



Social Value Toolkit for Cooperative Councils

Unlocking Transformative Social Value





Foreword

The recently published [National Procurement Policy Statement](#) shows that the national government is serious about using procurement and commissioning as a lever for strategic change.

"Mission-driven government means raising our sights as a nation and focusing on ambitious, measurable, long-term objectives that provide a driving sense of purpose for the country. It means a new way of doing government that is more joined up, pushes power out to communities and harnesses new technology, all with one aim in mind – to put the country back in the service of working people."

This policy lab should be taken as an invitation to local authorities to be bold, innovative, and creative in identifying and determining how to assess for and achieve 'Maximum Public Benefit' in a given local context. It provides CCIN members with the tools and mindset shift needed to meet this challenge.

It brings insights and exchanges from interviews, workshops, and working group meetings with private and public sector professionals, public benefit lawyers, academics, consultants, cooperatives, charities, social enterprises, and community activists.

It draws on a growing body of research and reports that recognise that much of the way we've come to define and practice social value offers limited scope for delivering the meaningful change needed and often works against harnessing the latent social value that exists within communities and organisations.

This toolkit outlines a radically different approach to understanding, developing, and delivering social value within local councils. It encourages councils to move beyond the dominant practice of treating social value as an additional set of criteria bolted on to existing processes and mindsets and towards something that drives each stage of the decision-making process and enables creativity, innovation, and collaboration with communities to develop long-term social benefit.

This toolkit is aimed at practitioners working in local authorities. An accompanying report explores the thinking, issues and methods in greater depth. ([View Supporting Narrative report](#))



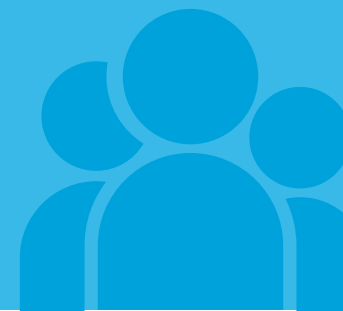
Councillor Jim Robbins

Chair of the Cooperative
Councils' Innovation Network
and Leader of Swindon
Borough Council

Section 1 – Social Value Fundamentals

The following section outlines the fundamentals for all council commissioning including social value. It covers:

- [CCIN Values and Principles – why the toolkit is needed](#)
- [Commissioning process for councils](#)
- [Legal basis for commissioning – a permissive, flexible framework](#)
- [Legal Principles – Procurement](#)
- [Different Social Value Lenses for CCIN Councils](#)
- [Understanding the differences: Competition and Collaboration](#)



CCIN Values and Principles – why the toolkit is needed

Research shows that many social value approaches will only have a limited impact on many of core aims of the CCIN, as expressed in the [Statement of Values & Principles](#) ², including:



Democratic engagement

We will support the active engagement of the full range of residents in decision making and priority setting.



Co-production

We will develop systems that enable citizens to be equal partners in designing and commissioning public services and in determining the use of public resources.



Enterprise and Social Economy

We will promote community-based approaches to economic development that focus on supporting the creation of jobs, social enterprises and other businesses and providing an environment for cooperative and mutual enterprises to thrive.



Social Partnership

We will strengthen the cooperative partnership between citizens, communities, enterprises and Councils, based on a shared sense of responsibility for wellbeing and mutual benefit.

This toolkit shows how to achieve relevant and proportionate social value in pursuit of these *relational* goals through using the tools of commissioning and procurement to:

- Identify and develop shared objectives with others;
- Collectively and creatively identify how those objectives could be met; and
- Establish governance that can manage resources, make decisions, and adapt to evolving circumstances in pursuit of these shared objectives.

Commissioning process for councils

All council commissioning involves working through certain steps. This toolkit provides a fresh perspective on how to ensure that Social Value objectives can be enhanced and achieved through this process.

There are a number of different forms this can take, not just procurement.

Setting organisational goals

The starting point for taking any action



Identifying needs, resources, and capacity

Developing the case for action



Selecting the approach/method

Deciding how to best achieve the objectives from the ranges of tools, approaches and powers available



Setting organisational goals

Ensuring that assessment and selection and award criteria will deliver the right value

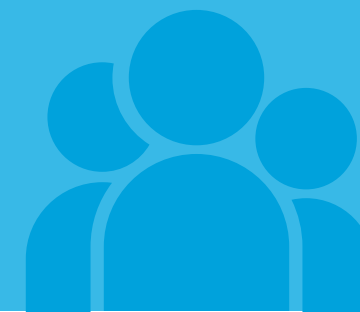


Setting organisational goals

Ensuring that contract and project monitoring encourages learning and adaptation towards the council's goals

Legal basis for commissioning – a permissive, flexible framework

- When spending and investing public funds, councils have obligations under the legal framework
- The duty of Best Value and Maximising Public Benefit should guide decisions
- These terms are more flexible and open to interpretation than often appreciated.
- What they mean in a given local context can be locally determined through an applied, informed judgement – not just a mathematical model and standard service specification.
 - National Procurement Policy Statement provides a steer
 - At a local authority level the concepts are given further substance by corporate policy and strategy
 - They should reflect the values, aims and ambitions of people and place
 - So, setting the right policy framework is all-important



Legal Principles – Procurement

- In procurement there is a need to demonstrate:
 - Objectivity – having a clear and defensible basis for choosing one course of action over another
 - Transparency – information about intention and process must be clear, accurate, and accessible to all
 - Non-discrimination – ensuring that anyone who could have provided the specific goods/services required is given the same opportunity
 - Integrity – acting on what you said you’d do
 - Value for money – a balanced judgement about finding the best way to use public resources to deliver policy objectives.
- None of these principles are a barrier to procuring or investing in ***whatever specific things*** are considered important for achieving the outcomes and policy aims of the local authority.

Further reading

Legal framework for embedding social value under PA23 [↗](#)

The Art of the Possible In Public Procurement PCR15 [↗](#)

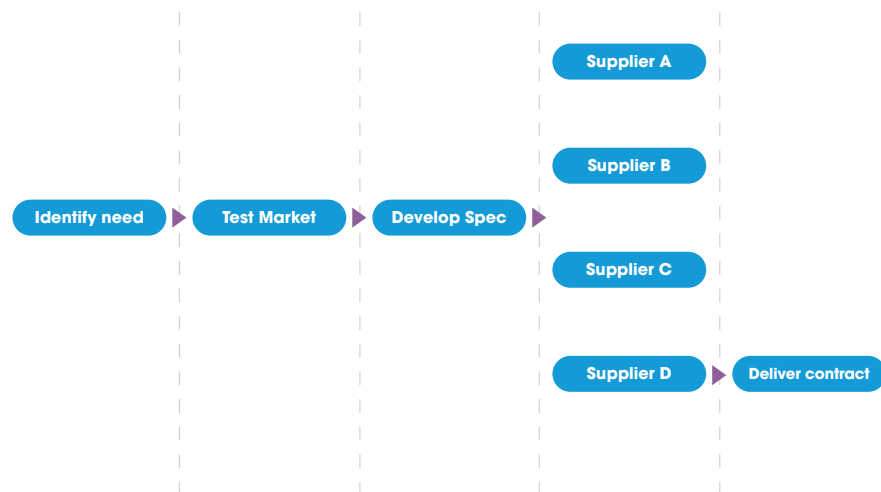
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Different social value lenses for CCIN Councils

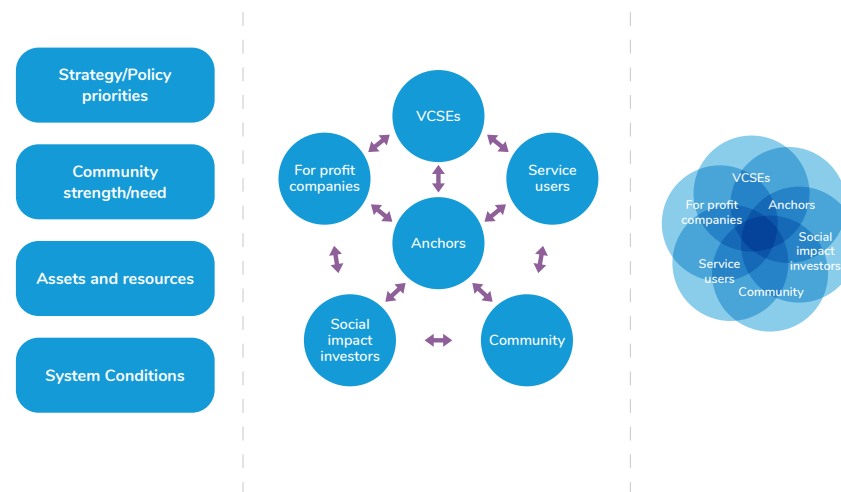
- The Toolkit provides two distinct theories of change for how social value is generated:
 - Theory of competition
 - Theory of collaboration
- Both have their place.
- **Competitive processes** are more widely used and better understood, but they need to be used differently in many cases to enable genuine social value. [See page 11](#) .
- **Collaborative processes** are generally less well known but are often necessary to be able to work to the values and principles of the CCIN. [See page 35](#) .

Competitive mindset - Market Purchasing Process



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Collaborative mindset - relational process



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Understanding the differences: Competition and Collaboration

	Competition models	Collaboration models
Motivating when...	Interests of parties diverge	Interests of parties converge
Delivers value through...	Clear specification	Emergent, ongoing, goal-aligned iterative process
Tightly specified Social Value requirements can...	Discipline market behaviour	Constrain deeper engagement with shared goals
Test suitability through...	Track record, tender commitments, best price	Capability, values and purpose alignment, transparency and/or open book accounting
Incentivises through...	Winner takes all competition	Working to common purpose
Value for money assured by...	Competitive tension/profit incentive	Transparency of costs/profit across partners, shared interest in financial sustainability of all partners
Use when...	Seeking clearly defined, identifiable outputs in market purchasing contexts	Seeking emergent, uncertain value streams in complex systems
Public authority is...	Market manager	System steward and/or convener (or responding to another steward/convener)
Value is...	Zero sum	Generative

Section 2 – Delivering Social Value through Competition

The following section explores the delivery of social value in competitive market conditions in more detail. It covers:

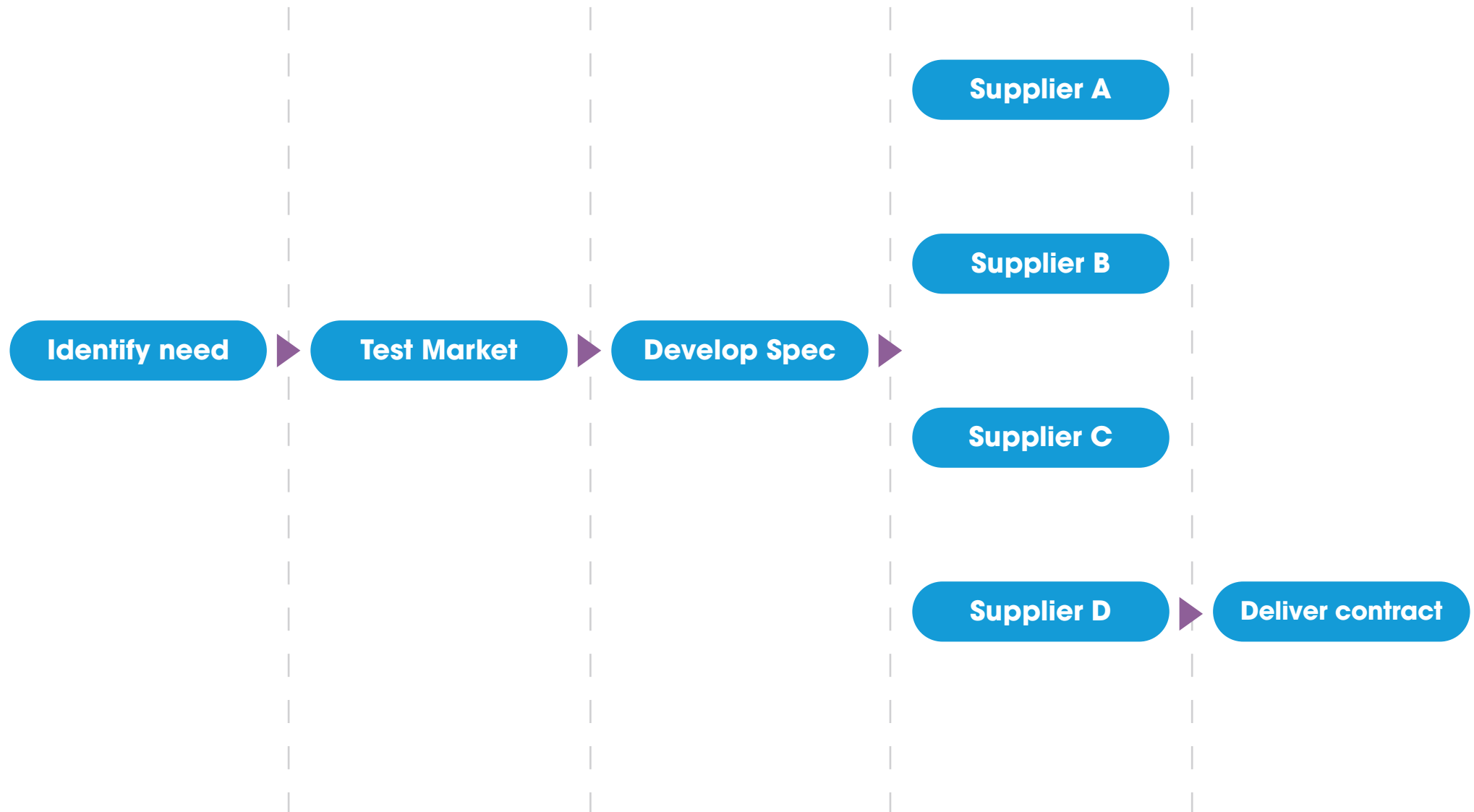
- [Theory of Competition – Market Purchasing](#) 
- [Embedding social value in a competitive process](#) 
- [Church Street Regeneration from Westminster City Council](#) 
- [Tools supporting social value in market purchasing](#) 
- [The limits of competitive processes for delivering social value](#) 



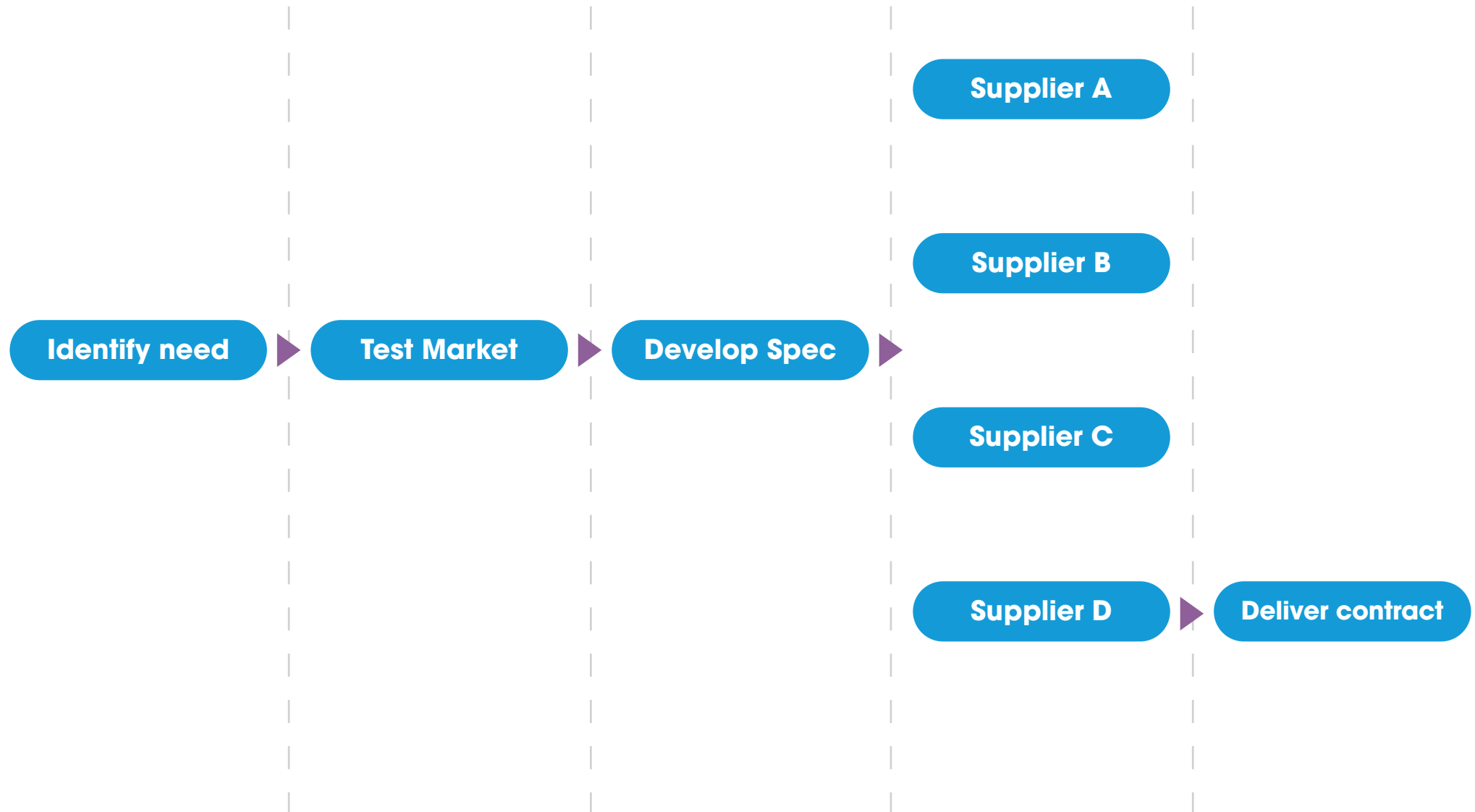
Theory of Competition – Market Purchasing

- Most of our procurement processes are based on a Theory of Competition which says that Value is best achieved and assured through a competitive tender process. This starts from certain commercial assumptions:
 - The interests of the purchaser and the potential providers are different:
 - The purchaser wants to extract the maximum value from the potential providers at the lowest cost.
 - The providers are motivated to deliver this value because of the profit opportunity that would come from winning the tender.
 - The prospect of winning the contract over others who could do so too pushes down the cost
 - This allows the purchaser to identify the optimum balance between cost, quality, and efficiency – i.e. the best Value for Money.
 - The purchaser therefore has the greatest leverage to extract 'value' from the relationship before a contract has been signed.
 - It therefore delivers (social) value under certain conditions:
 - The purchaser needs to have a very clear understanding of the value sought prior to tender.
 - That value needs to be describable in terms clear enough to hold the provider to account later.
 - There needs to be a functioning competitive 'market' for the goods or services being purchased, with a number of providers offering the same 'product' and competing to offer the best price/quality.
 - The product/service that the purchaser needs already exists in the form that they want it.
 - The contract itself, and the contract management capabilities of the purchaser, need to be robust enough to hold the supplier to account for the delivery of the value promised

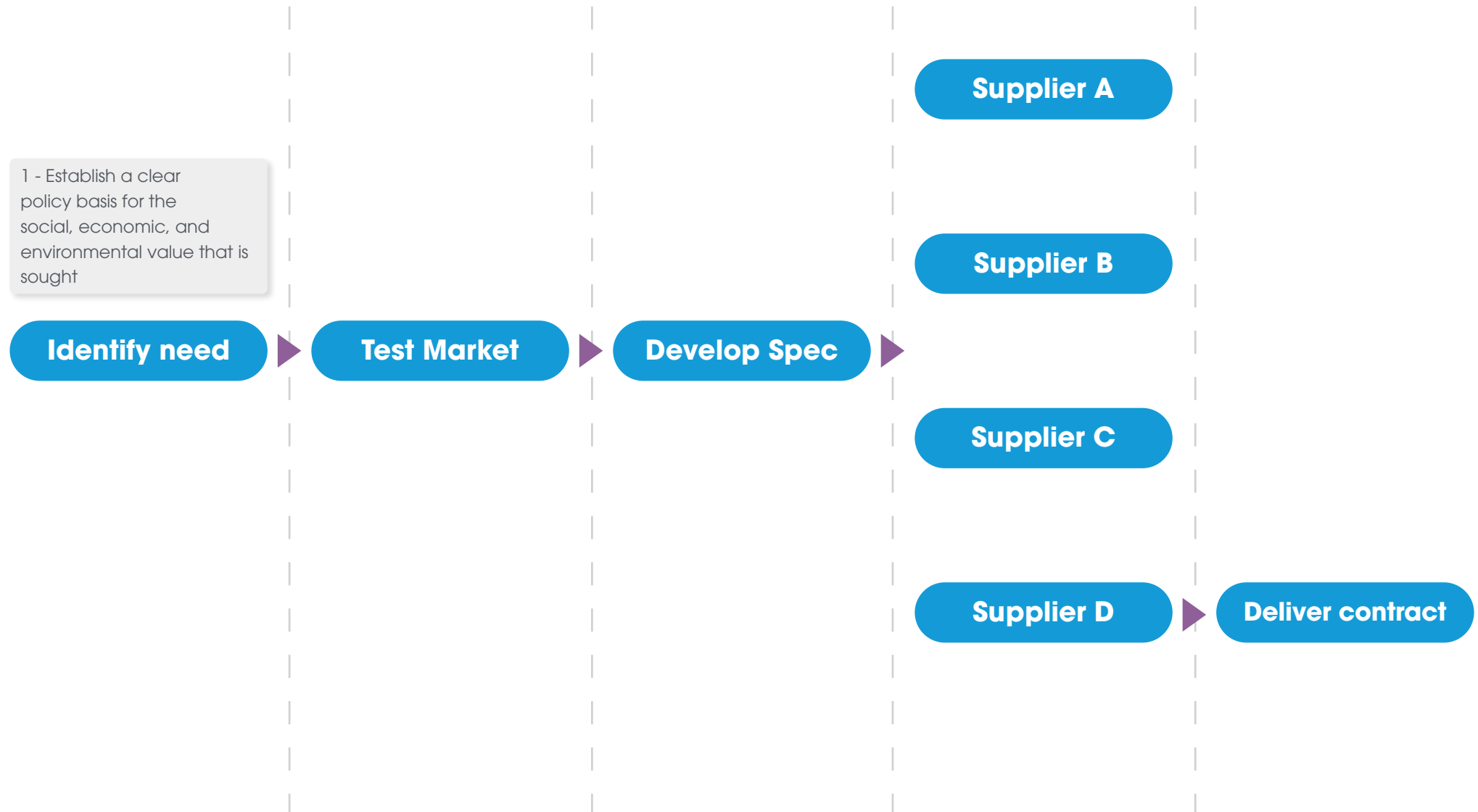
Competitive mindset – Market Purchasing Process



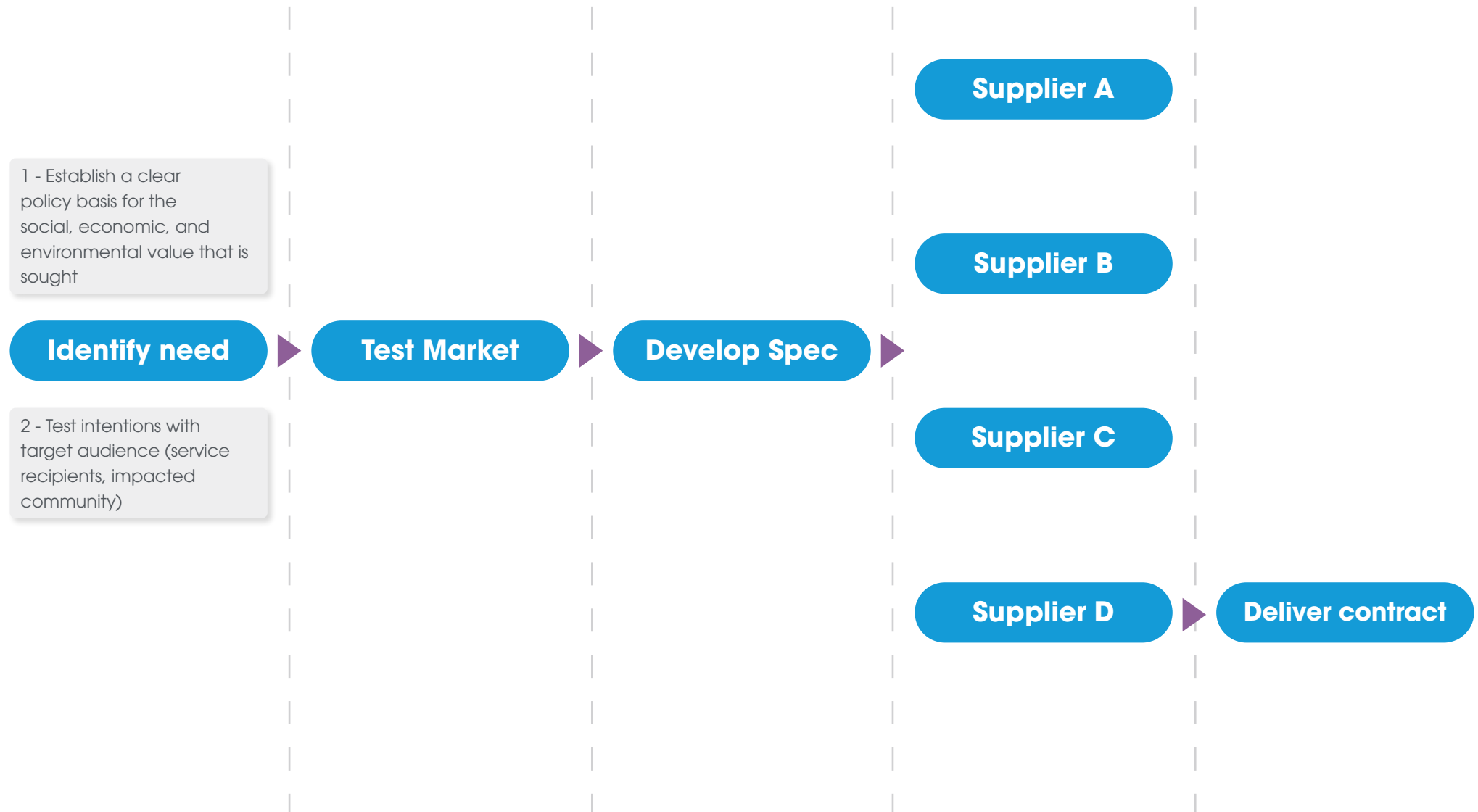
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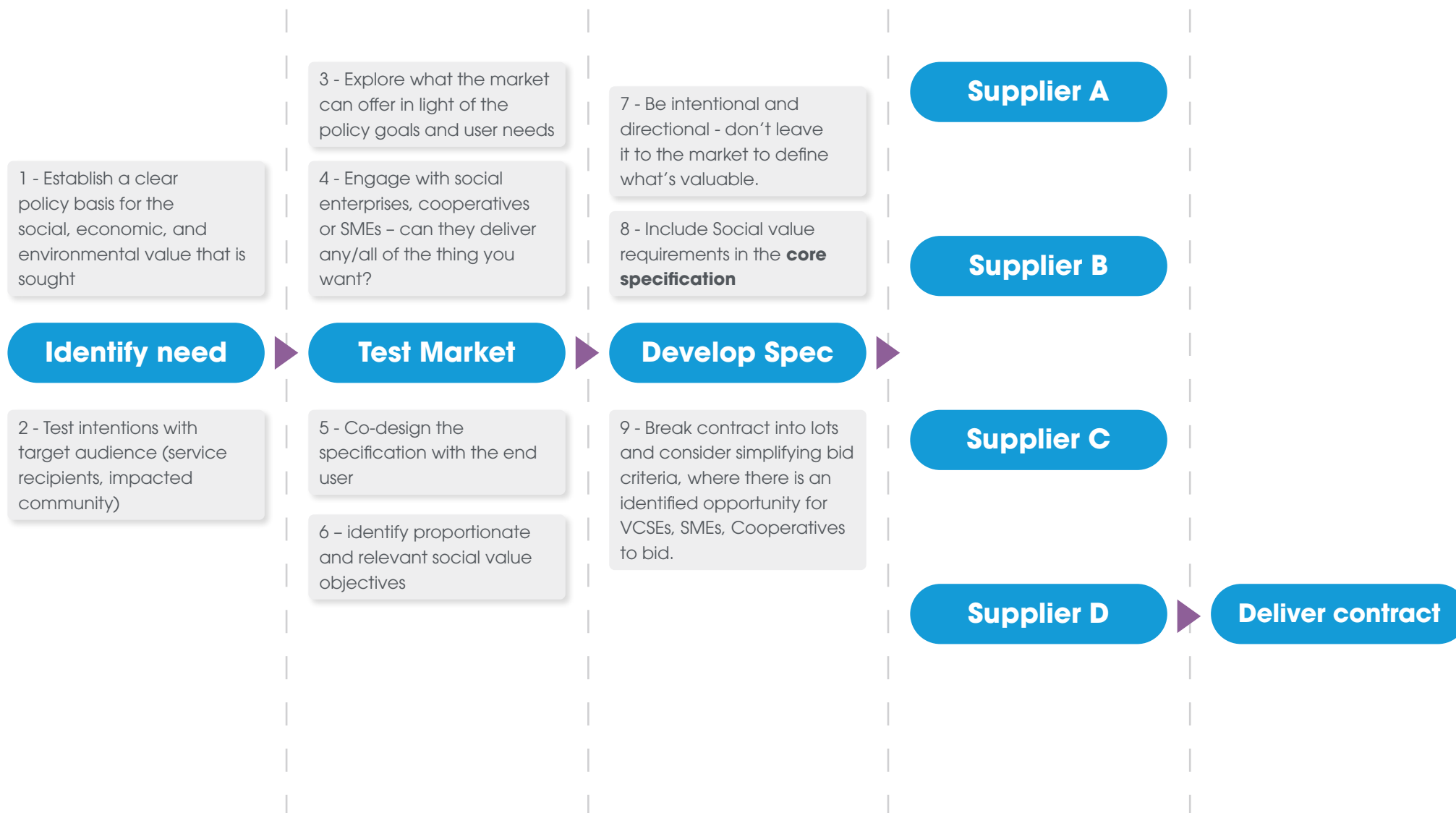
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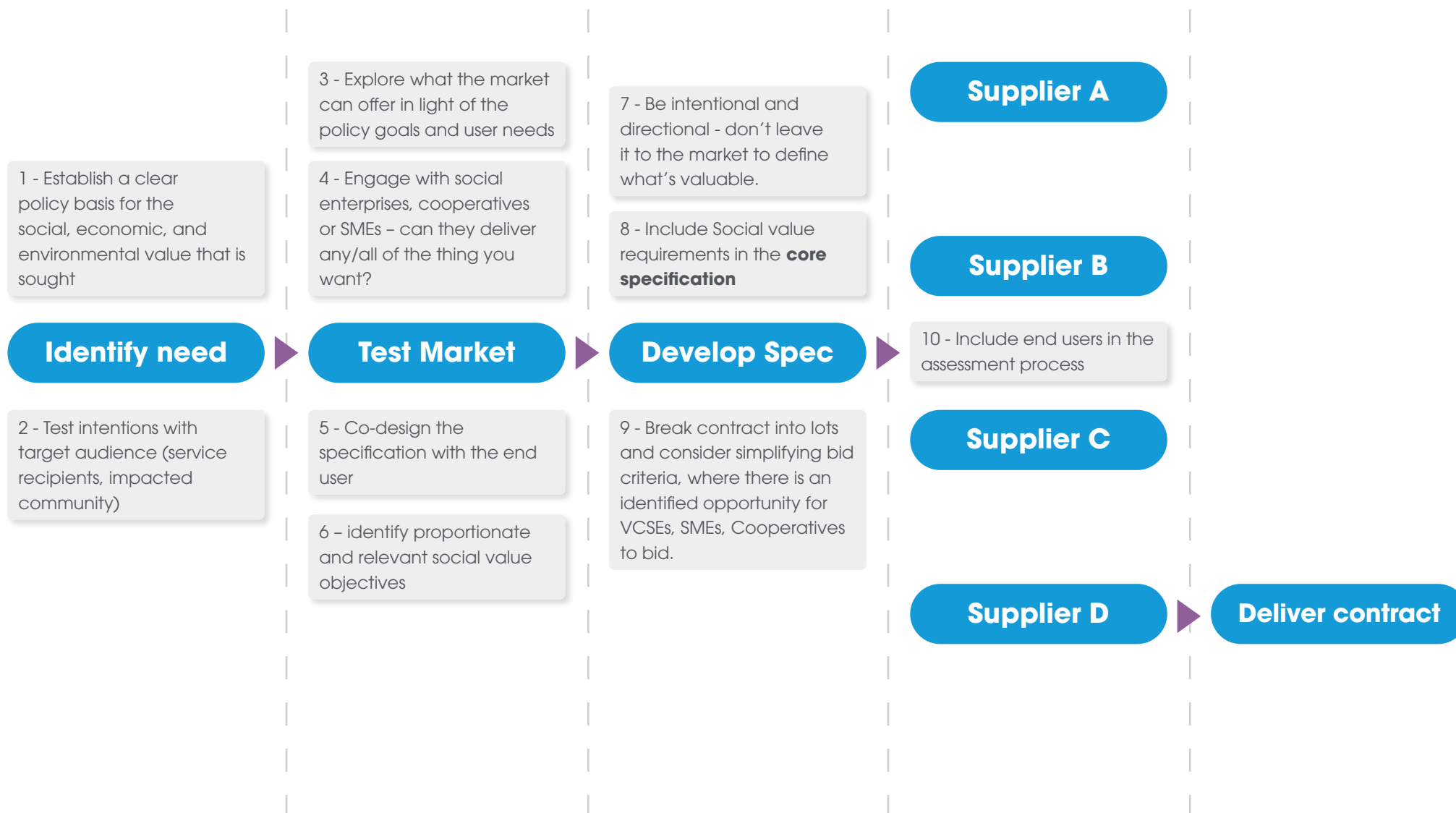
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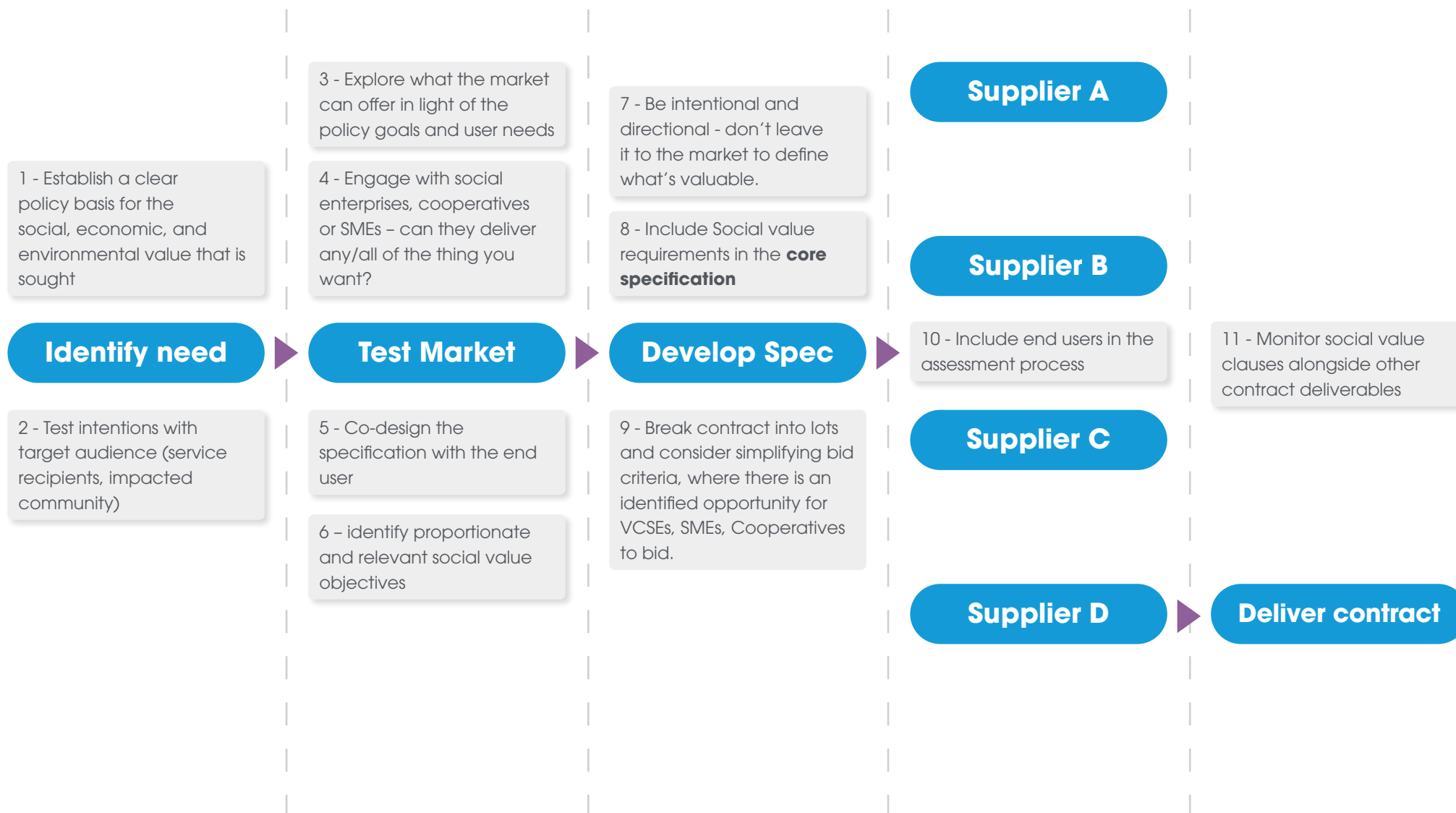
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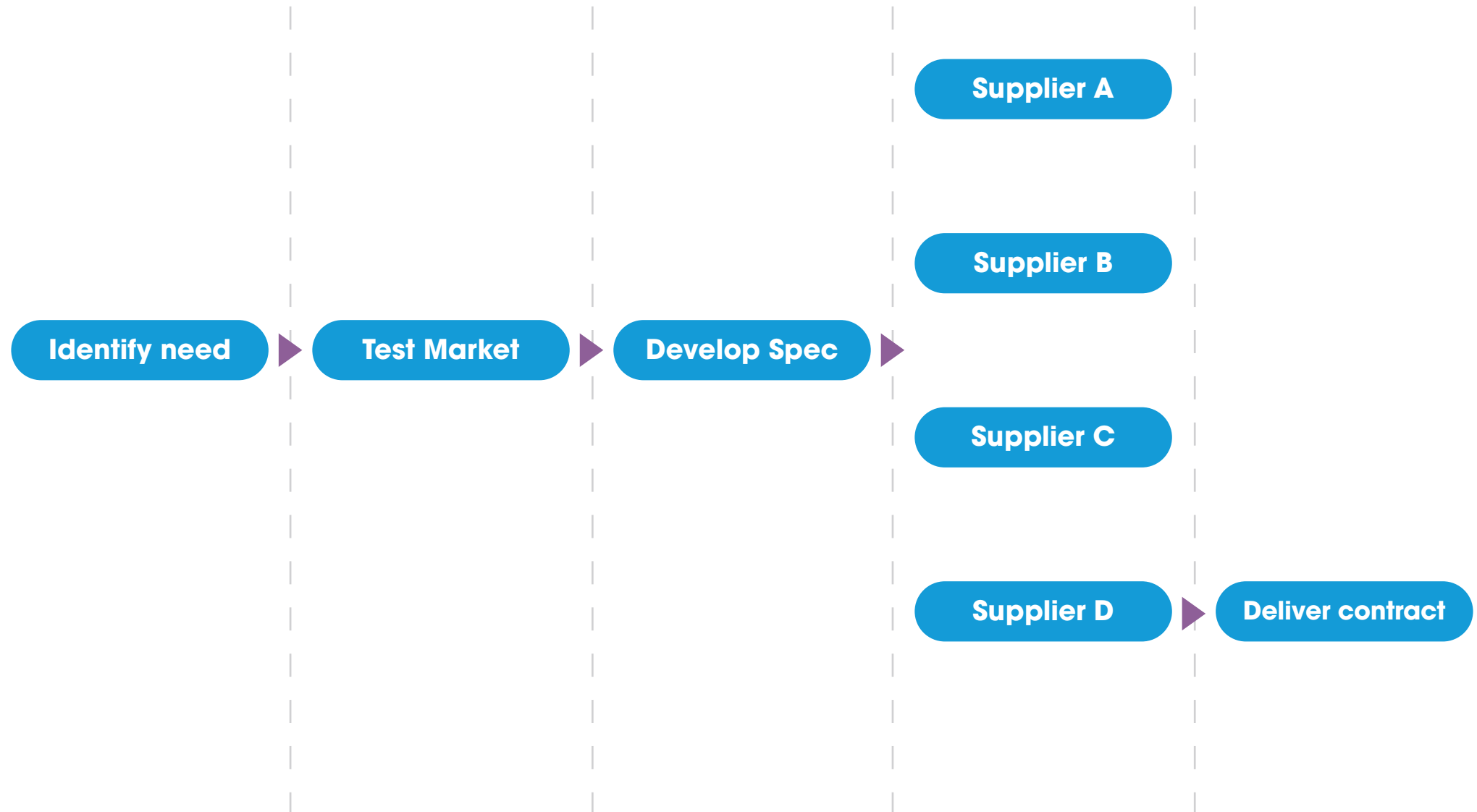


Embedding social value in a competitive process



Embedding Social Value example: Westminster City Council

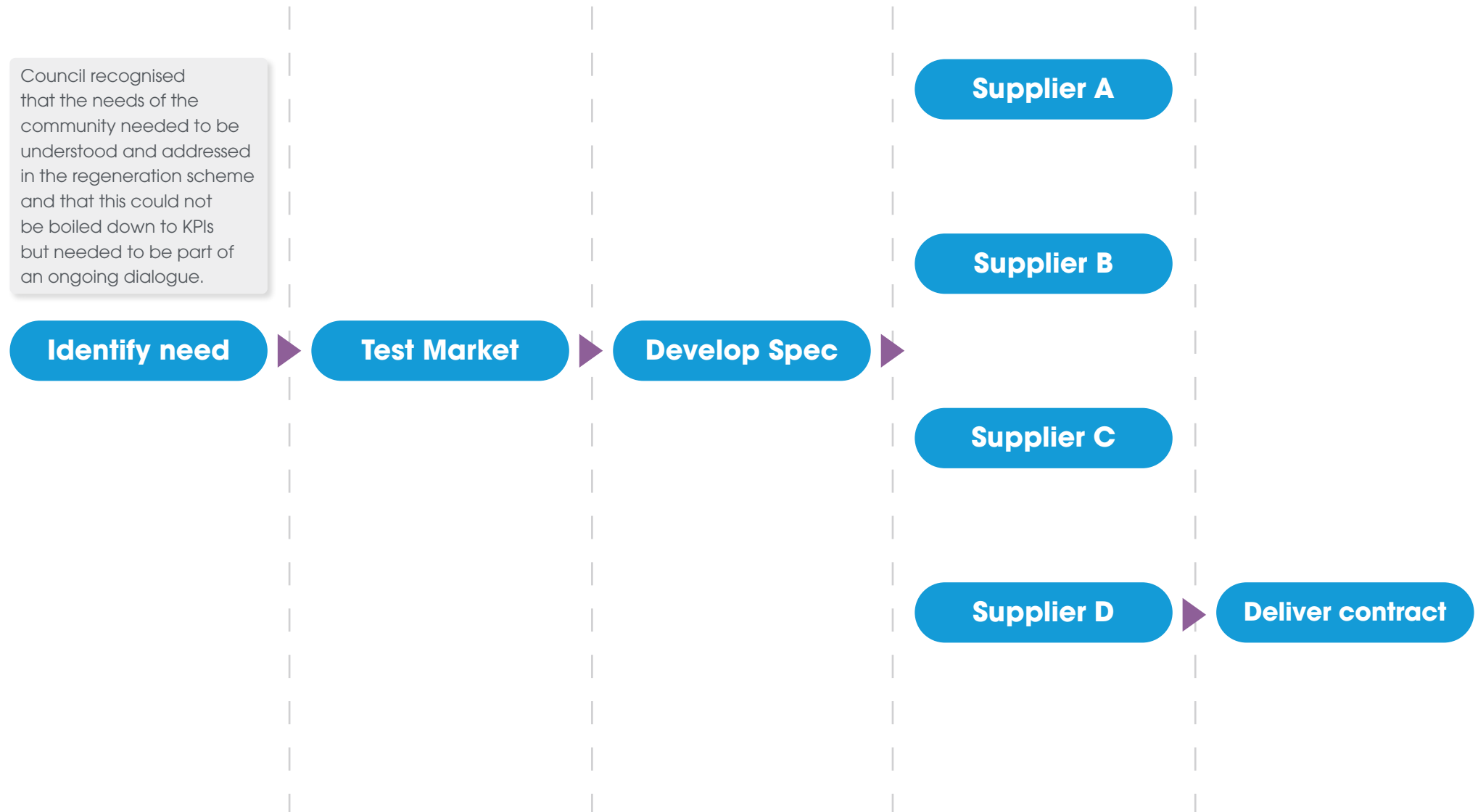
- Church Street Regeneration



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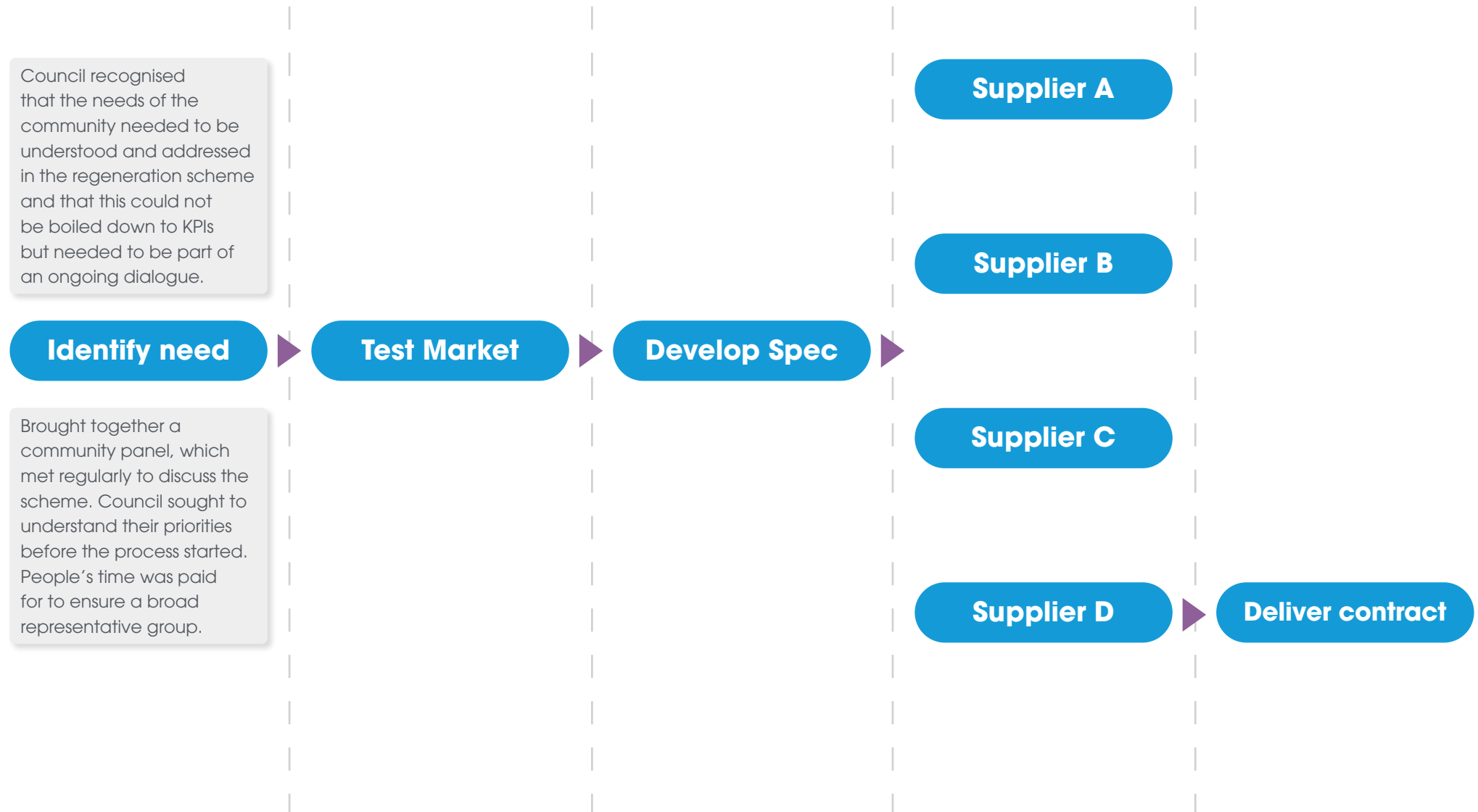
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Council recognised that the needs of the community needed to be understood and addressed in the regeneration scheme and that this could not be boiled down to KPIs but needed to be part of an ongoing dialogue.



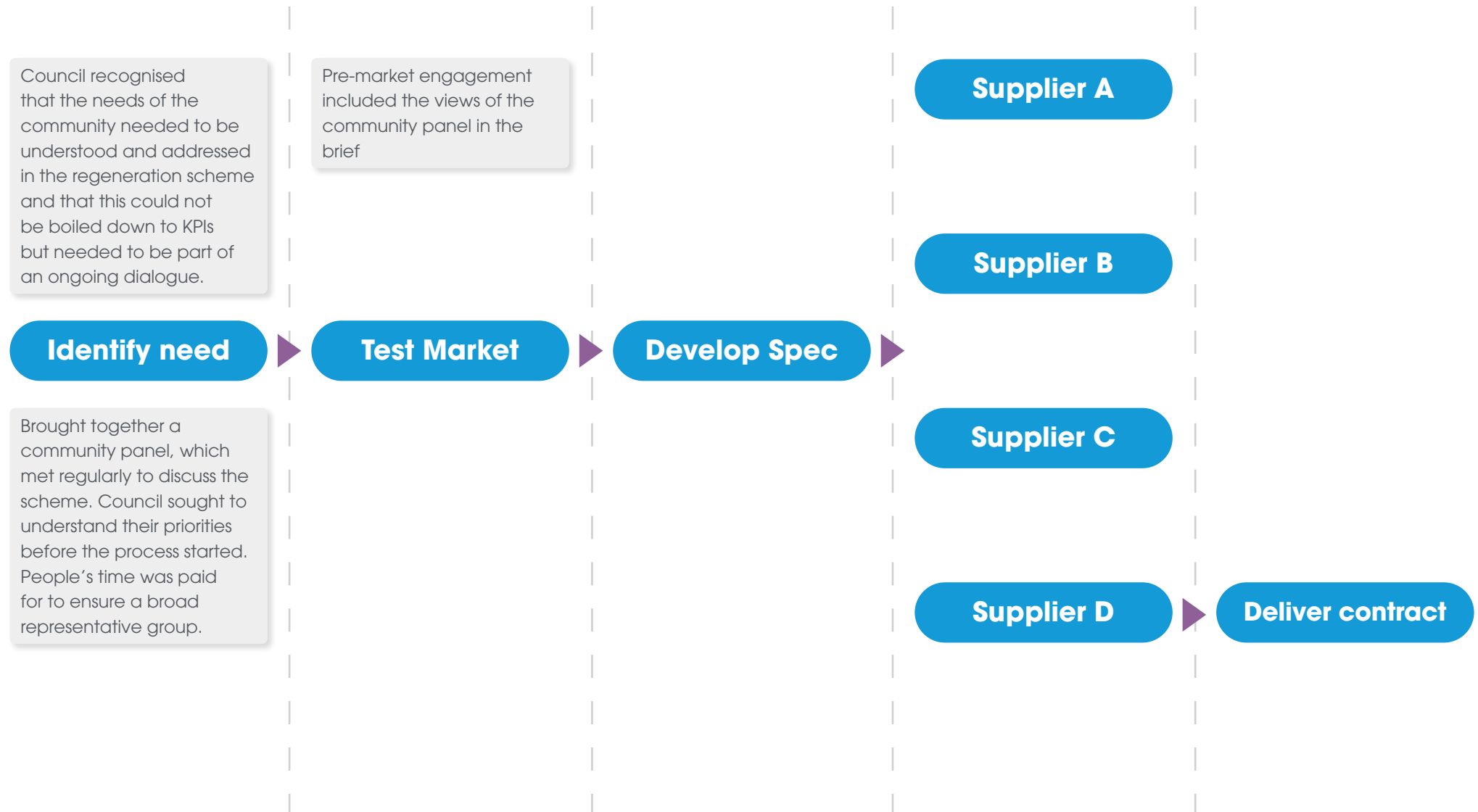
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Tools supporting social value in market purchasing

Tool	Use case	Example
Social Value Rationale	For procurers and commissioners to think through social value opportunity at the very beginning of the process. It serves both as a prompt and as a record of the thinking	Social Value Rationale template (Birmingham) 
Supplier charters	A set of commitments suppliers are asked to commit to when bidding for contracts. Requirements are tailored according to the contract's nature, value and duration.	Westminster Supplier Charter 
Supplier directories	Identifying and engaging suppliers/providers to bid for contracts	Local Directory  (Find it in Birmingham)
Social Enterprise directories	Identifying VCSEs who could be invited to bid for contracts	Social Provider  Directory (Supply Change)
Social Value brokerage	People and/or online platforms that can help local authorities signpost suppliers to community needs	matchmyproject.org  (online SV Brokerage) osep.org.uk  (Local SV brokerage network example)
Measurement Frameworks	Support suppliers and projects to track and articulate their impact. Recommend using frameworks based on personal wellbeing e.g. Measureup and the Social Value Engine	measure-up.org  socialvalueengine.com 

But approaching everything as a competition can obscure the bigger opportunities...

- Not everything is available through a functioning free market
- Sometimes profit isn't the main motivator for partners – many organisations operate for 'common good' purposes – e.g. VCSEs, cooperatives
- Sometimes we can't specify exactly what's needed – we won't know until we start doing
- Sometimes we want to engage and work with a wider range of partners
- Sometimes the impetus to do something is emerging from a community of concern rather than the local authority itself

...in these cases we may need other ways to determine what constitutes Best Value or Maximum Public Benefit, beyond simply competitive tender processes.

We think a relational theory of value can help...

Section 3 – Delivering Social Value through Collaboration

The following section explores the delivery of social value in complex social systems in more detail. It covers:

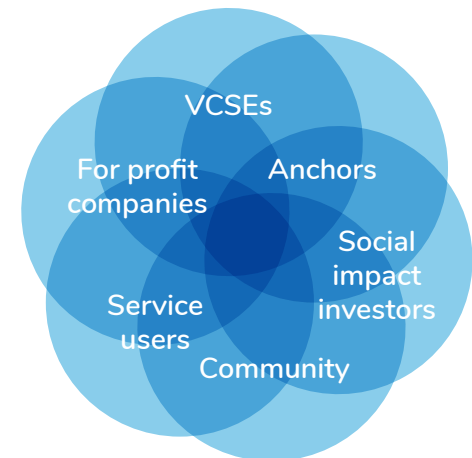
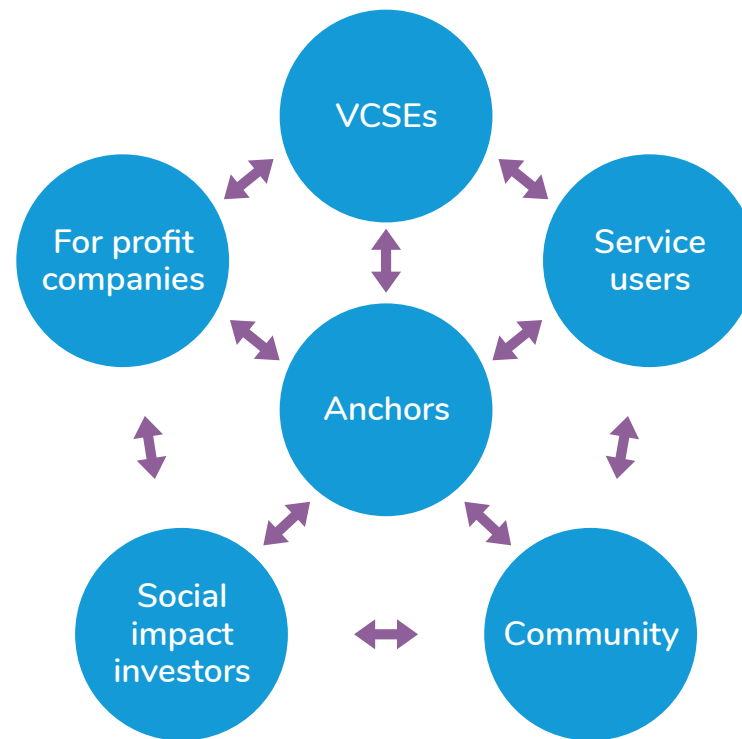
- Theory of Collaboration – Commissioning in Complex Social Systems [↗](#)
- Collaborative Mindset – relational process [↗](#)
- Collaborative Mindset – identifying the right structures and partners for ‘emergent’ value [↗](#)
- Wigan Ethical Homecare Framework – creating systemwide collaboration through relational ‘imperatives’ [↗](#)
- Identifying the right collaborators – assessing relational imperatives [↗](#)
- Collaboration Case Studies – in depth [↗](#)
- Relational commissioning tools and pathways [↗](#)



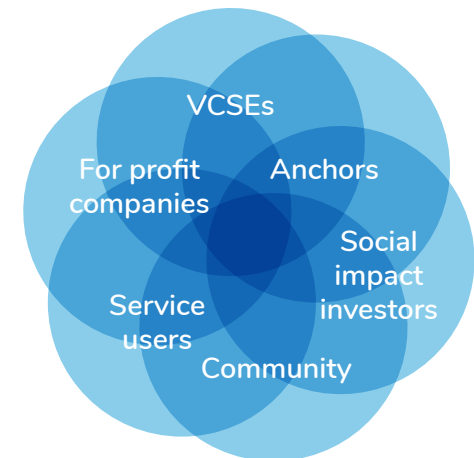
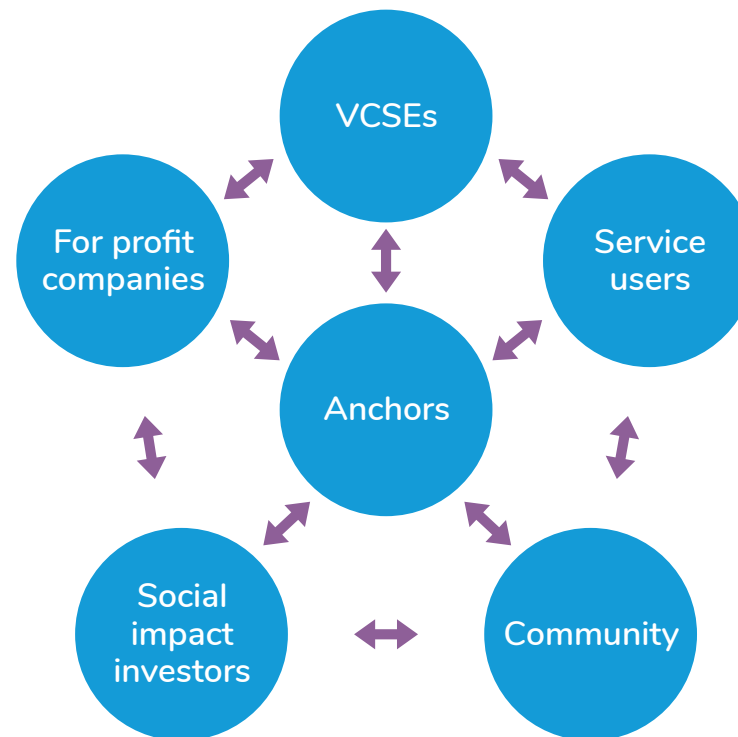
Theory of Collaboration – Commissioning in Complex Social Systems

- The CCIN follows a set of values drawn from the cooperative movement: self-help, self-responsibility, democracy, equality, equity, and solidarity.
- These are all relational qualities and point towards a shared conception of the 'common good'.
- The science of complex systems tells us that the world is infinitely complex and interrelated.
- A systems theory perspective on value recognises that value is not something located in things or people, but is created through an emergent process as people, organisations and things relate to one another.
- It follows that:
 - the starting point for creating any value is the **existence of a relationship**
 - The **qualities of that relationship** determine whether the value that emerges will be positive (generative) or negative (degenerative)
 - There is **contagion, and emergence** in system relationships – i.e. positive relationships self-perpetuate by creating the conditions for more positive relationships to emerge.
 - Therefore, if we are looking to generate lasting and generative social value then **setting the conditions for the right kinds of relationships should be the first concern.**

Collaborative mindset – relational process



Collaborative Mindset – identifying the right structures and partners for ‘emergent’ value



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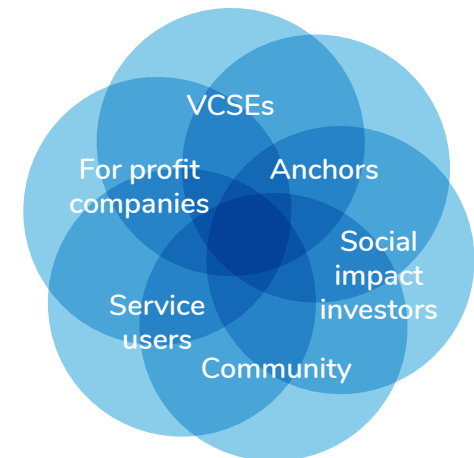
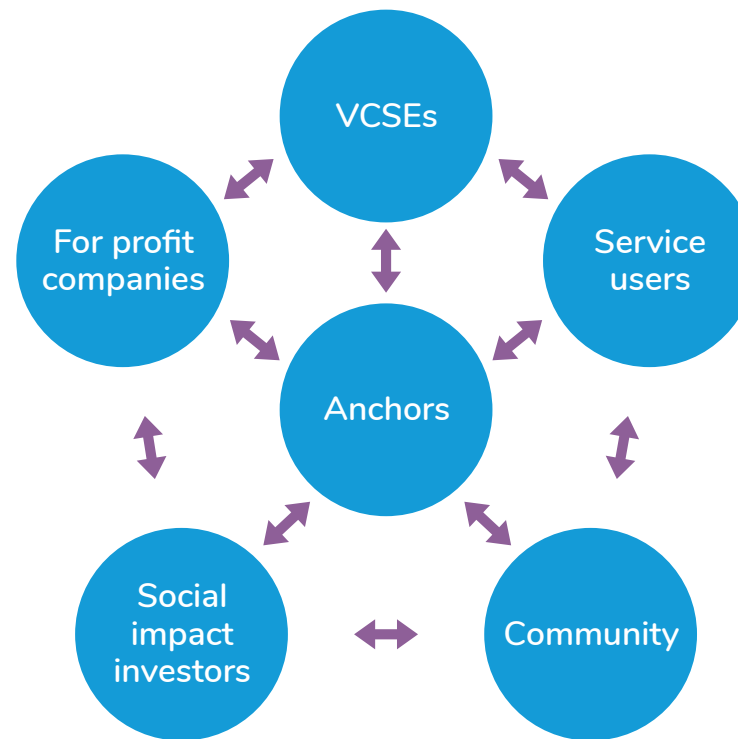
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Strategy/Policy priorities

Community strength/need

Assets and resources

System Conditions



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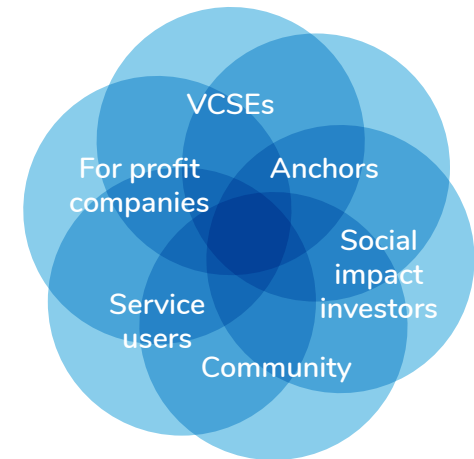
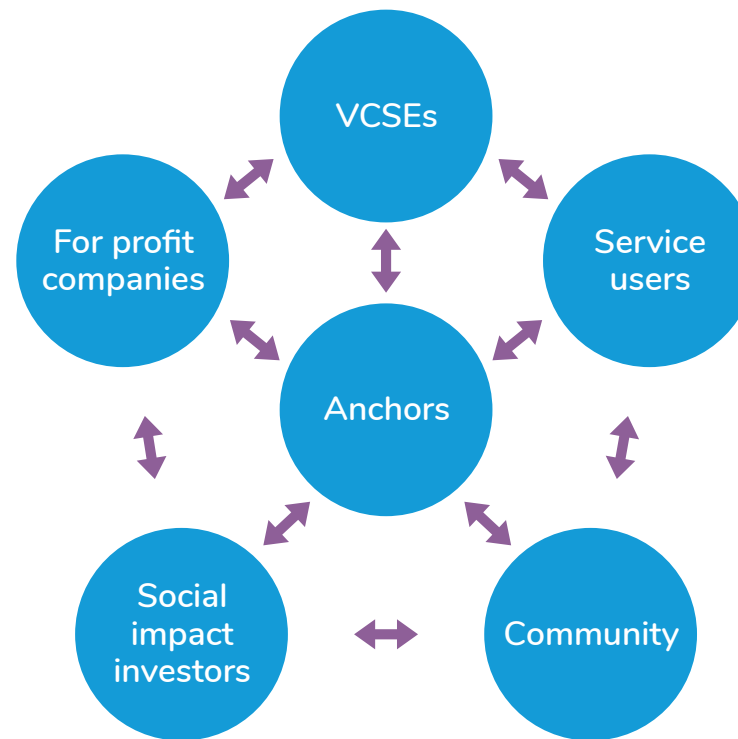
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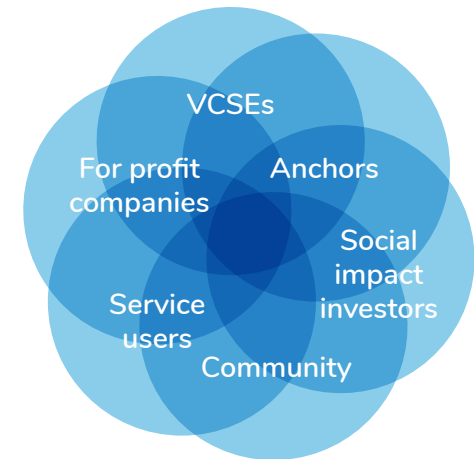
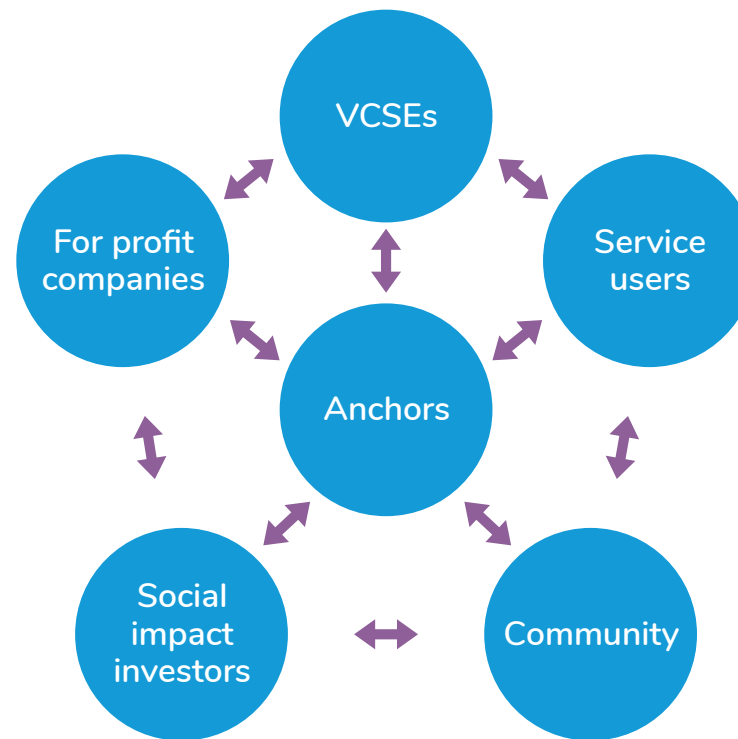
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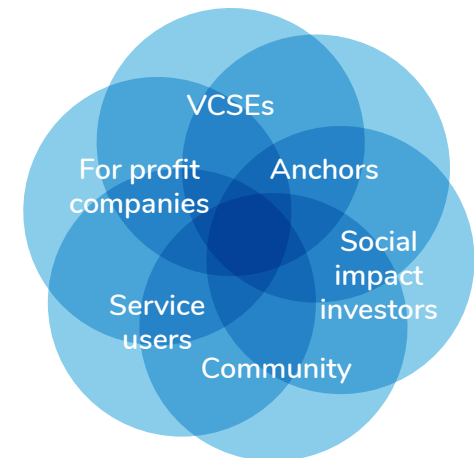
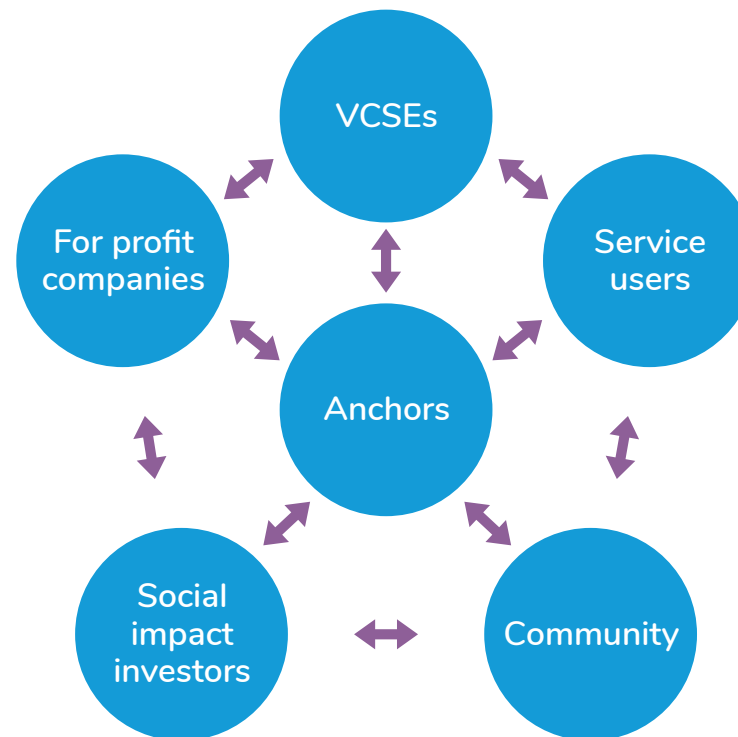
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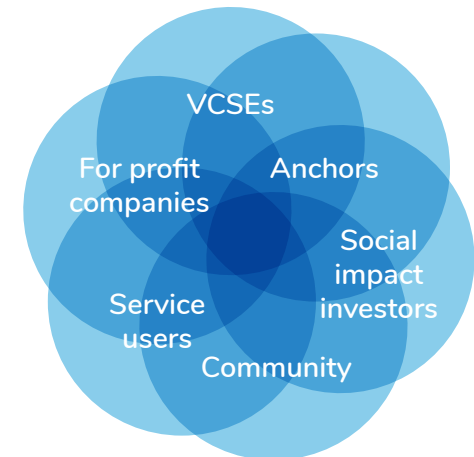
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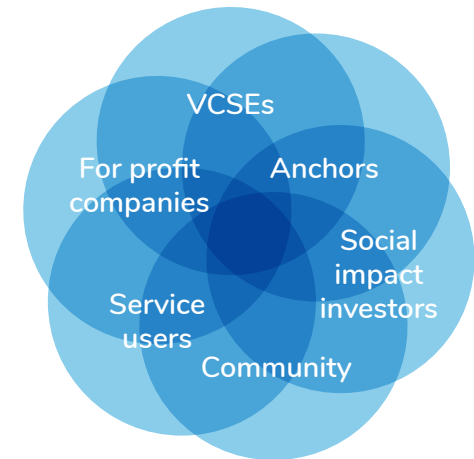
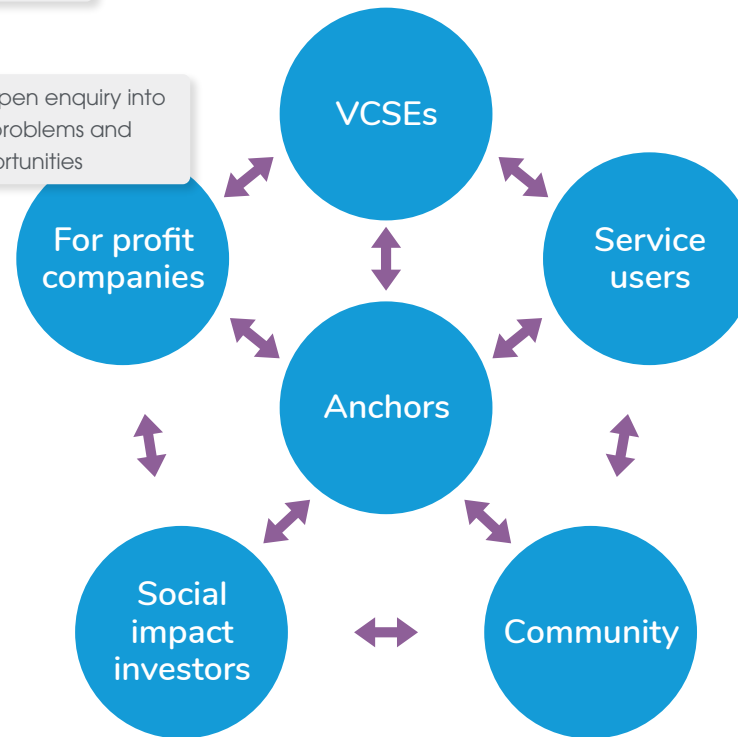
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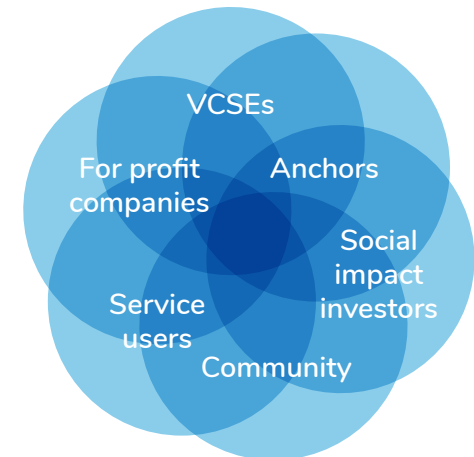
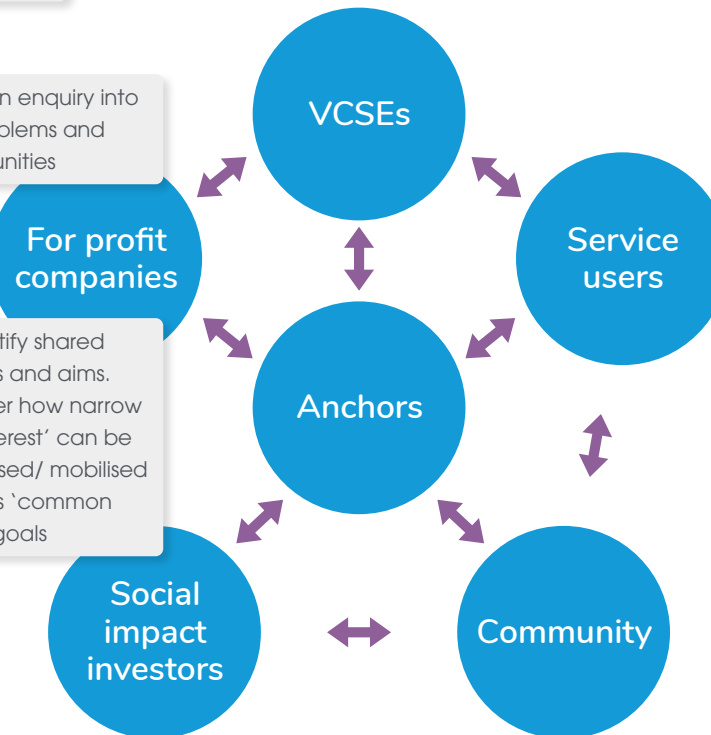
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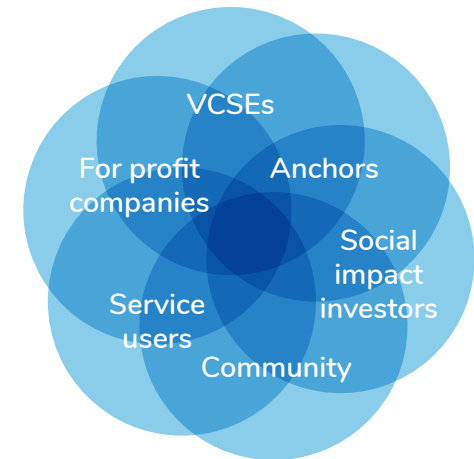
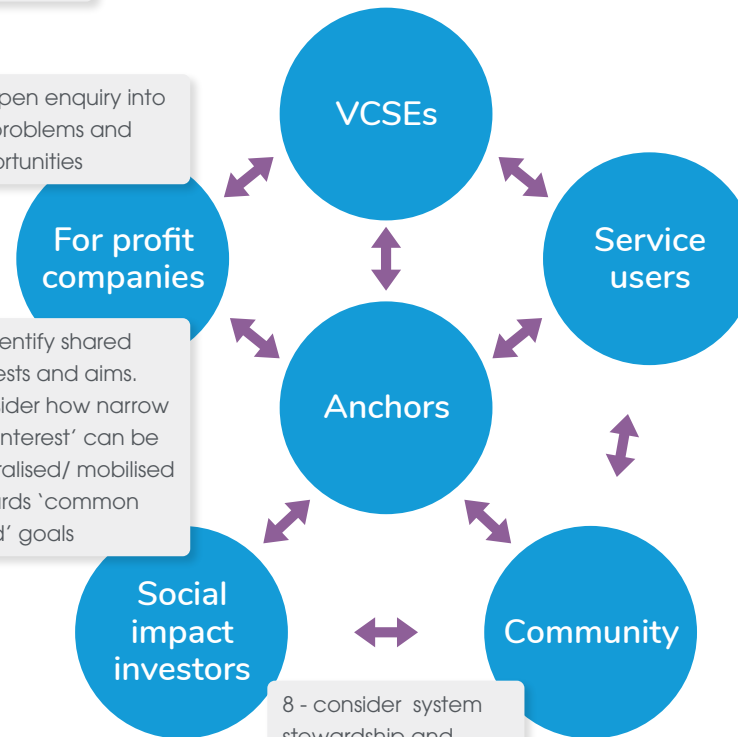
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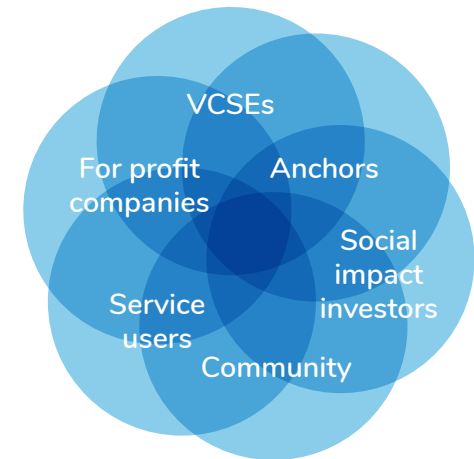
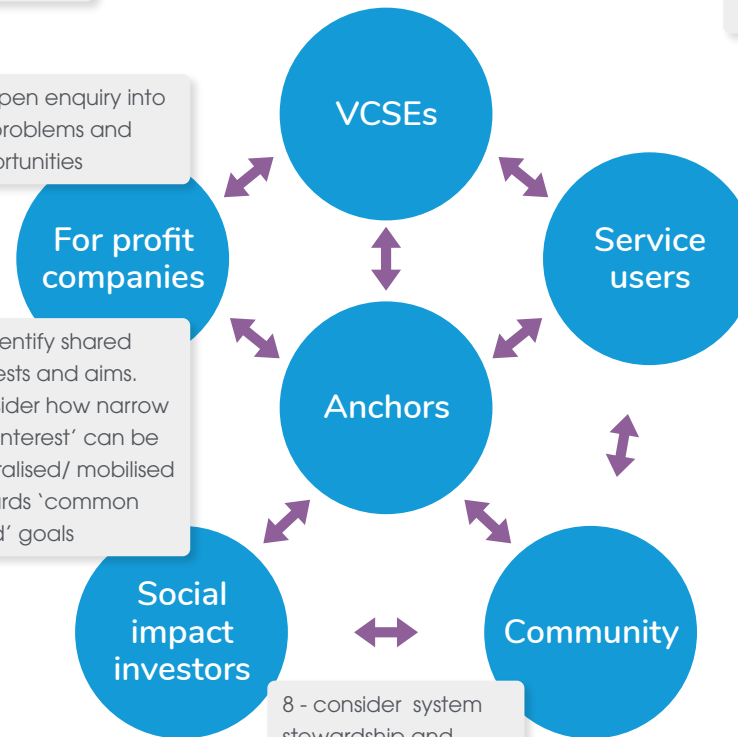
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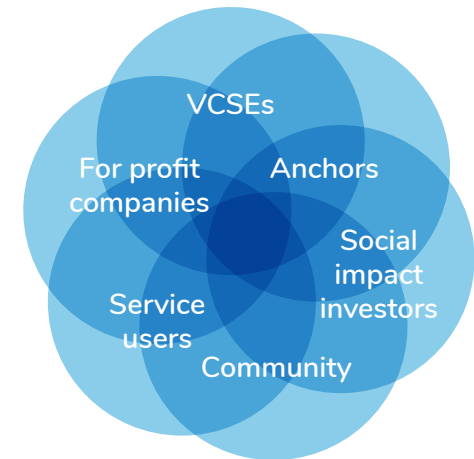
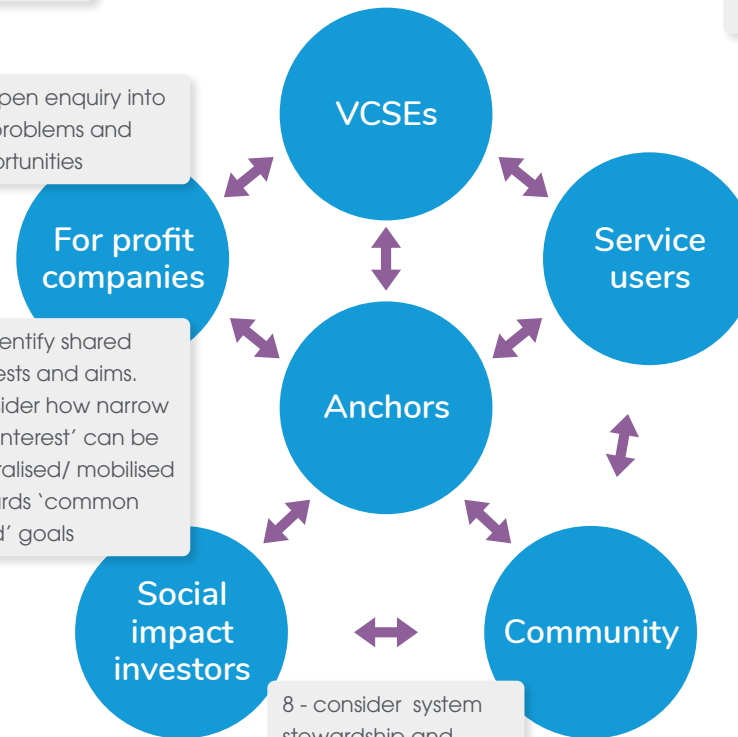
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10 - Establish flexible governance and legal agreements that can evolve to amplify what works well and dampen what doesn't



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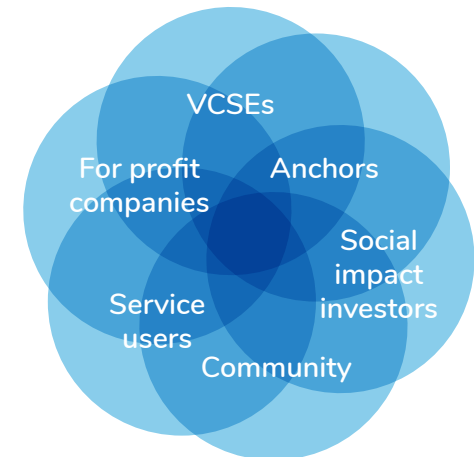
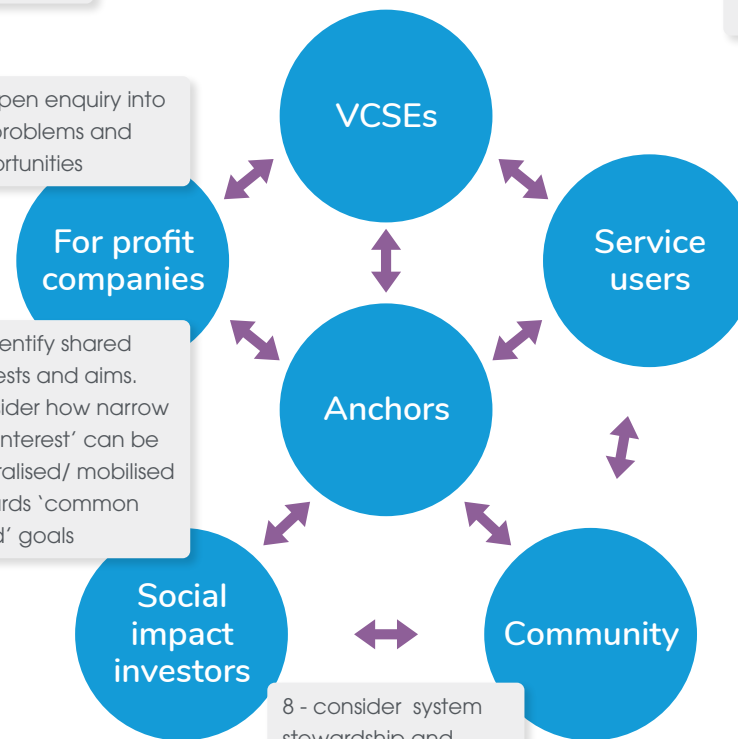
7 - Identify shared interests and aims. Consider how narrow 'self-interest' can be neutralised/ mobilised towards 'common good' goals

8 - consider system stewardship and subsidiarity – how/ where should vision be held and decisions be made?

9 - Select partners based on 'relational imperatives' - shared commitments and necessary capabilities

10 - Establish flexible governance and legal agreements that can evolve to amplify what works well and dampen what doesn't

11 - Monitor progress towards shared goals with curiosity and transparency



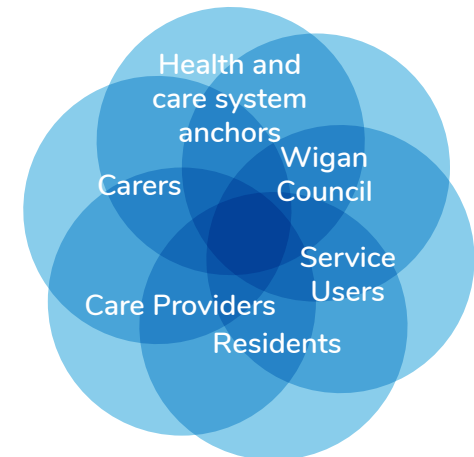
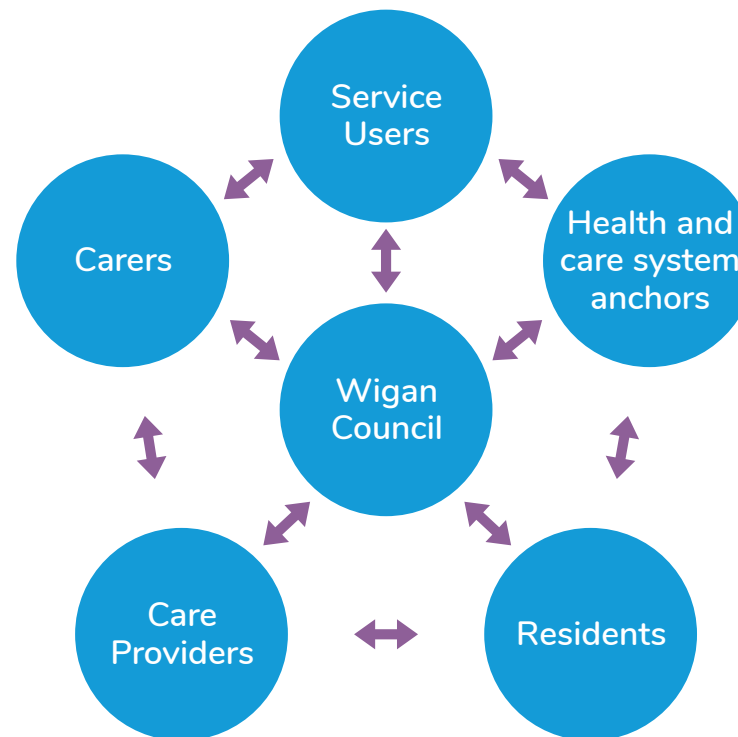
Wigan Ethical Homecare Framework – creating systemwide collaboration through ‘social value imperatives’

Need to repair broken care market

Wigan Values – codevelop solutions with communities

Influencing social and economic determinants of health

Strengthening employment conditions in care



Wigan Ethical Homecare Framework – creating systemwide collaboration through ‘social value imperatives’

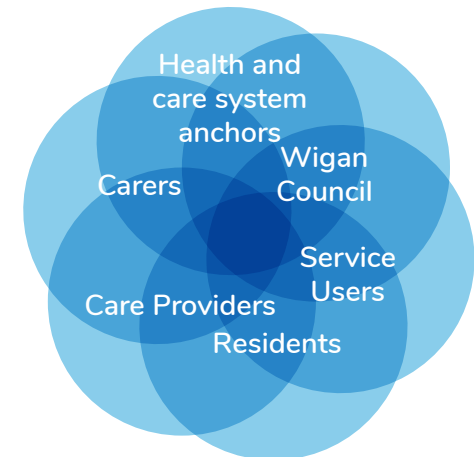
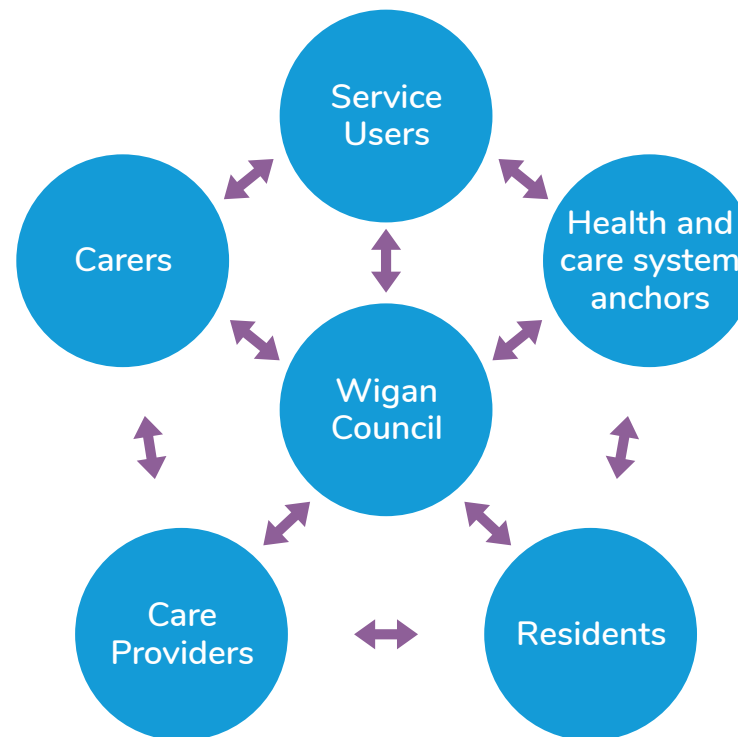
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to repair broken care market

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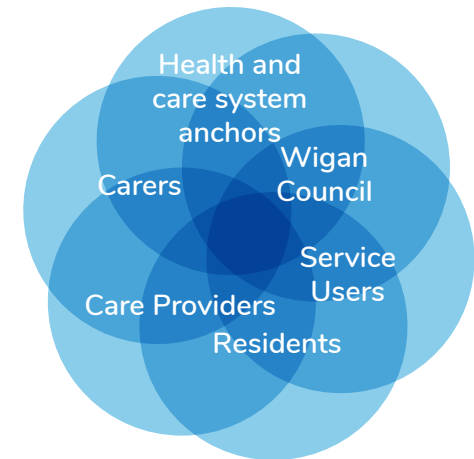
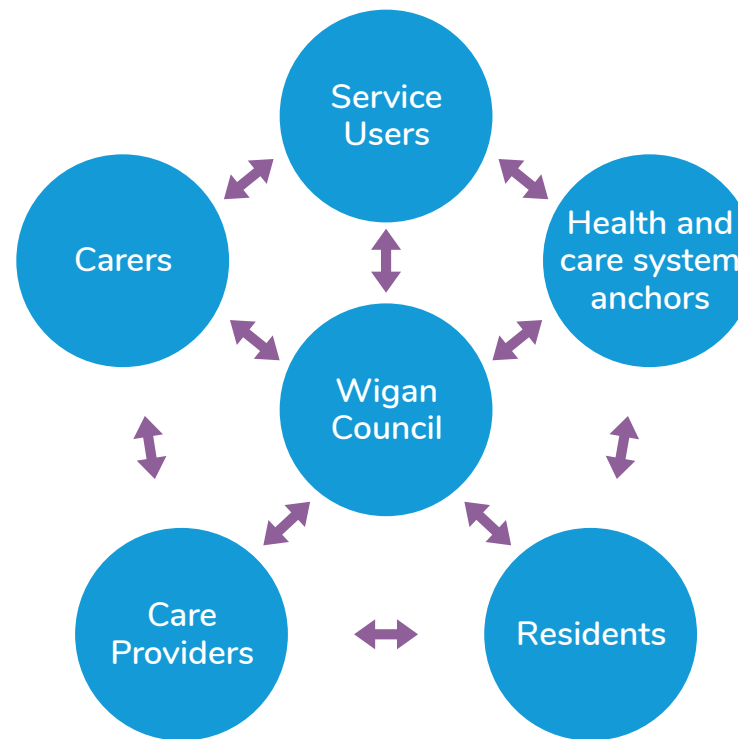
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Addressing social and economic determinants of health

Strengthening employment conditions in care



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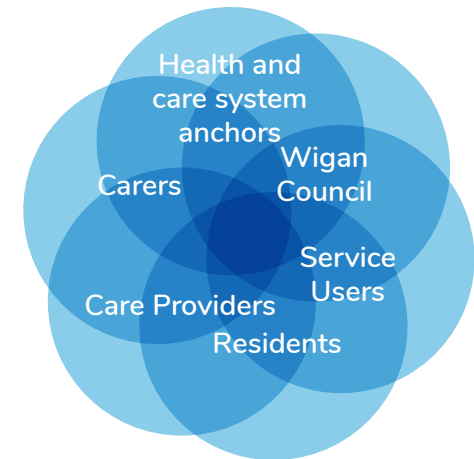
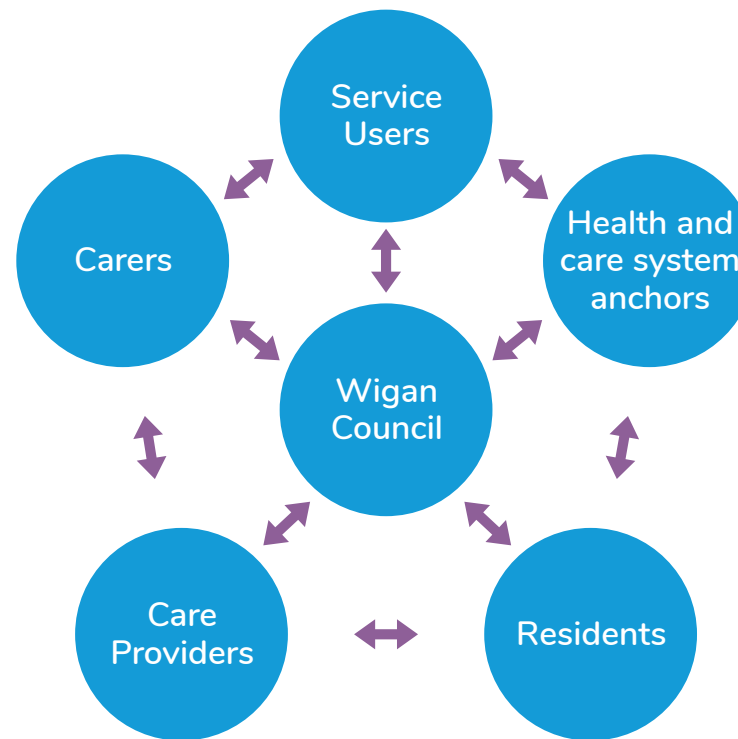
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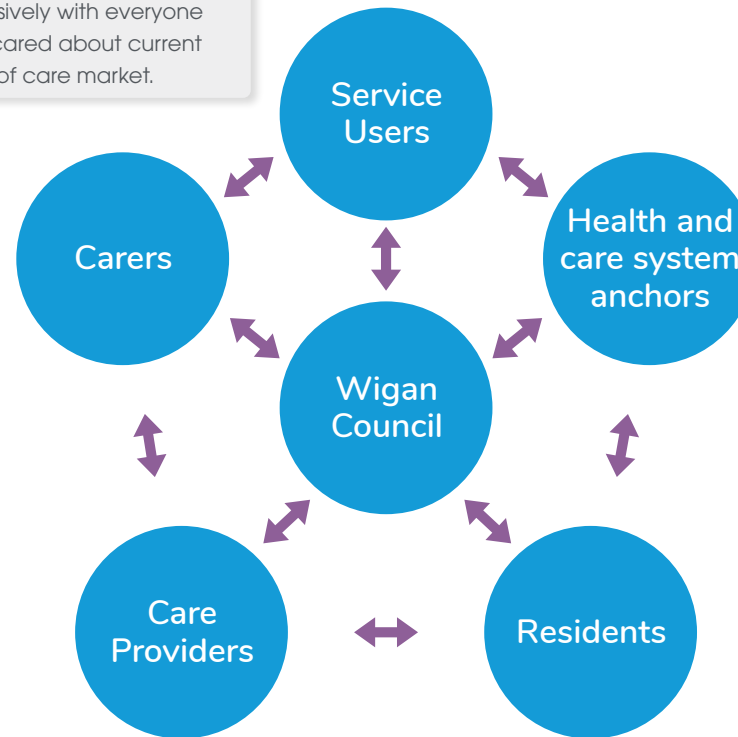
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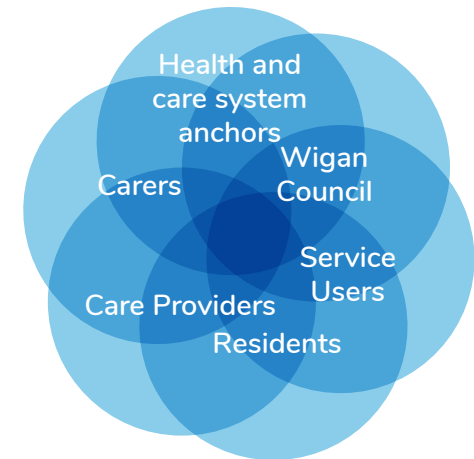
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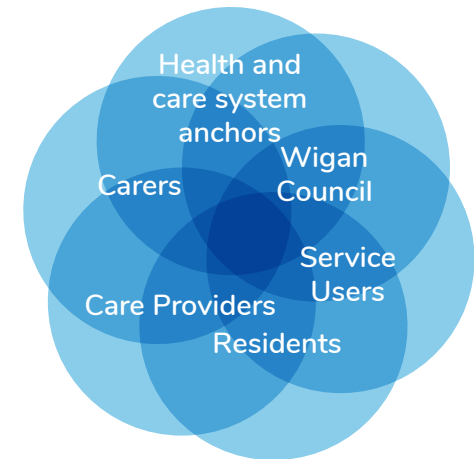
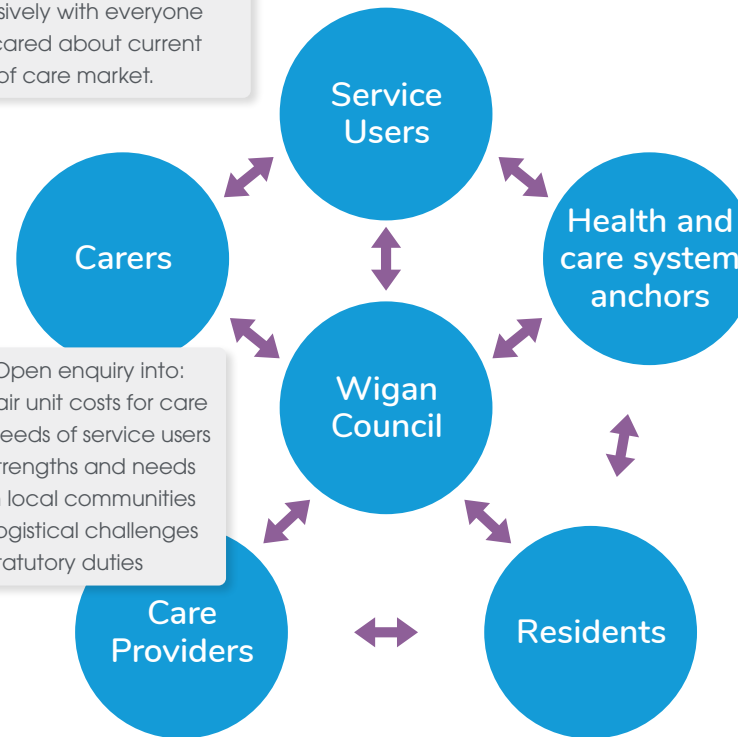
Strengthening payment conditions in care

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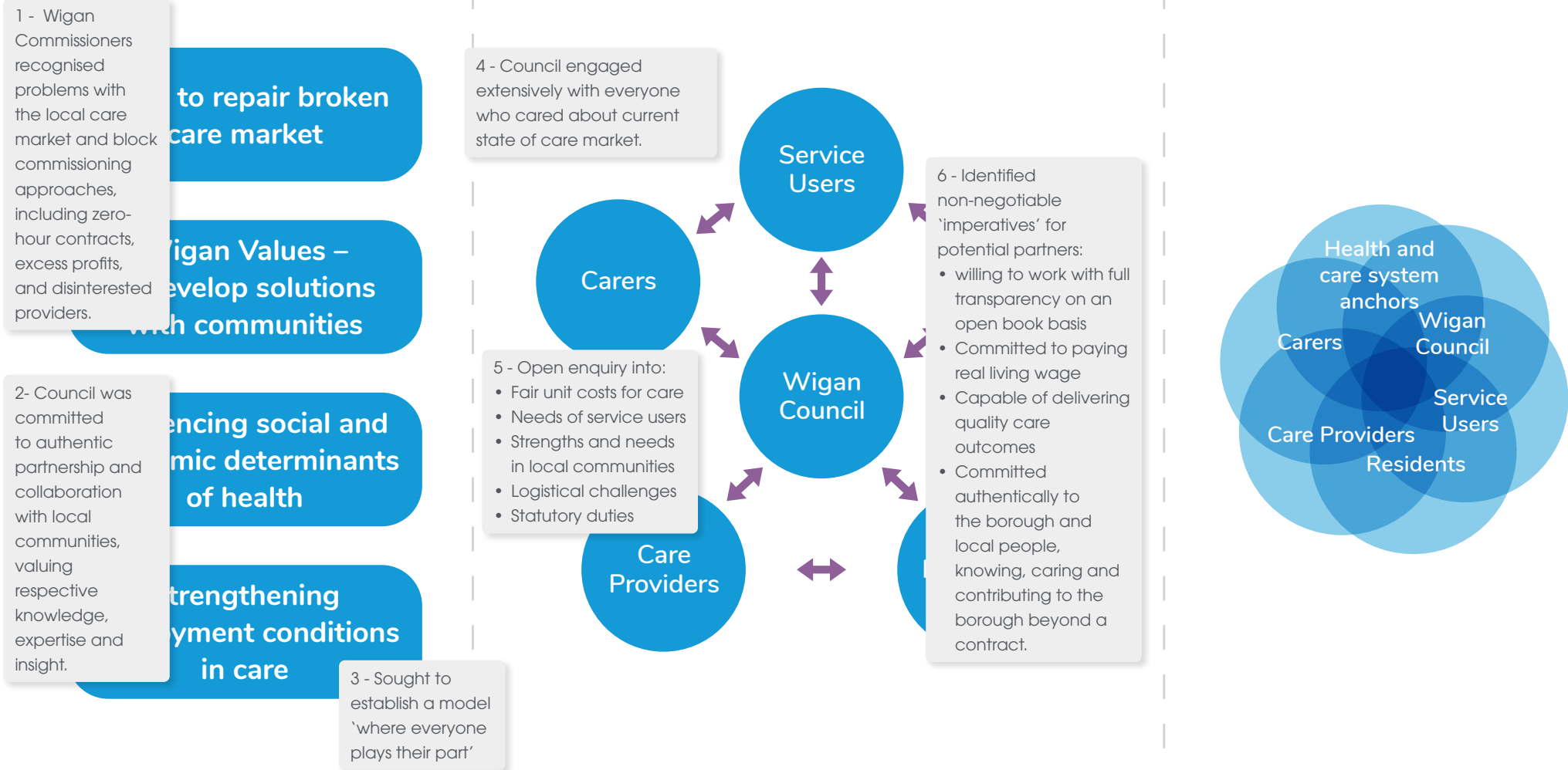
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- Strengths and needs in local communities
- Logistical challenges
- Statutory duties



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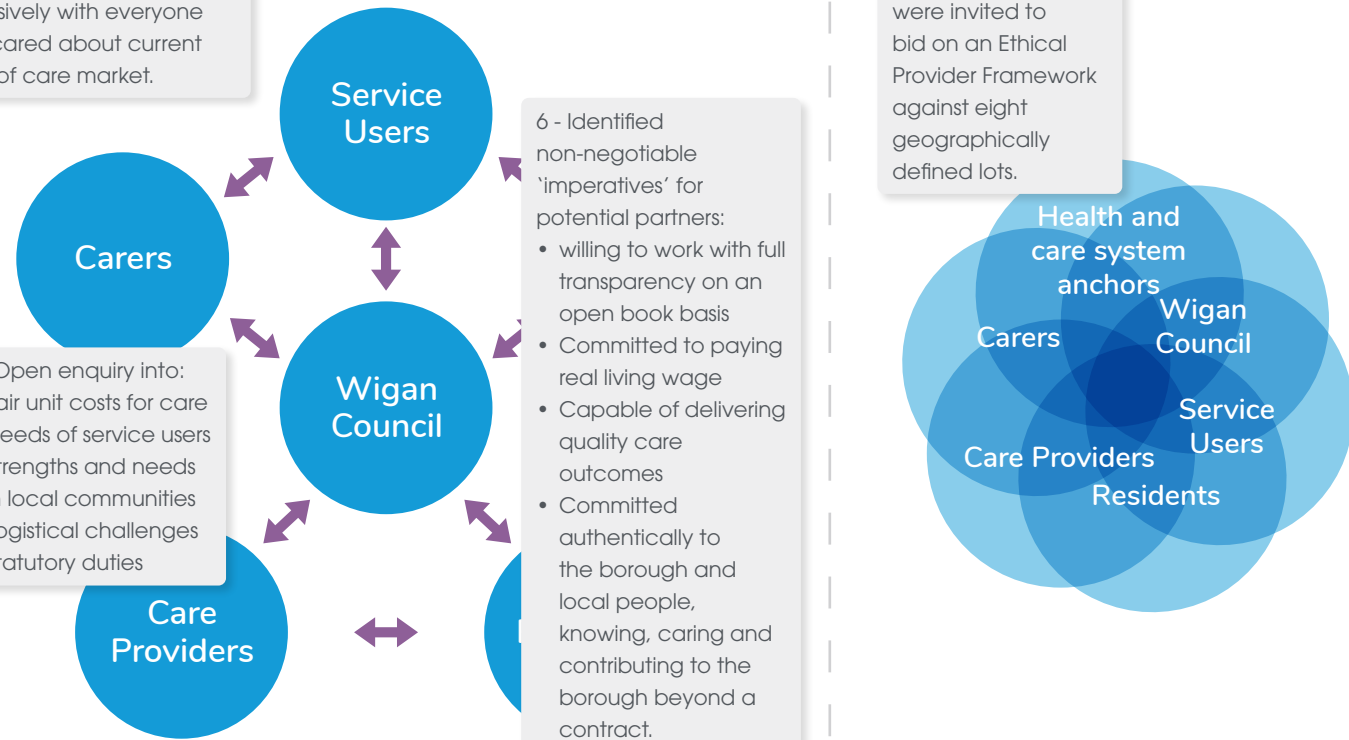
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- willing to work with full transparency on an open book basis
- Committed to paying real living wage
- Capable of delivering quality care outcomes
- Committed authentically to the borough and local people, knowing, caring and contributing to the borough beyond a contract.

7 - Providers were invited to bid on an Ethical Provider Framework against eight geographically defined lots.



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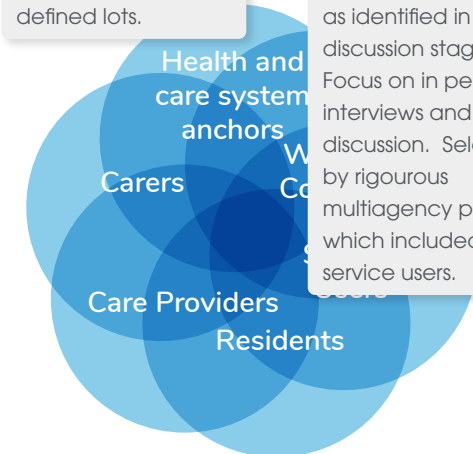
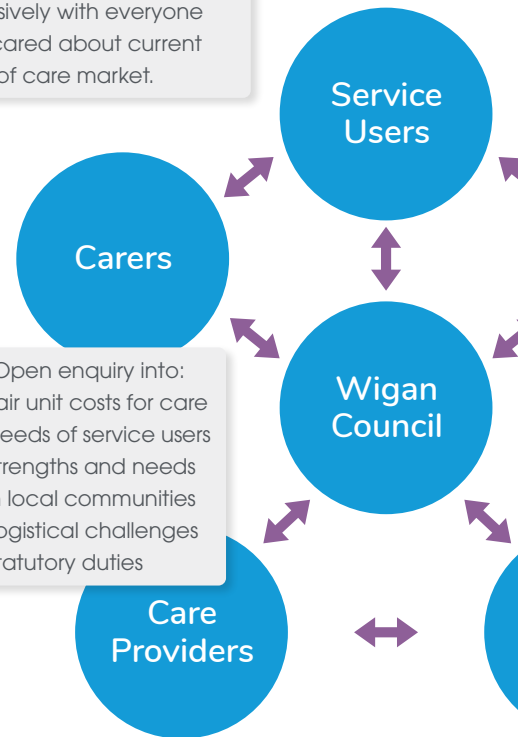
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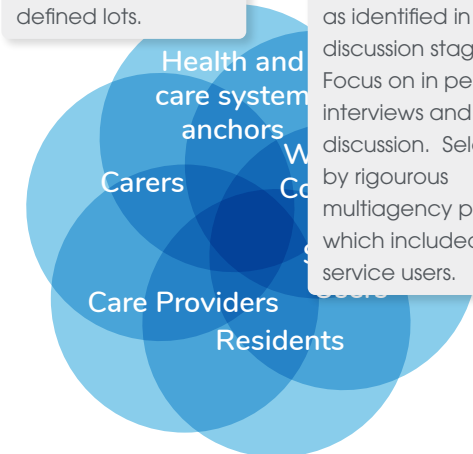


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9 - Social Value delivered (10 years on):

- No waiting lists for home care
- Highest CQC rated homecare services in North West
- Improved recruitment and retention of staff
- Diversified workforce – 50% under 30 years old
- 86% of workforce live in the place where they are delivering care.
- Collaborative rather than competitive provider relationships
- Reduced travel times and carbon footprint for care workers

Identifying the right collaborators – assessing relational ‘imperatives’

- As demonstrated in the Wigan example, collaborative commissioning needs a shift from assessing ‘added social value’ to testing for the non-negotiable ‘imperatives’ that will set the right relational conditions for effective collaboration.
- We should put greater emphasis on these relational imperatives rather than promised outputs and test for **qualities not quantities**.
- For example, in identifying partners for the delivery of a public service contract, assessment could focus on the extent to which a provider can demonstrate these qualities:
 - dedication, as an organisation, to the **purpose** of the service
 - proven **capability** and **capacity** in relevant service delivery
 - **high quality standards** by professed commitment and actual implementation
 - Individual leaders and service providers exhibiting **personal commitment** and **dedication** to the service’s purposes
 - **knowledge** of the needs in respect of which, and **ENGAGEMENT** with the community for which the service is provided
 - a commitment to **co-operation** and **collaboration** with the commissioner and all other organisations with roles in relation to the service area
 - a commitment to **transparency**, so the relationship between resources, costs and reasonable surplus/profit is apparent
 - a **progressive methodology** focused on community consultation,
 - a commitment to **general social responsibility**, maximising broader public policy social value priorities
 - **credibility** in the demonstration of its inherent and continuing commitment

See E3M Social Value Imperatives for further discussion: e3m.org.uk/social-value-imperatives 

This is also referred to as a social licensing approach – [see example](#) 

Collaboration case studies – in depth

Although the examples are all very different, there are some key features which distinguish these relational, collaborative approaches. They all...

- started with a recognition that something needed to change
- recognised the system as was complex and interconnected
- recognised the importance of establishing relationships based on mutual interest
- recognised the importance of exploring wide range of perspectives
- allowed different actors to work from, and contribute based-on, their strengths
- enabled a dynamic interaction of different parts of the system towards common good goals
- innovated and adapted to new opportunities
- stewarded the vision through shared governance
- leveraged a wider range of resources
- achieved deep and transformational social value outcomes

**Plymouth Complex
Needs Alliance** [🔗](#)

**Leicestershire
Children's Innovation
Partnership** [🔗](#)

**Oxford Growing the
Social Economy** [🔗](#)

**Cooperative Network
Infrastructure** [🔗](#)

**Wigan Ethical
Homecare Framework** [🔗](#)

**Hackney Antiracist
Commissioning** [🔗](#)

**MOPAC Alliance
Commissioning** [🔗](#)

**Manchester
Regeneration
Frameworks** [🔗](#)

Relational commissioning tools and pathways

Relational Tool	Competition models	Collaboration models
Social Value Imperatives	A set of values, behaviours, principles and that set the conditions for participation	e3m.org.uk/social-value-imperatives 
PA 23 Competitive flexible procedure	Contracting authorities can tailor procurement processes towards goals/missions and codesign	gov.uk/government/publications/the-official-procurement-act-2023-e-learning/module-4-competitive-flexible-procedure 
Alliance Contracts	Outcome-based multi-stakeholder public service contracts	theplymouthalliance.co.uk 
Thin Layer Cooperative	Trading relationships can be iteratively governed through cooperative rather than multiple contracts	cni.coop/about 
Relational Contract	Assess and prioritise right values and behaviours over tightly specified outputs	golab.bsg.ox.ac.uk/the-basics/relational-contracting 
Innovation Partnership	Procurement process for the development of new products or services and mechanisms for profit sharing	single-market-economy.ec.europa.eu/system/files/2021-11/GROW_C2_innovation_partnership_210901.pdf 
Community land trust	Non-profit organisation that holds land on behalf of a place-based community, while serving as the long-term steward	communitylandtrusts.org.uk/about-clts/what-is-a-community-land-trust-clt 
Public Commons Partnerships	Participative, democratic models for the management of assets and public services	in-abundance.org/reports/commoning-the-public-translating-european-new-municipalism-to-the-uk-context 

Section 4 – Enabling Transformative Social Value in Councils

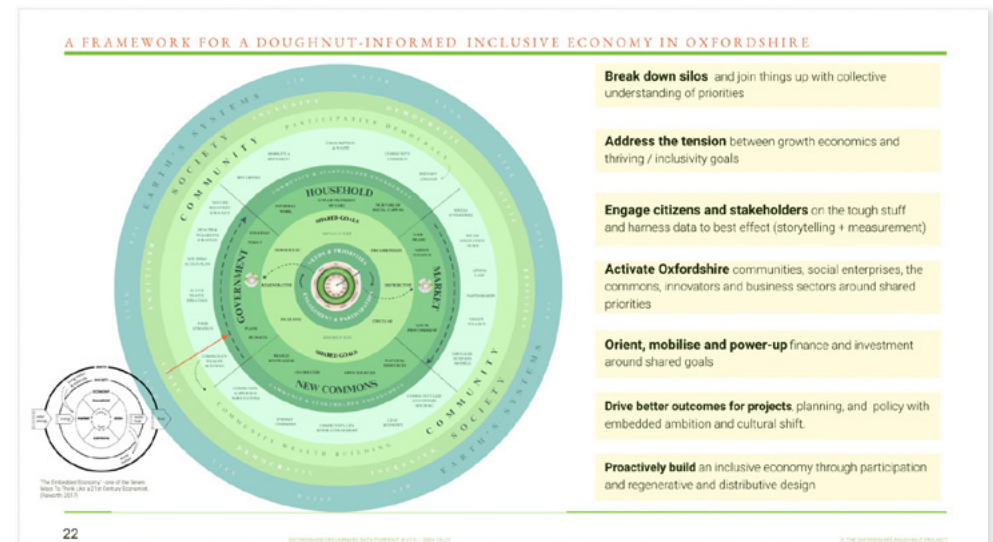
The following section explores the steps councils and the CCIN can take to move towards the approaches outlined. It covers:

- [Setting Enabling Policy Frameworks](#) 
- [Mindset and Culture Shifts](#) 
- [Skills and People](#) 
- [Recommendations – CCIN Member Councils](#) 
- [Recommendations – CCIN Network](#) 
- [Prototype ‘Common Good’ supplier framework](#) 
- [References and further reading](#) 



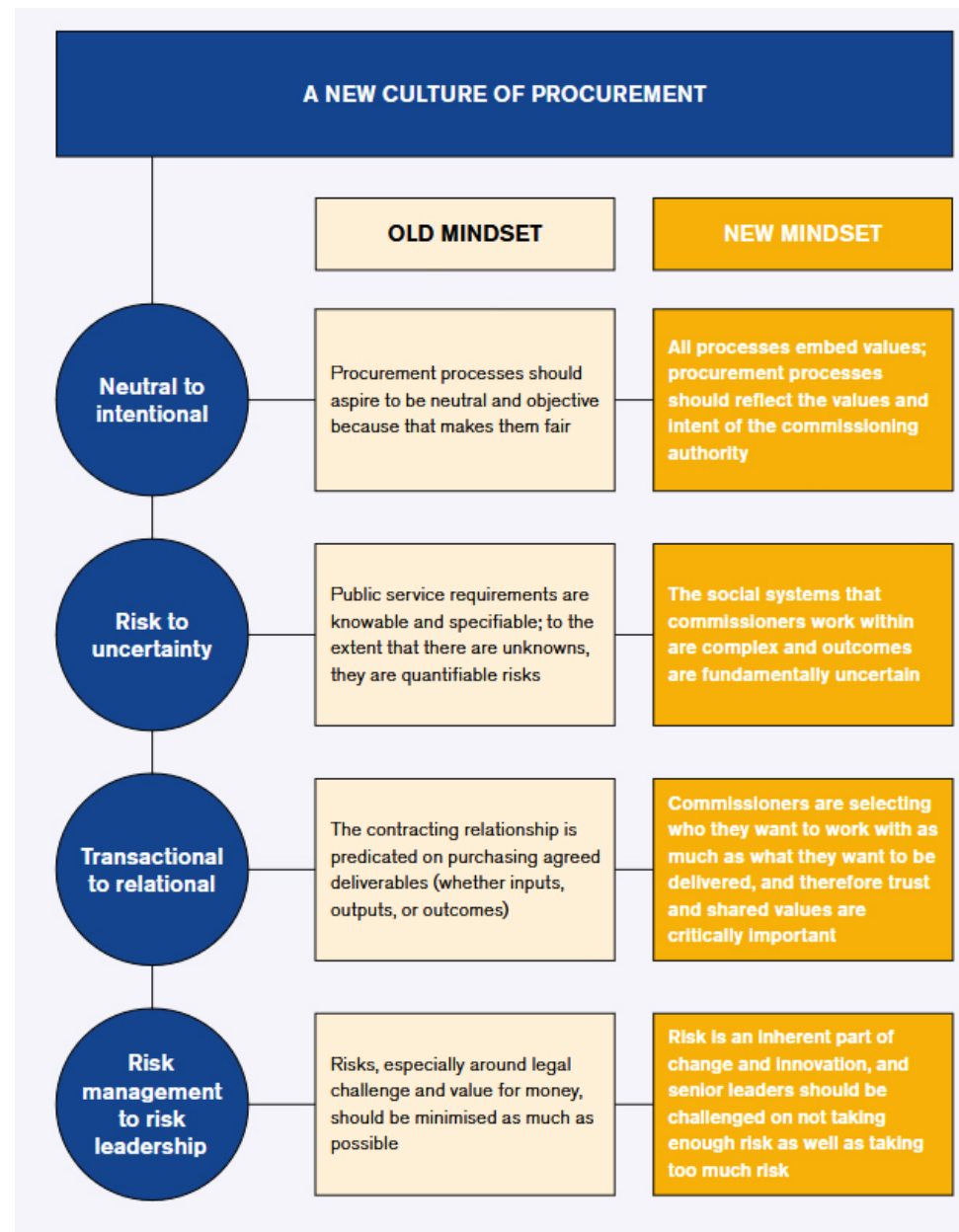
Setting Enabling Policy Frameworks

- Local Authority Corporate Policies provide the golden thread for including broader social, economic and environmental goals into the procurement and commissioning cycle. They set the parameters of how we should determine Best Value and Public Benefit.
- To enable effective **social value in competitive markets** policies should clearly articulate the social value outcomes we're seeking to address. Examples include:
 - [Islington Progressive Procurement Strategy](#)
 - [Westminster Responsible Procurement and Commissioning Strategy](#)
- To enable effective **relational collaboration**, policy frameworks may also need to explicitly recognise:
 - the value of coproduction and relational working
 - The complexity and inherent unpredictability of human systems
 - The importance of subsidiarity, and democratic processes for defining what's valuable, developing social capital, and generating agency
- Examples of expansive policy frameworks which recognise and seek to work with 'complexity' by inviting bottom-up innovation include:
 - [We Make Camden](#)
 - [Our Greenwich](#)
 - [Framework for a Doughnut Informed Inclusive Economy – Oxfordshire](#) (this is not council policy but provides an expansive framework for collective action)



Mindsets and Culture Shifts

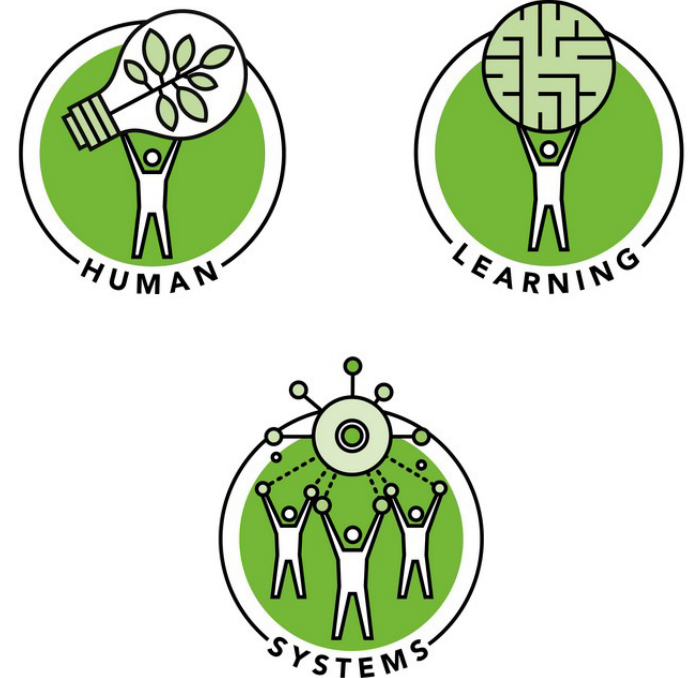
- Starting point is recognising that Best Value and Public Benefit are flexible and context-specific concepts and should not only be reduced to mathematical formula.
- Officers should be encouraged to discern this in dialogue with communities, markets, and other local authorities.
- Camden IIPP report on [mission led procurement](#) identifies four essential mindset shifts:
 - Neutral to intentional
 - Risk to Uncertainty
 - Transactional to Relational
 - Risk Management to Risk Leadership
- The Kings Fund [Do With Campaign](#) proposes a further shift which speaks to the aims of this toolkit.
 - 'Do To' to 'Do With'
- The New Citizen Project offers a framework to bring about this culture shift in councils - [Council Culture](#)



Mazzucato and Wainwright: https://www.ucl.ac.uk/bartlett/public-purpose/sites/bartlett_public Purpose/files/2024.10.04_iipp_camdenreport_pr_2024.06.pdf

Skills and People

- Standardised Social Value processes lead to a necessary focus on compliance and a need for enforcement resources
 - This can be especially resource heavy when social value is 'additional' and unrelated to subject matter of contracts
 - Where social value is relevant and embedded in the contract this is just good contract management – it is monitoring the delivery of the contract
- In contrast, relational commissioning models need greater focus on setting the conditions for good relationships. Effort should go into:
 - building genuine relationships
 - Selecting and initiating adaptive learning processes
 - assessing for the right qualities
 - Ongoing learning and open dialogue
 - Being curious about the system
- These are different roles requiring different mindsets and approaches – e.g. Camden have appointed Mission Leads and System Designers to support their transition.
- More upstream effort to get the right partners, relationships, and leverage a wider range of resources will create less friction and more effective delivery downstream. Effectiveness and efficiency can be assured through ongoing learning and transparency of costs and profit.
- Officers and providers should be encouraged to cultivate systematic curiosity - See [Human Learning systems](#) 



Recommendations – CCIN Member Councils

- To achieve lasting social value in communities, this Toolkit recommends that the CCIN Member councils should:
 - Set broad aspirational policy frameworks and goals which can guide context-specific social value decision making
 - Councils seeking to grow the cooperative and social economy, should explicitly reference the value of cooperation and 'the commons' as generating 'common good' outcomes including economic and social agency and articulate the distinction with organisations operating for 'private gain' – see [CCIN's Cooperative Development Toolkit](#)  and for evidence base to support this case.
- Recognise the importance of open, iterative governance structures like relational contracts, 'thin layer' cooperatives, alliance contracts and public commons partnerships when working with complex, long-term social, economic and environmental goals.
- Actively promote use of collaborative commissioning pathways where systems are complex and goals are long term.
- Embed social value requirements in the core contract deliverables in competitive market purchasing and avoid using 'pick and mix' social value menus
- In competitive markets, tailor assessment processes and contract specifications to a scale which enables SMEs, social enterprises, and cooperatives to access opportunities
- Support staff to understand principles of collaborative commissioning and how this might apply to their professional context
- Explore local opportunities to seed public commons partnerships, public service community partnerships, and innovation partnerships, and invite communities and partners to initiate proposals.
- Consider how internal commissioning resources could be reprofiled towards service design and system stewardship, as opposed to social value compliance and audit.
- Advocate for an independent National Social Value Taskforce

Recommendations – CCIN Network

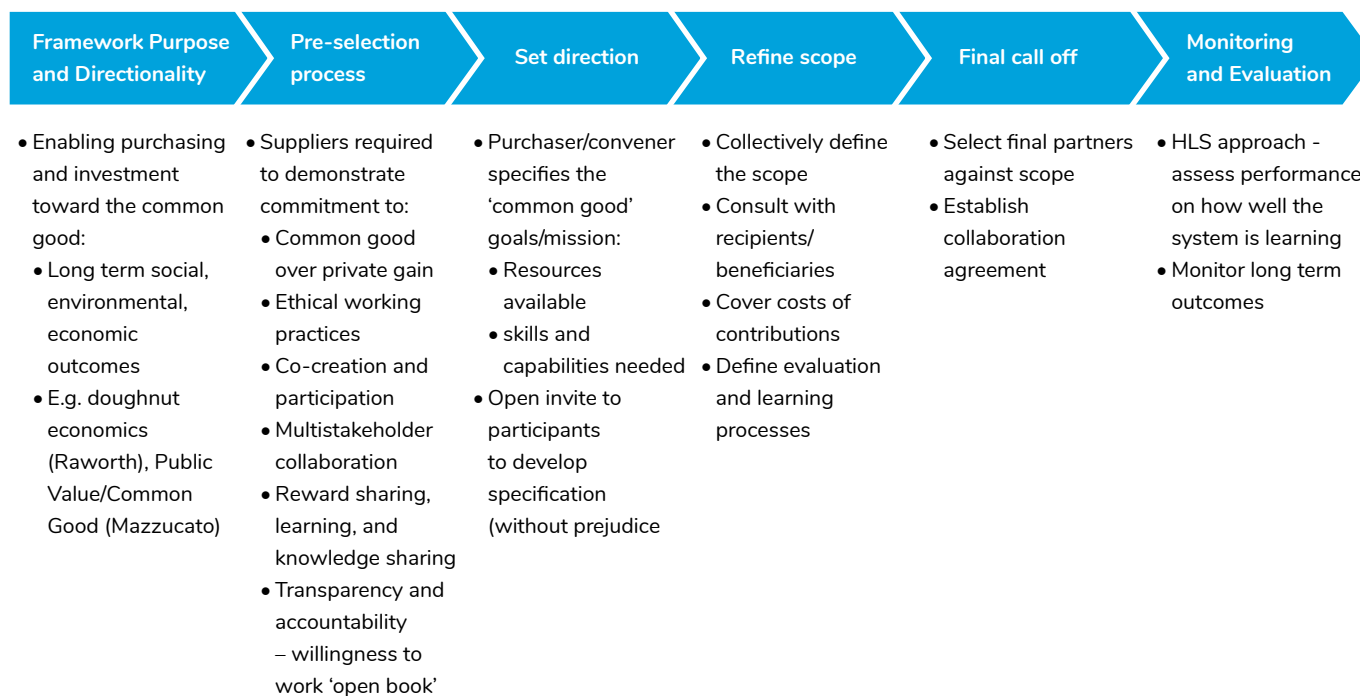
- The CCIN network should support councils in these efforts by:
 - Developing a social value community of practice to continue to share best practice
 - Offering workshops for S151 officers in the principles of relational commissioning
 - Leveraging the expertise developed by the working group to support member councils to undertake demonstrator projects for the collaboration models
 - Exploring the development of a shared procurement framework or DPS which could support members to work to relational, collaborative principles – see [illustrative prototype on next page](#) .
 - Lobbying local government umbrella organisations and central government to:
 - Recognise the different approaches needed when carrying out market purchasing vs intervening in complex social systems
 - Recognise the importance of relational working and collaborative commissioning models in setting the conditions to achieve ambitious long term social value goals
 - Discourage the use of pick and mix social value menus, especially when commissioning in complex social systems

Prototype: 'Common Good' Procurement Framework based on collaborative commissioning principles

Most public sector procurement frameworks are focused on providing an easy and efficient 'route to market'. Where they do include social value criteria (see for example the CCIN's Dynamic Purchasing System) this tends to operate on an 'added social value' model which doesn't test for important relational qualities. We recommend the CCIN explores the development of a Common-Good Supplier framework which could embed collaborative commissioning principles into council purchasing processes. Illustrative concept below:



Five Pillars for the Common Good: [Governing the Economics of the Common Good - Mariana Mazzucatto](#)



References and further reading

- [Companion report – expanded narrative report discussing and evidencing the themes in this toolkit](#) 
- [Legal Framework for Social Value under the Procurement Act 2023](#) 
- [E3M Procurement to Partnership Toolkit](#) 
- [Camden Council IIPP Report: Mission-led procurement and market shaping](#) 
- [Purposeful Collaboration: Commissioning from the VCSE Sector, a practical guide to using the Procurement Act 2023](#) 
- [Liberated Public Services – Demos](#) 
- [Relational Public Services – Human Learning Systems](#) 
- [System Stewardship In Practice – Collaborate CIC](#) 
- [Vitalising Purpose – The Power of the Social Enterprise Difference in Public Services](#) 
- [Anthony Collins Briefing Note – Cooperation in Local Government](#) 
- [Public Commons Partnerships – Common Wealth](#) 
- [Governing the Economics of the Common Good – Institute for Innovation and Public Purpose](#) 
- [We're Right Here – Campaign for Community Power](#) 
- [Do With Campaign](#) 
- [Public Money, Public Purpose – CLES](#) 
- [Price Taker to Market Shaper – Sandra Hamilton](#) 
- [Transforming Social Care: a guide to better tendering – Cwmpas](#) 



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