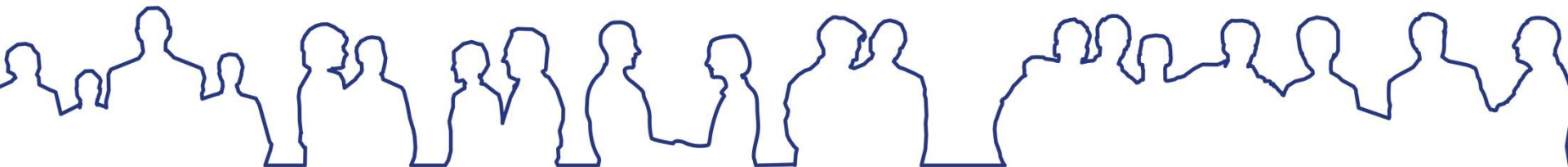


4th Annual Social Value Conference

Thursday 8 February 2018,
Marriott Hotel, Leeds, LS1 6ET

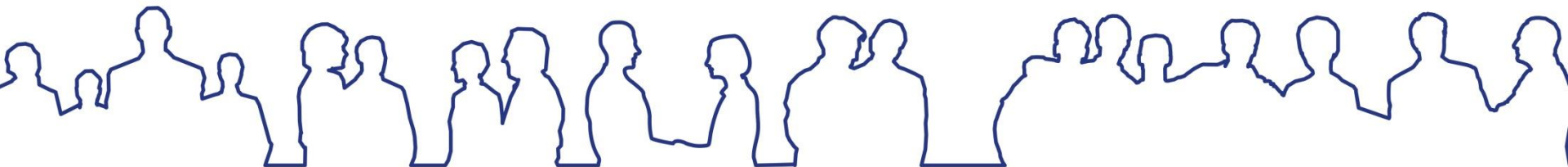
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Chair's Welcome and Introduction

*Andrew Van Doorn,
Chief Executive,
HACT*

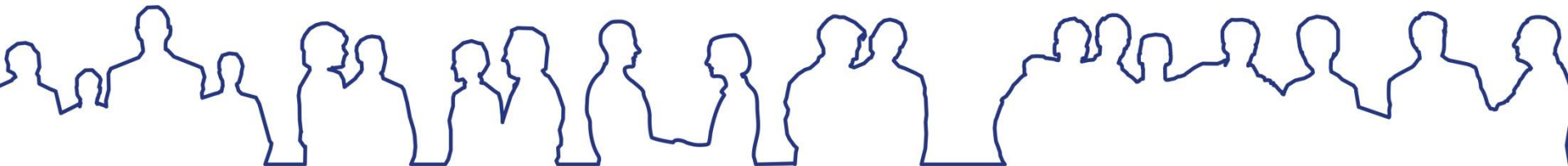
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Social Value and building a new organisation; the Onward experience

*Bronwen Rapley,
Chief Executive,
Onward Homes*

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Onward

What is social housing for?

To meet housing need for those who cannot afford or access housing in the market

- Availability
- Condition
- Affordability

Why do anything else?

Why do anything else?

The head

- Sustaining tenancies
- Condition of homes
- Paying rent
- Community cohesion

The heart

- Compassion
- Moral imperative



Rob



Bill



**OUTSIDE
THE BOX**

Bill



OUTSIDE THE BOX

The Onward Story

- Building one organisation
- G1 to G3 to G2
- Compliance and data
- Organisational change

Finding the why

Making a positive difference in
the communities we serve



Social Investment Performance 2016/17



135

Customers assisted into full time employment



5,695

Customers involved in youth activities



309

Customers engaged in employment training

80

Local community groups funded



£518,480

External funding secured to benefit our communities

£10,077,619

Social value created in our communities



81

Customers supported through our employment, training or education funds

48

Customers experienced improved health



£62,027

Funding provided by us to support our communities

5,330

Customers experienced a positive social value outcome



Is that all?

The head

- Core strength
- Effectiveness

The heart

- Local flexibility
- Neighbourhood approach
- Sheltered and supported
- Social investment



Challenges

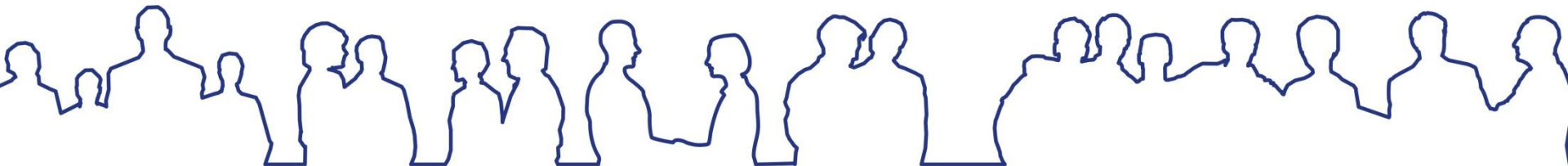
- Finding what we are good at
- Choosing what to do - focus
- Evaluation and measures
- Speaking the same language
- Making a difference



Collaboration across Greater Manchester Housing Associations; Social Value reporting to the GM Combined Authority

*Nigel Wilson,
Chief Executive,
Wythenshawe Community Housing Group*

#NHCsv18 | @nhc





Practical Social Value Conference

8 February 2018

Nigel Wilson Group CEO – Wythenshawe Community Housing Group

- GM Housing Social Value
- CLES Research
- GMHP Response
- Pledge
- What next

Why establish a social value baseline?

- Practical first task for group to focus on
- Track future trends
- Share learning of what's working
- Raise awareness more widely of our impact
- Practice what we preach and provide point of reference to suppliers
- Explore opportunities to increase collective impact



Why these indicators?

Align with GMCA social value framework



- Promote Employment & Economic Sustainability
- Raise the living standard of local residents
- Promote Participation and Citizen Engagement
- Build capacity and sustainability of the Voluntary and Community Sector
- Promote Equity and Fairness
- Promote Environmental Sustainability

Why these indicators?

- Availability of “good” data
- Consistent with what we ask of suppliers
- Aspiration & challenge



Challenges

- Lack of common systems and protocols for capturing social impact data
- Definitions and scope
- Buy in: 15/25 GM providers contributed data





Headline Indicators 2016-2017

Bolton at Home
Equity Housing Group
ForViva
Great Places Housing Group
Irwell Valley Housing Association
New Charter Housing Trust Group
Northwards Housing
One Manchester
Onward Homes
Rochdale Boroughwide Housing
Salix Homes
Southway Housing Trust
Stockport Homes
Trafford Housing Trust
Wythenshawe Community Housing Group

NB: Infographic doesn't include all data sets collected

Promote Employment and Economic Sustainability



1,938

Residents supported into employment

73%



Spend with businesses based in GM

4,528

Residents supported to move closer to work



9,330

Apprenticeship weeks



Raise the Living Standard of Local Residents



99%

of staff paid (at least) the Living Wage Foundation level



1,518

Homes let to people who were previously homeless



£14,330,757

Benefits and grants gained for customers



Promote Participation and Citizen Engagement



135,508

Hours volunteered by
the community



5,810

Hours volunteered
by staff



1,323

Community volunteers

12,092

Involved tenants engaged

932

Staff volunteers

Build the Capacity & Sustainability of the Voluntary & Community Sector



£3,084,346

Cash spent on grants and support for community
and voluntary sector groups



939

Voluntary and community
groups supported



136

Community and
voluntary sector
organisations engaged in
formal alliances or contracts



Promote Equity & Fairness

87%

Of the workforce live in Greater Manchester



7%

Of the workforce live in managed properties



Promote Environmental Sustainability

1,869

Hours of energy advice and training delivered to tenants



A minimum of **64%**

Of business waste is recycled



4,576

Fly tipping incidents cleared



579

Average CO2 equivalent output per FTE (kg)



69

Average CO2 emissions from employee business miles per FTE (t)

73.4

Average energy (SAP) rating of managed stock



This is in the upper quartile of data supplied to Housemark

Improving the Data

- Review internal systems, introduce processes to capture information going forward
- Harmonise definitions and reporting periods
- Can we get all providers to report on these indicators?

What can we do with it?

- Collective communications – increase awareness among stakeholders of our collective impact
- Support supplier engagement, call to action in support of social value
- Benchmark and strive for improvements
- Engage other providers in GM that have not yet contributed



Recommendations

1. Ensure social value is considered as a matter of course
2. Develop a process for continuing monitoring of social value
3. Explore leakage out of GM economy
4. Influence the behaviour of the supply chain
5. Provide signposting for suppliers
6. Collaborate with other housing providers and local authorities
7. Series of bespoke recommendations for each participating HP

GMHP Social Value Pledge

We, as members of Greater Manchester Housing Providers (GMHP) committed to maximising the social value generated through our supply chain spend, commit to:

- Embedding social value into our internal procurement and contract management processes.
- Exploring a minimum weighting for social value in procurement activity.
- Establishing a common framework for measuring the impact of our supply chain spend on an annual basis.
- Supporting a collective approach/project to reduce leakage out of GM economy.
- Developing and promoting a GMHP Social Value Guidance document, articulating a common approach and 'simplifying' social value for our suppliers.
- Delivery of a GMHP supplier event, focussed on education around SV, influencing behaviour and signposting (incl. launch of the guidance document).
- Continuation of GMHP Social Value Group to ensure ongoing collaboration in order to further maximise the social impact of our supply chain spend.

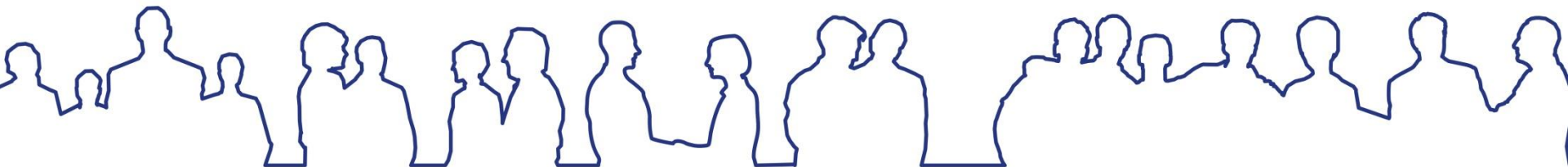
Signature

Using Social Value information to inform Asset Management decisions

*Alexandra Wiley,
Head of Regeneration,
Clarion Housing Group*

*Dr Elanor Warwick,
Head of Strategic Policy and Research,
Clarion Housing Group*

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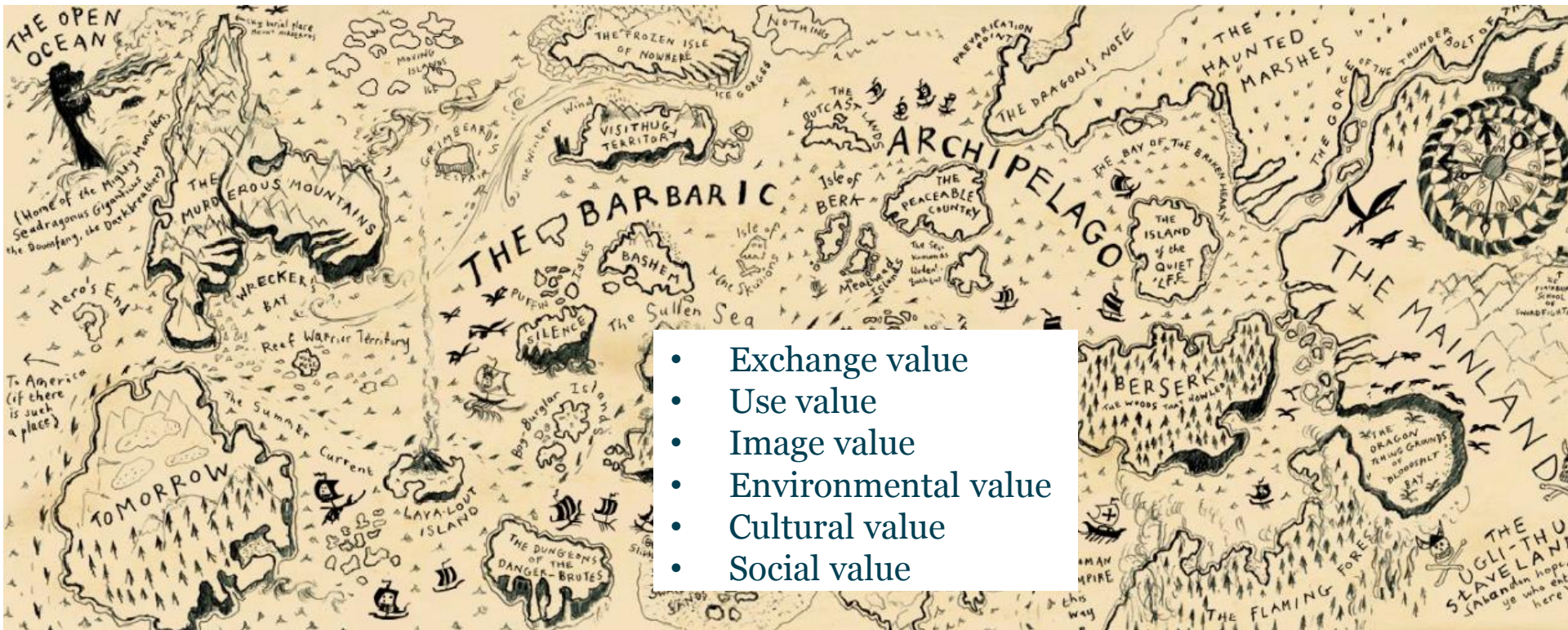
CLARION
HOUSING GROUP

Clarion's Social Value Journey

Elanor Warwick, Head of Strategic Research
Alex Willey, Head of Regeneration Projects

Value maps: what are we searching for?

The tangible, intangible, understood and unknown



- Exchange value
- Use value
- Image value
- Environmental value
- Cultural value
- Social value

What we're talking about



-
- What does this mean?
-

What we're talking about



Our Vision

**Building Homes.
Developing Futures.**

We are: Clarion Housing Group

Where we've been

Dancing makes people as happy as a £1,600 pay rise

Official figures reveal for the first time how culture and sport make people as happy as being given pay rises worth thousands of pounds



Dancing on a regular basis can make people as happy as a £1,600 pay rise Photo: Guy Levy/BBC/PA

Where we've been

Getting a full time job **£10,767**



No longer
homeless
£24,467



Getting on-line **£1,875**

Where we've been



Social Value
created by

- Young people
- Contractors
- Supply chain
- Health interventions



Where we've been

Social Value Outcomes 2015/16 (Pre – Merger)

(targets in brackets)

Community Investment Impact



1,003 helped into work (900)

110 apprenticeships secured (110)

76 % sustained positions for 6 months or longer (75%)



1,050 Affordable loans provided (1,000)

1,651 referrals for free advice (1,600)



12,270 sq ft. of Community Lands and Buildings improved (10,000)

Social Wellbeing

£70m

in Social Wellbeing pounds generated in 2015/16

£3.8m (£4.1m) operating costs on Community Investment Directorate

£18 (£17) Social Value Return for every £1 spent

Welfare Benefits Team secured

£2.1m benefits for AS residents.

£473k

arrears reduced.



#BeTheChange

Supporting our young people – **1,194** young people achieved positive progressions (1100)



4,395 interventions helping people get online (4000)

Sustainment service assisted **680** residents to get online

Grants:

216 Aids and Adaptations @ £184,913

64 Decorating Vouchers @ **£24,405.67** for assisting residents

201 Fraud instigations since April

£106 contributions of **£460k** to 5 Local Authorities

Where we've been

Average wellbeing value per occupant:

Energy efficiency improved by one EPC band **£217**

Rectification of serious condensation / mould growth **£770**

Improved landscaping / tidied gardens **£379**

Graffiti problems solved **£439**



Measuring impact: two steps forward one step back...



- Clarion Futures Balanced Scorecard
- Supply chain value added
- Asset values for planned programme
- Value for Money statement

- HACT values one part of the story
 - Asset values have challenges
 - BAU use of the values is limited
-

Influencing decision-making: early days



- Options Appraisal process for asset



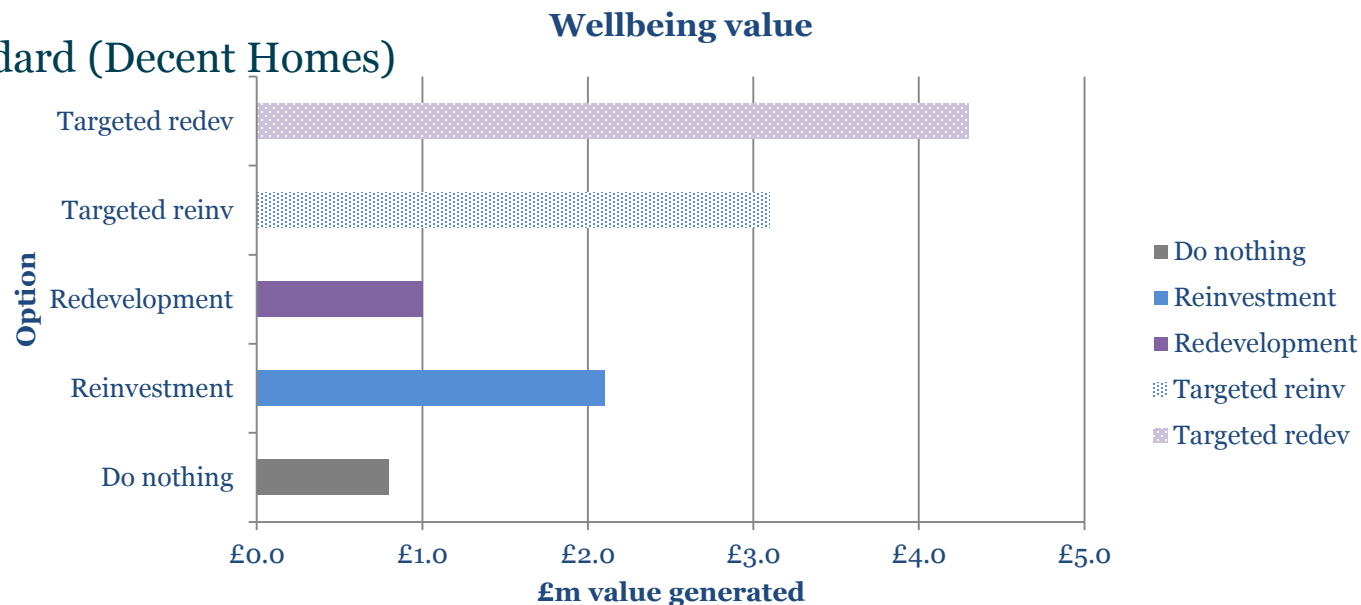
- Integrating to procurement
- Future asset standards
- Repairs
- Energy efficiency lobbying



- Clarion Futures
 - Additional values
 - SROI...?
-

Influencing decision-making: early days

- Options Appraisals
- Energy efficiency
- Clarion Home Standard (Decent Homes)
- Repairs



Barne Barton: Social value a key part of the picture



Where to now for Clarion?

- Scaling up not just extrapolating
- Simplifying
- Keeping eye on the ball, vfm only part of it
- Not a linear process
- Persuading the non-believers



Where to now for measuring social value ?

- Spreading the word to learn
- Social value capture and social value generation
- A maturing discussion



THANK YOU

For more information please contact
Alexandra.Willey@clarionhg.com or
Elanor.Warwick@clarionhg.com

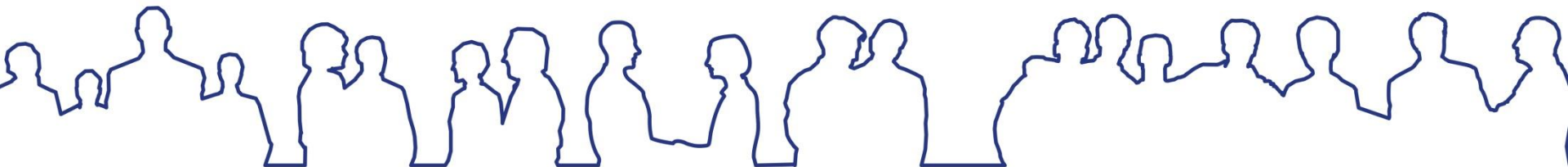
Clarion Housing Group

6 More London Place
Tooley St
London SE1 2DA

clarionhg.com

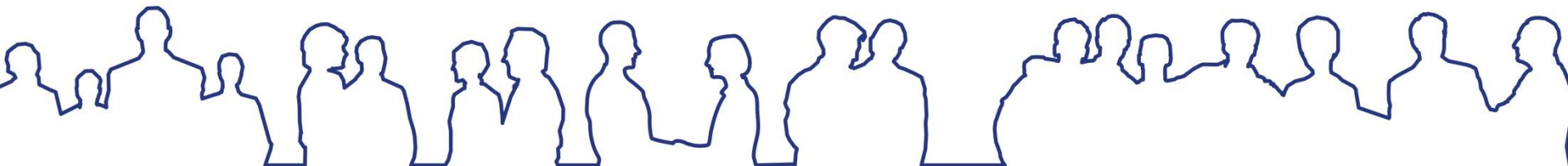
Panel Discussion

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Lunch and Networking

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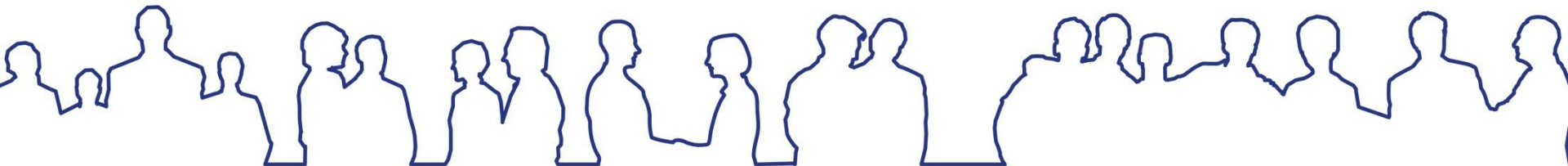


Social Value in Neighbourhood Working

*Andrew Brown,
Regional Director,
Onward Homes*

*Andrew Lord,
Head of Neighbourhoods,
Onward Homes*

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Social Value in Neighbourhood Working

Andrew Brown, Regional Director
&
Andrew Lord, Head of Neighbourhoods

Onward

Neighbourhood Working:

The panacea to delivering and
measuring social value?

Or just re-hashed same old, same old?

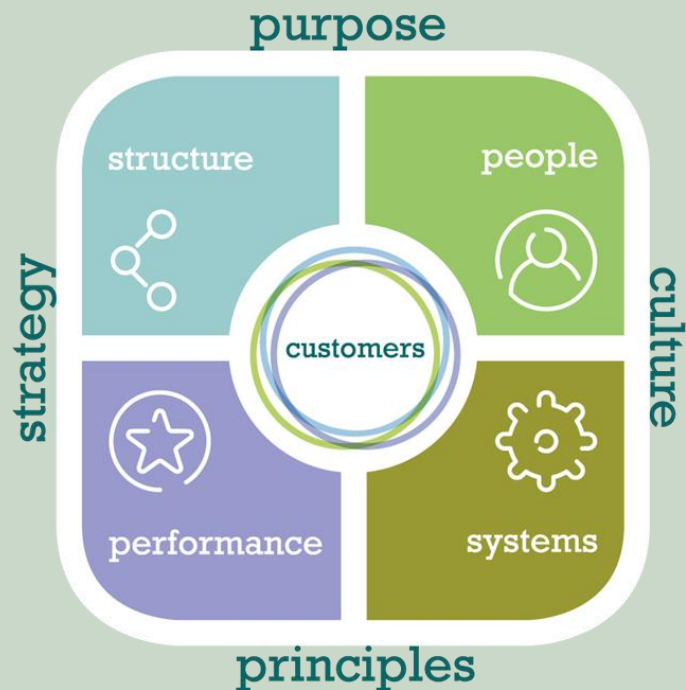
What we will cover this afternoon:

- Background on Onward Homes
- What Neighbourhood Working means to us
- CIH Accreditation
- How we have developed our approach
- Measuring – performance, Sustainability, Surplus, Impact
- Group Exercise – How to best capture and measure impact of the work of housing organisations at a neighbourhood level
- Get your answer to “panacea or same old, same old” question!

Onward

Creating positive spaces

Our Neighbourhood Approach – Customers at the heart



- Effectively organising ourselves to deliver services to customers
- Enabling us to stay small and local and close to our customers
- Linking people, systems, performance and structure
- Representing the way we work - everyone's responsibility
- Bringing the operating model to life – a local service supported by core strength

Onward

Creating positive spaces

This is how we will do it at Onward— We work in Neighbourhoods

Neighbourhood Working provides a solid foundation:

- **Accountability** for making a positive difference in all our communities
- **Fit for purpose** for an large and diverse housing organisation, local services to core strength
- Improves **service** delivery, tailored to meet the needs of local areas
- Enables **trust** to be built across teams working together in our neighbourhoods

Neighbourhood Working enables us to build a great organisation:

- **Inspiring** colleagues to think, talk and work on a neighbourhood basis
- Supports the development of **ingenious** solutions to local issues
- Allows us to be **ambitious** and increase our profile and impact in the region
- Embeds data, customer feedback, discussion and evaluation to enable **learning** and improvement



Onward

Neighbourhood working is about:

- Using our assets to address challenges in our communities and deliver social value
- Helping residents and partners develop their ideas for making their neighbourhood a great place to live
- Defining neighbourhoods by their attributes, focussing on strengths and potential

As a “relatively” big organisation, neighbourhood working allows us to stay ‘small and local’ and remain close to our customers

The vision

- To organise services in our regions to ensure:
 - The whole service works together locally
 - It reflects our strategic priorities
- To coordinate resources in neighbourhoods that add value in terms of:
 - Neighbourhood sustainability
 - Neighbourhood manageability
 - Neighbourhood viability
- To measure and manage the positive difference we make in our communities



Accreditation Success Factors

- A clear set of neighbourhood working principles across the organisation
- Clearly defined neighbourhoods
- Understand how sustainable each neighbourhood is
- A range of views shapes the approach to local service solutions
- An identified range of actions in place to deliver outcomes
- Regular monitoring and assessment of the impact of activity on neighbourhoods and organisation

Developing Onward's Neighbourhood Approach

Our neighbourhood approach enables us to:

- ✓ Deploy resources effectively to deliver locally tailored services to customers when and where they are needed.
- ✓ Develop bespoke local offers which set out our role and ambitions for our different neighbourhoods
- ✓ Act as key players at a Regional level in terms of growth and regeneration and increase our profile with key partners
- ✓ Deliver a positive difference to communities
- ✓ Enable us to monitor sustainability, assess profit and loss and measure the positive difference in neighbourhoods.

Neighbourhood working – Ten Key Principles

ONWARD HOMES NEIGHBOURHOOD WORKING – TEN KEY PRINCIPLES

Our Approach:

1. Neighbourhood working is the key way in which we will deliver against our overall purpose
2. It links people, systems, performance and structure
3. It represents the way we work and is everyone's responsibility

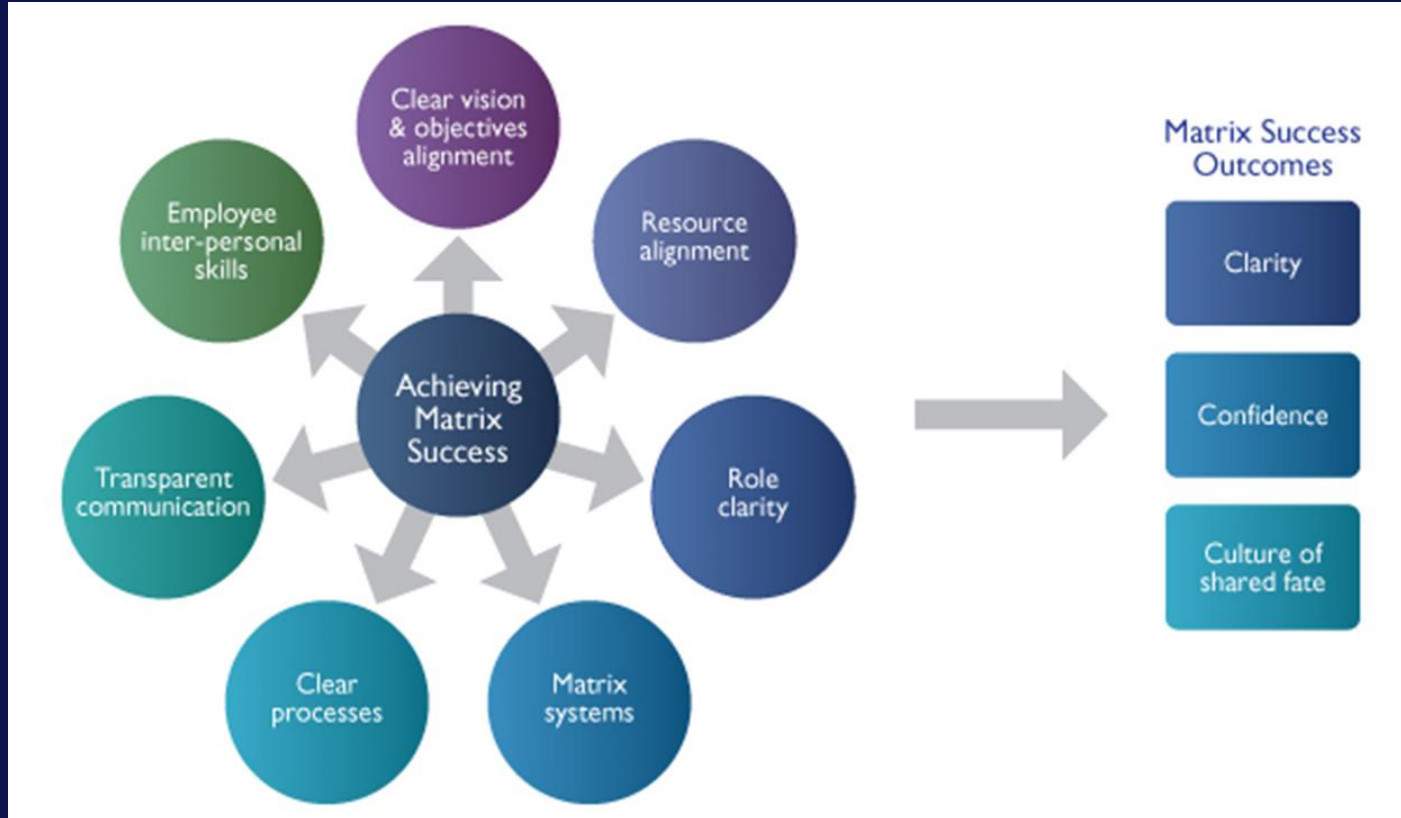
Definition and Classification:

4. We build up from neighbourhoods into regions and support partnership development
5. We will define neighbourhoods based on a set criteria
6. We will clarify, classify and communicate our role in different neighbourhoods

Resources and Decision Making:

7. We devolve decisions and accountability to local neighbourhoods
8. We will use neighbourhood metrics to inform resource deployment and investment decisions
9. There will be a named person who is accountable for each neighbourhood.
10. Neighbourhood Working is fluid and flexible, responding to internal and external changes

Matrix Management with a focus on Neighbourhoods



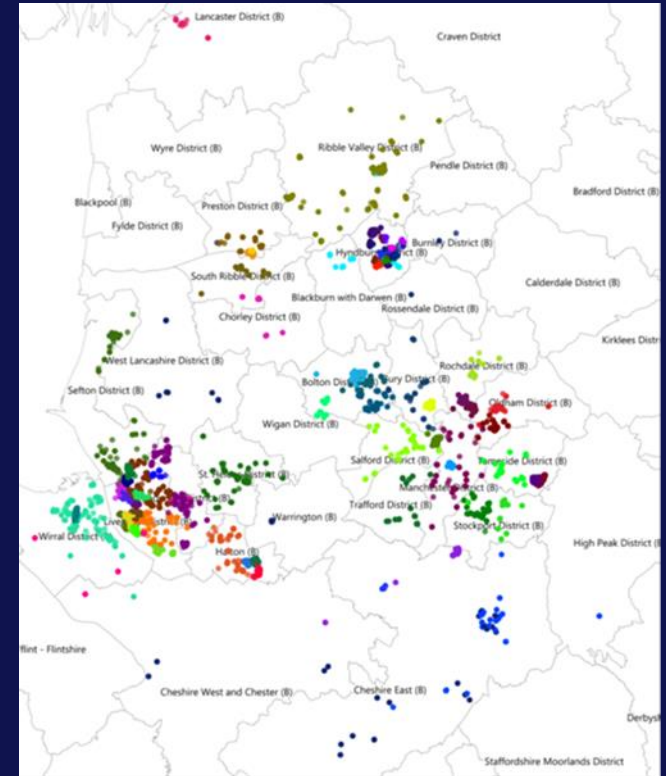
Defining and Classifying our Neighbourhoods

1. A clear geographical focus rather than being based on type / tenure.
2. Include all assets in an area
3. Do not cross local authority boundaries, and enable us to report at an LA and regional level
4. Minimum size of 100 units but no maximum size
5. Most effectively group together our stock within a local authority area.
6. Neighbourhood names which will reflect those recognised by customers where we can.



Onward Homes Neighbourhoods

- 55 Neighbourhoods, three regions
- Onward other neighbourhoods x 5
- Three distinct types of neighbourhoods:
 - Concentrated – where we are the predominant landlord in the area
 - Defined – where we have a good mix within a clearly defined area
 - Dispersed – where our stock is spread across a local authority area



Components of Neighbourhood Working

- **Neighbourhood Plan Documents** – internal mini business plans / external local service offer document
- **Culture** – ideas to ensure everyone is thinking, talking and making decisions on a neighbourhood basis
- **Service Blend** – every team has a standard or high intensity service off depending on neighbourhood conditions
- **Property and development** – incorporates active asset management and growth and development strategy
- **Partnership development** – mapping partnerships across our geography, strategic, theme based and neighbourhood based
- **Engaging with customers** – developing an ongoing way of listening to and working with customers
- **Commissioning** – learning the lessons from previous commissioning meetings



Strategic thinking to target actions and resources

Our own Boston Matrix to classify our Neighbourhoods

Onward Homes Boston Matrix	
Growth Neighbourhoods Key features: <ul style="list-style-type: none">• Good performance• High sustainability• High surplus• Growth potential• Lead player and influence in the neighbourhood	Regeneration Neighbourhoods Key features: <ul style="list-style-type: none">• Poor performance• Low sustainability• Low surplus• Regeneration opportunity• Has potential e.g. location, lead players in the area
Core Neighbourhoods Key features: <ul style="list-style-type: none">• Good performance• High sustainability• High surplus• Minimal growth potential e.g. lack of availability of land, minor players• Focus on continuing to provide high quality service to core neighbourhoods	Improvement Neighbourhoods Key features: <ul style="list-style-type: none">• Poor performance• Low sustainability• Low surplus• No regeneration potential e.g. lack of demand, minor players• Opportunity to make a positive difference and tackle issues

Measuring.... Our Neighbourhood Metrics

Our approach:

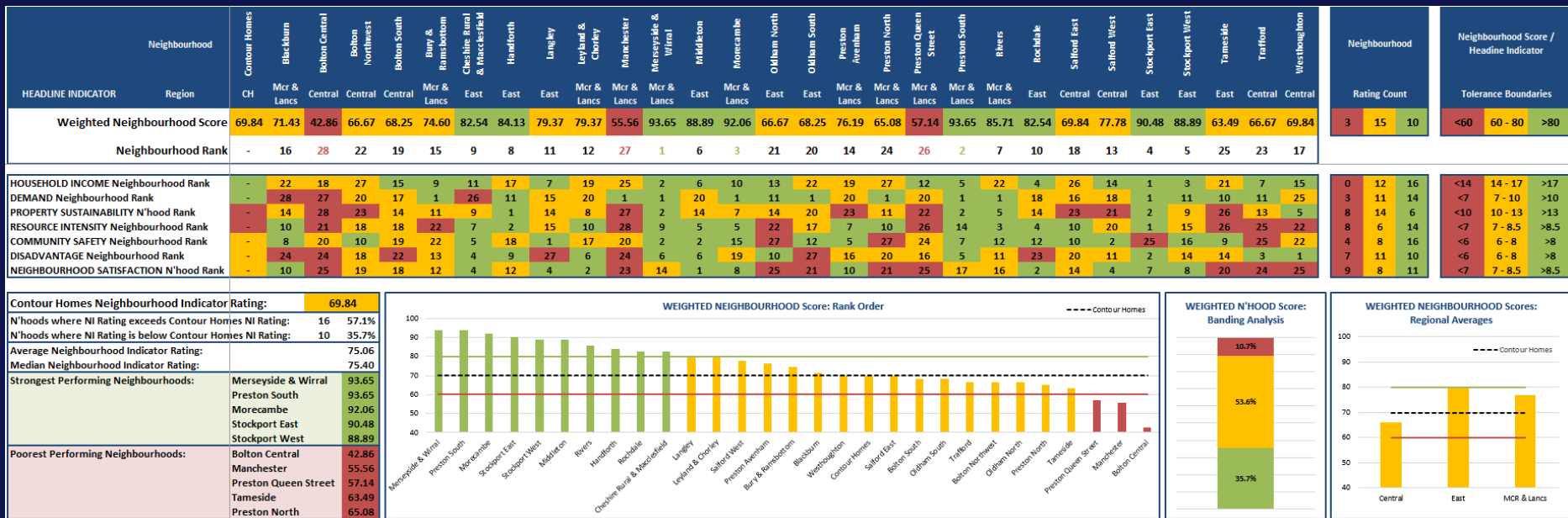
- Data from a broad, holistic suite of measures to enable us to better understand our neighbourhoods
- Ranking neighbourhood performance or sustainability using a weighted approach
- Demonstrating the extent to which we are making a positive impact in communities
- Each strand will form part of a quarterly balanced scorecard for each neighbourhood
- Where possible, real time information will be used to inform service delivery
- Complements the performance information that goes to Finance and Performance Committee



Neighbourhood Metrics – The Four Strands

Strand	Summary
Performance	<ul style="list-style-type: none">• Demonstrates how performance against the Board Performance Indicators (PIs) translates to a neighbourhood level• Provides an indication of our performance across our different neighbourhoods
Sustainability	<ul style="list-style-type: none">• Provides a broader view of how sustainable a neighbourhood is from both a customer and business perspective• Additional business data and wider indicators to add to KPI performance• Includes aspects of the APE model which relates to the asset value of properties
Impact	<ul style="list-style-type: none">• A rounded set of measures that demonstrate the impact that we are having in our neighbourhoods• Where possible, a social value will be attributed to these measures to demonstrate what we are delivering across our different areas
Surplus	<ul style="list-style-type: none">• An informed view of the financial performance of each neighbourhood in terms of profit/loss, surplus generated and contribution to Business Plan delivery• Includes estimates of resource deployment across the different neighbourhoods

The Current Sustainability Model



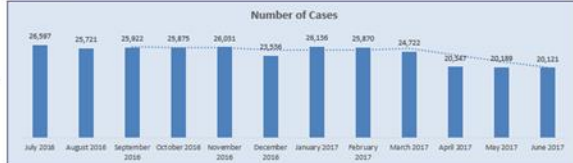
Current Tenant Arrears

Row Labels	Arrears as % of Annual Debt	Total Arrears Value	Number of Cases	Average Arrears Value	Average Weeks Outstanding	Rank (Arrears %)
Greater Manchester	3.81 %	£2,002,108	6,305	£317.54	3.1	
Bolton Central	4.28 %	£94,313	287	£328.62	3.4	27
Bolton North	3.50 %	£115,617	424	£272.68	2.7	17
Bolton South	4.07 %	£95,226	298	£319.55	3.4	24
Bury and Ramsbottom	3.91 %	£65,044	197	£330.17	4.3	22
Cheshire East	2.16 %	£73,806	282	£261.72	1.7	4
Handforth	2.85 %	£75,694	226	£334.93	2.8	8
Hattersley and Mottram	5.23 %	£353,495	1,283	£326.40	3.4	49
Manchester	5.10 %	£125,582	319	£393.67	3.8	47
Oldham North	4.37 %	£90,787	264	£343.89	2.9	31
Oldham South	4.00 %	£128,477	406	£316.45	3.5	23
Rivers	3.17 %	£129,279	366	£354.78	2.3	11
Rochdale	2.84 %	£111,140	393	£282.80	2.7	7
Salford East	4.39 %	£156,340	318	£491.64	4.3	32
Salford West	2.14 %	£26,434	8	£318.48	2.9	3
Stockport	2.96 %	£117,684	475	£247.76	2.1	10
Tameside	4.86 %	£85,829	231	£371.55	4.1	42
Trafford	3.17 %	£67,223	235	£286.05	2.7	12
Westhoughton	5.09 %	£90,139	258	£349.38	3.1	46
Lancashire	4.12 %	£1,150,331	3,774	£304.80	3.3	
Blackburn	3.62 %	£51,249	160	£320.31	3.4	18
Central Accrington and Huncoat	5.52 %	£270,420	289	£348.93	4.0	53
Chorley	6.40 %	£16,581	29	£571.75	4.7	56
Church and Oswaldtwistle	4.73 %	£217,965	729	£298.99	3.8	38
Clayton-le-Moors and Laneside	3.41 %	£62,442	261	£239.24	2.9	15
Culcheth	2.78 %	£80,939	389	£208.07	2.3	6
Great Harwood and Rishton	3.24 %	£57,586	248	£232.20	3.4	14
Longridge	2.58 %	£19,012	84	£226.33	2.5	5
Morecambe and Lancaster	2.90 %	£16,247	39	£416.59	4.4	9
Preston Avenham	3.85 %	£77,173	244	£316.28	3.1	21
Preston North	4.51 %	£51,678	138	£374.48	3.9	34
Preston Queen Street	4.80 %	£60,625	190	£319.08	3.5	41
RN Villages	2.92 %	£40,710	214	£190.23	2.1	2
South Ribblesdale	5.18 %	£100,968	218	£463.16	2.6	48
Onward Other - Burnley	4.56 %	£2,608	3	£869.28	2.3	29
Onward Other - Rossendale	3.74 %	£1,470	2	£735.13	2.0	19
Onward Other - West Lancashire	4.36 %	£22,658	51	£444.28	2.8	30
Merseyside	4.92 %	£2,775,709	6,889	£402.92	4.3	
Anfield	4.72 %	£49,372	87	£567.50	6.1	37
Beechwood	4.27 %	£162,594	671	£242.32	3.0	26
Castlefields	5.32 %	£192,029	609	£315.32	3.7	50
County	5.07 %	£212,849	518	£410.91	4.8	45
Croxteth	0.90 %	£110,624	125	£142.67	1.3	1
Everton	4.49 %	£106,624	254	£419.78	4.2	33
Halton	3.19 %	£41,776	151	£276.66	2.7	13
Kensington and Fairfield	6.69 %	£67,123	112	£599.32	6.9	57
Kirkdale	5.04 %	£155,033	399	£457.33	5.3	44
Knowsley	6.97 %	£263,568	468	£563.18	4.2	58
Liverpool North	3.76 %	£89,333	207	£431.56	3.9	20
Liverpool South	4.58 %	£25,876	71	£364.45	4.4	35
Murdishaw	4.76 %	£109,445	381	£287.26	3.2	40
Picton	5.17 %	£142,534	255	£558.96	7.0	51
Princes Park	6.34 %	£328,047	535	£591.08	6.2	55
Riverside	4.69 %	£71,987	156	£461.45	5.4	36
Selton	4.09 %	£83,356	195	£427.47	4.1	25
Speke-Garston	5.73 %	£144,022	274	£528.91	5.5	54
St Michaels	3.44 %	£80,630	282	£282.76	4.5	16
St Helens	4.94 %	£71,938	172	£418.24	3.4	43
Warbreck	4.75 %	£37,050	76	£487.50	5.5	39
Windmill Hill	5.39 %	£189,880	568	£334.30	3.6	52
Wirral	4.31 %	£113,376	406	£279.25	3.1	28
Onward Other - Cheshire West and Chester	4.04 %	£23,746	57	£416.59	3.0	
Onward Other - Warrington	5.93 %	£5,794	20	£289.70	2.7	
Greater Manchester - SAB	7.02 %	£205,478	281	£731.24	4.7	
Brunswick	7.02 %	£205,478	281	£731.24	4.7	
UNKNOWN	0.00 %	£0				
UNKNOWN	0.00 %	£0				
Exclude	5.13 %	£1,390,654	2,869	£484.72	5.6	
Exclude - Cobalt / CPS	5.13 %	£1,390,654	2,869	£484.72	5.6	
Grand Total	4.51 %	£7,524,280	20,118	£374.01	3.9	



Neighbourhood Rank - CTA (%)	Arrears as % of Annual Debt	Total Arrears Value	Number of Cases	Average Arrears Value	Average Weeks Outstanding
N/A	4.51 %	£7,525,955	20,121	£374	3.9

Usage	Arrears as % of Annual Debt	Total Arrears Value	Number of Cases	Average Arrears Value	Average Weeks Outstanding
Garages	7.20 %	£15,555	220	£71	4.3
General	4.80 %	£6,153,163	16,180	£380	4.3
Homebuy	0.24 %	£228	8	£29	0.1
Homeless		£353	1	£353	3.3
Hotels					
Intermediate	14.67 %	£42,249	32	£1,320	5.1
Leasehold	54.31 %	£221,060	199	£1,111	2.6
Managed	3.34 %	£13,371	33	£405	3.2
Market	1.49 %	£7,154	28	£256	0.5
N/A	-11.03 %	£32,545	21	£1,550	3.8
Other		£17,280	8	£2,160	0.0
Shared	6.90 %	£179,770	375	£479	1.6
Sheltered	1.74 %	£350,156	1,950	£180	1.9
Supported Wards	3.44 %	£493,069	1,066	£463	2.8



The New
and
Improved
Sustainability
Model by
April 2018

Onward

The Neighbourhood Sustainability Model

- Seven headline measures:
 1. Household income
 2. Demand
 3. Repairs, compliance and property sustainability
 4. Resource intensity
 5. Safer neighbourhoods
 6. Deprivation
 7. Neighbourhood and customer satisfaction
- Over 40 indicators, weighted approach, scoring and ranking

Any Questions / Observations?
Panacea or same old, same old?



Group exercise – Measuring impact at a neighbourhood level.....

One of the key outstanding tasks is for us to develop a rounded set of measures that demonstrate the **impact and value** that we are having in neighbourhoods.

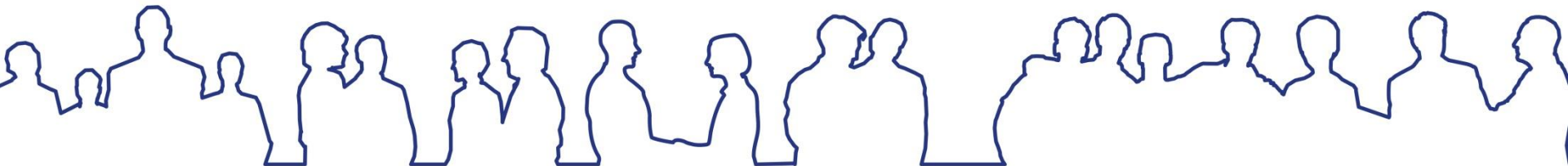
This is something that we envisage to be relevant to others in the room.

The discussion:

- a) What ten ways do housing providers make a positive difference in communities?
- b) What ten impact measures should we use to measure the extent to which we make that positive difference in communities?

Refreshment Break

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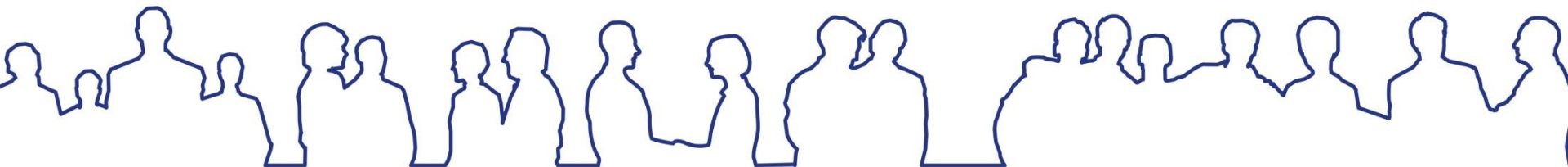


Social Value Surgery – Making your information believable

*James Williams,
Head of Social Impact,
HACT*

*Ben Carpenter,
Operations Manager,
Social Value UK*

#NHCsv18 | @nhc



Social Value Surgery

Making your information believable

HACT/NHC Practical Social Value Conference 2018

Ben Carpenter | James Williams



Objectives

- Who are Social Value UK?
- What is Social Value?
- How can we measure it?
- How does this fit with HACT UK Social Value Bank?
- Your Questions
- The Social Value Certificate

Who are Social Value UK?

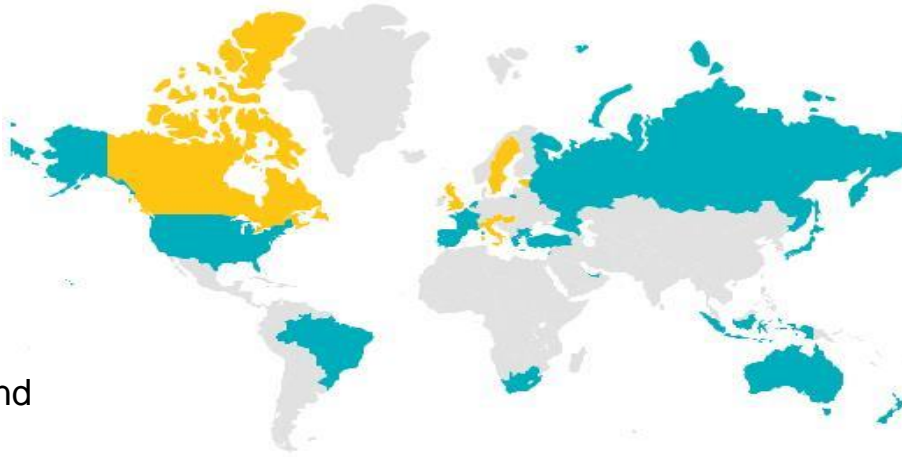
Membership Organisation

Training | Assurance | Support | Campaigns | Events
Resources

Context: Social Value International

National Networks

Canada
Hong Kong
Japan
Italy
Sweden
U.K.
New Zealand
USA
Taiwan
Thailand



@ 2,000 members

Affiliated Networks

Australia
Austria
Bulgaria
Estonia
France
Hungary
Portugal
Russia
South Africa
Brazil

What is Social Value?

Social Value is...

the quantification of the relative importance that people place on the changes they experience in their lives.



It's about reducing inequality and increasing wellbeing...

Responding to those you
set out to serve...

users
customers
stakeholders
beneficiaries

accountability



innovation



The three M's...

M

measure

find out how much of a change has occurred

M

manage

do things to increase positive changes and reduce negative changes

M

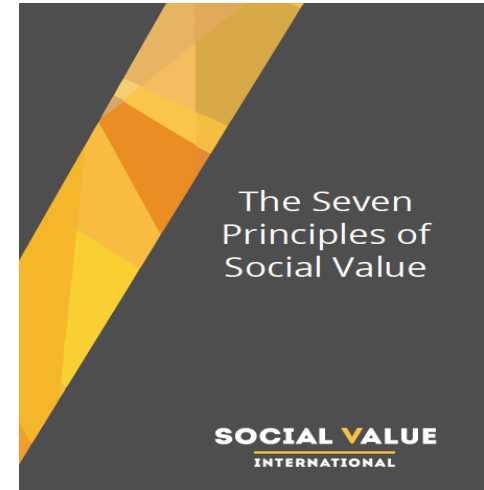
maximise

making as much of a difference as possible **with the resources available**

How can we measure it?

The Social Value Principles

- | | | |
|----|-------------------------------|-----------|
| 1. | Involve stakeholders | |
| 2. | Understand what changes | |
| 3. | Value the things that matter | Analysing |
| 4. | Only include what is material | |
| 5. | Do not over claim | |
| 6. | Be transparent | Reporting |
| 7. | Verify the result | |



10 Impact Questions

Segmenting
stakeholders

Defining
indicators

Counterfactual,
Attribution,
Displacement

1. What problem are we trying to solve?
2. What is our proposed solution to the problem?
3. **Who** experiences changes in their lives?
4. **What** changes are (or likely to be) experienced?
5. How can we measure these changes?
6. **How much** of each change has happened (or is likely to happen)?
7. To what extent might the changes be **caused by our activities**?
8. **How long** do we need to manage the changes for?
9. What is the **relative importance** of different changes?
10. Which changes are important for us to manage (and be accountable for)?

Materiality

Logic models
(Theory of Change)

Defining
outcomes

Quantities

Duration

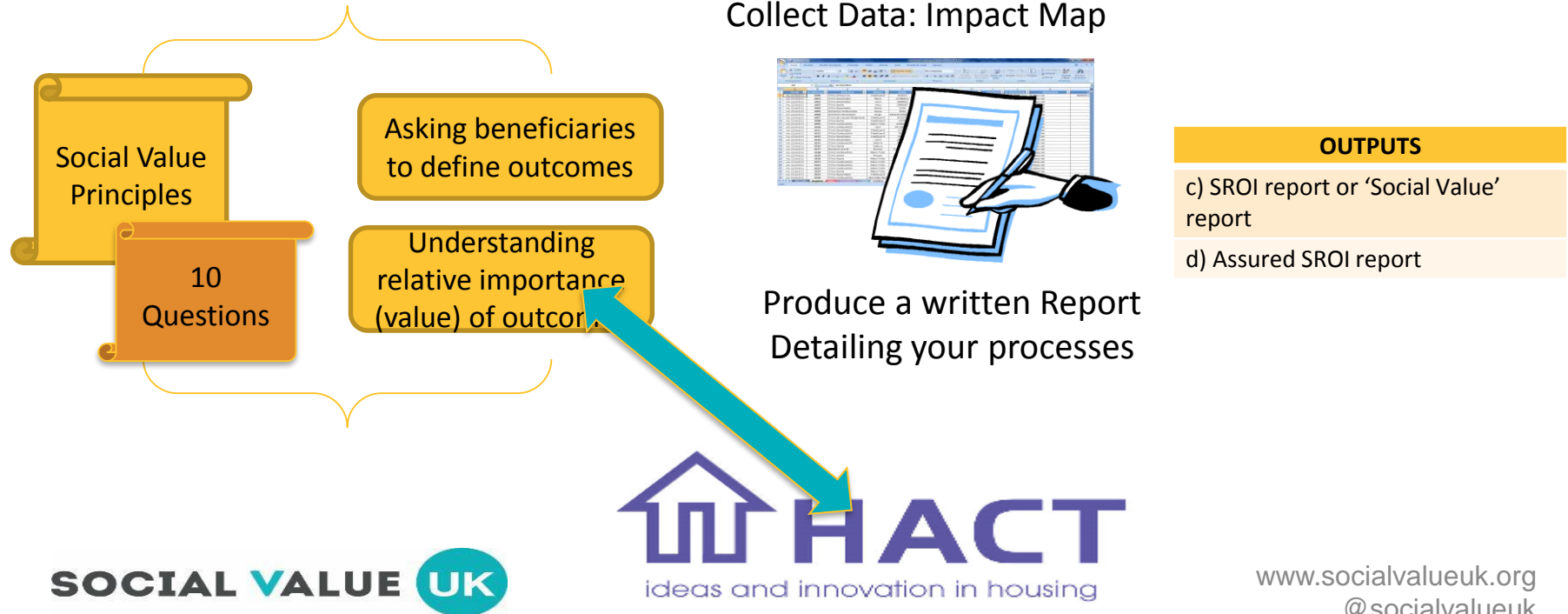
Value

Do I do SROI or UK Social Value Bank ?



You can do both!

What does SROI look like?



More details in our linkages paper...

<http://www.socialvalueuk.org/resource/sroi-and-hact-social-value-bank-linkages-paper/>



More details on use of UK Social Value Bank

Deadweight

Youth values

One off events

Evidence needed

<http://www.hact.org.uk/social-value-bank-practice-notes>



Any questions?

Making your information believable...

Assurance of Reports – SROI and non-SROI
The New Social Value Certificate!

HACT also able to offer certification for the use of UK Social Value Bank.



The Social Value Certificate – *what is it?*



- The Social Value Certificate looks at the **systems and processes** that you have in place for maximising your social value.
- It is **not about reporting social value** and it does not provide proof or a statement that the organisation or programme is creating an amount of social value.
- The Social Value Certificate can be awarded to an **organisation or a programme** or project being run by an organisation.

The Social Value Certificate – *Three Levels*



Level One: “**Commit**” is achieved with a commitment to implement systems and processes that are consistent with the Social Value Principles, *evidenced through policy documentation.*



Level Two: “**Implement**” is achieved with the implementation of systems and processes, *evidenced through appropriate data collection.*



Level Three: “**Maximise**” is achieved with the use of data to drive decisions, *evidenced through operational changes designed in response to data collected* and with the specific intention to maximise the social value they can create with the resources they have available

The Social Value Certificate – *Why?*



The Social Value Certificate has the following advantages:

- Provides you with a clear pathway for improving the way you are managing your social value.
- If awarded, the certificate proves to external stakeholders (including funders) that you are aligning to an international standard for managing your social value and taking steps towards maximising the value that you can create.

Find out more at
www.socialvalueuk.org/social-value-certificate/

Contact us

Sign up for free to be a supporter of Social Value UK and receive the monthly newsletter at; <http://socialvalueuk.org/>

ben.carpenter@socialvalueuk.org

Twitter: @SocialValueUK

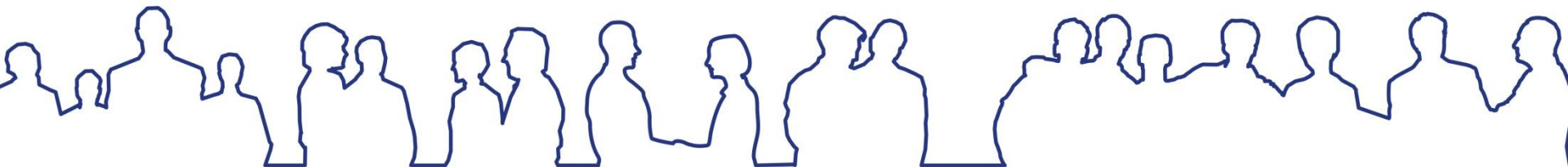


SOCIAL VALUE UK

Keynote: Generating Social Value and its impact

*Geeta Nanda OBE,
Chief Executive,
Metropolitan*

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Metropolitan

Social value and independence

How we make a
difference

The start of a journey...

Independence steps



ChamberlainWalker



Our research – the value we deliver

Social value per £1:

- Employment
£5.1 per £1
- Care & support
£1.4 per £1
- Housing supply
£1.2 per £1

What next?

- Improve data collection and reporting on outcomes

Our Clapham Park development

VIDEO

(right click, open hyperlink)

<https://www.youtube.com/watch?v=nfTLzViMWy0>

Our Clapham Park development



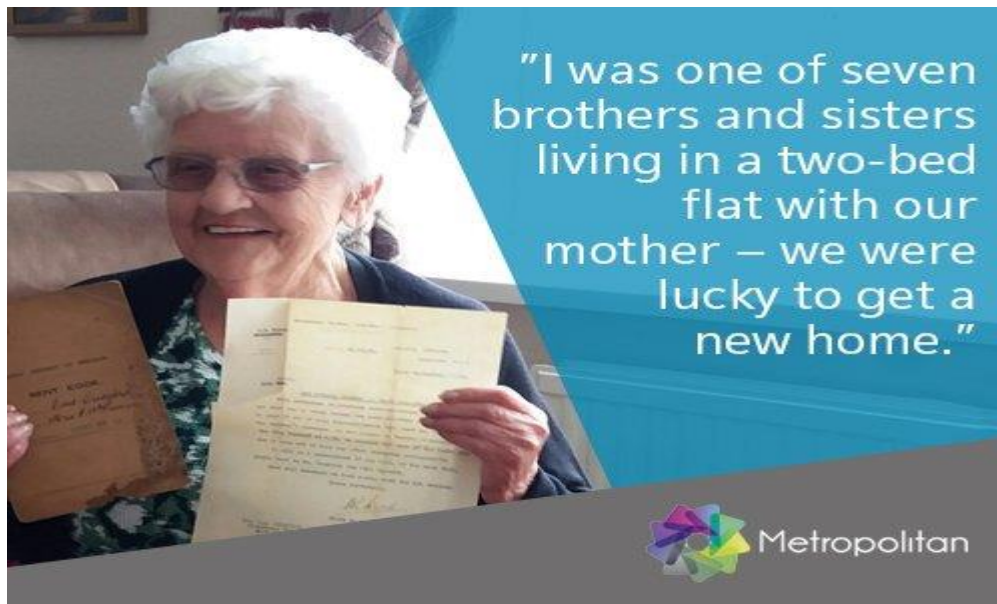
William came to our service in 2015, where we supported him with one of his goals - to join the police.





Shared ownership for Annette Marshall

Last year Metropolitan resident May celebrated 80 years living under the same roof in Nottinghamshire...







Improving **life** together  Metropolitan

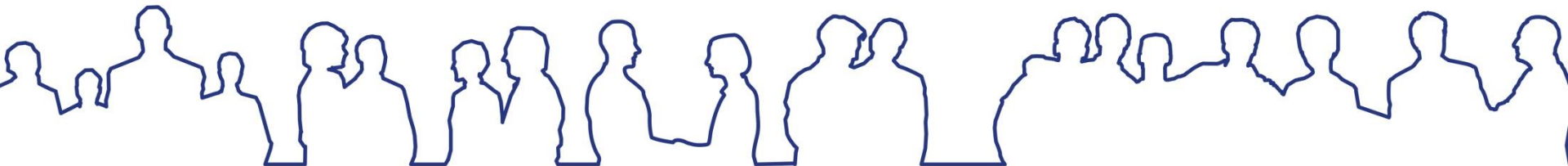


Improving **life** together  Metropolitan

Chair's Closing Remarks

*Andrew Van Doorn,
Chief Executive,
HACT*

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Thank You for Attending

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