

Social Enterprise and Health Roundtable

Policy Context Paper Second Edition



**Community
Transport
Association**



Healthy n Happy

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Introduction

The Social Enterprise and Health Roundtable gathers together strategically placed individuals committed to maximizing the benefits that a social enterprise approach can bring to delivering public health in Scotland. It does so through:

- **Increasing awareness of social enterprise and how it impacts on health**
- **Improving links between public health agencies and social enterprises**
- **Promoting opportunities for social enterprises to deliver public health contracts and other services directed at improving the health and wellbeing of the public.**

The Roundtable supports the activities of the **Health Social Enterprise Network (SEN)** in helping overcome barriers faced by social enterprises delivering public health benefits, and evidencing the added value they can bring to Scotland's communities. The Health SEN is one of 4 thematic social enterprise networks which are supported by Senscot and which meet regularly to share good practice, inform and respond to policy developments and opportunities in the health field and provide peer support and inspiration across the network.

The Social Enterprise and Health Roundtable provides a forum to engage with Scottish Government's Health Directorate, Third Sector Division and NHS Health Scotland on key policy issues of relevance to social enterprises operating in the delivery of health-related outcomes. This interaction between the social enterprise sector and Scottish Government seeks to contribute to the delivery of NHS Scotland Quality Ambitions, as well as outcomes agreed locally and nationally through Single Outcome Agreements and the National Performance Framework.

Social Enterprise and Health

Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners (DTI 2002). They operate in all areas of the economy, tackle a wide range of social and environmental issues, and are active in a diversity of markets, including health and social care.

Social enterprises are often found in areas of poverty, deprivation and ill health and impact on areas of life that help improve the health and well-being of individuals, families and their communities.

In addressing health inequalities in our society, there has tended to be a focus on a deficit model – which strives to fix problems, needs and deficiencies.

More recently, Scottish Government has indicated its support for a “preventative spend” approach which would direct resources to the support of the assets-based model. This approach focuses on the capacity and potential for individuals and communities to positively take control of the factors that influence poor health. The benefits of such an approach are being recognised as a way of moving things forward.

Social enterprises will play an important role in sharing their valuable experience and assisting to embed an assets-based approach in mainstream practice.

Social enterprises are impacting on vulnerable, hard to reach, disenfranchised and under-

served groups but their worth and value needs to be more fully recognised; and their potential to deliver more fully realised.

Since the launch of the Quality Strategy (2010), the Scottish Government announced its ambitious plans for integrated health and social care. The Cabinet Secretary for Health in 2011, set out the 2020 Vision for achieving sustainable quality in the delivery of health and social care across Scotland. The Strategic Narrative, underwritten by the Directorate General with Chief Executives of all health boards in Scotland, accompanies the 2020 Vision and highlights the priority areas for action with a focus on: protecting and improving quality; the integration of health and social care; prevention, anticipation, early intervention and support for self-management; together with creating a sense of urgency around the need for action by everyone (Scottish Government, NHS Scotland, Autumn 2011). In May 2013, Senscot [published case studies](#), which demonstrate how social enterprises are contributing to the 2020 Vision.

Three areas where social enterprise can add particular value are Community Benefit Clauses and Public-Social Partnerships and Co-Production.

Community Benefit Clauses in Procurement

Community Benefit Clauses (CBCs) are contractual clauses which can be used to build a range of economic, social or environmental conditions into the delivery of public contracts. CBCs can be viewed as contributing to the Best Value and sustainable procurement agendas, and allow organisations to contribute to the achievement of outcomes which benefit their communities by specifying contractual requirements which seek to deliver such wider social benefit.

NHS Greater Glasgow and Clyde (NHSGGC) have used Community Benefit Clauses (CBCs) in procuring the new South Glasgow Hospitals (nSGH). This resulted in Project OsKar, a subsidiary company of Kibble which is a well-established social enterprise, winning the contract to provide industrial painting services for the fencing around the building site. This was the first time NHSGGC used CBCs in procurement and provided a high profile example of the use of social clauses to deliver supply chain benefits to the social enterprise sector.

Useful CBC Links

The Scottish Government has developed guidance on CBC's in Procurement (ref: <http://www.scotland.gov.uk/Resource/Doc/212259/0056492.pdf>). Further guidance has been developed in the context of Health by Greater Glasgow and Clyde NHS. (LINK)

CBC Case Study: The New South Glasgow Hospitals <http://readyforbusiness.org/wp-content/uploads/2013/03/South-Glasgow-Hospitals-CBC-Case-Study.pdf>

CBC Frequently Asked Questions: <http://readyforbusiness.org/wp-content/uploads/2013/03/lib-FAQs-Community-Benefit-Clauses-2013.pdf>

Public-Social Partnerships

Public Social Partnerships (PSPs) are a model for the Third Sector to be involved earlier and more deeply in the commissioning and service design process. It is based on the principle of the Third and Public Sectors engaging in co-production to design a new, or re-design a current, service with the goal of delivering better outcomes for citizens. Once designed and trialed, the services can then be commissioned for the longer term through a competitive tendering process.

Ready for Business is currently delivering PSP support as part of the Scottish Government's

Developing Markets for Third Sector Providers Programme. A number of organisations are successfully using the PSP approach with the support of Ready for Business since February 2012. Since then the PSP 'brand' is becoming increasingly prominent. Most importantly, PSP has been viewed as a positive experience by those parties who Ready for Business has supported. The programme has led to better ways of working and an increased profile in service delivery for the Third sector. In addition, the Reducing Reoffending Change Fund now specifies the use of the PSP model as a key condition for successful applicants.

A Lessons Learned document has been produced in collaboration with the strategic PSP projects supported by Ready for Business. They include:

- HMP Low Moss Prison - ThroughCare Pathway
- Royal Edinburgh Hospital - Lanfine Progressive Neurological Disorders Pathway
- Royal Edinburgh Hospital – Wayfinder Mental Health Rehabilitation Pathway
- East Renfrewshire CHCP – Supported Living for Learning Disabled

Useful PSP Links:

PSP Lessons Learned: http://readyforbusiness.org/wp-content/uploads/2013/03/lib-PSP_Lessons_Learned_PSP-Lessons-Learned-2013.pdf

Low Moss Case study: http://readyforbusiness.org/wp-content/uploads/2013/03/cs-Low_Moss.pdf

PSP FAQ: http://readyforbusiness.org/wp-content/uploads/2013/03/lib-FAQs-Public-Social-Partnerships_2013.pdf

Co-Production

The Commission on the Future Delivery of Public Services in Scotland (Christie, 2011) report has spoken of the need to work differently in Scotland. A programme of reform is necessary to ensure that “public services are built around people and communities, their needs, aspirations, capacities and skills, and work to build up their autonomy and resilience” (Christie, 2011: section 8.2).

This reform cannot succeed unless individuals, communities and public sector organisations work together in co-producing the services they use.

Essentially co-production is:

- an assets approach which builds on the skills, knowledge, experience, networks and resources that individuals and communities bring,
- built on equal relationships, where individuals, families, communities and service providers have a reciprocal and equal relationship,
- an approach where services 'do with, not to' the people who use them and who act as their own catalysts for change.

Asset based and co-productive approaches are concerned with identifying the protective factors that support health and wellbeing. They offer the potential to enhance both the quality and longevity of life through focusing on the resources that promote the self-esteem and coping abilities of individuals and communities.

Useful Co-Production Links:

<http://readyforbusiness.org/wp-content/uploads/2013/03/East-Dunbartonshire-Dementia-Clinics-Final.pdf>

http://www.govint.org/fileadmin/user_upload/publications/2012_Pamphlet/GovInt_JIT_Co-Production_of_Health_and_Wellbeing_in_Scotland.pdf

Social Enterprise and Health Round Table Offer

The Social Enterprise and Health Round Table will continue to support social enterprises across Scotland to maximise the opportunities that present themselves and address barriers they face when delivering public health benefits. Specifically, it will:

1. Encourage and promote good practice in co-production through Public Social Partnerships (PSPs) in delivering improved health outcomes. The PSP approach involves public bodies, including NHS engaging with third sector providers in co-designing services to improve outcomes and efficiencies
2. Produce 6 Case Studies of Health Social Enterprises that have developed a PSP approach
3. Encourage and support the empowering potential of social enterprise and consequent impact on quality of life and the health and wellbeing of individuals and groups in poorer and often neglected communities
4. Raise the profile of social enterprise in delivering community benefit within a commissioning and procurement context and in the wider preventative context. Good practice will be identified and written up and shared as case studies
5. Raise awareness of social enterprise with the NHS through engagement with Health Boards and Health Partnerships via the NHS Third Sector Leads Network
6. Represent Social Enterprise and Health Roundtable on the National Third Sector GIRFEC Advisory Group
7. Encourage research collaborations to enhance the evidence base on the impact of social enterprise on health and well-being, as well as the effective dissemination of research on this topic.

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Annex A

Policy Background

Current Scottish Government Policy

Equally Well, along with the Early Years Framework and Achieving Our Potential, set out the Scottish Government's and COSLA's shared approach to tackling the major and intractable social problems that have affected Scotland for generations. These three interlinked social policy frameworks recognise that social enterprises have a key role to play in public service delivery, putting people and the service users at the heart of service design and delivery. If we are to successfully deliver health improvement outcomes for Scotland and reduce inequalities, effective partnership working will be essential. The complexity of the linked issues that contribute to poor health, require a range of effectively targeted interventions and the development of cross cutting solutions.

Scottish Health Policy Links:

Better Health Better Care

<http://tinyurl.com/bg8p33>

Equally Well

<http://tinyurl.com/779432w>

Equally Well Review 2010

<http://tinyurl.com/csfzgt>

Reshaping Care for Older People / Change Fund

<http://tinyurl.com/c9ac3tl>

Early Years Framework

<http://tinyurl.com/cunctbb>

Achieving our Potential

<http://tinyurl.com/c785oge>

Public-Social Partnerships

<http://tinyurl.com/cxtkha8>

Preventative Spend: Commission on the Future Delivery of Public Services

<http://tinyurl.com/8y9voot>

Transport for Health and Social Care

<http://tinyurl.com/3cn9v5o>