

COMMUNITIES IN CONTEXT: SOCIAL VALUE MAPPING



A report for the
Social Value Summit 2015



Interserve is one of the world's foremost support services and construction companies, operating in the public and private sectors in the UK and internationally. We offer advice, design, construction, equipment, facilities management and front-line public services.

Interserve is based in the UK and is listed in the FTSE 250 index. We have gross revenue of £3.4 billion and a workforce of over 80,000 people worldwide.

In Spring 2013 Interserve launched its SustainAbilities Plan, a more strategic and joined up approach to the company's commitment to sustainable business. It is our response to the mounting environmental, social and economic challenges that are changing the business landscape and redefining what is required for companies to be successful. In line with this plan, we have also joined 90 other businesses in the International Integrated Reporting Council's (IIRC) Pilot Programme.

<http://sustainabilities.interserve.com>

www.interserve.com

Introduction & background

At Interserve we are on a journey to understand how we can help foster greater economic and social wellbeing in the local communities where we work and the people we employ, both through our business practices and in support of them.

This paper details our Social Value Mapping project – a live geographical mapping tool that will allow Interserve to understand, design and predict how we positively connect with the communities we serve. And how, as one of the UK's biggest employers, we can contribute to tackling some of today's biggest social issues in a way that creates better value for all.

This project is driven by our belief that understanding our business in the context of the communities it works in, and developing place-based thinking, is best supported not by data in rows and columns but by being able to visualise it and see the impact on the ground.

The project is part of our work to be strategic and joined up in our approach to sustainable business, and in our response to the mounting environmental, social and economic challenges we all face. In 2013, we launched *SustainAbilities* to provide a framework for this activity, and to ensure it is at the forefront of our decision-making. The *SustainAbilities* plan is based around four 'capitals' that sit at the heart of the business: financial capital, knowledge capital, natural capital and social capital.

This Social Value Mapping project sits under the Social Capital heading, but will support us to achieve our targets in all five of the broad outcome areas of the *SustainAbilities* plan, namely:

- Creating places that people benefit
- Delivering public services in the public interest
- Building more skills and opportunities
- Generating a positive environmental impact
- Achieving sustainable growth

It supports this work because it helps us understand our business in the real context of all of the communities we live in, not in a way that is constrained by the traditional boundaries of the business and its operations. It is clear to us that understanding what our contribution is to communities and local areas – environmentally, socially and economically – will be critical to making substantive progress against any of these five areas. And that this is as critical to our future business success as it is to the economic and social vibrancy of the communities we work and operate in.

¹ *The Interserve Society Report: Changing Attitudes – how big business and society can work together (Feb 2015)*

² Of the 2,000 respondents in the Ipsos research, more than 80% of respondents could not think of a single company that contributed positively to their community. And critically those respondents who failed to name a big business visible in their community were twice as likely as those who could, to express negative views about the financial transparency of big business.

The 4 Capitals of Interserve's SustainAbilities

Financial Capital - Understanding that sustainable business growth can be achieved whilst ensuring factors such as sustainable procurement and the support of local economies are taken into account

Knowledge Capital - Based on the understanding that the role of skills, employee development and innovation is key to delivering our activities and services. Providing opportunities to existing and potential employees to develop their skills base and employability

Natural Capital - Ensuring that our business practices are conducted in a way that minimises our impact through reducing waste, emissions and water, and sharing that knowledge throughout the business and our client base

Social Capital – Focusing on the social value that our business can foster, from the health and wellbeing of our employees and communities, through to providing opportunities for disadvantaged groups

Launching this blueprint for Social Value Mapping is also timely for Interserve in our desire to provide greater transparency to the general public about how we operate. A recent Ipsos MORI report ¹ commissioned by Interserve on public attitudes towards UK big businesses found that trust was severely damaged and much effort was required to evidence the role of big business in improving the UK quality of life. ²

Pay, job security and financial security were the top big business responsibilities cited by respondents to the survey. Yet it's clear from the findings that greater transparency of the economic and social contribution big business makes to society – and its connectivity to local communities – will also go some way to rebuilding trust with the general public and, in some cases, their own employees.

Social Value Mapping: What and why?

So what benefits will the Social Value Mapping project bring to Interserve and its stakeholders? The interactive mapping tool combines publicly available data and information on the UK's communities with data on where and how Interserve is operating. Drawn from sources across the UK, the public information includes comparative socio-economic data on communities covering core issues such as employment, age, ethnicity, health, crime, education and poverty. This data is then integrated with live data on Interserve, for example its contracts, its people, its suppliers and its spend. This creates an interactive means of tracking, designing and predicting the company's social value in specified geographical areas.

The data can be categorised and analysed from a variety of perspectives including, but not exclusively: geography (even down to ward level); according to individual Interserve contracts or groups of contracts; or per social issue. The use of key public information to underpin the tool will also create trust with customers and clients by providing transparency around the social value Interserve is creating; or intending to create.

There's an obvious commercial benefit of the tool in allowing Interserve greater insight into its contract areas as it seeks to retain its public and private clients by reporting the contribution it makes to a local area above and beyond the specified service. But the opportunity and potential is much greater: with better place-based insight into areas, Interserve can design both its services and how it engages in a local community in ways that are responsive and appropriate to the wider needs of that area.

For example, this could include designing specific HR recruitment campaigns targeting groups, where employment data evidences high levels of worklessness. Alternatively it could mean providing or supporting community facilities to meet a local need or advertising for specific tradesman or suppliers ensuring economic wealth generated stays in the area. The data is no replacement for effective stakeholder engagement and partnership working, but in combination could add significantly to the resources at Interserve's disposal to be more effective and strategic in its work.



The project also builds on previous work done by Landmarc, part of the Interserve group. Landmarc previously worked with Social Enterprise UK, the national body for social enterprise, to similarly examine how it could strengthen the

value it creates with its employees, directly in its geographies, and through its business operations. In September 2013, Landmarc launched its first social value report, *The Landmarc Difference*, and held the inaugural Social Value Summit in January 2014. The latter brought leaders from across sectors together to debate and discuss the best ways to promote and create social value, and resulted in a forward-looking report: *The Future of Social Value*.

www.landmarcsolutions.com

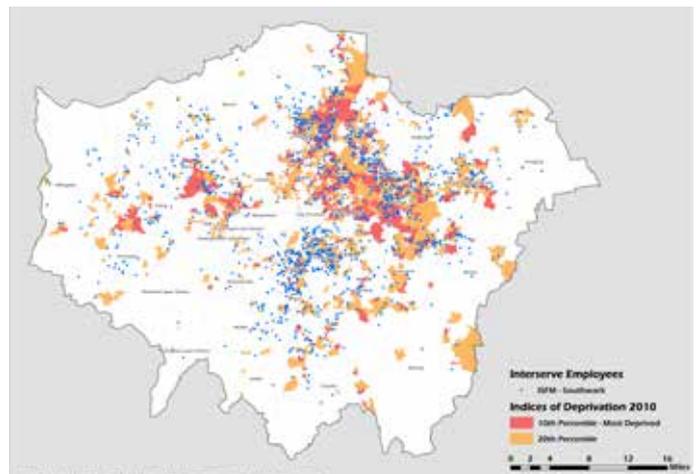


Figure 1: Mapping local employees in Southwark

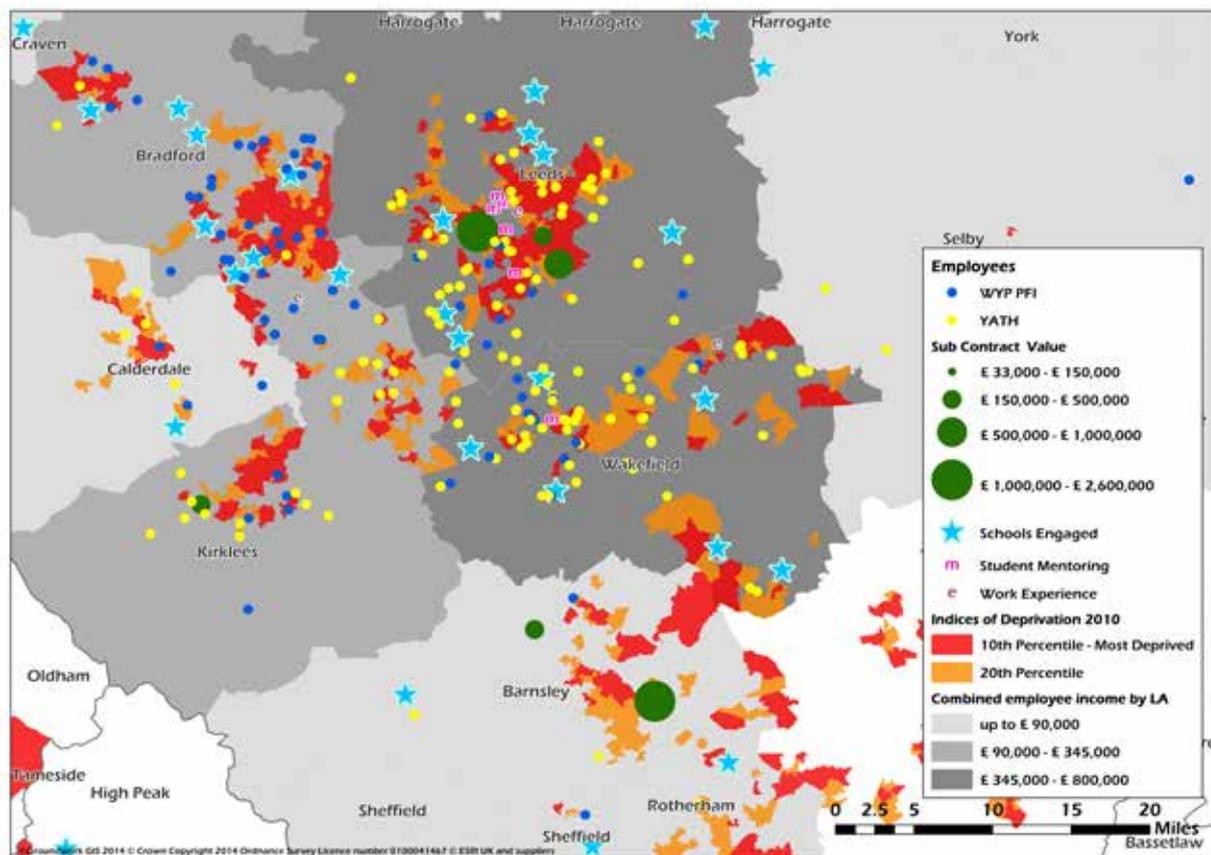
Social Value Mapping: For employees

For a heavily people-based business like Interserve, equally important are Social Value Mapping's advantages in recruiting, retaining and motivating employees. The IPSOS / MORI survey showed that training and development opportunities are key priorities for UK workers when it comes to choosing a future employer, second only to pay. Mapping the breadth and added value created through Interserve's service delivery clearly highlights the opportunities for employment and progression within the company.

Equally, the tool can help employees visualise and demonstrate the contribution that Interserve makes to the communities they live and work in. For example, a

social value map might show apprenticeship schemes or work experience in schools initiatives mapped against the areas where Interserve is delivering facilities management or construction services.

The tool is being designed and developed with employees from across Interserve's business: senior leaders, business development teams and those running frontline operations. The intention is that the tool will help all of them in their work and be able to do their job more effectively because they are better-informed, and more able to communicate and articulate the value the company creates.



Social Value Mapping: The future

Maintaining a continuous commitment to innovation is a universal challenge for modern business, particularly in a business the size of Interserve, with thousands of contracts in operation at any one time and employing well over 80,000 people worldwide. Allowing employees, with live data, the opportunity to share best practice, look for solutions and adopt a multitude of different perspectives is one important way the Social Value Mapping project can support innovation. If the project progresses as planned, a locally-appropriate approach to engaging customers from across different sectors (government, public and commercial) will be possible - allowing Interserve to offer clients (in the same geographical areas) joined-up solutions with the potential for in-built social value.

As part of our *SustainAbilities* plan, Social Value Mapping has a clear intent to enable Interserve to make business decisions and challenge ourselves to consider what makes sense economically and for society. The IPSOS/MORI poll showed an apathy from the general public in believing that big business is a force for good in local communities and, as an issue that occupies our business leaders, it's one we are committed to changing.

We are at the early stages of really understanding the social value we create at a local community level and, importantly, the potential we can have in doing so in future. As we continue to develop the Social Value Mapping project, we are excited by the opportunities it could provide in how we engage with communities, employees and suppliers for sustained local benefit. In essence, we want to build trust through transparency, and through demonstrating the positive social value we can and will create.

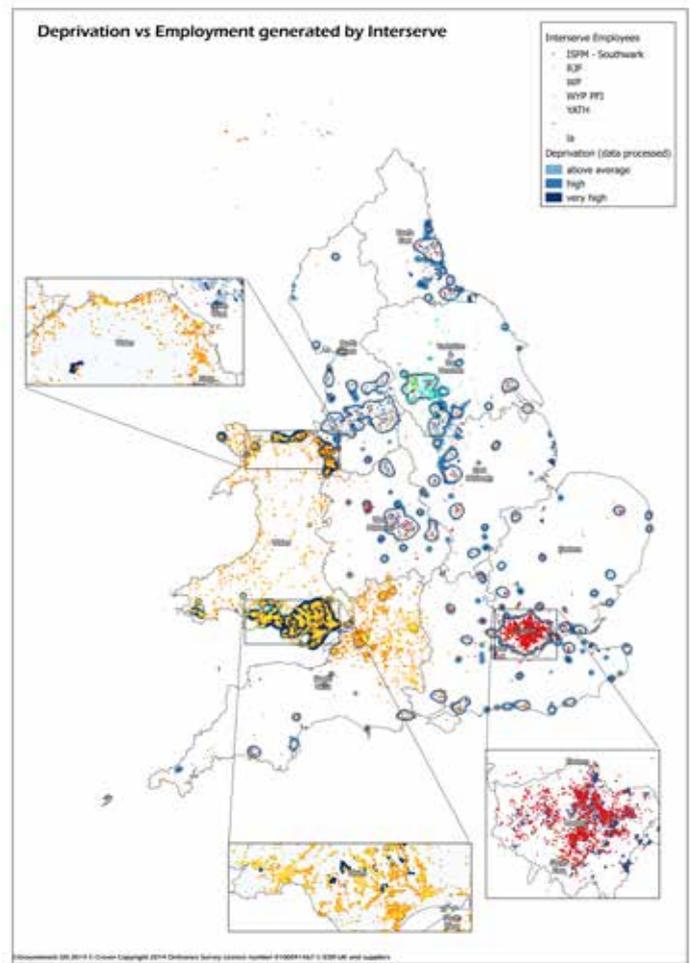


Figure 3: Mapping employees in deprived areas nationally

We hope that other businesses, organisations and individuals from across sectors will join us on this social value journey, add their own insight to making a real difference on the ground, and help make clear both the change that is happening and that which is possible through partnership.

Project Partners

Social Enterprise UK

Social Enterprise UK (SEUK) is the national membership body for social enterprise. Its members come from across the social enterprise movement: from local grassroots organisations to multi-million pound businesses.

SEUK undertakes research and policy work, conducts campaigns, builds networks, brokers support and raises the profile and awareness of social enterprise. It was the driving force behind the Social Value Act becoming legislation, the originator of the Buy Social campaign, the producer of the most credible research on social enterprise, and has unparalleled reach through the largest database and directory of social enterprises in the UK.

SEUK also undertakes training, consultancy and research with partners from across sectors, in an effort to build the markets for social enterprise and influence mainstream business and government.

www.socialenterprise.org.uk

Groundwork GIS

Groundwork is a federation of local Trusts, supported by a Regional and National structure. Its aim is 'building sustainable communities in areas of need through joint environmental action'. Groundwork Geographic Information Systems (GIS) applies its community development approach and environmental knowledge to GIS projects, alongside in-house technical GIS skills. GIS projects allow Groundwork and its clients to:

- Understand local areas
- Combine information from partners and public data
- Carry out analysis and research
- Monitor and evaluate change through projects over time

Each year, Groundwork GIS develops bespoke services to a range of different clients, from national charities to local authorities, and from housing associations to large private sector organisations.

www.groundwork-gis.org.uk

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