



Bromford.

**Social Value
Report 2015**

Bromford is a social enterprise with an important purpose – to inspire people to be the best that they can be. We believe that everyone has potential and work with people who want to unlock theirs.

That's why we developed the Bromford Deal; our two way relationship with customers. As part of this Deal we promise to deliver a range of services that enable our customers to unlock their potential, building trust and designing our services, systems, processes and our people to deliver a great customer journey.

We want our colleagues to talk about the difference that we make, rather than what we do and we want our customers to talk about what they have achieved and how our services have made them feel.

Social value is a way of accounting for the wider value that those services create. Measuring social value helps us to understand what matters to people and offer services that maximise the impact on customers, society and the business.

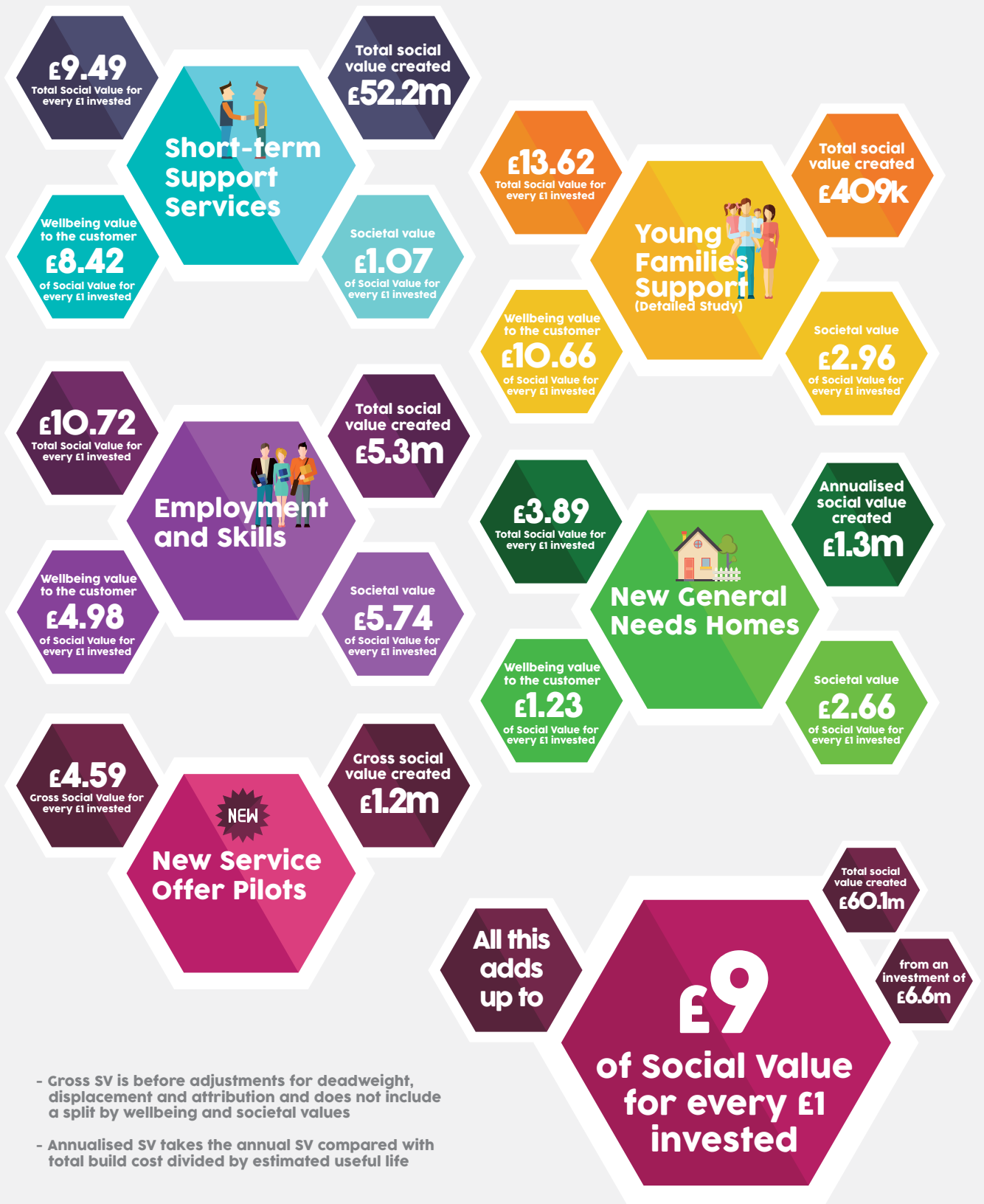
So how are we using this methodology for getting value for money? Over the past year, we have looked again at the services we measured in our 2014 Social Value Report, using our learning to ensure that we are adapting and improving services for customers.

We have also introduced a pilot pipeline that supports innovation. The pipeline takes each new idea or service through key stages of development supported by research and evaluation principles. This helps us to understand whether a new service meets Bromford aims and the specific outcomes related to that service. We know that better insight means that some services will not meet those expectations. We believe that it is better to understand this quickly so that where things don't work, they are not introduced to a wider group of customers. Where evidence shows that a service is having a positive impact, this can be rolled out knowing that we really are making a difference.

Understanding this full return on investment will ultimately help us to make informed investment decisions that maximise our profit, so that we can reinvest in new ways of creating social value.



Summary social value



- Gross SV is before adjustments for deadweight, displacement and attribution and does not include a split by wellbeing and societal values

- Annualised SV takes the annual SV compared with total build cost divided by estimated useful life

Introduction

Since 2010, the UK has seen a series of economic measures that have had far reaching consequences for the poorest people in society. The rising cost of living, stagnant household incomes, cuts to welfare benefits and public services and a shortage of affordable housing have contributed to an increase in both absolute and relative poverty.

The impact of this is not just felt by those who rely solely on welfare benefits; The Joseph Rowntree Foundation's annual report Monitoring Poverty and Social Exclusion 2014 found that for the first time, more working households were living in poverty than non-working households.

We have already seen the impact of policies such as the under-occupancy penalty (bedroom tax); benefit cap and removal of the ring fence around 'Supporting People' budgets. At a time when local authority services are being cut back, customers look to us to offer them the advice and support they will need. Helping our customers to unlock their own potential in challenging times is a key part of our social purpose and we have been increasing our spending on such services. However, the rent cuts and right to buy measures announced recently make this harder at the very time that customers need it most.



Delivering services that really make a difference

Our Bromford Deal approach feels even more right in this context. Ensuring that we invest in services that help people and communities become more resilient and better able to support each other will be crucial.

We know that a safe and secure home is important: The Better Life Index from the Organisation for Economic Co-operation and Development (OECD) states that satisfactory housing is one of the most important aspects of people's lives. Housing is essential to meet basic needs, such as shelter, but we know that affordable and safe housing is important to the wider wellbeing and health of families.

Studies show that children in stable housing do better in school. Decent and affordable housing can lead to improvements in physical and mental health. Affordable housing gives families on tight budgets more disposable income. Secure housing ensures opportunities for all individuals to improve their economic situation and contribute to their communities.

But we also know that a home is just the start. We provide homes that meet customer's needs, but also a growing range of services that help customers to achieve more. The Bromford Deal depends on a customer's skills, ambitions and aspirations. It's not about where people have come from; it's about where they are going. We work with customers to agree what they want to achieve and then ask for them to commit to working with us to make the most of the opportunities that we offer.

Our services are focused on sustainable change: overcoming barriers and developing skills that enable customers to realise their aspirations and be the best that they can be. We also understand that we can't, and shouldn't do it all ourselves. Our role is to help customers build networks of mutual support with neighbours, businesses and community groups, with services from Bromford and others in reserve doing only what customers and communities can't.

How do we understand the impact our services have?

To better understand the impact that our services have, we continued to build on our understanding of social value during 2014: how consistent measurement can help to inform not only better investment decisions but also the planning and development of new and existing services.

We have developed our social value methodology and our ability to fully evaluate the wider benefits that a service can provide. We strive to strike a balance between the time and resources required to carry out a full and detailed study of outcomes and an approach that helps us to understand change, the likely cause of that change and a value-based methodology that allows us to compare the impact of different services.

To understand the value of the change for customers, we primarily use the Housing Association's Charitable Trust (HACT) Wellbeing Valuation approach, which seeks to value interventions on the basis of their impact on individual life satisfaction. The main advantage of Wellbeing Valuation is that the values are consistent and robust. The consistency means that while you may be examining values for different types of outcomes, you are still comparing like with like.

We also understand that there are limitations to this approach; Wellbeing Valuation does not seek to value each individual's experience of the intervention but instead represents the experience of the average person. However, we are confident that the values are the largest bank of methodologically consistent and robust social values available to us at this time.

We utilise other sources such as the New Economy Manchester Cost Unit Database and NHS Reference Costs to understand the value of the potential savings to national and local government. The database contains costs across the following themes: crime; education and skills; employment; fire; health and housing. These costs are based on national research and therefore may not correspond exactly to local costs: the costs are indicative, providing a generic indication of the likely scale for a specific service or intervention.

Our 2014 Social Value Report explained how we minimise the risk of over claiming the social value created by our services by ensuring we consider:

- Displacement: has our outcome prevented an equivalent outcome elsewhere?
- Attribution: how much of the outcome can we take credit for?
- Deadweight: what would have happened, even without the intervention?
- Length and drop off: how long does the impact last and does it start to reduce over time?

During 2014-15 we have refined these methods and improved our research and data collection techniques.

It is important that year-on-year, we implement the most rigorous approach, even if our impact estimates are lower in comparison to prior years. We believe that by continuously improving the way we do things and introducing rigor into our evaluations is the right thing to do, as it provides us with even more accurate data for decision making and increases the social good we create in the long run.

Bromford services

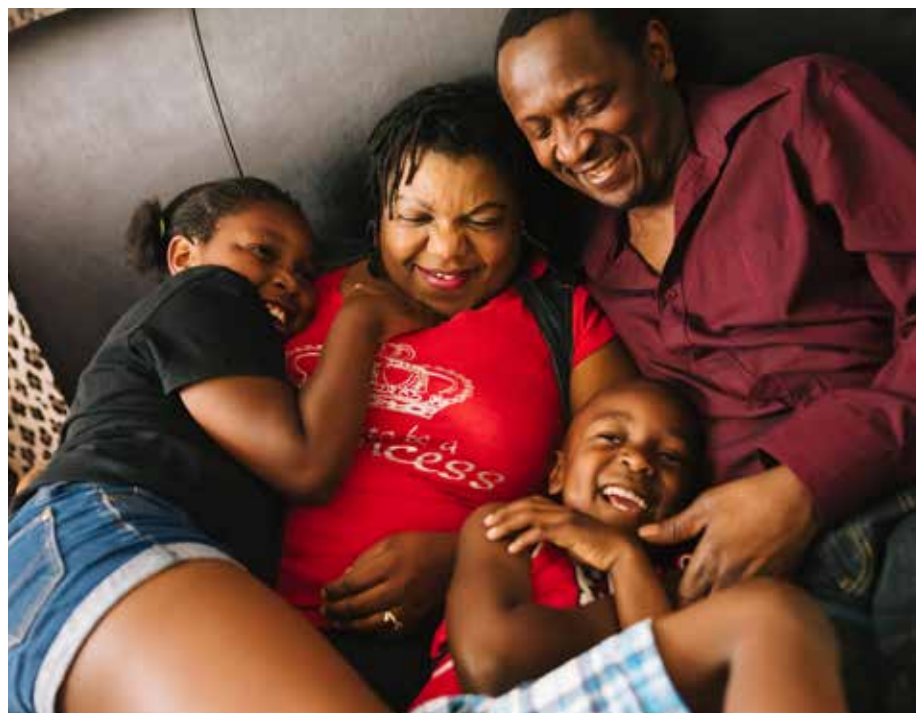
Our first social value report in 2014, was the start of our journey to measure the social, economic and environmental impact of our services. We explored the value of our services for short term support; employment and skills services; and the value of new homes.

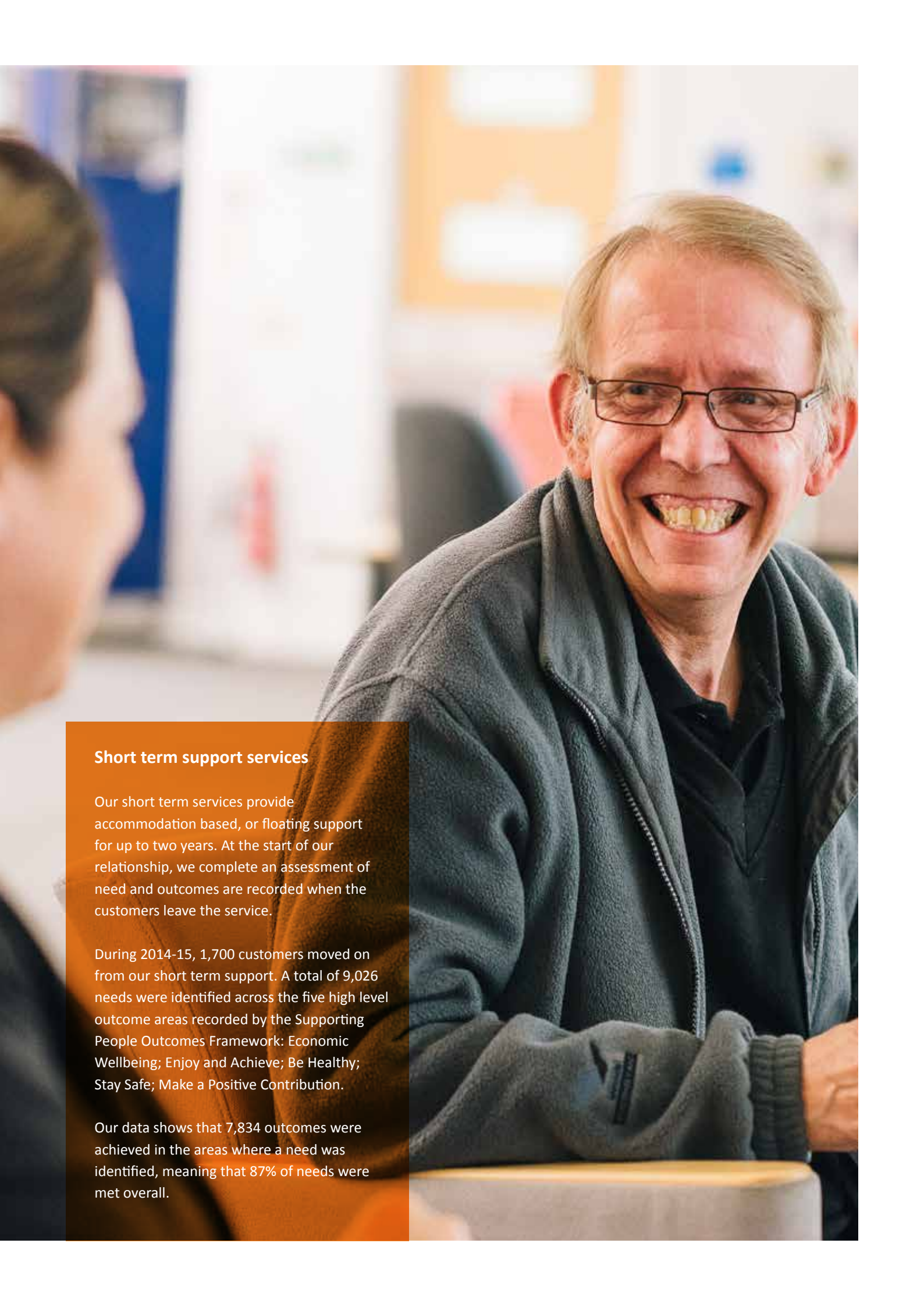
We continue to build on our methodology and have evaluated the same services for this annual report. This enables us to build on our understanding of their impact and plan improvements, both to the range of services we offer but also to the specific interventions within each service. The following section provides further detail.

Support

The floating support and supported housing services provided by Bromford are valuable, creating a positive impact on the lives of customers and society in general.

Bromford delivers a range of support services to vulnerable people; from young people and young families to people with learning disabilities, poor mental health and older people. The purpose is to develop and/ or maintain a person's ability to live independently in their own home. Our overall aim to work with customers to unlock their potential is also a core value for all of our services, including support. We recognise that for many customers in our shorter term services, this will only be the start but we work to build the foundations for self reliance and resilience from the outset.





Short term support services

Our short term services provide accommodation based, or floating support for up to two years. At the start of our relationship, we complete an assessment of need and outcomes are recorded when the customers leave the service.

During 2014-15, 1,700 customers moved on from our short term support. A total of 9,026 needs were identified across the five high level outcome areas recorded by the Supporting People Outcomes Framework: Economic Wellbeing; Enjoy and Achieve; Be Healthy; Stay Safe; Make a Positive Contribution.

Our data shows that 7,834 outcomes were achieved in the areas where a need was identified, meaning that 87% of needs were met overall.

Outcome	No. of customers with need	No. of outcomes achieved	% of met needs
Maximised income	1301	1230	95%
Reduced debt	896	783	87%
Entered paid work and still working when leaving support	267	162	61%
Participated in paid work at any time during support	267	179	67%
Participated in training or education	326	265	81%
Achieved qualifications	169	83	49%
Participated in social activities	202	189	94%
Participated in work like activities	161	137	85%
Established contact with external groups	708	652	92%
Established contact with family and friends	321	302	95%
Better managed physical health	473	449	96%
Better managed mental health	571	522	91%
Better managed substance misuse	158	117	74%
Aids and adaptations in place	105	101	96%
Maintained accommodation	839	735	88%
Obtained secure accommodation	1076	814	76%
Comply with orders related to offending	70	64	91%
Better managed self harm	91	78	86%
Avoided harm to others	64	55	86%
Minimised risk of harm from others	199	189	95%
Developed confidence, choice and control	762	728	96%

Data based on the Supporting People Contracts in local authorities that participate in the official SP Outcomes data collection.

All of these outcomes are positive for the individual. In addition, many result in positive outcomes for society and reduced costs, or the ability to reallocate resources, for local and national government.

Supporting a customer to find employment can benefit the person in terms of self-confidence and financial inclusion, and has significant financial savings to the Treasury by reducing reliance on welfare benefits and increasing taxation and national insurance contributions.

Other studies have shown that positive support and social networks reduce reliance on services, reduce isolation and improve mental health. Supporting customers to maintain their accommodation has both benefits to the customer - from the psychological benefits of a settled home, to the negative impact homelessness has on mental and physical health – and saves the costs of eviction, the administration of homeless applications and the costs and challenges of finding temporary accommodation for households where the local authority has a duty of care.

However, we understand that there are limitations to the way in which we currently measure outcomes for these customers and seek to apply a proxy value. For some outcomes, such as reducing the risk of harm to others, the consequence of not reducing that risk are unclear and therefore not possible to place a value on. There are also other outcomes that do not match directly to a wellbeing or societal value. Finally, outcomes are self reported by customers so we are conscious that there will be an element of social desirability in that customers may be eager to please and overstate the outcomes achieved.

To minimise the risk of over-claiming we completed an in-depth study of one of our support services, to help identify whether there was a tendency to overstate outcomes and also examine whether customer self-reported outcomes are supported by other information, such as the views of professionals working with the customers and the data they hold.

For tangible outcomes, such as entering paid work and maintaining accommodation, the evidence was clearer with a straight forward yes or no response to the question. The data also showed that that in terms of the less tangible outcomes, such as an increase in confidence, the self-reported outcomes from the in-depth customer surveys matched any increase in confidence reported through the Supporting People Outcomes survey. In terms of an increase in the customers ability to manage their physical or mental health, the in-depth study showed a tendency to under-claim positive outcomes when compared to the Supporting People outcomes survey.

We are therefore confident that on balance, the outcomes recorded for all short term services are accurate. The social value is summarised below although full detail of how we have applied the proxy values will be published later in the year when we have concluded another, more in-depth, study of our Young Families service in Dudley.

Wellbeing proxy value to individuals

Total Value
£46,316,785

Total Investment
£5,500,000

Wellbeing return on investment
£8.42:£1

Societal value

Total Value
£5,892,499

Total Investment
£5,500,000

Wellbeing return on investment
£1.07:£1

This shows that even where we take into account only a proportion of outcomes, there is over a £1:£1 return to society for investment in Supporting People services. When considering the customers wellbeing, it is clear that although this is not a direct saving, the significant increase in an individual wellbeing may result in societal benefits in the future; benefits that are difficult to quantify without a longitudinal study of customers who have previously received support.

We are also confident that we have under claimed the true value of support. Whilst the Young Families study is being finalised, the data analysis completed so far indicates a wellbeing return on investment of **£10.66:£1** and a societal value of **£2.96:£1**. This takes into account deductions for deadweight and displacement using HACT guidance and best practice available. We also accounted for attribution through customer interviews.

Customers also said about the service:

"I really enjoy living on the scheme, I have found the support useful and it helped that all the white goods were here in the first instance. I can now budget money and know the responsibility of being a mom and keeping a roof over my daughters head."

"My experience of the service so far is guidance, advice with social services, budgeting advice, support with my daughter. Someone is always there to talk to. From when I moved in I am independent now and gained of knowledge about how to live alone and care for my daughter. Without the last year at the scheme I wouldn't have what I do now."

"My experience of the scheme so far is that it has been good. I feel that since I started receiving support and moved on to the scheme, I am more independent to look after my son and make more decisions without my mom."

"If it wasn't for Westley Street my daughter could possibly be in care. I can be a better mom in my own space in my own home. I feel more of a person now that I am paying my own bills."

Long term support services

Whilst short term services capture outcomes at the point of moving on from support, leaving the service is not the goal for every customer: for some client groups, long term support is required to enable customers to maintain independent living.

In the areas where data is available, we have 1,172 customer's who have lived in long term supported accommodation for more than two years; 757 older people; 306 people with learning disabilities; 109 people with mental health needs.

For many of our older supported customers, the benefit of a Bromford scheme is the ability to maintain independent living and control over their own lives when the alternative might be a care or nursing home. Similarly for customers with learning disabilities and longer term mental health needs, supported housing is a preferred option to residential care; it's the difference between living at home and living in a home.

In terms of outcomes, the impact and importance of supported housing is more difficult to quantify. For the standard data we collate for these customers, any value is based on trying to ascertain what might have happened if supported housing was not available. This differs from short term services where the value is calculated through an understanding of what we know has happened.

For example, we know that supported housing for people with learning disabilities and mental health needs are a more cost effective type of accommodation than residential care; £156 average weekly cost of Bromford supported housing and £598 average weekly cost of generic residential care. The average weekly cost of older people supported accommodation is £115 compared to an average weekly cost of residential care for older people of £554.

It is clear that supported housing is a less costly option than residential care, but it is very difficult to quantify how many of our customers may have required care, were supported housing not available. We also know that services can have a big impact on improving physical and mental health. We have therefore decided that a more detailed study is required to fully understand the outcomes for these customers. Work is already underway to evaluate the outcomes of our older people services and we are aiming to report on this area further in 2016.

Employment and skills

Bromford offers a range of support and assistance to help customers get into, or back into work. They will all be at different places in their journey; some may just need help refreshing their computer skills and updating their CVs, whilst others may need support to build their confidence after a long period out of paid work. Other customer's may have never worked but want to explore their options.

When a new customer first comes to Bromford, we'll talk to them about their current situation and their goals and aspirations. Depending on where they are right now and where they aim to be, they are referred to employment and skills support that is relevant to them: 121 skills coaching; work clubs; signposting to an external training provider.

Often the first step is to identify any barriers the customer may face in achieving their goals. These may be health issues, caring responsibilities or simply transport issues that make it a challenge for someone to attend training or job interviews.

Our work clubs then provide support to help customers with job searching, updating CVs, identifying the skills they need to progress towards their ultimate goal and provide basic skills training. One-to-one coaching is also offered to those who need more intensive support for a limited period of time.



Our Connect Hub in Lichfield also helps to put customers in touch with employers as we recognise that no matter how qualified and ready someone is to work, you have to be able to find the right opportunities in order to gain sustainable employment. Bromford arranges jobs fairs that enable customers to meet potential employers and learn not only about local vacancies, but also about apprenticeships, training opportunities and potential home-working opportunities.

What outcomes have our customers achieved?

Our developing methodology prompted us to change the way in which we measure job outcomes to ensure that we differentiate between 'getting a job' and entering sustainable employment. We recognise the cost to the individual and society of being in and out of work; cycles of poverty and instability related to repeated, low paid insecure employment.

Across all of our employment and skills services, 165 people entered full time or part time sustainable employment during the period.

We have not included customers living in our supported housing as these have already been included in the support outcomes. In addition, each customer is counted only once; whilst one customer may have achieved in several areas, we have only counted the final outcome. For example, if a customer attended a training course, completed it, took up a volunteering opportunity and finally entered full time work, we only include the employment outcome.

Outcome	Number
Sustained full time work	82
Sustained part time work	83
Work experience	13
Active Volunteer	34
Attended Accredited training course	15
Attended Non-accredited Training Course	20
Completed Accredited Training Course	25
Completed Non-Accredited Training Course	7
Entered education	21

The value created has been touched upon in other sections of this report; entering employment has a wellbeing value to the customer as well as a value to society in reduced benefit costs. Undertaking accredited training has a wellbeing value to the customer, as well as a small average lifetime earning uplift, increasing the potential contribution to the Treasury in the long term.

We have been conservative in assessing the length of outcomes, attribution, and deadweight. For length of employment outcomes we have assumed no more than three years based on OECD tenure length data. For welfare benefit savings, we have used the average annual Job Seeker Allowance (JSA) Rate as we recognise that any reduction in other household benefits may be off set by eligibility for in work welfare benefits.

The overwhelming value created is by customers entering employment; moving from JSA to full time work has an implied saving of over £10,000 whilst completing an NVQ Level 2 qualification has an implied five year value of around £400.

Wellbeing proxy value to individuals

Total Value
£2,459,769

Total Investment
£494,000

Wellbeing return on investment
£4.98:£1

Societal value

Total Value
£2,833,833

Total Investment
£494,000

Wellbeing return on investment
£5.74:£1



At first this appears to be a large increase on the social value created in 2014. The total social value for customers and society combined is now £10.72: £1 compared with £6.06: £1 in 2014. Part of this increase is due to a change in methodology. Last year we used a 50% displacement value for employment outcomes; we assumed that in 50% of cases where we helped someone find employment, we were effectively filling a job that would otherwise have gone to another jobseeker. This year we've used the The Department for Work and Pensions Social Cost-Benefit Analysis framework preferred displacement figure of 20%.

Adjusting for the change in methodology, did we get a better rate of return in 14/15 than 13/14? If we revisit the 2013/14 figures and replace the 50% displacement with the 20%, we get a total return of around £8.50 for every pound invested. This still shows an increase of about 25% on the value of every pound invested in Bromford's employment and skills services.

This highlights the potential for an increase in value from services over time where more robust evaluation can be used to develop services further: increasing colleague skills; better promotion of the services available; interventions that are better targeted and meet needs. Just as our customers aspire to be their best, so do Bromford. Even where a service is working well, we continuously look for ways to improve it and our developing evaluation methods help us to understand where we can make the biggest impact and make service improvements as a result.

New homes

Last year Bromford built 510 new homes for rent and shared ownership. Of these 338 were let to new general needs customers.

All Bromford homes meet the Decent Homes Standard, which require all homes to be in a reasonable state of repair, to have reasonably modern facilities and provide a reasonable degree of thermal comfort. However, our aim with new and existing homes is to exceed this standard.

We know that fuel poverty is the number one housing related issue with excess cold, alongside damp and condensation being the number one housing health hazard. Over 2.3 million households in Britain live in fuel poverty. Fuel poverty is affected by three main factors: income levels; fuel prices; the energy efficiency of the home.

We are piloting a number of new services to support customers to overcome barriers related to income but we know that poor energy efficiency of homes can result in high fuel costs that create fuel poverty, even where customers have higher incomes. To reduce this risk, every one of our 338 new homes had a SAP rating of C or above, with 96% rated B or above; SAP is the Standard Assessment procedure used to record the energy efficiency level of a home.

All of our new build and existing homes also have to meet our 'ready to let' standard before a tenancy can begin. Although our new build homes are likely to be of a higher standard - there is no wear and tear when letting a new build home – making the details of the ready to let standard available to all customers lets them know exactly what they can expect from our properties when they move in. As well as being clean and tidy, health and safety is paramount. All basic stuff, but it ensures that the small things that can make a big difference don't get overlooked.

Clear standards and published information means that all sides can be confident that the property customers are moving into is in good condition.

Who did we let our new homes to?

The table below shows where the 338 households were living before they came to Bromford.

Previous Accommodation	Number of households
Living with friends or family	100
Local Authority general needs tenancy	84
Private sector tenancy	59
Housing Association general needs tenancy	51
Supported housing	9
Other temporary accommodation	8
Other/ Not known	8
Owner occupation	7
Tied housing or rented with job	6
Women's refuge	4
Direct Access Hostel	1
Rough Sleeping	1

The table below shows the reasons why customers needed to leave their previous accommodation:

Reason for leaving	Number of households
Overcrowding	103
Moving to independent accommodation	57
Ill health/disability	24
Nearer to friends/family/school	21
Poor condition	21
End of shorthold or fixed tenancy and unable to extend	18
Affordability	17
Other	15
Underoccupation	14
Other problems with neighbours	12
Non violent breakdown of relationship with partner	11
Asked to leave by family or friends	9
Loss of tied accommodation	6
Domestic violence	4
Eviction/Repossessed	4
To be nearer to work	2

Looking at the top three reasons for leaving previous accommodation, it's easy to see the value created for customers by moving to new, more suitable accommodation. The challenges that children living in overcrowded households face are well documented: not having quiet space to do homework and study can have a long term impact on educational achievement; there is a link between overcrowded conditions and children's ill health. Both can result in long term implications into adulthood (Shelter, 2005). Three quarters of the families coming from overcrowded accommodation had children in them.

Moving to independent accommodation usually refers to households or individuals that had previously been living in supported accommodation or care homes. Once a customer is ready to 'move on' from care and support, it is important to their continued wellbeing that safe, affordable accommodation is available.

Where a household has moved due to ill health or disability, this is often because the design of their previous accommodation was unsuitable for physical or sensory disabilities. Moving to a more suitable home may mean that the customer is able to maintain independent living for longer.

In each of these examples, a benefit for society can also be seen. Reducing overcrowding helps reduce instances of ill health, relieving pressure on the NHS. Improving the lives of children in the household has long term benefit to society; poor performance at school can lead to a lifelong wage scar, higher dependency on benefits, and reduced employment prospects.

Similarly when a family moves from poor quality to good quality accommodation free from hazards, damp and excessive cold, there are significant benefits for the NHS. Where a household has moved from what they have described as "poor quality" or "overcrowded" accommodation we have assigned a nominal saving to the NHS of £500 per household member. Although this is an estimate extrapolating from research in Building Research Establishment (BRE) paper 'The Real Cost of Poor Housing', we are confident that at a national level we can state that poor housing costs the health service at least this much every year.

The weekly cost of general needs accommodation is also lower than supported housing and significantly lower than the cost of residential care facilities: the average cost of intermediate residential care cited by New Economics Foundation (NEF) £598 whilst the average rent for our new build general needs accommodation last year was £117. So, for those individuals moving on from supported housing and care homes, there are considerable cost savings for either the customer or, where rent is paid by Housing Benefit, the Treasury.

Outcomes

Using the previous cited core data, we have calculated the outcomes as follows:

Categorised as	Count of Individuals
Moving to secure, independent housing from a women's refuge (or otherwise likely to move to one as fleeing DV)	13
Leaving average LA accommodation	62
Rehoused after eviction	4
Leaving Average Quality HA	196
Leaving Due to ill health/disability	55
Leaving Poor Quality or Overcrowded HA	95
Leaving Poor Quality or Overcrowded LA	155
Leaving Poor Quality or Overcrowded Private Sector	157
Leaving Temporary Accommodation	14
Neighbour issues	29

Notes: Where a household left the previous home due to health reasons, or previous tenure was refuge, supported housing or temporary accommodation, no inferences about "quality" of previous accommodation has been made.

HACT Wellbeing values have been used to identify impact for the customer. For societal values, we have used the New Economy Manchester Cost Database (cost savings of the most likely alternative accommodation). The NHS savings have been estimated using the methodologies contained within the BRE paper 'The Real Cost of Poor Housing' where positive outcomes are only given to households previously in poor quality or overcrowded accommodation.

Consistent with the Department for Work and Pension's (DWP) additionality guide, we have assumed 20% deadweight on all outcomes and have valued all outcomes as lasting for only one year. This is a change from last year; whilst most outcomes are likely to have a longer term impact, we have depreciated the build costs of our assets over their expected lifetime, so a single year outcome claim is the most appropriate method.

Wellbeing proxy value to individuals

Total Value £416,623	Total Investment £338,000	Wellbeing return on investment £1.23:£1
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Societal value

Total Value £898,677	Total Investment £338,000	Wellbeing return on investment £2.66:£1
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Innovation

Whilst we concentrated on existing services in our Social Value report 2014, we used our learning over the past year to develop a pilot pipeline process that supports innovation and our aim to create the biggest impact for customers, society and the business.

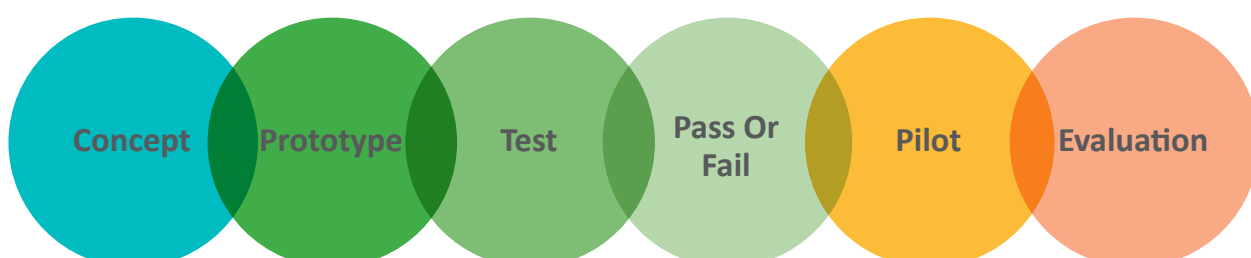
Innovation may mean a completely new idea or a solution to an issue with an existing service. The pipeline takes each idea through key stages underpinned by research, project development and social value methodology principles.

The innovation process involves front-line colleagues and leaders with direct experience of working with customers, supported by the Innovation Lab and the Insight Team.

Innovation Lab: A space where colleagues and members of our wider social and customer network can help us refine the problem we are trying to fix and consider.

Insight Team: A small group of colleagues who help design tests and pilots, agree what the measures of success will be and evaluate the outcomes at the end of the process.

From Prototype to Pilot - flow



Concept: Ideas that have been fleshed out – they have a value and fit with the strategic direction of the organisation. A concept can be developed into a Prototype

Prototype: A mock up of a product or service. Little investment is made and it does not require a business case. Several prototypes can be designed as potential solutions to a problem or an opportunity that has been defined within the controls of the Innovation Lab.

Test: A prototype product or service is tested out in a raw state. It is a minimum viable product that has been designed as a potential solution to a problem. It is tested out with small groups which may include colleagues and customers. There are clear measures that will form the pass or fail criteria of the test. A tested prototype can end at this point or be tweaked and re-tested, then rolled out as part of a pilot. It's possible it could be such a minor service change and it goes straight into delivery. Tests have a start and end date and will normally be completed within a four week period. Tests will be completed with measures created within the controls of the Innovation Lab and Insight Team.

Pilot: A pilot is formed out of tested prototypes that have been through the innovation process. There is a start and end date with agreed measures and evaluation process in place before the pilot begins. A pilot will normally be longer than four weeks and will require approval.

Evaluation and data monitoring: Can take place at specific intervals during and/or after a pilot has started or completed. Data monitoring will ensure the pilot is running properly and the evaluation will measure the outcomes of the product or service and the methodology of how it was implemented.

We use a 'theory of change' to help us establish what steps need to be taken in order to achieve a particular aim.

A theory of change helps create a commonly understood vision of the long term goal, how it will be reached and what will be used to measure progress along the way. Where appropriate to do so, stakeholders are involved to ensure that they have an opportunity to articulate what has to happen in order for a goal to be met and their assumptions about why.

Measures of success are developed and then agreed through this process to ensure that we can capture baseline data if required. To support our aim of understanding causation as well as showing any correlation between services and outcomes - positive or negative - we have started to introduce control groups where the service offer pilot may result in a significant change to the way in which we deliver our services.

We accept that better insight will mean some ideas and tests will fail: in part or as a whole. Every idea has to travel through the pipeline process to prove its impact. If something is going to fail, tests are our way of finding out quickly and ensuring that where things don't work, they are not rolled out to a wider group of customers. Once a test is passed, it might then progress into a pilot. A pilot always has an end date for the purposes of evaluation and may also include a control group to ensure that we can establish causation. A full list of our current pilots can be found on the [Bromford Innovation Lab Trello Board](#)

This new way to test and potentially introduce change or new services helps us to ensure that we invest our money where we can make the biggest impact for customer's and society.

Services being piloted 2014 – 2015

Since October last year, all new ideas have been directed through the pipeline process and we currently have a number of new service proposals in pilot with end dates and evaluation planned over the coming year. It is still early days but we have already seen the benefits: robust evidence that enable us to confidently roll out new services or stop services where they don't help us to meet our overall strategic aims.

Service offer pilots

This pilot is made up of a range of service offers that aim to support resilient customers who are self motivated to be the best that they can be, are achieving personal goals and making a positive contribution to society.

The individual services work towards a number of short and medium term outcomes that we believe will support the customer to: maintain their tenancy; achieve meaningful and long term sustainable employment (where appropriate); be self motivated to work towards their own personal goals. Services include:

Starting Well: Intensive face-to-face coaching for customers who need the most support to get off to the best possible start in their new home.

Assertive Housing Management: Coaching to continue to build skills and connect customers so that they can make the most of a range of local opportunities and community groups.

Money Advice: Budgeting and complex debt advice to ensure that customers can manage their money and receive direct payment of Housing Benefit.

Employment and skills: A range of service offers – the Connect Hub, one-to-one skills coaching and an Employability Skills Programme - that supports customers to develop their work related skills and where appropriate, enter sustainable employment.

To date, 156 customers have participated in the service offer pilots in Lichfield. It is early days – we are six months into the twelve month pilot – but there are already positive indications that we are delivering impact for customers.

Forecast outcomes:

Financial wellbeing: 25 customers have increased their financial wellbeing to date. If we assume the same number will increase their wellbeing in the next six months, then this gives us a total of 50 customers. With a wellbeing proxy value of £8,898 per outcome, this creates a total wellbeing value of **£444,900**.

Ten customers reduced their burden of debt so we estimate that in total, 20 will reduce the burden of debt of the course of the pilot. With a wellbeing proxy value of £9,670 per outcomes, this creates a total wellbeing value of **£193,400**.

Employment and skills: Eight of the 60 working age, non working customers have achieved employment and work related skills outcomes; three customers have gone into work, one has taken up volunteering opportunities and four have entered training or education.

We anticipate that over the next six months, a larger proportion of customers will enter employment or take up other work related opportunities. This is because they may have significant barriers at the start of their relationship with Bromford and it may take some time before individual customers are ready to move onto the next stage of their journey. Using an average wellbeing proxy value of £11,673 and a forecast that 20% of customers will take up the opportunities available to them, we estimate that this will create a wellbeing value of **£280,152**.

Amongst other outcome measures, we are asking customer's to self report on their positive social networks and whether they feel in control of their lives. At this stage we have only collected baseline information at the start of the pilot with second stage questionnaires due to be completed at the end.

Whilst it is difficult to forecast outcomes for this area with only minimal information available, we know that positive social networks can have a significant impact on isolation, mental health, feelings of self worth and overall quality of life. Coaching to support customers to feel more in control and develop strategies to adapt and be able to bounce back when something difficult happens in life is a key element of the service, and we will be exploring this area further over the course of the next six months.

Using the outcome information available and projected costs incurred, we estimate that the services will provide a gross wellbeing value of **£4.59 for every £1** spent. However, at this stage, we have not accounted for all outcomes and have not calculated the deadweight, displacement and attribution; final evaluation and return on investment will be presented as net values.

Whilst we have not yet completed the pilot, we have used the learning so far to make improvements to the way in which we deliver these services and maximise the impact for our customers.

We have also used the evidence to recommend and approve the roll out of Money Advice Services across our wider operational area. Even at this stage of the pilot, the outcomes achieved by customers using this service have been very positive and customers have talked about the considerable difference that this service can make to their lives. It was clear that in a challenging economic climate, customers would not be best served by any delay in rolling out this service.

Winter Buddies

Whilst the evidence supported an early roll out of the Money Advice Service, we have used our evaluation to stop delivering another pilot that did not achieve the outcomes relating to our overall strategic aims and objectives. In partnership with South East Staffordshire and Seisdon Peninsula Clinical Commissioning Group (CCG), Bromford launched the Winter Buddies pilot during the winter of 2014/15. The pilot was funded by NHS England as part of the national Winter Pressures NHS England programme and aimed to connect socially isolated and frail older people to a volunteer 'buddy' to prevent accidental injuries, avoidable hospital admission and excess winter deaths.

The volunteers offered companionship and befriending, practical support and referral to other services, such as aids and adaptations and meals on wheels. Over the course of the pilot, 54 individuals were referred to the service and 27 accepted the offer of a Winter Buddy.





"I was grateful to have someone come in who was kind and understanding and who gave up their time to be a buddy. The service was wonderful and have me something to look forward to each week as I felt very alone."

"I thought the service was very good. When you outlive your family and are on your own and not very able bodied, it's nice to have someone who really cares to come and see you. Carers come in but don't have time for a chat so it can get very lonely."



It was clear at the outset, that feeling lonely and isolated was an issue that affected the majority of customers (59%), closely followed by poor physical and mental health and 37% of customers felt that overall, their quality of life was poor.

The pilot service was very well received by all customers with many stating that the service was "wonderful" and gave them something to look forward to.

At the end of the pilot, the evaluation identified some positive outcomes for many customers:

- 40% of those with an identified need reported that they felt safer and more secure in their home.
- 30% of customers with an identified need reported an improvement in their overall quality of life.
- 27% of customer saw a significant improvement in their physical health which correlated with a decrease in self reported emergency hospital admissions.

However, the purpose of a rigorous evaluation of pilot services is to understand not only the positive outcomes but also the unintended consequences. At the end of the pilot, there appeared to be a correlation between the end of the service and a decline in customers self reported management of their mental health.

Further analysis showed that where customers had increased their social interactions outside the home, there was a noticeable positive change in mental health and feelings of loneliness and isolation. However, analysis of qualitative data showed that for others, especially those without alternative social networks, loss of the service may have exacerbated feelings of depression and social isolation, especially where customers were not able to take up alternative befriending services.



The pilot highlighted the potential negative consequences of a short term befriending and community based programme and the need for a year round scheme that encourages communities to come together to support and befriend their vulnerable neighbours.

As a result, we are exploring options with the commissioner to develop a service that aims to connect vulnerable older people to a local 'buddy' network in their area for the longer term.

Next steps

During 2014-15, we deepened our understanding of a number of issues that impact on customers - informed by both detailed research and the evaluation of both our existing and piloted services. The most significant of these is fuel poverty.

Fuel Poverty

There are three main factors that contribute to fuel poverty: income levels; fuel costs; the energy efficiency of the home.

We had aimed to complete a wider study on the impact of measures designed to reduce fuel poverty, such as our boiler replacement programme during 2014-15. However, we quickly established that customer information would not yet provide us with the data and insight we required. We have therefore started a piece of work that aims to identify the appropriate information that we would need and develop ways to ensure that we collect the right data at the right time. In the meantime, some research has been completed to start this process.

We have already established that although we do not hold income data for all of our customers, using national data we can estimate that our customers are more likely to be on lower incomes than the general population. We are also aware that this is not restricted to those customers solely in receipt of welfare benefits. The Warmer Homes report by [Policy Exchange](#) estimates that approximately half of households in fuel poverty are working, and households living in the least energy efficient homes are paying up to an extra £1,700 in fuel costs per annum.

Using both income data and the information we hold on the energy efficiency of our homes, we estimate that there is a significant proportion of customers who will be affected by fuel poverty. We are establishing a cross team working group to explore the actions we could take to improve both the levels of disposable income for customers so that they can better afford fuel costs and further actions that we can take to improve the energy efficiency of our homes, especially for the small proportion that have lower ratings.

The impact of cold homes are clear; Marmot Review Teams report [The Impact of Cold Homes and Fuel Poverty](#) found that excess winter deaths were almost three times higher in the coldest quarter of housing as in the warmest. Winter deaths from causes such as cardiovascular disease are shown to have statistically significant links to the age and type of property, factors that tend to impact on lower energy efficient ratings. It's an obvious fact but one worth repeating; if you are unable to stay warm in your own home you are at a higher risk of mortality. Improving the ability to afford fuel costs is a vital way of preventing poor health and winter deaths.

Cross team working

We have established a number of cross team working groups to better understand how decisions or new services in one part of the organisation can impact elsewhere. At the heart of any decisions will be a focus on the customer impact; a better understanding of the key issues that can affect customers and how the way in which we work can have a positive – or negative – impact.

Our approach to implementing new services ensures that we understand: the problem we are trying to fix; test new ideas on a small scale to minimise cost and implications; pilot services to understand the wider impact and ensure that robust measures are put in place to enable rigorous evaluation. This will help us to ensure that any new services or initiatives developed through this cross team approach provide a financial and social return on investment.

Conclusion

With challenging times set to continue, a detailed understanding of how we can make a difference for our customers will enable us to make informed and evidence-based investment decisions that maximise impact for customers and society. Making the best use of our profits will ensure that we continue to create social value.

We recognise that a new home is just the start; support and coaching that enables customers to unlock their potential and achieve their aspirations is key to customers not just surviving, but thriving long into the future.

