



SOCIAL VALUE STRATEGY

PURPOSE

Under the Public Services (Social Value Act) 2012 all public bodies in England and Wales are now required to consider how the services they deliver and commission and procure might improve the economic, social and environmental well-being of the area. 'Social Value' is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract or service and looks at what the collective benefit is to the community.

Corporate Social Responsibility (CSR) is the approach Derby Homes takes to doing business. We ethically manage our social, economic and environmental impact and have an ethos of good corporate citizenship.

This strategy sets out how our approach to CSR will continue to develop in terms of the social impact we aim to make on our communities or social value we aim to achieve through delivery of our services. This document provides a framework within which managers and staff can plan activities and help stakeholders understand our approach.

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1. INTRODUCTION

- 1.1 Corporate Social Responsibility (CSR) is the approach Derby Homes takes to doing business. We ethically manage our social, economic and environmental impact and have an ethos of good corporate citizenship.
- 1.2 This strategy sets out how our approach to CSR will continue to develop in terms of the social impact we aim to make on our communities or social value we aim to achieve through delivery of our services. This document provides a framework within which managers and staff can plan activities and help stakeholders understand our approach.

2. CONTEXT

- 2.1 Derby Homes was created in 2002. We provide housing management and maintenances functions for Derby City Council and manage approximately 13,000 homes and 600 leasehold properties. We also own 97 properties* (as at August 2018), and provide management and maintenance services for a number of other registered providers and private landlords within the City.
- 2.2 The work of Derby Homes goes beyond delivering housing and support by tackling wider social, economic and environmental challenges and working to make our communities more sustainable. We provide opportunities for our customers to make better choices, for staff to have worthwhile and fulfilling roles, for suppliers and contractors to have stable, on-going work and for partners to deliver more by working together.
- 2.3 The way that we work is possible because we are an organisation that does not look to operate for profit but looks to work efficiently to create surpluses that are reinvested in the business to provide better communities and better services for our customers.
- 2.4 Derby Homes has a track record of being able to adapt to the changing requirements of its customers, partners and the Council. We manage and are building homes in some of the most fragile neighbourhoods working in partnership to improve the lives of our tenants and their families. Derby Homes must make effective long-term decisions that shape the communities where we work and use our strong position in the local economy to improve life chances wherever we can.
- 2.5 Derby Homes is a supportive employer. We provide our employees with a range of benefits and support. We use a framework of one to one's and team meetings to encourage personal development planning. Engaging our staff in our business planning is key to making it work.
- 2.6 Derby Homes is fundamentally a social business – it is in the privileged position of being able to make a positive contribution to society by investing in customers, staff, partners and suppliers and it recognises its responsibility to demonstrate the impact of this investment.

- 2.7 The guiding principles behind our work are embedded in our mission statement which is:

‘To deliver a high quality housing service for Derby’.

To do this we work to 4 strategic objectives;

- Great Homes
- Great Neighbourhoods
- Great Customer Service
- Great Value

- 2.8 Our values are clear in everything we do, and how we operate. We expect our Board and employees to follow our core values, which serve as guidelines for our conduct and behaviour to help us achieve our mission.

- **Integrity** - We are open and honest and we aim to keep our promises
- **Excellence** - We pride ourselves in being excellent
- **Learning from People** - We improve our services by listening to feedback
- **Embrace Equality and Diversity** - We strive to understand and meet the needs of all communities we serve
- **Innovation** - We inspire our employees and improve our business
- **Delivering Value for Money** - We manage homes, estates and services efficiently, effectively and economically
- **Work Safely** - We prioritise health and safety for customers and staff.

- 2.9 CSR is already embedded in many aspects of Derby Homes work. This strategy begins to pull together existing actions under the CSR umbrella and seeks to identify gaps that may exist. The strategy does not have an action plan because the details actions required to deliver the strategy are already covered in our existing business plan and service improvement plans.

- 2.10 Under the Public Services (Social Value Act) 2012 all public bodies in England and Wales are now required to consider how the services they deliver and commission and procure might improve the economic, social and environmental well-being of the area. ‘Social Value’ is a way of thinking about how scarce resources are allocated and used. It involves looking beyond the price of each individual contract or service and looks at what the collective benefit is to the community.

3 STRATEGIC OBJECTIVES

- 3.1 Derby Homes' social impact work is in line with all of our four strategic objectives as shown above in paragraph 2.7.
- 3.3 Corporate Social Responsibility is primarily concerned with organisations committing to engage in activities and deliver services which have a positive social and economic impact and to promote activities and services which reduce negative social and economic impacts.
- 3.3 The actions brought together in this document are either funded through current budget setting processes or will be included in future budget planning.

4 CURRENT POSITION

4.1 Maximising Positive Social Impact

We already do a great deal to maximise its positive social impact. Our customers include some of the most vulnerable people in the City so services are geared to recognising this and improving social opportunities and inclusion. In addition our employees are committed to workplace activities which support good causes.

Our work includes:

- Providing good value, well maintained, affordable rented properties for tenants of the Council and Derby Homes
- Involving our customers in all of our decisions on how money is spent, generating ideas for improvement and monitoring service delivery through a comprehensive menu of customer involvement opportunities
- Supporting an independent 'Customer Voice' that carries out in-depth reviews of service areas and the customer experience and makes recommendations about how services can be improved
- Provision of adaptations and support services which enable tenants to live independently in their own homes
- Provision of an intensive housing management service which helps vulnerable tenants to sustain their tenancies and reduces the reliance on home care services and NHS admissions
- Co-ordination of multi-agency services which deliver the Council's homelessness strategy
- Funding of essential housing support services which support some of the most vulnerable people in our city
- A housing pathways process which provides suitable independent living opportunities for customers with learning and physical disabilities

- A housing pathway which supports young people leaving care and ensures a smooth transition to independent living
- Provision of housing management services tailored to support tenants with learning difficulties to sustain 'Ordinary Lives' in independent housing
- Multi-agency working to safeguard vulnerable adults and help protect young people
- Provision of specialist support and temporary accommodation services for homeless adults and childless couples
- Working with young people to provide positive activities to educate them about community sustainability Investing in Youth Intervention Programmes, prevention work to help keep young people at risk of offending out of trouble and support them into positive life choices
- Delivering young people's activities which encourage community interest and ownership and provide young people with opportunities they would not otherwise necessarily access
- An accredited partnership approach to making our communities safer by tackling anti-social behaviour, reducing juvenile nuisance, enhancing household security and designing out crime
- Working in partnership with Neighbourhood Management, Local Area Co-ordination, local residents groups and other agencies to deliver neighbourhood improvements and action plans which make neighbourhoods more sustainable and places that people want to live
- Selecting a Derby Homes 'Charity of the Year' and promoting corporate fundraising during the year to support these causes
- Supporting local charities which provide vital services for the homeless and other vulnerable groups
- Participating in community projects which provide a positive social outcome, examples of this include church renovation projects supported by our apprentices
- Carrying out Estate based improvements to enhance the external appearance and functionality of our estates, improving drying areas, installing modern metal fencing, revitalising pocket parks and installing multi use games areas and creating challenging BMX tracks
- Replacing all communal lighting in blocks of flats with LED fittings reducing running costs and longer term maintenance costs

- Replacing inefficient electric storage heaters with modern air source heat pump systems at Rivermead House, reducing running costs for tenants and reducing carbon emissions.

4.2 Maximising Positive Economic Impact

Derby Homes plays an important role in the local economy, our work includes:

- Supporting families of those furthest from the labour market through the Priority Families Programme which works through the City Council and supports some of our most chaotic families to address barriers into employment and training
- An Apprenticeship Scheme which provides employment and training opportunities for up to 40 individuals across our trades and customer service areas. Our apprentices receive the full minimum wage, rather than the apprentice minimum wage
- An in-house led new build programme which engages with smaller local contractors and provides full training opportunities for our apprentices
- Supporting our employees to participate in volunteering activities
- A commitment to paying the living wage
- Offering work experience to local school students in roles across the organisation and plans to expand within our partner organisations
- A 10 year supply chain contract with a locally based national organisation which provides benefits and discounts for our tenants and further training and work opportunities for young people
- A range of financial inclusion projects which include debt awareness work, funding specialist independent money advice and welfare benefit advice, promotion of affordable credit and savings options with the Credit Union – all to build the financial capacity of our customers and provide viable alternatives to door step lenders
- Use of our customer profile information to target information about a range of issues, for example welfare reform
- Provision of energy efficiency advice to help our tenants reduce the cost of running their home and promoting access to fair energy contracts
- Offering furnished tenancies for people who cannot afford to equip their first home
- Offering security enhancements free of charge for survivors of domestic violence and victims of burglary

- Providing support to community organisations on capacity building and business planning to enable them to become self-sustaining within their communities
- Offering garden maintenance and internal decoration services to elderly and vulnerable customers
- Delivering a range of learning and development and occupational health and safety and wellbeing activities and services for staff to sustain their motivation for continuous improvement and develop their potential, resulting in RoSPA Gold medal accreditation, high levels of internal feedback from our employees on Derby Homes as a place to work
- Promoting family friendly working arrangements and support for staff and their family members through our Employee Assistance service.

4.3 Minimising Negative Environmental Impact

Derby Homes is committed to working in ways which minimises negative environmental impact. We now work routinely to reduce energy use and carbon dioxide emissions, minimise waste, reduce fuel poverty amongst our customers and raise awareness of these issues. Our work includes:

- Reducing staff mileage where possible by encouraging our staff to work from home where practicable
- Investing in a new modern van fleet for our repairs team and training our operatives to drive efficiently
- Improving the energy efficiency of the housing stock by ensuring they are all well insulated and have modern energy efficient heating systems
- Building new homes to energy efficient and affordable running standard
- Installed Solar PV to over 1,000 homes
- Adopted new mobile technology and impressed stock to minimise travelling around the city whilst completing repair works
- Ensuring we recycle as much of our waste as possible via our on site waste transfer station
- Working with the City Council to drive up the standard of private sector housing in some of the most deprived areas of our city
- working with our communities to promote clean and safe neighbourhoods

5 DELIVERING OUR OBJECTIVES

5.1 Social Impact

- We now need to build on our work. We will introduce a structured approach in our procurement process to further strengthen our social value objective. Successful Service Providers will be required to deliver a social value element to a proposed requirement of 1.0% of the contract expenditure on all eligible procurements.
- This approach will simplify the current processes, and will release providers from specific social value commitments within their tender process and will rely on the financial contribution to approved activities.
- A budget line will be held within Customer Engagement & Community Development to receive social value receipts from contracts.
- Proposals to spend from this budget line will be presented to and considered by the Operational Board. Proposals above £5,000 will require the approval of the Operational Board with proposals below that amount being delegated to the Chair of the Operational Board and Managing Director. All proposals supported under delegated approvals will be reported to the Operational Board for noting.
- We will further explore the benefits of our charitable work, not only looking to promote our chosen annual charity but also look at how our work can assist other charitable groups be it either promoting key messages or providing direct support where it can benefit our communities
- We will look to how we can work with other organisations to promote sporting and leisure opportunities for our tenants and their family members
- We will work directly and through partners to identify opportunities for providing support, advice and opportunities for the homeless and other vulnerable groups
- We will work in partnership with Social Care and Health initiatives to promote and provide wellbeing and social inclusion initiatives which benefit our tenants and their families
- We will continue to work with our communities to provide environmental improvements and new facilities to benefit our communities
- We will continue to work with our supply chain partner to deliver all of the 'added benefits' for our customers
- We will continue to enhance digital inclusion for our customers. We will encourage lifelong learning opportunities for our staff and volunteers, which build skills for both work and home life. These include first aid, health and safety and general awareness raising on current issues

- Continue to develop staff engagement and consultation in developing these initiatives.

5.2 Outcomes

By adopting these objectives we anticipate a range of outcomes:

- We will demonstrate our social impact in measurable terms, track our progress and overtime develop our data. The output of this work will enable us to better publicise our work both internally and externally
- We will reduce the need for monitoring of delivery within individual contracts and focus our efforts on outcomes for our communities using resources within a single budget
- We will raise the profile of charitable organisations, partnerships will strengthen and our customers and local communities will be benefit from the work done by partner charities
- More of our tenants and their family members will benefit from the opportunity of engaging in sport and other social activities. This will increase social inclusion and promote health and general wellbeing
- We will increase the help, advice and support available to homeless people in our city, better understanding their needs and aspirations and increase their chances of sustaining an independent tenancy in the future
- We will support our colleagues in social care and health to deliver vital services to elderly and vulnerable customers, reducing their reliance on high level services and enabling people to live a fulfilling independent life
- Our communities will benefit from safer, cleaner and more attractive estates through planned development programmes which tackle issues of anti-social behaviour and crime and help to make our estates places that people want to live
- Our tenants will benefit from discounts on a range of products to help them carry out improvements to their homes and gardens
- Our tenants and their families will find it easier to access services through digital channels, particularly in relation to applying for benefits. Digital access will also allow our tenants to access on-line services which in themselves often offer greater discounts to assist with household budgeting
- Our staff and volunteers will develop new skills and understanding which will benefit themselves and Derby Homes
- Our staff will be engaged in the process which in the long term results in improved job satisfaction, attendance and performance.

5.3 Economic Impact

We will build on this work by:

- Continue our work with 'vulnerable families' seeking to find sustainable ways of supporting family members into training and sustainable employment
- Continue to work with learning partners to develop our Apprentice Scheme and investigate possibilities for expanding our in-house accreditation of some service areas
- Continue our in-house new build approach, ensuring best value for money and maximising opportunities for smaller local employers to participate in the process
- Develop our relationship with other local employers to provide employment for individuals coming out of their apprenticeship period
- Monitoring the outcomes of our new supply chain arrangements and measuring the impact for our customers
- Reviewing our volunteer policy and aligning all of our initiatives
- Reviewing the work we do with schools to promote our activities and work opportunities for young people, we will also develop our relationships with local employers and businesses to provide training and employment opportunities for our tenants and their family members
- Continue our financial inclusion work looking to work with other partners to maximise the benefits to our customers
- Examining how we use the information we hold on our customers to ensure that we are targeting our resources effectively
- Continue to provide our customers with the most up to date energy efficiency advice which will enable them to keep their homes warm
- Complete the review of our furnished tenancy scheme to ensure that this service remains affordable in the medium term for customers who return to employment
- Examining how we can mainstream our support for survivors of domestic violence and victims of burglary, ensuring that this service is sustainable in the long term
- Continuing to support community organisations to enable our communities to be more self-sustainable

5.4 Economic Outcomes

Through adopting these objectives we anticipate a range of outcomes:

- We will reduce the cost of a range of services provided to 'vulnerable families' seeking to encourage positive contributions within their communities
- More young people will benefit from Apprenticeships and go on to sustainable employment retaining their skills within the city and circulating income within the city
- There will be an increase in the numbers of customers supported into education, training or employment
- Where-ever possible we will seek to mainstream support for associated services to support long term future delivery
- More customers will access advice and assistance that will increase their disposable incomes
- Community organisations will deliver more locally focussed services

5.5 Environmental Impact

We will build on this work by:

- We will continue to reduce our negative environmental impact on the basis of the improvements and targets already set
- We will continue to provide improved technology which support flexible working
- We will continue to provide and promote the most energy efficient ways of refurbishment and new build
- We will use our publicity and communications media to circulate advice and information to our customers
- Through our work with community organisations we will encourage them to operate in environmentally responsible methods and promote environmental awareness in their work
- We will continue to seek opportunities around renewable energy and where appropriate will seek to adopt schemes which benefit our customers
- Continue our work with the city council to drive up private rented sector standards in the city
- Review our current caretaking/estate management services to ensure that we are making a positive impact on our estates

5.6 Through adopting these objectives we anticipate a range of outcomes:

- We will continue to operate as an environmentally responsible organisation
- Future increases to customer utility bills will be mitigated wherever possible The maintenance of our housing stock will be assisted by tenants being able to keep their homes warm and dry
- Our customers will have a better understanding of the 'green agenda' through the use of plain language marketing through a variety of communication channels.

6 CONCLUSION

As mentioned earlier, this strategy does not contain a specific action plan. The reason for this is that all of the objectives and actions are already contained within our business plan and individual team service plans.

Social Value is an 'umbrella role' across the whole organisation and as such this document will be owned by the Senior Management Team and reviewed periodically to ensure relevance.

The objectives and actions will be reviewed as part of the existing delivery plan reporting processes and reported through the existing governance framework.

A formal review of this strategy will be carried out in late 2021.