



Hackney CVS

Commissioning Principles



Introduction

We strive to be a fair and transparent fund holder and contractor, and this document sets out the principles by which we do this.

We have a number of mechanisms by which we engage with the local voluntary and community sector, which makes up the vast majority of those to whom we sub-contract. As a Council for Voluntary Service, we are committed to ensuring that financial resources are available to our sector. This is in keeping with our organisational Strategic Aim 3, which states our commitment to the local voluntary and community sector being better able to find new and improved ways of accessing funding, resources and support.

We have an excellent track record: in the current year, 2016/17, we anticipate giving out £2million in grants and contracts to around 75 voluntary sector organisations.

In 2015:

£2m

in grants and contracts will be given out

working with

75
partners

12

funders are supporting our work at the current time

Hackney CVS Strategic Aims 2016-19

- 1 Local communities and residents will have a stronger voice to influence local services as a result of the opportunities we will provide for dialogue and social action across all sectors.
- 2 The local voluntary and community sector will be better able to find new and improved ways of accessing funding, resources, and support.
- 3 Hackney CVS becomes a stronger 'catalyst of change' which results in more local VCS organisations delivering user-led projects which meet the needs of residents

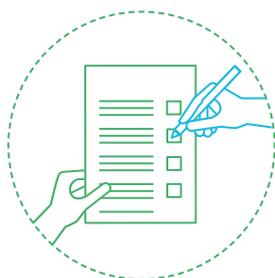
Commissioning

We will provide opportunities for VCS organisations to form partnerships and bid for contracts and funding opportunities as robust, evidence-based criteria.

**See: [One Hackney and City](http://www.onehackneyandcity.org.uk)
www.onehackneyandcity.org.uk**

From time to time local commissioners and national funders make available funding which requires a partnership approach and a lead organisation to act as the accountable body for the funding. Hackney CVS is experienced in this regard and has secured over £2 million for local community & voluntary organisations. We have the capacity and mechanisms (often through [City & Hackney Together](#), our bidding vehicle) to act as a lead organisation, especially where invited to by the commissioner, funder or local VCS organisations.

We strive where possible to adopt a co-production approach as best practice. See: <http://bit.ly/1m9kVbk>.



participation
means being
consulted, while



co-production
means being equal
partners and co-creators.

The purpose of our commissioning process is to ensure that we operate our procurement processes in a fair, ethical, consistent and transparent manner that achieves value for money and leaves a clear audit trail. We will achieve this by:

1. Drawing up the contract specification which includes details of the provision required [the specification is the means by which we communicate to the potential suppliers exactly what the requirements are]
2. Advertising the opportunity widely, including to [City & Hackney Together](#) approved suppliers [potential suppliers may be required to become an approved supplier, depending on the size and/or nature of the contract]. We will always advertise tender opportunities through our weekly newsletters
3. Inviting suppliers to submit either an expression of interest or a tender
4. Ensuring compliance with the Equality Act 2010: this is our public commitment to uphold the Act's requirements and also to our own equal opportunities policy²
5. Ensuring that clear and appropriate criteria for selection will be determined by the requirements of the contract, and authorised by a member of the senior staff
6. We will keep a record of all decisions made during the assessment process and provide feedback on request.

² Hackney CVS' Equal Opportunities and Diversity Policy can be viewed on our website at: <http://bit.ly/1tgBn4U>

Evidence-based commissioning

We will support the sector to develop evidence-based approaches that demonstrate impact and measure effectiveness.

Before we embark upon a commissioning round, we will take account of:

- Learning from any co-production activity which has taken place
- Learning from other similar commissioning processes
- Current best practice in relevant areas

This will be used to establish benchmark criteria which will underpin the creation of any **expressions of interest**, **tenders** or **application forms** which we will issue publicly to alert potential providers to the opportunity.

All bids will be **evaluated against the agreed criteria** by a **panel** composed of people with a suitable level of knowledge and expertise to be able to undertake this task and make fair and reasoned decisions based on the material and evidence provided. Once a decision [or decisions, in the case of consortia] has or have been made, these will be communicated to all bidders via email with delivery receipt.

Once we have done this, we enter the **post-commissioning stage** and will ensure that **contracts are fair, equal and transparent** and undertake to review them regularly via a clearly communicated auditing process.

Contracting:

We will ensure that all sub-contractors have **written particulars** which clearly set out their rights and responsibilities

We will ensure all sub-contractors have access to a named **Contract Manager**

We will provide **conflict resolution** where necessary and commit to helping sub-contractors work through difficulties they encounter.

City and Hackney Together has been a great example of how we can commission services flexibly and responsibly. We have been very impressed by the consortium offer, which has provided so much diversity to our complex client group

Jennifer Walker, NHS City and Hackney Clinical Commissioning Group

Evidence-based commissioning

Demonstrating impact and measuring effectiveness



1. We research & learn from previous co-production activity & current best practice



2. We establish benchmark criteria for successful bids



3. We create application forms and tenders



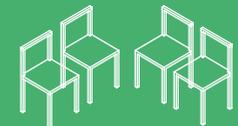
4. We publicise opportunities



5. Members submit proposals



6. Bids are evaluated against our criteria by a panel



8. We review contracts regularly to make sure they are fair



7. Decisions are made & bidders are informed



9. We provide a named contract manager and conflict resolution to all subcontractors

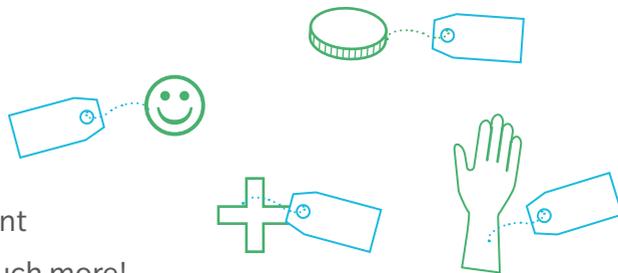


Social value

Social value is about maximising the impact of public expenditure. It looks at what is created, and sometimes what is forsaken, through a commissioning process. It is therefore also about what we value in the public realm.

Social value considers more than just the financial transaction. It includes, but certainly isn't limited to:

- Happiness
- Wellbeing
- Health
- Inclusion
- Empowerment
- and much much more!



These types of value often accrue to different people, communities, government department or organisations and are not always easy to measure. This doesn't mean they shouldn't be part of a commissioning process.

Social value encourages us to look beyond merely the headline price of something. Money is the most common means of measuring value, but it does not cover everything. When 'purchasing' a public service, the headline figure of price might not seem the best value for money; however when wider social value is considered it could be much better value.

Taken from the NAVCA website 'What is social value?'³

³ www.navca.org.uk/whatisocialvalue

Example

City and Hackney Together is a trading arm which has been set up by Hackney CVS which brings together partnerships to bid for health and social care contracts. It enables voluntary and community organisations of all sizes to bid together to deliver comprehensive, high quality services across the borough. It provides management and leadership for the different projects under its umbrella, and allows organisations to get on with what they do best – providing services to local people.

For more information on City and Hackney Together and how to join it please see our online prospectus at: <http://bit.ly/1S9dj8v>



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