

**SOCIAL
ENTERPRISE
UK**

THE LANDMARC DIFFERENCE



commissioned by



Acknowledgements

This report was written by impact consultants at CAN Invest; the primary report authors are Dave Masom, Rohan Martyres, and Richard O'Brien, supported by Kate Markey.

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Landmarc Support Services Limited ('Landmarc') is a joint venture of Interserve and PAE, and has become the international provider of choice for integrated training and sustainable infrastructure support solutions. This includes consultancy, design, management and operation of training areas and ranges; explosives safety; built and rural estate management, including environmental and conservation support; information management and administration services; project management and commercial property management.

Since 2003, Landmarc has provided support services to the Defence Infrastructure Organisation (DIO). The organisation has 1,300 staff that support DIO Ops Training to enable safe, sustainable and effective military training across 120 camps in England, Scotland and Wales over 500,000 acres. The main services Landmarc provides to DIO Ops Training are built and rural estate management, management and operation of training areas and ranges, bookings, administration and information management, and management of catering services, energy and waste.

- Landmarc is a commercial member of Social Enterprise UK
- Landmarc is a member of Business in the Community
- Landmarc is actively involved in the National Association of Areas of Outstanding Natural Beauty (NAAONB), the EUROPARC Federation and Eurosite (the European industry bodies for protected landscapes and habitats).
- Landmarc are launch partners in Slipstream Wales, seeking to advance the Welsh national ambition to lead the world in sustainability.

Website: www.landmarcsolutions.com



CAN is a charity and social enterprise which provides business support and office space for the social sector. It has been a key part of the social enterprise movement for 15 years.

CAN Invest is a Social Investment and Finance Intermediary (SIFI) which provides business consulting services and access to social investment funds to help social organisations to expand their operations and impact.

Website: www.can-online.org.uk/can-invest



Foreword

For the past decade, Landmarc has been partnering with the Ministry of Defence to ensure that the military training estates deliver a safe and sustainable place to train for our armed forces. Part of this commitment is to support the people in the communities that live and work around them.

Our ethic is to seek to create and add value in all aspects of our business activities; for our clients, our people, the rural communities in which we operate and UK PLC. We started out on our shared value journey in spring 2012. Now, a little over 12 months into what we believe will be a five year transition, we feel we need to take stock of where we are, what we have achieved, frame our ambition for the future, review the efficacy of our measurement tools and set out the targets we are working towards.

We therefore commissioned this report to establish a baseline for shared value activity across our business and communicate our ambitions for the future. Over the next year we will continue to work with Social Enterprise UK (SEUK) and CAN Invest to develop specific measurement tools, targets and milestones for social value reporting. This is in addition to maintaining, enhancing and expanding the

contribution we make to sustaining viable rural communities around the UK and increasingly overseas.

This report also provides all of our stakeholders with an independent review of our attitudes, achievements and ambitions. Where possible, we have asked CAN Invest and SEUK to try and put hard numbers around these impacts and opportunities.

The impact framework and calculations were designed and completed by CAN Invest, experts in social impact reporting. As members of Social Enterprise UK, we have also found their support invaluable in setting out the options available to us as a business as we engage with the social element of our business's mission. We look forward to continuing our work with both organisations throughout the course of our adventure.



Steve Utley

Project Director

Landmarc Support Services Limited

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Executive Summary

Landmarc is committed to increasing the economic, environmental and social value it generates through its activities and the organisations it works with. Its work in recent years in these areas is a testament to this commitment and to Landmarc's desire to be a leader in integrating sustainability and social value into its business practices, for the benefit of its client and wider stakeholders.

The Landmarc Difference: Key findings

Inside Landmarc – supply chain and employment

- Landmarc estimates that **51%** of its supply chain expenditure is with SMEs, including Social Enterprises, comprising **60-70%** of the organisations Landmarc contracts with.
- Landmarc has also made an enduring commitment to increasing the innovation and sustainability of its supply chain through its **Rural Enterprise Hub** and **Landmarc 100**.
- Landmarc has partnered with **Recovery Careers Services** to support wounded, injured and sick ex-service officers into employment.
- Landmarc's accredited national apprenticeship scheme will support more than **20 apprentices** in its first year, with a rural apprenticeship scheme launching in September 2013.

All **1,300** Landmarc staff have been externally trained in sustainability awareness.



Social impact – Landmarc in the community

- Landmarc has launched the **Rural Enterprise Hub**, a touch down office facility for rural entrepreneurs.
- **Landmarc 100** is a £100k kick starter fund which will provide financial support and mentoring time for up to 100 start-up rural enterprises over the next three years.
- Landmarc sits on the leadership team of the **Prince's Rural Action Programme** and supports **Rural Business Connectors** as part of its partnership with Business in the Community (BITC).

Landmarc forecasts that it will make a combined **£750,000 investment and contribution** over the next two years to rural communities through these three initiatives.



As part of its commitment to increasing the economic, environmental and social value generated from its work for the Defence Infrastructure Organisation (DIO hereafter) in managing the National Training Estate (NTE hereafter), Landmarc commissioned CAN Invest to assess its 'triple bottom line' impact across its value chain¹ and looking in detail at where Landmarc adds value through the unique way it does business: what it calls the Landmarc Difference.

Economic – savings and contributions

- Ultimately, Landmarc's activities have value for the UK economy by increasing economic activity in rural communities. These activities and Landmarc's supply chain generated **£90 million** Gross Value Added (GVA) for the UK in FY12, and **£474 million** GVA since FY08.
- Landmarc and its partners frequently invest time pro bono to advise DIO on how it can more effectively manage the estate. Landmarc and its partners have contributed over **£600,000** of pro bono expertise in land management support and advice.
- Landmarc's work results in additional profit generated, which is typically reinvested in the estate in partnership with DIO. Last year Landmarc reinvested profits of almost **£2 million**.

Landmarc and its partners contributed to securing over **£63 million** of additional financial value for DIO Ops Training and its tenants over the Vanguard contract.



¹ That is, its direct impact, the impact of its supply chain, and the impact of Landmarc's activities on the DIO, tenants and communities.

Environmental impact

- 75,000+ tCO₂e of emissions were produced across Landmarc's value chain in FY13, a **decrease of 7%** since FY12.
- Landmarc manages and protects **48,000+ hectares** of SSSIs, and in 2013 was awarded a 'Highly Commended' Corporate Green Award from The Wiltshire Wildlife Trust for its work.
- **94%** of all waste on the Landmarc operated training estate was diverted from Landfill in FY13, up from 70% in FY12.

10,000+ tCO₂e of

emissions were avoided by DIO Ops Training in FY13

(over double the amount in

FY12), which has been in large part due to Landmarc's influence. This is estimated to

have saved DIO **£2 million** in FY13,

and over **£3 million** is expected to be saved in FY14.



Introduction

About Landmarc

Since 2003, Landmarc has provided support services to the DIO (delivering the Vanguard contract), with 1,300 staff supporting DIO Ops Training to enable safe, sustainable and effective military training across 120 camps in England, Scotland and Wales over 500,000 acres. The main services Landmarc provides to DIO Ops Training are built and rural estate management, management and operation of training areas and ranges, bookings, administration and information management, and management of catering services, energy and waste.

Landmarc is supported by three strategic partners to deliver these services: SGDN (land management services), ESS (catering services) and SKM Enviros (environmental consultants).

This work has placed Landmarc in a unique position: an important rural employer and buyer, a significant environmental manager, a maintainer of community relationships, in addition to its core role of support services for DIO. Landmarc has recognised the opportunity this provides, and has worked hard to make social value a strong part of the organisation's make-up, in addition to generating a financial return for its shareholders.

The Social Value Act

Further impetus for Landmarc's approach has been provided by the Public Services (Social Value) Act which received Royal Assent in March 2012. The Act requires all public bodies to consider how the services they commission and procure might improve the economic, social and environmental wellbeing of the area.

As with other areas of public service delivery, this has significant implications for the DIO in terms of the management of the NTE, both now and in the future. One of the objectives of this report is to demonstrate that Landmarc's way of doing business has not only helped DIO pre-empt its requirements under the Social Value Act but has also realised significant benefits for DIO and local communities, therefore improving relationships between the two.

Reporting - now and in future

Landmarc has measured its wider contributions to society in various forms in the past, most notably in terms of its environmental impact; however, this is the first time Landmarc has reported on its economic, environmental and social value in a consistent and integrated framework. This report is designed to explore and measure Landmarc's wider contributions to society and provide a consolidated view of this impact.

In addition to highlighting the progress Landmarc has already made in these areas, this is also about honestly and transparently reporting those areas where it would like to make further progress in future. Landmarc is committed to continuing to report on its wider value, both positive and negative, and hopes that this report will serve as an effective starting point from which to continue this journey.

Methodology

Impact report methodology

The reporting framework which has been used to compile this report is based on two approaches to measuring impact:

1. Value Chain Analysis
2. Consolidated Impact and Investment Reporting

The first of these, Value Chain Analysis, identifies all of the activities than an organisation undertakes to deliver its goods or services. For Landmarc, we have simplified this as 'Downstream' (Landmarc's customers and wider community), 'Landmarc' (directly-controlled activities) and 'Upstream' (Landmarc's supply chain).

The second, Consolidated Impact and Investment Reporting is an amalgam of triple-bottom line reporting and the 'Total Contribution' methodology used by the UK Crown Estate . The key difference to these in our approach is in tailoring the definition of 'enabled' contribution – we have attempted here to isolate the impact that Landmarc has made beyond its contractual obligations with DIO, in order to avoid over-claiming. We call this 'Downstream Value Added', and define it as the *'impact of activities for the benefit of Landmarc's wider stakeholders (DIO Ops Training, tenants, the wider community) in which Landmarc had a clear enabling influence, where without Landmarc's contribution, such activities would have been unlikely to have happened'*.

This report draws on data from a wide variety of sources. As this is the first time Landmarc has attempted to bring together such disparate data sources, we have worked with data that is applicable over different time periods. This work also highlighted the need to improve data collection and processes in some areas to inform future, robust reporting.

Impact Report Framework

The report is marked where appropriate throughout into two primary sections: The Landmarc Difference and Consolidated Impact.

The Landmarc Difference describes what we believe sets Landmarc apart from other similar organisations in terms of its contribution to the economy, the environment and society, and in the way it operates as a business that contributes to this. We have also included a section 'Looking Forward' on the Landmarc Difference highlighting future impact on its key social initiatives Landmarc 100, the Rural Enterprise Hub and the Rural Business Connectors.

Consolidated Impact quantifies the value that Landmarc generates across its value chain – incorporating economic and environmental factors.

2 See <http://www.thecrownestate.co.uk/about-us/total-contribution/> to download *Our Contribution 2011/12* (Crown Estate / nef consulting, 2013).

Inside Landmarc



20+ apprentices
in its first year

Key findings:

- Landmarc set up an accredited national apprenticeship scheme which will support more than **20 apprentices** in its first year.
- Landmarc estimates that **51%** of its supply chain expenditure is with SMEs, including social enterprises, comprising **60-70%** of the organisations Landmarc contracts with.
- All **1,300** Landmarc staff have been externally trained in sustainability awareness.
- Landmarc has partnered with **Recovery Careers Services** to support wounded, injured and sick ex-service officers into employment.

The Landmarc Difference

Procurement:

- Landmarc actively publicises opportunities to Small to Medium Enterprises (SMEs), including social enterprises, and has updated its supplier documentation to explicitly promote and capture more of this activity.
- Using these types of suppliers supports wider government initiatives to support economic growth³, and connects Landmarc activities to the local community, strengthening relationships and improving sustainability of local businesses.
- Landmarc estimates that 51% of its procurement expenditure is placed with SMEs, comprising 60-70% of the organisations Landmarc contracts with.

Recruitment, employment and training:

- In October 2012 Landmarc launched an apprenticeship programme, with a commitment to work with more than 20 young people and help create jobs in the rural locations in which it operates. Adding to this, Landmarc is also launching a rural apprenticeship scheme – the first placement will start in Autumn 2013.

Some testimonials from existing apprentices follow:

"It's great to be learning a trade and to get paid for doing it. My mentor is always available to talk to and give me advice and places me in work situations where I can learn the most."

"I feel I am gaining more and more confidence each day. No day is the same here and having variation within my work motivates me and helps me to excel."

"It has got me in the routine of working every day and being more organised and prepared. Landmarc will do their best to see you succeed."

- Over the course of its existing contract Landmarc has spent £3.3 million on training and development. This includes training all 1,300 Landmarc staff in sustainability awareness with Enviropass, in order to better manage Landmarc's environmental impact.
- Landmarc estimates that over 50% of its employees are ex-military; the organisation recently launched a partnership with Recovery Careers Services, a service securing employment opportunities for ex-service officers wounded, injured and sick. Landmarc will be providing volunteering, training and work attachments opportunities across its operations.

³ Including target of spending 25% of third party public expenditure with SMEs by 2015, and Ministry Of Defence's own SME Action Plan.

“This is not a charitable act – it gives Landmarc access to its skills requirements, matched with its desire to have greater social impact.”

Sandy Massie, HR Manager at Landmarc



Social



£100K
kick-starter fund
for 100 start-up
rural enterprises

Key findings:

- **Landmarc 100** is a £100k kick-starter fund which will provide financial support and mentoring time for up to 100 start-up rural enterprises over the next three years.
- Landmarc has created the **Rural Enterprise Hub**, a touch-down office facility for rural entrepreneurs.
- Landmarc sits on the leadership team of the **Prince's Rural Action Programme** and supports **Rural Business Connectors** as part of its partnership with Business in the Community (BITC).
- Landmarc forecasts that it will make a combined **£750,000 investment and contribution** over the next two years to rural communities through these three initiatives.

The Landmarc Difference

Supporting business:

- In addition to its work on SME and social enterprise procurement, Landmarc has launched several initiatives to directly support local businesses and innovation in those rural communities in which it operates; these include the Rural Enterprise Hub (see case study right).
- Landmarc also launched the Landmarc 100 in May 2013, an incubator fund which provides financial awards and support to start-up rural innovators in their communities. Landmarc's shareholders have committed to investing £100k over three years, matched with a hundred hours of Landmarc employee business support time, and supported by key partners ESS, SKN Enviros, SGDN and Interserve. The fund is open to any start-up business, social enterprise or individual in areas where Landmarc operates.
- Landmarc has committed to support the BITC Business Connectors programme in the rural areas in which it operates – talented individuals seconded from business, and placed in communities of greatest need to build partnerships that tackle local issues. This will have mutual benefit for all through the transfer

of skills and knowledge. Landmarc appointed its first Rural Business Connector, Sheryl Anderson, in Northumberland in July 2013.

- Economic analysis of these three initiatives has led to a forecast of £750,000 added value to rural communities and business being contributed by Landmarc over the next two financial years.
- Landmarc is a significant rural employer and purchaser from rural businesses. Its recruitment and procurement initiatives have the potential to have significant positive impact on local communities – for example, social enterprises are more likely to employ locally, spend locally themselves, and seek to employ those most marginalised from the labour market. This provides a ripple effect or 'local multiplier' from targeted local spend⁴.

Community engagement:

- Landmarc operates the Community Interest Fund, which provides access to around £5,000 each year per region of operations to spend on community initiatives, to improve the relationship between Landmarc/DIO and local communities. Recently supported items have included local events, conservation group meetings, and small construction projects.

⁴ See *The People's Business (2013)* and *Fightback Britain (2011)* from Social Enterprise UK, and the work of the New Economics Foundation (eg. *The Money Trail, 2002*)

Case study: Supporting rural businesses with business services and mentoring

The Netheravon Hub in Wiltshire is a pilot Rural Enterprise Hub opened in May 2013 by Landmarc as a way of engaging with small businesses around the estate it manages. The enterprises benefit from free of charge office space where they can network with other companies and receive mentoring support from Landmarc employees. Existing clients include sole traders, start-ups and community groups, often transitioning from running the business from their kitchen table to a more business-like environment.

Landmarc has invested in refurbishment and, importantly in a rural area, the installation of business-speed broadband. Businesses have access to workstations, meeting rooms and refreshments.

The initiative is also important for Landmarc's employee engagement. It offers a route for employees to deploy their skills and experience into local businesses as mentors, exposing them to different business models and industries. Landmarc hopes this will in turn create

future opportunities for innovation within its own business, whilst also finding new local businesses to use in its supply chain. For example, one of the businesses using the Rural Enterprise Hub has old American school buses which have been converted into 'coffee buses': these will be showcased at a forthcoming Landmarc event.

This start-up support in rural communities can be crucial, as 90% of rural businesses have fewer than 10 employees, as compared to just 19% of urban businesses. (source: BITC)

Depending on the success of this initiative, Landmarc plans to open further rural enterprise hub sites in coming years, in locations where there is sufficient demand.

See www.landmarcsolutions.com/rural-enterprise-hub for more info



Economic



£90 million
Gross Value
Added for UK in
FY12

Key findings:

- The activities of Landmarc and its supply chain generated **£90 million** Gross Value Added (GVA) for the UK in FY12, and **£474 million** GVA since FY08.
- Landmarc and its partners contributed to securing over **£63 million** of additional financial value for DIO Ops Training and its tenants over the past 10 years of the Vanguard contract.
- Landmarc's work results in additional profit generated, which is typically reinvested in the estate in partnership with DIO. Last year Landmarc reinvested profits of almost **£2 million**.
- Landmarc and its partners have contributed over **£600,000** of pro bono expertise in land management support and advice.

The Landmarc Difference

Pro-bono and additional contributions:

- Over the life of the Vanguard contract, Landmarc has arranged 189 TV and film events, amounting to revenue of £1.2 million and 804 days of filming. Landmarc has tripled the revenue generation from this type of activity since it took over the management of the estate. It now manages these activities for the wider MoD environment as well and is developing the first website to advertise facilities available for hire for third party activity nationwide. The estimated additional value for DIO Ops Training is £567,000 over the life of the contract.
- Landmarc also generates revenue from forestry activities on the training estate, which had not been considered until their intervention. This involves harvesting from thinnings, clear fell, and other clearance activities, with the vast majority of this work being undertaken by local contractors (27,000 tonnes was dispatched in FY13). The estimated value add for DIO has been calculated as £278,000.
- Landmarc and its partner SGDN have realised significant economic value for DIO through asset sales, maintenance cost savings, rent renegotiation, and single farm payments / higher level schemes. In total, the estimated

additional value for these activities is £46m, with a further potential £16m yet to be realised (see case study right). Landmarc/SGDN also routinely attend meetings, provide advice and support to DIO LMS Land agents which is above the requirements of the Vanguard contract. The estimated value of pro-bono employee time across the life of the contract is £600,000.

Consolidated Impact

- Landmarc's 'Upstream' economic impact includes both its indirect GVA through spend in its supply chain, which is estimated at £46m per year, and its indirect employment: Landmarc estimates that it supports 1,260 Full-Time Equivalent (FTE) jobs through its supply chain (the largest of these is ESS which provides catering services, with c. 200-250 FTE working on delivering the contract; this equates to 550 actual staff, as many work part-time).
- Landmarc's 'Direct' economic impact includes its direct annual GVA of £43m, and its direct employment of 1,254 FTE staff (earning c. £35m in gross pay).
- Landmarc's 'Downstream' economic impact is, as detailed in the above section, £63m value added for DIO Ops and its tenants over the life of the contract; the vast majority of this is through land management work, and £46m of this has already been realized.

Case study: Increasing the efficiency of land use on the Salisbury Plain Training Estate

Salisbury Plain is a key training site, and the management of the land requires a careful balance, as farmers must manage the grass and other habitats so that the land is fit for training purpose and meet high conservation standards. While the land was being suitably managed, land management practices had not been reviewed for many years prior to the start of the Vanguard contract.

Landmarc/SGDN identified opportunities to improve the use of Salisbury Plain land, to the benefit of DIO Ops Training, the tenants and the environment, by conducting reviews, renegotiating licenses, and strategic asset management.

Landmarc/SGDN had inherited a legacy of outdated contracts for tenants and asset management of the Salisbury Plain. This included multiple licenses per farmer for 61,500 acres of occupied land. The team addressed these issues by:

- Introducing 30 new license agreements in a modern legal format, working with the farmers, their advisers and the National Farmers' Union.
- Reviewing rent on other land on the estate, ensuring that the proper repairs are carried out and the correct rents are collected.
- Undertaking an Asset Review which provided DIO Ops Training with an estate property asset management plan to 2018.

The positive benefits of this work were:

- The new contracts standardised agreements across the Salisbury Plain, so there is now one agreement per farmer: this has simplified the management required.
- The agreements now include covenants for regular rent reviews, and farming and environmental subsidies are now included in negotiations.

- The agreements also include updated Farm Management Plans, which has led to improved environmental management.

The end result has been that rent for DIO Ops Training has increased from £200,000 to £600,000 per annum, and the farmers are now able to claim farming subsidies worth over £14m per annum. In return, the farmers are now contracted to undertake £1 million worth of scrub control and environmental management. The agreements therefore benefit DIO Ops Training, the farmers and the environment.

Farmers are now able to claim farming subsidies worth over £14m per annum.

The Asset Review identified opportunities to reduce DIO Ops Training's liability by 25% by investing in new infrastructure and facilities, cutting unnecessary spending, disposing of surplus assets and new maintenance regimes. Examples of identified savings on the Salisbury Plain include: £900,000 disposal of assets at Home Farm, Tidworth; over £1 million from selling surplus dwellings (with associated maintenance savings of £80,000); and cost sharing of installing pollution control equipment on several farms required to comply with Nitrate Vulnerable Zone regulations, saving DIO Ops Training £220,000.



Environmental



94%
of all waste was
diverted from
landfill in FY13

Key findings:

- **94%** of all waste on the Landmarc operated training estate was diverted from landfill in FY13, up from 70% in FY12.
- c. 75,000 tCO₂e of emissions were produced across Landmarc's value chain in FY13, a **decrease of 7%** since FY12.
- Landmarc manages and protects more than **48,000 hectares** of SSSIs, and has been highly commended for its work in the field.
- **10,000+ tCO₂e** of emissions were avoided by DIO Ops Training in FY13 (over double the amount in FY12), in large part due to Landmarc's influence. This is estimated to have saved DIO **£2 million** in FY13, and to save over **£3 million** in FY14.

The Landmarc Difference

Recycling and diverting waste:

- Landmarc has coordinated a significant effort and investment in recent years to increase the amount of training estate waste that is recycled. Specifically, Landmarc has installed recycling and sorting facilities on eight large sites helping them to segregate hazardous military waste and improve recycling rates.

Energy reduction and renewables:

- Landmarc has initiated several different environmental programmes resulting in greater energy efficiency (eg. LED lighting), reduced energy use (eg. automatic switch-off), and increased renewable energy generation (eg. solar panels / heat pumps).

- Landmarc has amassed significant knowledge and provided specific guidance in best practice management of Sites of Special Scientific Interest (SSSI). In 2013, Landmarc was awarded a 'Highly Commended' Corporate Green Award from The Wiltshire Wildlife Trust for its 'meshing' programme on Salisbury Plain which protects the ancient monuments and the burrowing animals.

Consolidated Impact

The table below captures the consolidated environmental impact of Landmarc's operations, focusing particularly on Greenhouse Gas emissions (GHG) and waste production / diversion from landfill⁵. The work and influence of Landmarc is evident in these results.

	Upstream	Landmarc	Downstream	Total
GHG Emissions Produced	60,000 tCO ₂ e (FY11) 48,000 tCO ₂ e (FY12) 49,000 tCO ₂ e (FY13)	3,000 tCO ₂ e (FY12) 3,000 tCO ₂ e (FY13)	33,000 tCO ₂ e (FY11) 30,000 tCO ₂ e (FY12) 24,000 tCO ₂ e (FY13)	93,000 tCO ₂ e (FY11) 81,000 tCO ₂ e (FY12) 75,000 tCO ₂ e (FY13)
GHG Emissions Avoided	N/A	N/A	5,000 tCO ₂ e (FY12) 10,000 tCO ₂ e (FY13)	5,000 tCO ₂ e (FY12) 10,000 tCO ₂ e (FY13)
Waste Produced	N/A	[Included right]	21,000 tonnes (FY11) 10,000 tonnes (FY12) 11,000 tonnes (FY13)	21,000 tonnes (FY11) 10,000 tonnes (FY12) 11,000 tonnes (FY13)
Waste Diverted From Landfill	N/A	[Included right]	71% (FY11) 70% (FY12) 94% (FY13)	71% (FY11) 70% (FY12) 94% (FY13)

⁵ It is not possible to separate Landmarc emissions and waste from DIO emissions and waste in this context - The only 'direct' Landmarc contributions included here are from areas such as business travel. Downstream figures refer only to the training estate itself, and not to the wider tenant farmer communities and other managed land.

Conclusions & commitments

Conclusion

This report clearly demonstrates the positive impact Landmarc has through its operations across the UK: socially, environmentally, and economically. Though some of the specific initiatives are at an early stage, such as Landmarc 100 and social enterprise procurement, its potential to add even greater social value in future is clear: be that in rural employment, local economic growth, innovation in the supply chain, or community sustainability.

This report shows that Landmarc already makes a significant difference in total contribution terms: not only economically, socially and environmentally, but also in the way it is embedding change in the core operations of the business: in procurement, supply chain, employment and strategic partnerships.

Building on these achievements will position Landmarc as a pioneering social value business not only in its own industry, but in the UK business sector as a whole.

Future Commitments

Social Impact:

Landmarc launched a number of initiatives designed to increase its social impact in 2012-13. Given the early stage of these initiatives it was decided not to conduct a formal social impact analysis on them. However, Landmarc would like to do so in the future to ensure it can report on the outcomes and impact of these initiatives as they progress.

Landmarc would also like to more formally understand the impact it (and the NTE) has on the rural communities in which it operates: this can be positive and enabling, but also has the potential for negative impact. Landmarc is interested in understanding these impacts in a systematic way so that it can help support these communities.

Transparency and Negative Impact:

In order to make future reporting credible, Landmarc acknowledges that it must continue to be transparent about any negative impacts it has. This takes two forms: firstly, setting clear targets for the future and reporting on when these have not been achieved, not just when they have; and secondly, reporting on the negative impacts of Landmarc's operations. Landmarc will endeavour to do the former (working within commercial and security sensitivities), and investigate tracking and measuring more of the latter, particularly environmentally:

- Water consumption;
- Breakdown of waste produced (dissociating Landmarc's own waste from that of the NTE);
- Negative social impacts as part of future social impact analyses, as indicated above.

Improving Data Accuracy:

Landmarc has also committed to improving the accuracy of its data, particularly in the key area of procurement. Landmarc's recent changes in documentation will allow it to more precisely track the presence of SMEs, including social enterprises, in its supply chain.

Another area is in refining the approaches developed and assumptions made in this report, such as creating a framework for quantifying 'what would have happened anyway' so that Landmarc can more accurately claim credit for activities it is involved in.

Future reporting under new contracts:

Future contracts may include as standard what Landmarc has achieved as 'value add' over the course of the ten years of this existing Vanguard contract. It is likely, therefore, that future contracts will require Landmarc to recalibrate and potentially redefine some metrics in this report to ensure it does not over-claim. Landmarc will review its methodology as and when future contracts are confirmed.

Published by Social Enterprise UK

We are the national body for social enterprise. Our members come from across the social enterprise movement – from local grassroots organisations to multi-million pound businesses, as well as the private and public sectors. Together with our members, we are the voice for social enterprise. We believe that social enterprise is our best chance of creating a fairer world and protecting the planet.

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