

Measuring Social Impact

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March 2021

Version 1.1

Social Impact Social Value ESG



Timeline

July 2019

Matt joined with vision for
Thriving Communities
and Social Impact

March 2020

Debs in post as Social
Impact Manager and ESG
partnership with The
Good Economy

March 2021

£20m impact generated
in Communities
New Social Value through
Procurement framework
ESG Annual Report



Building the foundations

- Corporate Plan
- Customer Impact Strategy
- Thriving Communities Executional Strategy
- The Sustainability Reporting Framework
- Social Value Matrix



Thriving Communities

- Communities
 - Partner projects
 - Metric vs. survey
 - Retrospective capture 'essence of intention of measure' crucial – looking for *significant* change
 - Crowdfunder/ The Good Exchange
 - Metric measures initially, keep it simple
 - Exit survey to identify potential impact for further discussion
 - C-19 Support Fund
 - Paying for housing, tracing rent arrears following a grant payment

- Employment and Training
 - Job outcomes
 - Training outcomes
 - Wellbeing outcomes
 - Confidence, Control, Financial Comfort, Relief from depression/ anxiety

- Money and Digital
 - Partner projects

Impact working model



Successes:

- Rapid roll out of impact measurement across Communities
- EB passionate about Social Value and ESG
- ESG and Social Value Level 1 KPIs
- Within 1 year, measured over £20m of social impact and identified wider business areas for growth next financial year
- Central in Strategic Asset Management programme with HACT endorsing process
- Business take-up of Open Reach programme
- Housing First

Lessons learned:

- Impact Working Group – identify key members and build out through engagement
- Systems and processes may need to change to capture data and a quick win isn't always so quick
- Involving SLG early enhances engagement



Environmental, Social, Governance

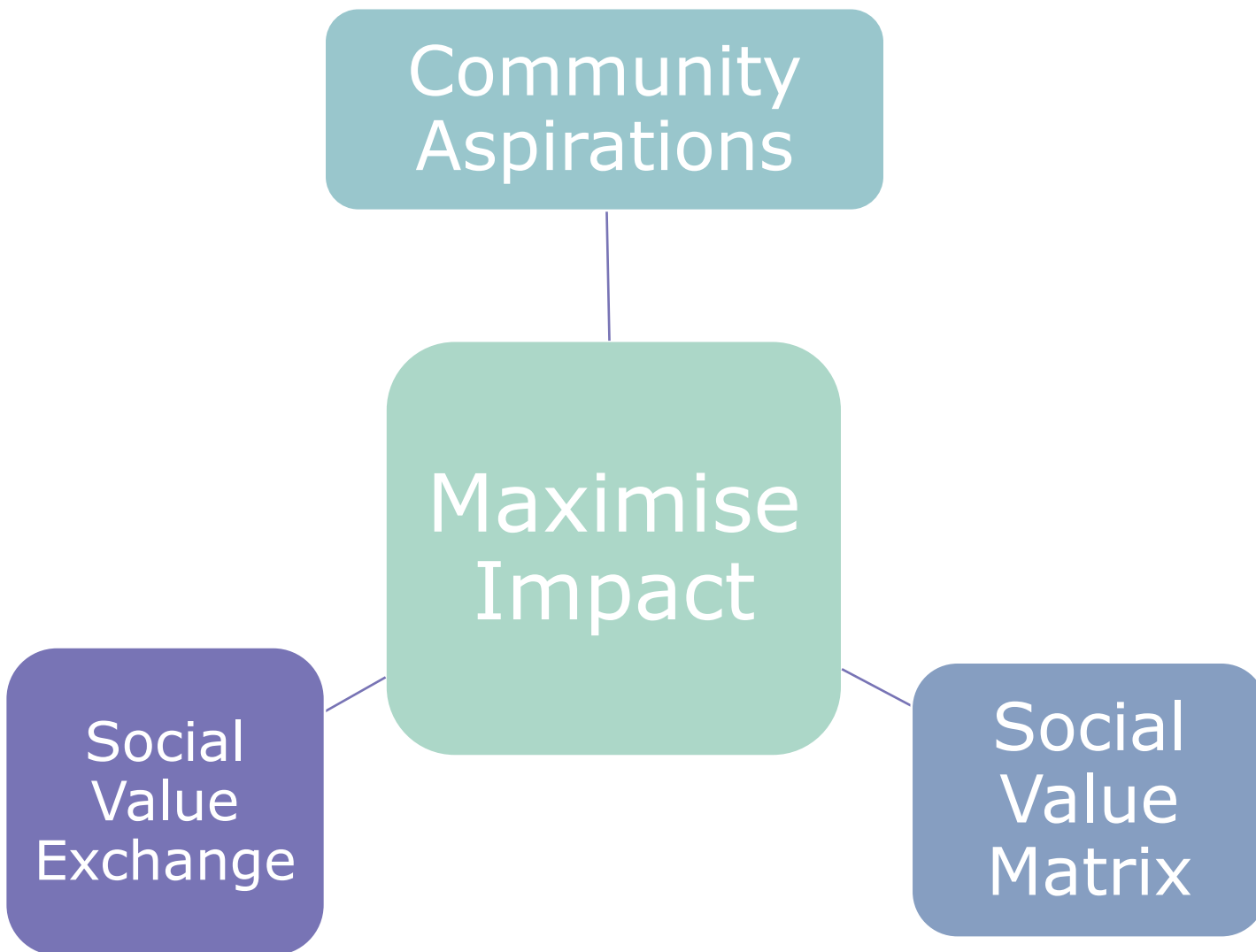
- The Sustainability Reporting Framework
- Report annually (and quarterly)
 - Show change over time
 - Link with Social Impact Reporting
 - Cross-directorate:
 - Treasury
 - Governance
 - Health and Safety
 - Development
 - Audit
 - Procurement
 - Housing
 - Communities
 - Asset Management
 - Properties/ Repairs



Introducing the wider business

- **Strategic Asset Management**
 - Using the 'Social Worth' of a property to understand how to manage it in the future
 - HACT Endorsement of approach
 - Session with Integ
- **'Quick Win' Measures (21/22)**
 - Lettings (Insurance)
 - Homelessness
 - Supported Housing
 - Estate Improvements
- **Integration with complex measures**
 - Individual Survey vs. Metrics
 - Time vs. Data

Social Value in Procurement



- Driving the circular economy
- Designed in collaboration with Echelon
- Centred in HACT's Procurement Toolkit:

1. **Clarity.** Housing Providers need to define social value and set out priorities within tender documents so that contractors can respond accordingly.
2. **Consistency.** Housing Providers and contractors want a clear, simple and standardised method for measurement for each contract, with criteria for the delivery of social value agreed upon at the outset.
3. **Transparency.** Processes for evaluating bids need to be transparent and the requirements for social value delivery should align with weighting for assessment.

- Scoping, Procurement, Mobilisation, Delivery
- Quarterly sessions for Social Value Core Group



Social Value in Procurement

Review and Refresh

- Echelon and Sovereign
 - Start with HACT's Procurement Toolkit
 - Maximise impact
 - Flexibility for contractors to offer commitments to their strengths
- Social Value Matrix
 - Commitments linked to strategy
 - Dial up/ down in response to community need
 - Proportional to value of contract
- Social Value Exchange
 - £50m spend across contracts as a pilot
 - Starting this month

**Any
Questions?**

