



Salford

Clinical Commissioning Group

Social Value
Strategy
2019 – 2021



DOCUMENT CONTROL

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ENGAGEMENT RECORD

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0.1	Hannah Dobrowolska and Amber Timms	Nov	Shared first draft and took feedback
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Executive Summary

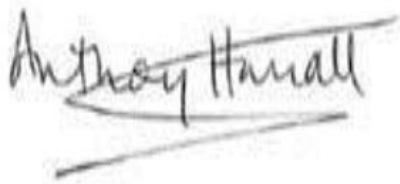
Human's destruction of the natural environment along with social inequality is making the world a complicated and unpredictable place. However, thankfully – with increased publicity and awareness of the devastating impact our actions are having, many people are becoming increasingly aware of their personal impact on the world and are wanting to know how they can make changes.

Salford CCG is on a journey of adapting and challenging itself to find ways to make our business of commissioning health and care services more economically, environmentally and socially sustainable. Since we established as an organisation in 2013, we have always strived to consider our communities when making any decisions. However, the organisation is now at a point where it recognises this isn't enough and more needs to be done proactively and strategically if we are going to be the change that our society needs.

Our plan is to move towards a more holistic Social Value approach underpinned by a clearly defined work programme. As well as it being the right thing to do for our people, city and wider surroundings, we also recognise that any progress we make in benefitting society will ultimately bring us one step closer to reaching our long-term aims of; preventing ill health, reducing health inequalities, improving healthcare quality and improving health and wellbeing outcomes. Too often, Social Value (or Corporate Social Responsibility) is seen as reputation management, or a box ticking exercise. For Salford CCG, this couldn't be further from the truth.

This Social Value Strategy is entirely in line with our organisational values of collaborate, innovate and act with integrity. These values describe how - if we work collaboratively with partners and our community; if we think differently and innovatively – we will ultimately do the right thing for the people of this city! These values influence how we in Salford CCG act and their associated behaviours run through everything we do.

We recognise that the success of this strategy depends entirely on the support of our stakeholders (including staff, members, providers and the public). Your engagement is fundamental to the delivery of our strategy and plan and we're determined to listen and respond to you reactively and proactively around all social value issues raised whilst undertaking our commissioning business and I'd like to thank you in advance for your support with this agenda.

A handwritten signature in black ink that reads "Anthony Hassall". The signature is written in a cursive style and is positioned above a horizontal line.

Anthony Hassall
Chief Accountable Officer

'The greatest threat to our planet is the belief that someone else will save it.' Robert Swann

1.0 Introduction

Salford CCG is committed to;

- tackling the inequality and poverty within our city
- improving the quality of life for the people who live here
- making best use of the public money we have to spend.

Social Value asks the question: “If £1 is spent on the delivery of services, can that same £1 be used to also produce a wider benefit to the community?” This involves looking beyond the price of each individual contract and instead looking at the collective benefit to a community.

Salford CCG as an NHS organisation is a pivotal anchor organisation within the city of Salford, with important influence over the local economy through procurement and employment, as well as the environment through pollution and activity. Salford CCG hopes to use this influence positively to improve the health and wellbeing of staff, patients and local residents.

However, it is recognised that if we are to create a more sustainable health and care system for Salford, going forward we need staff, patients / service users and the public to understand the reasons for the need to take action and to be actively involved in the redesign of the system to ensure it is fit for the future. In order to achieve this, we must create long-term culture change by embedding sustainability into everyday practices and we know this will only be achieved by committed leadership and system-wide engagement.

N.B - For the purposes of this strategy, we define the all references to the word ‘sustainability’ as; meeting the needs of the present without compromising the ability of future generations to meet their needs.

1.1 Social Value Act

The Public Services (Social Value) Act came into force on 31 January 2013. The Act describes the statutory duty that we, along with all other public sector commissioners, have in achieving wider social, economic and environmental benefits for the city and its population, whilst delivering our day to day commissioning business.

The Act is a tool to help get the best value for money out of procurement by ensuring any tendering undertaken does not solely focus on financial cost at the expense of other forms of value. This is the first time a requirement has been placed on commissioners to prioritise social considerations and wellbeing alongside cost.

The Act has also changed how commissioners must assess and account for social value in service contracts, which has made it easier for the community, voluntary and social enterprise sector to demonstrate their capabilities in being able to deliver additional social value through service delivery.

1.2 Expected benefits of considering Social Value

Salford CCG anticipates that our commitment to Social Value will lead to;

- 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 healthier, well connected and more resilient community with greater trust in the health and care system.

1.3 Social Value principles

Engagement between the public and the voluntary sector took place throughout 2013 - 14 under the umbrella of the Salford Social Value Alliance. This engagement was facilitated by the Institute for Value Action Research (IVAR) and was funded by NHS England. Salford CCG was fortunate to be chosen as part of the first cohort of IVAR's '12 Steps to Embedding Social Value Priorities in Health and Care Commissioning' programme. This engagement resulted in a jointly agreed local set of principles for Social Value which we continue to work to today. These are as follows;

- To optimise the social, environmental and economic well-being of Salford and its people in everything we do
- To think long term – turning investment into social outcomes
- To work together across sectors to provide Social Value outcomes
- To have values which include inclusion, openness, honesty, social responsibility and caring for others
- To have a clear and current understanding of how social value can make Salford a better place to live
- To work together with partners locally, regionally and nationally to measure, evaluate and understand social value (as well as reporting publicly to the people of Salford about the social value we create).

1.4 Links to other Local Social Value Strategies

This strategy aims to complement various other citywide works including that of;

- Salford Social Value Alliance
- 10% better campaign
- Salford City Council's Great Eight Priorities
- Salford City Council Social Value and Sustainability Policy
- No-one Left Behind; Tackling Poverty in Salford (Joint Strategy City Mayor and Youth Mayor)
- City Mayor's Employment Charter
- Salford CCG's Communications and Engagement Strategy
- Salford Locality Plan
- Poverty Truth Commission (Salford)
- public sector reform work

N.B – this list is not exhaustive

In light of the expectation of increased partnership between Salford CCG and Salford City Council through integrated commissioning arrangements, it is expected that the Action Plan underpinning this strategy will identify any pieces of work which may be jointly delivered and will subsequently be co-delivered.

'We are living on this planet as if we have another one to go to.' Terri Swearingen

2.0 Salford CCG as a Commissioner - Economic Objectives

2.1 Procurement and Contracting

In England over £40 billion of public money is spent on procuring the goods, services and overall infrastructure needed to deliver health and care. In Salford we receive over £340m of tax payers' money to spend on commissioning health and care services. This substantial amount of money presents a significant opportunity to influence health and care providers, as well as suppliers of goods and services to develop more environmentally, financially and socially responsible practices.

We therefore commit to consider Social Value at every stage of the commissioning cycle in order to ensure we achieve the expected benefits as set out in section 1.2.



2.2 Strategic Planning

Patient and service user insight is crucial when referring to the part of the cycle which considers; assessing needs, reviewing provision and deciding priorities and Salford CCG is hugely committed to high quality and meaningful patient involvement (please refer to Salford CCG Communication, Engagement and Experience Strategy for more information). By actively listening to what the population has to say, we will get a better understanding into how and where we can add Social Value to make the biggest difference.

2.2.1 Social Value Weighting

All providers bidding for the delivery of a service we commission will be required to demonstrate how they can add Social Value as part of the tendering process. These applications are then reviewed and scored following a stringent methodology to assess which bidder will be awarded the available contract. It is proposed that going forward, greater weighting will be placed on the questions in relation to Social Value, ensuring only the providers who take this agenda seriously are awarded the contracts for the people of Salford.

2.2.2 Market Engagement

By also undertaking engagement with the market during the pre-procurement stage, we will be in a better position to develop more robust and intelligent specifications. It is during this market engagement that we communicate our organisational commitment towards Social Value and our expectations from potential providers at being able to demonstrate what Social Value they can add should they want to bid for the contract. This activity may also lead to increased competition.

2.2.3 Facilitating Sub-contract Opportunities

Salford CCG contracts a significant amount of health and care services through the Integrated Care Organisation, which is now known as the Integrated Care Division, within Salford Care Organisation (SCO). Although this single provider model is strategically advantageous to the CCG, the SCO still has the contractual ability to explore potential joint working / sub-contracting arrangements with small and medium size enterprises (SMEs) and voluntary, community and social enterprise (VCSE) organisations, should the opportunity arise. Research on spending by local authorities shows that for every £1 spent with a small or medium-sized business 63p stayed in the local economy, compared to 40p with a larger business (source -Federation of Small Businesses (2013) Local Procurement: Making the most of small business, one year on).

2.2.4 Value for money

Salford CCG commits to adopting a value for money approach when procuring for services in line with the requirements of the Social Value Act, i.e. not just the lowest cost. The organisation uses a scoring model which considers four things;

- quality
- the ability to deliver against the specification
- whole life costs
- price

By doing this, we are able to transparently select the 'most economically advantageous tender' (MEAT) to ensure we include the wider benefits to the health economy and the population we serve.

2.2.5 Contract Monitoring

Salford CCG will develop more robust contract monitoring in relation to Social Value over the next three years. It is recognised that in previous years there has been minimal checking to ascertain whether providers are meeting their contractual obligations around social value. As this agenda is now becoming more of a priority for the CCG, more attention will be given to gaining assurance against delivery.

2.3 Financially Sustainable Models of Care

The aim of delivering the best quality of care within the resources available has become more of a challenge in recent years. As costs escalate, needs become more complex and scarce resources diminish further. As a nation, we recognise that the only way we can ensure the long term survival of the NHS is by fundamentally transforming the way in which we currently deliver services and creating more financially sustainable models of care and promoting more self-care. This is in line with Salford's Locality Plan for health and social care.

We recognise that transforming the way care is delivered provides an opportunity to take a whole systems approach and wherever possible we work with our local, sector-wide, regional and national partners to find solutions. Examples of current programmes we are involved with include;

- Salford Together (improving the way health and social care works together)
- Integrated commissioning arrangements (increasing partnership commissioning between Salford CCG and Salford City Council)
- Bolton, Salford, Wigan Partnership (transforming the way in which specialist hospital services are delivered)
- Greater Manchester Health and Social Care (joint commissioning board, commissioning hub)

2.4 Social Value and Innovation

Salford CCG recognises that any sustainable health and care system must utilise innovation, technology and research and development - particularly where they act as catalysts for each other and the rest of the system.

Salford CCG's Innovation Fund has been in place since 2013 and was established to support delivery of the CCG's strategic objectives through providing funding for the testing and development of creative ideas with the potential to improve services, patient experience and outcomes. A significant and growing number of proposals for funding each year include new social or holistic interventions with the potential to add value far beyond their more immediate patient outcomes and into prevention and the wider determinants of health for our local population. The CCG is committed to encouraging such innovations and in identifying and utilising robust methodologies for evaluating, understanding and evidencing the social value return on investment of these projects. To this end, we will incorporate Social Value as a greater consideration in our approach to innovation.

2.5 VCSE Sector

In 2016, Salford Community and Voluntary Services (CVS) and the leaders of the VCSE Sector in Salford published their first 'VCSE Manifesto'. This led to a joint commitment between the CEO of Salford CVS, 'VOCAL' VCSE Leaders, the City Mayor and the CAO of NHS Salford CCG to develop a more strategic relationship around VCSE activities in Salford.

In April 2017 Salford Community and Voluntary Services (CVS) commenced delivery of a three-year £3 million CCG funded Third Sector Fund grants programme to support the VCSE sector in delivering community-based health and wellbeing projects. This built on the delivery of a similar annually-funded grant programme which had operated over the previous two years - where an independent evaluation undertaken by Centre for Local Economic Services (CLES) and Voluntary sector North West (VSNW) during the summer of 2016 had demonstrated a return on investment of £7.04 for every £1 spent by the CCG.

In 2018 a detailed VCSE Strategy for Salford was published which set out and supported the development of social value across the city. The strategy, entitled; 'At the heart of creating a better and fairer Salford - A strategy for the voluntary, community and social enterprise (VCSE) sector in Salford 2018 – 23' has a main purpose of describing the position and role of the VCSE sector in Salford in terms of how it supports and benefits local people, delivers services and influences city-wide policy and strategy. It also seeks to ensure that appropriate

resources are identified to sustain the sector so it can take a full role in managing demand for public services now and in the future. Salford CCG are fully signed up to this strategy.

2.6 Community Campaigns

Salford CCG commits to supporting the local campaigns in relation to social value.

'We don't have to sacrifice a strong economy for a healthy environment.' Dennis Weaver

3.0 Salford CCG as an Employer - Economic Objectives

3.1 Workforce

Although we do not employ based on where people live, Salford CCG strives to support local employment. As an organisation which serves the people of Salford, it is vital our workforce is; representative, familiar with the area, appreciates the city's challenges and opportunities and has a good understanding of the diverse population. Members of staff who live in Salford will also have a vested interest in making the city the best it possibly can be so the results of their work benefits them, their friends and their family, as residents. From a citywide perspective, sourcing staff locally also helps to reduce local unemployment rates and can potentially provide apprenticeships for local young people (reducing the city's 'not in education or employment', or NEET levels), and reduces the environmental impact of long commuting.

3.2 Graduate Internships form University of Salford

Salford CCG supports the Salford University Graduate Internship Programme by offering placements to the next generation of graduates from our local university. Additionally it allows the organisation an opportunity to access capacity to address immediate business needs and/or to try out a potentially longer term recruit. This may help to fill difficult to recruit to roles.

3.3 Living Wage Employer

Salford CCG has been accredited as a living wage employer by the Living Wage Foundation and commits to keep up this accreditation. The organisation annually marks Living Wage Week in November, when the independently set hourly rate of pay for that year is announced.

3.4 Salford Credit Union

Salford Credit Union exists to provide safe, competitive and fair financial services to its members with accessible saving and affordable loans. It is a financial co-operative which is committed to its members and community. Salford CCG supports this work and promotes its benefits to our staff.

3.5 Payroll Giving

Payroll Giving is one of our salary sacrifice schemes where staff are able to give regularly (and on a tax free basis) to the charities and good causes of their choice. Salford CCG will look at ways to support this work and promote its benefits to our staff.

3.6 Charity Donations

CCG officers regularly fundraise for local, regional and national charities. This is primarily co-ordinated by the staff forum. Similarly, national fundraising events (such as Children in Need, Macmillan Coffee Morning, Save the Children's Christmas Jumper Day) are also supported by the workforce. Examples of the types of fundraising activities typically undertaken include dress down days, cake sales and raffles.

<p>'It is the greatest of mistakes to do nothing because you can only do little – do what you can.' Sidney Smith</p>
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4.0 Salford CCG as a Commissioner - Environmental Objectives

The climate in the UK is changing. Salford CCG is keen to understand the health and wellbeing implications of current and projected changes and adapt services accordingly. Salford CCG complies with relevant environmental legislation, regulations, codes of practice and industry standards. To date, our work in this area has been fairly basic, but we are determined to improve upon this. Over the period of this strategy, we will be striving to look for assurances that the health and care services we commission for the people of Salford meet the needs of the patients today, whilst also remaining mindful that this shouldn't be achieved by compromising the ability of future generations to meet theirs. For every aspect of its business, Salford CCG is committed to preserving and protecting the environment.

Wherever possible, we will strive to ensure that any goods or services we procure / commission have minimal adverse impact on the environment by;

- minimising the use of natural resources / raw materials
- improving water and energy efficiency
- reducing emissions, waste and pollution.

We will be looking for evidence around how any providers tendering to provide services through the CCG plan to achieve such objectives alongside examples of where they can already clearly demonstrate their commitment to this.

4.1 Air Quality

A report written by DEFRA has identified that Salford is currently the second most polluted place in the UK and in some areas of the city has illegal levels of nitrogen dioxide.

Salford CCG recognises that air pollution can have a detrimental impact on both the physical and psychological wellbeing of people living and working within it - particularly those who are already ill, children and the elderly. It is appreciated that the types of health issues arising through poor air quality include;

- respiratory diseases
- cardiovascular damage
- fatigue, headaches and anxiety
- irritation of the eyes, nose and throat
- damage to reproductive organs
- harm to the liver, spleen and blood
- nervous system damage.

It is therefore in the CCG's best interest to be proactive in working with partners to tackle the issue of improving air quality.

Partners across Greater Manchester (including Transport for Greater Manchester (TfGM), Greater Manchester Combined Authority and Greater Manchester Health and Social Care Partnership) are currently implementing a GM Clean Air Plan with the addition of a publicity campaign. It is recognised that public awareness and understanding of air quality being one of the most significant public health issues facing GM is very low. It is hoped that this marketing campaign will therefore assist GM residents to understand the impacts of air pollution on health and the scale of the issue.

4.2 Travel and Transport

The CCG wholeheartedly believes in the benefits of adopting a preventative approach, encouraging people to be proactive in looking after their health and wellbeing to stop them from needing to access health care services and appointments. This is in line with the vision of NHS England's Long Term Plan. Active travel such as walking or cycling is a critical component of this. The CCG works closely with public health to promote the benefits of increased physical activity. The CCG will also seek to ensure that those it commissions services from have the provisions for and promote active travel.

In a bid to reduce the number of cars on our roads (and in response to public insight), the CCG is working towards delivering as much care as possible closer to home, in the community at a neighbourhood level and away from the hospital site. Once fully implemented, it is expected that this should reduce the need for patients and service users to spend as much time in the car travelling to appointments.

Similarly, GPs across the city are being encouraged by the CCG to look at innovative ways of delivering patient consultations, using technology wherever possible. For example, some GPs are now offering video and telephone consultations.

Nevertheless, it is important to note that in light of the work being undertaken across Greater Manchester to standardise specialist acute services across the region, it is possible that going forward, some Salford patients may be required to travel further than they have previously needed to receive specialist treatment. Although this additional travel may be perceived to have a more detrimental impact on the environment, this service reconfiguration work is vital if we are to create a sustainable, reliable and resilient NHS for future generations. However, to mitigate against this issue, work is ongoing at the regional level in partnership with TfGM to ensure all hospital sites are on easily accessible public transport routes – ensuring there are feasible, more environmentally friendly transport options for patients, service users and staff.

“We won't have a society if we destroy the environment.” Margaret Mead

5.0 Salford CCG as an Employer - Environmental Objectives

There are significant opportunities for the health and care system to reduce our environmental impact. For example, the NHS currently accounts for around 4% of all UK greenhouse gas emissions – similar in scale to the airline industry. The NHS Long Term Plan reiterates the health system's commitments to environmental action. Opportunities for action outlined in the plan include; improving energy efficiency, reviewing clinical practices/medications and modernising fleets / logistics pathways, widespread implementation of LED lighting and smart energy management.

5.1 Carbon

The Climate Change Act (2008) was introduced to protect the wellbeing of the UK population and to ensure the UK cuts its absolute carbon emissions by 80% by 2050 (with an interim target of 34% by 2020). The 80% target is set against a 1990 baseline. A report from the Sustainable Development Unit in 2016 showed that the NHS had successfully cut its emissions by 11% between 2007 – 2015 (sitting at 22.8 million tonnes in 2015), but if we are to achieve the 2020 target it is crucial Salford CCG does all that it can locally to ensure these national targets are achieved.

5.1.1 Carbon literacy

Carbon Literacy is defined as; an awareness of the carbon costs and impacts of everyday activities and the ability and motivation to reduce emissions on an individual, community and organisational basis. Or, in simpler terms; understanding what people actually need to do, where they can get help to doing it, then actually doing it and seeing that they've done it.

The Carbon Literacy Project is based on the key aim that if we are to cut our carbon emissions by the kind of reduction targets demanded of us by science, by 2050, then we will need to change the culture as well as the technology. Carbon Literacy acts to educate, provides relevance and motivation and also supplies tangible evidence of the growth of that low carbon culture. The Carbon Literacy Project focuses not just on the creation and delivery of training, but on necessary, effective means of public engagement.

Salford CCG became the first NHS organisation to be given a bronze accreditation in Carbon Literacy and aims to work towards platinum accreditation by the end of 2020. This entails;

- 80% of our workforce being carbon literate
- networking with other companies and working co-productively on carbon literacy
- delivering carbon literacy training to other organisations (having created our own materials to use)
- actively advocating carbon literacy externally
- sponsoring / resourcing carbon literacy

We have already opened our training up to partners to access.

5.2 Travel and Transport

CCG staff are encouraged to use public transport or active travel to travel to and from meetings away from their usual place of work and can claim to be reimbursed with the cost of the ticket or cycling mileage. When public transport or active travel is not feasible and two or more employees are attending the same meeting, the CCG encourages car sharing by offering the driver a higher mileage rate allowance for carrying passengers.

The workforce is frequently reminded about the benefits of walking and the CCG run regular walking initiatives, including; the 'Workforce Walking Challenge', 'lunchtime guided walks', 'walking 1;1s'. Additionally, the organisation sets up regular stair climbing challenges, in a bid to change habits away from using the lifts.

5.3 Corporate Equipment

Salford CCG strives to be a paper-free organisation, with a clear desk policy, limited storage and restricted printing.

In 2016, a new Communications and Engagement Strategy was launched which set out how the CCG was moving away from traditional printed communications, towards more electronic and digital mediums. Staff are discouraged from printing unless absolutely necessary and have been provided with laptops, tablets, smart phones for undertaking day to day tasks. Governing Body and Execs have also been provided with iPads, eliminating the need for printing committee papers. It is estimated that this has saved approximately 6800 pieces of paper from each Governing Body meeting.

It is hoped that by altering the habits of the organisation, we can make further steps towards reducing the amount of paper the organisation uses.

5.4 Waste and Recycling

All domestic waste generated in the office at St James's House is sorted and as much as possible is recycled by our contracted refuse collection company. Paper used in the printer is 100% recycled and not bleached. Over recent months, the staff forum have been looking at additional ways in which the CCG can increase its reusing and recycling rates and subsequently have implemented the use of glass milk bottles, compostable food waste containers in the kitchen (reducing the amount of contaminated waste in the bins) and the introduction of recycled paper (for when printing is unavoidable).

5.5 Energy

As we lease our offices at St James's House from a private landlord, it is not possible for us to directly influence the energy supplier. However – employees working in the office are regularly reminded about saving energy by turning off computer screens overnight, not leaving lights on etc.

It is likely that going forward the CCG may be re-locating in line with the plans for integrated commissioning arrangements. Should this move take place, Salford CCG will endeavour to move in new accommodation which has a positive approach towards energy usage as well as other wider environmental factors.

Salford CCG is committed to promoting Greater Manchester's green energy campaign; 'The Big Clean Switch'. By encouraging people to change to a clean energy supplier the campaign aims to help fight air pollution and climate change, as well as helping homes save money on their energy bills.

Should it meet business needs, staff will be encouraged to work in various agile ways, including from home (if practical) or from other health and care premises across Salford or Greater Manchester.

5.6 Regional Environmental Approaches

As a member of the Greater Manchester Health and Social Care Partnership (GM HSCP), Salford CCG takes part in the annual Green Summits and strives to work with partners to secure the public health objectives as set out in regional plans such as; the Greater Manchester Population Health Plan 2017 – 2021, GM Spatial Framework, Industrial Strategy, Clean Air Plan, Our people our place, the GM Strategy 2017 and GM Air Quality Action Plan 2016-2020. It is also expected that Salford CCG's Social Value Strategy will feed into the GM HSCP Sustainability Plan once it has been approved.

'We are the last generation with a real opportunity to save the world.' Laurence Overmire

6.0 Salford CCG as an Commissioner - Social Objectives

In public opinion surveys undertaken by Ipsos MORI for the NHS Sustainable Development Unit in November 2011 and again in September 2013, close to 90% of respondents felt it was fairly or very important that the health and care system should make sustainability a part of the way it does its work in the future. 36% of the respondents said the health and care system should act in a more environmentally sustainable way even if it was to cost more money initially. Salford CCG is committed to checking service user and public attitudes to sustainability in the city and identifying ways to improve approaches to environmental and social responsibility are important to help keep pace with the expectations of the public.

6.1 Long Term Behaviour Change

Changing the attitudes of health and care staff, patients and public towards the economic, environmental and social objectives listed in this strategy will require long term behaviour change, as well as changes to habits and culture.

As an organisation, we recognise how we need to understand the full range of any potential barriers to change. Salford CCG is aware that it is not in a position to directly change the population's behaviour, but it is able to present the information to help them to decide to make a change and work with partners to help 'make the healthy choice the easy choice'. People will only alter their own behaviour in response to other changes in the world around them and in their understanding / perception of the world and themselves. Even if change appears on face value to be beneficial to an individual, we recognise that they may still choose to stick to existing behaviour - particularly if it is a matter of habit. It is therefore important that the CCG helps to facilitate changes that promote healthy choices and be ready to support them on their journey. Change is a process rather than the result of a one-off decision and without the right environment, support and reinforcement people can easily revert to their previous behaviour.

6.2 Healthy, Sustainable and Resilient Communities

Salford CCG takes pride in supporting the communities across the city to undertake activities which promote wellbeing, build social connections and improve psychological coping skills – building community resilience and 'futureproofing' wellbeing.

The Salford Locality Plan is the 'blueprint' for our health and social care. It explains how providers of public services - like the NHS, Salford City Council, housing providers, Fire Service and Police - will work closely together with the private and voluntary sector so services work better and cost less. It looks at what people can do to stop getting ill and live healthier, independent lives so you do not need to go to the doctors or hospital as much. It includes ways to reduce peoples chances of developing the most common 'killers' in Salford, like heart disease and cancer, by taking more responsibility for their own health. However, the plan doesn't just look at health and social care - it also looks at ways people's lives can change for the better if we have better housing, more jobs, more money and a nicer environment to live in. Put simply, it is how Salford people should be able to start, live and age well.

6.3 Community Assets

A community asset is anything that can be used to improve the quality of community life. This may be a physical structure / place (e.g. community centres, parks, churches, schools), a community service (e.g. education centre, voluntary group, a business providing support and employment to local people), or simply people (e.g. volunteers, community leaders, etc).

Salford City Council has mapped over 7,000 community assets available that provide a valuable neighbourhood resource. Work is ongoing with the Salford Together Community Assets Groups to strengthen the support networks and groups already in place and also to help communities work together to find solutions to those problems that currently prevent older people remaining active and independent members of their community.

Salford CCG strives to utilise community assets via our partnership with Salford Together and Salford CVS in commissioning work as much as possible.

6.4 Poverty Truth Commission

The first cohort of the Salford Poverty Truth Commission was launched in July 2016. The aim of the project was to facilitate discussions between 15 people with personal experience of poverty and 15 key leaders (including the CCG Chair) from the public and private sector to make positive changes around the city's approach to poverty. The learning from this project is currently being disseminated and embedded within our commissioning work and shared across other areas.

'We don't have to engage in grand heroic actions to participate in the process of change. Small acts, when multiplied by millions of people, can transform the world.' Howard Zinn

7.0 Salford CCG as an Employer - Social Objectives

There is widespread support within the NHS for action. A recent survey found that 98% of NHS staff thinks it is important for the health and social care system to work in a way that supports the environment and there are opportunities to engage the significant numbers of staff in health and social care in GM to take both professional and personal action.

7.1 Staff Forum

Our Staff Forum provides the organisation with a conduit for staff engagement in relation to Social Value. They collectively discuss new ideas, potential issues and provide feedback on suggested initiatives. They act as champions within their teams, providing the CCG with a two way communication and engagement channel. Staff forum also ensures the CCG considers the workforce in all policies by providing feedback and sign off during development and renewal processes.

7.2 Personal, Fair, Diverse Champions

Salford CCG provides its employees and prospective employees with equal opportunities and we recognise that our reputation is dependent on the effectiveness, quality, and skills of our employees through training. We are committed to treating all of our employees in a fair and equitable way; this is specifically to stop any discrimination on grounds of ethnicity, nationality, religion, sex or race. Opportunities are available to disabled employees in line with their abilities on equal terms with other employees.

Salford CCG has a cohort of CCG staff who act as Personal, Fair, Diverse (PFD) Champions and embed a culture of diversity and inclusion across the workforce. The champions were nominated by their internal teams to develop staff support. The group meet bi-monthly to talk about life as a member of staff working for Salford CCG and what can be done to support our colleagues. For example, do we do enough to support people with mental health issues? How do we support LGBT staff?

7.3 Leadership

In our organisation, we recognise how strong leadership from both our executive team and governing body is a critical factor in enabling successful Social Value, but that supporting strong leadership throughout all levels of the organisation is also fundamental. We continually strive to develop leaders with the skills to deliver the changes that are needed. Salford CCG is committed to appoint a governing body lead for Social Value. It will be this person's role to;

- work with officers to create the organisation's culture in relation to Social Value and what's important and what should be prioritised / valued
- drive transformational changes in relation to Social Value from the top down (with officers driving from the bottom up)
- show motivation in driving initiatives, in getting processes off the ground, securing the necessary buy-in and moving things forward
- to stand strong when facing obstacles or cynicism and must be courageous in taking calculated risks and in trying new things
- champion the Social Value agenda and remind people that we're on a journey
- celebrate successes when they arise and spread learning

'If you don't like something change it. If you can't change it, change your attitude.' Maya Angelou

8.0 Measuring Social Value

Monitoring progress towards achieving a sustainable health and social care sector will not be possible without measurement. All changes and benefits delivered must be evidenced and communicated. It is essential that we are able to report the Social Value that is being created.

8.1 Evaluation

We recognise that evaluation of all Social Value work is a key factor in helping us to get further buy in from stakeholders. Evaluation is the only way to demonstrate how the work is making a difference in Salford. The CCG needs to be able to identify and show progress and identify both intended and unexpected outcomes.

The two main areas of evaluation for us will be the processes that we are using locally to increase Social Value (the Social Value Pledge principles, training and awareness raising, market building and change behaviour approach) and the impact our Social Value work is having on our patients and service users.

During evaluation of any Social Value work, we would look at;

- inputs – what resources were used to deliver the project / initiative
- activities – what we did
- outputs – the direct result of the activity
- outcomes – the longer term change we have seen or expect to see in our population / communities
- expected Impact – the overall values it holds

There are various types of tools and methodologies at our disposal to use for evaluation and each project will be considered on a case by case basis. Some tools require us to collect qualitative and / or quantitative information (e.g. standard questionnaires / surveys) and others require the reporting of progress made (e.g. outcomes stars).

8.2 Governance

Annual Work Plans will be developed for the duration of this strategy period, where all actions can be clearly linked to one of the priorities as set out in section 9.2. Each action will be SMART, allowing us to measure the difference we have made. Progress against the Social Value work plan will be monitored by the Executive Team in quarterly reports.

8.3 Resource

The responsibility of the delivery of this work sits within the CCG's Engagement, Inclusion and Development (EID) Team within the Corporate Services directorate. The day to day delivery of work will be done by the Organisational Development and Social Value Manager (supported by the EID Assistant), the strategic leadership by the Assistant Director of Engagement, Inclusion and Development and the executive sponsorship by the Director of Corporate Services.

'Sustainability is here to stay, or we may not be.' Niall Fitzgerald

9.0 Going forward

9.1 Risks and Challenges

Salford CCG has identified many risks in relation to the progress on our work around Social Value including;

- lack of internal buy-in towards the prioritisation of Social Value (internally and externally)
- lack of internal and external understanding and awareness of the Social Value agenda
- lack of appreciation by contract bidders on what is meant by Social Value and limited perception from them of it being a prime consideration lack of Social Value currently being embedded in to everyday procurement practices
- lack of robust monitoring assurance systems in place to scrutinise delivery against contracts in relation to social value.

The Social Value work plan 2019/20 shown in appendix 1 explains how we intend to mitigate against these risks.

9.2 Priorities

For the duration of this strategy, Salford CCG's priorities within regards to Social Value will be to;

- continue to promote, raise awareness and understanding of Social Value amongst our stakeholders, generating strong internal buy-in
- establish a framework for monitoring contracts in relation to their performance with regards to Social Value
- consider how we include Social Value in every stage in Salford's commissioning cycle
- continue on the journey to achieve platinum accreditation as a Carbon Literate Organisation

This will be done by delivering the associated social value action plan and delivering against our 10% better pledges. By working focussing on these priorities, it is hoped that we will in turn become regarded as a CCG leader in the field of social value.

The world will not be destroyed by those who do evil, but by those who watch without doing anything.' Albert Einstein