

SUMMARY

Towards a Social Value Economy

A roadmap to maximise VCFSE Social Value Outcomes
in Cheshire and Merseyside



The challenge

- The roadmap sets out a bold vision and plan to shift towards a **Social Value Economy** in Cheshire and Merseyside.
- In simple terms, this means an economy where every organisation maximises its potential to deliver **additional benefits to people, places and planet**.
- The consideration of these additional benefits, known as Social Value, within public sector commissioning and procurement award criteria – sparked by the 2012 Public Services Act and through the subsequent development of the government’s Social Value Model – is **intended to drive this shift**.
- However, extensive engagement with colleagues from across our sectors and places has revealed that **we are not yet realising the transformative potential of Social Value** across Cheshire and Merseyside.
- In particular, our Social Value efforts are too often **missing a transformative opportunity: the vast potential of collaborating with our Voluntary, Charity, Faith and Social Enterprise (VCFSE) sector**.

The opportunity

- This roadmap has been jointly sponsored by the Cheshire and Merseyside VCFSE sector and Health and Care Partnership, and **co-produced by leaders** across the public, VCFSE and private sectors
- They have set out a vision for what a **thriving Social Value economy in Cheshire and Merseyside** looks like:



A thriving Social Value economy in Cheshire and Merseyside...

Leverages every opportunity to deliver additional positive impact

Every organisation understands the ways they can deliver additional social, economic and environmental benefits.

Delivers additional positive impact through VCFSE collaboration

VCFSE organisations are deliverers of Social Value - through joint programmes of work or targeted spend – and recipients of Social Value – through in-kind support.

Contributes to our long-term shared goals

Outcomes from Social Value commitments are contributing to our long-term goals, particularly the Marmot principles

Our starting point

- Colleagues across our system are **experiencing a range of challenges** in how Social Value is being implemented across the commissioning cycle that are getting in the way of progress.
- Through interviews and workshops with a wide range of colleagues from across the public, VCFSE and private sectors, **we have identified six key barriers, limiting our potential to maximise VCFSE Social Value outcomes:**



Our shifts

- Colleagues shaped six key shifts to bridge the gap between our starting point and our shared vision for a thriving Social Value Economy in Cheshire and Merseyside:



Our recommendations

- To achieve the shifts, colleagues shaped a set of **recommended actions for public, private, VCFSE organisations** and for the **ICB**:

7.2 Public sector organisations

- Purpose-driven approach**
 - Set out a clear public-facing Social Value Policy that articulates why Social Value matters for your organisation and its priority Social Value matters
 - Make the Partner VCFSE increase meaningful collaboration by building on existing collaboration, identify areas for increase and setting measurable progress (see Cheshire and Merseyside Social Value Measurement Framework (appendix A))
- Consistent application**
 - Implement a consistent Social Value Measurement Framework to underpin activities – the Cheshire and Merseyside Social Value Measurement Framework powered by the TO
 - Ensure all Social Value practice, including commissioning, are relevant, proportionate and consistent
 - Provide guidance to organisations to be required of them in commissioning

7.4 Private sector organisations

- Purpose-driven approach**
 - Set out a clear public-facing Social Value Policy that articulates why Social Value matters for your organisation and its priority Social Value matters
 - Make the Partner VCFSE increase meaningful collaboration by building on existing collaboration, identify areas for increase and setting measurable progress (see Cheshire and Merseyside Social Value Measurement Framework (appendix A))
- Consistent application**
 - Implement a consistent Social Value Measurement Framework to underpin activities – the Cheshire and Merseyside Social Value Measurement Framework powered by the TO
 - Ensure all Social Value practice, including commissioning, are relevant, proportionate and consistent
 - Provide guidance to organisations to be required of them in commissioning

7.5 VCFSE organisations

- Purpose-driven approach**
 - Develop a simple Social Value Policy that articulates why Social Value matters for your organisation and its priority Social Value matters
- Consistent application**
 - Implement a consistent Social Value Measurement Framework to underpin activities – the Cheshire and Merseyside Social Value Measurement Framework powered by the TO
 - Ensure all Social Value practice, including commissioning, are relevant, proportionate and consistent
 - Provide guidance to organisations to be required of them in commissioning

7.6 Enabling actions by the ICB

- Purpose-driven approach**
 - Develop a simple Social Value Policy that articulates why Social Value matters for your organisation and its priority Social Value matters
- Consistent application**
 - Implement a consistent Social Value Measurement Framework to underpin activities – the Cheshire and Merseyside Social Value Measurement Framework powered by the TO
 - Ensure all Social Value practice, including commissioning, are relevant, proportionate and consistent
 - Provide guidance to organisations to be required of them in commissioning
- Outcomes-focused decision-making**
 - Develop clear and inspiring system-wide targets linked to specific Social Value outcomes, starting with the Partner VCFSE Commitment (measures NT14, NT15, NT16 and NT17)
 - Assign clear ownership in system governance for delivering on specific targets
 - Create a pathway and guidance to support the effective implementation of Social Value into the commissioning cycle across health and care organisations
 - Support organisations to understand and take up the Cheshire and Merseyside Social Value Measurement Framework (Appendix A)
 - Ensure that the creation of volunteering opportunities in the delivery of contracts is considered within the qualitative assessment of Social Value submissions, recognising the value that such opportunities can create for local people
 - Aggregate data from across public sector commissioning of Social Value to communicate the system-wide quarterly Social Value impact
- Collaborative design and delivery**
 - Integrate Social Value case studies into the Integrated Care Partnership communications strategy and operations
 - Align Social Value efforts with connected work across sectors, particularly with the ongoing development of the 'Good Growth Guidelines' led by Matchstick Creative
- Accountable management**
 - Encourage transparent reporting of progress via the Anchor Institution Framework
 - Support an open dialogue with parts of the system using different Social Value measurement frameworks to explore possibilities for alignment (for example, the Sefton Social Return on Investment Tool)
- Supported capability building**
 - Develop a 'Centre of Social Value Expertise' for the system comprising a number of experts who can provide flexible support across the commissioning cycle to the ICB and wider NHS providers
 - Develop a scalable training offer that can be provided system-wide to upskill all types of

Kickstarting progress

- To catalyse these actions and kickstart progress, we are asking organisations across sectors to **make an overarching and collective commitment: to Partner VCFSE.**

Commit to Partner VCFSE:
 Drive Social Value outcomes by increasing meaningful collaboration with our VCFSE sector by 2025

For Public Sector organisations	For Private Sector organisations	For VCFSE sector organisations
<ul style="list-style-type: none"> ➤ Baseline supply chain spend with the VCFSE sector in C&M ➤ Identify key opportunities to increase VCFSE sector collaboration ➤ Set targets to increase from the baseline year-on-year 	<ul style="list-style-type: none"> ➤ Baseline supply chain spend and donations of resources, time and money to the VCFSE sector in C&M ➤ Identify key opportunities to increase VCFSE sector collaboration ➤ Set targets to increase from the baseline year-on-year 	<ul style="list-style-type: none"> ➤ Identify key opportunities to increase cross-VCFSE and cross-sector collaboration <p>Where relevant:</p> <ul style="list-style-type: none"> ➤ Baseline supply chain spend with other VCFSE sector organisations in C&M ➤ Set targets to increase from the baseline year-on-year

Towards a Social Value Economy in Cheshire and Merseyside



Our final conclusions

- There is a **strong desire** to move towards a Social Value Economy that maximises VCFSE Social Value outcomes in Cheshire and Merseyside
- Effectively embedding Social Value in the commissioning cycle will **turbocharge the positive impact** achieved by our VCFSE sector
- To unlock our potential, Social Value needs to shift **from a competing priority to the key to our priorities**