



# **Social Value Strategy**

**2024 - 2026**



## **Executive Summary**

The 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.

Cumbria Health as a social enterprise holds social value (SV) at the core of its business, we are now on a journey of adapting and challenging ourselves to find ways to make our services more economically, environmentally and socially sustainable. CHoC places the patient, family and their community at the heart of everything we do, however now is the time to place more emphasis to proactively and strategically drive the change that our society needs.

We will embed social value throughout our services and teams, underpinning it by a clearly defined work programme. This is the right thing to do for our local population and communities, we recognise that any progress made will benefit the society and ultimately bring us one step closer to reaching the NHS long-term aims of; preventing ill health, reducing health inequalities, improving healthcare quality and improving health and wellbeing outcomes. This Social Value Strategy is in line with the CHoC strategic Roadmap and CHoC vision and values.

Susan Blakemore  
Chief Executive

“The world will not be destroyed by those who do evil, but by those who watch without doing anything.”

**Albert Einstein**



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## 1. Introduction

Cumbria Health is a local not-for-profit Social Enterprise, providing primary care health services across Cumbria, together with managing 6 Cumbrian GP Practices.

Social Value describes the wider role of an organisation in helping to improve the economic, social and environmental wellbeing of its local communities.

Social Value is defined through the Public Services (Social Value) Act (2013) which requires all public sector organisations and their suppliers to look beyond the financial cost of a contract to consider how the services they commission and procure can improve the economic, social and environmental wellbeing of an area.

The NHS is working towards a 'Net Zero' target 'For a Greener NHS (<https://www.england.nhs.uk/greenernhs/>) and aims to be the world's first 'net zero' national health service. At CHoC, we will contribute by setting internal targets and working closely with staff to reduce our carbon footprint. We are aware of the increasing recognition of the importance of organisations making decisions and using resources in ways that benefit rather than damage the economic, social and environmental conditions in which they operate.

CHoC is committed to:

- ✓ **Tackling the inequality** and poverty within our communities, promote partnership working, implementing local activities which contribute to reducing inequalities and improving health and wellbeing for all
- ✓ **Improving the quality of life** for the people who live in our communities
- ✓ **Maximising local investment** recognising the social, economic and environmental benefits of buying locally when procuring goods and services
- ✓ **Increase local employment** - we commit to increasing employment and training opportunities for local people, especially from areas of high deprivation and unemployment



- ✓ **Be recognised as a good employer** - providing outstanding careers, ensuring our employees have a positive and fulfilling experience - empowering our staff to deliver outstanding services, sustainably, every day
- ✓ **Champion equality, diversity and inclusion** - recognising people from different backgrounds and experience make a valuable contribution to the way in which we work
- ✓ **Be greener and sustainable** - we recognise the impact we have on the environment and our responsibility to improve our sustainability and contribute to better health and wellbeing of our local community.
- ✓ **Champion community engagement** - To promote an approach to managing our services and facilities, which drives greater efficiency and sustainability into corporate processes.

In creating a more sustainable health and care system for Cumbria, we need staff, patients/service users and the public to understand the reasons for the need to take action and to be involved, we must create long-term culture change by embedding sustainability into everyday practices and we know committed leadership and engagement will only achieve this.

### **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 Governance**

A bi-annual work plan (this strategy) will underpin our aspirations and approach, where all actions will be clearly linked to one of the priorities as set out below. Each action will be SMART (specific, measurable, achievable, realistic, time bound), allowing us to measure the difference we have made.

Social Value meetings will be established quarterly, and be chaired by The Head of Business Management, with the Deputy Chair being the Chief Operating Officer (COO). Progress will be monitored and demonstrated using the Social Value Portal Framework, whereby we adopt National TOMs (Themes, outcomes and measures). The TOMs framework is designed to record and report social value and measure inputs, outputs, outcomes, or impact. The National TOMs record the social value generated by individual organisations.

We will deliver our Social Value objectives to achieve environmental sustainability and are committed to contributing towards fighting climate change and achieving net zero by 2030.

## **2. The Strategy and Objectives**

This strategy will build upon the Social Value Act and incorporate further information about how we will gain economic, social and environmental benefits, including fighting climate change.

Our Social Value Strategy will provide long-term benefits to our employees, patients, partners and Cumbrian communities.

Our Social Value Strategy will be achieved through the development and delivery of objectives focused on key areas as outlined below:

## 2.1 Tackling the Inequality and Improving the Quality Of Life

*Tackling the inequality and poverty within our communities, promote partnership working, implementing local activities which contribute to reducing inequalities and improving health and wellbeing for all.*

What we already do:

- ✓ Increase ease for patient access to services by expanding our face to face and digital appointment choices
- ✓ Offer pre bookable and direct patient bookable appointments via a variety of options e.g. telephone consultations, text messaging and e-consult services
- ✓ Our clinicians are aware of the needs of individuals with special needs e.g. learning disability and making adjustments to appointments and assessments to accommodate patient needs whilst being inclusive.

What we will do over the next two years:

- Be proactive in looking for opportunities to provide access to health checks and assessments within the community where patient groups already meet, increasing to support the vulnerable to live independently. We will Build on the physical health checks and assessments that are provided at community settings such as asylum seeker health clinics
- Engage Veterans Champions who will make a pledge as well as CHoC to the Armed Forces (AF) Covenant – which is a promise from the nation that those who serve or have served in the armed forces, and their families, are treated fairly.
- Develop well-being/mental health offers to patients with heightened awareness of problems so that earlier signposting to services can be given (including the psychological effects of long covid) and use of social prescribers.
- Support for educational attainment.



- Build upon the Alston social day unit and scope this out into other areas where we operate.
- Increase ease for patient access to services by expanding our face-to-face and digital appointment choices and expand the video consultation as well as technology-enabled care.
- Work with stakeholder organisations to ensure our communities have healthy lifestyle amenities, such as parks and trails.
- Investigate into having a charitable funding arm of CHoC.
- Be innovative in terms of tackling loneliness.
- Strengthening the role and impact of ill-health prevention.

## **2.2 Maximise local investment**

*Maximise local investment recognising the social, economic and environmental benefits of buying locally when procuring goods and services.*

What we already do:

- ✓ Fully embed our social value strategy into any procurement process
- ✓ Support local supply chain suppliers

What we will do over the next two years:

- Outline policies and practices to be applied to or put in place for the contract to mitigate and manage modern slavery risks.
- Encourage our suppliers to demonstrate their approach to social value.
- Support the local economy by choosing suppliers close to the point of service delivery, where possible
- Ensure our major capital infrastructure investments deliver measurable social value. Recognise and communicate these social value benefits.
- Develop a procurement policy which sets out CHoC's position in regards to ethical and sustainable procurement
- We will routinely review our purchasing patterns to identify areas for streamlining or improving further





- Work with third sector organisations to deliver services and contracts, where
- Appropriate
- Encourage our workforce to be involved with local community projects, such as local schools, race for life runs, Christmas hampers for families in need (referred via a social worker)

## **2.4 Be recognised as a good employer and Increase local employment**

*Be recognised as a good employer provide outstanding careers, ensuring our employees have a positive and fulfilling experience - empowering our staff to deliver outstanding services, sustainably, every day.*

*Increase local employment we commit to increase employment and training opportunities for local people, especially from areas of high deprivation and unemployment.*

What we already do:

- ✓ Continuously support work experience programmes, such as the GP training scheme and the Future Medical Student program.
- ✓ Actively promote staff wellbeing, and aim to ensure every member of staff is happy at work.
- ✓ Organise 'staff and team 'away days'.
- ✓ Continue the Mental Health Coordinator offer who support patients and staff alike.
- ✓ Continue being a partner of Cumbria Volunteer Service (CVS), SEUK, UHUK and establish links with third sector and voluntary organisations.

What we will do over the next two years:

- Enhance working conditions which promote an inclusive working environment and promote retention and progression.
- Work towards paying the Living Wage, within the context of Agenda for Change



- To support fair employment by considering/providing a range of employment contracts.
- Continue to create apprenticeship opportunities within the organisation.
- Continue to host staff away days and meetings to give staff a voice.
- Enhanced mental health / wellbeing support for staff and patients.
- During staff meetings / engagement and away day events source feedback from staff and support staff being able to share ideas and learning and provide updates.
- Ensure we are a leaderful organisation, recognising that leaders exist at all levels contributing to the success of our organisation.
- Develop an employee workforce volunteering programme.
- We plan to have a local clinical and non-clinical workforce rather than clinicians and support staff travelling long distances, thus reducing carbon emissions.
- By employing local people, we will be helping people meet their basic needs, with far-reaching benefits for health and happiness.
- We have the vast majority of our employees living locally, ensuring that opportunities exist for our local community.
- Develop an approach to apprenticeships and work experience linked to increasing employment opportunities for young people.
- We will embed Social Value in our annual staff awards, and look for the member of staff who has made the most significant contribution to fighting climate change.
- Develop more work opportunities for disadvantaged people.

## **2.5 Champion equality, diversity and inclusion**

*Champion equality, diversity and inclusion recognising people from different backgrounds and experience make a valuable contribution to the way in which we work.*

What we already do:



- ✓ Have an equal opportunities approach to recruitment. Selection being based on aptitude and ability and on objective criteria.
- ✓ Offer GPST hub and spoke models in the out of hours and in hour's services, we have actively supported GPST's in their programmes which have led to permanent recruitment and Tier 2 sponsorship.
- ✓ Create a working environment free of bullying, harassment, victimisation and unlawful discrimination, promoting dignity and respect for all, and where individual differences and the contributions of all staff are recognised.
- ✓ Provide training on a range of topics within equality, diversity and inclusivity (EDI).
- ✓ Work in collaboration with partner organisations to provide staff network groups.
- ✓ Work in collaboration with partner organisations to provide an inclusive approach to EDI across Cumbria.
- ✓ Offer two ticks – guaranteed interview scheme for those with a disability who meet the essential criteria for a role.
- ✓ Accredited Disability Confident Leader.

What we will do over the next two years:

- Work to provide opportunities for other groups facing barriers to employment, including disability.
- Grow the organisation's business functions, creating new jobs and future opportunities.
- EDI monitoring for all staff groups.
- Continue working with partner organisations in relation to EDI.
- Increase diversity within senior manager roles
- Increased representation of disable people
- Ensure inclusive and accessible recruitment practices
- Working conditions, which promote an inclusive working environment, promote retention, and career progression.
- Social innovation to enable healthier safer and more resilient communities

## 2.6 Be Greener and Sustainable - Tackling Climate Change and Environmental Wellbeing

*Be greener and sustainable we recognise the impact we have on the environment and our responsibility to improve our sustainability and contribute to better health and wellbeing of our local community.*

### **What we already do:**

- ✓ Use of low/zero carbon vehicles - our new fleet of vehicles, delivered in November 2022 are now all hybrid and therefore reduce our emissions.
- ✓ Promote and continue to provide the usage of a staff pool car.
- ✓ Offer staff the cycle to work scheme.
- ✓ Use the NHS e-referral system and emails to reduce paper and ink usage, with prescriptions sent electronically to a pharmacy of the patient's choice.

### **What we will do over the next two years:**

- Introduce a scheme of local litter picking, whereby we encourage both patients and staff to get out in the fresh air and work as a team to litter pick and improve the overall community area.
- We will encourage people to walk, cycle or use public transport where possible, using promotional materials in the CHoC sites to reduce the number of people driving.
- To network and identify best practice from national and local sustainability and carbon reduction groups.
- Agree a review of the approach to mileage claims to support efforts to reduce business mileage.
- Influence our staff, suppliers, patients and communities to support environmental protection and improvement.
- Currently there are no electric vehicle charging point at any of our sites. We will liaise with landlords, patients and local community then invest in a charging points usable by CHoC staff / patients and for undertaking home visits in a more emission-friendly way.



- Encourage the introduction of a CHoC car-sharing scheme.
- We will adopt a smart tariff featuring 100% renewable electricity (subject to Landlord approval).
- Undertake an audit to determine current lighting efficiency in order to minimise the carbon footprint, we will ask the landlord to change to LED lighting and use our electricity KWh usage as the measure.
- An audit to check the current heating efficiency then set heating and water thermostats at ambient temperatures, to the lowest comfortable setting, considering the health and safety of people on site and HSE guidelines on minimum and maximum temperatures.
- All staff will be aware of the need to classify waste correctly, only sending clinical waste to specialist facilities and using recycling opportunities for any non-clinical waste.
- We will provide video and triage consultations where applicable to bring opportunities for patients to reduce travel and emissions.
- We will continue to hold some internal meetings virtually. This will reduce mileage and emissions.
- We will offer staff specific training on our measures to fight climate change in order to give them the chance to learn more about sustainable activities / options and contribute to our Social Value Strategy.
- We will identify Fighting Climate Change and Social Value advocates across all CHoC sites to encourage sharing of greener schemes. We will ask them to focus particularly on reducing consumption, waste and single use plastics, packaging and increasing recyclability of supplies.
- We will further improve provisions for recycling at our sites and use staff newsletters, email communications and our intranet to encourage recycling as an important daily factor.
- We will reduce our use of single-use plastic and issue staff with reusable water bottles.
- Ensure all computers will be set to go into hibernation mode.
- All lights will be turned off when the premises are closed, to reduce usage.

- Remove all fax machines from any CHoC sites and aim to significantly reduce printing by using digital systems.

## 2.8 Champion Community Engagement and Involvement

*Champion community engagement to promote an approach to managing our services and facilities which drives greater efficiency and sustainability into corporate processes.*

### **What we already do:**

- ✓ Staff will contribute to our annual Social Value Report, distributed widely to the community and staff.
- ✓ Have a selected charity of the year, voted for by CHoC staff and support that charity through a number of fundraising events.
- ✓ Support staff with requests to volunteer within third sector organisations i.e. Trustee positions with a local charity.
- ✓ Support community and partner resilience, such as offering solutions for adverse weather events, such as floods / snow.

### **What we will do over the next two years:**

- Provide staff with information about making a meaningful contribution towards the NHS net zero target and demonstrate effective stewardship of the environment.
- Develop an employee workforce volunteering programme.
- Introduce a scheme of local litter picking, whereby we encourage both patients and staff to get out in the fresh air and work as a team to litter pick and improve the overall community area.
- We will examine, with local Community Groups, the practicalities of utilising green spaces in the surrounding areas of our GP premises in order to create wellbeing / reflection areas.
- Continue the existence and promote the CHoC Social Enterprise Committee.



- Run campaigns throughout the year such as food bank donations / charity cake sales.
- Investigate into establishing community hub cafes in our GP Practices, either providing a warm space and safe place.
- We will develop Practice sites into community resource hubs. Additional services operating from the sites, such as Dementia Cafes / mental health support/ therapy and outreach clinics such as drug and alcohol services mean patients will need to travel less.
- Run campaigns throughout the year such as food bank donations / charity cake sales.
- Establish more third sector partnership working and developing new initiatives.

### **3. Reporting and Measuring Social Value**

We will monitor and demonstrate our commitment to delivering social value utilising the Social Value Portal Framework, whereby we adopt National TOMs (Themes, outcomes and measures). The TOMs framework is designed to record and report social value and measure inputs, outputs, outcomes, or impact. The National TOMs record the social value generated by individual organisations.

- Implementing recognised procedures for measuring and reporting on our Social Value outcomes and Social Return on Investment.
- Embed tools for monitoring, measuring and reporting on social value outcomes as part of our organisational processes.
- Communicate our Social Value commitments and outcomes internally and externally.
- Apply for a Social Value Accreditation membership which will require annual reporting.
- Reporting on our Social Value commitments, through an annual Social Value report.