



Social Value Baseline Report

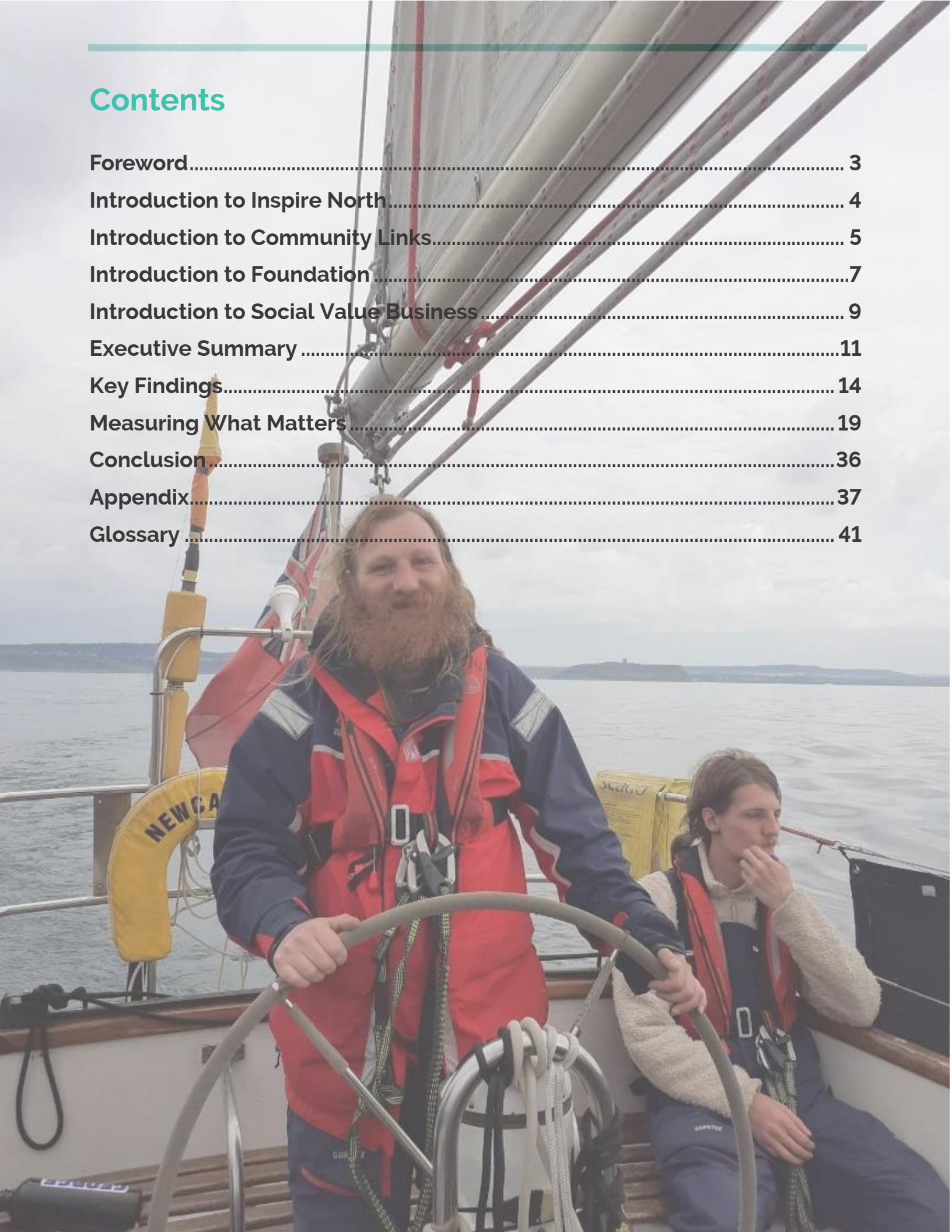
2023/24

Developed in partnership with



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Foreword

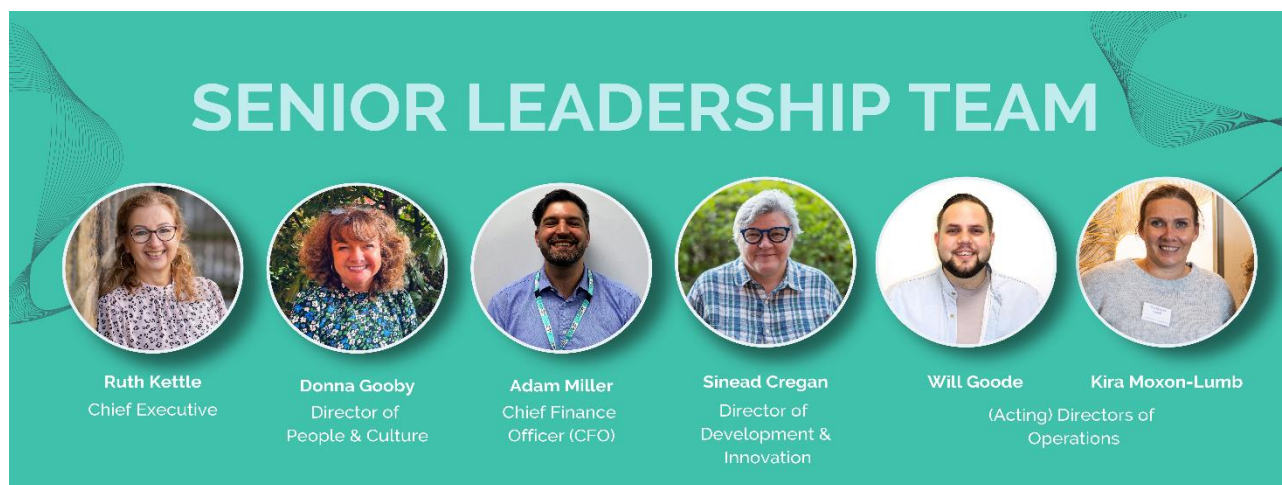


I am absolutely delighted to be presenting this baseline Social Value report on behalf of the Inspire North Group, following many months of hard work by everyone who has been involved in the project.

I am proud that we are the first Voluntary Community and Social Enterprise organisation (VSCE) in Yorkshire and the Humber to have been awarded the prestigious Social Value Quality Mark® Bronze and Silver accreditations. It is testament not just to our hard work but our commitment to making a difference to the lives of those we work with and the communities within which we work. More than that we want to be able to evidence and account for the difference we make, with a view to doing more and making an even greater positive contribution whether it be financial, social, or environmental.

Whilst this report is not a full measure of the social value being created, it gives our starting position against which we can develop and measure ourselves, as our ability to capture our social value develops. We have already made good progress.

We rarely work alone with a client, we work in consortia, partnership and alongside our Housing, Health, Social Care and Criminal Justice colleagues, but it is heartening to see that our clients attribute a large percentage of credit to our organisation for the positive impact our support to them has made. This is why we are here.



"We are here to create a world where everyone matters, building brighter futures for people within the health and social care sector through our family of organisation."

Introduction to Inspire North

Inspire North is the parent organisation of Community Links and Foundation, two charities leading the way in mental health and housing support across the north of England. We are here to create a world where everyone matters, building brighter futures for people within the health and social care sector through our family of organisations.

We set out on this journey in 2018 when we brought together the work of Community Links and Foundation, two outstanding charities with decades of experience in mental health and housing. As a parent organisation we bring together this expertise and find innovative ways to provide the very best for the communities we serve. Collectively we are the 'Inspire North Group' and together, we provide award-winning services and accredited training in mental health, wellbeing, housing and domestic abuse. We work across the north of England, from Doncaster to Durham.

Our values are simple yet drive and motivate us to excellence every day:



People are the heart of everything we do as a group, and we strive every day to build brighter futures for the people who use our services. We engage our colleagues and people who use our services to build a sense of community and shared success. We want everyone to play a part in creating our vision.

Integrity is our cornerstone; we will always do the right thing. We work hard to make sure our services offer the highest quality and professional standards, and that people are treated fairly and honestly.

Passion is what fuels us. There's no better feeling in the world than making a positive difference, and that spurs us on to always go the extra mile – for the people who use our services, for each other, and for our vision of creating a world where everyone matters. We have the brightest and best innovative minds working every day to do more, and to do it better.

Collaboration is how we came to be the Inspire North Group. We were born out of the idea that working together, we can achieve more. Across our services we work with many partners, bringing together our expertise to meet varied needs in exceptional ways.

Introduction to Community Links

Community Links is an award-winning non-profit provider of mental health and wellbeing services in Yorkshire and the Humber and is part of the Inspire North Group. We offer support for people with a wide range of mental health and wellbeing issues including anxiety and depression, psychosis, alcohol and substance misuse, complex needs, personality disorder and Dementia.



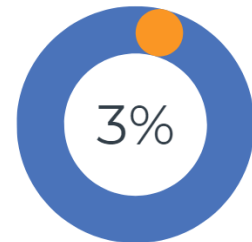
of Community Links services are commissioned by the NHS and Local Authorities in the region

Our partners include voluntary sector organisations and NHS Foundation Trusts.

Our portfolio of services includes Community Links' Leeds and York Partnership NHS Foundation Trust (LYPFT) contracted services, which in April 2020 were amalgamated under our NHS Hub portfolio, including our Specialist Trauma-Informed Resettlement Services (STIRS), a collective name for our personality disorder housing and resettlement services.

These services are embedded within Emerge, a city wide multiagency and multidisciplinary service that aims to work effectively with people who present with personality disorder, complexity of need and significant risk issues.

We have extensive experience of supporting individuals with complex mental health needs and in crisis to develop a sense of safety, self-containment, and trust. For example: aspire, where Community Links are the only third-sector provider to deliver the NHS commissioned Leeds Early Intervention in Psychosis service. aspire provides holistic care coordination for people aged 14 – 65 who are, or may be, experiencing their first episode of psychosis. aspire works with individuals to promote recovery and prevent re-admission to hospital; the 'revolving door' that is common to clients coping with psychosis.



of aspire clients are re-admitted to hospital (on average)

Our footprint is now vastly expanded through our merger with Foundation under the Inspire North Group. We are rooted in the communities of Yorkshire and the Humber, through our provision of community-focused mental health services (since 1981). We are connected at both strategic and local levels across Primary Care, NHS Trusts, Leeds City Council (LCC), Health and Social Care and the Third Sector. Our Chief Executive (CEO) has been a Trustee (now Chair) of the voluntary sector mental health forum, PSI-Volition since 2015, and is a representative on the Leeds Health and Care Partnership Executive Group, enabling us to work positively on behalf of all mental health related voluntary sector organisations and to engage with strategic issues for health and social care in Leeds. Our CEO also sits on Leeds City Council 'Board to Board'.

Community Links has experience of providing hospital liaison through our Accommodation Gateway service. Gateway Coordinators act as a single point of contact to advise and liaise between clients, hospital employees and accommodation providers. The service establishes clear pathways for people being discharged from acute mental health wards through effective joint working with LYPFT, Leeds City Council Housing Options Services, and accommodation providers within Leeds. Furthermore, Community Links has delivered effective rehabilitation services in our intermediate hostels for over 20 years.

"The atmosphere in the hostel is wonderful. The employees are a dream team and I give them 10 out of 10" - Intermediate Hostel Client

These services support individuals with mental health issues who have been discharged from mental health wards towards independent living:

"The employees on shift with me couldn't do enough to help me when I wasn't feeling well. I was supported to cook which made me feel a lot safer. I wasn't feeling emotionally well, and employees spent lot of time with me and made me feel at ease." - Intermediate Hostel Client



Community Links Training is our social enterprise which offers award winning mental health awareness and personal development training, including our flagship courses; Mental Health First Aid, Youth Mental Health First Aid, Applied Suicide Intervention Skills Training and safeTALK.



Introduction to Foundation

Foundation is part of the Inspire North Group and has been working for over 40 years in the North of England building better lives. We believe in social justice, fairness, and the right to belong. We support adults, young people, and families, building on their strengths to make a lasting difference, empowering change, and social inclusion.

We work in partnership to deliver a broad range of innovative and professional services for those who are homeless or at risk of homelessness, whether through complex needs, offender history, family breakdown, domestic abuse, addiction, or mental health issues.

We deliver life-changing housing and support services to achieve our vision of creating a world where everyone matters. We currently deliver **33 contracts across Northern England** and have a long history of working with communities in North Yorkshire, Durham, and Darlington.



Our vast portfolio of services includes the Young People's Pathway (YPP), delivered by a consortium of local providers, led by Foundation. Our partnership has delivered the contract since 2016. During 2022/23, Foundation supported 961 young people aged 16-25 to move towards more independent and fulfilling lives.

A core strength of YPP is the partnership itself and the network of external partners that has been cultivated over the long-term. With over seven years' experience delivering YPP together, Foundation, Broadacres Housing Association, Ripon, and Ryedale YMCAs have worked collaboratively to embed effective working and communication practices across the partnership.

The service has also established strong working relationships with external partners across North Yorkshire including councils, North Yorkshire Horizons, the Community Mental Health Team and the CMHT, CAHMS (child and adolescent mental health services), social workers, emergency services, and specialist providers in areas such as substance misuse. Foundation's working relationships with landlords across North Yorkshire are also well-established and strong.

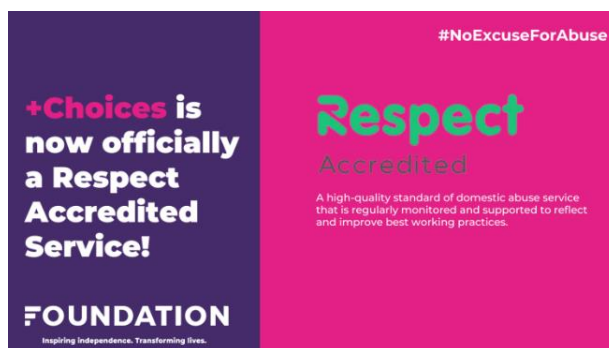
"I cannot thank Foundation enough; they have done so much for me I don't know how I will ever thank them enough..." – Foundation Client

"I would not have been able to manage without the support. The support received at Cygnet [Selby] has been brilliant..." – YPP Client

Our partnership has delivered workers for both the preventative and accommodation pathways for this iteration of the contract since 2016. Our delivery record is strong: we supported **457 individuals into independent living between 2016 and 2022, supporting 309 young people across the pathway in 2022/23 alone.** YPP employee commitment to young people is recognised across the sector: in 2021 we won the Safeguarding Award at the Children and Young People Now awards in acknowledgement of our employee's efforts and expertise. We perform well across both pathways while maintaining high levels of client satisfaction.

Furthermore, Foundation delivers a range of Domestic Abuse services, including +Choices, a service for perpetrators of domestic abuse, providing an opportunity to recognise, acknowledge and change abusive behaviour. The programme is available to anyone over 16 years who is a perpetrator of domestic abuse who wishes to voluntarily address their abusive behaviour. The service works to maximise engagement with perpetrators, from low levels of abusive behaviour to repeat offenders, providing robust support to progress their journey towards positive behavioural change.

The service is RESPECT accredited and adheres to the Violence Against Women and Girls (VAWG) Standards, ensuring it meets sector best practice. The +Choices Domestic Abuse Programme is delivered with perpetrators as part of a whole system wherein partners, ex-partners and/or other family members are also offered access to our integrated support service (ISS). The Victim Liaison Officer works in partnership with IDAS (Independent Domestic Abuse Service) to provide a robust and integrated system of support for the partners and/or ex-partners of the clients that engage with the programme, with the key aim to increase their safety and that of any associated children.



The +Choices team works with a range of professional statutory third party and voluntary organisations to provide a professional toolkit workshop either face to face or online. The aim is to increase professionals' understanding of perpetrator prevention, address characteristics and issues around abusive behaviours, as well as discuss how to communicate with and refer individuals to our perpetrator behaviour change programme. Some examples of services that have attended these sessions are: Social care; the Fire Service; Police; Health Services; Housing services; Probation services; IDAS; and Voluntary organisations.

"I am no longer volatile in my relationship...I now know it's okay to feel vulnerable and men can show emotions" – +Choices Client

Introduction to Social Value Business



For over 20 years, Social Value Business¹ has worked with organisations from all sides of the economy, including many of the UK's best-known brands: Cabinet Office, Kier Group, Hereford Council, University of Oxford, and Polaris Group, to name a few.

We are proud to be recognised as UK leaders for social value measurement, development, and training.

Track record

- ✓ Over 175 clients worth a collective £127bn have chosen us to develop, grow and measure their impact.
- ✓ Trusted Advisers to central and local government: this means we can help you future-proof your approach and align with policy developments as they emerge.
- ✓ 24 social value frameworks and 43 reports delivered: each represents a client who is now better equipped to develop and measure their value, drive culture change and win work.
- ✓ Extensive network of partners, including Social Value UK: from the UK's professional body for social value, to specialists in carbon reduction and community insight, benefit from our connections.

Mission

We work tirelessly to promote a time in which organisations are recognised for their total contribution – financial, social, and environmental. To this end, we support organisations to become 'Value Positive': net benefactors to society.

But it's our people who are our real superpower. Our team are highly hands-on and practical. We're social entrepreneurs, directors, and trustees in our own right, with decades of experience in building strong, modern, sustainable businesses and commercially minded charities.

Thanks to the increasing profile of social value in the UK, Social Value Business is establishing a strong reputation internationally, with recent initiatives in Africa, India and the EU.

Background

Social Value is the overarching term used to define the combined value of community benefit, local economic benefit, and environmental footprint. Social Value Business are working closely with Inspire North to support them to develop their group-wide social value position and legacy.

Social Value is an emerging position within the UK and across the wider global markets, driven by governments and communities who are increasingly seeking to understand the value that they and their environment are receiving beyond the core function of a business. This movement has been greatly influenced by the global pandemic and the need for a and the resulting focus on economic and societal resilience.

The Inspire North Group has established itself as a leader by being awarded the prestigious Social Value Quality Mark® Bronze and Silver accreditations. Furthermore, the group has demonstrated open and transparent practice in its approach to delivering social and local value, including ethical governance, transparent decision-making, and an ethical culture.

This report represents the start of a new phase in the Inspire North Group's journey of social value measurement, reporting and strategic utilisation. It is recognised that this is a 'baseline' or 'benchmark' report, giving the Inspire North Group an initial reading of the processes, they are putting in place to record and report social value. As such, it cannot be seen as a full measure of the social value being created, but rather a report of the starting position against which they can measure themselves, as their social value maturity grows, and their systems and processes develop.

What this report does show, is the excellent position the Inspire North Group are in, with significant gains in data collection and impact measurement attained over a short period of time since they started their social value journey. There is much more value being created than can be reported against financial claims at this early stage, but they are excited to see where their journey takes them.

Executive Summary

Inspire North have committed to a group-wide journey of systematic and rigorous social value measurement and reporting, to inform their strategic and operational decision-making and provide a transparent understanding of their impact to stakeholders.

This baseline report is the result of a process of engaging with Social Value Business to:

- ✓ Identify gaps in impact and social value measurement.
- ✓ Develop a Strategy for future social value creation, measurement, and reporting.
- ✓ Recognise existing social value and benchmark for future, fuller measurement, and reporting.

Through the agreement of Social Value Pledges to identify areas of intended impact, Key Value Indicators to measure performance against those, data mining and robust stakeholder engagement, Social Value Business have been able to establish several key findings which demonstrate that significant value is being created across the Inspire North Group.

They work with the people who need their support, including those with the greatest needs and challenges, and they do so with compassion and skill.

Their clients experience significant positive change in their lives because of accessing Inspire North Group services and, on average, out of all the stakeholders involved in their lives, they assign:



Those changes include significant improvements in their mental health, wellbeing, coping skills, aspirations for the future and confidence.

The Inspire North Group care about their employees and live by their values. Their employees feel a connection to those values and feel that the Inspire North Group have invested in them. We were able to observe a determined approach to Equality, Diversity, and Inclusion through their approaches with both employees and clients, including a headline priority of tackling racism.



They are in the early stages of measuring their environmental impact but have ambitious and realistic plans to further this work and reduce their carbon footprint. An initial measurement **of 7.19 tons of average CO2 emissions per person has been made for their Head Office function alone**, and while this figure will change when applied to the whole group, it establishes a starting point from which to undertake their longer-term ambitions of demonstrating reduced environmental impact.

A social return on investment figure, at this stage, comes with significant caveats of limited reporting capability against the Inspire North Group's, they quite recently adopted Key Value Indicators (KVIs). It is also noted that, while much of the value created could be calculated as having multiple years of claimable benefit, for the purpose of this baseline report, only one year of benefit has been claimed to maintain validity in lieu of longitudinal study. Social Value Business can however confirm a starting position of **63p of value to the UK economy and its communities for every £1 spent with the Inspire North Group** (reported for the 61% of their KVIs they are currently able to measure and make financial claims against, and any new measures this reporting process has identified).

This figure includes £2.9m of value in the effective support of clients to achieve positive changes in their lives, negating the need for costly statutory interventions including supported accommodation, mental health support services and social care interventions.



This represents £11.99m of social value. Of which, £6.1M is apportioned to Community Links services, £4m to Foundation services and £1.9m to the wider Inspire North Group including central services

A figure that Social Value Business feels will be significantly higher in future reports, given improved collation of Client Relationship Management data, added metrics around prevention of readmission to hospital, psychosis recovery, Young People's Homelessness prevention, Domestic abuse prevention and more.

The Inspire North Group has demonstrated a transparent and open approach to working with Social Value Business to unlock its hidden value and realise the contribution they are making to the UK economy and the people they serve. We have observed the group's strategic commitment to the creation, measurement and reporting of social value and the direction of their future social value creation is very positive.

Key Findings

Financial Value

Social Value

- £11.99m of Social Value created
- Significant further value identified for future financial reporting

Personal Aims met in the Community

- 8772 personal aims met in the community

Personal Aims met in our Housing

- 384 people meet a personal aim having lived in Inspire North Group Accommodation

Wellbeing and Social Inclusion

- 76% of clients showed improved wellbeing
- 1235 people took part in activities such as sport, art, volunteering, education and employment

Housing

- 1362 people access Inspire North Group supported housing
- 654 people achieve positive move-on from accommodation

Our People

- 72% of employees are local to their service/workplace
- 73% of volunteers are local to their service/workplace
- 11 Mental Health First Aiders

Education and Training

- 162 accredited training hours provided to employees
- 309 accreditations achieved by employees and volunteers
- 423 hours of training for partners in the community

Volunteering

- 3199 volunteering hours provided

Local Economy

- £6.9m subcontracted to local/VCSE partners
- 89% of supply chain made up of Micro businesses and SMEs
- £4.7m in overall supply chain expenditure forecast to generate £3.9m in local economic benefit



Non-Financial Value



Sustainability

- Average CO₂ Emissions per person 7.191 tons
- New Environmental Strategy



Fair and Equal Workplace

- Gender Pay Gap of -9.97%
- Ethnicity Pay Gap of 0%



Anti-racism Agenda

- 86% of employees affected by racism feel safe to talk openly at work about race
- 90% of people from ethnic minority backgrounds have a positive experience with the service



Leaders and Innovators

- 65% of employees have a positive view of leadership
- 64 community partnerships in place

This is underpinned by Inspire North Group's awards and accreditations:



Social and Local Value Overview



Social Value is a principal requirement that UK charities and businesses are finding an increasing need to understand and embed, particularly against the backdrop of the pandemic, recent UK government legislation including (PPN06/21) and the NHS Social Value Framework. Yet, with an ongoing lack of clarity on the UK government's definition, it is often hard to determine what social value means, and what is included within the measurement of social value.

Historically, social value was considered to only refer to the Social Return on Investment (SROI) generated by cost avoidance to public budgets. However, it is now more widely acknowledged that SROI is only one aspect of social value.

Social value tells a vital story and being able to maximise what is reported and measured is crucial to maintaining and growing a purpose driven value proposition. When considering the widest value that an organisation provides, social value is central, but we also encourage charities and businesses to measure their total impact and value, incorporating local economic benefit, ethical governance, and transparent leadership.

Being able to measure local employment, local supply chains and the wider role of SMEs is of equal importance. In fact, the benefits of local and social value are deeply interconnected. Almost all local authorities now prioritise the ability to strengthen the 'local pound' within tenders and frameworks.

The Inspire North Group has set out a robust definition which highlights the direction in which they intend to travel. The group defines social value as:

"The worth of the difference we make to people's lives and our local community."

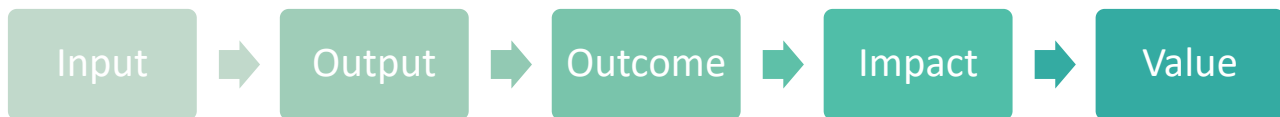


Due to the evolution of social value, it continues to have a somewhat inconsistent profile across both the public and private sectors. Consequently, charities and businesses find themselves at various stages along the value map. The Inspire North Group are taking big strides towards interpreting and evidencing the outcomes and changes that take place as a result of the way they choose to work with clients, their employees and volunteers and

local communities. This is a crucial step in moving towards embedding and measuring their difference to the local UK economy and communities.

The group can legitimately measure the difference it makes by working with Social Value Business to apply a financial metric to its impact and set out an ambitious social value roadmap.

The Inspire North Group's social value roadmap began with its commitment to secure the Social Value Quality Mark®, as well as with their specific and measurable social value goals for the future.



Social Value Quality Mark®

Social Value Business is the founder of the Social Value Quality Mark® (SVQM), the only standard of its kind to be recognised across the UK and Europe. The SVQM is audited and awarded via the Social Value Quality Mark CIC (an independent social enterprise) to ensure complete independence and transparency throughout all stages of the decision-making and audit process.

The SVQM was created to bring a step change to the way in which the UK measures and verifies its social value. It exists to recognise and cultivate the highest-known standards in values-led business.



The Inspire North Group has joined an increasing number of UK charities and companies, including Kier Group, the Cabinet Office, Cheshire East Council and NHS Humberside, all of which have secured the SVQM in recognition of their role as leaders in social and local value.

As a result of achieving the SVQM Bronze Award, the Inspire North Group has created its own Social Value Pledges and Key Value Indicators to increase their social value and ensure that it is held to account by clients, delivery partners and communities alike.

The Social Value Quality Mark is audited and awarded in line with the following thematic areas: **Social and Community**, **Sustainability**, **Health and Wellbeing**, **Employment and Volunteering**, **Education and Skills**, **Crime and Justice**, **Housing and Innovation** and **Leadership**. Not all who are awarded the Quality Mark will be required to pledge against each thematic area, but most organisations will set pledges against a minimum of 80% of the thematic areas.

Key objectives:

Reward commitment to the measurement, management, and growth of social values across an organisation



Champion social value and ethical business practices within the UK



Set a universal standard of excellence for social value.



Embed social impact and value within the supply chain



Reduce subjectivity and build transparency, legitimacy, and trust in social value reporting.



Assist in demonstrating compliance of the Social Value Act 2013, the Localism Act 2011 and the emerging Public Procurement Notice (PPN) 06.



Measuring What Matters

Social Value Business consistently support clients of all sizes and from all sectors to place their stakeholders at the centre of their service delivery and social value measurement.

It is easy to take a 'catch all' approach to measuring social and local value, rather than taking the time to understand what matters to individual stakeholders and proactively working together to meet their priorities. The Inspire North Group is no exception. By working together with Social Value Business, we were quickly able to identify and map key internal and external stakeholders, engage with them, and learn what matters.

Stakeholder Map



Stakeholders' perspectives and other data gathering, and research enabled us to gain key insights into the way in which the Inspire North Group operates, what it prioritises and where value is being created. They have made commitments, in line with the thematic areas of the Social Value Quality Mark®. Here we review the ways in which they have achieved in these areas, within the reporting year (June 22 – May 23).

It is noted that the Inspire North Group have further subcategorised their clients' stakeholders by the three parts of the business group – Inspire North (central services),

Community Links and Foundation. While subsequent reports will subdivide the findings accordingly, the nature of data arising from undertaking a baseline report at this stage, would render comparisons on that level difficult to justify, with 39% of all KVI's currently unreportable and additional metrics intended to be identified in the process. This report therefore focusses upon overall findings for the group.

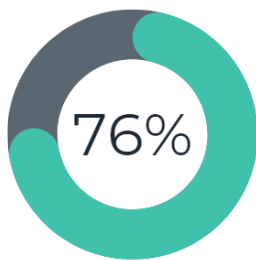
Social Value Pledge Areas

Health and Wellbeing

We pledge to improve our clients' Health and Wellbeing, and reduce risk of reaching crisis, through innovative practices and excellent partnerships in our community.

"All aspects of my life have vastly improved thanks to the service."

Inspire North Group Client



of 3167 Inspire North Group clients showed improved wellbeing at the end of accessing their support (against an initial target of 76%)

Limited financial claims have been made in this pledge area for this first year, while data recording is made more collatable for future measurement.

It is also noted that no financial claim has been made for the prevention of hospital readmission or psychosis recovery, which are cornerstones of delivery in Community Links but embedded in NHS delivery pathways and should be measured more fully in future reporting.

However, this is an area of significant value creation, and non-financial claims made here will be easier to monetise in following years when interview and survey data can be correlated with CRM system data including new metrics.



Education and Skills

We pledge to develop more meaningful learning opportunities and increase the skills of our employees and volunteers, clients and partners through increased accredited training and community education offers.

“This is an organisation that invests in staff and where we strive to make things better.”

Inspire North Group

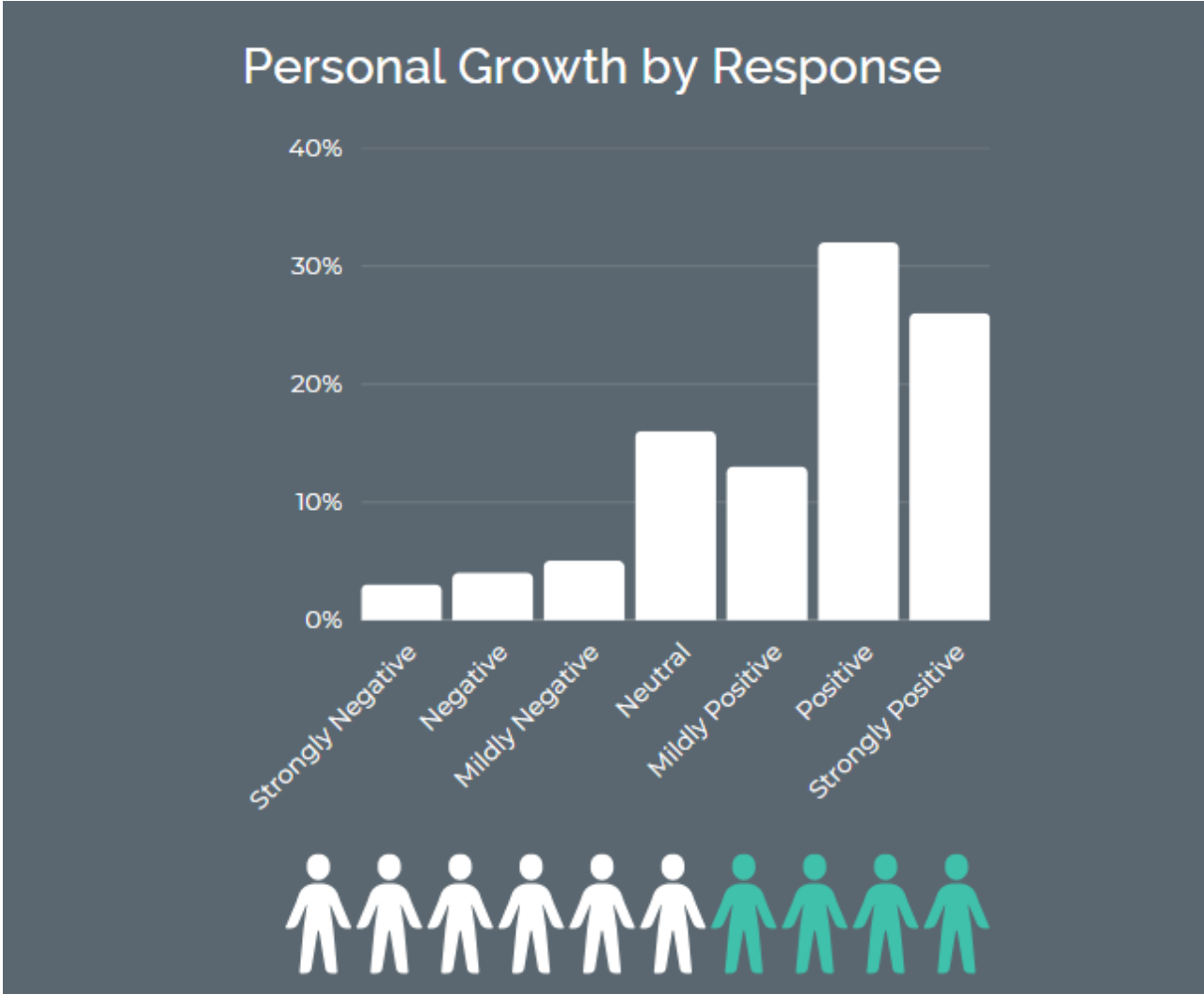
The Inspire North Group measured their performance against this pledge by reporting the accredited training hours offered for employees, accreditations achieved by employees and volunteers and hours of training provided for partners. There is also the future intention to measure accreditations achieved by clients, though this statistic was not reportable for this period due to the historically non-collatable way in which it was recorded.

Additionally, the Inspire North Group engage with an independent service to undertake an employee engagement survey, annually. This survey covers:



This past year, with a response rate of **44% (from 456 surveys issued)**, they were accredited a Best Companies 2-star employer rating (improved from 1 star the previous year).

The results related to Personal Growth reinforce stakeholder feedback that employees feel they are invested in by their employer:



“We invest in staff training and there is also mentoring available. Everyone here is approachable – I would happily go to anyone and have a conversation.”
- Inspire North Group Leader

We were able to observe that the Inspire North Group:



TRAINING BASELINE REPORT

2022/23

 **COMMUNITYLINKS**
TRAINING

162

hours of accredited training delivered to employees

4

new training opportunities offered

309

accreditations were achieved by employees and volunteers

423

hours of training were provided for partners in the community

 **Inspire North**
Catalyst For Change



*Celebrating Neurodiversity
in the Workplace*

Training included crucial mental health upskilling, (including internationally recognised Suicide awareness courses and the provision of 11 Mental Health First Aiders), and role-specific learning to aid in the delivery of excellent services.



Employment and Volunteering

We pledge to help people reach their potential, increasing employability with access to sustainable work and volunteering.

We saw that the Inspire North Group had set targets for the provision of employability support and subsequent success in gaining work, all of which will be recorded in a way that is collatable for the first time this year. It is noted by Social Value Business that this is a crucial part of an honest and developing social value journey.

Non-financial value is noted particularly in clients' comments at survey and interview about being supported to access 'groups and courses' and being supported to find 'job information', but this is an area where most of the support being provided is in the early stages of employability, where personal support needs are being addressed, removing barriers, and developing aspirations, to make future employability possible.

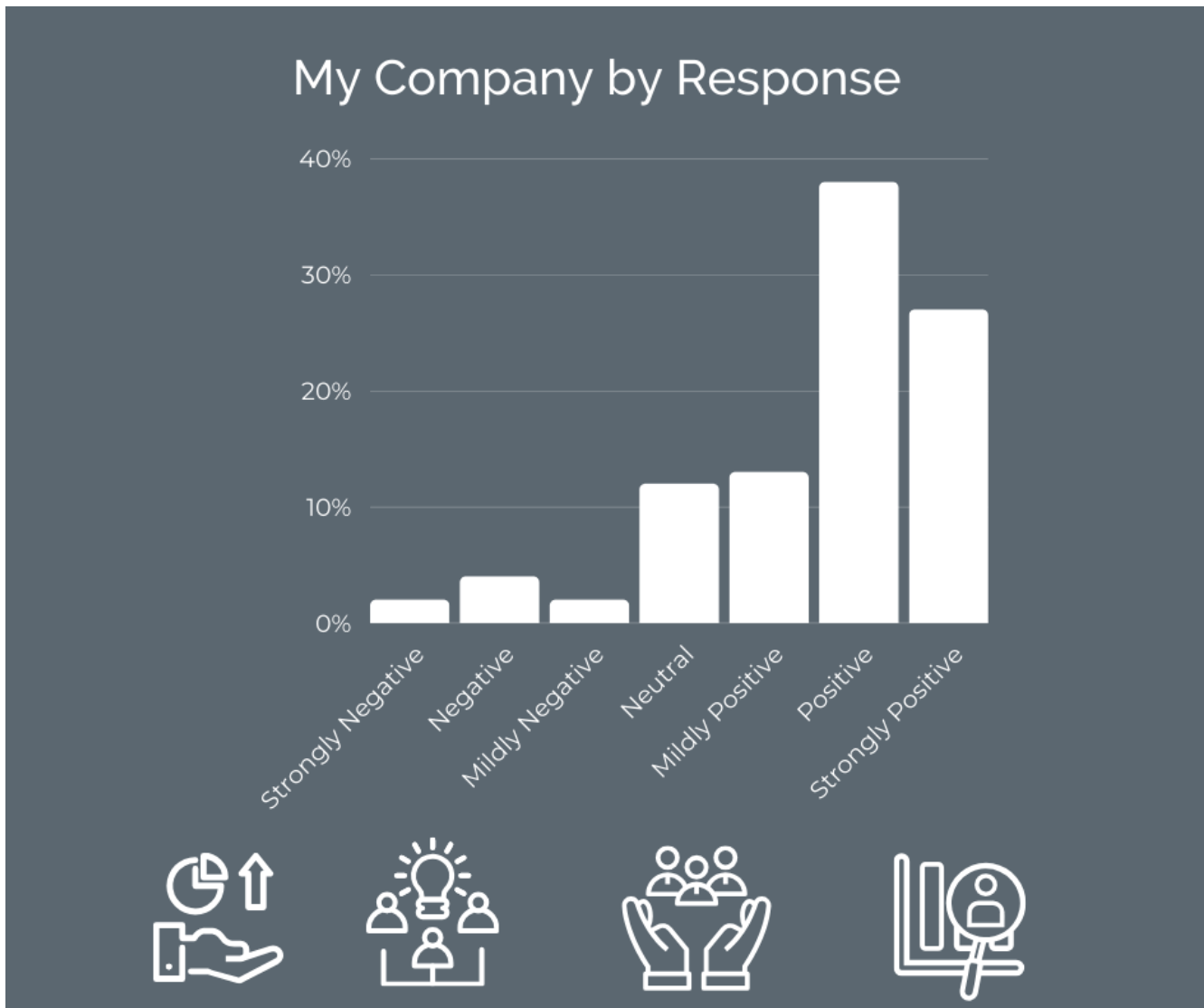
“At Inspire North, the organisation values and staff values are the same. We live by our values.”

Inspire North Group Leader

Social Value Business observed that the Inspire North Group are not merely setting easily achieved targets against already collected data. They are setting ambitious targets in areas they will need to develop new processes to report against and claim positive value creation. This approach is to be applauded.



The results of the employee survey related to 'My Company' reinforce stakeholder feedback that there are shared values between the employer and employees.



We saw that their volunteering provision was significant, with 3199 hours of volunteering given to the Inspire North Group, providing significant value, both in the added value support of service delivery and the opportunities afforded those volunteers to meet their own personal and professional ambitions.

Crime and Justice

We pledge to work innovatively and in partnership, to reduce offending and the harm it causes. We do this by meeting practical and wellbeing needs to achieve independence and inclusion.

"I really got a lot of help and support from the service and without the, I would be in a bad place with drug use and mental health."

Inspire North Group Client



This is a pledge area the Inspire North Group were keen to commit to for next year, and one which derived some useful data in survey and interview responses from stakeholders this year, for which financial claims have not been made. The decision not to make financial claims against this pledge area has been made with the intention of maintaining validity of results, while reporting mechanisms for their targets are developed.

These will include the measurement of what happens next regarding reduced risk, reduced reoffending and reduced multi-agency intervention, where the Inspire North Group work with someone with a history of offending. Indicators that good work in this area already takes place was observed in narrative feedback from stakeholders.

Housing

We pledge to increase people's access to safe homes, providing them with a foundation from which they can live aspirational and fulfilling lives.

"When I returned to the house after completing detox, I was more than pleased that staff had cleaned and tidied my room, even putting up new pictures on the wall. Staff had removed all items (with my permission) relating to my alcohol dependency. This was a massive help as I would have been at risk of relapse. I would have returned to drinking straight away."

Inspire North Group Client

This data, supported by stakeholder feedback, shows that these housing services are providing significant value, **beyond the provision of accommodation** to those in need.



At survey, we asked clients what had changed for them relating to their housing, having been supported by the Inspire North Group. The most repetition of issues addressed included **'secured housing'**, **'secured accommodation'**, **'maintaining tenancy'**, **'preparation for future housing'**, and **'no longer homeless'**.

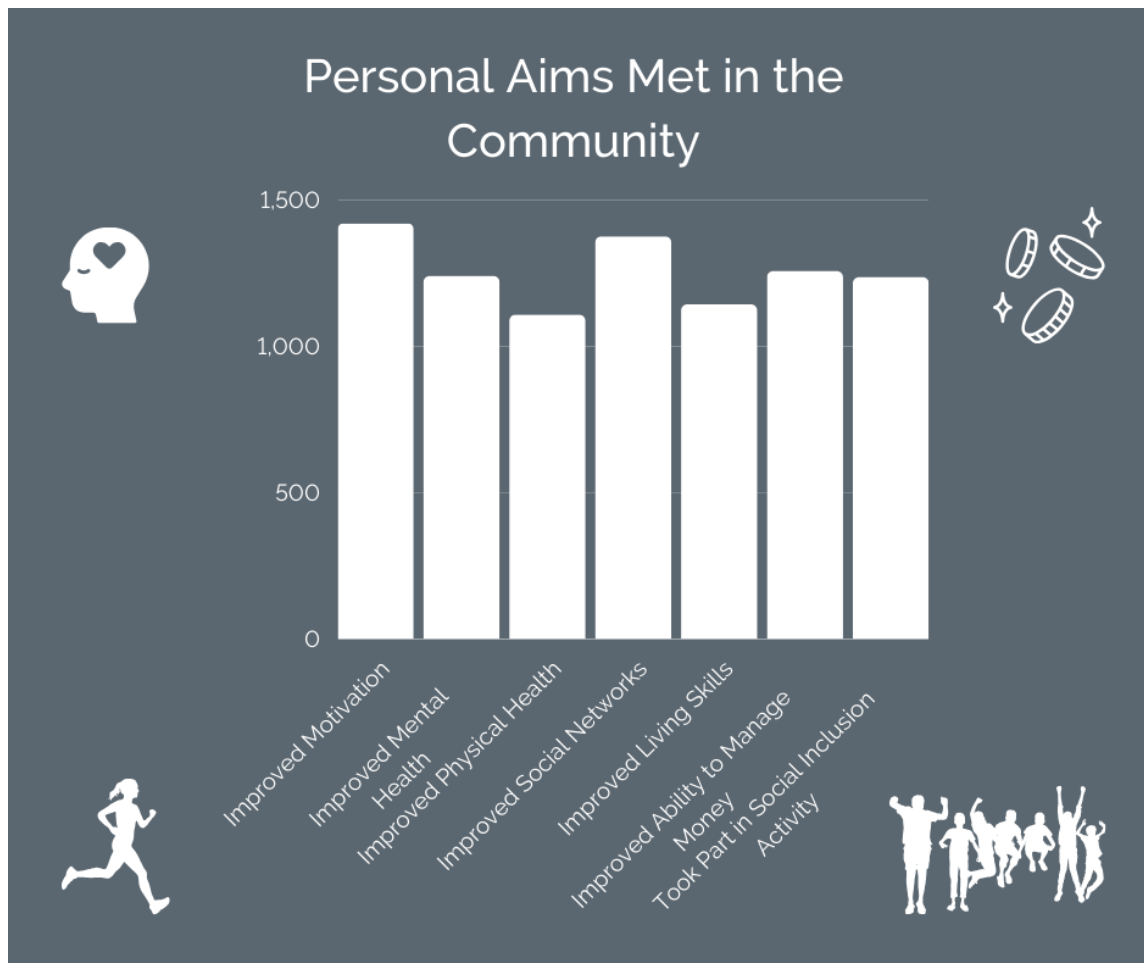
Social and Community

We pledge to improve the lives of people supported in our communities and reduce social isolation.

"I am currently being supported to go on a hike. The staff understand that I struggle with crowds and have arranged to go for a walk with me on a quieter day."

Inspire North Group Client

The Inspire North Group use several validated impact measurement tools with their clients, including the Outcomes Star and Recovery Star, and were able to report the following changes in clients who did not access their housing. A total of **8772 personal aims** were met in the community, without access any of the Inspire North Group's housing services:



Stakeholder research supported the nature of this data and articulated the skills of employees and the importance of these changes to people's lives, now and in the future. Social Value Business observes that this is another area for significant future additional financial value to be extracted and reported.

"The staff and service got me up on trying to fix my life. It's the little mental health exercises we do, trying to aim to keep me calm, which is ace. I'm growing and coming along, and not drinking."

Inspire North Group Client

Important changes are being made to people's lives and the more collatable data the Inspire North Group are aiming to gather over the coming year(s) will enable this tacit knowledge, supported by stakeholder feedback already gathered, to become a source of increased financial claims of savings to public services.

These will likely include Mental and Physical health services, Drug and Alcohol services, those related to the Criminal Justice System and longer-term, supported accommodation and care.

Economic

We pledge to build our local economy by employing local people, local volunteers and using local suppliers and partners in our work.

Local Economic Benefit

Local Economic Benefit



The added value of the Inspire North Group employees to their local economy



•The impact of the Inspire North Group supply chain on the local economy



•The role of SMEs and micro-enterprises in the supply chain

For the purpose of financial measurement, the nature of 'local' has been defined as UK-based for this forecast measurement, due to the size of the Inspire North Group's turnover, supply chain and increasing geographical spread across the North of England. However, for 'hyper-local' reporting processes, they were able to show that 72% of employees and 73% of volunteers were employed from the area local to their service, with £6.9m local value generated through contracts with local VCSE partners.

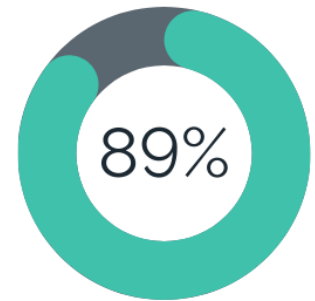
Employee Economic Benefit

Social Value Business were able to observe that the Inspire North Group employs people, where possible and operationally practicable, within a local and hyper-local remit of their place of work. This reduces the environmental impacts of travel to and from their place of work, improves quality of life and community connection in services, and has the benefit of retaining economic benefits through salary retention within the local community and economy.

By applying recognised statistics, originating with the Office for National Statistics (ONS), Social Value business were able to make a discount to reflect the average local spend.

The ONS states that on average, **employees spend 52% of their net salary within the area local to their home address**. Therefore, Social Value Business has taken the net salary of the Inspire North Group employees and applied a 48% discount to provide a forecast of local economic benefit.

It is noted that, with 'local' being defined as the UK for this report, it is likely that a higher proportion of salary will be spent within that wider defined area, but Social Value Business have retained the ONS measure as it is nationally recognised and widely used.



of the Inspire North Group's supply chain made up of Micro-businesses and SMEs.



Inspire North Group Supply Chain

The Inspire North Group has successfully prioritised the support of SMEs through its supply chain, in keeping with its stated moral and economic imperatives.

Government guidance for the use of SMEs is to have them make up at least **33% of your supply chain** and the group far exceed this target.

As this report is a 'forecast' of social and local value, Social Value Business has utilised the government's National Themes Outcomes and Measures (TOMs) Framework which awards 75p for every pound spent in the UK supply chain and an additional 9p for every pound spent with micro and SME businesses in the support of economic growth. This means that for the purpose of forecasting the local economic benefit that the Inspire North Group generates throughout their UK and local supply chains, their £4.7m in overall supply chain expenditure, can be forecast to generate £3.9m in local economic benefit.

Environment

We pledge to reduce our carbon footprint and negative impact upon the environment to improve the community in which we operate.

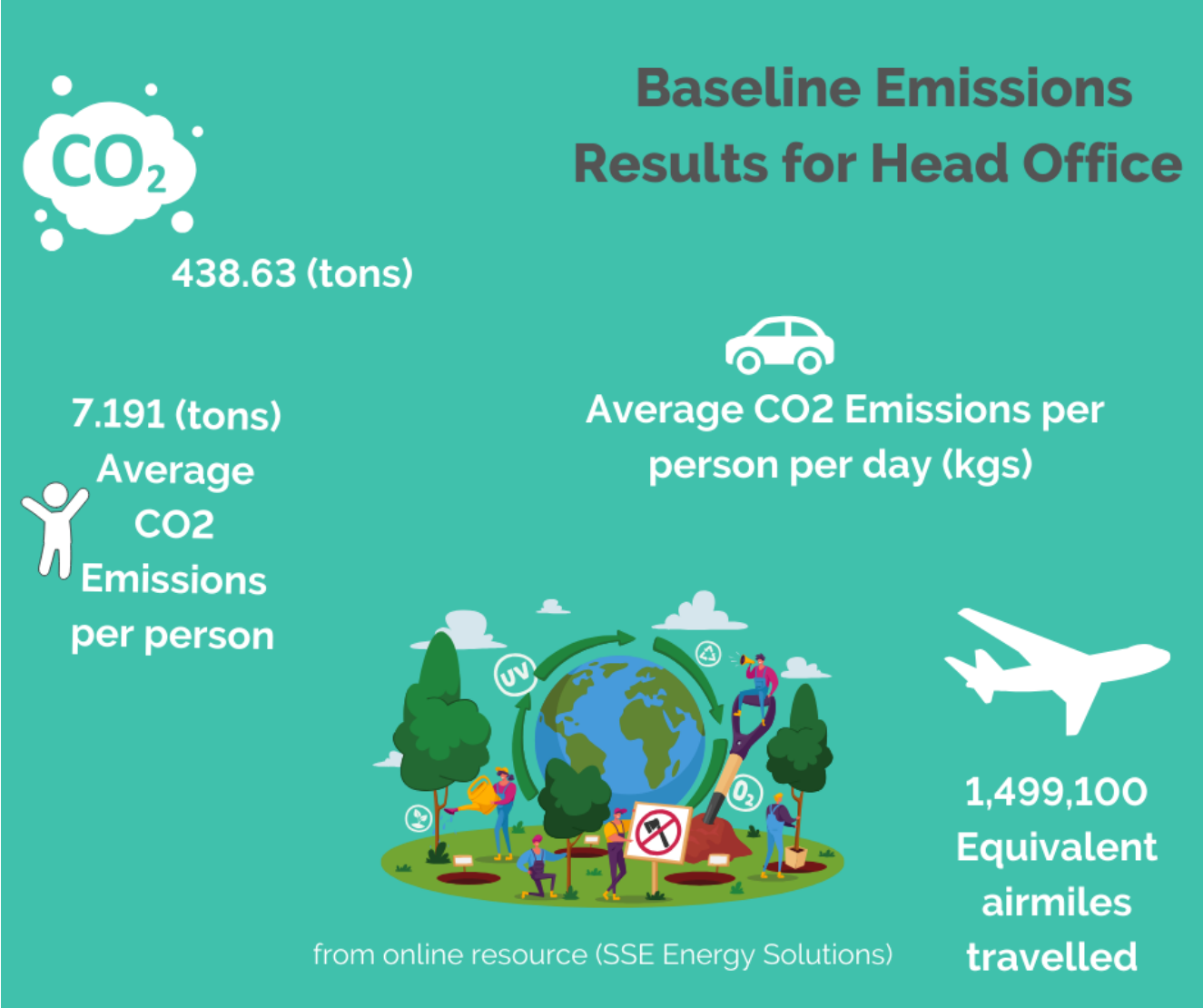


The Inspire North Group are in the early stages of their journey regarding the reporting of environmental sustainability but there is a clear determination to make genuine and impactful change in this area. Significant but unwieldy data has been gathered as an initial attempt to record and report upon environmental impact, as a part of the ISO14001 process. As a result, a new, more streamlined approach is underway with a renewed Environmental Policy written and a new Environmental Impact Strategy in process.

Furthermore, recorded data shows the Energy Performance Certificate (EPC) status of all properties in the group and there is an action plan in place to improve this to the highest standards achievable, within the restrictions of those buildings, as a part of decarbonising the Inspire North Group.

In the meantime, a baseline measurement of Head Office functions has also been undertaken and will inform the action plan associated with the new Impact Strategy. Social Value Business recognise that this is an area of priority for improvement for the Inspire North Group, but also that much of the improvement needs to centre around recording and reporting rather than intentions and approaches, with action already underway in the areas of sustainable housing, reduced impact through travel associated emissions, recycling, and environmental education.

This pledge area will be expanded upon in the coming year, with commitment to measure a reduction in electricity consumption and improved statistics in recycling weight/waste to landfill and reduced impacts of travel. It is noted that some environmental impacts have previously recorded and, understandably shown an increase in impact related to employee travel, as people returned to the workplace after COVID-19 restrictions were lifted. With an updated Environmental Policy, and now an Environmental Impact Strategy in development, initial baseline measurements were made using a credible online source³ for head office function alone to act as a benchmark, as shown below.



Leadership

We pledge to improve equality in our workplace and community, develop strong partnerships, make services easy to reach and be pioneers.

We were able to observe significant value in the leadership pledge area, with the Inspire North Group able to report a Gender Pay Gap of -9.97%. It is noted that this figure is likely significantly influenced by a female-positive weighting of employees in senior positions. These are not extraordinary for the sector. There is 0% difference on the Ethnicity Pay Gap.

The Inspire North Group are taking a leadership role in tackling racism and amongst employees, the group can report that 86% of employees affected by racism feel safe to talk openly at work about race.

They also report that 37% of people accessing their services come from ethnic minority backgrounds against an average target minimum of 12% (varies by population by area). This figure is significantly higher, and it is suggested that further investigation continue into why this is, and whether it is a positive reflection of need and local demography, and possibly a reason to reassess their targets upwards.

“What makes this organisation different is that we fight for what we believe, and we care, We work with people, and they are not just a number to us.”

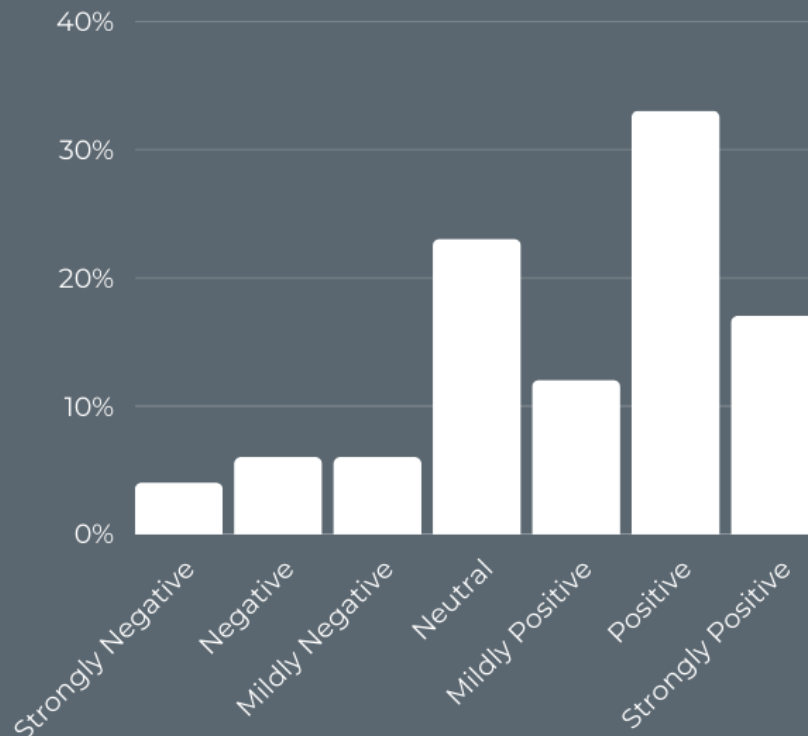
Inspire North Group Employee

We observed and it is reported that 90% of people from ethnic minority backgrounds have a positive experience of the service. It is the Inspire North Group's intention, to be able to collate data on the achievement of positive outcomes while in service, among this cohort, for future reporting.

The Inspire North Group are seen by commissioning partners as providers of choice, who innovate, and are willing to pilot new ideas and responses to old or emerging challenges. They can demonstrate a commitment to solving problems for their clients and communities through the new work practices they develop and deploy. This is an area they have begun to record in a more systematic way, to identify value and to celebrate the excellent work taking place at all levels of service.

Internally, results from an independent survey of their employees, show a largely positive outlook on leadership within the Inspire North Group.

Leadership by Response



"Our leadership and CEO are committed to change and to making a difference. It's not tokenistic."

Inspire North Group Leader



Conclusion

The Inspire North Group are a caring and impactful group of companies who live by their values and are open and honest about where they are on their social value journey. They have rapidly taken on board the possibilities of recording, analysing, and reporting social value, beyond the necessities of service commissioners and have taken a baseline measure of their performance. This process not only enables them to understand the value that they can measure but also to see how they can better capture that which they currently cannot.

Social Value Business has observed, through stakeholder research and data mining exercises, that significant financial and non-financial value is being created, in the way the Inspire North Group interacts with their employees, volunteers, supply chains, partners, communities and, most importantly, their clients. This value is evident in the data they produce, the lived experience of the stakeholders who know them and the changes they make to people's lives for the better.

There is much more value being created than can be reported against financial claims, at this early stage in their social value journey. Their appetite to effect changes in the areas of Environmental Impact, Racial Inequality and Innovation set them apart as leaders in their sector and point to the possibilities for future social value creation and reporting. There are opportunities to make future claims against the differences they make within the NHS frameworks in which they operate; through the ways in which they prevent homelessness through housing provision and in the impacts of their Domestic Abuse provision.

Social Value Business found the Inspire North Group to be open, honest, and transparent partners in the process of capturing and accurately reporting social value and, in the increasingly competitive world of impact and value evidencing, they have a refreshingly positive approach to the way in which these data can not only improve growth opportunities but inform operational and strategic decision-making.

While this baseline report begins to scratch the surface of what value is being created and can be financially reported against, it is also a signal of their rapidly increasing social value maturity as an organisation and a starting position for future reporting.

Appendix

Appendix 1: Approach and Methodology

Social Value Business has undertaken a process of reviewing, measuring, and forecasting the social and local value created by the Inspire North Group. The process is based on a research code of conduct and nationally recognised methods and metrics that set out the forecast value created as a direct and indirect result of the Inspire North Group. The process consists of 2 robust, nationally recognised methodologies underpinned by the creation of new strategic commitments and performance indicators.

1. Local Multiplier

Measures the additional economic benefit accrued within an area from money being spent in the local economy.

2. Social Return on Investment

Social Return on Investment (SROI) is a method for measuring values that are not traditionally reflected in financial statements, including social, economic, and environmental factors, which define cost savings to the public sector. SROI is based on eight principles.

Involve Stakeholders

- Inform what gets measured and how this is measured and valued in an account of Social Value by involving stakeholders.

Understand what changes

- Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.

Value the things that matter

- Making decisions about allocating resources between different options needs, to recognise the values of stakeholders. Values refer to the relative importance of different outcomes. It is informed by stakeholders' preferences.

Only include what is material

- Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.

Do not over claim

- Only claim the value that activities are responsible for creating.

Be transparent

- Demonstrated the basis on which the analysis may be accurate and honest and show that it will be reported and discussed with stakeholders.

Verify the result

- Ensure appropriate independent assurance.

Be responsive

- Pursue optimum Social Value based on decision making that is timely and supported by appropriate accounting and reporting.

Appendix 2: Financial Value Creation Summary

To calculate the Social Return on Investment (SROI), Social Value Business has used the following established formulae:

$$\begin{aligned} & \textit{Frequency of impacts} \times \textit{financial equivalent of impact being delivered} \\ & \textit{Minus} \\ & \textit{Deadweight} + \textit{Displacement} + \textit{Attribution} \\ & \textit{Multiplied by} \\ & \textit{Drop off} = \textit{Value} \end{aligned}$$

Appendix 3: Strategic Focus

Social Value Pledges and Key Value Indicators are used to structure the themes that have been forecast. This was achieved through the creation of Social Value Pledges© and Key Value Indicators©.

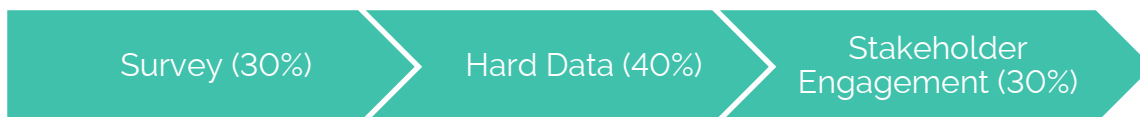
Appendix 4: Theory of Change

In theory, what has changed is the cornerstone of the SROI framework. The process enables outputs to be converted into outcomes and then on to impact. It is this impact that is monetised by assigning a cost equivalent to be assigned to the impact. Missing one or more steps will negate the process and invalidate any findings.



Appendix 5: Evidence Review

Social Value Business has conducted research through interviews and surveys including employees and client testimony, direct one-to-one on-line interviews and a review of hard data and feedback. This three-stage 'triangulated' research approach has provided the information, data, and confidence to identify and project 22 common positive outcomes and no recognised negative outcomes. In addition, to ensure a fair and transparent balance between each research method, the following evidence weighting has been applied. This further serves to increase the legitimacy.



Appendix 6: Discounting 'Weighting'

It is essential to consider the external influences on value and how much of the value can be claimed due to the actions of the Inspire North Group. Therefore, to ensure trust, transparency and legitimacy, the basic value needs to be discounted to remove that which cannot be substantiated.

Discounting enables the reduction of external influence on Social Value creation. Discounting covers four primary areas.



Deadweight	What would have happened anyway?
Displacement	Did the benefits of the Inspire North Group just displace other benefits/outcomes?
Attribution	Who else has contributed to the impact?
Drop Off	How long will the benefit last?

Each of the above areas influences the financial value by discounting the overall value.

Deadweight

Deadweight considers the influence of local, regional, and national initiatives, current Government policies and strategies, and the natural change that would happen without the Inspire North Group. Social Value Business can report a deadweight percentage of 20%.

Level of Displacement

A nominal displacement % has been allocated across all activities. For this evaluation report, this can be defined as 1%.

Level of Attribution

Who else would contribute to or influence outcomes, and what impact being delivered needs to be considered to prevent overclaiming? To answer this question, Social Value Business has researched each of the main stakeholder groups across each of the theme areas around how they may either add or contribute to the outcomes. As a result, we are reporting a variable attribution rate of between 29% and 34.4%. This attribution figure reduces the likelihood of overclaiming based upon limited possible data validation on those attributable impacts.

Level of Drop-Off

Outcomes can continue to influence impact and lead to value creation far beyond the initial measured period. For the purpose of a baseline measurement, a single year drop-off has been applied to non-economic factors for legitimacy and in the absence of multi-year, longitudinal feedback at this stage. This is recognised as a conservative approach which can be expanded upon in future years.

Enclosed below is how the drop-off has been apportioned:

Inspire North Group	Drop off	Yr1	Yr2	Yr3
2022	*1 year	100%	0%	0%

Evidence of Legitimacy

The development of this report is centred on research, stakeholder impact and the value that can be attributed to it. This report defines the forecast outcomes, impact and value experienced by the economy and societal stakeholders, together with the consideration of external influences on them.

The approach of Social Value Business ensures the highest level of trust and legitimacy of the research, forecast and reporting.

Social Value Business expects the level of rigour and transparency to be in line with the audit standards of the Social Value Quality Mark® Silver.

The Inspire North Group responded to the required levels of rigour and transparency. The research and reporting of value are categorised as a forecast of the impact and value experienced by the economy and societal stakeholders.

There is a mixture of primary and secondary research to support outcomes, impact, and value claims. In the production of the report, there is a balance of the use of internal data, and that which has been verified by external stakeholder engagement.

Glossary

Social Value	Social value serves as an umbrella term for these broader effects, and organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities, and society in general.
Local Multiplier	A higher proportion of money re-spent in the local economy means a higher multiplier effect because more income is generated for local people. More income, either retained locally or nationally, means more jobs, higher pay and more tax revenue for the government, all of which may lead to better standards of living.
Accuracy	It is recognised that there are limitations to forecasting Social Value due to the many variables and influences on the achievement of outcomes impact. For this research and the report, Social Value Business has taken a medium risk and approach to its precision of interpretation and translations of outcomes and impact. Therefore, the accuracy of the Social Return on Investment ratio is expected to be within 10% of any future social value claims.