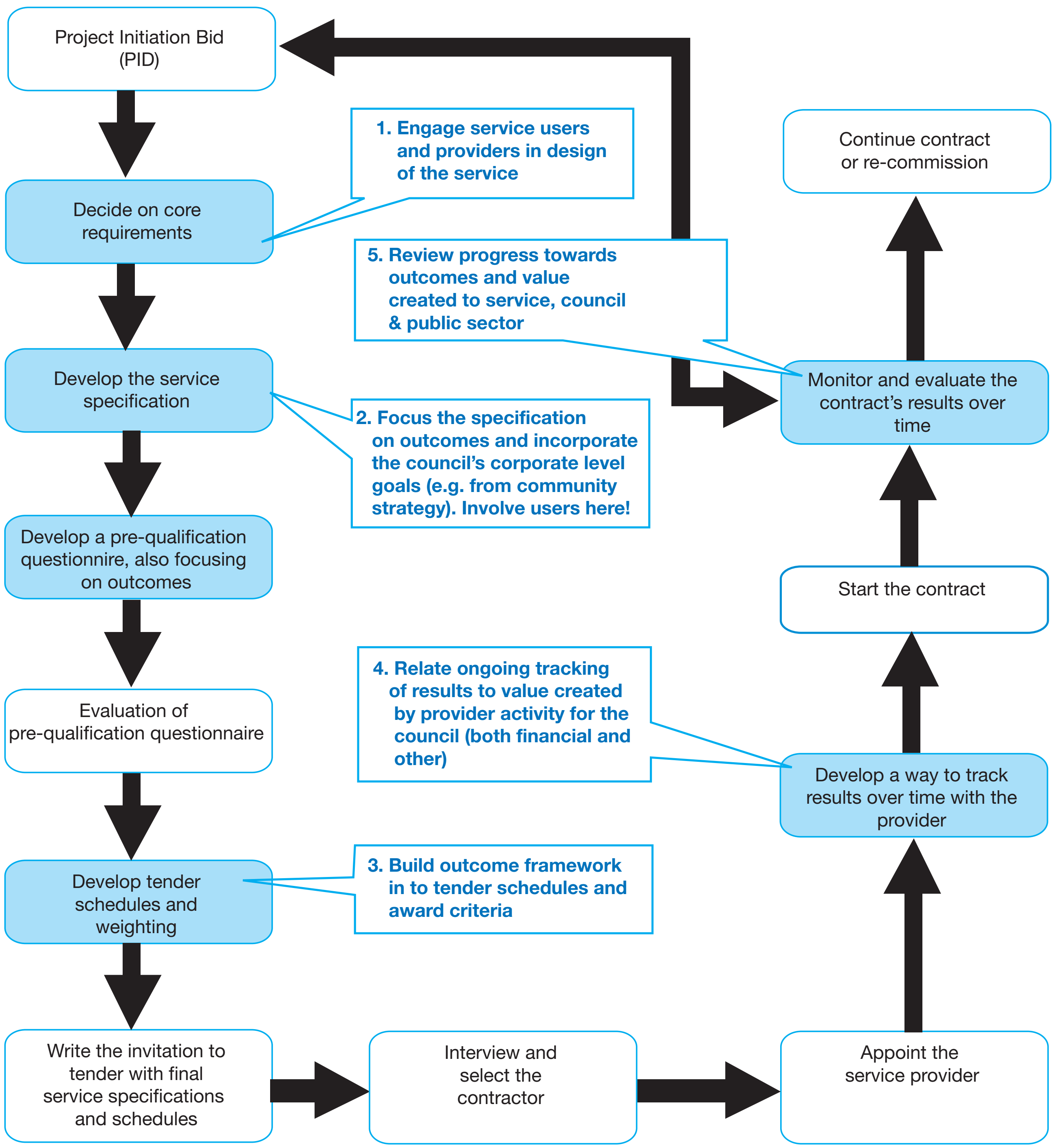
Step 4: Review outcomes over time to understand the contract's impact

Regular contact with the provider will enable you to review performance and progress towards both service level outcomes and commissioner-wide outcomes.

If part of the value of the contract is being created for other parts of commissioning organisation, keeping track of wider outcomes may spark conversations about where value is being created, sparking further innovation in meeting needs by providing services more holistically. Explore ways of reporting information about how the service has created benefits across the commissioning organisation's remit, perhaps as part of normal financial reporting requirements.

When you have taken these steps, be sure to share what you have learned with other commissioners and service providers. Bringing together successes, challenges and new ways of working raises the bar for serving people and communities more effectively.

Figure 2:
An Outcomes Framework for Commissioning



Case Study 2: Bulky Bob's Social Audit [10]

This case study shows how demonstrating outcomes using Social Accounting can help with winning and retaining contracts.

Bulky Bobs is a wholly owned subsidiary of the FRC Group, a charity. It has a contract with Liverpool City Council to collect bulky domestic waste. Bulky Bobs calls on more than 300 homes a day. In the process, it creates employment and provides training. Bulky Bobs has a 94% success rate of getting people from long-term unemployment into jobs, after they have completed a year with the organisation. Even if they don't make the full year, the success rate is 74%.

One cornerstone of Bulky Bobs' success in contracting with the local authority has been the collection of comprehensive information on its impacts through a social audit. This has enabled Bulky Bobs to demonstrate its added value to the Council. Along with its service quality, this has been key to retaining the bulky waste contract.

Social accounting has offered the organisation some "profound and challenging insights into the impact that we claim we have as a social enterprise," according to Alison Ball, FCR Director of People and Learning. "It has also revealed where we have missed the mark and where it is still difficult to tell."

The Council's Social Economy Team comments: "Bulky Bobs delivers a quality service and can demonstrate added value through the achievement of social aims. It not only has sound financial accounting procedures but also measures the impact upon the community and the environment through social accounting."

Contact:	Alison Bell FRC Group Atlantic Way Brunswick Business Park Liverpool L3 4BE
Tel:	0151 702 0550
Email:	AlisonB@frcgroup.co.uk
Website:	www.frcgroup.co.uk

[10] adapted from www.socialenterprise.org.uk

Case Study 3: Rolls on Wheels[11]

This case study shows how a hospital food contract can contribute to social inclusion and help to regenerate a local community.

Rolls on Wheels is a Social Firm based in Edinburgh, which supplied Gogarburn Hospital with filled rolls and other lunches. The company now employs seven staff and provides places for 28 trainees.

From 1999 to 2007 (when the hospital overhauled its food provision policy) Rolls on Wheels enabled the Primary Care Trust (PCT) to promote health, social inclusion and regeneration. As a Social Firm, Rolls on Wheels seeks to bring people with severe and enduring mental health problems into meaningful employment. This helped to promote the PCT's wider agenda, and particularly with that of the Royal Edinburgh Hospital. Rolls on Wheels invests its profits back into employment creation and community development in disadvantaged areas of Edinburgh.

The company used an LM3[12] evaluation to prove its added value to the local community. Its LM3 showed that every £100 that the PCT spent with Rolls on Wheels generated an additional £99 for the local economy. This £99 is in addition to the role the company plays in promoting social inclusion, which generates additional savings. With a total sales figure of approximately £180,000 per year, this represented a significant reinvestment into the area.

Contact:	Erin Gray Forth Sector
Tel:	0131 659 4740
Email:	erin.gray@forthsector.org.uk

[11] Adapted from 'More for Your Money', nef/ SEC 2005.
[12] LM3 (Local Multiplier 3) is a tool to enable public bodies to evaluate their local economic impact. For a more detailed discussion see Sacks, J., Public spending for public benefit, nef (the new economics foundation), 2005, available from www.neweconomics.org

Case Study 4
Camden's Sustainable Commissioning Model[13]

This case study shows how an outcomes framework can lead to better tenders and better procurement decisions.

The London Borough of Camden asked nef (the new economics foundation) to develop a new approach to commissioning that

- is outcomes focused, valuing both service-level and wider community-level outcomes for citizens (economic, environmental and social)
- tracks savings to the service, council and wider public sector when outcomes are achieved

The model was used to tender a mental health service contract worth over £2 million over three years. This has involved:

- Developing the model with third sector organisations. Providers thought the model would help them demonstrate their value and range of benefits better than more output-driven service specifications,
- Commissioners developing the 'outcomes' for the service specification,
- The Council's strategy unit and procurement unit agreeing on the Camden Community Outcomes drawn from the Community Strategy,
- Incorporating the new model into the Tender Schedules, weighting outcomes appropriately,
- Writing a 'How to' Guide to help other commissioners in the Council to use the new model,
- Embedding the approach in the Council's Contracting Toolkit,
- Developing a model that shows the savings to the council overall.

The winning tender consortium involves Mind (the local branch of the national mental health charity), Holy Cross Centre Trust (a small local provider) and Camden Volunteer Bureau. The consortium showed the value of their approach, demonstrating positive social, economic and environmental outcomes for the area of Camden, as well as for individuals using the service, in their tender.

The lead procurement officer involved noted that the model and the other activities had really enhanced the quality of the tender responses, saying that the winning tender was one the best he had ever seen.

Contact: Miia Chambers
Social Investment Manager
LB Camden, 7th Floor
Camden Town Hall Extension
Argyle Street
London WC1H 8EQ
Tel: 020 7974 6379
Website: www.camden.gov.uk

[13] Camden Borough Council, forthcoming, 2007

About the authors

Lisa Sanfilippo is the Head of nef's Measurement and Evaluation team. At nef, Lisa led the Social Enterprise Partnership (GB) Quality & Impact Project (2003-2005), creating Proving and Improving: a quality and impact toolkit for social enterprise.

Lisa leads the Measuring What Matters Research Programme, developing measurement techniques to promote more holistic government and third sector decision-making and resource allocation using two unique lenses: 1) the social return on investment (SROI) model- which enables fuller analysis of a policy's true costs and benefits and 2) well-being at the individual and community levels, helping us focus our vision on what's most important.

Prior to joining nef Lisa worked with voluntary organisations and social enterprises in the US including a third sector foster care agency, a civil rights campaigning organisation, and a child care resource and referral organisation. She is on the Social Enterprise Coalition's Board, and was a director of Social Enterprise Partnership (GB) Ltd., and a member of the third sector Performance Hub Partners' Group. Lisa has a BA in Sociology from Brown University in the US and an MSc in Social Policy and Planning from the London School of Economics.

Josh Ryan-Collins is a researcher at nef working on projects in the areas of sustainable procurement, regeneration and public service reform.

He is leading research on the development of a new 'sustainable commissioning model' that will encourage more sustainable procurement of local public services. The three year project, funded by HM Treasury and the Cabinet Office through the Invest to Save Budget, and in partnership with Camden Council, is designed to aid procurers and providers of local public services, including social enterprises, to better understand the social, environmental and economic impact of their decisions and activity.

Josh co-authored nef's recently published think-piece "Unintended Consequences: how the efficiency agenda is eroding local public services and a new public benefit model to rebuild them". The paper argues for a new approach to efficiency in public services which accounts for longer term public benefit and preventative impacts rather than just short term financial savings.

Josh previously worked at Local Futures, an economic development think tank where on the 'knowledge economy' at local and regional levels. Prior to this Josh worked for the Cabinet Office strategic communications and for a marketing consultancy. He has an MA in Industrial Relations and a BA in Sociology from the University of Warwick.

About nef

nef (the new economics foundation) is a think-and-do tank that focuses on social, environmental and economic sustainability- putting people and planet first. nef has a long history of challenging the public, private and third sectors to ‘measure what matters’ better and more effectively. nef has pioneered the use of Social Return on Investment in the UK, developed LM3, which measures local money flows, and has pulled together tools and resources for social enterprises to prove and improve their quality and impact. nef has also pioneered the use of participative evaluation and appreciative enquiry as ways of helping local people to be involved in creating change in their communities. For more information about nef please visit www.neweconomics.org

Disclaimer

Further reading: How-to guides, tools and resources

Outcomes and Impact

- Proving and Improving: a quality and impact toolkit for social enterprise

nef (new economics foundation)
This toolkit aims to provide social enterprises and other mission–driven organisations with the knowledge, tools and resources to prove and improve their quality and impact. The online version of the toolkit also features further practical tools to measure impact, such as The Advisor and online Impact Mapping.
www.proveandimprove.org or order via www.neweconomics.org (publications section)

Book 3: *Resources* contains a section on choosing indicators, with information on research methods, how to develop your own indicators, an indicators bank and a DIY exercise for involving stakeholders in the process.
www.proveandimprove.org/new/meaim/developgoodindicators.php

- Your Project and Its Outcomes

Charities Evaluation Service
Cupitt, S. and Ellis, J. (2007) CES (for Big Lottery Fund)
This guide takes your organisation through the process of defining and identifying outcomes and goes through the key concepts in a simple way. It aims to assist in reporting to funders and for internal improvement.
http://www.biglotteryfund.org.uk/project_outcomes.pdf
or
http://www.ces-vol.org.uk/index.cfm?format=23

- Using an Outcomes Approach in the Voluntary and Community Sector

This document and other related resources from CES discuss the National Outcomes Dissemination Project. Several case studies from organisations across the UK are available.
http://www.ces-vol.org.uk/index.cfm?format=126

Planning for Outcomes and Impact Measurement

- Theory of Change Model

The Aspen Institute
This is a tool to used to design and evaluate social change initiatives by analysing the ‘building blocks’ required to achieve the desired change. It links outcomes to a specific intervention.
www.theoryofchange.org

- The Logic Model

A Logic Model is a way to articulate the theory of change behind your organisation’s work. This theory of change is based on the notion that an activity creates an output that generates an outcome or change. Most commonly, it is used as a planning, communications and operations tool.
http://nvn-toolkit.seedco.org/businessplanning/logicmodel/

- Tell Your Story: Community Impact Mapping

Development Trusts Association
This guide uses a similar idea to the impact map described in this briefing. It is designed to help development trusts map their community impact and tell their stories in an effective way.
http://www.dta.org.uk/resources/publications/tellyourstory.htm

- The CES Planning Triangle

Charities Evaluation Service
The triangle is a visual tool to help organisations identify their aims and objectives. It is another tool that works similarly to the impact map in this briefing, in that it helps to clarify your thinking about what is to be accomplished and how.
www.ces-vol.org.uk/index.cfm?pg=124

Specific Outcomes

- Homelessness outcomes

The London Housing Foundation (with Triangle Consulting and Charities Evaluation Services) hosts a web site with material to help agencies develop and deepen their understanding of the outcomes approach. It includes the Outcomes Star tool featured above, for measuring the outcomes of work with homeless people, including how it relates to Communities and Local Government Outcomes Framework and related guides for managers and key workers.
www.homelessoutcomes.org.uk

- Rating Scales for Older People

There are many scales that have been developed to assess how well older people are doing in daily life. The reference here shows a range of scales that could be used if useful to your organisation. The one referred to in the briefing is the Bristol Activities for Daily Living Scale. Working with a clinician or academic may help in finding and using scales like these in your organisation's work.

Burns, A. et al. (2002) OLD AGE PSYCHIATRY PAPERS: Rating scales in old age psychiatry. The British Journal of Psychiatry (2002) 180: 161-167, The Royal College of Psychiatrists. Accessed August 2007 at
http://bjp.rcpsych.org/cgi/content/full/180/2/161?maxtoshow=&HITS=10&hits=10&RESULTFORMAT=&fulltext=CDR&searchid=1&FIRSTINDEX=0&resourcetype=HWCIT

- Evaluation toolkit for the Voluntary and Community Arts in Northern Ireland

(2004) The Arts Council in Northern Ireland, Annabel Jackson Associates
This toolkit goes through the various stages of evaluation and provides explanations of many of the key concepts and it gives templates for forms and questionnaires that can be adapted.
www.artscouncil-ni.org/departs/all/report/VoluntaryCommunityArtsEvalToolkit.pdf

- Addiction and Substance Misuse

There are many addiction and substance abuse scales. Below are two examples. Consulting with a clinician or academic can help to choose the right scale.

[1] This was originally published in the journal: Addiction 93(12): 1857-1867), 1998. John Marsden, Michael Gossop, Duncan Stewart, David Best, Michael Farrell, Petra Lehmann, Carolyn Edwards, John Strang (1998)
[2] Christo, G., Spurrell, S. and Alcorn, R. (Drug and Alcohol Dependence, 59, 189-197) 2000

Maudsley Addiction Profile (MAP)[1]: a brief instrument for assessing treatment outcome
The MAP aims to develop a brief, multi-dimensional instrument for assessing treatment outcome for people with drug and/or alcohol problems.
http://www.dass.stir.ac.uk/DRUGS/pdf/Map.pdf

Validation of the Christo[2] Inventory for Substance-misuse services (CISS)
The CISS is a 10-item questionnaire producing a single score of 0 to 20 which is a general index of client problems. It can also be used to monitor client dysfunction at intake and improvement over time.
http://users.breathemail.net/drgeorgechristo

- Everyday Evaluation on the Run

Wadsworth, Y (Allen & Unwin) 1997
This book provides an overview of evaluation theory, different methodologies and practices and provides useful summaries of different evaluation models and techniques, and ways of involving people in evaluation and outcomes measurement.
ISBN: 1-86448-416-0

- The Rickter Scale®

This is a non-paper based assessment and evaluation tool. It provides a framework for engaging clients in motivational solutions-focused work. It helps to measure the soft outcomes that clients achieve, e.g. in dealing with barriers to employment, training or education, by overcoming limiting beliefs, and gaining confidence and self-esteem.
www.rickterscale.com

- Distance Travelled: Experience of outcome monitoring within NCVO's Sustainable Funding Project

NCVO (2006) Sara Burns and Deborah Turton
This publication provides a case study example and good practice tips on implementing outcome monitoring in an infrastructure setting. It provides an example for other infrastructure organisations and a touchstone for outcomes practitioners generally.
www.ncvo-vol.org.uk/uploadedFiles/Sustainable_Funding/Publications/Outcomes_Report.pdf

Social Accounting Frameworks for Outcomes

- Social Accounting & Audit: The Manual

Social Audit Network
Social Accounting and Audit is a framework for reporting on its performance and to provide the information for planning future action and improving performance. An independent panel is used to verify that the accounts are valid and accurate. The Social Accounting and Audit Manual contains an interactive CD rom.
http://www.socialauditnetwork.org.uk

- Measuring Real Value: a DIY guide to Social Return on Investment

nef (new economics foundation) (2007)
'Social Return on Investment' analysis captures the value of wider benefits of positive social and environmental impacts that are otherwise left off the balance sheet. This guide provides step by step instructions for organisations who want to prove and quantify the value that they deliver, and draws on examples from two social firms, MillRace IT in Essex, and Pack-IT in Cardiff to show how to do it.
www.neweconomics.org (under publications)

Commissioning: Practical Tools

- Procurement Cupboard

nef (new economics foundation)
The Cupboard provides a framework for procurement professionals to find case studies, tools, primary documents, and contacts to deliver on multiple public sector targets. The Cupboard is user-driven, enabling website users to both find others' work and to share work with others.
www.procurementcupboard.org

- The Sustainable Procurement Information Network

This network is dedicated to supporting local authorities in their efforts to procure sustainably, and provides a 'one-stop' website containing information relating to the sustainable procurement agenda.
www.s-p-i-n.co.uk/

Background: Commissioning & Procurement

- Funding and Procurement: Compact Code of Good Practice

The Compact is the agreement between the government and the voluntary and community sector to improve their relationship for the benefit of each other and the communities they serve. It was published in 1998. The Compact is supported by five areas of good practice where a shared vision and practice and undertakings for both government and the voluntary and community sector are outlined. One of these areas is around Funding and Procurement.
http://www.thecompact.org.uk/shared_asp_files/GFSR.asp?NodeID=100322

- Social Issues in Purchasing

Office of Government Commerce (OCG) (2006)
Social Issues in Purchasing examines different stages of the procurement process and contains guidance on how social issues can legitimately be incorporated into the purchasing cycle. The note, which compliments previous guidance on environmental considerations in public procurement and fair trade products, emphasises the importance of considering social issues at the earliest stage of the procurement process.
www.ogc.gov.uk/documents/Social_Issues_in_Purchasing.pdf

- Releasing Resources to the Front Line, *Independent Review of Public Sector Efficiency:* The "Gershon Report"

OGC (2004)
This document sets out the conclusions of Sir Peter Gershon's review of public sector efficiency especially within the public sector's back office, procurement, transaction service and policy-making functions. It makes a series of cross-cutting recommendations to further embed efficiency across the public sector.
www.rcoe.gov.uk/rce/aio/10218

- Unintended consequences: How the efficiency agenda erodes local public services and a new public benefit model to restore them

A new nef (the new economics foundation) briefing paper from says that the Government's efficiency agenda is eroding local public services and proposes a new 'Public Benefit' model to restore them. Features the sustainable commissioning model developed with Camden Council.
http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?pid=248

- Public Spending for Public Benefit: How the public sector can use its purchasing power to deliver local economic development

A guide to public procurement from nef, Public spending for public benefit demonstrates what the UK could look like if public spending was used to meet multiple objectives in a range of service areas including food, construction, waste minimisation, youth services and back office services. The guide cites evidence from a number of public bodies who are already directing procurement spending to reduce poverty, promote social inclusion, and ultimately also save money for the public purse.
http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?pid=210
33

- More for your Money: A Guide to Procuring from Social Enterprises

A short guide to achieving better outcomes from public sector procurement and how social enterprises as suppliers can help to achieve this. Jointly produced by the Social Enteprise Coalition, nef and the Society of Procurement Officers in Local Government (SOPO)
http://www.socialenterprise.org.uk/documents/more_for_your_money.pdf

Notes

Notes

financehub

St Andrew's House
18-20 St Andrew's Street
London EC4A 3AY
tel 020 7832 3016

financehub@cafonline.org
www.financehub.org.uk