



Social Value and Social Housing: Planning for the long term

Thursday 6th February 2020 | Cloth Hall Court, Leeds

The background image shows a professional conference or seminar. In the upper right, a man in a dark suit is standing and presenting to a large audience. The audience, seen from behind, is seated and fills the lower half of the frame. The scene is dimly lit, with a large screen or projection area visible in the background. The overall color palette is cool, with blues and greys.

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#SOCIALVALUE2020

Chairs welcome

Reflection Reflections on 5 years of the Social Value bank

Andrew van Doorn - Chief Executive, HACT

Social Value in the Built Environment

Sophia Cox - Social Value Advisor, UK Green Building Council

How a long-term approach information driven is tackling childhood obesity in Leeds.

**Jackie Moore - Advanced Health Improvement
Specialist Early Years, Leeds City Council**

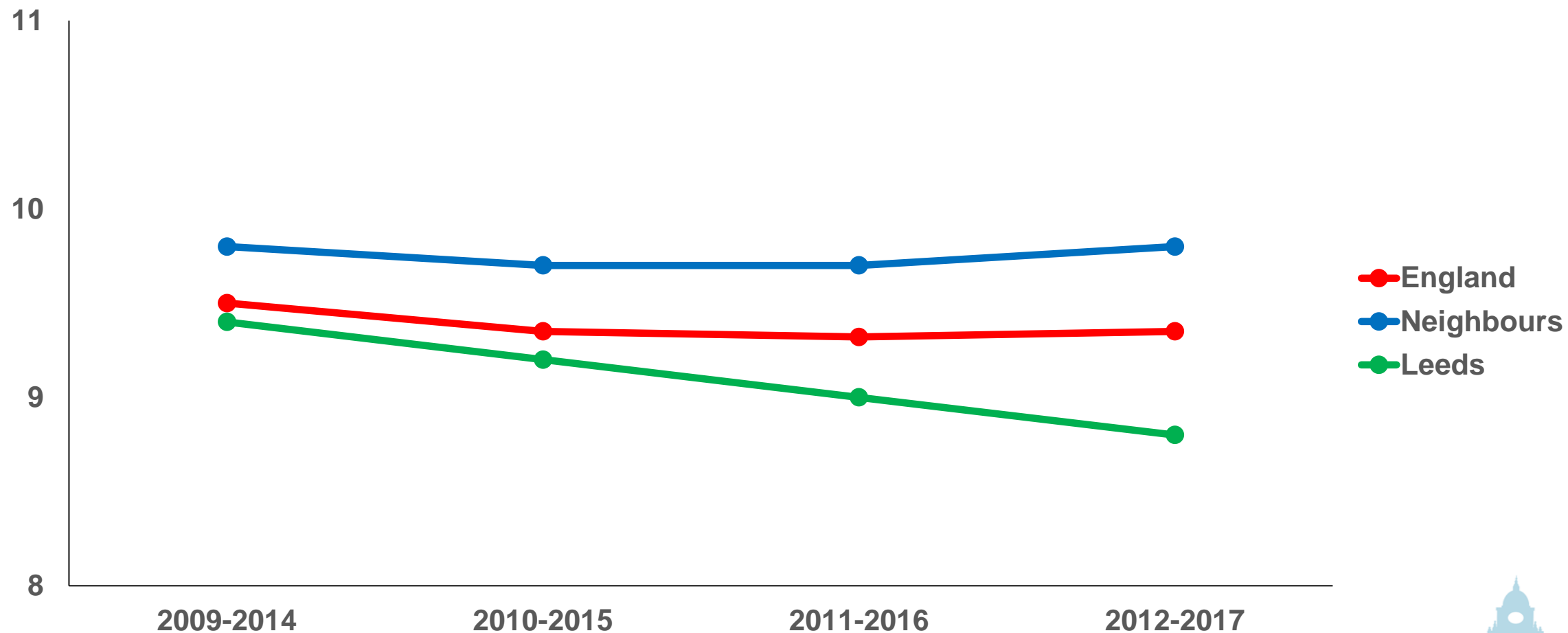
How a long-term approach is tackling childhood obesity in Leeds

Jackie Moores
Advanced Health Improvement Specialist
Leeds City Council



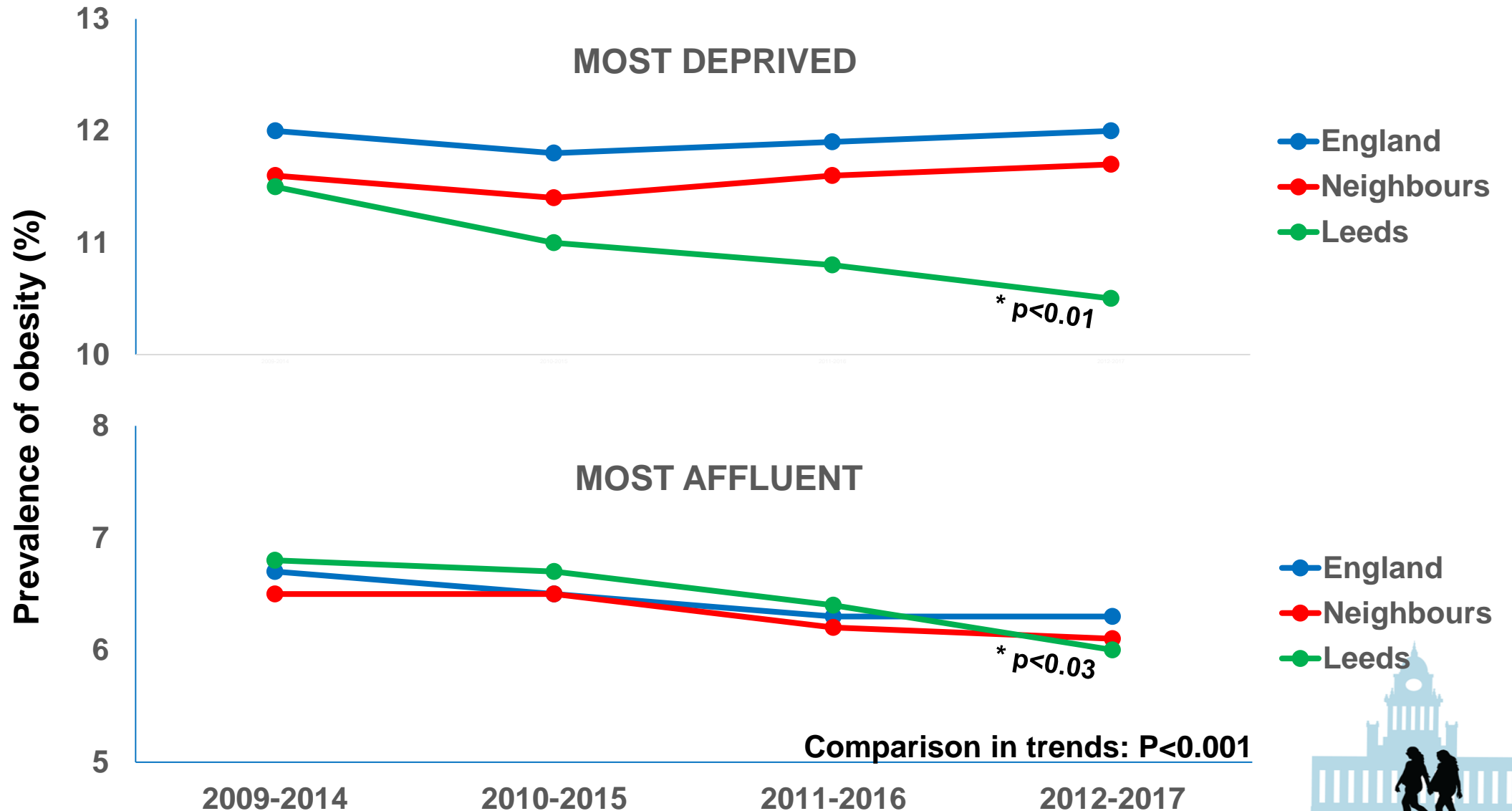
LEVELS OF OBESITY IN RECEPTION (age 4-5 years)

5 year aggregated data 2009-2017



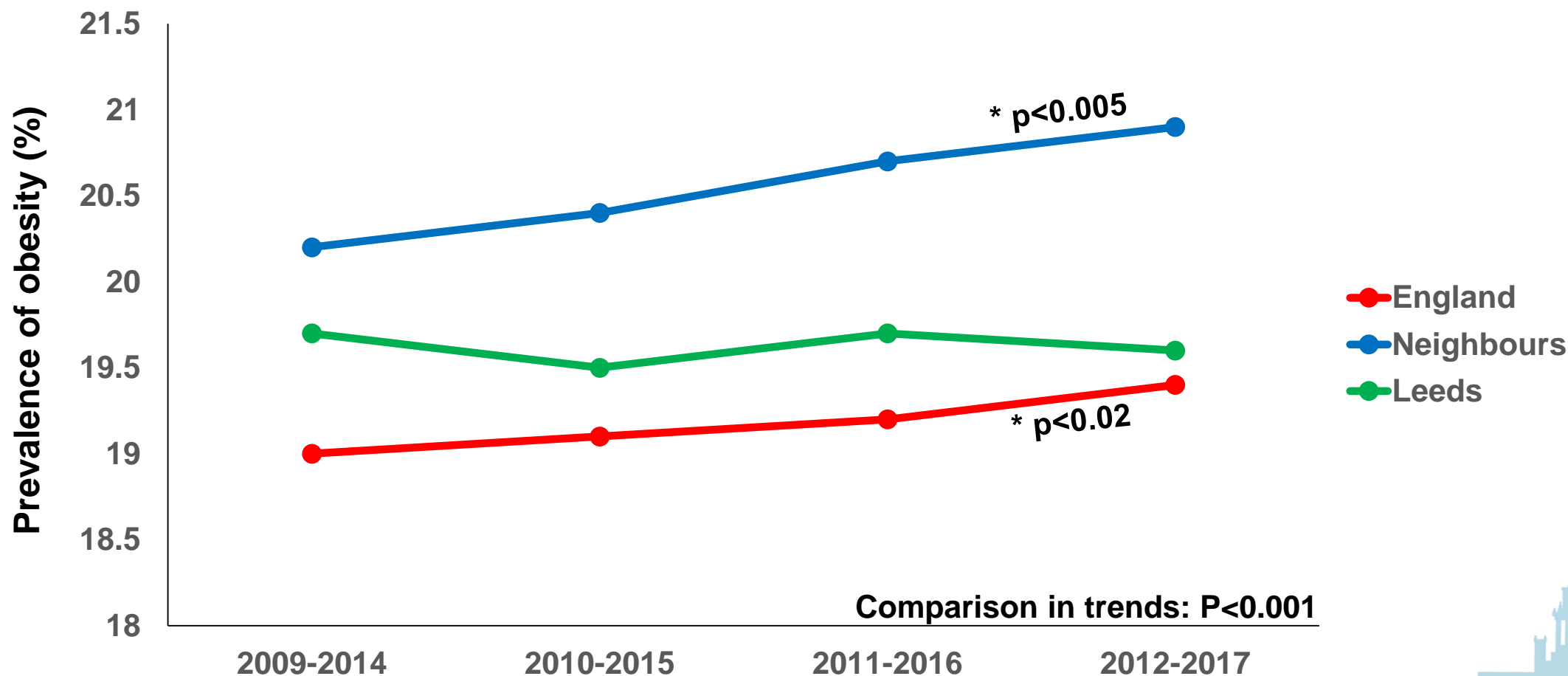
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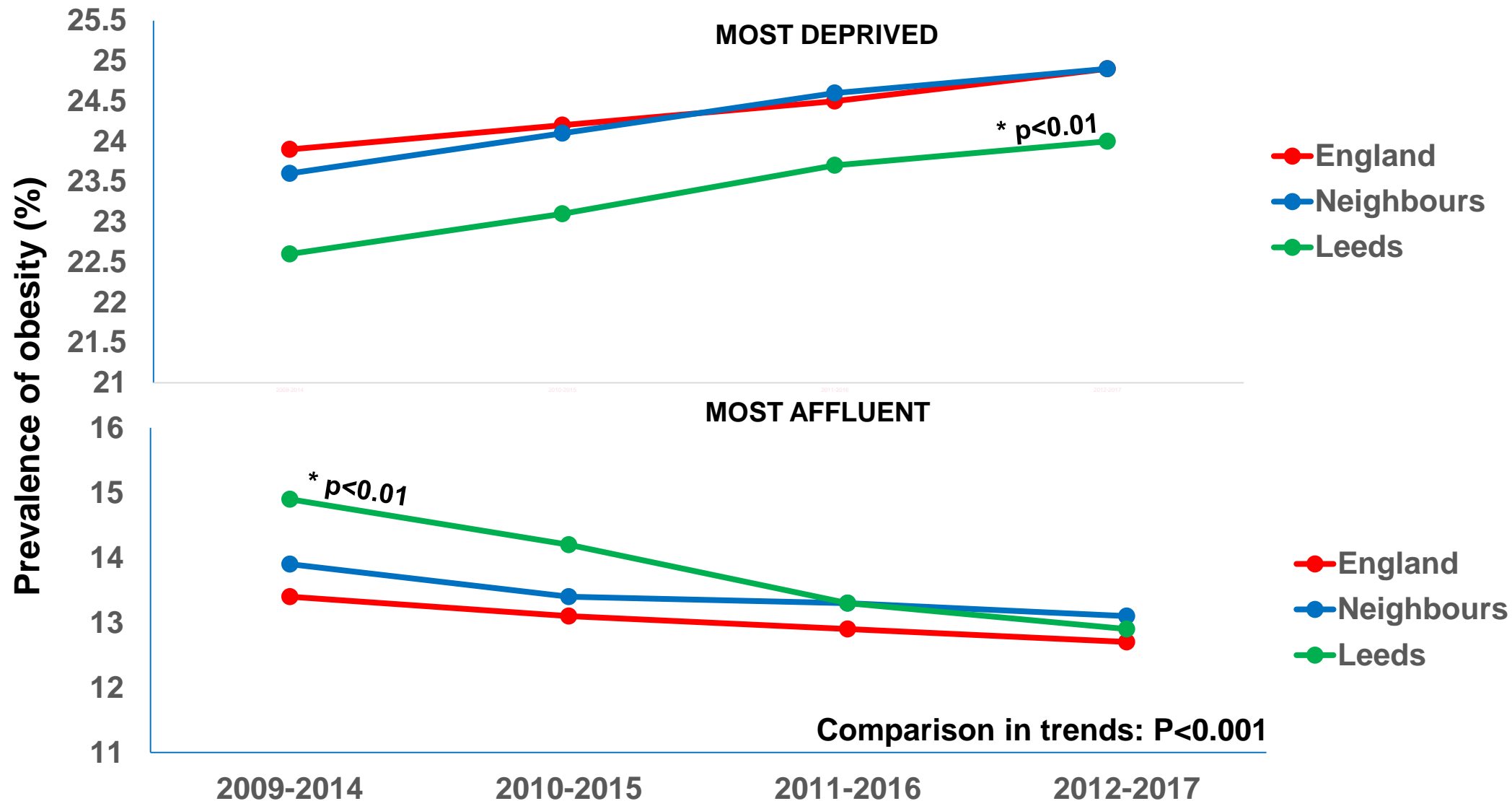
LEVELS OF OBESITY IN YR6 (age 10-11 yrs)

5 year aggregated data 2009-2017



LEVELS OF OBESITY IN YR 6 (age 10-11yrs)

5 year aggregated data 2009-2017



In Short:

Reception

- Obesity rates fell significantly compared to elsewhere
- The number of obese children in reception fell by 6.4% (approximately 625 children)
- The reduction was principally among the most disadvantaged

Year 6

- Children did better than elsewhere
- But the main beneficiaries were the affluent



Leeds in context

Leeds, a compassionate city with a strong economy...

"Our vision is for Leeds to be the best city in the UK: one that is compassionate with a strong economy that tackles poverty and reduces the inequalities that still exist " ('Cllr Judith Blake, Leader of Leeds City Council and Tom Riordan, Chief Executive of Leeds City Council (Best Council Plan 2015-20: update 2016-17))

Leeds Health and Wellbeing Strategy

"Our vision is that 'Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest"

"In our city wellbeing starts with people and everything is connected"

"We will have a stronger focus on prevention"



What is Driving this Promising Trend?

- Strong leadership & sustained commitment
- Prevention
- Early years focus
- Evidence based intervention delivered with system, scale and sustainability
- Relationships centre stage
- Worked together to meet each others objectives



Leeds Child Healthy Weight Plan: Shared priority

Strategic commitment

- Leeds Health and Wellbeing Plan
- Leeds Best Council Plan
- Leeds Children and Young People's Plan
- Leeds Maternity Strategy



Leeds Child Healthy Weight Partnership

- Head of Public Health (Children and Families)
- PH Advanced Health Improvement Specialists
- PH Advanced Health Improvement Specialist
- 0-19 PHINS (HV & SN)
- Head of Health and Wellbeing Service
- Strategic Play Officer
- Active Leeds – Partnership Manager
- Team Leader – Safe and Sustainable Travel
- Children Centre's Manager
- Senior Planning Officer

Chair

Maternity, Early Years, School age

Health Improvement Team

Leeds Community Healthcare Trust

Leeds City Council

Leeds City Council

Leeds City Council

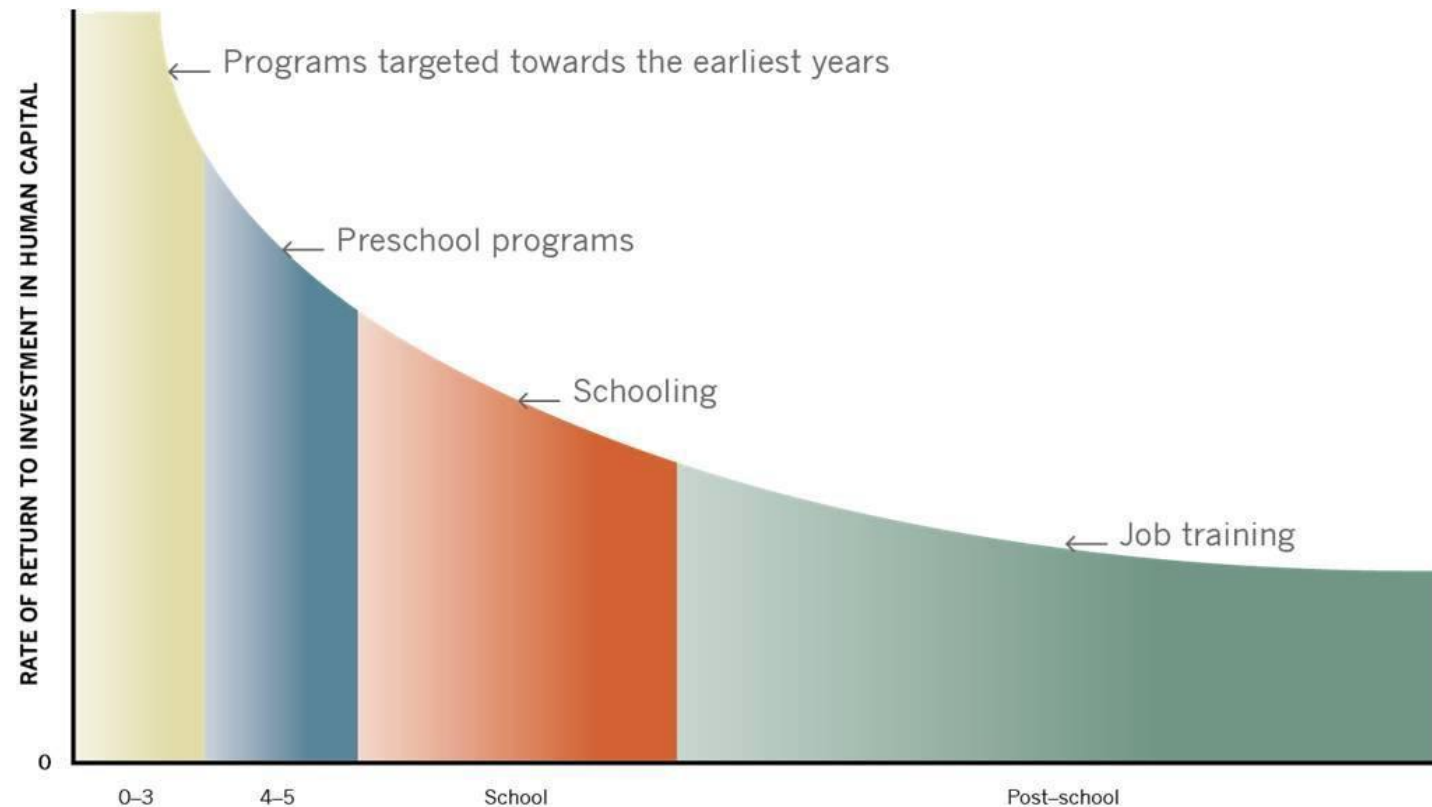
Leeds City Council

Leeds City Council

Leeds City Council



Leeds Child Healthy Weight Plan: Focused on the Early years



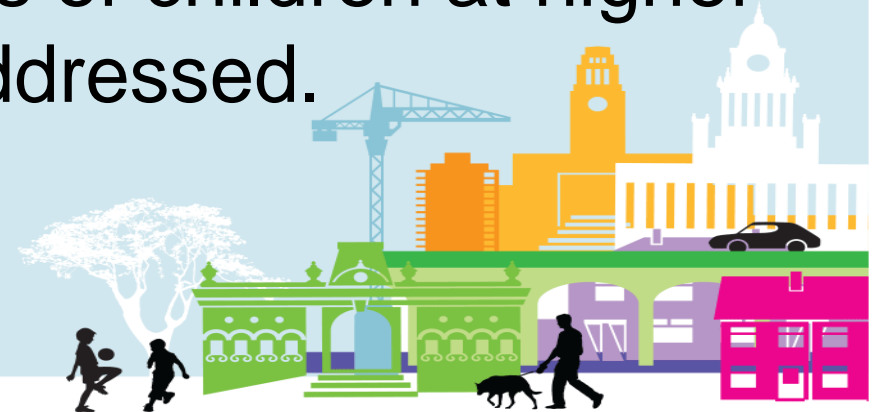
Source: Heckman (2008)



Leeds Child Healthy Weight Plan: A clear vision

6 outcomes

- Leeds is a city which supports families to be a healthy weight.
- All children will have the best start to achieve a healthy weight.
- The causes that put particular groups of children at higher risk of an unhealthy weight will be addressed.



Leeds Child Healthy Weight Plan: A clear vision

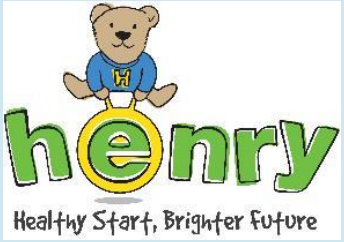
- All children and families will have information and support and access to a skilled workforce to enable them to be a healthy weight.
- Children who are an unhealthy weight will be identified early and supported.
- Key Leeds stakeholders will work with the government and other bodies to shape national policy and practice.



Early years evidence based intervention at scale and over time

- HENRY work started 2008
- Initial focus Early Start Teams (Integrated HV and CCs)
- Children's Centres have a key role
- Gradual expansion to wider workforce

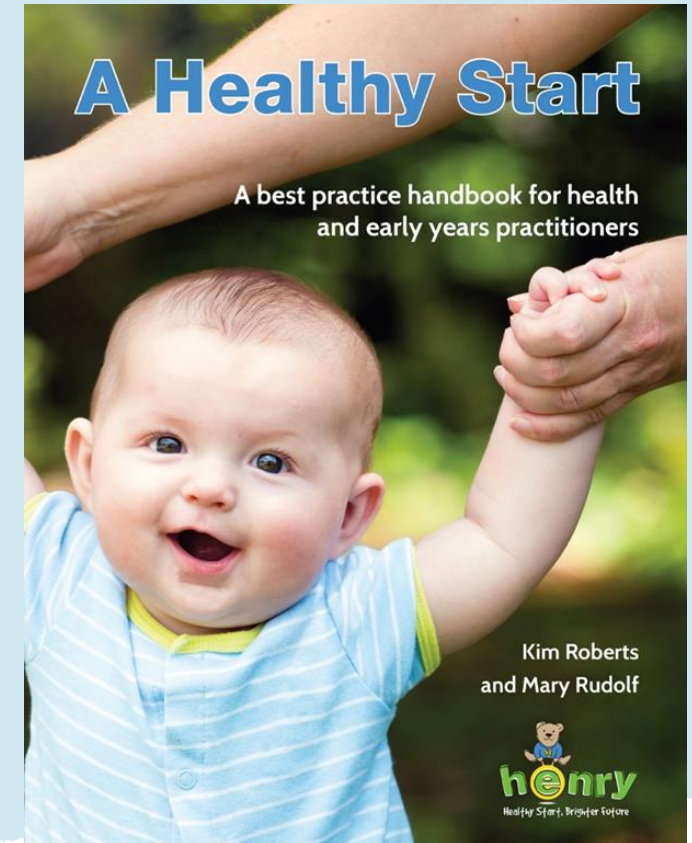




What is HENRY?

A national charity that has been transforming traditional approaches to obesity prevention for over 10 years

- **Currently in 35 local authorities**
- **RSPH-accredited practitioner training for**
 - ✓ health & early years practitioners: skills to explore lifestyle issues with parents using a behaviour change approach
 - ✓ childcare settings
- **Evidence-based *Healthy Families* programmes (group and 1-to-1)**
 - ✓ Pregnancy
 - ✓ Early Years 0-5
 - ✓ Primary school age
- **Workshops** – e.g. starting solids, oral health, fussy eating, active play
- **Resources**
 - ✓ Wide range of parent and family resources
 - ✓ Practitioner handbook – A Healthy Start

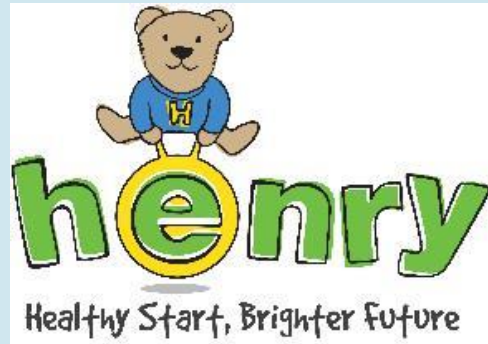




Practitioner training

Key content

- The importance of early years for lifelong wellbeing and obesity prevention
- Risk and protective factors for child obesity and a healthy start
- The 5 elements of a healthy start – parenting, lifestyle habits, nutrition, physical activity and emotional wellbeing
- Working in partnership with families – a strength-based, solution-focused approach to supporting behaviour change
- Emotional dimensions of change – links between behaviours, feelings and needs – and the power of empathy as a catalyst for change
- National guidance on healthy nutrition and physical activity for babies and young children



HENRY

Family Programmes

The programme covers:

- Practical, authoritative parenting skills for a healthy lifestyle
- Increasing self-esteem and emotional wellbeing, so children start school ready to learn
- Changing old habits and adopting a healthier family lifestyle
- Setting and achieving goals
- Active play ideas and getting active as a family
- Oral health
- Portion sizes, first foods and snack swaps
- Food groups, food labels, and much more

HENRY in Leeds

- Train the trainer model
- Practitioner training
- Healthy Families Group Programme
- Healthy Families Individual programme
- Healthy Start in Childcare
- Parent champion project
- HENRY healthy start volunteer programme
- Starting solids workshop



The impact of the HENRY programme in Leeds

Through evaluation we know families make changes including:

- Increased consumption of fruit, vegetables and water
- Reduced consumption of energy dense foods and sugary drinks for both adults and children
- Families eating together more often
- Reduced screen time
- Increased physical activity for the whole family
- Increased parenting self-belief: I can do it



What do parents think about the HENRY programme in Leeds?

"Enjoyed meeting new people, learnt new ideas, feel better about myself"

"All of it, really useful and helpful, I have used what I have learnt at home and it has provided my family with more positive ways"

"The group was very interactive, felt we could talk openly about our experience without being judged"



Leeds Childhood Healthy Weight - Relationships centre stage

- Parent Child - Best Start, Infant Mental Health Service, Breastfeeding, Understanding your Baby and the HENRY programme
- Parent and Practitioner – HENRY programme and Restorative working
- Practitioner to Practitioner Relationships – Forums, Supervision, Reflective Case Discussions



Refreshments

Housing Associations as Community Anchors and Community Wealth Building.

Fran Jones - Associate Director, Centre Local Economic Strategies

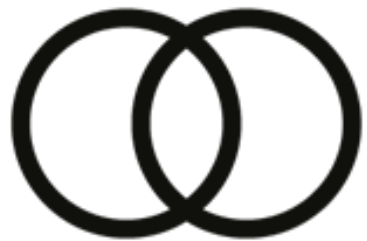
Housing associations building community wealth

Frances Jones
Associate Director





About us



CLES

the national organisation
for local economies

We are a Think **AND** Do tank.
Through our work we aim to
achieve social justice, good
local economies and effective
public services for everyone
everywhere.



Our failing economic model



Community wealth building

Five principles



Fair employment and just labour markets

Anchor institutions have a defining impact on the prospects of local people. Recruitment from lower incomes areas, paying the living wage and building progression routes all improve local economies.

Progressive procurement of goods and services

Developing dense local supply chains of businesses likely to support local employment and retain wealth locally: SMEs; employee-owned businesses; social enterprises, cooperatives and community business.

Plural ownership of the economy

Developing and growing small enterprises, community organisations, cooperatives and municipal ownership is important because they are more financially generative for the local economy – locking wealth in place.

Socially just use of land and property

Deepening the function and ownership of local assets held by anchor institutions, so that financial and social gain is harnessed by citizens. Develop and extend community use – public sector land and facilities as part of “the commons”.

Making financial power work for local places

Increase flows of investment within local economies by harnessing and recirculating the wealth that exists, as opposed to attracting capital. This includes redirecting local authority pension funds, supporting mutually owned banks.





The Inclusive economy frame

Goal:
Inclusive
Economy

Mechanism: Community
Wealth Building

- Progressive procurement
- Fair employment & just labour markets
- Socially productive land and assets
- Plural ownership of the economy
- Making financial power work for places

Generates: social
value

- Socially responsible local businesses
- Living wages & secure work
- Healthier & safer communities
- Protecting and improving the environment



Policy context: Key themes

- Pressure on income from welfare reforms
- Removal of grant and pressure to cross subsidise with commercial development
- Regulatory focus on financial viability
- Wider public sector austerity led to retreat at a local level

Implications for CWB

- Cost become a preeminent proxy for value
- Hollowing out of public services combined with introduction of Universal Credit has created driver for intervention to promote economic wellbeing of tenants
- A complex anchor institution landscape at a local level – make collaboration

A large, solid dark teal circle is centered on a white background. Inside the circle, the text "Examples in practice" is written in a white, sans-serif font. Below the text, a thin white horizontal line spans the width of the text.

Examples
in practice



Examples in practice

Plural ownership of the economy

Rochdale Boroughwide Housing

- 13,500 homes in Rochdale area
- UK's first tenant and employee owned Mutual Housing Society
- Representative Board with 15 tenants reps and 8 employee reps

Progressive procurement

Community Gateway

- Partner in Preston Anchor Institution collaboration
- Seen a x3 increase of spending with Preston based businesses and doubling of % spent with Lancashire based suppliers
- Wider work – brought repairs service in house; Living Wage employer; vocational training provider



Examples in practice

Socially productive use of land & assets

Berwickshire Housing Association

- 'Fishermen Three' community windfarm built on Association land
- Provides energy for 5,900 homes and projected income of £20m over 25 years
- Funding from Triodos Bank, Scottish Investment Bank and support from Community Energy Scotland

Fair employment & just labour markets

Trafford Housing Trust

- Living Wage accredited employer
- Ensure that Living Wage requirement is incorporated in all eligible contracts
- First HA to become a Living Wage Funder – ensuring charities that bid for THT funding will receive support to ensure their staff also receive Living Wage



Examples in practice

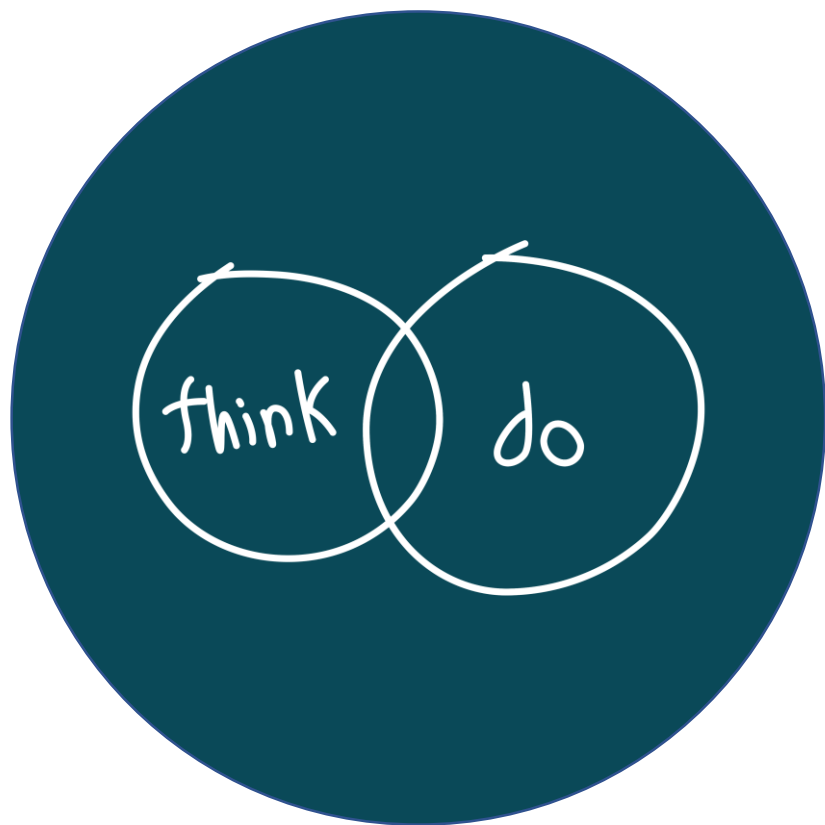
Making financial power work for places

London & Quadrant

- L&Q Foundation formed in 2011, c. £10m per year
- Funded projects include: money advice, employment support
- Planned investment and capacity building programme for local social enterprises,



Thank you



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@CLEStinkdo
@fecjones



www.cles.org.uk

Stages in the journey to Social Value progression and maturity

**Leigh McLaughlin – Social Value and Bid Adviser,
One Manchester**

One Manchester progression through to maturity of Social Value

Leigh McLaughlin - Social Value & Bid Adviser
@Leigh_OneMcr | @OneMcr

6th February 2020



One Manchester

- Who we are
- Social purpose
- Key projects
- Moving forward



Social Value as part of Social Investment

- Social objectives above and beyond
 - **Stronger more resilient communities**
 - **Improved places and reduced environmental impact**
 - **Stronger more resilient local economy**
 - **Healthier and happier people in our communities**
- Areas
- Channels
- Principles

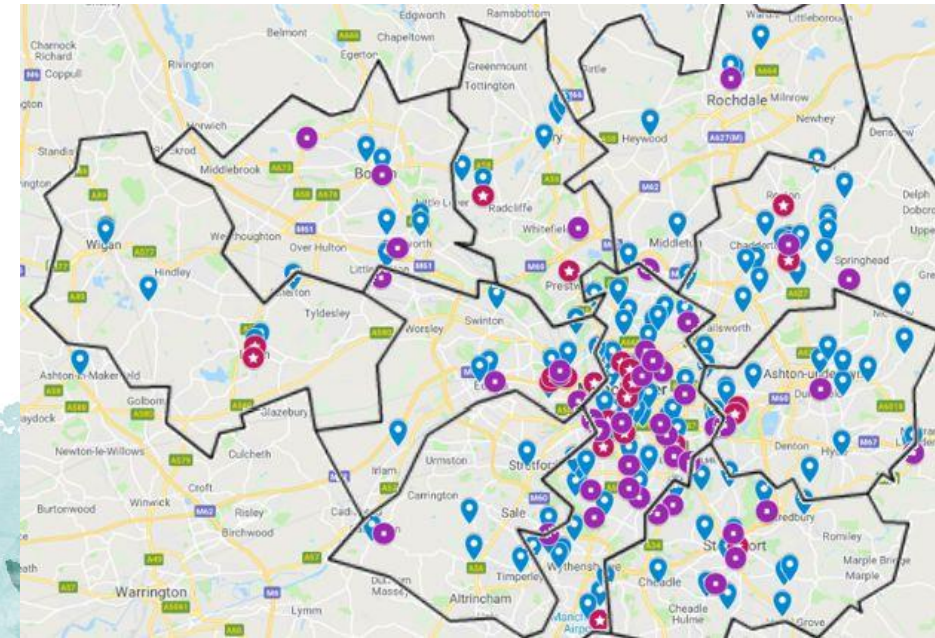
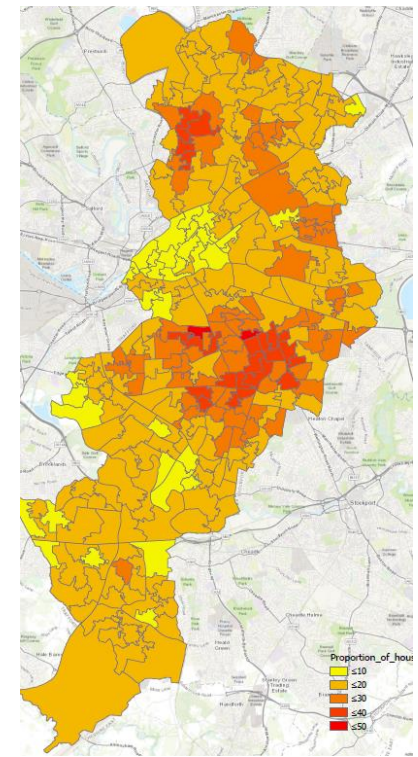


Context

Manchester's 'Super Tower District'

Manchester UK

Crown Street forms part of an exciting new neighbourhood in the south-western part of Manchester city centre, home to a cluster of new skyscrapers, one of which will become the tallest in the city.



Social Value 2020

- The role of Social Value
- Policy & application
- Tools and Resource
- Contract Management
- 12 months > 36 months+
- Successes



Evolution – How we got there

- Long term view
- Iterative approach to Procurement
- Place focus
- Contract management
- Supporting delivery



Evolution – How we got there

- Internal communications
- Monitoring and tracking
- Speak to others
- Resolve
- Invest for impact
- Innovation / Risk



Key debates and narratives

- General vs. Local
- Who they are; what they do?
- Contract management
- Specify vs Open?
- Who pays?
- $10 + 10 = 20$?



Social Value 2018/2019



spent in Manchester



spent in Greater Manchester



spent in the 20% most deprived areas in England



of our spend is with SMEs



of our spending goes on construction related activities



of spend incorporates social value

Suppliers have delivered a wide range of impact in support of One Manchester's Social Value themes:



24 work placements, 16 traineeships and 19 apprenticeships offering pathways into sustainable employment

Including circa
£40k
of in kind support and donations such as...

Generating

£8,400

to support entrenched rough sleepers as they moved off the street into their own homes.

Leveraging

£21,050

in cash and circa £5,000 in pro-bono works to support the Aquarius Centre in Hulme.

In excess of



Winter Packs to support those suffering from fuel poverty.

Stoney Gate



Labour market



Manchester Pride



Pro-bono / in-kind support



GMHP Social Value Group – @GMhousing #ThatsSocialValue

- Partnership
- What has worked and why
- Pledge
- Comms leverage
- Procurement and Supply Chain
- GM Social Value Conference
- Supporting Social Enterprise
- Good Employment & Living Wage
- Supplier engagement



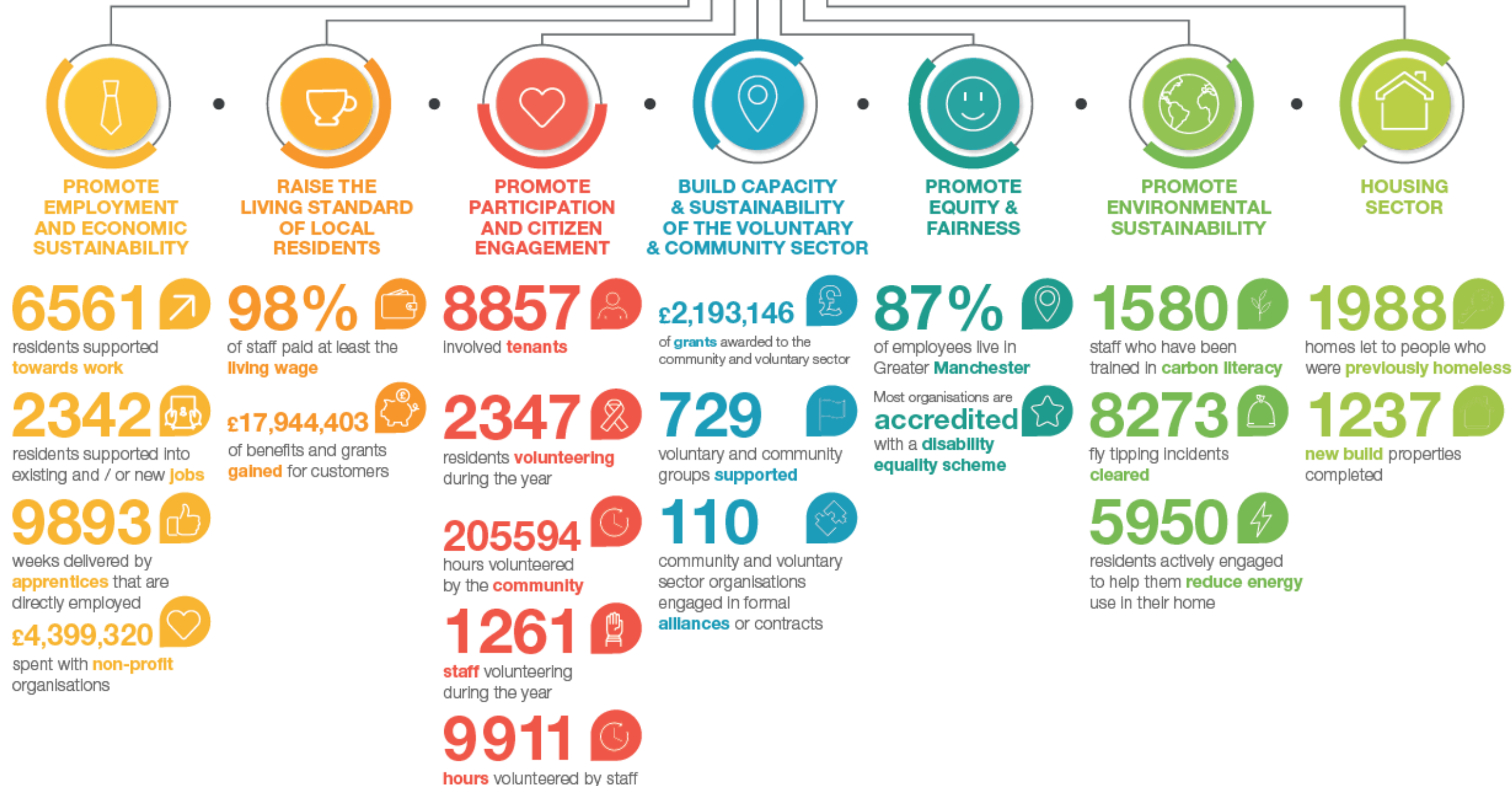
National Social Award 2020 – enhancing place through Social Value



Driving change

Joint measurement and benchmarking

GM Housing Providers are working together delivering social value across the region.



Questions?...



Panel discussion: The value of long-term thinking

Discussion featuring all speakers and joined by **Rachel Honey-Jones - Head of Community Regeneration, Newydd Housing**

Lunch

Workshops to begin at 1.40pm

Workshop 1

Developing a unified framework to social value in Scotland

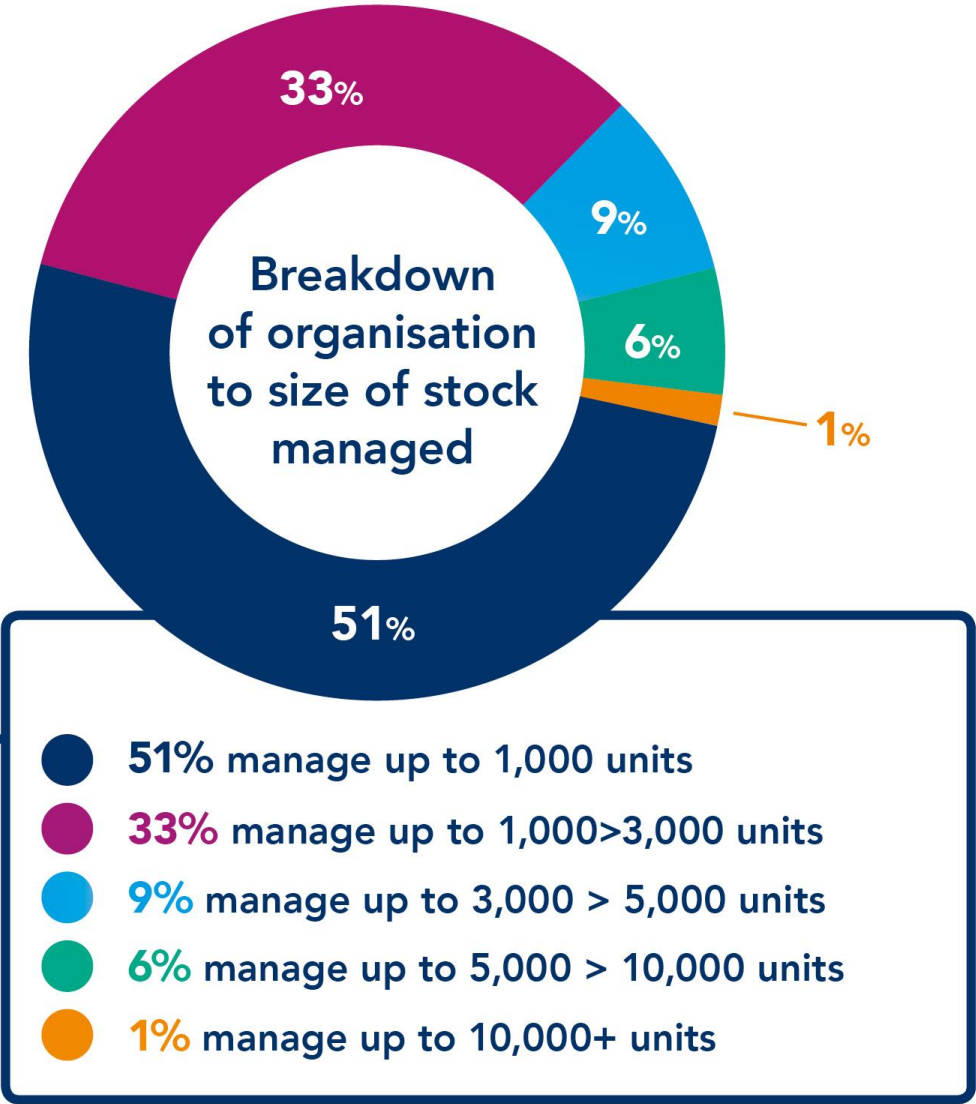
**Lorna Wilson – Innovation and Future Thinking Lead,
Scottish Federation of Housing Associations**

Developing a unified framework to social value in Scotland



Social Value Conference, February 2020





Innovation and Future Thinking





Measuring Impact

How can we evidence the social and economic impact of our work on an on-going basis?

Can we use data to inform our conversations with tenants and partners, which will help us to continue to meet changing needs?



Are Housing Associations measuring impact?

100% think it is important to understand social and economic impact

Only one-third say they measure impact

Among those who already measure impact, there is very little consistency in what is measured, how it is measured, and how the information is used

(SFHA Survey, 2018)

Challenges

Clarity

Consistency

Transparency

Simplicity

Credibility

HACT Value

- Off-the-shelf, light-weight but robust framework
- User-friendly yet with a sophisticated method in the background.
- A single and coherent methodological approach to valuation.
- Applicable to anyone working with communities.



THE HOUSING IMPACT MANIFESTO



Measure



Develop



Understand



Inform

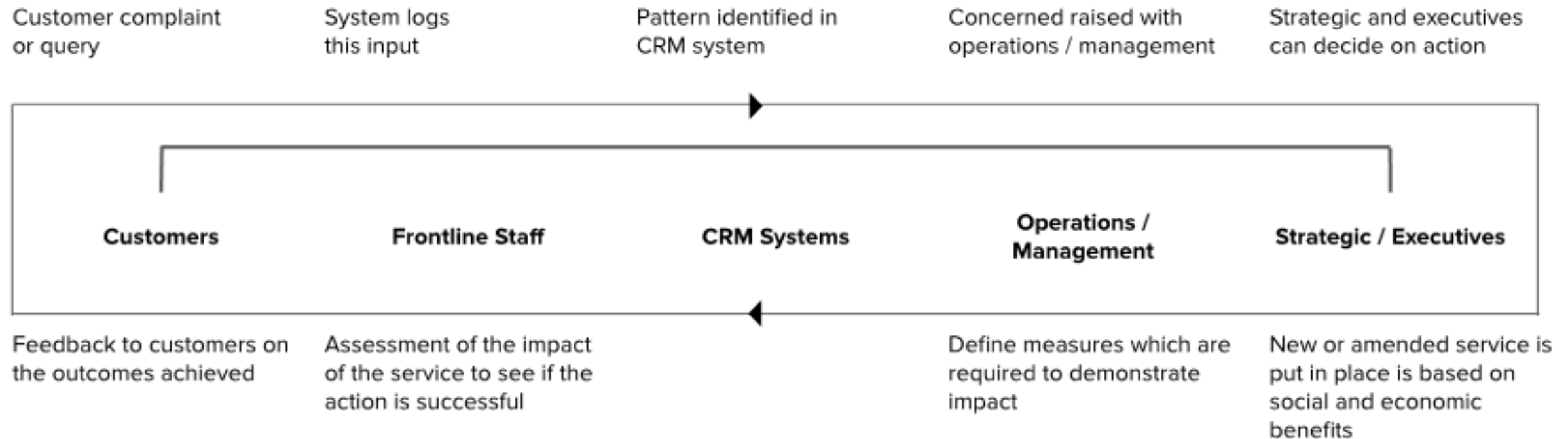
Insights from Scottish housing associations

“At the moment we have no way of demonstrating the resource we require or the impact we have had”

“Tool is not the most important thing, it’s understanding when and how you collect data”

“How do we prove we are doing well? Need meaningful insight”

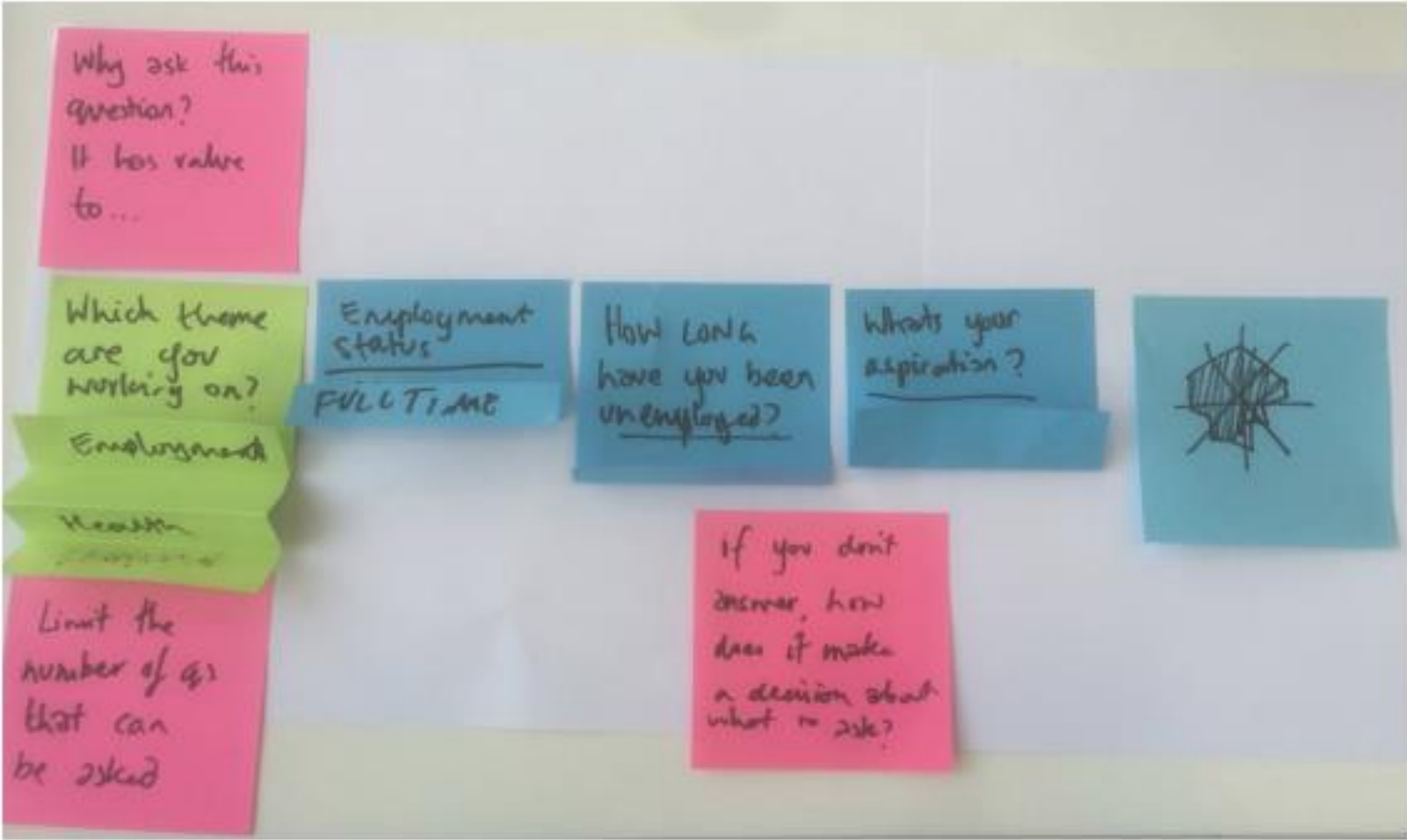
By considering the assessment of impact as an end to end service, housing associations can integrate it into the day to day workings of their organisation. The group designed a cyclical process in which information collected from tenants would feed into operational and strategic planning processes and subsequently, how strategic plans and priorities would inform the information that was then collected from tenants.



The group developed a prototype to test what functionality will be needed for the data collectors. They tested what this may look like and how different criteria from other stakeholders can be considered when out in the field.

Input:
Consistency

The team proposed that every housing association could measure three universal baseline indicators. Other indicators can be added depending on the needs of the project or organisation.



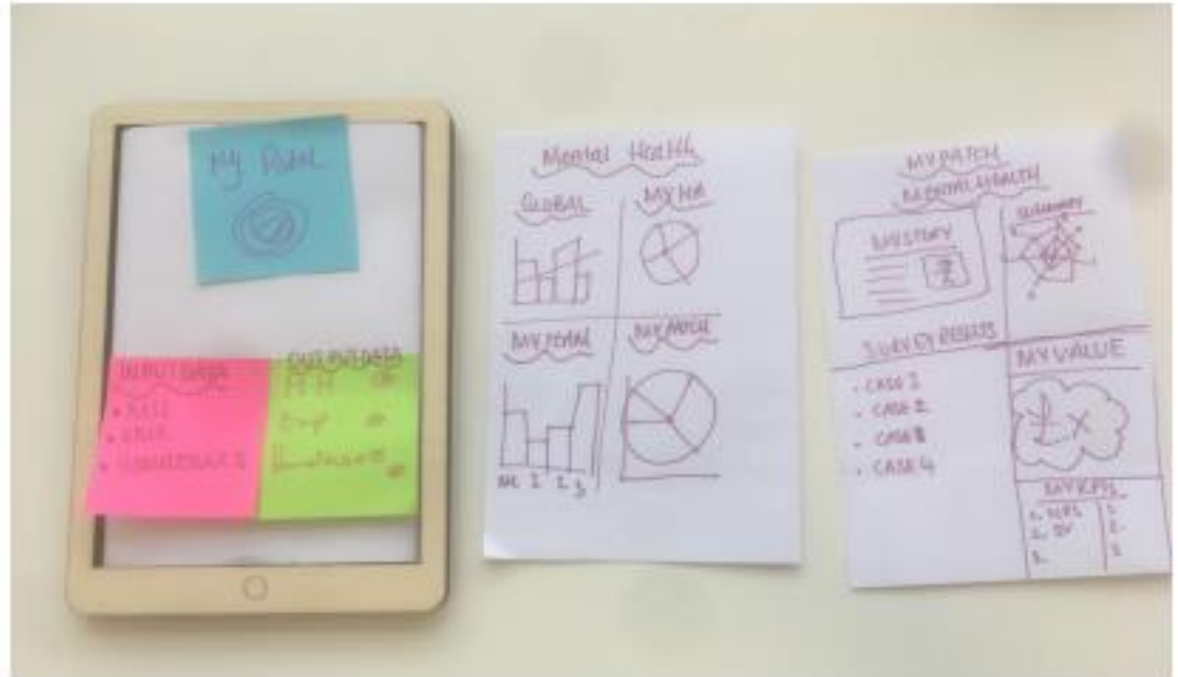
The group developed a prototype to test what functionality will be needed for the data collectors. They tested what this may look like and how different criteria from other stakeholders can be considered when out in the field.

Input:
Simplicity

Users are presented with a simple series of click throughs to input information. The team discussed the importance of being sure that each question asked is of value. They proposed that the total number of questions asked in one session would be limited.

Input:
Quantitative and qualitative

This prototype asks for quantitative data only; data that can be easily and consistently gathered and compared. They recognised that a future development of the idea might include options to upload qualitative data such as free text, audio and images.



The group developed a prototype to test what functionality will be needed for the data collectors. They tested what this may look like and how different criteria from other stakeholders can be considered when out in the field.

Output:

Reflection

The team identified the importance of reflecting back to users (in this use case, Housing Officers) the information they have gathered and how this compares locally, in their housing association and across the sector.



Collaboration in Action

- Partnership – SFHA, HACT, Lintel Trust, Social Insight Lead
- Agree first set of core indicators for the sector
- HAs test first version of tool
- Test & learn, iterate
- Develop support/ guidance e.g. definitions, guides, support network, training, case studies, events, exchanges
- Aggregate results to show impact of whole sector
- Partnership – SFHA, HACT

Questions?



Discussion

1. Do you remember an experience when you did something that you wish everyone was doing?
2. Do you remember an experience when you wished that you had done something differently?
3. What are your biggest challenges?
4. Could the learning from Scotland help to overcome these challenges?
5. How could you implement a collaborative approach with other organisations, to measure social value?

Innovation and Future Thinking

innovation@sfha.co.uk



Workshop 2

Examples from around the UK of how the social value bank is being used across the sector with ask the expert session. Technical question and answer session from HACT staff.

Mary-Kathryn Rallings Adams - Deputy Chief Executive



Social value surgery

Mary-Kathryn Adams, Deputy Chief Executive
6 February 2020

www.hact.org.uk

Social value measurement:

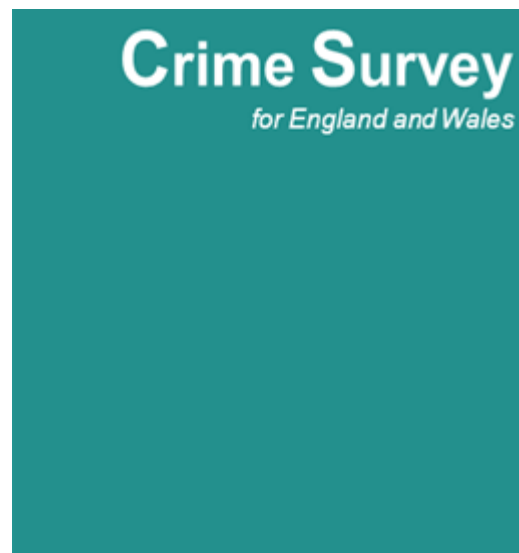
The last 5 years...

**How do we express our
social purpose?**





Public Services (Social Value) Act 2012

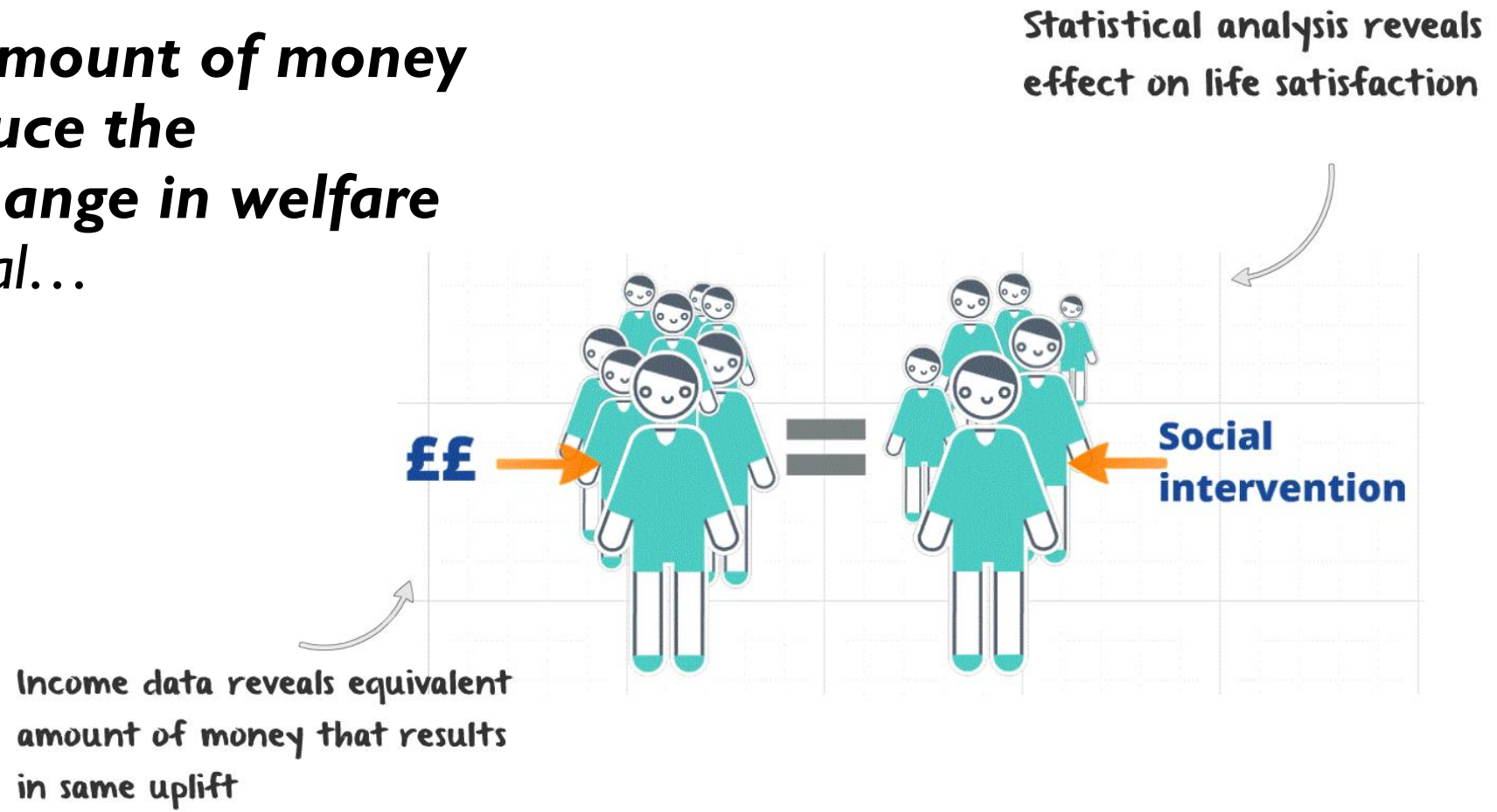


2013/14 Taking Part
Survey

Technical Report



*It's about the **amount of money** that would **induce the equivalent change in welfare** for the individual...*





UK Social Value Bank

Engineered by HACT and Simetrica

Evolution of the Social Value Bank



The Social Value Bank – A brief history



**Recommended by
Sport England May
2019**



**In Global Value
Exchange**

**13000 downloads of Social Value
Calculator, 400 organisations signed
up to the User Community**



Search



home > [Social Value Act: information and resources](#)



Cabinet Office

**Included in Cabinet Office
guidance – May 2016**

**Included in Lord Young's
Social Value Act Review-
Feb 2015**



Guidance

**Social Value Act: information and
resources**

Updated 3 May 2016

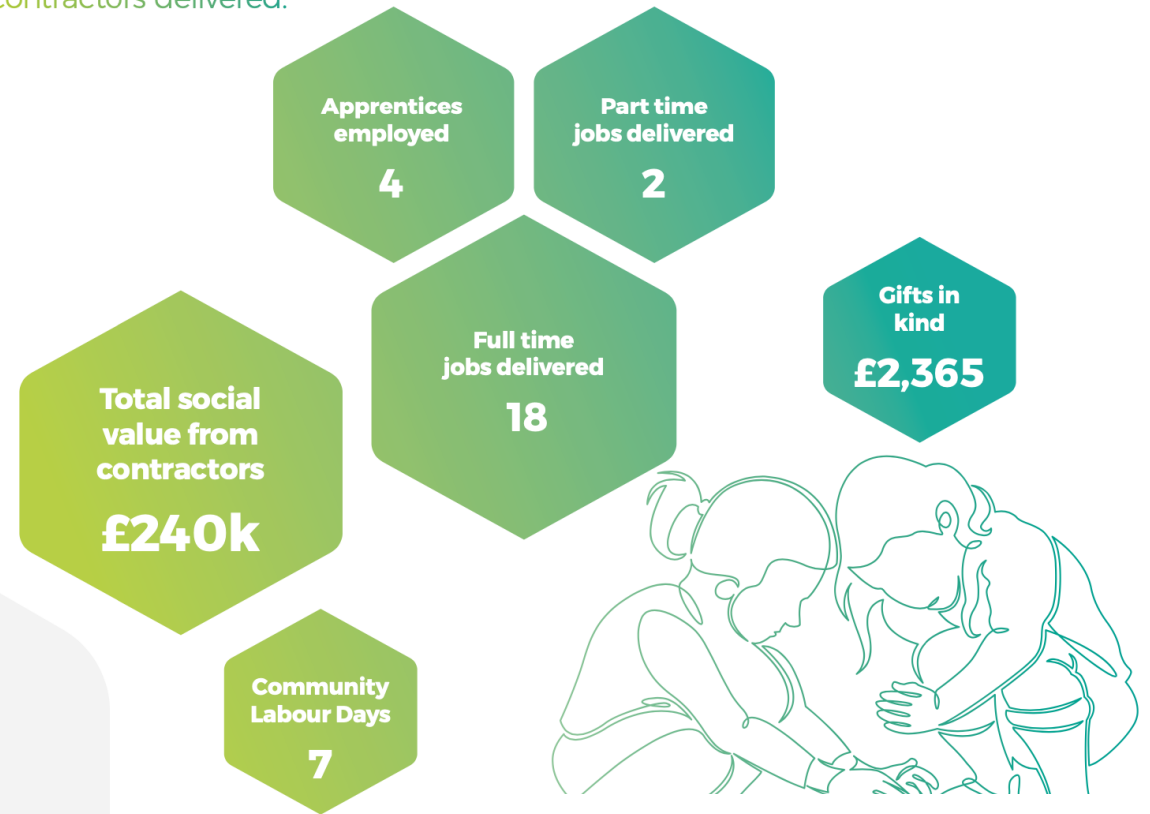
Examples in practice

1. Driving social value through the supply chain

BasWorx

A Social Enterprise developed by Morgan Sindall Property Services and Basildon Borough Council which creates work opportunities to Basildon residents.

In 2018/19 our contractors delivered:



**SOCIAL
VALUE &
PROCUREMENT**



NORTH STAR
Creating homes, building futures

2. Social value in regeneration and decision-making



CLARION
HOUSING GROUP

CE Strategy: Social Value one of the Three Principles

Building in layers	Social value	Waste hierarchy
Designing out waste	Community led design	Demolition for maximum recovery value
Develop standardisation strategy including off-site/modular components	Connect with existing community re-use networks	Specify high recycled content in products
Ensure buildings are easy to maintain and adapt	Develop a Meanwhile Strategy for under-utilised space	Supply chain integration
	Promote the sharing economy	Excellence in construction waste management
	Supporting household and community recycling	

3. Social value in Community Investment

2018-2019
Communities And
Neighbourhoods Directorate



We

Do

Things

Differently



HARCA

Employment & Training

320

People Into Jobs

493

People Achieving
Accreditation

1:9.4

Ratio of Budget to
Social Value

Social Value Achieved

£4.2M

Spotlight

3,780

Young People Engaged

1:8.4

Ratio of Budget to
Social Value

Social Value Achieved

£3.7M

Centres & Wellone

4,070

People Engaged
in Health Activities

1:9.6

Ratio of Budget to
Social Value

Social Value Achieved

£8.6M

Volunteering

363

Volunteers

1:8.2

Ratio of Budget to
Social Value

Social Value Achieved

£1.0M



Workshop discussion

How can (robust!) social value measurement support evidence-based decision making? Where are we already doing this in our businesses?

How can we talk to colleagues in other parts of the business about social value measurement? What are the challenges?

Q&A/Discussion

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Closing remarks

Andrew Van Doorn, Chief Executive, HACT



THANK YOU

FOR ATTENDING THIS EVENT



@NHC



Northern Housing Consortium

www.northern-consortium.org.uk