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# Health and Social Value

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## No. 04

One of a series of case studies from the Health and Social Value programme.

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## Shared social values make a real difference in Calderdale

**A local Charter has been adopted by Calderdale's Health and Wellbeing Board and its constituent partners, to help develop the relationships between the Clinical Commissioning Group (CCG), Local Authority and the local Voluntary, Community and Social Enterprise (VCSE) Sector.**

**Commissioners and providers are committed to making social value real, through a shared vision and commitment to a set of core social value principles.**



Department  
of Health

**IVAR** Institute for  
Voluntary Action Research

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## Key points

- A common understanding of what social value means and how it relates to Calderdale is paramount in engaging senior leaders across the Health and Wellbeing Board
- A Charter without procurement barriers, underpinned by a set of clear objectives, is essential for relationships to develop and flourish
- Having benefits and actions commissioners and providers are committed to allows creativity and open thinking to develop
- The programme asks contractors and partners to consider buying locally, use local labour (including apprenticeships), involve local residents and to support initiatives like the Living Wage, making sure it gets the most social value for Calderdale residents.

**“the Charter will help us to make sure that for every £1 we spend on the delivery of services we will also be getting other benefits for our communities.” Sian Rogers, Policy & Projects Manager Calderdale Council**

## ABOUT THE HEALTH AND SOCIAL VALUE PROGRAMME

The Health and Social Value programme is a three-year programme, funded by the Department of Health and delivered by Social Enterprise UK (SEUK) and the Institute for Voluntary Action Research (IVAR). The programme is specifically designed to support local areas to deliver and commission for social value in health and care; in this way it aims to support the implementation of the Public Services (Social Value) Act at the frontline.

The programme brings together key players in local healthcare to consider what social value means in their area, how it can be embedded in commissioning and procurement of health services, and how this can lead to improved health outcomes on the ground.

The programme works with senior decision-makers and leaders from Clinical Commissioning Groups (CCGs), local authorities (including those on Health and Wellbeing Boards) and from the voluntary, community and social enterprise (VCSE) sector. Through a combination of facilitated group sessions and external experts, the programme focuses on specific actions: to deliver culture change and the partnerships necessary to create tangible improvements in local healthcare.

The programme also aims to improve VCSE organisations' understanding of their own impact in terms of social value and increase their knowledge of the commissioning process.



Find out more: [socialenterprise.org.uk/policy-campaigns/policy/delivering-social-value](https://socialenterprise.org.uk/policy-campaigns/policy/delivering-social-value)

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## Background

With a focus on creating social value through partnership engagement, CCG and Local Authority worked with the VCSE sector to:

- Produce a Social Value Charter that includes strategic elements and practical examples of how to deliver social value in Calderdale.
- A legal and finance-proofed Social Value Charter in line with local authority, CCG and European commissioning and procurement regulations.
- Develop a toolkit and run training/briefing sessions to inform the wider community.
- Establish a cross-sector group to agree ways to embed social value moving forward. This group will be widened to include all Health and Wellbeing Board (HWBB) partners.
- Share learning with other Health and Social Value initiatives.
- Achieve formal support and sign up of the Charter from all partners of the HWBB.

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## What we did

Alongside a core group of partners the Health and Wellbeing Board convened to take the implementation of the Charter forward, including the development of a toolkit and training/briefing sessions to inform the wider community of the importance of social value.

- The Charter has been adopted by the CCG, Local Authority and VCSE sector in Calderdale, through their own organisational management structures
- Involvement in the programme has enabled relationships between the sectors to grow and develop, especially raising the profile of the VCSE with commissioners
- Considering social value has become commonplace and is viewed as a significant matter for organisations involved in the programme, who wish to see it implemented across Calderdale for the ultimate benefit of local communities

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## Our approach

A cross-sector group representing the CCG, Local Authority and VCSE sector came together to discuss what social value meant to their agencies and how they would like to see it used to its full potential within the Borough.

This included looking at upcoming opportunities and the longer term potential to embed social value throughout the commissioning cycle.

Through a series of facilitated meetings and workshops, using good practice from other areas of the country, it was agreed that a Charter be produced to aid common understanding of social value across Calderdale and drive the implementation of social value within commissioning.

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## What was the impact

Calderdale is an NHS Vanguard site for integrated health and social care work and the CCG, Local Authority and VCSE sector understand how the social value programme complements its key services, to enable real change for local communities.

By creating the Charter relationships between all sectors have been strengthened and social value is now seriously considered by the organisations brought together by the programme. This shows the enthusiasm for social value generated within the borough and is a good foundation to build upon, for when the integrated commissioning begins.

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## Future Impact

Still in the early stages, the toolkit and training/briefing sessions are due to be rolled out in August and September 2015 for testing within the borough.

In 2016 social value will be fully embedded in the commissioning processes within Calderdale. It will take time for the benefits of the contracts to be realised but those involved in the programme know that by acting now they can create a better future for local people and communities.

## HOW TO FIND OUT MORE

### Contacts on the project are:

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## Social Enterprise UK

We are the national body for social enterprise. We are a membership organisation. We offer business support, do research, develop policy, campaign, build networks, share knowledge and understanding, and raise awareness of social enterprise and what it can achieve. We also provide training and consultancy for clients of all kinds.

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## Institute for Voluntary Action Research

We work to understand, support and strengthen voluntary and community sector (VCS) organisation and management using action research. We work collaboratively; concentrate on problem-solving; and want our work to be relevant and practically useful.

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