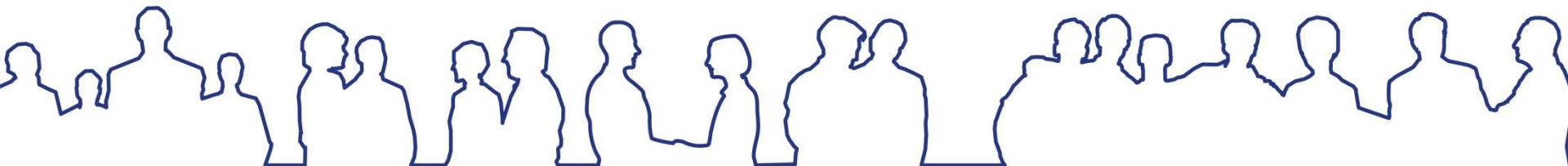


Practical use of Social Value information in Scotland

*Sheila Maxwell,
Community Investment Officer,
Link Group Ltd.*

#NHCsv18 | @nhc



Impact Measurement @ Link

Sheila Maxwell

Community Investment Officer

Link Group



LINK

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LINKGROUP

Link – Key facts and figures

Core aim to improve the lives of more people by providing homes that people want to live in and by delivering high quality services that are affordable - especially to people on low incomes

- Formed in 1962
- 7000 tenancies and 10,000 customers across all Scottish local authorities
- Completed 328 new homes in 2016/17 - 3300 planned over next 5 years – 9th most prolific supplier of new homes for social rent (UK wide)
- Gross turnover of £62.7m in 2016/17 (£58m in 2015/16)
- Generated surplus of £5.3m in 2016/17 (4.4m in 2015/16) for reinvestment in our communities
- More than 650 employees

Link group structure



Link Services - Diversity

- Link Advice Services helped 1425 tenants access £1,974,421 in benefits in 2016/17
- Help to Buy (Scotland) and Open Market Shared Equity Scheme (OMSE)
- Edinburgh Young Persons and Mental Health Services
- Supported accommodation and tenancy support services
- Volunteering and employability services – Link Academy
- Care and Repair Services in West Lothian and North Lanarkshire
- Edinburgh Private Sector Leasing–1400 properties
- Link2Let
- Self – help Trauma Services



Scottish Context

	England	Scotland
Rent cut	1% rent cut imposed by central Government for next 4 years.	No rent cuts in Scotland – housing associations are free to set rents with no central government rent controls or caps and Scottish Ministers have confirmed that this will continue to be the case.
Right To Buy	Being extended to housing associations.	Abolished in Scotland.
Pay to stay	Tenants on higher incomes in England will be required to pay market rate, or near market rate, rents.	No pay-to-stay requirement in Scotland.
Universal Credit	Being rolled out and will include housing benefit. Introduces risk of individuals paying their rent for the first time and consequent risk of increase in arrears and bad debts.	Power being devolved to Scottish Government to continue payment of housing benefit straight to social landlords – mitigating the impact of Universal Credit.
Grant support for new build	Social housing not supported. S106 planning requirements for social housing being scrapped – reduced pipeline of schemes for social landlords.	New build grant levels significantly higher than England (benchmark £70,000 per unit) – with ongoing cross-party support for new affordable housing, e.g., SNP policy commitment to 50,000 new affordable homes 2016-21 if re-elected.

Scottish Context

Bedroom tax	Applies in full – reduces housing benefit entitlement and increases payment/income risks to housing associations.	Bedroom tax effectively abolished in Scotland through Scottish Government subsidy, with devolution proposals likely to formalise this.
Regulatory context	Homes and Communities Agency as regulator, risk-based regulation with proposal for “deep dives” on selected providers. Powers to appoint administrator being removed and ceded to Courts.	A different regulator – the Scottish Housing Regulator, which is close to the smaller number of HAs and “has demonstrated a track record of intervening to support failing housing associations, whether through supervision, mergers, or arranging for additional grant” (S&P, June 2015). No deregulation measures being proposed, so Regulator retains power to appoint administrator.
Diversification model	Move to higher risk business areas such as build for sale housing and other property development activity.	More traditional, low risk business model based on government-backed revenue streams; minimal reliance on commercial income such as build for sale, or exposure to the care sector.

- No Social Value Act – Procurement Reform focus
- HAs not public bodies in Scotland - only public body under procurement reform legislation

Why measure impact?

To understand the difference we make to our tenants, service users, communities and other stakeholders we need to gather evidence to :

- Influence internal and external investment decisions and business planning process
- Effectively manage your project: referral processes, promotion, partnership development
- Resource Allocation and Planning: Prioritising what is most important to your organisation and target clients,
- Improve monitoring and evaluation and evaluation processes
- Produce excellent supporting evidence for tenders and funding applications

Link's Impact Journey

Ongoing process of cultural change and increased understanding of the importance as a social enterprise of being able to demonstrate impact :

- Champion of housing associations as social enterprises > UK and Scottish Social Enterprise of the Year 2013
- Scottish Government SROI Project > SROI Accredited Practitioner status in 2008/09
- Series of one-off SROI analyses of services > tenders, external funding
- Issues – big resource commitment, restricted intellectual asset , limited organisation wide awareness

Link SROI Reports

Link has produced the following reports which have been assured by the SROI Network

- Linkwide Older People's Advice Service 2010
- LinkLiving West Bridge Mill Accommodation with Support 2012
- Horizon Care and Repair West Lothian 2013

Completed but not submitted for assurance

- Horizon Care and Repair North Lanarkshire 2014

SROI "light"

- RealLiving West Fife Villages Befriending Service 2014

<http://www.socialvalueuk.org/sroi-case-study-link-housing/>

Link's Impact Journey Part 2

Recognition of need for cultural and organisational change to support meaningful impact measurement:

- Increase understanding of outcomes focussed approach and the concept of impact measurement across all levels of organisation – outcomes are a piece of cake
- Impact measurement champion and mentor
- Audit data collection processes – what do we gather when, from whom and for what purpose
- Review service processes to integrate baseline and scale to support impact and distance travelled measurements

Community investment at Link

Link Community Investment Statement

Link's Community Investment Statement provides the context for community investment decisions and activities across Link and explains how we add value to the regeneration process by supporting communities to deliver the changes that they want to see

<https://linkhousing.org.uk/media/494797/14933-community-investment-statement-2022-2023.pdf>

**LINKGROUP**

Priority themes

Cross-cutting theme:

Measuring the difference we make



Key Themes

1. Employability and workplace skills development
1. Digital participation
2. Maximising investment
3. Social enterprise support and development
4. Capacity building and increasing social capital



Future developments

- Continued integration of impact measurement across key services
- Develop/expand use of Social Value Bank and Value Insight
- VFM/ added value debate v unit costs of KPIs
- Improve impact reporting to internal and external stakeholders

Email us at

communityinvestment@linkgroup.org.uk

Or read the full Community Investment Statement in the
Publications or Community Investment sections of the
Link website

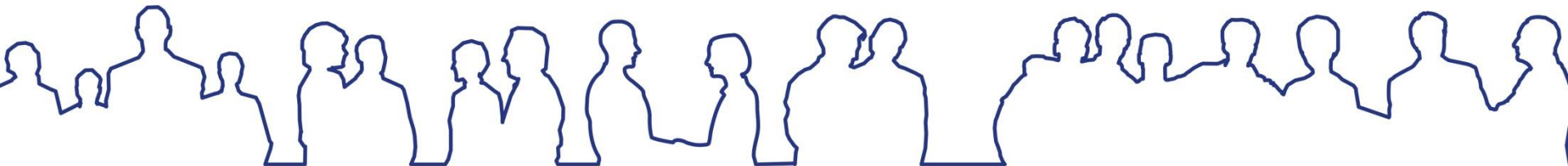
https://linkhousing.org.uk/media/494797/14933-community-investment-statement12p-lr_a4-2-.pdf



Using Social Value information to maximise impact in the local economy

*Su Pickerill,
Community Investment Manager,
Wates Group*

#NHCsv18 | @nhc



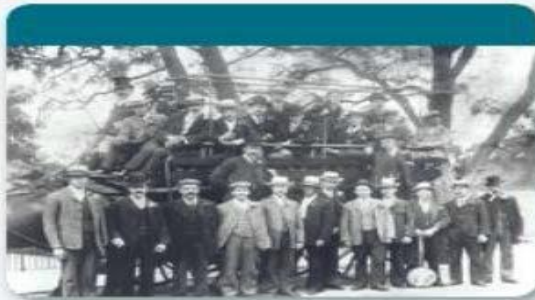
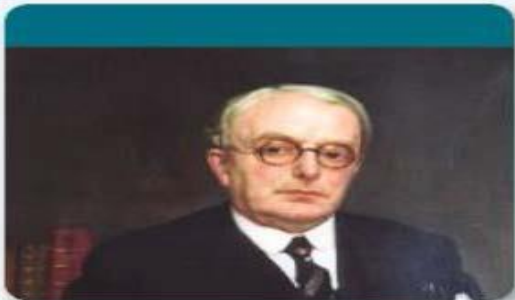
Using Social Value information
to maximise impact in the local economy:
**Wates Group's engagement
with Social Enterprises**

Su Pickerill
Wates Group Community Investment Manager



Our History – Est 1897

Wates



Our Growth



OUR GROWTH

1897 Wates began trading

1935 Norbury

1949 Birmingham

1960 New Norbury HQ

1965 Third generation

1983 Southampton

1984 £100m

1994 Manchester

1994 Leeds

1997 London

1998 Bristol

2000 Warrington

2001 Basingstoke

2002 £500m

2003 Leatherhead

2003 Luton

2006 Scotland

2008 £1bn

2011 Acquired Linbrook

2011 Fourth generation

2012 Cardiff

2014 Acquired Purchase Group

2014 Cambridge

2015 Significant expansion with the acquisition of parts of Shepherd Group as Wates journeys towards becoming a **£2bn** business





Our vision is to be the most the most
TRUSTED PARTNER IN THE BUILT ENVIRONMENT
delivering quality projects on time and safely while making a
POSITIVE IMPACT IN THE COMMUNITIES IN WHICH WE WORK

Our Business



£1.5bn Turnover (2016)

4000 Employees

Primarily UK business

Our work in the North

Wates



Why Social Value is important to us

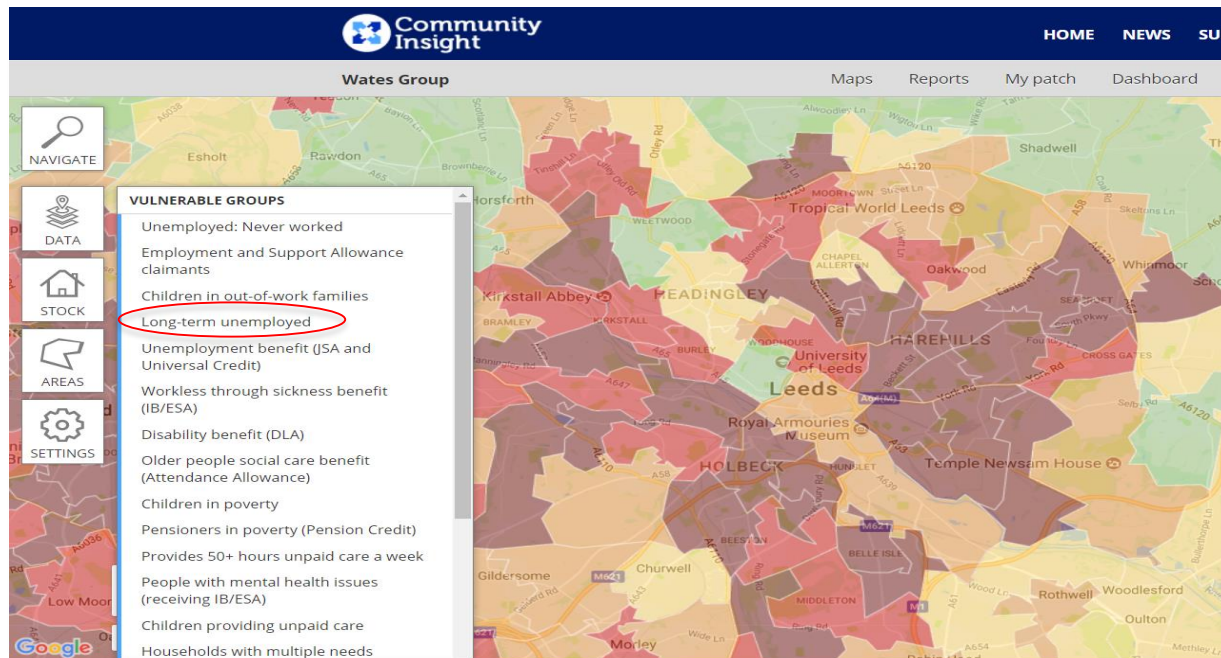


- Aligns with **partners** who are committed to social change
- Enables us to develop and enhance deeper **relationships** with our customers, supply chain and wider stakeholders
- An **innovative** approach to investing in local economies in terms of supporting employment and promoting local labour
- Promotes **diversity**
- Boosts our reputation and **brand** as a socially responsible business
- **Differentiation** in work winning - we are sector leaders in this field
- Enables us to source a responsible supply chain that fits **Wates' values**

HACT - Community Insight Tool



Mapping & Reporting Tool providing community profiles from Government Datasets



Wates Approach:

1. Upload stock or define area of interest
2. Overlay key social economic indicators
3. Understand key areas of deprivation
4. Develop tailored Social Value Initiatives

Outcome:

Create maximum Social Value for our customers



Reshaping Tomorrow is how we operate our business in a responsible way,
creating a positive legacy for future generations.
We recognise that our actions today impact tomorrow.

Our Strategy



Reshaping
Tomorrow



THE QUEEN'S AWARDS
FOR ENTERPRISE



Tomorrow's
Behaviours



Tomorrow's
Footprint



Tomorrow's
Buildings



Tomorrow's
People



Tomorrow's
Communities

Our 2020 Approach



Company Vision: To be a trusted partner in the built environment delivering on time and budget every time safely

Approach: Ensuring our actions today impact on tomorrow

Tomorrow's Behaviours

Having the right behaviours to achieve a zero harm culture

Tomorrow's Footprint

Having a positive impact on the environment through our work

Tomorrow's Communities

Working in partnership to enable local communities to prosper for the future

Tomorrow's People

Having the right team with the right skills and behaviours to do the job regardless of background

Tomorrow's Buildings

Working with others to influence sustainable building design

Lead: Simplify: Re-Think: Involve: Learn: Track

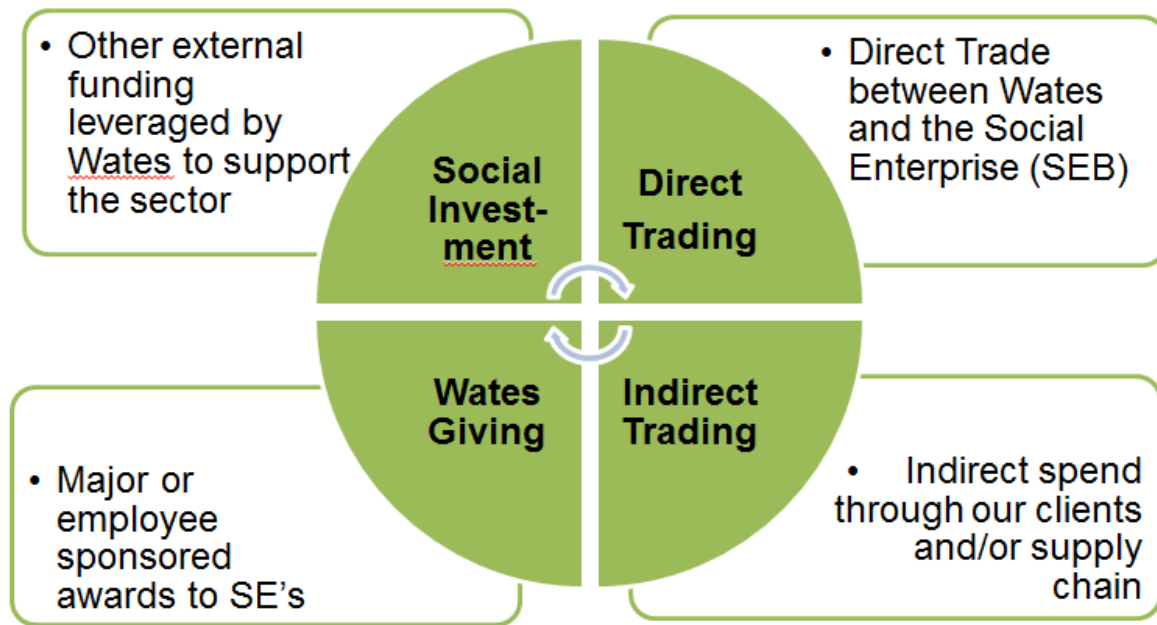
Delivered in partnership with our Customers | Supply Chain | Wates Giving | Other Partners

SEs are
commercial
businesses
that reinvest a
proportion of
profits into a
social or
environmental
purpose



Our Strategic SE Objectives

1. Trade with a social enterprise (SE) on every construction project
2. £20m cumulative spend with social enterprises by 2020



'Tomorrow's Communities' : Our Social Enterprise Performance



£11.5m Spend to date

84% Site engagement

Over 250 stakeholders
engaged in
'Seeing is Believing'



Our Approach



1. Internal targets
2. Champions network
3. Brokerage website
4. Sector Promotion: campaigns, social media & conferences
5. Seeing is Believing tours



Every project – at least 1 SE
£20m cumulative spend with social enterprises by 2020
Group and business level targets reported monthly



community
centre

SE Champions

SE Brokerage

Influencing others:



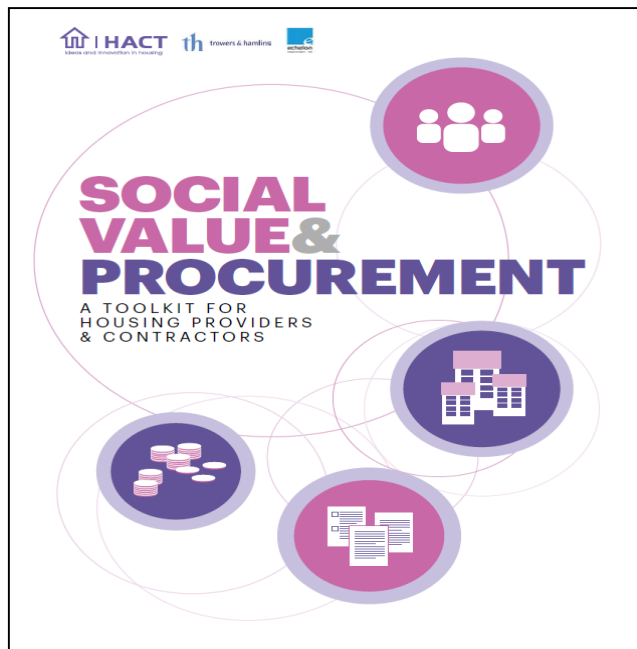
- Half day SiB tours of 3-4 SEs
 - Customers, suppliers, key stakeholders
 - Showcase opportunities
 - Demonstrate impact
- SE engagement events
- Sector campaigns: Dinner with a Difference
- Social Saturday



Influencing others: Buy Social Corporate Challenge



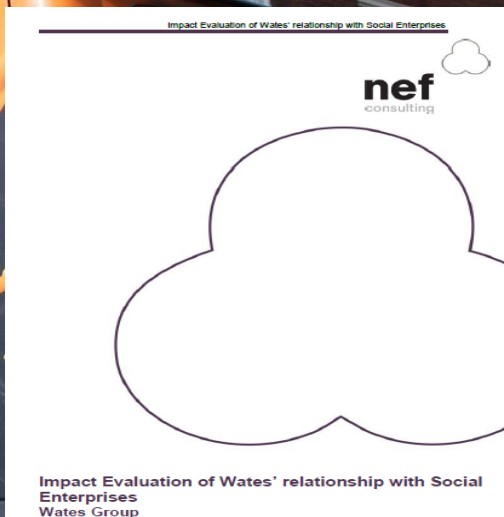
- Launched in April 2016
- Led by Social Enterprise UK in partnership with the Cabinet Office and Business in the Community
- Group of businesses aiming the spend £1bn with SE sector by 2020



- Launched in 2017 to provide HP's practical ways to enable Social Value to be delivered through the procurement process.
- Developed by HACT, Trowers and Hamlin's and Echelon Consultants. Funded by Wates and other participating organisations
- Step by step guidance on 4 key phases;
 - Scoping
 - Procurement
 - Mobilisation
 - Delivery

Evaluating the impact of Wates' relationship with Social Enterprises

Independent research by NEF, published 2017



£1:£1.77



Sandwell Council House

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85%

Led by BAMEs

38%

Led by Women

Unique opportunity to promote diversity

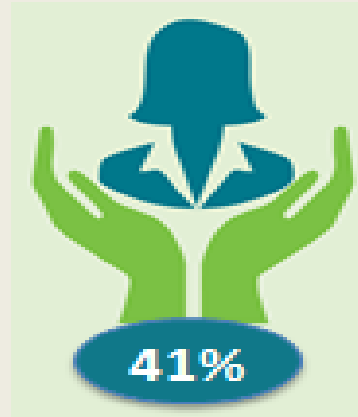


Figures from State of Social Enterprise report, SE UK 2017

12% of leaders in SEs are BAMEs, compared to 5% in SMEs



89% of SEs have at least 1 woman on the senior leadership team



41% of SEs are led by women, in comparison to 20% of SMEs & 7% of FTSE 100



VIDEO

(right click, open hyperlink)

<https://vimeo.com/236184734>

Challenges

Sector Capacity –
Category and Geographic
availability

Demonstrating Impact to
achieve Full Engagement

Commerciality, cost and
quality



Maximising Impact

Influence

Engage and
Build Capacity

Impact



Wates



Our values are in our DNA...

➤ integrity ➤ intelligence ➤ performance ➤ teamwork ➤ respect for people & communities