

Social Value Report

2017/18



NORTH STAR

Creating homes, building futures



www.northstarhg.co.uk



Social Value at North Star



Welcome to North Star's Social Value report for 2017/18. It has been an eventful year that has seen the organisation develop a compelling vision for the next five years through to 2023. The vision was jointly created with staff, our board and tenants all inputting collectively and all of whom are committed to the communities we work with.

Our vision sets social value and social purpose as key cornerstones of the work we do. North Star recognise that homes are much more than just bricks and mortar and they don't stop at a front door or boundary wall.

Generating Social Value means supporting community projects, providing extra help when our tenants require it, ensuring that the contractors we work with contribute to communities and ensuring our tenants are able to effectively influence our services.

Generating Social Value is not just 'nice to do'. North Star recognises the benefits this activity has on our business. We see it as a key part of ensuring we offer our tenants a good quality, safe and secure home.

Peter Locke
Head of Communities

What's in this report?

This report aims to capture the social value generated by North Star's activities in 2017/18.

North Star generates social value from a wide variety of activities including tenant involvement, supporting community projects, working with our contractors, providing support for our tenants, building new homes and improving our properties.

This report sets out what we achieved and what the impact of those achievements has been.





Our Customers

Customers are at the heart of everything we do at North Star. This year, we have offered a number of services to help customers, including the support of a Welfare Benefits Officer and opportunities to work with our staff to ensure the services we buy are value for money.

Welfare Benefits 2017/18

This year we have...

Increased customers income by **£361,525.76**

Of this amount, **£120,897.15** has supported tenants to pay rent and clear arrears*.

Due to the positive impact of the Welfare Benefits Officer and with Universal Credit presenting a number of challenges, another Welfare Benefits Officer will join the North Star team in 2018/19.

Case Study

Teresa and Robert are new tenants with a six month old baby.

Teresa is on maternity leave and in receipt of Maternity Allowance and Robert is currently unemployed.

She had made a claim for Child Benefit but thought that she couldn't claim tax credits as she was under 25.

Due to their low income, the family was struggling to budget and manage their finances effectively.

With the help of our Welfare Benefits Officer, the family made a claim for Tax Credits increasing household income by **£122.70** per week and an additional back payment of **£531.70** that helped with the cost of moving.

We also helped with an application to Greggs Trust for a new fridge/freezer (**£270**) which was delivered to their home.

Teresa is considering a new claim for Personal Independence Payment and North Star will work with her when it is time to progress with this claim.



** This includes Housing Benefit, Housing Benefit arrears/backdating, Discretionary Housing Payment and additional High Court Enforcement (Universal Credit) payments.*

Supporting people to get to where they want to be: Short Term Support Services

North Star has a number of supported housing temporary accommodation schemes in the Tees Valley.

We offer housing and support solutions for people who need a little extra help to gain vital skills and confidence to live independently.

We have purpose built accommodation with on-site support staff, as well as the option for a support worker to visit you in your own home or in accommodation not directly provided by us.

During 2017/18, North Star has supported **38** tenants to move from temporary accommodation to successfully manage their general needs tenancy.

Supporting **38** tenants into more secure accommodation generated **£304,722** of social value in 2017/18.



Tenant Connections

North Star believes that genuine, meaningful engagement with our tenants makes our business stronger and gives those that choose to work with us, personal fulfilment and development opportunities. We are proud of our reputation as a landlord that listens and responds to its tenants. We recognise and value enormously the hours our involved tenants give us and that now more than ever connecting tenants to our business is vital. We also recognise that we need to keep improving to ensure we are hearing what our tenants really think.

Ways to get involved



4U

A group of customers who arrange local events and day trips for older people or people with a disability.



North Star LINK

North Star customers who meet with staff monthly. The LINK panel represents the views and promotes the interests of all customers by influencing our services.



Tenants' Voice Scrutiny Panel

North Star customers who review our services and make recommendations for improvement.



Tenant Advisors

North Star customers who test our services and make recommendations for improvements.



This year our involved tenants have...

✓ Taken an active role in monitoring the volume and nature of complaints we receive, regularly meeting with staff to review them.

✓ Helped us develop specifications for planned maintenance work.

✓ Reviewed our compensation policy and procedure and made 11 recommendations direct to our board that cover everything from how we ensure this is built in to our procurement procedures through to how we budget for compensation that we pay directly.

Involved tenants volunteered over 1,400 hours of their time to help improve our services.

This equates to over **£22,500** worth of work.

Involved tenant activities generated **£124,327** of social value in 2017/18.



Community Connections

Connecting and developing communities is right at the heart of what North Star do. We work with the assets in communities to work towards self-reliance, resilience and positive equal relationships with local service providers.

We recognise our responsibility to the communities we operate in and we want to ensure that the impact we have on them is as positive as possible.

In 2017/18 North Star invested

£64,000

In **14** local community projects.

For every **£1** invested

£15.29

was returned in social value.

Projects levered in an additional
£65,750.

Projects benefitted

1,186

People.



Our community projects

Children & Young People



£21,217 Invested
5 Projects supported

■ £'s Invested
■ £'s Social Value



300 Beneficiaries
25% of total

Employment & Skills



£26,207 Invested
5 Projects supported

■ £'s Invested
■ £'s Social Value



128 Beneficiaries
11% of total

Community Strengthening



£16,797 Invested
4 Projects supported

■ £'s Invested
■ £'s Social Value



758 Beneficiaries
64% of total



Community Connections

North Star have provided funding to support Middlesbrough Football Club Foundation to deliver a Premier League Kicks session at Newport Settlement Community Hub in Middlesbrough.

Premier League Kicks began as a pilot project in London between the Premier League and the Metropolitan Police in 2006, with the aim of using football to bring communities together and engage with young people.

Case Study

Andy is 13 years old and attends the Premier League Kicks sessions at Newport Settlement, an area with significant challenges. With crime being a regular occurrence and Middlesbrough Town Centre being one of the most disadvantaged areas in the Tees Valley, it could've been very easy for Andy to get involved with the wrong crowds and become an offender himself. However he has done the complete opposite.

When Andy first attended the sessions he was extremely shy. Being from the Czech community he was initially quite withdrawn, rarely mixing with other participants at sessions.

Premier League Kicks staff used targeted interventions to develop Andy including mentoring, group work, attendance target setting and ensuring he was integrated with the other participants whilst also developing his confidence.

Over time this resulted in Andy emerging as a leader in the group, encouraging others, supporting the coaches and inspiring peers to be more confident. Speaking to fellow participants and coaches they now see Andy as a role model to any young person wanting to access the sessions, helping them overcome any barriers they may face.

Andy is now taking the next step on his Premier League Kicks journey and he is working to become an ambassador for the programme. He has fully embraced encouraging others, promoting social mixing and ensuring inclusivity; which are the values of the programme and he states 'I love coming to Kicks, it's my favourite part of the week'.

As well as developing his own skill set and feeling more confident within his own community Andy has also built a rapport and trust with staff, regularly discussing day to day life and school issues with them during sessions. Jack Wilson, Kicks Coach commented 'Since I've known Andy I've seen him really come out of his shell, make lots of friends through Kicks and develop into a very pleasant and honest young man. He has channelled his energy into becoming a role model within the community and dedicating much of his free time to attending Premier League Kicks. and sharing his learning'.





Youth Employment Initiative

The New Directions Youth Employment Initiative is a European Social Fund project designed to work with 15-29 year olds who are not in employment, education or training. The project provides tailored, one-to-one support to help young people reach their employment or training goals.

In 2017/18 North Star's New Directions team provided young people with intensive employment and training support

✓ **31** young people were supported into training.

✓ **22** young people were supported into employment.

✓ In 17/18 YEI activity generated
£534k
of Social Value.



Our Partners:



Our homes

North Star recognises that building and improving homes can have huge social impacts both for communities and individuals. We utilise HACT Social Value Bank methods and also Institute for Public Policy Research figures to quantify this impact.

In 2017/18 North Star made improvements to **514** properties. This included improvements to heating systems and windows that improved the properties energy efficiency.

These improvements generated **£360k** of Social Value.

In 2017/18 North Star delivered **31** high quality new homes and invested £3million in developing more.

This investment generated **£7.8million** in the wider economy*.

* Figures from the institute for Public Policy Research



Our contractors

North Star regularly tenders for new suppliers of goods and services. As part of this process the successful companies are asked to make commitments to maximise the social value of their contracts by contributing time, money, expertise or a combination of these to North Star's Community Connections activity.

In order to ensure we are able to capitalise on each contractors particular strength, we work with them to select the social value outcomes they can most address based on our Community Investment activities. We then use the HACT Social Value Bank figures to place a value on each outcome. The contractor will then undertake social value activities up to the value of our minimum requirements. They are of course, welcome to over-achieve!

✓ In 2017/18 our contractors delivered:

✓ 19 full-time jobs.

✓ 9 part-time jobs.

✓ 2 community labour days completing £4k of work.

✓ £2,600 of donations to community projects.



This generated over **£246k** of Social Value.

Adding Value: Measuring Success

North Star has an impact measurement system which is simple, proportionate, meaningful and flexible.

It includes clear measures and targets, a toolkit of methods depending on the type, size, and scope of projects and a comprehensive range of outcomes.

The outcomes are usually a mix of the qualitative (views and opinions) and quantitative (facts and figures). Where possible, the outcomes are given a monetary value based on the Social Value Bank (SVB), a Treasury approved set of values which provides figures for qualitative experience.

We recognise and work with some limitations to the system:

- The Social Value Bank doesn't have values for all outcomes; further ones are being developed.
- The values are not the only/main measurement; outcomes without current values are equally important.
- Projects that are funded towards the end of the financial year may not be complete or even started when we do the impact measurement analysis and report for the previous year so cannot be included.

Why do we measure Social Value?

It is often difficult to measure the impacts community work can have. For example, how do you accurately measure the value of the increased confidence someone feels after attending a youth work session?

With a fixed amount of resource to invest, it is important that we are able to understand how projects are performing and where our support can generate the most benefit.

By measuring the amount of Social Value we generate we can give an accurate and easily understandable picture of the benefits our activities are contributing to the communities we operate in.

**North Star brings together the skills, resources and values of Endeavour,
Teesdale and Darlington Housing Associations.**

We are a strong organisation with a clear vision of what we want to achieve for
the people who live in our region – creating homes, building futures.

GET IN TOUCH

 **03000 11 00 11**

 **customer.services@northstarhg.co.uk**

 **www.northstarhg.co.uk**

 **@northstarhg**

 **/NorthStarHG**

Visit / Write:

**Endeavour House, St Marks Court, Thornaby,
Stockton-on-Tees, TS17 6QN**

**14a Redwell Court, Harmire Enterprise Park, Harmire Road,
Barnard Castle, County Durham, DL12 8BN**



NORTH STAR