



Public Procurement: Social Value and the Government's Civil Society Strategy

Summary

On 23 May 2019, the House of Lords is due to debate a motion moved by Baroness McGregor-Smith (Conservative) that “this House takes note of the case for increasing the social value of public procurement by aligning it with Her Majesty’s Government’s Civil Society Strategy”.

Government procurement accounts for a significant proportion of public spending, amounting to around a third of all public expenditure. However, the way in which procurement decisions are made has been criticised for not delivering value for money or encouraging enough innovation in the way services are delivered.

There have been efforts by successive governments since 2010 to change the way in which government procurement operates. One of the main ways in which they have sought to achieve this is through supporting the principle of social value in procurement. Since coming into force in 2013, the Public Services (Social Value) Act 2012 has required central and local government officials to consider social value when making procurement decisions about services.

There have been calls from the Labour Party and the campaign organisation Social Enterprise UK for this to be extended to cover goods and works. In addition, in 2015 a government review argued a lack of clarity over what social value meant was holding back the number of procurements where social value was considered.

In 2018, the Government announced it would extend the existing requirements to consider social value in public procurement. This would apply to central government departments and would include procurement of goods and works. The announcement formed part of the Government’s civil society strategy, a larger policy to further engage charities, social enterprises and other bodies in the delivery of services. The Government has also sought to increase awareness of social value amongst civil servants and those bidding for procurement contracts.

There has been broad support for the objectives set out in the Government’s civil society strategy from bodies including the National Council for Voluntary Organisations. However, concerns have been raised about how it is to be implemented. The Leader of the Opposition, Jeremy Corbyn, has argued the Government is not doing enough to use procurement spending to support economic growth and accused the Government of subsidising bad corporate behaviour.

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I. Background

Government procurement accounts for a significant proportion of public spending. In 2018, the Institute for Government stated:

Government spends £284 billion a year on buying goods and services from external suppliers. This amounts to around a third of all public expenditure. The money is spent on everything from goods such as stationery and medicine, through to the construction of schools and roads, the daily delivery of back-office functions such as information technology and human resources, and front-line services such as probation and social care.¹

The way in which procurement decisions are made has been criticised for not delivering value for money or encouraging enough innovation in the way service are delivered.² The House of Commons Public Accounts Committee has argued one of the problems is that the marketplace for procurement is not diverse enough. It described the Government as being over-reliant on a small number of large companies when it is looking to outsource services. In 2018, the committee said it had:

[...] often seen examples of businesses which have bid for contracts in areas where their understanding of the sector is weak and their expertise is not well suited. The emergence of a small group of large companies which are expert at winning public contracts but who do not always deliver a good service is a concern.

The risks of relying on individual companies for a large number of procurement contracts has been highlighted by the recent collapse of the construction company Carillion. In 2018, the House of Commons Public Administration and Constitutional Affairs Committee argued there was a “widespread crisis of confidence in government reliance on the private sector to deliver public projects and services on which the public relies”.³ The net cost to the Cabinet Office of the liquidation of Carillion was estimated at £148 million, with the cost to the public sector as a whole being slightly higher.⁴

¹ Institute for Government, [Government Procurement: The Scale and Nature Of Contracting in the UK](#), December 2018.

² House of Commons Public Accounts Committee, [Strategic Suppliers](#), 24 July 2018, HC 1031 of session 2017–19, p 3.

³ House of Commons Public Administration and Constitutional Affairs Committee, [After Carillion: Public Sector Outsourcing and Contracting](#), 9 July 2018, HC 748 of session 2017–19, p 3.

⁴ *ibid*, p 35.

There has also been criticism about the skills and knowledge available in the civil service to make the best procurement decisions.⁵ In 2013, the House of Commons Public Administration Committee argued there were “clear shortcomings in the ability of the civil service to run effective and efficient procurement”.⁶ It identified a “consistent lack of understanding about how to gather requirements, evaluate supplier capabilities, develop relationships or specify outcomes”.⁷ More recently, in 2018, the Public Administration and Constitutional Affairs Committee stated there had been an “increasing focus” on recruiting people with commercial skills into the civil service and other measures had been taken to increase capacity in this area.⁸ However, there have also been concerns raised regarding a large number of unfilled commercial posts in departments.⁹ For example, in 2017, the National Audit Office found nearly a quarter of such posts at the Ministry of Defence were unfilled.¹⁰

Since 2010, there have been efforts by successive governments to change the way in which procurement operates.¹¹ One of the main ways they have sought to achieve this is through supporting the principle of social value in procurement.

2. Procurement Rules

Procurement rules in the UK come from several different sources:

- **EU Treaty Obligations:** Procurement is subject to the UK’s treaty obligations with the EU.¹² These are intended to enable EU member states to open up their procurement markets to one another and prevent countries prioritising their own companies when paying for goods and services.¹³ A future trade relationship between the UK and the EU after the UK’s departure from the EU has yet to be agreed. However, the political declaration from negotiations to date states both the UK and the EU would seek to maintain access to their respective

⁵ House of Commons Public Administration Committee, [Government Procurement](#), 19 July 2013, HC 123 of session 2013–14, pp 3–4.

⁶ *ibid.*

⁷ *ibid.*

⁸ House of Commons Public Administration and Constitutional Affairs Committee, [After Carillion: Public Sector Outsourcing and Contracting](#), 9 July 2018, HC 748 of session 2017–19, p 37.

⁹ *ibid.*

¹⁰ National Audit Office, [Improving Value for Money in Non-competitive Procurement of Defence Equipment](#), 25 October 2017, HC 412 of session 2017–19.

¹¹ Further information is provided in sections 3, 4 and 5 of this briefing.

¹² An overview of UK procurement rules is provided in the House of Commons Library briefing: [Public Procurement and Contracts](#), 19 September 2018.

¹³ Institute for Government, [Public Procurement](#), 2019.

- public procurement markets.¹⁴
- **Wold Trade Organisation Rules:** UK government procurement is also subject to rules set by the Wold Trade Organisation (WTO) as part of its Government Procurement Agreement.¹⁵ This also enables signatories to open up government procurement offers to foreign companies. The UK Government intends for the UK to sign up to the WTO agreement as an independent member on leaving the EU.¹⁶
 - **HM Treasury Guidance:** The general principles for government procurement decisions are set out in the HM Treasury’s guidance document *Managing Public Money*.¹⁷ This states that procurement decisions should be carried out: in the spirit of, as well as to the letter of, the law; in the public interest to high ethical standards; and achieving value for money.¹⁸
 - **Public Contract Regulations 2015:** The Public Contract Regulations 2015 further enforce the principle that procurement should achieve value for money. These regulations require public sector contracts to be awarded on the basis of the most economically advantageous tender.¹⁹ However, they also allow contracting authorities to include social and environmental requirements or conditions where they are relevant to the subject matter of the procurement.²⁰ These regulations implement requirements under EU public procurement rules, set out in the EU Public Procurement Directives.²¹
 - **Public Services (Social Value) Act 2012:** The Public Services (Social Value) Act 2012 requires central and local government officials to consider social value when making procurement decisions.

3. Public Services (Social Value) Act 2012

One of the objectives of the Coalition Government’s ‘big society’ policy programme was to increase the role of charities and social enterprises in the delivery of public services.²² During the 2010–12 session, the Coalition

¹⁴ Department for Exiting the European Union, [Political Declaration Setting Out the Framework for the Future Relationship Between the European Union and the United Kingdom](#), 25 November 2018, p 10.

¹⁵ World Trade Organisation, ‘[Agreement on Government Procurement](#)’, accessed 8 May 2019.

¹⁶ [HL Hansard, 14 March 2019, col 1198](#). Further information is provided in the House of Lords Library briefing: [Trade Bill](#), 30 August 2018.

¹⁷ HM Treasury, [Managing Public Money](#), July 2013.

¹⁸ *ibid*, p 5.

¹⁹ Cabinet Office, [Social Value in Government Procurement](#), 11 March 2019, p 3.

²⁰ *ibid*.

²¹ Cabinet Office and Crown Commercial Service, ‘[EU Procurement Directives and the UK Regulations](#)’, updated 1 March 2017.

²² HM Government, [Building the Big Society](#), 18 May 2010.

Government gave its support to a private member's bill, the Public Services (Social Enterprise and Social Value) Bill, which sought to support this objective.²³ The bill was tabled by Chris White (then Conservative MP for Warwick and Leamington) and was intended to broaden the criteria by which public sector procurement contracts were awarded, thereby enabling voluntary organisations, social enterprise and 'socially responsible' businesses to be better able to bid for contracts.²⁴ The bill also received the support of the Labour Party.²⁵ The bill became the Public Services (Social Value) Act 2012 (the '2012 Act'), which received royal assent on 8 March 2012 and came into force in 2013.²⁶

The 2012 Act defined social value as follows:

[...] (a) how the economic, environmental and social well-being of the relevant area may be improved by what is being procured and (b) how, in conducting the procurement, [the contracting authorities] might act with a view to securing that improvement.²⁷

Contracting authorities also must consider whether to consult the market before the procurement process begins.²⁸ The explanatory notes to the Act, published by the Government, state that any consultation would consider how the procurement might improve the well-being of the area and on how this might be achieved.²⁹

The 2012 Act only applies to the procurement of services. Chris White's private member's bill originally would have applied social value considerations to all public service contracts. However, the Coalition Government, as a condition of giving support, required that the legislation only cover services.³⁰

The Coalition Government described the Act as 'permissive' in nature. The then Minister for the Cabinet Office, Francis Maude, argued that it was important for contracting authorities to choose how to apply social value to its decision making.³¹ He also argued that it was important that the consideration of social value should not interfere with the primary objective of government procurement, which he stated was to deliver value for

²³ [HC Hansard, 15 February 2011, col 913.](#)

²⁴ [HC Hansard, 30 June 2010, col 866.](#)

²⁵ [HC Hansard, 15 February 2011, col 913.](#)

²⁶ [HL Hansard, 8 March 2012, col 1893.](#)

²⁷ Cabinet Office, '[Social Value in Government Procurement](#)', 11 March 2019.

²⁸ *ibid.*

²⁹ Explanatory Notes to the Public Services (Social Value) Act 2012.

³⁰ [HC Hansard, 25 November 2011, col 586.](#)

³¹ House of Commons Public Administration Committee, '[Government Procurement](#)', 19 July 2013, HC 123 of session 2013–14, pp 3–4.

money.³²

4. Reviewing the Public Services (Social Value) Act 2012

The Public Services (Social Value) Act 2012 has been found to have had a beneficial impact on public procurement. In 2015, the 2012 Act was subject to a government review, chaired by Lord Young of Graffham (Conservative).³³ The review argued that:

[...] where [the Act] has been taken up, it has had a positive effect, encouraging a more holistic approach to commissioning which seeks to achieve an optimal combination of quality and best value.³⁴

However, while there was high awareness of the requirement amongst public bodies of the 2012 Act, the review found the actual number of procurements where social value had been considered had been relatively low.³⁵ The review identified a lack of clarity over the Government's definition of what social value meant as a contributory factor to this low take-up.³⁶

There have been calls for the Act to be extended beyond the procurement of services. For example, in 2013, the social enterprise campaign organisation, Social Enterprise UK, argued for the Act to be amended to cover goods and works.³⁷ The then Shadow Cabinet Office Minister, Lisa Nandy, also argued that the Act needed to be expanded.³⁸ However, Lord Young's review recommended that how social value is understood and the way it is measured should be addressed before an extension of the 2012 Act should be considered.³⁹

5. Civil Society Strategy

In 2018, the Conservative Government announced it would extend the existing requirements to consider social value in public procurement. This would form part of the Government's civil society strategy, a wider policy to further engage charities, social enterprises and other bodies in the delivery of services.

³² House of Commons Public Administration Committee, [Government Procurement](#), 19 July 2013, HC 123 of session 2013–14, pp 3–4.

³³ Cabinet Office, [Social Value Act Review](#), February 2015.

³⁴ *ibid*, p 4.

³⁵ *ibid*.

³⁶ *ibid*, p 5.

³⁷ House of Commons Public Administration Committee, [Government Procurement](#), 19 July 2013, HC 123 of Session 2013–14, pp 3–4.

³⁸ Civil Society, '[Nandy Outlines Labour Position on Social Investment](#)', 23 September 2014.

³⁹ Cabinet Office, [Social Value Act Review](#), February 2015, p 5.

Following the 2017 general election and the formation of a minority Conservative administration, the then Parliamentary Under Secretary of State for Digital, Culture, Media and Sport, Tracey Crouch, announced the Government was developing a new civil society strategy. She described the strategy's objectives as:

provid[ing] an opportunity to explore ways to build new partnerships within and between sectors and communities, so that we can better mobilise resources and expertise and find practical new solutions to the problems we face. It will reaffirm the value that government places on civil society. It will explore what more government can do to support its work.⁴⁰

The Minister also stated the Government would be holding a 'listening exercise' with civil society organisations on what this strategy should seek to achieve.⁴¹

Expanding Use of Social Value Criteria

Prior to the publication of the Government's civil society strategy, the Chancellor of the Duchy of Lancaster and Cabinet Office Minister, David Lidington, announced in June 2018 that the Government would increase the degree to which social value was used as a test for approving central government procurement contracts. This was in a speech outlining a series of measures intended to re-establish public faith in the procurement process, following the collapse of construction company Carillion in 2018.⁴² Carillion had been responsible for the delivery of 420 government contracts including services for hospitals, schools, the armed forces, prisons and transport.⁴³

In his speech, Mr Lidington announced that:

[...] we will extend the requirement of the [Public Services (Social Value) Act 2012] in central government to ensure that all major procurements explicitly evaluate social value, where appropriate, rather than just consider it. We will also require all departments in central government to regularly report on the social impact of new procurements [...]⁴⁴

⁴⁰ House of Commons, ['Written Statement: Civil Society Strategy'](#), 16 November 2017, HCWS252.

⁴¹ *ibid.* The findings of this consultation exercise were included in: HM Government, [Civil Society Strategy: Building A Future That Works for Everyone](#), August 2018, pp 23–5.

⁴² Cabinet Office, ['Chancellor of the Duchy of Lancaster Speech to Reform'](#), 25 June 2018. Comments by Mr Lidington in the question and answer session following this speech were reported in: Chartered Institute of Procurement and Supply, ['More Training for Buyers in Social Value Act Shake-Up'](#), 25 June 2018.

⁴³ National Audit Office, [Investigation into the Government's Handling of The Collapse of Carillion](#), 7 June 2018, HC 1002 of session 2017–19.

⁴⁴ Cabinet Office, ['Chancellor of the Duchy of Lancaster Speech to Reform'](#), 25 June 2018.

Mr Lidington argued this would help improve the marketplace for procurement contracts by encouraging small businesses, mutuals, charities, cooperatives and social enterprises to bid for procurement contracts, increasing competition, and preventing the Government from too narrowly focusing on value for money.⁴⁵ The Government has subsequently stated that central government departments would only be required to consider social impact as award criteria where it is linked to the subject-matter of the contract and is proportionate to what is being procured.⁴⁶ It has also confirmed this extension could be achieved without changing the current legislation.⁴⁷

The Shadow Cabinet Office minister, Jon Trickett, criticised Mr Lidington's proposals. He argued the Government needed to do more to put in place proper scrutiny of the companies providing government services.⁴⁸ Regarding Mr Lidington's proposals to extend the social value test, Mr Trickett said "talk of social value [was] meaningless without proper supervision and enforcement".⁴⁹ Labour has stated it would introduce a "clear presumption in favour of public contracts being delivered by the public sector" if they were in office.⁵⁰

Lord Adebawale (Crossbench), chair of Social Enterprise UK, welcomed the announced extension of the social value criteria.⁵¹ The sponsor of the original legislation and member of the board of Social Enterprise UK, Chris White, also gave his support. However, he argued there needed to be further clarity about what will be required of government departments and what the cut-off point for these requirements would be in terms of the size of the procurement contract. He also argued the policy should be extended beyond central government to local government and the NHS. While the Government has said it will work with local government to support greater use of the social value criteria in procurement, it has not said whether this might be a requirement for local government in the future.⁵²

The Government's aspiration to "strengthen and extend the Social Value Act" was included in the *Civil Society Strategy: Building A Future That Works for*

⁴⁵ Cabinet Office, '[Chancellor of the Duchy of Lancaster Speech to Reform](#)', 25 June 2018.

⁴⁶ Cabinet Office, '[Social Value in Government Procurement](#)', 11 March 2019, p 1.

⁴⁷ House of Commons, '[Written Question: Public Services \(Social Value\) Act 2012](#)', 2 July 2018, 157758.

⁴⁸ Rob Davies, '[Public Service Providers Will Have to Draw Up 'Living Wills'](#)', *Guardian*, 19 November 2018.

⁴⁹ Labour Party, '[Jon Trickett Responds to the Government's Announcement on Planned Changes To Outsourcing](#)', 19 November 2018.

⁵⁰ Henry Mance, '[UK Outsourcing Providers and Contracts to Be Rated on 'Social Value'](#)', *Financial Times* (£), 24 June 2018.

⁵¹ Social Enterprise UK, '[Great To See A Positive Commitment to the Act But Further Clarity Needed](#)', 28 June 2018.

⁵² House of Commons, '[Written Question: Local Government: Procurement](#)', 14 November 2018, HLI1204.

Everyone, when it was published in August 2018.⁵³ As part of its consultation exercise for the civil society strategy, the Government received criticism from civil society organisations about the way the social value test was being applied. They argued the 2012 Act was too often treated as an afterthought and a ‘tick box’ process.⁵⁴ The Government stated that extending the social value criteria for public procurement would support the overall aim of the strategy, which was to support the greater involvement of civil society in public services.⁵⁵ The strategy defined civil society as “individuals and organisations when they act with the primary purpose of creating social value, independent of state control”.⁵⁶ The strategy stated that central government departments would be “expected to apply the terms of the Social Value Act to goods and works as well as services”.⁵⁷

Awareness of Social Value

The Government has also sought to increase awareness of social value amongst civil servants and those bidding for procurement contracts. It stated in the *Civil Society Strategy* policy document that there needed to be better information and training for commissioners and bidders regarding what social value meant.⁵⁸ It also argued that civil society organisations needed to improve their understanding of social value to enable them to improve their bids for procurement contracts, arguing charities or social enterprises often undersold their social value.⁵⁹

In his June 2018 speech, David Lidington announced the Government would provide training to its commercial buyers in how to take account of social value and how to procure from social enterprises.⁶⁰ Later that year, the Government published *The Public Services (Social Value) Act 2012: An Introductory Guide For Commissioners and Policymakers*, which included examples of social, as well as environmental and economic, benefits that might be considered when making procurement decisions. In terms of social value, this included “collaborating with the voluntary and community sector” and “monitoring labour standards through the supply chain”.⁶¹

The *Civil Society Strategy* included a commitment for the Department for Digital, Culture, Media and Sport to publish a guide for voluntary, community, and social enterprise organisations on selling to government.

⁵³ HM Government, [Civil Society Strategy: Building A Future That Works for Everyone](#), August 2018, p 115.

⁵⁴ *ibid.*

⁵⁵ *ibid.*, p 12.

⁵⁶ *ibid.*

⁵⁷ *ibid.*, p 17.

⁵⁸ *ibid.*, p 115.

⁵⁹ *ibid.*

⁶⁰ *ibid.*

⁶¹ Department for Communities and Local Government, [The Public Services \(Social Value\) Act 2012: An Introductory Guide For Commissioners and Policymakers](#), 2018.

This guidance, entitled *Voluntary, Community, and Social Enterprise: A Bidder's Guide to Working With Central and Local Government*, was published in February 2019.⁶²

The Government identified a further issue in the complexity of the procurement process. Mark Roberts, the commercial continuous improvement director at the Government Commercial Function, has stated that in one case a supplier had to register in 66 separate portals across government.⁶³ In response, he said, the Government Commercial Function was in the process of simplifying this system.

Consultation on Social Value

In March 2019, the Government published an evaluation model for central government buyers about social value.⁶⁴ This evaluation model included several policy outcomes for central government buyers that might be considered. These include:⁶⁵

- Enabling all types of businesses to access government supply chains, such as small and medium-sized enterprises and voluntary, community and social enterprises, or businesses owned or led by under-represented groups, including women, black and minority ethnic people and people with disabilities.
- Ensuring businesses in the supply chain encourage improved gender pay balance, an increased representation of disabled people, ethnic minorities or encourage inclusion and improved staff mental health and wellbeing.
- Reducing environmental impacts, modern slavery and cyber security risks.

The Government has sought to avoid prescribing “too tightly and quantitatively” how social value should be evaluated.⁶⁶ The consultation document states:

Procuring authorities will have the freedom to choose which themes and policy outcomes they apply in each procurement. They should only be chosen where they are relevant to the subject matter of the contract and it is proportionate to do so. Procuring authorities are not required to use any of the themes and policy outcomes and it is for

⁶² Cabinet Office and Department for Digital, Culture, Media and Sport, [VCSEs: A Bidder's Guide To Working With Central And Local Government](#), 27 February 2019.

⁶³ Chartered Institute of Procurement and Supply, [Government Consulting on Social Value Reforms](#), 3 May 2019.

⁶⁴ Cabinet Office, [Social Value in Government Procurement](#), 11 March 2019.

⁶⁵ *ibid*, p 5.

⁶⁶ HM Government, [Civil Society Strategy: Building A Future That Works for Everyone](#), August 2018, p 115.

them to determine whether or not to do so.⁶⁷

The Government is currently consulting on this evaluation model. The consultation is scheduled to close on 10 June 2019.

6. Reaction to the Civil Society Strategy

Social value measures are one part of the Government's larger civil society strategy. Danny Kruger, advisor to the Department for Digital, Culture, Media and Sport on civil society, has described the strategy as "a 'more practical and muscular' version of David Cameron's big society".⁶⁸ The strategy identifies five 'foundations' of social value:

- people;
- places;
- the social sector;
- the private sector; and
- the public sector.⁶⁹

The objective of the strategy is for these different aspects to work together. The strategy states:

In the past we have too often thought of these foundations as separate from each other. But when they work together, the whole is greater than the sum of its parts. Government alone cannot solve the complex challenges facing society, such as loneliness, rough-sleeping, healthy ageing or online safety. Government can help to bring together the resources, policies and people who, between them, can do so.⁷⁰

The Labour Party has outlined its own policy on public procurement, arguing it would use government procurement spending to support economic growth and create jobs.⁷¹ Speaking in 2017, the Leader of the Opposition, Jeremy Corbyn, argued both national and local government should use their existing powers to "support the good companies and improve the behaviour of the bad ones that undercut with unfair practices".⁷² He also accused the Government of subsidising bad corporate behaviour.

⁶⁷ Cabinet Office, '[Social Value in Government Procurement](#)', 11 March 2019, pp 1–2.

⁶⁸ Civil Society, '[Civil Society Strategy "More Muscular Version Of Big Society" Says Department for Digital, Culture, Media and Sport Adviser](#)', 11 October 2018.

⁶⁹ HM Government, '[Civil Society Strategy: Building A Future That Works for Everyone](#)', August 2018, p 12.

⁷⁰ *ibid.*

⁷¹ Labour Party, '[Labour Will Use £200 Billion Government Purchasing Power To Upgrade Our Economy](#)', 13 April 2017.

⁷² *ibid.*

There has been broad support for the objectives set out in the Government's civil society strategy amongst think tanks and campaign organisations. However, concerns have been raised about how it is to be implemented. The National Council for Voluntary Organisations (NCVO) supported the Government's decision to set out a long-term vision for its work with civil society.⁷³ However, Sir Stuart Etherington, chief executive of the NCVO, has argued that, for the strategy to succeed, the Government needed to ensure its aspirations were embedded across the civil service.⁷⁴ Social Enterprise UK has described the strategy as a "good springboard" for further action, but that there was a lot for the Government to follow-up on.⁷⁵

On the specific objective of better enabling civil society organisations to bid for procurement contracts, the Association of Chief Executives of Voluntary Organisations stated that it was positive to see this included in the strategy as it was an issue of concern for charity leaders.⁷⁶ In April 2018, the House of Lords Citizen and Civic Engagement Committee had also recommended the Government should use public service procurement as a means of promoting civic engagement.⁷⁷ The public services think tank, Reform, has also argued:

Embedding social value into the procurement process is [...] an important step to maximising value from public money, and helping commissioners prioritise quality.⁷⁸

In addition, the Social Mobility Commission has argued the Government should expand the criteria used for assessing social value to include whether or not the provider is paying its employees the voluntary living wage.⁷⁹ The voluntary living wage is set at a higher amount than the national living wage and has been calculated by the organisation Living Wage UK, who argue it is a more accurate reflection of what people need to live.⁸⁰

⁷³ National Council for Voluntary Organisations, '[The Civil Society Strategy: What You Need to Know](#)', 9 August 2018.

⁷⁴ Civil Society, '[Government Publishes Civil Society Strategy](#)', 9 August 2018.

⁷⁵ Third Sector, '[Civil Society Strategy: Reaction on Social Media](#)', 9 August 2018.

⁷⁶ Association of Chief Executives of Voluntary Organisations, '[ACEVO Responds to the Government's Civil Society Strategy](#)', 9 August 2018.

⁷⁷ House of Lords Citizen and Civic Engagement Committee, '[The Ties that Bind: Citizenship and Civic Engagement in the 21st Century](#)', 18 April 2018, HL Paper 118 of session 2017–19, p 64.

⁷⁸ Reform, '[Please Procure Responsibly: The State of Public Service Commissioning](#)', March 2019, p 23.

⁷⁹ Social Mobility Commission, '[State of the Nation 2018–19: Social Mobility in Great Britain](#)', April 2019, p105.

⁸⁰ Living Wage UK, '[What is the Real Living Wage?](#)', accessed 15 May 2019.