



# SOCIAL VALUE CASE STUDY



*GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE*

### WHAT ARE THE HEADLINES?

#### Together for social value

- We developed a framework - *Together for Social Value* - that assists commissioners and providers to imagine, maximise and measure social value in the Adult Social Care sector. We believe this is the first social value framework in the UK tailored specifically for social care.
- 85% of providers told us that the workshop element of the framework had inspired them to maximise social value.
- We used Kent County Council's *Strategic Statement* to inform how we measure social value. Kent's adult social care commissioners are now committed to advancing social value in every contract using our framework as a central working tool.

### WHAT IS THE CASE STUDY CONTEXT?

#### Transformation

- Adult Social Care in Kent is undergoing transformation. People should be supported to live full and active lives in their own communities, plus community-based support for well-being will help to maintain their independence at home. Historically, Adult Social Care has commissioned 'a service', now Adult Social Care is on a journey to commission for 'outcomes'.
- In Kent, maximising social value is a principle in the authority's *Commissioning Framework*, valued by members and managers, and already applied strategically and creatively in some contracts. Emma Hanson, Head of Commissioning for Adult Social Care at Kent County Council (KCC), wanted a framework to inspire and equip her team to move beyond the basic use of a standard social value question in tender evaluations.

## ***GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE***

- Believing no single group has all the right answers, co-production underpinned the framework's content, through a collaboration of commissioners, providers and users (people who receive care and support) in a partnership of equals.
- There was no consensus in Kent among providers and commissioners regarding the methods and tools for measuring social outcomes. By co-producing 13 principles for measurement, the framework laid careful foundations for achieving the consensus we needed.

## **HOW DID THE CASE STUDY GENERATE SOCIAL VALUE?**

### **A clear definition of social value**

**We now work together from a clear definition of social value.** Social care is described as 'social', which has led some providers to assume that *all* of their work involves social value. To help providers consider what could be achieved beyond their core work, we created a working group to define the Social Value Act's intention more clearly. That is, to reach beyond a contract's core delivery by offering additional economic, social and environmental outcomes. The framework we designed includes a carefully framed definition of social value across four *outcome* categories:

- 1)** Adults receiving social care over and above core delivery outcomes
- 2)** Other people who benefit from engaging with adults receiving social care
- 3)** Other people and communities in Kent, beyond those who regularly engage with the social care service
- 4)** Kent's environment and economy

**Social Value is now a central consideration throughout the commissioning cycle.** The framework explains how to allocate social value pride of place during each of the four stages of the cycle: Analyse, Plan, review, Do. This has eliminated the risk that Social Value is an optional afterthought, especially in the Analyse and Plan stages.

**Commissioners now have a powerful tool to enable them to go beyond the basic use of a standard social value question in tender evaluations.** The framework gives detailed guidance on the use of

## ***GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE***

*specified requirements and open questions during the Invitation to Tender (ITT). These allow commissioners and providers to target social value to the specific service.*

**INSIGHT** • *Define social value according to the context of the outcomes you are seeking from commissioning and describe it clearly in the accompanying resources.*



## WHO ARE THE CASE STUDY PARTNERS?

**Partnership-working was critical to the success of the framework. It served as a platform for commitment, trust and transparency. Providers it refreshing.**

In joint leadership:

- Emma Hanson, Head of Commissioning for Adult Social Care at Kent County Council (KCC)
- Matt Clifton, Chief Executive, Skillnet Group CIC

working group:

- Other commissioners providing insight, taking on framework development tasks and helping champion social value across the commissioning team
- Colleagues from Strategic Business Development and Intelligence, adding expertise on measurement
- Colleagues from Procurement, ensuring compliance with procurement regulations

We convened a roundtable afternoon with Kent's VCSE infrastructure support organisations. This yielded several important insights for the framework.

A workshop gathering commissioners, providers and users was the centrepiece of the framework's development to achieve our goal of inspiring social value across Kent.

An 'away day' with all the adult social care commissioning and procurement staff helped embed the vision and gather more feedback, so the working group could complete the framework using everyone's ideas

## ***GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE***

**INSIGHTS** • *Form a working group that thinks carefully about maximising the appetite for social value by utilising strategic links to access other relevant opportunities* • *An effective working group should also be able to understand the relationship between commissioning and procurement.*



### WHAT HAS BEEN THE IMPACT?

#### **Inspired**

- 85% of providers told us the workshop inspired them to maximise Social Value.
- The framework will be a central tool used by Adult Social Care commissioners in all future contracts.
- The framework will be used immediately to shape forthcoming commissioning, notably for VCSE infrastructure support and learning disability day services.
- Ongoing training in social value and measurement will be given through the commissioning of infrastructure support to VCSE organisations.
- The framework has influenced thinking on social value across the whole local authority. In particular, it has informed the content of the Frequently-Asked Questions section on social value, used by Kent's commissioners.
- The framework has fostered a culture of trust and transparency in the relationships between commissioners, providers and users. For example, two thirds of workshop delegates agreed that the process had increased their confidence that commissioners understand what they do and need.
- The foundations have been laid for co-designing detailed outcomes and measures for different sectors within Adult Social Care.

### WHAT HAVE BEEN THE KEY AREAS OF SUCCESS?

#### **A strong sense of multi-stakeholder ownership**

- ✓ Partnership-working for social value, built on a structure of leadership, a working group and wide cross-sector collaboration (see above on Partners) achieved an insightful framework and gave a strong sense of multi-stakeholder ownership.
- ✓ The willingness of local authority commissioners to share their power and work transparently was a key part of the project's success.
- ✓ The extra effort made to engage people who receive care and support provided vital insights into which outcomes really matter to people.
- ✓ Featuring first-hand accounts in our workshop regarding the difference that social value can make in practice was essential in generating interest and commitment from both commissioners and providers.
- ✓ Endorsement from the Cabinet Member for Social Care gave the project local profile and legitimacy.
- ✓ The project took account of existing social value work and resources available from across the UK, while exercising our freedom to innovate locally and create our own distinctive materials for example, *Inspiring and Creating Social Value in Croydon*.

**INSIGHTS • Review existing social value frameworks and toolkits and adapt them to suit your local priorities and needs • Engage with experts who have pioneered the kind of work you want to do – people are keen to help!**



### WHAT HAS BEEN LEARNT?

#### **Co-production can exclude the most vulnerable.**

Despite taking steps to engage people who receive care and support, the 'experts by experience' present at our workshop did not have sufficient barriers to exclude their participation. Plenty of others who receive care and support do. This limited the framework's breadth of co-production. We would encourage anyone doing similar work to aim to engage as a full a range of people as possible within the time and resources available.

#### **Measurement can risk devaluing outcomes that are hard to measure.**

In crafting principles for measurement, we learned it was essential to emphasise that we will "Value and measure the things that *matter*, not just the things that are easy to measure.

For example, measuring the number of apprenticeships created through a contract is straightforward. The impact on well-being of those apprentices is more challenging to measure. These outcomes can have more impact than the figures alone can show.

Indeed, measuring the impact on the very young and the very old when a pre-school nursery regularly visits a care home for adults with dementia, can be equally as challenging to measure.

#### **Financial proxies come with benefits and risks.**

A financial proxy means attaching a financial value to a numeric measure. For example, one person moving into paid work achieves financial savings by ending work-related benefits, and achieving financial gain through new income tax and national insurance payments. There are benefits to using proxies to measure social value and in providing evidence of value for money in procurement. Yet, this approach risks steering commissioners and providers into focusing on, a) outcomes which represent the highest financial values, or b) outcomes that lend themselves to financial proxies rather than those that do not.

For example. Two adults, both of whom need social care are each supported to achieve outcomes which can substantially increase their well-being. One by moving into paid work, and the other by moving into volunteering. We measure the change in well-being and find a greater improvement for the latter, yet the

## ***GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE***

financial value of the outcome is higher for the former, as paid work achieves greater savings and gains. Here lies the risk. Providers that are encouraged to maximise *financial* social value where the objective is to secure a minimum percentage of social value relative to the total contract value, risk *social well-being* outcomes being overlooked or devalued.

Ordinarily, in commissioning and procurement, the outcomes are decided first and then procurement takes place to deliver them with maximum value for money. The allocation of financial proxies to social value can risk reversing this order, whereby the outcomes are prioritised to achieve the greatest financial gain. In Kent, we are committed to using social value to make lives and places as good as possible.

### **Momentum with social value can easily be lost.**

We have proposed some simple provisions to minimise the chances of this happening in Kent. These include:

- Appointing a social value lead within the commissioning team.
- Ensuring that social value training is an ongoing contractual commitment for VCSE infrastructure organisations.
- Reviewing and refreshing the framework annually.

***INSIGHT • There can be benefits to using financial proxies to maximise social value but avoid using them if it means compromising the best social well-being outcomes.***

## ***GENERATING SOCIAL VALUE IN KENT'S ADULT SOCIAL CARE***

### WHO CAN I CONTACT?

To view the complete framework in its latest version, [click here](#)

For enquiries, Emma Hanson from Kent County Council and Matt Clifton from Skillnet Group can be contacted via the webform on this page.

### FURTHER INFORMATION OR LINKS

Detailed content from our Social Value workshop can be accessed [here](#)

