PLACE-BASED SOCIAL VALUE: WHY LOCAL CONTEXT TRULY MATTERS

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HACT SOCIAL VALUE CONFERENCE
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LINK

LINK GROUP OVERVIEW

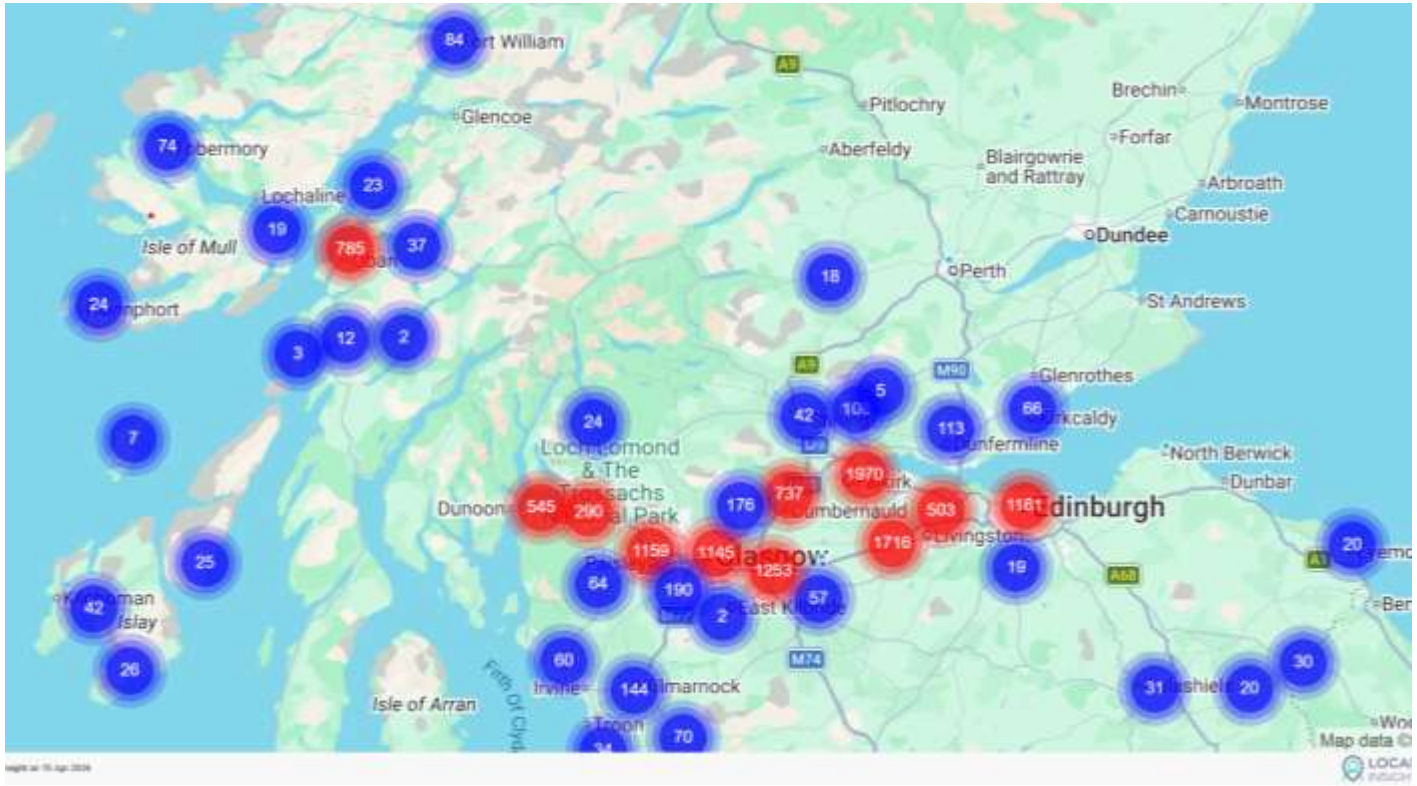
14,860 homes (12,754 social rented) across 23 local authority areas

Urban & rural areas

Mainstream, retirement living and specialist care for disabled tenants

One of the largest developers of new housing in Scotland

Approaches for tenant engagement shaped by local culture, identity and needs.



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Our structure



Key:

CBS – Community Benefits Society
CLS – Company Limited by Shares
CLG – Company Limited by Guarantee

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RURAL HOMES





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URBAN HOMES





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CASE STUDY 1 - TARGETED ENGAGEMENT



Targeted engagement example

Male tenants, under the age of 35, living alone

- Highest number of failed tenancies
- Most at risk of eviction
- Highest number of failed ‘no-access’

Traditional forms of engagement not successful

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IMPORTANCE OF CULTURE IDENTITY AND NEED WHEN ENGAGING WITH TENANTS

Partnership with SFHA to pilot ‘Lightning Reach’

- Self serve portal connecting people to financial support
- Targeted messages to customer segments
  - Single parents
  - Male tenants under the age of 35, living alone
  - Pensioners
  - Tenants impacted by the Universal Credit migration
  - Lone parents
  - Other under-engaged tenants
  - All other tenants
- Higher response from male tenants, under 35, living by themselves
  - Single males <35, living alone - 45% SMS / 65% email
  - Overall tenant response - 42% SMS / 57% email

Completed profiles	Engaged with support	Financial gains from benefit checks	Financial gains from grant applications	% of tenants who self-served on portal	No of schemes available to each tenant
1,040	709	£58.7K	£52.4K	98%	39

ADAPTING TENANT ENGAGEMENT TO LOCAL CONTEXT

WEST LOTHIAN



LOCAL CULTURE AND IDENTITY



PLACE MATTERS: NATIONAL AND LOCAL
THE SCOTTISH CONTEXT

Dimension	Topic	SDGs
Environment	Energy Efficient homes	
	Corporate Emissions	
	Adapting to Climate Change	
	Tenant Environmental Information	
	Ecology	
	Resource Management	
Social	Rent Affordability	
	Accessibility	
	Tenant Voice	
	Tenant Support	
	Placemaking	
Governance	Sustainability Commitment	
	Corporate Governance	
	Staff Wellbeing	
	Sustainable Procurement	

- **Housing devolved matter** > Different legislation, regulatory and policy framework
- **Procurement Reform Scotland Act 2014 and integration with EU procurement directives** > UK Procurement Act 2023 limited applicability in Scotland (only cross- border, non-devolved matters)
- **Community Wealthbuilding Act 2026** - generation, circulation and retention of wealth in local and regional economies. Buying/procuring goods and services from local businesses, boosting social enterprises or community asset transfer.
- **National Performance Framework/ wellbeing focus** > alignment with Global Sustainable Development Goals and ESG frameworks Scotland explicit affordable housing target and focus on social rent > 70% of new affordable homes were for social rent in Scotland compared to 13% in England

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LINK GROUP AND ESG

Link Group ranked ‘Frontrunner’ by Ritterwald – pan-European Certified Sustainable Housing Label (CSHL)

- 14,860 homes of which 89% social rent
- 269 new build 24/25, 48% social rent, EPC B min

Sustainability Reporting Standard for Social Housing
Link CEO Sustainability for Housing board member)



Debt Service

Total tenant rent arrears dealt with
£51,980

172
debt solutions debt solutions, 127 for rent arrears

Annual reduction in rent arrears due to advice service interventions
£300,830

Advice Service

Welfare Rights

Assisted with
828
claims, **389** rent related benefits

Financial gains for rental income alone
£1,588,809

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SOCIAL VALUE CASE STUDIES

Building Resilience for a Better Home

supports tenants experiencing mild to moderate mental health issues alongside financial difficulties. Up to 9 self-help coaching sessions delivered via phone or video call, focused on issues such as anxiety, stress, low mood, and sleep alongside Money Advice.

61 tenants supported in 2024/25
Social Value: £135,458



Help on Managing Everything (HoME)

practical housing support while building a sense of belonging in community. Person-centred approach to improve living conditions, manage rent arrears, resolve housing issues that could lead to eviction, and access additional support services.

164 tenants supported in 2024/25
Social Value: £247,301

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