



Co-operative Councils

Innovation Network

CCIN innovation funding – 2018/9 Policy Labs

Peopletoo Ltd is funding this proposal

Expression of Interest – CCIN Support

CCIN Member Authority: Glasgow City Council and Norwich City Council have expressed an interest in being involved

Name of CCIN Lead Member: Peopletoo Ltd

Name and Job Title: Michael Curnow, Peopletoo Ltd

1. What is your idea?

“Social Value is about maximising the impact of public expenditure. It looks at what is created, and sometimes what is forsaken, through a commissioning process. It is therefore also about what we value in the public realm. Social value considers more than just the financial transaction.” – NACVA

“Social Value is about securing maximum impact on local priorities from all public investment.” – Brighton and Hove Council

Peopletoo wish to support the increased awareness of social value and securing social outcomes across local government (and wider public sector where related such as the health sector in terms of community health and supporting acute sector pressure).

We want to develop a social value framework and populate with best practice examples which will be continuously updated. We want offer this as a proposition to the market and incorporate into our existing service propositions including Organisational Design, Children’s Services, Adult Social Care and Integrated Care, Environmental services, Property/FM, Digital services and Commercial Procurement.

From an academic or policy perspective, Peopletoo do not profess to have expertise or vast knowledge of social value and generating social outcomes. However, our extensive service transformation work with front-line local government and community health services continues to highlight the potential for the public sector to generate substantially increased social outcomes through the services it commissions or provides and for every £1 it spends.

The current financial climate has focused the public sector on cost savings. These savings are often driven by short term decisions without consideration of the longer term social impact on local communities. This has been particularly highlighted in the social care sector where early intervention and prevention services have been stripped back but applies equally to a range of local government services, even potholes!

Delivering social value is often seen as an aspiration but unachievable or a secondary consideration given the financial challenges. Alternatively, it is seen in the narrow scope of the Social Value Act and hence procurement related. Wales has enhanced social value with a policy decision and the public sector is guided by the Future Generations Act.

Furthermore, we see little evidence that procurement is driving or securing social value given that there is still a focus on lowest cost and applying rigid processes and a lack of truly commercial expertise. This is evidenced in the traditional outsourcing model across all services. Equally, poor supply chain management even with category management does not focus on the social impact sufficiently including wage levels and supporting local businesses. The engagement of the voluntary and third sector is often stifled by procurement processes and a lack of understanding of where this sector can contribute to enhancing financial and social outcomes.

Alternative service delivery models such as not-for-profit Social Enterprises, Mutuals and Charities have not yet delivered the potential of social value on a significant scale and evidence of outcomes appears to be limited.

The public sector pound can generate substantial social value without increased cost and in many cases can deliver lower costs and improved service sustainability whilst contributing positively to local communities.

There are pockets of best practice across local government, but it is inconsistent and requires an increase in awareness and a systematic approach across the organisation to ensure that social value is one of the core outcomes measured and evaluated.

2. Who will you work with?

There are many organisations that are promoting social value successfully including CCIN, which continues to demonstrate a strong commitment to and delivery of social value. The many case studies and increasing awareness being generated is a positive step in ensuring that social value becomes a core focus for Councils.

We believe that there are many opportunities to generate social outcomes as evidenced by our work with over 80 Councils across most services and working with partners to deliver major change including increased financial, social and performance outcomes.

We note also some of the local government examples we have come across including through CCIN (Plymouth, Preston, Croydon, Lambeth, Cardiff) and other Councils such as Barking and Dagenham, Wigan and Manchester. We therefore believe that our established partnerships with many CCIN members would effectively ensure the development of our project.

We have already held conversations with several Councils both in and out of the network that have expressed an interest in the project.

3. What are the outcomes you hope to achieve?

We want to develop a social value framework and populate with best practice examples which will be continuously updated. We want offer this as a proposition to the market and incorporate into our existing service propositions including Organisational Design, Children's Services, Adult Social Care and Integrated Care, Environmental services, Property/FM, Digital services and Commercial Procurement.

We would be interested in understanding social outcome measures and evaluation methodologies although this is recognised to be difficult and hence a simpler model could be sufficient in the short term including the concept of Social Return on Investment.

The outcomes of our project will be achieved if social value becomes mainstreamed in local government, with a focus on savings being made considering the longer-term social impacts on local communities, rather than just making short term decisions.

4. How does your project support the aims and objectives of the Co-operative Councils' Innovation Network?

Our project will support the aims and objectives of the CCIN with a focus on the longer term impacts on local communities, with the promotion of early interevent an prevention services. This will be done through a systematic approach across the organisation to ensure that social value is one of the core outcomes measured and evaluated. This is seen with our focus on local employment, the effective usage of local assets, supporting vulnerable groups, working with local communities and local businesses. This will be carried through sustainable services, with a focus throughout on the environmental impact, leading to a positive regeneration of local government.

5. How does your project demonstrate the Values and Principles of the Co-operative Councils' Innovation Network?

Our project will demonstrate the CCIN's Values and Principles by working in many important areas of the local community.

We aim to increase local employment through apprenticeships, work experience, skills development to address skills shortages, engaging vulnerable groups, ensuring living wage levels, dealing with age profile challenges in certain sectors. This can be more than self-financing through vacancies, overtime reduction, spend on agency and/or insourcing third party spend. Social care budgets can also be used where appropriate, for example, NEETS.

We plan to carry this out with the use of assets, including environmental impact, supporting public health through maintain parks and green space. Also, using community assets effectively can support reductions in anti-social behaviour and promote wider physical and mental health benefits. There are opportunities such as hosting events in parks, supporting local sports clubs, , making assets available to voluntary and community sectors, community asset/service transfers etc.

We aim to support vulnerable groups, as we believe that there are opportunities to improve outcomes for vulnerable groups by working with voluntary and community sector and by

providing effective early intervention and prevention services. Furthermore, linking to employment it is possible to create apprenticeships within Council services these and targeted these toward children and young people or vulnerable groups including care leavers, NEETs etc. This enables these groups to fulfil their full potential but also has a positive impact on them, their families and the wider community.

We also plan to carry out our project through local communities, Engaging all stakeholders in social value streams, community engagement and harnessing volunteering, community safety. This will be done alongside the cooperation with local businesses, as supply chain management needs to support local businesses in addition to regeneration and economic development activities. Some Councils have offered better opportunities to contract with them and improved payment terms such as 14 days to support local SMEs.

We will undertake this project in a sustainable, responsible manner, through sustainable services, such as public health, libraries, leisure and culture activities, supporting vulnerable groups and community-based service provision for social care. This will also be done with a recycling contribution, energy creation and decrease utilization, carbon footprint reduction, use of vehicles, enhancing quality of public realm, natural environment and built environment. This will ensure that a regeneration and economic development including through devolution is well established in local government.

Our project, through all the different areas shown above, demonstrates the Values and Principles of the Co-operative Councils' Innovation Network.

6. How will you share your learning with the Co-operative Councils Innovation Network?

An initial thought is to commission a research paper to inform our objectives. We wish to discuss this with one or more organisations. It may be worth creating a willing group of organisations including Councils to drive this forward. We are hoping CCIN may be able to work with us to this end.
