



**Social Accounts 2012**

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SOCIAL AUDIT STATEMENT: Procure Plus

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Kate Parker and Fiona Sharp at the Social Audit Panel meeting held on 8<sup>th</sup> July 2013. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes\* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based.

We believe that the process outlined above has given us sufficient information on which to base our opinion. We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of Procure Plus as measured against its stated values and objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- Review all objectives and activities for appropriateness in the next cycle
- Review the stakeholder map and ensure comprehensive coverage of key stakeholders
- Consider creative consultation approaches to ensure representation of all relevant stakeholder groups

The members of the Social Audit Panel were:

- a) Liz Brooks-Allen (Chair, Director of The Connectives)
- b) Greig Lees – Northwards Housing
- c) Douglas Harrison – Your Housing
- d) Glen Finch – Together Housing
- e) Jonathan Drake – Salix Homes
- f) Susan Jordan – St Leger Homes

Signed: 

Dated: 06/09/13.....

Chair of the Social Audit Panel

\* The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of Procure Plus, Duckworth House, Talbot Road, Stretford, Manchester, Greater Manchester M32 0FP. Members of the Social Audit Panel have acted in an individual capacity.



## **Introduction**

The Social Audit Network (SAN) has been commissioned by Procure Plus to provide a Corporate Social Responsibility Quality Assurance Audit for its added value activities during 2012. This report presents the findings from the review for consideration by the Social Audit Verification panel and enables Procure Plus to report effectively and confidently on its performance and impact.

A social accounting and audit approach has been adopted, in that the information presented in this report has been drawn from existing monitoring, documentation and reporting systems and combined with additional findings from consultation with key stakeholder groups to provide a quantitative and qualitative picture of Procure Plus' performance and impact. In this way, this report presents evidence to prove the value of Procure Plus' added-value work and improve its performance and impact in this area.

The work done is underpinned by the principles and methodology developed and promoted by the Social Audit Network (SAN):

- Clarify purpose
- Define scope
- Engage stakeholders
- Determine materiality
- Make comparisons
- Be transparent
- Verify accounts
- Embed the process

This approach seeks to support and enable Procure Plus to meet its commitment to invest in the fabric of its communities, for both economic and social improvement, and to ensure that its work is effective and appropriate for the communities it services.

This report will follow the Social Audit Network's recommended format to ensure that it complies with the underpinning principles. It will include information on methodology,

scope of the report, quantitative and qualitative performance and impact information on social, economic and environmental activities.

The Verification Panel process will ensure that this report is based on information which has been properly gathered and interpreted and is a fair and honest reflection of what your organisation has achieved during the social accounting period.

This is the fifth year Procure Plus has undertaken a review of its added-value activities.

### **What is Procure Plus?**

Procure Plus is in the business of regeneration. It is a consortium of Registered (housing) Providers with stock in the North West of England and has formed an alliance with Cumbria Housing Partners, Efficiency North (Yorkshire and Humberside) and Lancashire Housing Partnership to form a unique northern alliance of Registered Providers.

Together these organisations procure goods and services related to repairs and maintenance budgets on behalf of Registered Providers that are committed to making material differences to the social and economic wellbeing of their neighbourhoods. This is achieved through a board of likeminded Directors acting together to ensure that their budgets for repairs and maintenance works are channelled through Procure Plus. Consequently every pound spent creates significant cash efficiencies and a supply chain that understands and commits to the values of the consortium's membership.

### **Corporate Social Responsibility is the 'Plus' of Procure Plus**

The Corporate Social Responsibility (CSR) policy and activities ensure that Procure Plus considers the impact of its business beyond simple financial success and focuses on what Procure Plus does in order to create value for the communities it works in. To make sure that the way Procure Plus invests into its communities creates the most value and supports appropriate projects, CSR policies and activities are independently audited annually.

## 2. THE PROCURE PLUS REPORTING FRAMEWORK

For the purpose of this review of Procure Plus' CSR performance, a reporting framework has been agreed. This has been developed based on information gathered and consultation with Procure Plus CSR and Leadership teams. It presents the work of Procure Plus in the form of social objectives and provides the framework for the performance analysis presented in this report.

### Purpose

*Procure Plus* creates value for communities by using procurement as a platform to achieve regeneration.

This is done by providing:

- efficiencies and savings to Registered Providers, our customers, by delivering an effective and quality procurement service and
- opportunities for Registered Providers to invest savings made through the efficient procurement in order to make material differences to the social and economic wellbeing of their neighbourhoods through a range of social value activities

*Procure Plus* continues to develop as a sustainable organisation that makes a difference to people, places, partners & policies by providing quality procurement services for Registered Providers.

### Approach

The *Procure Plus* approach to work can be described as:

- Proud and passionate
- Challenging of status quo in search of improvements
- Respectful of individuals and people focussed
- Spirited and creative
- Instigators who are opportunistic, practical and 'can do'

## Social Objectives

*Procure Plus* is committed to making a difference by improving:

1. The **procurement** process for its customers, Registered Providers.
2. The quality of life of the **people** - tenants and other residents – including those experiencing exclusion and unemployment in the neighbourhoods served by its customers.
3. The physical environment of the neighbourhoods served by its customers by transforming **places** for community benefit.
4. Their **partnerships** by extending and strengthening the way they work with customers and other key stakeholders to achieve their overall purpose.
5. Their influence on the **policy** environment in which they work in order to maximise their social and economic impact.

Procure Plus aims to achieve its social objectives by:

- 1. PROCUREMENT: Developing a diverse/mixed supplier economy to secure best value price, performance and quality for customers**
  - Working with suppliers to ensure that best terms are achieved
  - Working flexibly to provide opportunities for smaller and locally based suppliers to be part of their purchasing framework
  - Operating transparent and accessible systems for all parties involved
- 2. PEOPLE: Improving the quality of life of individual people who are furthest from the work place by helping them get closer to / and / or return to work.**
  - Supporting individuals to be work ready
  - Supporting individuals to develop skills

- Supporting individuals to maintain employment
- Supporting employers to provide opportunities to *prevent* exclusion, providing opportunities for self-starters and those with ambitions to develop careers

**3. PLACES: Grant making to supporting physical regeneration for community benefit**

- Supporting construction or redevelopment of places for community benefit
- Transforming spaces into places for community benefit
- Ensuring an informed and transparent decision making process

**4. PARTNERSHIP: Building and strengthening relationships with customers**

- Providing a comprehensive, quality contract management function
- Identifying and developing projects to provide additional social impact

**5. POLICY: Influencing policy and practices within partner organisations to support those furthest from work**

- Working with colleges e.g. external wall insulation
- Working with employers to influence culture change and support employee recruitment and retention
- Working with customers to encourage positive use of social clauses
- Working internally to develop best practice
- Working with statutory agencies, local and central government to influence policy in all spheres in which they operate, to the benefit of their business, their clients and their communities

**6. PROCURE PLUS:** continuing to develop as a sustainable organisation that makes a difference to people, places, partners & policies by providing quality procurement services for Registered Providers.

### **3. SCOPE AND METHODOLOGY**

These social accounts report on Procure Plus CSR activities during 2012. This is the first year that Procure Plus has used Social Accounting and Audit methodology to compile its social impact report and it was decided that three key objectives delivering social impact in the areas of People, Places and Partnerships (social objectives 2, 3 & 4) should be the focus of this report. Information gathered throughout the consultation process has also enabled summary information in the Policy (social objective 5) and organisational development (social objective 6) areas to be presented. It is intended that all objectives will be reported upon in future cycles.

The methodology within this report requires that the accounts be multi perspective, comprehensive, transparent and verified. The methods employed included:

- Enquiry process, through consultation with both Procure Plus CSR and Leadership Teams from which the organisation's purpose, culture, social objectives and the reporting framework for this report were defined and clarified. These were confirmed through inquiry with the Tenant Involvement Panel in December 2012.
- Analysis of internal record keeping and reporting; review of CSR Action Plan; CSR Group Meeting Papers and Reports; Tenant Involvement Panel Meeting Papers and Reports; Achieve Reports and published materials. Some of the quantitative data presented in this report for 2012 are actual figures for the period March to December 2012. Source data has been collated on a cumulative basis and this approach has been taken to ensure accuracy of the information presented and to avoid any over-reporting.
- Qualitative questioning of Tenant Involvement Panel through semi structured focus group. Panel consisted of six members in December 2012 and five participated in the consultation.
- Consultation meeting with Social Enterprise Partners (social impact projects) utilising qualitative discussion and following the H-Form approach (a participatory appraisal tool that is effective in recording views and ideas through individual expression whilst ensuring common understanding). Representatives from five

social enterprise partner organisations participated in this consultation (six participants).

- Quantitative and qualitative survey of trainees attending an event to celebrate their achievements and make awards for driving lessons. These trainees came from a range of contractor partners and geographical locations. The trainees were invited to complete the forms before the session started, in a room with no Procure Plus staff present, the forms were not collected directly from the trainees, but left in a collection place. Twenty two trainees were invited to the session, 17 attended and all completed the survey.

Further consultation will be undertaken for the 2013 reporting cycle to build on the initial findings from this work and to ensure the materiality and comprehensiveness of Procure Plus social reporting activities.

#### 4. STAKEHOLDER ANALYSIS

Procure Plus identifies the driving force behind its success as its team – workforce, clients, partners and customers. Partnership working is central to the organisation’s way of working, articulated in this report as a key social objective:

**Procure Plus** is committed to making a difference by improving its **partnerships** by extending and strengthening the way we work with customers and other key stakeholders to achieve our overall purpose

Procure Plus key stakeholders have been grouped as follows:

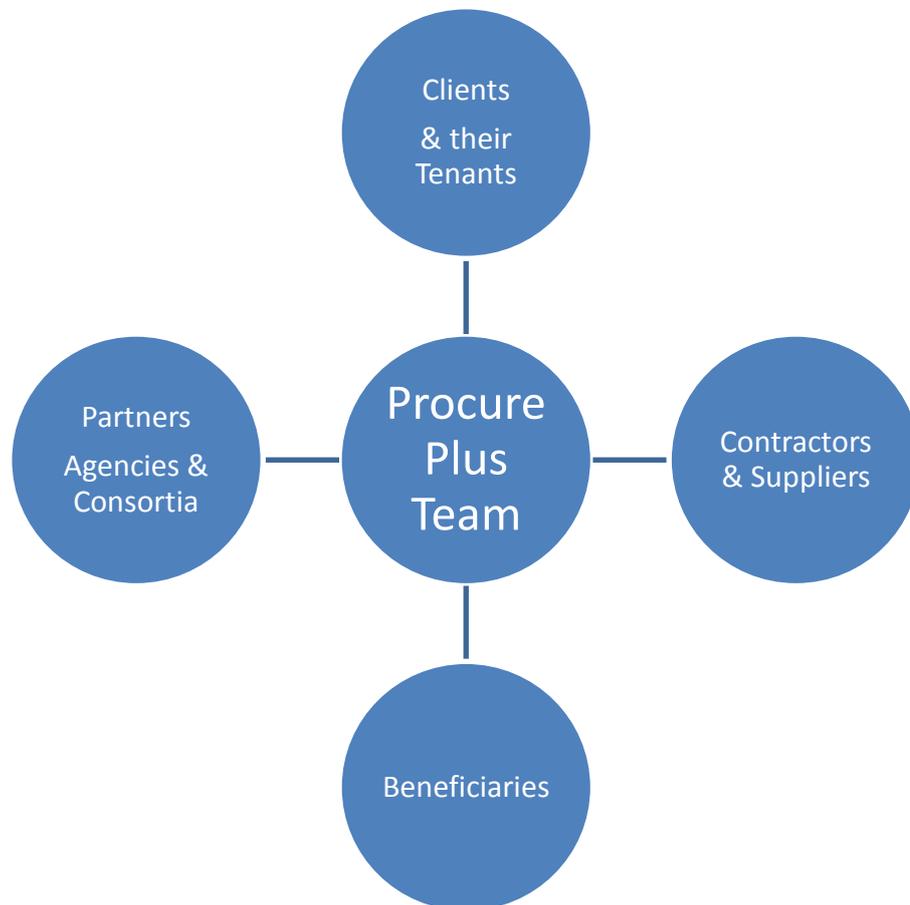


Table 1. Procure Plus Stakeholder Groups

<p>Procure Plus Team</p>	<p>The Procure Plus staff team is structured in four main areas of work: commercial, operations, information and regeneration.</p> <p>Each area as is led by a senior manager reporting directly to the organisation’s Chief Executive and governed by its Board of Directors who share significant housing sector and procurement experience and expertise.</p> <p>The Corporate Social Responsibility (CSR) Team sits within the regeneration function and has responsibility for activities that ensure Procure Plus considers the impact of its business beyond simple financial success - focusing on what is done with the money saved in order to create value for the communities it works in. Part of this work is to make sure that the way Procure Plus investment in its communities is creating the most value and supporting appropriate projects in our communities.</p> <p style="text-align: center;">The CSR Team:</p> 
<p>Clients and their Tenants</p>	<p>Clients are social housing providers. Procure Plus provides services for 60 organisations that together provide over 800,000 homes.</p> <p>Procure Plus clients in 2012 included:</p> <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> <div style="text-align: center;"></div> </div> <p>Procure Plus has a Tenant Improvement Panel (TIP) an active group, involved in every aspect of the organisation’s work. The panel has up to 8 members who participate in Procure Plus’s working groups thereby directly contributing to the operations and direction of the</p>

	<p>organisation. In 2012, tenants were represented on the Board, Contractor Group, CSR Group, the Green Hub and the Audit Committee.</p> <p>The TIP is Chaired by Ellen Whittle, a tenant from City South Housing Trust.</p> 
<p>Contractors &amp; Suppliers</p>	<p>Procure Plus works with a wide range of contractors supplying diverse services required to provide effective housing and construction services for its clients.</p> <p>There are 90 contractors on the Procure Plus procurement framework, and all active contractors are supported to provide training and employment opportunities for Procure Plus beneficiaries.</p>
<p>Beneficiaries including: Trainees Employers Communities</p>	<p>Procure Plus beneficiaries are those individuals benefiting from the organisation's CSR activities.</p> <p>Trainees are usually individuals who are furthest away from the work place and who will access at least one of the support packages provided by Procure Plus. Typically beneficiaries benefit from employment support and training in construction trades.</p> <p>Employers are the contractors within the Procure Plus supply chain who are supported to recruit new team members</p> <p>Communities are those places that are supported through local people being trained and finding employment or who benefit from investment into the physical improvement of their local area.</p>
<p>Partners</p>	<p>Procure Plus works closely with a number of national and regional government agencies to influence policy and leverage funds to achieve our business aims.</p>  <p>It is also closely associated with other social housing consortia working cooperatively under the brand name of Re:allies.</p> <p>In 2012 it was closely associated with...</p> 

## 5. PERFORMANCE ANALYSIS BY OBJECTIVE

### **OBJECTIVE ONE - PROCUREMENT: Developing a diverse/mixed supplier economy to secure best value price, performance and quality for customers**

The Procure Plus procurement model focuses on good and efficient procurement to gain volume cost savings while promoting best practice across all projects. (Projects include refurbishment of kitchens, bathrooms, doors, windows, central heating systems, gas servicing and external works.) The organisation strives to provide a steady and increasing flow of work to its contractors and suppliers who want both a long term partnership and have a desire to develop their businesses. This approach enables Procure Plus to reinvest savings made back into local businesses, employment and training.

The benefits of this approach are multi-level:

- **Clients:** cost and time savings associated with bulk buying power and not having to undertake their own tender processes. Further added value is provided through opportunities for consortia working and learning from best practice.
- **Contractors:** local construction companies benefit from effective budgeting with regard to both the longer term and higher volume contracts offered by Procure Plus. By dealing directly with the social housing provider, contractors can rely on regular payments assisting cash flow and helping their businesses grow.
- **Local community:** Procure Plus helps twenty (table 2) small to medium-sized enterprises in the local area to grow and deliver better services while helping local people develop skills and gain qualifications through improved recruitment and training. All Procure Plus contractors are expected to recruit and fully train more staff.

**Table 2. SME Contractors**

	2011/2012	2012/2103
Number of SME contractors in supply chain	20	20
Value of contracts with SME contractors	£19,035,611	£21,844,170
Mean value of contracts	£951,781	£1,092,209

## **Procure Plus Social Impact Report 2012**

In 2012, the value of planned services procured was **£120 million**, two thirds of which is allocated to maintenance.

Further the rate of inflation in 2012 was 2.8%. Procure Plus contract inflation for 2012/13 was 0.2% (measured on materials framework). Based on a £25m spend on materials, this represents a saving of £650,000 to clients.

Additionally, in 2012/13 £21.8m (36.6%) of the total labour framework spend was spent with SMEs (Although this is for 2012/13 and not just 2012, the figure for 2011/12 is very similar).

### ***Conclusion***

This objective is not being further reported against in this period.

### ***Recommendation***

Procure Plus considers how this social objective can be analysed in future social accounting and audit cycles.

Consider categorising the SMES supported through the supply chain by geography and level of spend in next cycle.

**OBJECTIVE TWO - PEOPLE: Improve the quality of life of individual people who are furthest from the work place by helping them get closer to / and / or return to work.**

***Supporting individuals to be work ready***

Procure Plus seeks to regenerate communities' economically as well as physically and does this through a number of related projects. A key activity in this area involves working with contractors to ensure that any physical investment also results in improved employment opportunities for the members of that local community.

Procure Plus aims to achieve social benefit by assisting those furthest from the workplace or disadvantaged in the labour market to improve their quality of life.

Procure Plus targets individuals who are long term unemployed; young people not in employment, education or training; and ex-offenders. Also Procure Plus recognises and targets those people underrepresented in construction industry, and its supporting industries, i.e. from BME communities and women.

Procure Plus has engaged 152 individuals in 2012, all of whom were provided with training and employment opportunities and of which 94 were new entrants. Of the beneficiaries in 2012 71% come from a place of disadvantage, which exceeds the target of 50%. This includes 9% who are female (against a soft target of 10%).

**Table 2. Procure Plus Individual Beneficiaries - Employment Programme\***

<b>Trade Trainees</b>	<b>2011 / 2012</b>	<b>2012 / 2013</b>
Annual business plan targets	89	100
	Apr - Mar	Apr - Dec
Trainees on programme	70	94
Leavers	19	11
Achievers	27	56
Total engagement	116	152

\*This is an employment-only programme which compliments the Procure Plus training programme, but is distinct and different. The numbers presented include all individuals supported in 2012 although they may have been recruited in previous years.

Through the ESF (European Social Fund) 'Achieve' Project, Procure Plus is able to target activities to support ex-offenders into employment. This programme is in its second round, and given its success Procure Plus is confident that this will continue to be funded within the current European programme (ie up to 2015). The Achieve



Programme involves working closely with local Police, Probation and other agencies to ensure the safety of the community, and to ensure that employers are supported in offering ex-offenders a chance to sustain employment, and integrate fully into their local communities.

The programme specifically provides support and services to people who have previously offended by providing a seamless service which ‘hides the wiring’ from the people seeking work and assists them to develop their CV, presentation skills and to secure an interview with a genuine employer. As part of these activities the Procure Plus CSR team has supported the beneficiaries to be work ready through needs assessments, one to one support and mock interview. Each person receives feedback from their mock interviews either directly or through their Achieve case manager, if more detailed feedback is required. Individuals are also supported through the interview process to secure work placements.

**Table 3. Achieve Project Interview Support Activity 2012**

	<b>qtr4 2011/12</b>	<b>qtr 1 2012/13</b>	<b>qtr 2 2012/13</b>	<b>qtr 3 2012/13</b>	<b>Total 2012</b>
<b><i>Mock interviews held</i></b>					
Target numbers	13	46	36	16	111
Actual achieved	5	62	71	28	166
<i>Percentage of annual target achieved</i>					150%
<b><i>Employer interviews</i></b>					
Target numbers	13	46	36	16	111
Actual achieved	27	56	45	20	148
<i>Percentage of annual target achieved</i>					133%

### ***Supporting individuals to develop skills***

Procure Plus aims to provide opportunities that will ensure that trainees develop appropriate skills to allow them to build a career, initially, within the construction industry. The training is facilitated through reputable appropriate local providers and is accredited at the relevant standard. In 2012 trades supported included site logistics, customer service, insulation, P&D, maintenance, plumbing, heating, warehousing, plastering, electrical, administration, general operations, wood occupations and roofing. The figures and comparative change from 2011 are presented in Table 4.



In addition, Procure Plus supports trainees by providing driving lessons: nine trainees were awarded a 'learning to drive' package of support which comprises of a 'Pass your Test' on line learning programme, 20 hours of driving lessons and the costs associated with theory and practical tests. This package of support was introduced having been identified by the employing contractors as the most appropriate additional training that Procure Plus could provide to support the sustainability of employment opportunities.

**Table 4. Breakdown of trades training (new recruits 2012)**

Trades	2011		2012	
	Count	Percentage	Count	Percentage
Administration	4	5%	3	4%
Cladding / Insulation	8	10%	7	9%
Customer service	0	0%	5	6%
Electrical	14	18%	3	4%
Gas	6	8%	1	1%
General operations	0	0%	14	18%
Heating	4	5%	5	6%
Lift engineer	1	1%	0	0%
Maintenance	7	9%	6	8%
P&D	5	6%	11	14%
Plastering	4	5%	3	4%
Plumbing	15	19%	7	9%
Roofing	1	1%	3	4%
Site logistics	1	1%	1	1%
Tiler	1	1%	0	0%
Warehousing		0%	1	1%
Wood occupations	9	11%	8	10%
Total	80		78	

Procure Plus also works closely with trainees, contractors and social enterprise partners to ensure that the work placements provide the experience to complete each training programme, NVQ or apprenticeship. As such, work placements can last from 6 months (for Level 2 qualifications) up to 2 years, or for Mechanical and Engineering trades between 3 and 4 years. This provides sufficient time for a quality experience that allows the trainee to benefit from genuinely extended work experience and opportunity to practice and develop their new skill and knowledge area. Procure Plus offers full year job opportunities, therefore at the beginning of the placement Procure Plus emphasise to the contractor that they need to take the trainee through to completion of

their qualification, even if the job finishes early or the trainee takes longer than predicted to complete the qualification. This approach encourages a commitment by the contractor to the trainee. This is believed to be a key difference between Procure Plus services and others operating in this area.

In rare instances where this on-going relationship is not possible trainees need to be transferred between suppliers. This facilitation role requires careful monitoring, negotiation and understanding of trainee and contractor requirements.

### ***Supporting individuals to maintain employment***

Procure Plus recognise that challenges facing individuals when adjusting to a first or new work environment can prevent the placement being successful. Therefore Procure Plus has put in place practical and pastoral support to assist through the first year of employment and training.

The support includes intensive mentoring support in the first 6 months and then on-going mentoring, at least every quarter, or to reflect the needs of the individual and employer to ensure that 'meaningful mentoring' is being provided. Further, Procure Plus provides the trainees with toolkits appropriate to their trades, which assists in the induction and integration on site.

**Table 5. Achieve Project Mentoring Support 2012**

	<b>qtr4 2011/12</b>	<b>qtr 1 2012/13</b>	<b>qtr 2 2012/13</b>	<b>qtr 3 2012/13</b>	<b>Total 2012</b>
<b><i>Mentoring outcomes</i></b>					
Target numbers	8	30	24	11	73
Actual achieved		51	66	36	149
<i>Percentage of annual target achieved</i>					204%

In 2012, 93% of trainees were retained on programmes, exceeding the internal target of 80%.

***Supporting employers to provide opportunities to prevent exclusion, providing opportunities for self-starters and those with ambitions to develop careers within the construction industry***

The CSR team work directly with contractors and social enterprise partners to identify appropriate and complementary grant and funding opportunities which can assist in the additional cost of training new staff. This can also be in the form of free training opportunities. In 2012 this activity included one day mentoring training for those staff working directly with the trainee and providing them 'buddy' support on site.

In addition, the team works with, and supports, employers to identify suitable opportunities in the trainee recruitment process. They aim to assist in making the recruitment process as seamless as possible for the employers and 'hide the wiring' for them by processing the initial applicants and promoting those that are most 'job ready' for interview. The team liaises closely with employers and their work includes sensitively challenging their prejudices and preconceptions prior to interviews, participating in the interview process and helping employers to consider the aptitude and team potential of individual applicants, specifically those furthest from the labour market including ex-offenders. In 2012 CSR team members supported 17 contractors working in eight local authority areas with the recruitment of trainees.

***Stakeholder Perceptions - People (Objective Two)***

**Trainee Perceptions - People (Objective Two) - Quality**

From the sample surveyed (17) 100% of trainees stated that the Procure Plus support had been very useful, and 94% rating the quality as good or excellent. 6% (1 respondent) rated the quality of the support as OK.

The entire trainee sample said they would recommend Procure Plus to others, some of the reasons included:

"Helped out a lot, can do a lot more stuff in the construction industry."

"Because the training usually leads to employment via introductions to prospective employers."

"To help keep you on track with training."

"Because they don't judge me on my past."

"Very helpful and supportive towards my driving lessons and helping out with tools."

"Always helpful, answered all questions, helped deal with any issues that arose."

“Support has been good i.e. providing tool kits and helping me gain the confidence to build up for the interview.”

“I found it useful because they gave me support and encouragement.”

“Helped me all the way through the course.”

“The support was brilliant, thank you Procure Plus.”

**Trainee Perceptions - People (Objective Two) - Aspirations**

In considering the impact of Procure Plus support upon their future 100% of the sample said the support had made a big or huge difference to their training, work plans and ambitions and 100% that Procure Plus had helped them with their qualification.

The sample were also asked to rate the Procure Plus Support and how they felt about how the support has helped them with their future aspirations.

**Perceived impact of support on aspirations of trainees**

<i>Poor Support</i>	2	3	4	5	6	7	8	9	10	<i>Useful Support</i>
<i>Results</i>	0	0	0	0	1	2	4	4	6	

**Perceived impact of qualification on aspirations of trainees**

<i>Poor Support</i>	2	3	4	5	6	7	8	9	10	<i>Useful Support</i>
<i>Results</i>	0	0	0	0	1	1	2	8	5	

Some qualifying statements as to why the scores were given include:

“I may not have done the qualification it if wasn’t for Procure Plus, helped with funding.”

“Because the support was always on hand when needed and as a result allowed me to be confident in knowing I had support.”

“Because they have given me a tool kit and took me through the process of what I will be doing to gain my qualification.”

“Because you don’t get this help in JCP.”

“Support has helped me gain confidence and qualification. They have helped with equipment etc.”

“Procure Plus have provided good support by providing great tools.”

“Because they were at the phone call if needed.”

“I have given these marks as the help given and support has helped me a lot in gaining my driving licence and with hand tools.”

“I have given these marks because Procure Plus have provided me with the tools and a drill to help me with my course.”

“They put me on loan to another company and gave me driving lessons.”

“They sent me on loan to another company to help achieve my NVQ”

“Because they are good at what they do.”

**Trainee Perceptions - People (Objective Two) -Prospects**

Although 100% of the trainees responding felt that Procure Plus support has helped them to increase their prospects, when the same sample were also asked to rate the Procure Plus Support and how they would score how the support has helped them with their future prospects the response was not 100% positive in respect of their prospects.

**Perceived impact of support on prospects of trainees**

No prospect	1	2	3	4	5	6	7	8	9	10	Masses of Prospects
Results	1	2	1	1	3	2	1	4	0	2	

**Perceived impact of qualification on prospects of trainees**

No prospects	1	2	3	4	5	6	7	8	9	10	Masses of Prospects
Results	0	0	0	0	0	1	2	5	4	5	

Some qualifying statements as to why the scores were given include:

“Brilliant support and they have helped me achieve my goals.”

“Put me on relevant training programmes.”

“Would have been able to complete my apprenticeship without them.”

“Before I just did Level 2 diploma, now it has opened doors to Level 3 and even university.”

“Because before Procure Plus I was looking for training/employment but was sent from pillar to post.”

“Because I didn’t have any options, now I do.”

“Just not heard much through the course about what’s going on.”

**Table 6. Social Enterprise Partner Perceptions - People (Objective Two)**

PEOPLE: Improve the quality of life of individual people who are furthest from the work place by helping them get closer to / and / or return to work.	Score										Respondents of 6
	1	2	3	4	5	6	7	8	9	10	
Supporting individuals to develop skills					I	I	I	II			5
“Sifted interview process is working well”											
“Genuine matching between the trainee and the employment opportunity would improve outcomes”											
“Threshold levels of Maths and English are required – could form part of the training/support package”											

**Tenant Involvement Panel Perceptions - People (Objective Two)**

“Apprentices tell us that the programme has changed their lives and their aspirations”

“Supporting trainees, tool kits, driving lessons etc. lobbying on their behalf to try and improve the quality of training and employment opportunities – transforming lives of trainees and tenants and residents.”



“Aim for 2 apprentices per £1m but often delivering more than that – proud to be part of it and the difference we make”

“Local labour is an important part of Procure Plus activity and glad to be part of something that supports employment opportunities for communities. Also glad to act as a double check mechanism to be sure contractors are sticking to the principles and expectations of Procure Plus partnerships.”

## **Impact**

**Table 7. Comparative trainee KPI figures 2011/12 and 2012**

<b>Key Performance Indicator</b>	<b>2011/12 total</b>	<b>Qtrs1-3 2012</b>
<b>Trainee Places Supported</b>		
Target number of trainee places supported	89	100
Actual Number of trainee places provided	116	152
<i>Percentage of target achieved</i>	<i>130%</i>	<i>152%</i>
<b>Trainee Profile</b>		
Target number of trainees from unemployed /diverse backgrounds	40%	50%
Actual number of trainees from unemployed/diverse backgrounds	47%	71%
<i>Percentage of target achieved</i>	<i>118%</i>	<i>142%</i>
<b>Trainee Retention</b>		
Targets for trainees retained and completing programmes	80%	80%
Actual retention of trainees	89%	93%
<i>Percentage of target achieved</i>	<i>111%</i>	<i>116%</i>

## **Conclusions**

- Procure Plus exceeded its 2012 targets to provide quality training and employment opportunities for disadvantaged individuals.
- The Achieve project has been successful in supporting 111 ex-offenders to gain skills and improve their employment prospects.
- Overall, Procure Plus beneficiaries felt that the quality of training provided was good or excellent (94%) and all stated that they would recommend the training to others.
- Procure Plus has achieved genuine engagement in working successfully with its Tenant Improvement Panel

## **Procure Plus Social Impact Report 2012**

- Overall, beneficiaries indicated that the training and support provided has had a positive effect on their work plans, ambitions and prospects.
- Findings from social enterprise partners include suggestions for improving services as well as recognising aspects that have worked well.

### ***Recommendations***

- Data collection and analysis systems are reviewed to improve quality and consistency in reporting of information.
- Beneficiary tracking could be improved to develop accurate longitudinal data.
- Ways to further assess the impact of training and employment support are considered.
- Further explore the views and experiences of social enterprise partners to understand reasons for variances in scores and how services / relationships can be improved.

### **OBJECTIVE THREE - PLACES: Grant making to supporting physical regeneration for community benefit**

#### ***Supporting construction or redevelopment of places for community benefit and transforming spaces into places for community benefit***

The main vehicle for Procure Plus to deliver in this area is the Sense of Place fund. This exists to support wider regeneration objectives in communities where we work with our partners on housing regeneration projects. Projects supported may promote community cohesion, economic development, health and well-being, and have a construction or 'place making' element to the project.

As a minimum, for every £1 donated to a project by Sense of Place, a further £3 is donated from other funding bodies. This ensures that all projects are completed in partnership with other organisations. Since 2011, Sense of Place has provided over £1million to over 70 community projects around Greater Manchester. Combined with additional funds levered in, this represents over £11million of funding secured for local communities. Applications which demonstrate an innovative approach to a community issue are particularly encouraged.

#### ***Ensuring an informed and transparent decision making process***

Applications are considered by the CSR Group at its quarterly meeting. During 2012, the CSR Group approved 20 projects, supported by 13 different housing providers, with a total of £275,607. The projects are listed on the next page.

The CSR Group comprises representatives from the Board, clients and the Tenant Involvement Panel. CSR team members attend the group but are not involved in the grant decisions. The panel has received and approved 20 applications to the Fund in 2012; clarification has been sought prior to approval on 3 occasions.

In the 2011 Social Impact Report it was recommended to strengthen the application process for Sense of Place funding, ensuring that all projects clearly meet the stated aims of the programme; to establish a threshold in funding above which Sense of Place projects will be subjected to a more detailed level of impact assessment and to continue developing the skills of the tenant panel through training and mentoring.

## Procure Plus Social Impact Report 2012

**Table 8. Sense of Place Applications 2012**

	<b>Applicant</b>	<b>amount approved</b>
1	Moorlands Housing	£ 3,681.00
2	Contour Homes	£ 14,000.00
3	Southway Housing Trust	£ 42,000.00
4	Guinness Northern Counties	£ 47,293.00
5	Northwards Housing Ltd	£ 10,000.00
6	Northwards Housing Ltd	£ 10,000.00
7	Northwards Housing Ltd	£ 10,000.00
8	Northwards Housing Ltd	£ 3,776.00
9	Wigan and Leigh Housing	£ 43,799.00
10	Frontis / Harvest Housing Group	£ 1,192.00
11	Frontis / Harvest Housing Group	£ 12,043.00
12	Six Town Housing	£ 13,500.00
13	Guinness Northern Counties	£ 1,082.00
14	Northwards Housing Ltd	£ 3,000.00
15	Salix Homes	£ 500.00
16	Contour Homes	£ 8,422.00
17	Northern Counties	£ 1,130.00
18	Trafford HT	£ 50,189.00
		<b>£ 275,607.00</b>

Procure Plus has started the process of implementing these recommendations and made progress against them in 2012 with clear application process and guidance information now available and comprehensive information presented to the CSR Group.

## ***Impact***

**Table 9. Comparative Sense of Place figures 2011/12 and 2012**



Sense of Place	Total 2011/12	Qtrs1-3 2012
Sense of Place budget	£548,7445	£447,587
Target additional funding secured	£2,793,384	£1,800,000
Actual additional funding secured	£11,174,135	£7,102,042
<i>Percentage of target achieved</i>	400%	395%

### Sense of Place Case Study 1

#### Growing a Better Future - The Mustard Tree Communal Garden Scheme

##### ***The Problem***

The Mustard Tree occupies a site in north Manchester, providing services to and with local the homeless community.

Adjacent to their premises was a disused car park, which was an eyesore and attracted ASB and dumping.

An unrelated issue was that presented by the lifestyle and situations of the client group. Those in such severe poverty have low skills base and unhealthy lifestyles.

##### ***The Solution***

The Mustard Tree identified the piece of land as a possible location for a community garden. This would renovate the site, provide meaningful activity for the client group and provide a cost-effective (free!) way for the client group to grow their own food to enable them to develop healthier lifestyles.

There is a longer term ambition for this programme to be developed into a community enterprise, not just providing activity and produce for the client group, but also eventually providing training and an income for clients.

In order to develop the social enterprise, skills and training elements of the programme, The Mustard Tree has already consulted with its client group to confirm interest, and engaged with local colleges to secure training provision. Other expert agencies (eg bee keepers!) have also been consulted and retained for future engagement.

The total cost of completing the work and regenerating the plot of land in order for the project to start was £12,000. Sense of Place contributed £3,000.

Mustard Tree – Before



Mustard Tree – After



### ***The Outcome***

The pictures demonstrate the physical outcome, with the aspect of the area significantly improved.

Open days have been completed to gain engagement (and possible future custom) from the local community.

Volunteering opportunities have been created and taken up by 8 clients in the first six months of the project.

First harvest due late 2013.

## Sense of Place Case Study 2

### Wigan Youth Zone

#### ***The Problem***

Since 2010 there has been a growing problem nationally with youth unemployment and its associated problems. This issue is magnified in the North West, and in Wigan, a group of local businesses and other stakeholders identified a need and an opportunity to provide young people with a facility to help overcome these issues.

The idea of the Wigan Youth Zone was conceived, and three local businesses and the local council raised 50% of the £3m required to create this facility. Matched funding had been secured from the North West Development Agency. Due to governmental restructures, this funding was withdrawn, leaving the project in danger. Other local businesses stepped in to make up the shortfall, including Procure Plus client, Wigan and Leigh Housing.

#### ***The Solution***

Recognising this facility would be of value to their clients, Wigan and Leigh supported an application for £43,799 from Sense of Place to support Wigan Youth Zone project.

The facility would provide physical recreational facilities (eg a climbing wall, gym and skate park) as well as youth engagement and lifeskills programmes (eg financial literacy and job search). Staff also engage with the local business community, ensuring that those accessing the Youth Zone's services are given chances of training and employment by local businesses and industry.

#### ***The Outcome***

There is a long term commitment to the centre, and to seeing the prospects of young people in the area improve, from all stakeholders. The centre will open in mid 2013. The centre will be part of the 'Onside North West' network of Youth Zones, which currently holds a membership of over 10,000 people across 4 similar facilities in the region.

<http://www.onsidenorthwest.org/>

<http://www.wiganyz.org/welcome/>

### ***Conclusions***

- Sense of Place funding has supported 20 projects providing a wide range of places for community benefit contributing to overall investment of over £1million.
- Improved open and transparent decision making processes were introduced in 2012.
- Tenants are fully involved in the Sense of Place grant decision making processes

***Recommendations***

- Continue to invest in construction and redevelopment of places and consider priorities for investment.
- Ensure all members of the CSR Group have training, information and support required for effective application appraisal and decision making.

## **OBJECTIVE FOUR- PARTNERSHIP: Building and strengthening relationships with customers**

### ***Providing a comprehensive, quality contract management function***

This is primarily operated within the procurement side of the business and not being reported upon in this period.

### ***Identifying and developing projects to provide additional social impact***

Procure Plus is committed to seeing the communities it works with improving beyond the regeneration of bricks and mortar. It does this through its social enterprise development programme that aims to tackle key issues such as unemployment, social exclusion and anti-social behaviour.

Procure Plus works with its housing provider clients to identify sections of the community who are furthest from the labour market and with them develop social enterprise projects that will assist in engaging with those individuals whilst providing a real work opportunity. Typically social enterprise activity involves engaging with disadvantaged individuals, and supporting them through at least 6 months of real employment and then with finding employment in the mainstream labour market. As well as providing employment opportunities, the organisations supported are also developed through employee training, particularly in the area of mentoring in work and life skills. Of the 14 candidates, who were suitable for move on to apprenticeship or employment opportunities following Social Enterprise partner programmes, 12 were found places either within the host organisation or within Procure Plus contractors.

Procure Plus establishes and develops social enterprise activity by working closely with key bodies such as local probation, police, schools and residents associations. This helps to ensure that the activities are relevant and appropriate to the needs of the individuals, their families and the communities in which they live.

An example is the work done with Parkway Green Housing Trust – the development of a ground-breaking employment and training scheme in Wythenshawe, South Manchester, working with several local schools. The initiative, named PG Gateway, gave eight local students the opportunity to gain practical on-the-job experience, while completing their education. The programme enables students to divide their week between formal schooling and on-site work with Parkway Green. The students were specially selected for the initiative based upon their being capable and good attenders at school but at risk of becoming disengaged, the aim being to improve their motivation and ambition. They were given work with the organisation's fencing team learning transferable skills such as time management, communication and reliability, which aimed to help them prepare them for the world of work. Alongside this experience, students will also complete an Edexcel Work Skills qualification, which is equivalent to up to two GCSEs, and through Procure Plus were guaranteed an interview for a training contract with one of its framework partners on completion of the programme. Of eight initial starts, five remained on the programme to the end, all passing their qualifications. One candidate did not want to pursue a role in construction, one was provided an apprenticeship with PGHT and three were provided with apprenticeships with Procure Plus contractors and have been retained to the time of writing (nine months into their apprenticeship programme).

## Procure Plus Social Impact Report 2012

As well as supporting social enterprises which use the construction and housing sectors to assist people back into employment, Procure Plus has also worked in Partnership with Greater Manchester Probation service to develop 'Turnkey Trust' which aims to 'paint' a brighter future for ex-offenders. It supports former offenders to transform their artistic skills into a meaningful business venture, helping to reduce their chances of re-offending and creating a brighter and crime free future for all.

As part of the consultation activities social enterprise partners were asked for their views of the Procure Plus partnership objective, to build and strengthen relationships with customers.

**Table 10. Social Enterprise Partner Perceptions - Partnership (Objective Four)**

PARTNERSHIP: Building and strengthening relationships with customers	Score										Respondents of 6
	1	2	3	4	5	6	7	8	9	10	
Providing a comprehensive, quality contract management function					III	I					4
Identifying and developing projects to provide additional social impact				I	I		III				5
<b>Examples of feedback in consultation :</b>											
<b>Support to contractors:</b>											
<ul style="list-style-type: none"> <li>Procure Plus need to really ensure that contractors get the point – the ex-offender status of a trainee must be irrelevant</li> </ul>											
<b>Support to Partners:</b>											
<ul style="list-style-type: none"> <li>PBR type contracts should feel reciprocal – Procure Plus could try to incentives the relationship with partners</li> <li>The skills base within the providers is important in order for the trainees to get a great experience and so on-going training and development is useful.</li> </ul>											
<b>Support from Partners:</b>											
<ul style="list-style-type: none"> <li>Social Enterprise partners have developed relationships in the communities and so can pull on external partners including police, probation etc. Procure Plus may need to improve their relationships accordingly and look to develop their own network of contacts.</li> <li>Procure Plus seem to resist the opportunity to access funds from the council and yet this 8 week financial support per participant can act as an incentive to a contractor or other employer to take on the trainee.</li> </ul>											

***Conclusions***

- Procure Plus contract management function is considered to be adequate, scoring 5 and 6. There are therefore opportunities for improvement, including the strengthening of relationships with other key partners and exploring and redefining roles and responsibilities.
- Procure Plus has met or exceeded its business plan targets, yet partners are not aware of this. Clear messages and communications may assist in affecting this position.

***Recommendations***

- Consider further consultation with social enterprise partners to explore how relationships and services can be enhanced.
- Further funding opportunities should be identified and relevant applications made.

## **OBJECTIVE FIVE - POLICY: Influencing policy and practices within partner organisations to support those furthest from work**

### ***Working with colleges***

An area identified in Procure Plus' CSR Action Plan for 2012/13 was to extend the training offer and integrate new areas such as solar panel fitting and efficient heating systems into the existing trainee programme. Considerable development work in this area has been undertaken during 2012 with relationships having been built with colleges and training providers. A range of suitable short training programmes have been identified and trainees are being encouraged to consider the optional 'Sustainability Pathway' of the Plumbing NVQ.

### ***Working with employers to influence culture change and support employee recruitment and retention and working with customers to encourage positive use of social clauses***

During 2012, Procure Plus worked with 17 employers to provide trainee employee positions. This is an on-going activity and the CSR team continues to work with both existing employers and potential employers in order to influence and maximise impact. The CSR team is seeking opportunities to further develop and scale up activities in this area. A bid for additional funds to support an 'Employer Ownership of Skills' proposal was developed in 2012 and although has not been successful in the period covered by this report, a further submission has been invited for the March 2013 call.

### ***Working internally to develop best practice***

Procure Plus working practices are designed to support effective communication within the organisation as a whole. Regular leadership meetings ensure information is shared across functions and team meetings ensure that staff working at different levels of the organisation has access to information.

Internal thematic groups and activities also provide opportunities for best practices to be shared and developed. For example, the CSR team works with colleagues in Procurement and Operations and the Green Hub Group provides a best practice forum specifically designed to facilitate sharing and developing of best practices. Procure Plus' quarterly newsletter, The Proclaimer, also contributes to this activity.

### ***Working with statutory agencies, local and central government to influence policy in all spheres in which we operate, to the benefit of our business, our clients and our communities***

Throughout 2012, Procure Plus has worked with key agencies and policy makers to inform and influence the environment in which it operates. Examples of activities in this area include:

- Procure Plus' Chief Executive's work with the Cabinet Office to provide support for small and medium enterprises (SMEs) working within the construction industry. As part of the Standards and Lean Supply Chain Task Group, Mike Brogan advises the Government on how to engage SMEs into large contract opportunities and ensuring they are treated more fairly.



## **Procure Plus Social Impact Report 2012**

- Procure Plus' CSR Manager's presentation to the national conference 'Localism: Maximising opportunities for your community' for housing providers .
- Re:allies - a strategic collaboration of social housing consortia across the UK. That provides a significant opportunity for social housing consortia to share best practice, undertake joint sourcing, promote schemes designed to improve local employment and reduce negative environmental impact. Jointly, the members of Re:allies are responsible for the repair and upkeep of over 800,000 properties across the North of England and have a remit to reinvest volume cost savings directly into local businesses, jobs and skills. Procure Plus' Chief Executive Mike Brogan has lead responsibility for the consortium's CSR activities.

### ***Conclusions***

- Procure Plus has been particularly effective at influencing policy at national and regional levels during 2012.
- Through involvement at relevant sector based conferences, Procure Plus disseminates good practices and advocate social impact work.
- Social enterprise partners have varying experiences and views on this area of procure Plus' work.

### ***Recommendation***

- Procure Plus continues to capitalise on its position and reputation to inform and influence the policy environment and share good practices.
- Consider how best to share this information and ensure that all partners and stakeholders are aware of the range of policy influencing activities undertaken.
- Identify opportunities to work with partners to achieve this social objective.
- Procure Plus can lead the field in the positive use of social clauses in light of the Public Services and Social Value Act 2012.

**OBJECTIVE SIX - PROCURE PLUS: continuing to develop as a sustainable organisation that makes a difference to people, places, partners & policies by providing quality procurement services for Registered Social Landlords.**

Although this social accounting cycle did not set out to report in this area, information gathered during the social accounting and consultation process identified the following examples of the organisation's actions that contribute to its development as a sustainable organisation:

- Procure Plus experienced significant growth and development in 2012, including a re-evaluation of job roles including, for example, each of the leadership team having additional responsibility for cross-business functions such as marketing and human resource management and finance.
- On line management systems went live in April 2012 providing a comprehensive management information gathering and reporting facilities.
- The Tenant Involvement Panel has undertaken development training in 2012 including, customised workshops in Audit, Environmental Sustainability, Finance and Marketing. In consultation it was acknowledged that with growing involvement in Procure Plus decision making further capacity building would be beneficial and timely.

**Tenant Involvement Panel Perceptions - Procure Plus (Objective Six)**

"Procure Plus doesn't blow its own trumpet enough. More local press coverage would be good, trade magazines are used but tenants and residents don't read these. One green space regeneration project was covered on the news but Procure Plus wasn't promoted, only the organisation that had been funded through Sense of Place."

"Our clients' achievements are reflected not Procure Plus achievements – Procure Plus choose to let clients take the accolade and protect their brand and reputation. Probably a reflection of Mike's attitudes/personality he won't take the glory but wants to achieve with and through others. PROCURE PLUS is not a box ticking exercise – if he does something it's because he means it."

**Conclusions**

- Procure Plus is committed to operating and developing a sustainable organisation and has undertaken internal reviews in 2012 in order to strengthen its internal structures and processes.
- Tenants are important partners, involved in key decision making processes and supported to be effective representatives and advocates for their communities.

**Recommendations**

- Consider how further to report on this area in future social accounting cycles
- Consider how Procure Plus can positively impact fuel poverty and affordable living for tenants
- Consider reporting on procurement standards and environmental efficiency



## 6. ENVIRONMENTAL IMPACT

Procure Plus has an Environmental Policy Statement that was first approved in January 2008. The statement sets out Procure Plus' approach to the protection of the environment and commits the organisation to managing its activities in such a way that any resulting negative environmental impacts are minimised and to delivering environmental benefits without jeopardising its other purposes. Environmental sustainability is now (2013) considered as being integral to the organisation's operations and is being integrating across policies and operations.

Procure Plus' commitment to Environmental Sustainability is demonstrated by:

- Having a dedicated post to coordinate sustainability activities – as part of Procure Plus Core Operations function the **Sustainability Manager** works with colleagues, contractors and clients to promote environmental sustainability.
- Creating the '**Green Hub**', an informal group that meets at least four times a year to share information and best practices as well as supporting Procure Plus to develop a range of environmental initiatives. The group is regularly attended by 15 individuals representing Procure Plus staff, clients, contractors and tenants. It is Chaired by the Sustainability Manager and has the following terms of reference:

### Green Hub

The group shall be responsible for the following activities:

- Sharing of best practice between suppliers, installers, landlords, tenants and invited specialists
- Developing and managing the 'Green Catalogue' of products
- Identifying new and sustainable technologies which are relevant to Procure Plus projects, and ensuring new and sustainable technologies are considered across all Procure Plus frameworks
- Visiting and presenting to conferences, training/education bodies, tenant's groups, client/contractor groups etc on the latest developments in new and sustainable technologies
- Where appropriate forming dedicated 'user groups' to pilot and monitor instillation and use of new and sustainable technologies
- To be at the forefront of training and skilling suppliers, installers, landlords and end users in the installation and use of new and sustainable technologies

## 7. ECONOMIC IMPACT

The Corporate Social Responsibility Team has responsibility for the delivery of Procure Plus social impact activities, particularly in engaging and supporting beneficiaries as well as colleagues to maximise the social impact of procurement activities. The team works to maximise value within the programmes and enhance Procure Plus CSR funds through securing additional funding support from programmes such as ACHIEVE.

Procure Plus CSR budgets for 2011/12 and 2012/13 are presented below:

**Table 13. Procure Plus CSR Budget**

<b>Procure Plus CSR Budget</b>	<b>Total 2011/12</b>	<b>Qtrs1-3 2012</b>
Trainee Support	£165,000	£166,000
Social Enterprise Activity Support	£40,000	£40,000
Sense of Place budget	£548,744	£447,587
<b>Total</b>	<b>£763,744</b>	<b>£653,587</b>

In monetary terms, Procure Plus direct expenditure on CSR activities is more than £750,000 in a 12 month period.

In 2012 Procure Plus expenditure of £653,587 has directly supported CSR activities that have resulted in

- 94 individuals being employed as trainees with local contractors, which equates to £1,766 per person.
- 20 'Sense of Place' projects being supported to improve local environments for community benefit

The savings to the exchequer of 94 people moving into employment can be estimated by using the assumption that an average single 28 year old will be in receipt of benefits equating to £12,896 per year<sup>i</sup>, therefore savings to the exchequer of 94 people having a first year in employment could be approximately, £1.2 million.

The value of this CSR expenditure may be considered to be significantly higher and collection of data to allow further analysis in future reporting cycles is recommended.

## 8. COMPLIANCE

### *Legal Status*

Procure Plus is a private company limited by guarantee, with no shareholders, registered in 2006 and trading under the name GM Procure Limited until 2010. As such, Procure Plus operates under and complies with Company Law.

### *Procurement*

Procure Plus implements procurement systems in compliance with Official Journal of the European Union (OJEU), the publication in which all tenders from the public sector which are valued above the financial threshold according to EU legislation will be published.

Further reporting of Procure Plus compliance activities will be considered in future social accounts.

## 9. DISSEMINATION

Procure Plus will publish its final 2012 social accounts and make the report available on its website. A summary report will also be published.

Both reports will be presented to the Procure Plus Board for approval. At this point, key findings will be disseminated via the organisation's website, quarterly newsletters and through presentations to the organisations thematic working groups, which include internal and external stakeholder representatives.

The final 2012 social accounts and summary will also be share via the SAN directory of published social accounts.

## 10. CONCLUSIONS

Procure Plus is to be congratulated on 5 years of social impact measurement reporting. There is evidence to demonstrate the organisation's continued efforts to balance its commercial objectives with the achievement of social benefits.

Key conclusions that can be drawn include:

1. Procure Plus exceeded its 2012 targets to provide quality training and employment opportunities for disadvantaged individuals.
2. There is evidence of achieving and overachieving KPI targets, with year on year comparisons showing consistent activity.
3. The Achieve project has been successful in supporting 111 ex-offenders.
4. Overall, Procure Plus beneficiaries felt that the quality of training provided was good or excellent (94%) and all stated that they would recommend the training to others.
5. Procure Plus have achieved genuine engagement in working successfully with its Tenant Improvement Panel.
6. Sense of Place funding has supported 18 projects providing a wide range of places for community benefit contributing to overall investment of over £1million.
7. Improved open and transparent Sense of Place application decision making processes were introduced in 2012.
8. Tenants are fully involved in the Sense of Place grant decision making processes
9. Procure Plus contract management function is considered to be adequate, scoring 5 and 6. There are therefore opportunities for improvement, including the strengthening of relationships with other key partners and exploring and redefining roles and responsibilities.
10. Procure Plus has met or exceeded its business plan targets, yet partners are not aware of this. Clear messages and communications may assist in affecting this position.
11. Procure Plus is committed to operating and developing a sustainable organisation and has undertaken internal reviews in 2012 in order to strengthen its internal structures and processes.
12. Tenants are important partners, involved in key decision making processes and supported to be effective representatives and advocates for their communities.

13. There is an opportunity to further develop the Procure Plus database to ensure an automatic, thorough and accurate flow of information between the database and CSR and management reports to ensure evidence against all social objectives is systematically collected and collated.
14. Gathering and collation of detailed client profile information will allow complex analyses of social impact and economic impact measurements.
15. There are a number of areas in which further consideration and reporting of performance and impact would be useful, including environmental sustainability, economic impact and compliance.

## 11. RECOMMENDATIONS AND NEXT STEPS

The following recommendations are presented for consideration:

1. Procure Plus considers how social objective 1 can be analysed in future social accounting and audit cycles.
2. Consider categorising the SMES supported through the Procure Plus supply chain by geography and level of spend in next cycle.
3. Data collection and analysis systems are reviewed to improve quality and consistency in reporting of information, including, for example aligning CSR reporting with financial reporting.
4. Ways to further assess the impact of training and employment support are considered.
5. Further explore the views and experiences of social enterprise partners to understand reasons for variances in scores and how services / relationships can be improved.
6. Continue to invest in construction and redevelopment of places and consider priorities for investment.
7. Ensure all members of the CSR Group have training, information and support required for effective application appraisal and decision making.
8. Consider further consultation with social enterprise partners to explore how relationships and services can be enhanced.
9. Further funding opportunities should be identified and relevant applications made.
10. Procure Plus can lead the field in the positive use of social clauses in light of the Public Services and Social Value Act 2012.
11. Procure Plus continues to capitalise on its position and reputation to inform and influence the policy environment and share good practices.

12. Consider how best to share this information and ensure that all partners and stakeholders are aware of the range of policy influencing activities undertaken.
13. Identify opportunities to work with partners to achieve this social objective.
14. Consider how further to report on Objective 6 in future social accounting cycles.
15. Consider how Procure Plus can positively impact fuel poverty and affordable living for tenants
16. Consider reporting on procurement standards and environmental efficiency

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<sup>i</sup> Source: New Ground in Tackling Anti-Social Behaviour; Evaluation of the Dundee Families Project. [www.ac.uk/chp/hsa/papers/spring02/scott.pdf](http://www.ac.uk/chp/hsa/papers/spring02/scott.pdf)