

# Cwmpas

## Cwmpas x Adra

Case Study

A commercial project  
conducted by Business  
Growth and Consultancy.





# Cwmpas has been supporting Adra, north Wales’ largest housing association on their social value journey.

Adam Cox, Cwmpas’ Lead Social Value Consultant, and Sarah Evans, Director of Business Growth and Consultancy at Cwmpas, worked closely with Ceri Ellis-Jackson, Academi Adra Programme Lead, to help gauge the profile and impact of social value across the company.



**Adam Cox**  
Lead Consultant: Social Value, Cwmpas

Adam has worked across the public, private and third sectors, delivering social value projects and programmes for more than 15 years. This area of expertise developed having been responsible for refreshing the approach to community benefit within a local authority.



**Dr Sarah Evans**  
Director of Business Growth and Consultancy, Cwmpas

Sarah is the Director of Business Growth and Consultancy at Cwmpas and has previously worked as a principal manager in Local Government and a Senior Lecturer/Researcher at Wrexham University.



**Ceri Ellis-Jackson**  
Academi Adra Programme Lead, Adra

Ceri has more than seven years’ experience with Adra, having previously been the Social Value Co-ordinator and contributed to the creation of this case study, with Cwmpas.

## What is Social Value?

Social value is about creating value beyond profit – value that helps Wales thrive.

The Welsh Government’s Well-being of Future Generations Act gives us the ambition, and the legal obligation, to improve our social, cultural, environmental and economic well-being as a nation. Wales has everything to gain by taking the letter and the spirit of the Act on board.

Cwmpas’ aim is to put social value at the heart of every business and organisation in Wales with help that’s practical and pragmatic to business needs.



## Our work with Adra

Looking after nearly 7,000 homes and providing services to over 16,000 local customers, Adra's goal is that their homes are always affordable and reliable. But going beyond that, Adra realise the importance of adopting social value as part of creating a long-term impact on the company's culture in order to benefit their customer.

Whilst a focus on social value has always been apparent at Adra, it hasn't always been clearly defined as such. Ceri explains:

**“The sentiment has always been there, we've always been doing it, but we've not been recording it and celebrating it in the way we are now.”**

For Adra, looking afresh at how social value is defined within the organisation is a turning point. This is a holistic approach. Ceri adds:

“It's so much more to us than sponsoring a local sports team, we're trying to look deeper than our previous activities, for example, our new decarbonisation hub and creating opportunities locally for young people are things that will carry through for years to come.”

Cwmpas first came to the attention of Adra because of their [social value report](#) advising Welsh Government in terms of the landscape in Wales. Ceri adds:

“Cwmpas has been at the forefront of redefining social value in Wales for years and knowing that they had the correct insight and were based in Wales was essential to us working with them.”

Once on board, Cwmpas set to work on helping guide social value change discussions. A main feature of this was a stakeholder workshop, chaired and facilitated by the Cwmpas team, on the importance of social value at Adra. Members of the executive leadership team came together with employees from across the organisation to provide their insights on the importance of social value. Ceri adds:

**“The workshop really ignited something in the team and really brought us together as a business in terms of what we wanted social value to represent to us.”**

Following on from the incredibly informative workshop, Cwmpas then created a report of the day's findings which Adra were then able to clearly define and put into an action plan.





### Our work with Adra cont.

The Cwmpas team were able to also review this first draft of the action plan which Ceri adds was invaluable:

“It was great to be able to get that external, impartial perspective which helps validate what we’re working on.”

This first, exploratory phase of social value work has allowed Adra to propel its social value change forward, and as a result, led the organisation to the next phase of its journey.

This second phase involves looking at how social value can be embedded into supplier engagement and looking at procurement processes, and Cwmpas will be returning to support Adra with this project. Adam explains:

“We’re so incredibly proud to be on this journey with Adra, and to be part of this second phase will be hugely rewarding after seeing all the work that went into making phase one come to life.”



## Impact

Some key findings of the stakeholder workshop implemented into the action plan included:



A desire to have a 'Social Value Champion' on the Adra board



A push for the internal 'Value for Money' group to look closely at socially responsible procurement

The work has also generated actions for longer-term impact, including the generating of an annual social report which will measure the year-on-year effect of the social value work being implemented.

Ceri feels that these impacts, all advised and supported by Cwmpas, gives that extra push for social value within the business which helps Ceri with her role:

“What is critical to understand with incorporating social value within an organisation is that there is no finish line, it constantly evolves, and here at Adra, we want to make sure that our work and impacts are always adapting too. Everything is a work in progress.”

## Advice for other businesses looking to adopt social value into the workplace

Ceri explains that in her experience, there is no right or wrong way of implementing social value within an organisation as each organisation is different. However, she's keen to encourage others to see the positive steps that are taken by updating working practices:

“Don't be scared of diving in, and I think the key is to just make a start. You can continually review what you're working on and make those improvements in real time.”

Networking is also a piece of advice Ceri is keen to pass on to other adopters. Whether that's working with third parties, staying connected within your sector or talking to people who are doing the same thing as you, support allows a team to feel empowered to make change. Ceri adds:

**“That's really the main thing Cwmpas has been able to provide us at Adra, that expert voice in and everchanging landscape has given us that extra help and support along the way.”**



# Cwmpas

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