

Commissioning and Procurement Resources

Compiled by the Local Commissioning and Procurement Unit - Autumn 2008

The Local Commissioning and Procurement Unit at NAVCA has mapped practical resources for local infrastructure organisations to use with front line organisations grappling with commissioning and procurement matters.

This information is intended to be the first of three guides on commissioning and procurement including the policy context and examples of good practice.

To suggest a resource that you find useful please email lcpu@navca.org.uk or telephone the advice line on 0114 289 3989. To keep up-to-date with the unit's work please visit the microsite at <http://www.navca.org.uk/localvs/lcp>.

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General

Glossary of Terms Used in Planning and Delivering Public Services

Chartered Institute of Public Finance and Accountancy (CIPFA)

<http://tinyurl.com/638bna> or <http://www.cipfa.org.uk>

A Provider's Guide to Procurement

SITRA and Communities and Local Government, June 2008

This guide, funded by the Department for Communities and Local Government, offers readers a step-by-step analysis of the procurement process and offers helpful suggestions, insights and case histories from organisations who have tendered for services. It is aimed at the supported housing sector, but contains useful and relevant information for all providers in the third sector.

<http://tinyurl.com/57ukcw> or <http://www.sitra.org.uk>

Planning

Commissioning and Procurement Fit for Purpose Toolkit

East London CVS Network, 2007, £15

This Toolkit has been developed by the East London CVS Network to assist governing bodies (boards and committees) in understanding and exploring the implications of embracing the new contractual environment in the delivery of public services. Price £15

<http://tinyurl.com/697wng> or <http://www.elcvsnetwork.org.uk>

Tender Readiness Toolkit

SCEDU, 2007, £60-79

This is an internal awareness CD-ROM toolkit for organisations to benchmark their ability to enter the procurement agenda. It comprises a series of in-house assessment tools to help you identify what areas of your business might need addressing, and what measures you might need to have in place in order to bid for tenders.

<http://www.scedu.org.uk/toolkit.htm>

A Guide to Purchaser's Plans – or how to find out who might purchase your service

Futurebuilders, 2005

Information about understanding how your proposed service fits with the priorities and needs of public sector purchasers.

www.futurebuilders-england.org.uk/downloadfile.aspx?ID=43

Charity Specific

CC37 – Charities and Public Service Delivery – An Introduction and Overview

Charity Commission, 2007

This is primarily aimed at smaller charities and those considering public service delivery for the first time. It includes legal requirements in relation to charity status and public service delivery, good practice and risk awareness issues. A useful overview for trustees.

<http://www.charity-commission.gov.uk/publications/cc37.asp>

CC34 – Collaborative Working and Mergers

Charity Commission, 2008

Guidance from the Charity Commission for all charities who may be considering working in partnership or merging with other organisations. Includes legal issues, due diligence etc.

<http://www.charitycommission.gov.uk/publications/cc34.asp>

Trading – A Survivors Guide

Deloitte and Charity Finance Directors' Group, 2007

These guidance notes examine the issues around charity trading and taxation such as what is trading, what is allowed, selling donated goods, corporate sponsorship, trading subsidiaries, profit shedding, operating at arms length, accounting for trading subsidiaries, and charity shops.

http://www.cfdg.org.uk/crn/doc_detail.asp?ID=0710PFIS0003

Costing

Full Cost Recovery Toolkit

acevo

Information on the concept of 'full cost recovery' and planning out the true costs of delivering services including variable costs and overheads. A free toolkit is also available to download.

<http://www.fullcostrecovery.org.uk>

Know Your Cost Base Know Your Charity

Charity Finance Directors' Group, 2007

The publication provides a robust framework within which charities can consider their costs and cost-drivers as well as special considerations such as VAT, reserves policy, transfer of risk etc.

<http://tinyurl.com/6x2eq5> or <http://www.cfdg.org.uk>

Price Lists, Estimates, Quotations and Tenders

Business Link

Online information on pricing services and preparing a price for a tender.

<http://tinyurl.com/5l5vey> or <http://www.businesslink.gov.uk>

Quality accreditation

Quality Selector

Performance Hub

An easy to use matrix to see the difference between different quality standards. Basic introduction to quality standards and accreditation.

<http://www.performancehub.org.uk/quality.asp?id=433>

Prove and Improve

New Economics Foundation, free to £20

Part of the nef website where you can learn more about the tools and systems that help you prove and improve your organisation's quality and impact. Provides information on accreditation systems such as PQASSO and ISO. Hard copies also available.

www.proveandimprove.org

Quality Leaflets

Doncaster CVS, 2008

Information on different quality systems such as Customer First, Investors in People, ISO, Matrix etc.

<http://tinyurl.com/6d5l4c> or <http://www.doncastercvs.org.uk>

PQASSO – a Brief Guide for Funders and Commissioners

Charities Evaluation Service, 2008

Make sure that commissioners and public sector procurement officers are aware of PQASSO; send them a copy of this guide.

<http://tinyurl.com/6g9m9v> or <http://www.ces-vol.org.uk>

Demonstrating impact

Impact Briefing: Putting Impact at the Heart of the Tendering Process

Finance Hub, acevo and Development Trust Association, April 2008

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 providers and commissioners can meet the needs of people and communities more effectively.

<http://www.financehub.org.uk/redirector.aspx?t=1&i=185>

Social Audit Network

Social Accounting and Audit is a process to create a flexible framework which enables organisations to account their social, environmental and economic impact, report on performance and provide the information essential for planning future action and improving performance. This website provides a variety of resources around social accounting.

<http://www.socialauditnetwork.org.uk>

Measuring Value: A Guide to Social Return on Investment (SROI)

New Economics Foundation (nef), May 08

nef has pioneered the use of 'Social Return on Investment' in the UK as a method of proving the wider social value created by companies and organisations with a social purpose.

http://www.neweconomics.org/gen/z_sys_PublicationDetail.aspx?pid=241

The Money Trail – Measuring Your Impact on the Local Economy Using Local Multiplier 3

New Economics Foundation (nef), 2002

LM3 has been tried and tested across the UK, from agriculture to social enterprise to local government procurement, to determine how money coming into your community is then spent and re-spent.

This could be a useful resource for organisations needing to understand/evidence benefits of using local providers.

http://www.neweconomics.org/gen/z_sys_publicationdetail.aspx?pid=128

Also available **LM3 Online Toolkit** (see above)

<http://www.lm3online.org/>

True Colours: Uncovering the Full Value of Your Organisation

NCVO and Performance Hub, 2008, £12

This guide will help third sector leaders and managers appreciate the broader value of their third sector organisation and communicate it to others.

<http://www.ncvo-vol.org.uk/publications/publication.asp?id=8302>

SROI Online

Social Return on Investment UK Network, 2008, available to members of SROI UK

Online software, currently in beta format, to help organisations understand and manage the value they create through using a social return on investment framework. The framework allows those responsible for an activity to provide a narrative of the impact of that activity.

<http://sroionline.org/>

Negotiation

Negotiation Briefing: Effective Negotiating to Secure Better Outcomes

Finance Hub and acevo, 2008

A briefing that aims to assist with developing a structured and methodical approach to negotiation, an important skill needed in the public service delivery process.

<http://www.financehub.org.uk/redirector.aspx?t=1&i=186>

Win Win

acevo, 2008, £20

A comprehensive manual on all aspects of negotiation, pointing out that the third sector must accept the need to compete, and to negotiate for business.

<http://tinyurl.com/63wuzs> or <http://www.acevo.org.uk>

Legal

EU Procurement Guidance – Introduction to the EU Procurement Rules

Office of Government Commerce (OGC)

This introduction document is a useful starting point. The OGC website (www.ogc.gov.uk) contains detailed guidance on a range of legal procurement issues.

[http://www.ogc.gov.uk/documents/Introduction to the EU rules.pdf](http://www.ogc.gov.uk/documents/Introduction%20to%20the%20EU%20rules.pdf)

Frequently Asked Questions Concerning the Application of Public Procurement Rules to Social Services of General Interest

Commission of the European Communities, 2007

Technical guidance on public procurement legislation and case law related to social services of general economic interest.

http://ec.europa.eu/services_general_interest/docs/sec_2007_1514_en.pdf

EU Procurement Thresholds

Office of Government Commerce (OGC)

Guidance from OGC on EU thresholds for procurement

<http://tinyurl.com/yxpdre> or <http://www.ogc.gov.uk>

Employment Rights on the Transfer of an Undertaking: A Guide to the 2006 TUPE Regulations for Employees, Employers and Representatives

Department for Business, Enterprise & Regulatory Reform (BERR), 2007

<http://www.berr.gov.uk/files/file20761.pdf>

At a Glance Guide To Legal Structures for Social Enterprises

Business Link

Legal structures for third sector organisations and their characteristics, laid out in a simple table covering ownership, charitable status, legal entity and asset locks. The comparison table includes the recent Charitable Incorporated Organisation (CIO) and Community Interest Company (CIC) models.

http://www.businesslink.gov.uk/Taxes_and_Returns_files/LegalStructures.doc

Finance

HMRC VAT Guidance

HM Revenue and Custom's website has detailed information on VAT, including a section on VAT for charities and other non-profit organisations.

<http://www.hmrc.gov.uk/vat/vat-charities.htm>

National Advice Service Helpline

HMRC

Phone: 0845 010 9000

Textphone: 0845 000 0200

Email: Enquiries.estn@hmrc.gsi.gov.uk

VAT Briefing: VAT Made Simple When Working In Partnership

acevo, 2008

Briefing explaining the most important rules governing VAT on partnerships.

<http://www.financehub.org.uk/redirector.aspx?t=1&i=187>

Practical Guide to VAT (3rd Edition)

Directory of Social Change, £24.95

This guide explains in simple, jargon-free terms how VAT works and how it affects not for profit organisations.

<http://www.dsc.org.uk/Publications/Finance/@2561>

No-Nonsense Guide to Small Business Funding

Business Link, 2008

The No-Nonsense Guide to Small Business Funding divides into four sections reflecting the different stages of securing finance for your company, from laying the groundwork with a good business plan and considering the options available, to managing cash-flow and moving forward.

http://www.businesslink.gov.uk/Finance_files/SBFcomplete2008.pdf

Futurebuilders

Futurebuilders is a government-backed fund offering support and investment to help third sector organisations to deliver public services. Futurebuilders offer investment packages and loans; and often includes grants and professional consultancy support within an overall investment package. In 2008 Futurebuilders started the 'Tender Fund', which offers interest-free three year loans of between £3,000 and £50,000 to third sector organisations that need relatively small sums of money to help them tender successfully for public service delivery contracts.

www.futurebuilders-england.org.uk

Social Investment

Links to funding, finance and support from the Office of the Third Sector.

http://www.cabinetoffice.gov.uk/third_sector/funding_finance_support/social_investment.aspx

Tendering

Tendering and Bidding Briefing: Give Your Tender a Winning Chance

Finance Hub and acevo, 2008

A briefing which covers basic tendering information, including key points in the tendering process, types and stages of the process and case studies.

<http://www.financehub.org.uk/redirector.aspx?t=1&i=184>

Before Signing on the Dotted Line, all You Need to Know about Procuring Public Sector Contracts

NCVO and Futurebuilders, 2006

Detailed guide on the whole procurement process, including how the public sector buys goods, how third sector organisations can identify customers, different stages of the tendering process, and legal issues. Also includes case studies, checklists, examples, links and a glossary.

<http://tinyurl.com/md2fy> or <http://www.ncvo-vol.org.uk>

Introductory Pack on Funding and Finance: Procurement and Contracting

NCVO, 2006

A guide to the rules and procedures that constitute public sector procurement.

<http://tinyurl.com/68yvqd> or <http://www.ncvo-vol.org.uk>

Public Service Delivery

NCVO, ongoing

A wide range of web-based information and resources on public service delivery can be found on NCVO's website. It includes access to information on NCVO public service delivery, conferences, newsletters and the public service delivery network.

<http://www.ncvo-vol.org.uk/index.asp?id=2116>

Tools for Procurement and Contracting - Funding and Finance Toolkit 3

NCVO for Finance Hub, 2007

Part of a four part toolkit on Funding and Finance. These booklets provide more intermediate and advanced level exercises and activities for advisors and organisations to work through together to help organisations put funding ideas into practice. Covers a wide area of sustainable funding, not just competitive tendering.

<http://tinyurl.com/26pkl2> or <http://www.ncvo-vol.org.uk>

Guides for Selling to the Public Sector

Produced by Social Enterprise East Midlands (SEEM)

Guides to help to contract with the public sector, including selling yourself, selling to the NHS, contract opportunities and preparing tenders.

<http://www.seem.uk.net/Templates/Internal.asp?NodeID=89818>

Finance Hub

More information on the tender process, contracts, procurement, grants, trading and finance can be found online at the now archived Finance Hub website.

<http://www.financehub.org.uk/>

Tender For a Contract

Business Link

Online business focused guide on finding out about tenders, whether or not to bid and where tenders are advertised.

<http://tinyurl.com/6yd8qy> or <http://www.businesslink.gov.uk>

Contract Management

The Complete Guide to Surviving Contracts for Voluntary Organisations

Directory of Social Change, £18.95

A book that focuses on the practical and organisational issues involved in bidding for, negotiating and managing contracts. This publication attempts to show organisations how to take a proactive approach to contracts and thereby enter them on their own terms and for the right reasons.

<http://www.dsc.org.uk/Publications/Managementandgovernance/@7798>

Collaboration

Consortia Delivery of Public Services

NCVO

Web based resources and general guidance with links to more detailed information.

<http://www.ncvo-vol.org.uk/collaborativeworking/index.asp?id=7054>

Due Diligence Demystified

NCVO, 2006, £15

This publication gives clear and concise information on due diligence and how to carry it out in the most efficient and cost-effective way.

<http://www.ncvo-vol.org.uk/publications/publication.asp?id=3715>

Collaborate

Housing Associations' Charitable Trust (HACT), 2008

This resource kit draws on learning from HACT's Communities and Local Government-funded Collaborate project, which aimed to help smaller and local, community-based, housing support providers to thrive within the emerging Supporting People framework by developing collaborative approaches to tendering and delivering services, includes a series of eight worksheets on different aspects of collaboration.

<http://www.hact.org.uk/downloads.asp?PageId=175>

Sink or Swim? Towards a 21st Century Community Sector

Bassac, 2006, free to download or £15 hardcopy

This guide explores the idea of 'clustering' and bassac's Sharing Without Merging (SWiM) initiative.

<http://www.bassac.org.uk/pages/swimpublishation.html>

Collaborative Working

NCVO

Online resources and guidance covering a spectrum of ways that two or more organisations can work together. Options range from informal networks and alliances, through joint delivery of projects to full merger.

<http://www.ncvo-vol.org.uk/collaborativeworking/>

Sharing Back Office Services – a Model of Collaborative Working

NCVO, 2005

This is one of a series of models covering the different ways that third sector organisations can work together. It is aimed at chief executives, managers and trustees. The model introduces possible structures for sharing back office services and describes areas to consider before going ahead.

<http://www.ncvo-vol.org.uk/collaborativeworking/models/?id=2050>

A Practical Guide to: Working with PartnershipsN² Consulting and Nottingham CVS, 2008, issued under a Creative Commons license.

An easy to read guide on different types of partnerships and how to establish them. The website contains some tools in excel format to help with different parts of the process such as planning, key issues, risk and stakeholder analysis.

<http://www.n2-consulting.com/partnerships.html>