

## Case Study



# Building Communities Through Local Employment: A Social Value Success Story





## BACKGROUND

This case study explores how strategic local recruitment can transform communities while delivering exceptional service outcomes. Through 19 years of combined contract delivery with social housing providers Citizen and Torus, TEC has proven that prioritising local employment, comprehensive skills development and sustained community investment creates measurable social value that extends far beyond contractual obligations. Our approach demonstrates how water safety services can become a catalyst for individual career transformation and broader community economic development.



## THE CHALLENGE

Social housing providers face dual pressures: delivering essential services while maximising social value for their communities. Many contractors struggle to balance operational efficiency with meaningful local impact, often defaulting to external recruitment that provides little community benefit. We recognised that genuine social value requires more than compliance – it demands intentional investment in local talent and long-term community partnerships.







## THE SOLUTION

### TEC's approach: people-first recruitment

#### Strategic local employment

Through the Fusion21 framework contracts, TEC embedded local recruitment as a core principle:

#### Citizen contract (8 years)

- Employed a full-time Water Hygiene Technician based in Birmingham
- Recruited fresh from college with no industry experience
- Provides coverage across Birmingham, Worcester, Kidderminster and Hereford

#### Torus contract (11 years)

- Created three dedicated full-time positions: Water Hygiene Technician, Plumber and Risk Assessor
- Two team members based in St Helens, one in Manchester
- All recruited specifically for local contract delivery

#### Comprehensive skills development

Every field team member completes a comprehensive training programme:

- Asbestos Awareness
- Basic Legionella Management
- COSHH (Control of Substances Hazardous to Health)
- GDPR (General Data Protection Regulation)
- Safeguarding Adults/Children
- Sexual Harassment awareness
- Working at Height
- Working in Confined Spaces



### **Birmingham success story**

***“From college graduate to skilled water hygiene professional – this transformation represents the power of investing in local talent.”***

Our Birmingham-based technician joined TEC straight from college in 2022 with minimal industry experience. What started as an entry-level opportunity transformed into a comprehensive career in water hygiene through TEC's structured development programme and hands-on training approach.

He has mastered essential skills including TMV (Thermostatic Mixing Valve) Servicing, Water Heater Blowdowns and Expansion Vessel Flushing. His expertise has expanded to encompass complex procedures such as Legionella, Bacteria and Closed System Sampling, Tank Cleaning and Inspections and Shower Disinfections and Descaling. This progression demonstrates how targeted investment in local talent creates skilled professionals while providing genuine career advancement opportunities within the community.

### **Torus team development**

Our Torus contract team exemplifies the long-term benefits of sustained skills development and career progression. Each team member's journey illustrates different pathways for professional growth within the water hygiene sector.

Our Risk Assessor, joined with foundational knowledge and has continuously enhanced his expertise through specialised training programmes. He has completed Building Surveys training and achieved Bulk Sampling for Asbestos certification, developing comprehensive legionella risk assessment capabilities that make him invaluable to both TEC and the local community. His career progression and six years of service shows how initial employment can evolve into specialised expertise through sustained investment.

While our Water Hygiene Technician, also with six years of service, represents another success story of skills transformation. He joined with basic plumbing skills and has evolved into a highly knowledgeable technician with extensive expertise in Legionella control and water hygiene practices. His development journey demonstrates how fundamental skills can be built upon to create technical specialists who serve their local communities with deep understanding and capability.

Our newest team member, a Plumber with ten months under his belt, exemplifies TEC's commitment to continuous learning and cross-functional development. Since joining, he has learned chlorination procedures – skills that were previously unknown to him – and he's now expanding his capabilities into risk assessment work. This cross-training approach not only enhances individual career prospects but also creates more versatile team members who can adapt to evolving community needs.



## Measurable social value outcomes

### Economic impact

- **Local employment creation:** Direct employment for 4 full-time positions across two major contracts
- **Skills premium:** Each team member commands higher wages following comprehensive training
- **Economic circulation:** Local wages supporting community businesses and services

### Community benefits

- **Reduced unemployment:** Providing stable, long-term career opportunities
- **Environmental sustainability:** Shorter commutes reducing carbon emissions
- **Enhanced service quality:** Local teams with community understanding delivering responsive service
- **Career progression:** Clear pathways from entry-level to specialist roles

### Knowledge transfer

- **Industry skills development:** Building water hygiene expertise in local workforce
- **Cross-training opportunities:** Multi-skilled technicians capable of diverse responsibilities
- **Continuous learning culture:** Ongoing training and certification programmes

### Industry recognition and commitment

Our commitment to social value was reinforced at Housing 2025, where we attended a seminar given by sector leader Kate Shone, Managing Director of Torus Foundation. Kate gave an interesting presentation about building effective community partnerships and social value implementation, aligning perfectly with TEC's practical approach to community investment.

*"It was inspiring to see how social value is being embedded across the sector and to learn from leaders who are driving meaningful change."*





## Partnership excellence

### Citizen Partnership

Working with one of the UK's most trusted social housing providers, managing 30,000 homes across the West Midlands, TEC supports Citizen's mission to provide more than housing – creating foundations for life through safe, compliant water systems and local employment opportunities.

### Torus Collaboration

As the North West's largest affordable housing provider, Torus shares TEC's commitment to community investment. TEC's 11-year partnership demonstrates how sustained collaboration creates lasting social impact through consistent local employment and skills development.

### The Fusion21 framework advantage

The Fusion21 framework enabled TEC to:

- Scale social value: Consistent approach across multiple contracts
- Measure impact: Clear metrics for employment and skills development
- Build partnerships: Long-term relationships with social housing providers
- Drive innovation: Continuous improvement in community engagement

### Looking forward

TEC's social value journey through Fusion21 demonstrates that meaningful community impact requires:

- Long-term commitment: Sustained investment in local talent
- Comprehensive training: Skills development that creates career progression
- Partnership approach: Working with clients who share social value priorities
- Measurable outcomes: Clear metrics proving community benefit

### Key success factors

- Local recruitment priority: Actively seeking talent within contract communities
- Comprehensive training: Investing in skills that create career advancement
- Long-term employment: Providing stability that enables life planning
- Community understanding: Local teams delivering responsive, empathetic service
- Partnership alignment: Working with clients committed to social value





## THE OUTCOME

Our approach proves that social value isn't an add-on to business operations – it's a strategic advantage that delivers superior outcomes for clients while transforming communities. Through intentional local recruitment, comprehensive skills development and long-term partnerships, we're not just delivering water safety services; but building sustainable careers and stronger communities.

Our 19 years of combined contract delivery demonstrates that when organisations prioritise people alongside performance, everyone benefits: communities gain employment opportunities, individuals develop valuable careers and clients receive exceptional service from dedicated local teams.



## YOUR PARTNER

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info@tecompliance.co.uk



www.tecompliance.co.uk



Total Environmental Compliance Ltd



Northern Office: 0151 2579302



Southern Office: 01536 650601

