

**Salford Clinical Commissioning Group
Social Impact Report 2020**

Context

This is the first Salford Clinical Commissioning Group (CCG) Social Impact Report. The Connectives has been commissioned to review the activities undertaken by the CCG over 2019 / 2020 financial year and assess the social, economic and environmental impacts which have been achieved over that period. The team at The Connectives undertook a robust stakeholder analysis and utilised a range of engagement processes speaking to individuals and organisations who effect or are affected by the activities of Salford CCG, and ensuring that a range of voices from across the Salford communities were heard and their opinions reflected in the report.

The report is an evaluation of impact against the Salford CCG Social Value Strategy, which outlines the impact the organisation seeks to deliver as an employer and as a commissioner of services.

The projects referred to in this document have been delivered directly by Salford CCG or by partners commissioned by Salford CCG. All of which have been delivered with the intention of improving the social, economic or environmental quality of life for the residents of Salford.

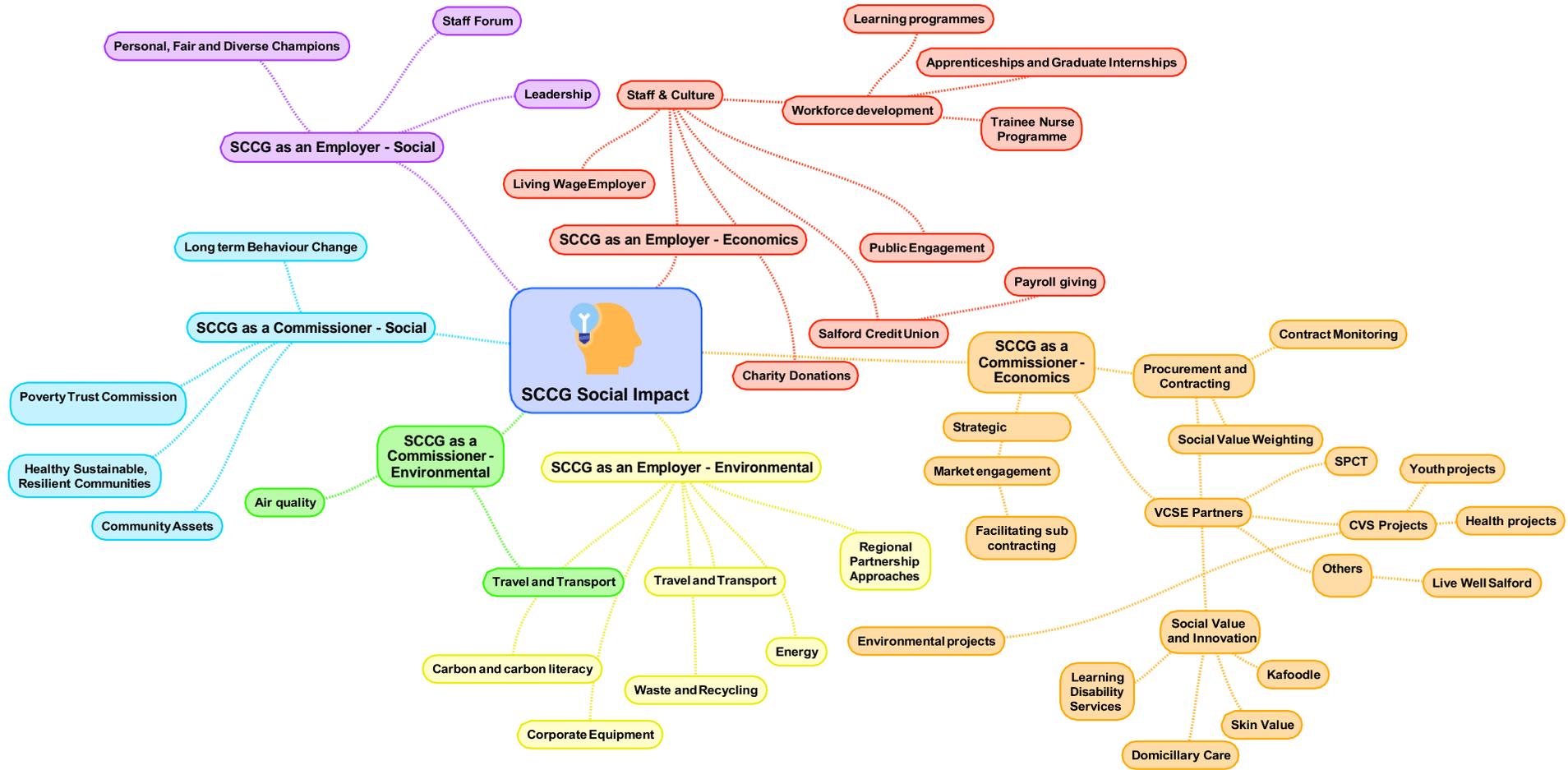
At every stage Salford CCG is seeking to secure:

- Improved long term financial sustainability for the people and organisations within Salford, investing in local businesses and local people
- A better physical environment, with reduced pollution (tackling climate change at a local level) which will naturally lead to increased exercise levels, improving wellbeing and quality of life for the population
- A reduction in inequalities

Areas of Impact

In order to create an accessible 'picture' of the entirety of the activity directly delivered or commissioned by Salford CCG, the mind map on the following page has been created. The mind map has also informed the stakeholder engagement which was undertaken in preparation for the creation of this report, ensuring that key stakeholders have been identified and engaged as part of the assessment of social value created by the activities.

Salford CCG Mind Map of Social, Economic and Environmental Activity



Some examples of Salford CCG Social Impact

Salford Community and Voluntary Services Partnership (CVS) - The strong relationship between Salford CCG and Salford CVS is fundamental to the delivery of much of the social impact secured, as Salford CVS is the distributor of the CCG's Third Sector Fund across Salford. This is a fund which has been created by the CCG to invest in community-based projects that are delivering health and wellbeing outcomes. For the last four years Salford CCG has commissioned Salford CVS to manage and distribute these funds and as a result 150 VCSE organisations have been supported to deliver services across the Salford communities in 2019/2020.

Salford CVS has reach and connectivity into the VCSE sector along with extensive experience of securing and distributing other monies; as a consequence, they are the ideal partner for Salford CCG to provide a route to VCSE projects that are directly contributing to the social value of the city. The Fund is coming to the end of a second 3-year agreement and has already been agreed for a further 5 years with Salford CCG providing £1m per annum.

The Fund supports around 150 organisations and all are encouraged through the application process to 'Go Social in Salford'; meaning that applicants need to consider and identify the social value that their project can create beyond the health and wellbeing outcomes it is designed to deliver. Such actions include local purchasing, local venue hire etc.

The range of activities covered by the projects is huge from food banks to football sessions, community choirs to counselling, a mini bus for the school and the wider community, creative crafting projects like 'Rags to Bags' a group of older women that recycle textiles to create aprons, bags and gifts; and many other community engagement activities besides. A great example is the creation of the Youth Wellbeing Fund; this funded the 'Seldom Heard' event that specifically wanted to hear young people's voices, each city leader made pledges to young people across Salford and young people were encouraged to bid for funds in teams of 3 or more. One group of young black men formed a music group Sabene that has been incredible bringing their enthusiasm and their music to tackle gang crime, unpacking lyrics and using them to influence young people's attitudes.

Every project funded through this route is focused on tackling inequalities and addressing:

- Improved long term financial sustainability for the people and organisations within Salford, investing in local businesses and local people – for example £50k has been invested with groups who are tackling digital exclusions by purchasing equipment and training people to get online enabling them to access employment, skills development and all of the online benefits that we take for granted.
- A better physical environment, with reduced pollution (tackling climate change at a local level) which will naturally lead to increased exercise levels, improving wellbeing and quality of life for the population – for example £110k has been spent with schools

many of whom are providing sensory gardens and outdoor spaces for pupils; at a time when available outdoor space has become so crucial this is positively contributing to an improved environment and to cleaner air.

The success of this partnership is enormous with almost £1m of additional funds having been matched to the Salford CCG investment of £1m, enabling the VCSE sector to deliver services that add real quality of life to individuals and families in Salford.

Salford Primary Care Together (SPCT) - is responsible for driving forward the collaboration of all of the GP practices across the Salford area and supporting the practices to pool their services, staff and resources so that all GP practices are strengthened and improved. This also means connecting general practice with other professionals and support in local neighbourhoods, such as district nurses, social workers, mental health workers, voluntary organisations and local community groups.

Salford CCG commissioned SPCT to provide a Salford Wide Extended Access Pilot (SWEAP) delivering 30 minutes of out of hours appointments per 1000 population. The model has been very successful in adding significant capacity to general practices and has led to SPCT adding After Hours Visits to an urgent care system. As a result, out of hours care can be provided away from A&E departments and no-one has to travel more than 1 mile to access the service or wait for more than 1 hour. In the period 2019/2020 the SWEAP provided 24,076 appointments, of which 21,702 were booked equating to a utilisation rate of more than 90%; of the appointments booked 4,267 did not attend meaning 17,435 additional appointments were provided and delivered.

Similarly, Salford CCG commissioned services for vulnerable groups in the community to be delivered from physically and socially accessible locations across the city. This has led, via SPCT, to the development of a Homelessness GP service run from Loaves and Fishes, where people who are homeless in the city can access a drop-in GP service. Unless a patient arrives in crisis requiring immediate and necessary treatment, they are met by a Healthcare Navigator who completes a thorough screening process with the patient at the point of registration. The information gathered supports the service to design care, prescribe appropriately, and refer and signpost from the outset. In the reporting period there were 209 people were registered with this service, 167 men and 42 women. The GP's supporting these people had 794 contacts with their patients, Healthcare assistants had 48 contacts and Nurse Practitioners had 64 contacts. Additionally, the Health Navigators provided 251 contacts leading to people accessing additional support services. Without this service these people would be left without access to healthcare beyond presenting at A&E.

By commissioning services for these groups Salford CCG is having a positive impact upon the public purse by preventing potential health conditions from worsening, but also by providing safe spaces for people to be supported and to feel part of their community.

Integrated Commissioning – Expanded integrated commissioning arrangements between Salford CCG and Salford City Council started on 01 April 2019. These arrangements allow collective commissioning of approximately £600m of health and social care services for the people of Salford, covering adults, children, public health and primary care services.

By having pooled budgets and joint decision making Salford CCG can be confident that financial decisions will be made jointly and that these decisions will be well informed using the combined knowledge and expertise of local GPs and councillors. Pooling budgets also allows us to plan our budgets more effectively and over a longer period of time.

- This is about efficiencies & resource, but **securing ‘value for money’ – not ‘savings’**.
- Support delivery of improved health outcomes for Salford people
- Bring systems, processes and decision making together to ensure a focus on integrated and proactive care
- Ensure a clear focus on improved quality, safety and outcomes for Salford people
- Combining clinical, political and officer expertise, skills and experience

Key examples of successful commissioning can be seen in Adult Mental Health services and Learning Disability and Autism services. Assistance from the Salford CCG Engagement and Innovation Teams has supported the design of partnerships and services and this has been supported by the lived experience of service users.

Adult Mental Health services report *“We have removed the currency of power, we dress down, remove lanyards, bring all of ourselves to the room and we will move ahead from here. We must find a way to share this approach with the rest of the organisation because the ripple effect that could be captured is essential, it feels like a natural evolution to behave in a Living Well way, to influence other areas of work and demonstrate that social value is not additional but part of the way that we work”*

Integrated commissioning has also changed the way that Respite and Domiciliary Care is provided because there is no separation of funds just integrated care packages. Given that in Salford 96% of learning disability patients are now able to be supported in their own community, this is an important area where Salford CCG is making considerable impact upon quality of life. Local organisations are supporting local people and families feel close to their loved one rather than then being moved to support facilities out of area. When respite services are offered, they are offered almost as an equivalent to a travel agent where, using their personal budget, a patient and their families can decide where they would like to go, enabling them to travel to a different part of the country and to a different environment so that it feels like a genuine break.

The obvious reduction in inequalities that this approach delivers, directly addresses quality of life for individuals and families in Salford, improving the services they can access and

recognising the need for people to be able to make choices around their independent living.

Some Economic Impact Headlines

Salford CCG is a pledge partner in the Salford Social Value Alliance, a group of organisations that is creating a social movement which encourages Salford citizens and organisations to make a positive difference through their activities and business. This report is evidence of the positive contribution Salford CCG has made towards these shared goals. Salford CCG is using its commissioning power and ability to form meaningful partnerships between institutions to positively change the quality of life in Salford. From small investments in community projects to large scale healthcare services, Salford CCG can evidence positive social, economic and environmental change.

The positive impact upon people and communities is obvious and tangible as Salford CCG funded projects report improved health and wellbeing measures amongst residents who are engaging in the huge range of activities commissioned through The Third Sector Fund. Over the period 2019-2020 the investment of this fund has generated a social return on investment of **£1: £18.29**, meaning for every £1 invested, social value worth £18.29 is delivered to benefit individuals, families and communities in Salford. This has been validated by the Centre for Local Economic Strategies (CLES).

As stated by CLES:

Our review of the literature on SROI from comparable programmes (including community befriending services, social prescribing projects and family support workers) has identified studies highlighting SROIs of between £3-£6.50 for every £1 invested. Clearly the Salford CCG Third Sector Fund managed by Salford CVS far outperforms these other examples.

The impact upon the environment will take much longer to deliver, but some behaviour changes have been achieved and the continued successful engagement of people from the surrounding communities, along with mindful commissioning practice, will see this activity increase exponentially over the coming months and years. In future reports, Salford CCG will seek to monitor the annual environmental changes that can be identified and delivered to ensure it does not lose sight of these steps towards climate change.

As a result of the investments and commissioning undertaken by Salford CCG some key economic headlines have been delivered:

- Match funding secured by Salford CVS' support of Salford VCSE groups has brought an additional **£912,644** to the communities of Salford; all of this is used to deliver services and engagement activity to benefit individuals and families in Salford

- Salford CCG has also contributed to positive progress in the Salford 10 % Better targets including:
 - **4,690** MORE people volunteering in Salford equates to **£15.2m** of social value to the communities of Salford, people contributing to their local economies and having meaningful use of their time
 - At least **1,570** MORE Salford residents paid the Living Wage Foundation **Real Living Wage** that takes incomes far above the UK minimum wage and puts more than **£1.4m** into the pockets of Salford residents, much of which will be spent in local businesses, thereby strengthening the Salford economy

Some examples of Salford CCG Environmental Impact

Sustainability - The Chief Accountable Officer of Salford CCG is one of the Greater Manchester leads on sustainability; as such has worked with colleagues from across the wider region to ensure environmental impact is considered across the health care system.

The Salford CCG Social Value Strategy Group recognise that global climate change and local environmental conditions are key to addressing health inequalities and that without attention to the environmental impact of the CCG it will fail to address the needs of its population.

Salford CCG recognises that current approaches to providing healthcare in large acute care hospitals with a large demand for energy is unsustainable. Rather, Salford CCG is seeking to engage communities to create a sense of autonomy, where communities can look after one another and access care services that are closer to home.

A specific example of work in this area over the reporting period is the work being done by the Social Value Strategy Group GP's who are working with other Greater Manchester colleagues to gather evidence and identify ways to reduce the carbon emissions of asthma inhalers. This is an area of prescribing with a high carbon footprint and positive action could create significant change.

This kind of creative approach to tackling the carbon footprint of the health economy evidences Salford CCG's commitment to positive environmental change. This work is also supported by activities undertaken by some VCSE partners who are seeking to increase exercise and lung health levels with creative programmes such as singing in schools.

Carbon Literacy - Salford CCG is a member of the world's first place-based consortium formed to address carbon literacy. All of the Salford CCG executive team are accredited in Carbon Literacy through a programme devised by Manchester based, The Carbon Literacy Project.

Anthony Hassall (Salford CCG Chief Accountable Officer) remarked that "The price of inaction is positively apocalyptic"; face to face training sessions have taken place for CCG staff, and Salford CCG currently has a Silver award secured, with 40% of the workforce CL accredited and it is co-creating a primary care specific carbon literacy programme for GP colleagues.

It is also the first CCG to pilot a Carbon Literacy training programme for Primary Care – 12 people attended this programme and 2 GP's from the CCG Governing Body co-wrote the course ensuring that the challenges and opportunities present in primary care were front and centre.

Additionally, Salford CCG Commissioned Carbon Literacy training, offering free places to partners/GP practice workforce - 8 people attended, and Salford CCG then paid for the practice accreditation.

Travel and Transport – According to recent press reports (March 2020) Air pollution has been linked to a range of illnesses, with it contributing to the equivalent of 1,200 deaths a year in Greater Manchester. The main source of air pollution in Greater Manchester is road transport, in Salford, this accounts for approximately 77% of nitrogen oxides emissions and 89% of particulate matter emissions. Salford CCG has been part of the Salford wide Promotion of Clear Air Day – an annual event designed to raise awareness of air pollution and its effects upon health inequalities, especially in densely populated areas with major roadways such as Salford. This annual event not only heightens awareness but keeps the issue of climate change firmly on the local and regional agenda.

Conclusions:

- When gathering the evidence and engaging stakeholders, The Connectives team has repeatedly heard that Salford CCG has a strong moral compass and a culture that drives up internal and external partnership activity that has secured considerable social value. Strong leadership focused on securing social, economic and environmental impact is at the heart of this culture.
- Salford CCG is one of only 4 CCG's in the country rated Outstanding for 4 years running and it is frequently heard to praise its VCSE partners and its local GP practices with whom, via its partners, SPCT, it has developed very positive relationships that contribute to the overall social value delivered through commissioned activity. It is also very closely aligned to Salford CVS, the organisation that reaches into the voluntary,

community and social enterprise sector in the city. These relationships are fundamental to securing the positive social, economic and environmental benefit outline in the Salford CCG Social Value Strategy.

- Commissioning and Procurement are the key mechanisms that Salford CCG has to drive up social, economic and environmental benefits across the communities it serves. Presently, this process is not standardised and whilst significant social value has been created throughout the reporting period, there are opportunities to create additional social value that are potentially being lost.
- The breadth of engagement activities identified not only evidences the CCG's commitment to its statutory duty but its ability to create events that engage diverse communities of interest as well as geographical communities. At a time when tackling health inequalities is uppermost, especially for BAME communities in light of learning from the COVID-19 pandemic, this area of activity will become central to Salford CCG reporting and is likely to form a large part of future impact reporting
- Social and economic changes are easy to identify throughout the delivery of services and investments into VCSE partners; however, environmental change that will be brought about as a result of the activities undertaken will not be fully realised for many years. Climate change is one of the largest threats facing society and whilst we cannot see the direct benefit of environmental activities immediately, it is essential that such activity continues.
- Salford CCG is major employer in the city with 150 people coming into the area to work each day. As a result, it is very aware of the impact of vehicles, both personal and public transport. Reviews have been underway during the reporting period and Salford CCG has identified areas for change that will be explored further in the coming year. These include:
 - Possible promotion of personal electric vehicles
 - Promotion of cycle to work schemes supporting people to purchase bicycles; and the installation of cycle stands at every GP practice, sending a clear message of healthy travel
 - These activities evidence Salford CCG's commitment to contribute to a better physical environment, with reduced pollution (tackling climate change at a local level) leading to increased exercise levels, improving wellbeing and quality of life for the population.

Salford CCG Social Value Resources

Salford CCG has demonstrated its ongoing commitment to generating, measuring and reporting social value by growing the social value resource within the CCG team and through the creation of the Social Value Strategy group; with members comprising of two Governing Body champions (and active GPs), Director of Corporate Services, Assistant Director of Engagement, Inclusion and Development, Head of Medicines Optimisation and OD & Social Value Manager.