

Salford City Partnership

Social Value: The Social Value in Health and Care programme in Salford

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In Salford, social value is...

- **Social** – people, culture, interactions...
- **Environmental** – the place in which people live, the planet, use of resources...
- **Economic** – money flow, financial resources...
- Meaningful to local people
- More than just the Social Value Act
- More than just financial transaction
- Led by the Health and Wellbeing Board, part of the Joint Health and Wellbeing Strategy

Principles and concept of SVHC

- Key objective – bring people together
- Principal driver - benefit for Salford citizens
- Social value is a long term investment
- Railway tracks – develop commissioner and provider arrangements along side each other



Planning the programme

- Recognition that there are 3 parallel 'levels' that we need to work at:
 - Strategic
 - Commissioning and procurement
 - Providers
- Work should be concurrent and linked – interdependent
- Social value is in the whole commissioning cycle
- Important to get 'buy in' at all levels

Action Plan

- 5 key areas of work:
 - Social Value Charter for Salford
 - Testing of ideas and practice
 - Toolkit of information, advice and guidance
 - Training and awareness raising
 - Evaluation

Social Value Charter

- Local driver is citizen social, environmental and economic wellbeing - City Plan
- Multi agency agreement – City Partnership
- Partners endorse the charter and commit to implementing the principles
- Consistent approach to the application of social value across Salford
- Social value will be central to service provision / expenditure of public money regardless of who the provider is

VISION: (as City Plan?) In Salford, we will look for relevant **social, environmental and economic value** from everything that we do, including service delivery, commissioning and procurement; and aim to use the 'Salford pound' to obtain the greatest benefit for local citizens. Social value considers more than just the financial transaction and includes: **Happiness ✿ Wellbeing ✿ Health ✿ Inclusion ✿ Empowerment ✿ Poverty ✿ Environment**

We are committed to the following principles:

1. optimising the well-being of Salford and its people in our planning, decision-making and commissioning
2. thinking long-term – turning investment into long-lasting outcomes
3. working together across sectors to provide social value outcomes
4. having values including inclusion, openness, honesty, social responsibility and caring for others
5. having a clear and current understanding of how social value can make Salford a better place to live.

Commissioners will maximise social value by:

- asking clear, appropriate questions and embedding social value in policies, commissioning and procurement frameworks
- giving social value significant and proportionate weighting within procurement criteria and decisions
- including social value in contract monitoring and management
- engaging with providers on an ongoing basis around social value

Providers will demonstrate social value through:

- embedding tools for monitoring and reporting social value as part of their organisational processes
- offering social value as part of tender submissions

We will know whether our principles are making a difference by evaluating:

- the flow of money in the local economy (LM3)
- value of public contracts placed with local providers
- the size of contracts and providers who deliver them
- the level of understanding of the benefits of social value in commissioners and providers

- the questions asked by commissioners and procurement teams
- whether social value is included in all policies, strategies and decision-making
- how many and what sort of organisations have signed up to the social value charter
- the capacity of local providers to report their social value

Social value is embedded within the City Plan, and examples of the outcomes that we want to achieve for Salford include:

A Growing City

- Reducing worklessness
- Promoting use of local labour
- Improving education and skills
- Buying Salford goods and services
- Adopting the best working practices and conditions
- Increasing resilience of the workforce – keeping people in work
- Creating a better place for businesses to operate and grow
- Facilitating good links between local businesses

A Co-operative City

- Increasing opportunities for volunteers
- Increased ownership and involvement of service users and wider communities
- Actively promoting equalities
- Increasing positive role models
- Increasing community resilience – people’s ability to help each other
- Working with voluntary sector, social enterprise and mutuals

An Innovative City

- Improving local integration – operating within existing and new networks at a local level
- Demonstrating a clear role in reducing demand
- Improving the place – public spaces and parks
- Making services accessible
- Reducing energy use
- Increasing recycling and reuse of resources
- Reducing crime and disorder
- Using sustainable materials and fair trade products

A Caring City

- Improving family life
- Raising people’s aspirations – in education, employment, living standards, social interaction.... etc
- Tackling health inequalities – closing the health gap both within Salford and with the rest of the country
- Improving living standards and reducing poverty
- Supporting public sector services reach the people of Salford who need them

Framework for measuring Social Value in Salford – our priority social value measures for 2014/15 will be:

| | <i>Social</i> | <i>Environmental</i> | <i>Economic</i> |
|-------------------|---|--|--|
| OUTCOME | Increased community strength and resilience | Improved impact of the local environment on people’s wellbeing | Increased employment / reduced poverty for Salford citizens |
| INDICATORS | <ul style="list-style-type: none"> • sense of community – perceived level of trust or levels of mental well-being • supportive relationships – proportion of adults in stable relationships • social relationships – level of unpaid activities to help others | <ul style="list-style-type: none"> • energy efficiency: use of energy and resources – total CO₂e (equivalent) annually per person; • waste and emissions: production of waste and emissions – <ul style="list-style-type: none"> ➢ total waste annually per person ➢ total CO₂ travel emissions | <ul style="list-style-type: none"> • level of valued employment in Salford; • degree of financial (in)equality within Salford – relative incomes |

We will measure social value in commissioning at the following stages:

1. essential / core measures of social value (applicable to all activities)
2. other measures of social value offered by providers (and inserted into contracts with them) – added social value

3. unpredicted social value produced during the contract

We will also use our framework to report the difference that social value is making to the City as a whole and the people that live here.

Social Value Charter

All organisations who commit to this charter will be expected to:

- **EMBED SOCIAL VALUE:** Adapt policies and governance arrangements to emphasise the role social value will play in service provision.
- **DELIVER SOCIAL VALUE:** Implement social value through their commissioning and procurement processes from assessment of need through to advertisement and pre qualification questionnaires, specification, evaluation and contract compliance.
- **DEMONSTRATE SOCIAL VALUE:** Evidence how and when they have introduced social value into service delivery and the impact that this has made.

Testing ideas and practice

- Social value in commissioning needs to be:
 - Feasible / deliverable
 - Reasonable / fair
 - Relevant to each contract
 - Legal
 - Manageable / enforceable
- Seek areas for testing / questions to ask in social value analysis
- Every stage of commissioning cycle, different types of contracts
- Examples – current DAAT procurement process, continuing care commissioning, public health commissioning

Toolkit

Purpose:

- guidance ('you could..') and advice ('you should...')
 - social value principles (Charter)
 - examples / case studies
 - methodology
 - step by step guide
- A practical set of tools for both commissioners/procurement and providers
 - Cover all stages of the commissioning process
 - Describe the legal requirements
 - Contain relevant case studies across a number of delivery areas
 - Delineate between “added” value and social value as a core element of service delivery
 - Include links to training, advice and best practice

Training and awareness raising

- Review and deliver Social Value development support to VCSE sector
- Increase knowledge of Social Value amongst the Health and Wellbeing Board, CCG Governing Body, Integrated Commissioning Board etc
- Seek buy-in for Social Value commissioning at a Salford wide level – via Co-operative Commission / Salford Partnership
- SCC based engagement with key stakeholders
- Programme of awareness-raising and training for commissioners and procurement staff

Evaluation

- Are we making a difference for Salford and its residents through social value?
- Is what we are doing helping us make that difference?
- Has the SVHC programme helped us do the right things
- Keep it simple, focus on a small number of priority indicators
- Keep it focussed on what is meaningful to local people
 - measure what matters

Question from Salford...

- What would a social value approach look like if it was truly transformational?
(context – social value should be more than just the social value act...)