

OUR  
BOROUGH



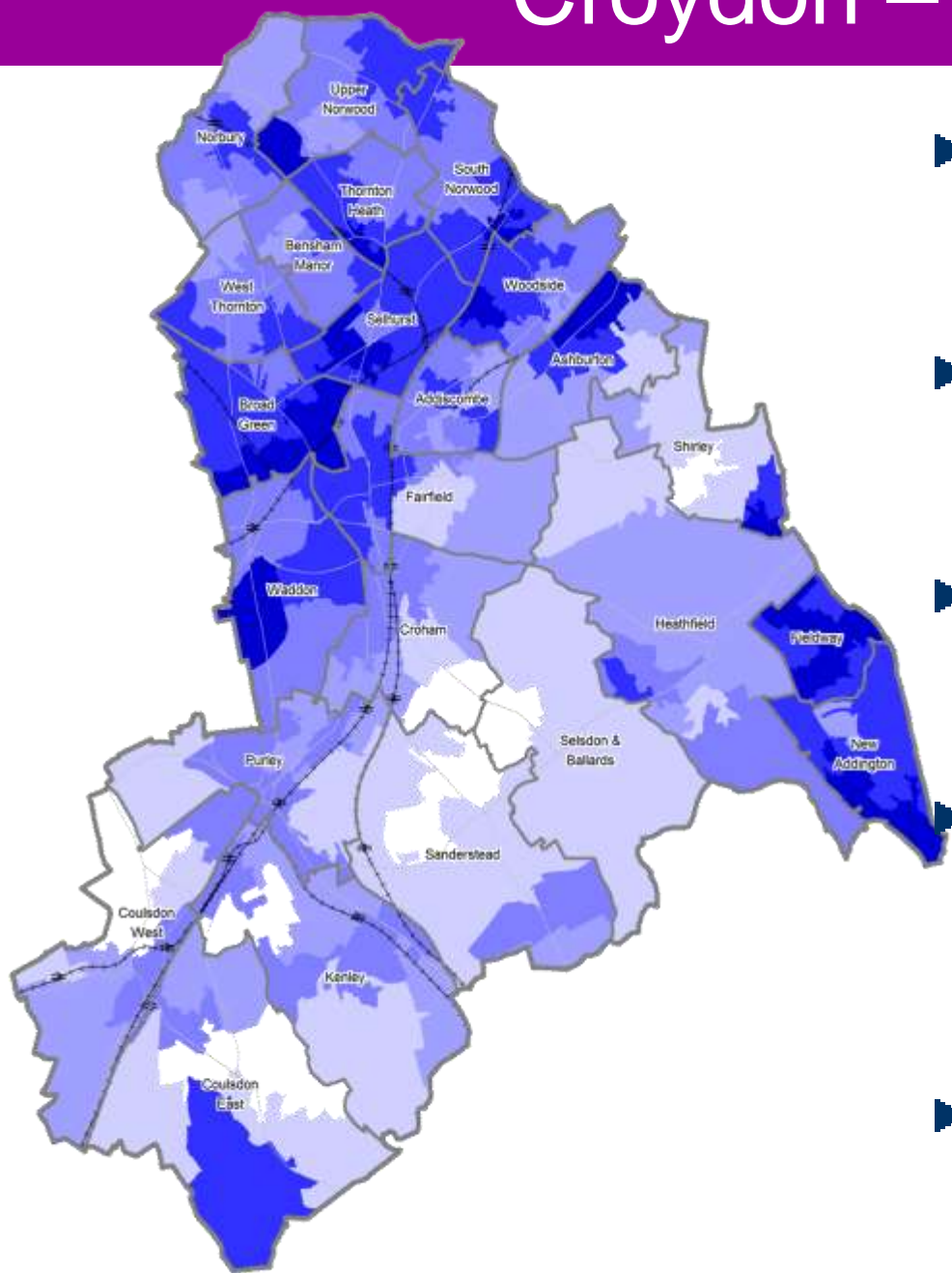
**Value Croydon**  
*Inspiring social partnership*

# Market stewardship: Leveraging your buying power to shape a responsible supply market

Sarah Ireland

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Croydon Council

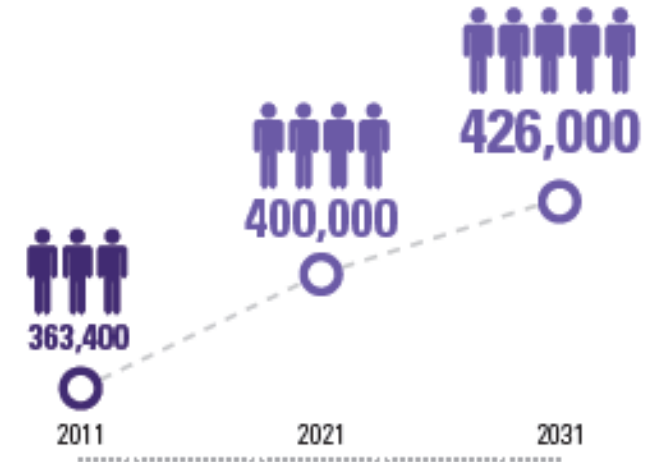
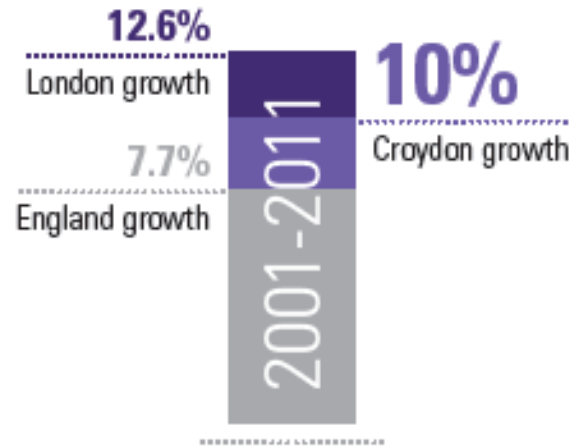
# Croydon – who are we?



- ▶ Croydon Council arranges over 500 types of service to its residents and 13,000 local businesses
- ▶ We employ over 3,000 staff and spend over £1 billion annually on serving the local community
- ▶ We spend about £400 million of that each year with organisations who deliver services on our behalf
- ▶ Croydon Council awarded 126 contracts above £100,000 during the last 2 years - worth a total of £321.5m
- ▶ Council needs to make £100m savings over 4 years

# About Croydon: Population

London's largest borough by population



Young and diverse



# About Croydon: Business and transport

**13,000** businesses & **141,000** jobs

**1.1 million** economically active people living within **30mins** of East Croydon



East Croydon station



**3<sup>RD</sup> busiest**

interchange on the Network Rail network

LONDON BRIDGE



13 per hour

LONDON VICTORIA



11 per hour

GATWICK AIRPORT



11 per hour

**26,000** passengers a day

A commercial centre

**FIFTH**

largest financial services cluster in London

with over **4,000** people employed

London's fastest growing Tech cluster

**1,000** digital, creative and software businesses

**185** tech businesses

**1384** employees in the centre

a further **830** tech companies operating in the wider borough.



**Tech City**

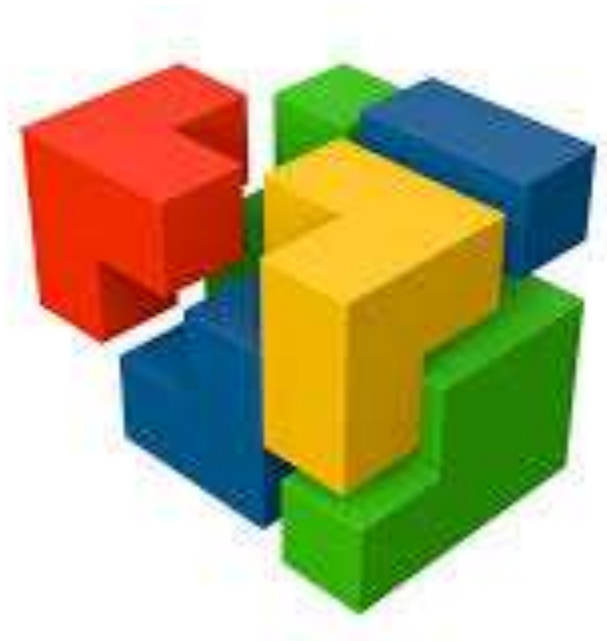
a self sustaining tech ecosystem with over

**600** members

# Market stewardship in Croydon

## Our approach:

- ✓ Using buying power to promote **opportunity and fairness**
- ✓ Delivering socioeconomic benefits through contractual relationships (**Social Value**)
- ✓ Defining what '**good business**' looks like
- ✓ **Disrupting the market** where necessary





# Commissioning framework principles

Our commissioning commitment:

*“When we commission services we will ensure we are ambitious for our citizens, enabling individuals and communities to take a leading role in developing and delivering their own services. We will develop a diverse economy of services providers that are focussed on investing in and developing local communities”*

Focus on outcome

Asset based

Co-operative

Equalities and fairness

Social value

Diverse economy of providers

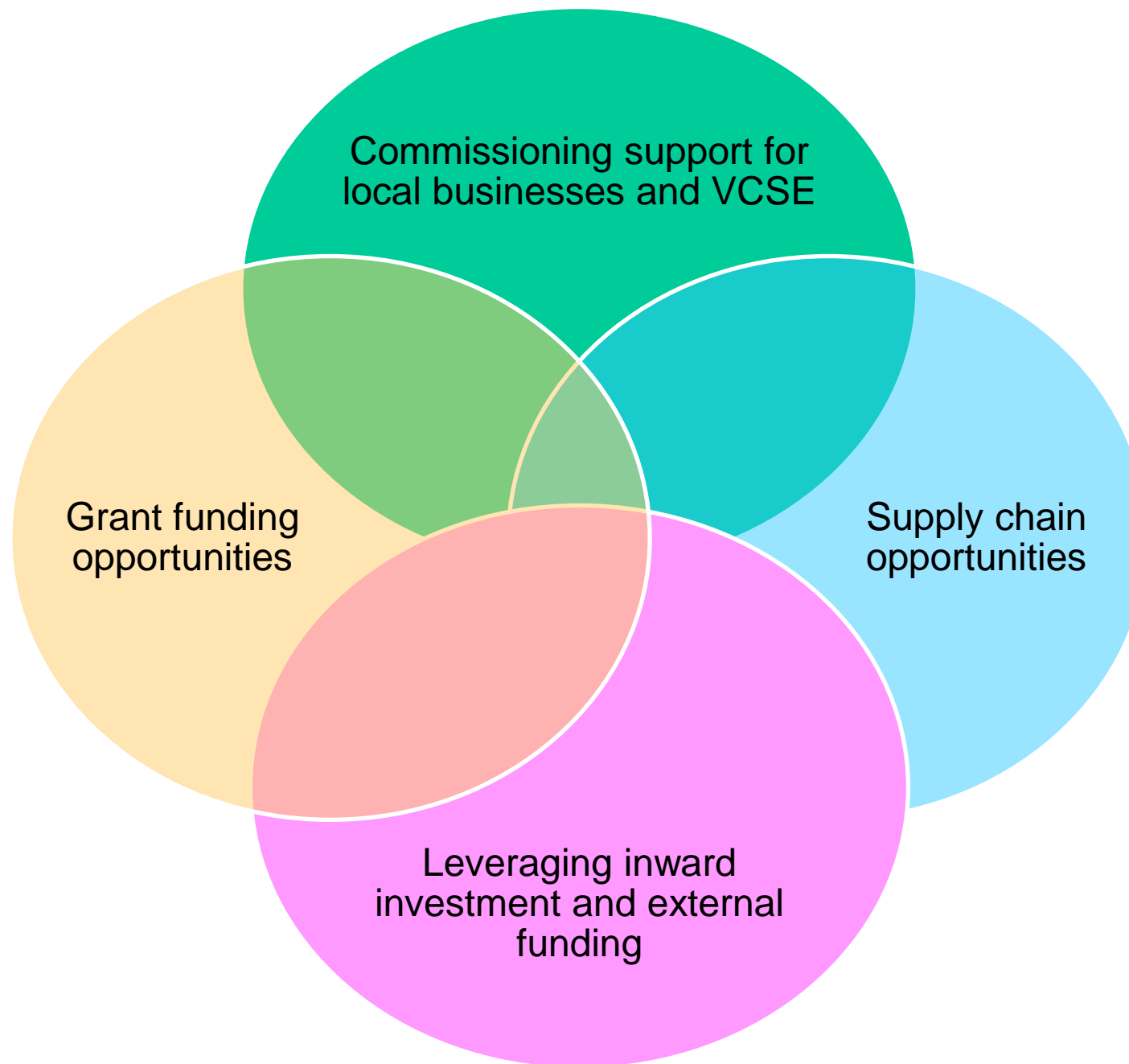
Alternative service delivery models

Integration and partnerships

Risk aware

# Opportunity and fairness

## Supporting local growth



# Opportunity and fairness

## Developing a commissioning pathway

### Commissioning support



Grants of up to £5k are available to support the outcomes and objectives of Croydon's Community Strategy, the Council's Corporate Plan and the Opportunity and Fairness Commission.



Each Councillor has a modest budget to spend on projects that matter most to those living there. It is part of the journey in empowering both members and the community at a local level.

#### Safer Croydon Grants

Safer Croydon Partnership has an up to £5k grant scheme (MOPAC funded) that can support community cohesion activity

#### Croydon Cultural Grants

Up to £5k grants with a total annual budget of £150K

Seed funding

Commissioning pathway

The Community Fund  
£2m outcomes focussed VCSE funding pot

Third sector commissioning

Procurement opportunities

Formal tendering



# Social Value

## What is it and why is it important?

Requirement on commissioners to **consider** the economic, environmental and social benefits of their approaches to procurement **before the process starts**

Why drive social value?

- ▶ We need to get more whilst spending less
- ▶ Localism focus on communities
- ▶ Supporting the voluntary and community sector
- ▶ Building social capital and supporting community empowerment
- ▶ Delivering sustainable preventative outcomes
- ▶ Asset based commissioning approach



# Social Value Measuring Performance

**Define local priorities and outcomes**



**Quantify and baseline metrics**



**Align contract performance measures**



**Embed in supplier management**



**Evidence impact**

# Good Business Value Croydon



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*Inspiring social partnership*

**Commitment to be socially responsible and influence partners, suppliers and others to do the same**



Developing social partnerships with businesses, the community and other public sector agencies to promote social value in Croydon



Strategic framework that will bring together opportunities to generate local economic and social outcomes through building a culture of positive change

# Good Business

## Responsible business - LLW

The Council is committed to:

- raising living standards
- pay all directly employed staff the London Living Wage (LLW)
- wherever possible make LLW a contractual requirement for those who deliver services on behalf of the council.



*“The people of Croydon deserve a fair wage for a day’s work – they need to be paid enough to live comfortably in the nation’s capital where they contribute their time and skills to growing the nation’s economy.”*

Leader of the Council – Councillor Tony Newman

# Disrupting the market

## E.g. the integrated framework agreement

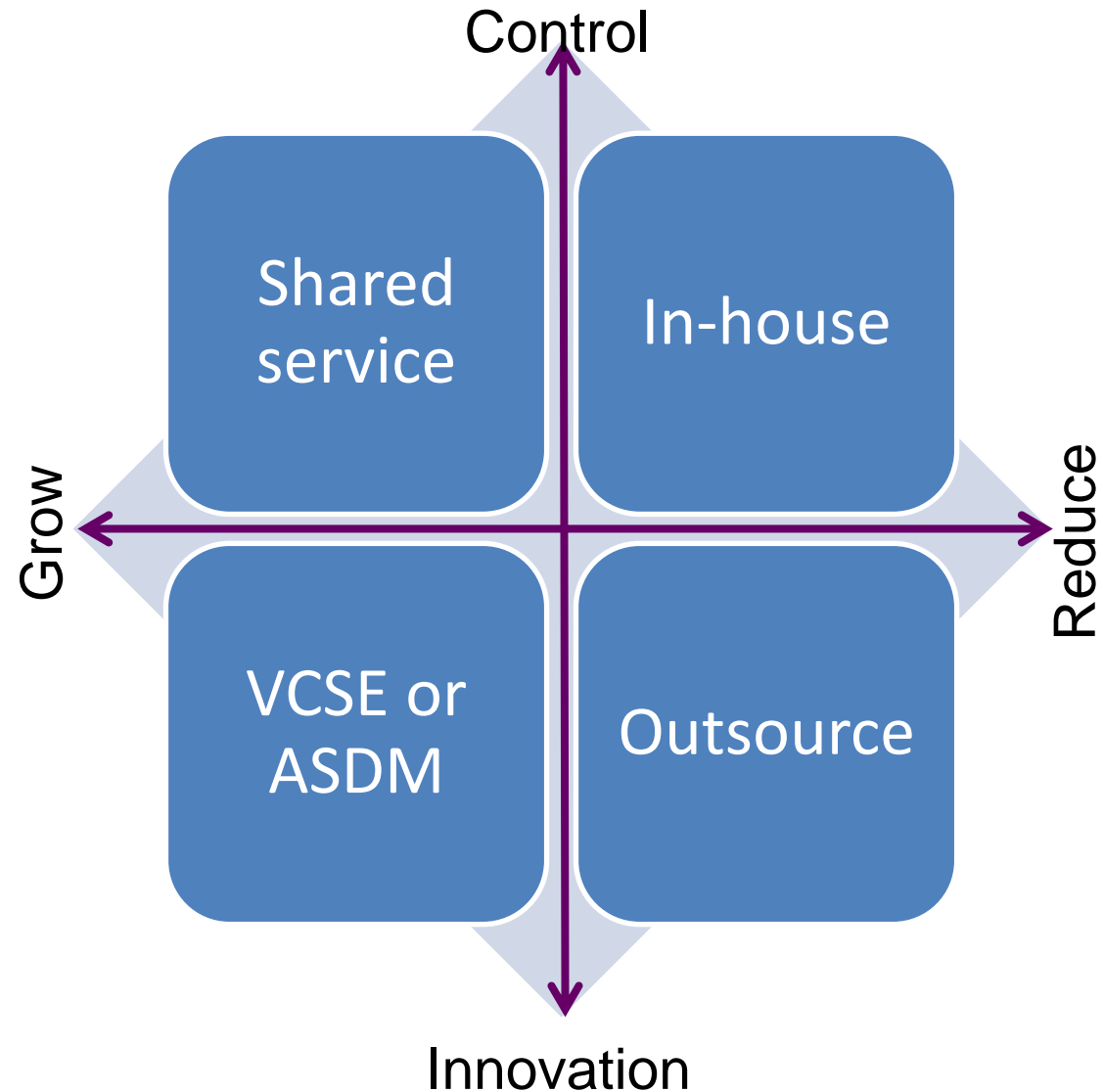
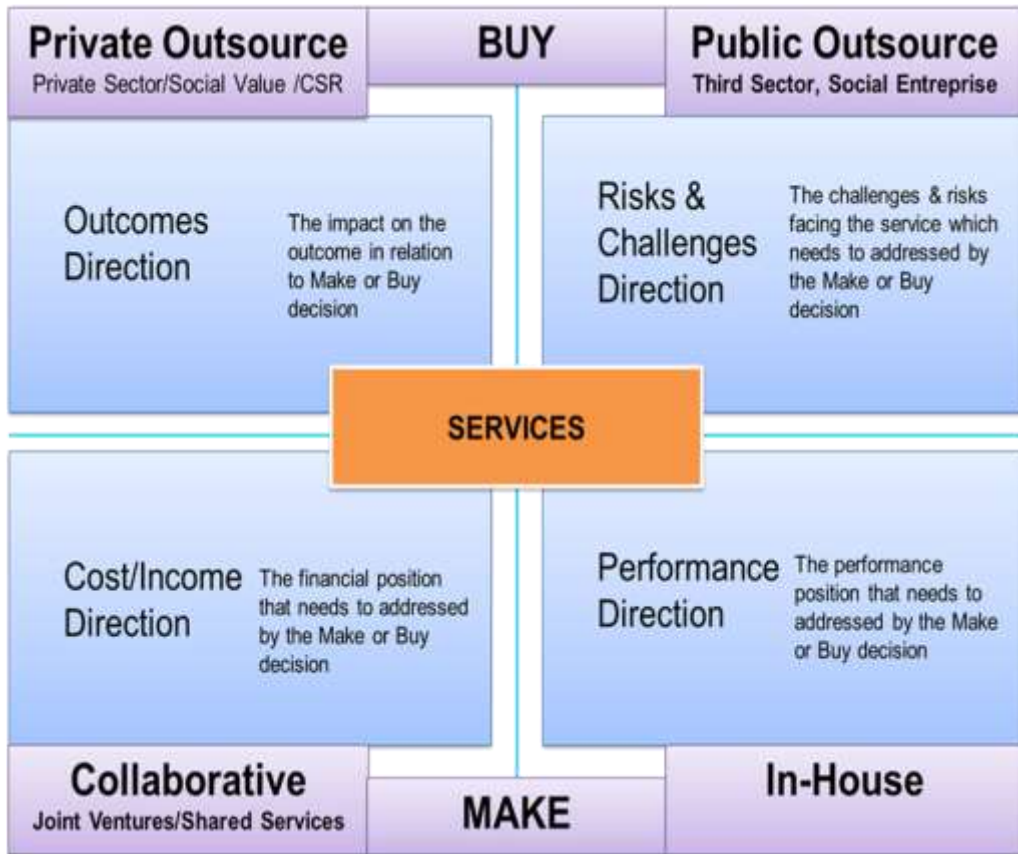
- Croydon's Integrated framework agreement total value of over £80m and will provide services to some of our most vulnerable residents
- brings together all community based social care services under a single arrangement to provide services which enable people to live more independently in the community
- LLW formed part of the tender evaluation process
- Includes contractual commitment to paying staff at least the London Living Wage





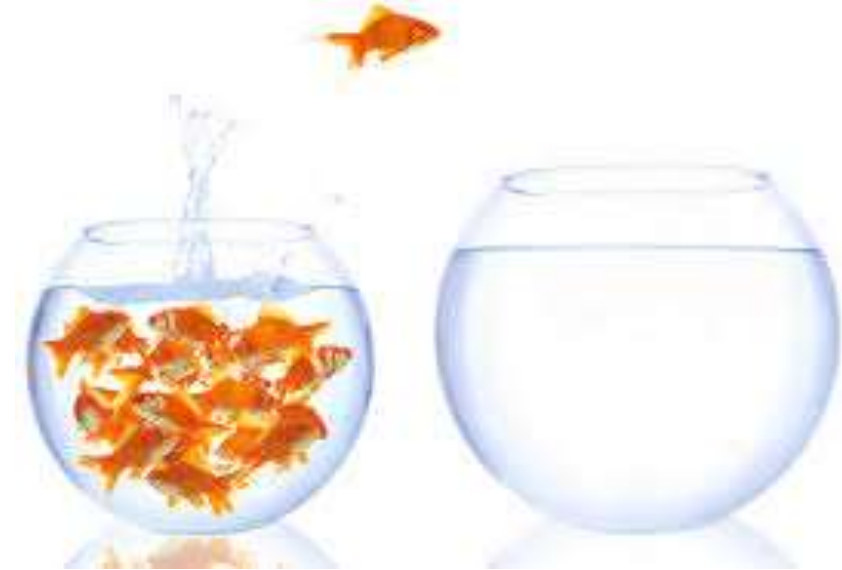
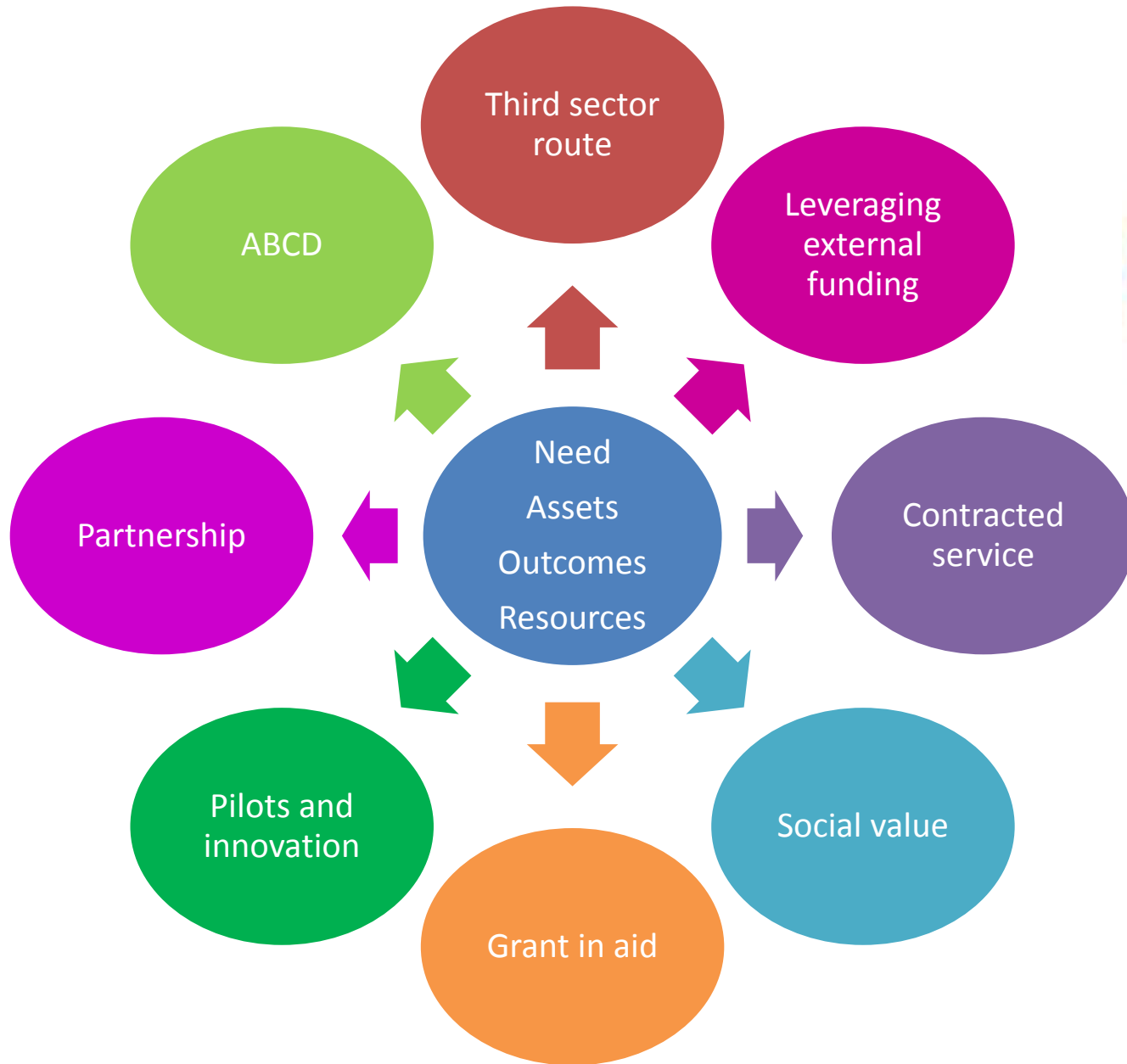
# Disrupting the market

## Developing alternative delivery models





# A new way of thinking



# Key contacts:

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