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# Health and Social Value

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## No. 03

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

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## Creating Social Value in Halton

**Using the local Sustainable Community Strategy and the Marmot priorities as a framework for approaching social value in Halton has strengthened the understanding between providers and commissioners, producing excellent outcomes and attracting national attention.**

**This has brought new funding opportunities to Halton, raised the profile of the voluntary, community and social enterprise sector, and embedded social value into the contracts of Halton's mental health and acute healthcare providers, ensuring they contribute to the prevention agenda.**



Department  
of Health

**IVAR** Institute for  
Voluntary Action Research

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## Key points

- Engaging senior leaders across the CCG and local authority is key to making things happen.
  - Focus on local need and the most pressing priorities first so the impact and potential of social value is not diluted.
  - Social value champions get things done; the people make it happen and are the drivers for change across all sectors.
  - Involve people and organisations who know the local area, where its needs are highest and what makes it tick.
- Getting Commissioning & Procurement Officers on board so building trust in local processes with an incremental roll out of social value activity
- Starting with health inequalities enabled the partnership to get started and then extending across all types of contract to make social value outcomes a reality.

**“Social Value chimes perfectly with our drive towards active citizenship and supporting social co-production. The new Social Value Framework and Charter based on the Marmot principles will drive us through evidence based change. All of the major providers now have the framework within all their contracts. This means almost £140m investment is now being looked at under a social value lens. The sky is the limit around the benefits of this work.”**  
**Simon Banks, Chief Officer, NHS Halton CCG**

## 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

There are a greater proportion of people living with illnesses or health problems that limit their daily activities and higher levels of inequality in Halton than the rest of the country. This evidence led to a focus on the social value determinants of life and how they could become a focal point for the partnership for social value in the borough.

A cross sector group representing the clinical commissioning group, local authority and VCSE sector in Halton came together to look at the potential, opportunities and great examples of social value locally.

- there was a need to harness local assets to meet the health needs of local people and to better understand the VCSE 'offer' in the borough
- a strong evidence base had been created through the joint Strategic Needs Assessment and the local Sustainable Community Strategy
- stakeholders were committed to social value being a part of everything and not to it becoming an 'add on' in contracts, but a meaningful exercise that would bring about local change

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## Our approach

Through a series of meetings and facilitated workshops, the group agreed that:

- The Marmot priorities would become the overarching framework from which to focus social value in Halton ensuring the most pressing local health and social inequalities would be prioritised.
- A charter would bring all social value activity together under one umbrella.
- Opportunities would be identified to develop some specifications that influence social impact and agree what to monitor and measure.
- A multi-professional core group would be established that would go on to analyse social value in contracts in the future.

## What are the Marmot priorities?

In November 2008, Professor Sir Michael Marmot was asked by the then Secretary of State for Health to chair an independent review to propose the most effective evidence-based strategies for reducing health inequalities in England. His report was published in February 2010, and concluded that reducing health inequalities would require action on six policy objectives:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention.

These priorities can be used as a framework for structuring thinking in a local area about social value, and to help decide local social value priorities in healthcare.



Find out more: <http://www.instituteofhealthequity.org>

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## What we did

The programme helped ensure social value was written through everything that partners did, and that they responded and listened better to each other in delivering health and social care. Some of the activities included:

- shaping a Halton Social Value Charter through a social value definition and a set of criteria to ensure it was based on local evidence and aligned with the Marmot priorities
- 'social-proofing' the Halton CCG commissioning intentions
- developing a Social Value Procurement Framework that has brought about innovation and unexpected outcomes for the borough over and above what was anticipated
- establishing a cross-sector group to agree ways to embed social value locally; this has supported better collaboration within the sector and helped to develop a shared narrative
- rolling out procurement workshops for businesses

For Halton, there has also been activity outside of the borough, including:

- presenting at the Salford Launch of their 'Social Value City Charter'
- attending a Public Health Round Table on social value organised by the Cabinet Office
- presenting and leading a workshop at Due North/Public Health England event.

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## What was the impact?

Social value moved from what was a concept to being embedded in the processes and partnerships of delivery across Halton. There has also been a strengthening of relationships between providers, commissioners and agencies. Some of the tangible outcomes include:

- Social value has been embedded into contracts for example; housing support, missing from home, healthy weight management, homelessness services, youth provision, specialist treatment services, and security services.
- Simple but effective individual Social Value monitoring dashboards were developed with commissioners and providers.
- VCSE sector's profile with LA/CCG was raised through facilitated meetings which increased knowledge and education for participants through bringing expertise to the borough.
- New funding opportunities were brought to Halton; for example, Unltd's 'Lead the Change' and the North West Social Value Foundation has provided funding to showcase social value in practice
- Wider conversations were held on how communities could be mobilised to drive change locally - giving power to them, and building social entrepreneurship through top down procurement and bottom up (community led) approaches.
- Halton's profile was raised nationally as a leader in the field. Its leaders have spoken at several conferences and policy round tables.

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## Future Impact

Traditionally, some local authorities and commissioners struggle with this sort of innovation, because they are understandably risk averse and also understandably prefer contracts in which every output and outcome is detailed in advance. What this process has helped achieve is a building of trust between the more visionary catalysts amongst the group and those responsible for embedding and translating that vision into delivery. That takes time and careful facilitation – so working together, bringing those people together and rolling things out incrementally has proved critical.

As a result, we anticipate that the roll-out will continue with social value embedded in more and more contracts, as they come up for tender. This in turn will continue to deliver improved health outcomes, progress on prevention, and delivery that works for the whole borough

## HOW TO FIND OUT MORE

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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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