

Bromford.

Social Value
Methodology Report **2014**



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A woman with glasses and a young child are playing with colorful building blocks. The woman is smiling and looking at the child, who is focused on stacking the blocks. The background is a colorful, patterned wall.

Bromford is a social enterprise.

Our purpose is to inspire people to be the best they can be. By doing this, we create social value; for our customers, their communities and for UK plc.

We believe in people. We start our relationship with every customer by asking them what they can do; where they want to get to; about their dreams and aspirations. Our job is to help them work towards their goals, building networks of mutual help and support with neighbours, businesses and community groups along the way.

We know we can't do everything. We know that providing great affordable homes is the start of our response, not the end.

That's why we've created the Bromford Deal; To set out what we will do and what we expect from our customers; Putting the skills and contributions of customers and their communities first, with services from Bromford and others in reserve doing only what customers and communities can't. Measuring the social value created by what we do will ensure that we squeeze the maximum value from every pound we invest.

Eliminating waste and doing what we do as efficiently as possible means we maximise our profit, to reinvest in new ways of creating social value including new affordable homes.



2. Scope of the social value report

This first publication of our social value report is one of the new ways that Bromford is measuring the social, economic and environmental impact of our services. Traditionally, we have measured our performance through the normal routes of financial and key performance indicators. This is the start of our journey to measure success in a different way, and will form part of our annual reporting from now on.

This will help us to understand and improve our services, maximising the social value that we create for our customers and the neighbourhoods in which they live; the environment and the way that we use resources; the economic costs and benefits – do our services deliver value for money?

This first report summarises the social value we create across a small proportion of our services: support; employment and skills; and new homes. During 2014, we will develop our methodology and verification process for measuring social value and aim to report on a more comprehensive range of services and measures from 2015.

2.1 Backdrop to Social Value

Social value is not a new concept. However, in these challenging economic times, it is even more important that we can measure and demonstrate the additional social value our services create.



2.1.1 Delivering services that really make a difference

National changes such as austerity measures and a retraction of the public sector all contribute to a challenging external environment for Bromford and our customers. The generational gap between rich and poor is increasing with around 1 in 5 of the UK's population now living below the poverty line¹. Welfare reform has meant that more and more unemployed customers need to find work to make up for shortfalls in housing benefit and other payments, but stagnant wages and an increase in part-time and temporary contracts mean that getting a job will not necessarily lift households out of poverty and the associated challenges. Employment must be sustainable, which means work must pay.

Bromford provides support, employment and other community based initiatives to enable customers to overcome initial challenges and barriers, then further develop their skills and confidence so that they can realise their aspirations and be the best that they can be.

We have traditionally measured the success of these services using outputs, normally defined in numbers that focus on what happens once we have delivered a service; for example, the number of customers that have gone into employment, training or volunteering. What this doesn't tell us is the wider impact for that customer, neighbourhood, the state or the outcomes achieved along the journey, even where the customer has not yet achieved their final goal.

Measuring social value allows us to identify, measure and place a financial value on all the outcomes achieved by customers - measuring change in ways that are relevant to the people or organisations that experience or contribute to it and apply a monetary value on the change. Outcomes give us the 'so what' element, the noticeable changes that take place –

normally over a longer period of time – as a result of the service or investment.

If we don't fully understand this, we can't know which of our services are making a difference, which ones need to change or improve, or whether we can achieve the same results in a more cost effective way?

In these difficult economic times, our Board face difficult decisions about which services to invest in. Measuring social value provides us with a framework to inform our decisions. It can help us to manage risks, identify opportunities, make improvements to our services, and potentially raise additional finance. Ultimately, it can help us to make informed and evidenced investment decisions.

2.1.2 Legislative and regulatory requirements

The introduction of the Public Services (Social Value) Act² requires all public bodies to consider the social value of services. As a consequence, we are seeing our commissioners increasingly ask for evidence of the additional social value offer for the services that they fund. With less money available from the public purse, this new Act requires commissioners to look at the social and environmental benefits that go beyond the main purpose of the contract.

Finally, there is a new regulatory requirement that places the measurement of social value at the heart of the value for money (VfM) housing associations provide. To meet the requirement, housing associations need to show that they are not just saving costs, but are using their assets to maximum benefit. Any VfM analysis should consider the social as well as the financial measures.



3. Which services did we measure?

Within our first annual social value report, we have focussed on three specific areas: Housing Related Support Services, Employment and Skills and New Homes. We haven't attempted to cover every aspect of social return, but instead highlight the value and effects of the specific outcomes that are important to our customers.

3.1 Housing Related Short Term Support Services for Young People, Young Families, People with Learning Disabilities and Mental Health problems

Housing-related support's main purpose is to develop and maintain a person's ability to live independently, either in their own home or in supported accommodation.

Bromford's approach to support is ever changing to fit the needs of those who commission our services, to ensure the best possible outcomes for everybody are achieved. Bromford is constantly looking for new and inventive ways to offer support services that deliver positive outcomes in a climate of increased need for support but decreasing funding; services that are cost effective for commissioners, often delivering more for less.

In 2013, Bromford delivered £11.4m of housing related support contracts, supporting around 9,500 people to be the best that they can be in the process. For the purpose of this evaluation, we measured the impact for a cohort of 1,006 customers who left our short term (less than two years) young people, young families, learning disability and mental health support services during 2013.

Overall, our commissioners – Supporting People (SP) – measure our performance against a total of 21 outcomes within 5 categories: Economic Wellbeing; Enjoy and Achieve; Be Healthy; Stay Safe; Positive Contribution. We measured the social value for the outcomes in which customers identified the highest level of need.

Outcomes	Young People	Young Families	Learning Disability	Mental Health
Maximise income	✓	✓	✓	✓
Reduced overall debt	✓	✓		✓
Gone into paid work	✓	✓	✓	✓
Participated in training and/or education	✓	✓	✓	✓
Participated in work-like activities				✓
Managing physical health better		✓	✓	✓
Managing mental health better		✓		✓
Maintained accommodation	✓	✓	✓	✓
Increased confidence and the ability to have more choice, control and involvement	✓	✓	✓	✓

We also looked at the social value of accommodating people in our supported housing schemes, assessing the impact based on the customer's previous accommodation. We examined lettings data to ascertain the social value for customers who had previously lived in:

- Residential Care Homes
- Women's Refuges
- Hospitals
- Direct Access Hostels
- Bed and Breakfast or other form of temporary accommodation
- Rough sleeping situations



3.2 Employment and Skills

We deliver several employability programmes with the aim of getting people off benefits and into sustainable work. These include:

- A work placement scheme called **Opportunities 4 Employment** (O4E), which aims to help a range of people gain the skills to re-enter employment or take up employment for the first time.
- An **apprenticeship scheme**, offering a range of opportunities across all teams within the organisation.
- **Connect**; our innovative online social network for customers, enabling 24/7 access to information about jobs, skills and opportunities; a self help tool which can link to existing social media channels to share progression and achievements. It includes a suite of E-Learning employability and life skills courses. Customers can use the site to apply for jobs/volunteer roles and get direct access to a skills coach for one-to-one support.
- **Work clubs** to help people develop the skills and confidence to engage in work related activities and become job ready. These are available to our customers and people in the local community.
- **Connect Hubs**, bringing our resources together with those of other specialist agencies to give a greater knowledge of community services and external service provision. Delivering employment and skills support under one roof with the aim of improving our effectiveness at helping customers overcome practical barriers, improve their employability skills and be matched to appropriate opportunities with local employers.
- Our **Employability Skills Programme**, enabling those customers who would otherwise be unlikely to secure employment, even once barriers have been removed, to go on to achieve job outcomes. The programme is focused on improving the customer's understanding of what employers want, how the modern recruitment world works and ultimately improve their chances of securing a job.
- Our **Employer liaison service** securing job opportunities for our customers by establishing relationships with local employers, and raising employer awareness of job ready graduates who have been through our Employability Skills Programme.

We measured the social value created for customers who had achieved the following:

- Gone into paid employment;
- Increased their level of work related skills;
- Gained a formal qualification;
- Taken up regular volunteering opportunities.

Using external research and customer survey feedback, we then examined the outcomes for people who had gone into employment or increased their work related skills and qualifications. these outcomes included:

- Increase in confidence
- Reduction in rent arrears
- Reduction in the number of repairs
- Reduction in anti-social and offending behaviour
- Improvement in physical health

We excluded support customers from this section due to the overlap with support outcomes.

3.3 New Homes

Bromford has a long history of building new affordable homes, developing its first scheme in 1964, growing to the development of around 700 new homes each year. In 2013, Bromford built 670 affordable homes with 366 of these being general needs housing let to new customers.

We used CORE data to ascertain the customer's previous accommodation and reason for leaving their previous home. CORE (COntinuous REcording) is a national information source - funded by the Department for Communities and Local Government - that records information on both new social housing customers and the homes they rent and buy. Each year, our data is submitted to CORE for publication, providing a valuable source of information that informs funding, regulatory and policy decisions.

We then used the HACT guidance The Social Impact of Housing Providers (Fujiwara, 2013)³ to ascertain the value of that change. The categories of previous accommodation included:

- Housing Association General Needs Accommodation
- Local Authority General Needs Accommodation
- Private Sector
- Staying with Family and Friends
- Supported Social Housing
- Temporary Accommodation
- Women's Refuge
- Residential Home

The reason for leaving included the following categories

- Poor condition or overcrowded
- Neighbour Issue
- Not suitable for health/disability reasons
- Evicted
- Affordability

The value to UK plc is based on the cost of the likely alternative accommodation (New Economy) as well as NHS costs associated with poor quality housing (BRE: Davidson et al, 2010)⁴.

We have not attempted to map the long term impact on children moving from unsuitable or overcrowded accommodation to a new build home, but obviously there are significant savings associated with a positive home environment.

3.4 Housing Benefit Savings

At this time, our analysis was restricted to lettings of new build general needs homes as detailed above. However, we did explore the benefits to UK plc through the provision of affordable general needs housing. We based our investigation on the savings gained in terms of lower rents than those charged in the private sector, a likely alternative accommodation option for our customers if they had not been allocated a social home. We have not claimed the value in our overall findings but have included our methodology and total value in the summary findings overview (section 6).





4. How are we measuring social value?

At Bromford, we're using two methodologies to measure the social, economic and environmental value that results from our activities - cost benefit analysis (CBA) model and social return on investment (SROI): both are concerned with answering two key questions (Journey to Impact, Russell S, 2013⁵):

1. Has our intervention caused a change in outcome?
2. What is the value of that change?

The main output in each case is the ratio of benefits to cost, allowing a financial comparison. Whereas CBA uses scientific methods and statistical techniques, SROI combines this approach with stakeholder involvement and qualitative judgements. These models are used to measure a range of the services we deliver, providing an overview of the total social value created.

Our SROI approach is based on the New Economics Foundation (NEF) methodology that assesses social return and quantifies change in a meaningful and transparent manner. Our methodology follows the principles, as set out in the NEF guide:

- Involve stakeholders;
- Understand what changes;
- Value the things that matter;
- Only include what is material;
- Do not over-claim;
- Be transparent;
- Verify the result.

The NEF methodology allows us to implement reliable evaluations; understand how to value but not overvalue change; look at where issues may be displaced or moved to other areas (displacement); look at how much the change can be attributed to our services (attribution); assess what changes would have occurred even without the intervention (deadweight) and finally, how long the impact may last. At this stage, our work has not been externally verified.



Hidden Story

Karon's life fell apart when her husband of 18 years walked out, taking all their savings and leaving her homeless with a child. After going into "total meltdown", Karon has found a new life in volunteering for Bromford.

Karon from Northampton said: "I lost my home, my car, my job, my husband – everything I had worked so hard for had gone. I was devastated and at rock bottom and I didn't know where to go. Bromford supported me through so much and helped me through an awful time, rehousing me and helping me to start a new life. As I got stronger and needed less support I wanted to give something back."

"Volunteering has changed my life. I have met new people, made new friends and learnt new skills. I can talk to people because I've been there – I can explain where I was and where I am now. I am getting involved in so many different things and am loving it."

"Everything has turned around and I look forward to getting up every day. What has happened has made me a different person and I want to give a lot more. I really hope this encourages others to get involved. "There is hope out there. Through Bromford I now have a new life and am really happy. It can happen for you, you just have to ask."



Value of outcomes: What value are we giving to the outcome? Social value uses financial proxies – a figure that can be used to represent the value of something in a calculation - so that the value of the outcomes can be recognised. The majority of our proxy values come from the New Economy Cost Unit Database⁶, HACT⁷, and sources such as the NHS Reference Costs⁸ and other DWP Publications. Where we've gone outside of these sources, we have always erred towards the more conservative values available to avoid over claiming.

Displacement: Has our outcome prevented an equivalent outcome elsewhere? This can be difficult to determine but as a rule of thumb, we have used the best match from existing SROI studies, whilst erring on the side of caution. In the example of employment, we have assumed a minimum of 50% displacement – this is based on the fact that the job vacancy would need to be filled anyway, but would not necessarily be filled by someone who was disabled, unemployed, a young parent or economically disadvantaged - groups of people who make up the overwhelming majority of our employment outcomes. This means we're claiming a lower value than other accredited studies⁹; in total we claim less than one third of the value for each job based outcome achieved by our customers.

Attribution: How much of the outcome can we take credit for? Attribution data comes from a mixture of previous SROI studies, Treasury guidance and original research based on verified data. For example, attribution for our work club customers is based on official UK figures showing the percentage of unemployed people signed up to a work programme provider^{10 11}. From this, we have inferred the number of our customers who would have been working with a.n.other work programme provider, and attributed those outcomes to them.

Deadweight (or counterfactual): What would have happened anyway, even without the intervention for this customer? Using the same example of a customer going into employment, how much would economic growth over the period in question have caused overall unemployment to decrease? In this instance, we have used DWP figures showing the fall in unemployment for the period in question. For new build homes, we have used an Homes and Communities Agency (HCA) example figure of 20%¹² (an estimate derived from typical S106 agreements guaranteeing 20% of new builds to be given over to social housing). Standard methodology for assigning deadweight to social housing new builds means you are calculating not the number of homes that would have been built anyway, but the number of social homes.

Length and Drop-off: How long does the effect last, and does it start to reduce after year one? In general for "cashable" savings to the state, it's often more sensible to use a fixed length in years than a drop off percentage. For example, we can use OECD¹³ figures to demonstrate that an average full time job will last around three years for a young person, and the financial impact would be 100% for the duration of the job. However, for some of the wellbeing values to customers – e.g., increase in confidence – it is more logical to assume a gradual drop of impact. Where there is no reliable study from which to assume length or drop off of wellbeing impact, we have assumed that under a general principle of regression to mean, the wellbeing value will drop off at a rate of 33% per year.



4.1 What about areas of uncertainty?

Whilst we have been as rigorous and scientific as possible, there are areas where we have had to use our best estimate. In some instances this could be addressed in a full SROI study with a more comprehensive survey of customers, whilst in others it has highlighted gaps in our day to day data recording. However, in some instances it is simply a reflection that in a relatively new science there are still unknowns.

4.1.1 Use of HACT values¹⁴

We have made some assumptions as to whether housing related support outcomes are equivalent to achieving HACT wellbeing outcomes. In some cases they clearly match – the HACT wellbeing value for going from unemployment to employment clearly maps to the Supporting People (SP) outcome of finding paid employment. In others, such as “High Confidence”, we have taken the view that the SP outcome – which identifies whether a customer has developed their confidence and subsequently has better ‘choice, confidence and control in their own life’ - is a reasonable proxy for the standard HACT methodology of asking customers to rate their confidence levels before and after intervention.

For some wellbeing values, such as financial independence, we decided that lack of detailed data on the equivalent SP outcome meant that it was unreasonable to claim this value for any customer. That isn’t to say that there is no value for this outcome, simply that we don’t yet have a reliable indicator to use.

4.1.2 Employment and Skills Customer Data

The data used to assess social value is based on a sample of outcomes collected over a three month period at one of our work clubs, accounting for around 10% of all outcomes during the year. We have used this sample data to overcome issues around different recording methodologies applied in different areas of the business and improved overall recording of customer data from Q4 onwards.

4.1.3 Under-claimed or unknown values

There are several areas where we have almost certainly under-claimed the true value to UK plc. For example, whilst NHS unit costs are available for hospital admissions for accidental falls, there are no direct unit costs associated with damp homes. In this instance, we have had to cautiously estimate the value using our own financial proxy and value derived from the health risks associated with living in homes with damp and mould.

4.1.4 Evidence by citation

Some of the proxies in this report use different - usually lower- values than those “accredited” on the Global Value Exchange. This is because some only cite secondary sources, and in the process, some of the caveats and definitions around the original research have been lost. Where our figures differ from values cited in other reports it doesn’t mean we have necessarily found a “better” proxy, just that we have used the best match we could find for our specific definitions. If building on or replicating the work in this report we would advise referring to all source material to decide whether the proxy values used are appropriate to your own project.

5. What about stakeholders?

Overall our social value calculations are supported by external research and the views and opinions sought through focus groups and surveys with customers and colleagues.

For customers, much of the social value created is in terms of non-cashable savings around improvements to wellbeing and quality of life.

For cashable savings to UK plc, the social return is primarily based on increased revenue and saved expenditure. For others, we have tried to focus on the areas where existing DWP or NHS figures and research exist, such as cost reductions associated with measurable improvements in health, or expenditure saved by preventing homelessness. For Bromford, the tangible benefits are centred on reduction in costs arising from failed tenancies, reduction in repairs and improved arrears levels.

A full Social Return on Investment evaluation places an emphasis on the involvement of stakeholders at all stages of the process to ensure that the value, and the way in which it is measured, is informed by those stakeholders. For this first evaluation, we have involved stakeholders in a limited way, with plans to incorporate full stakeholder involvement in our social value work going forward.

5.1 Housing Related Support Services:

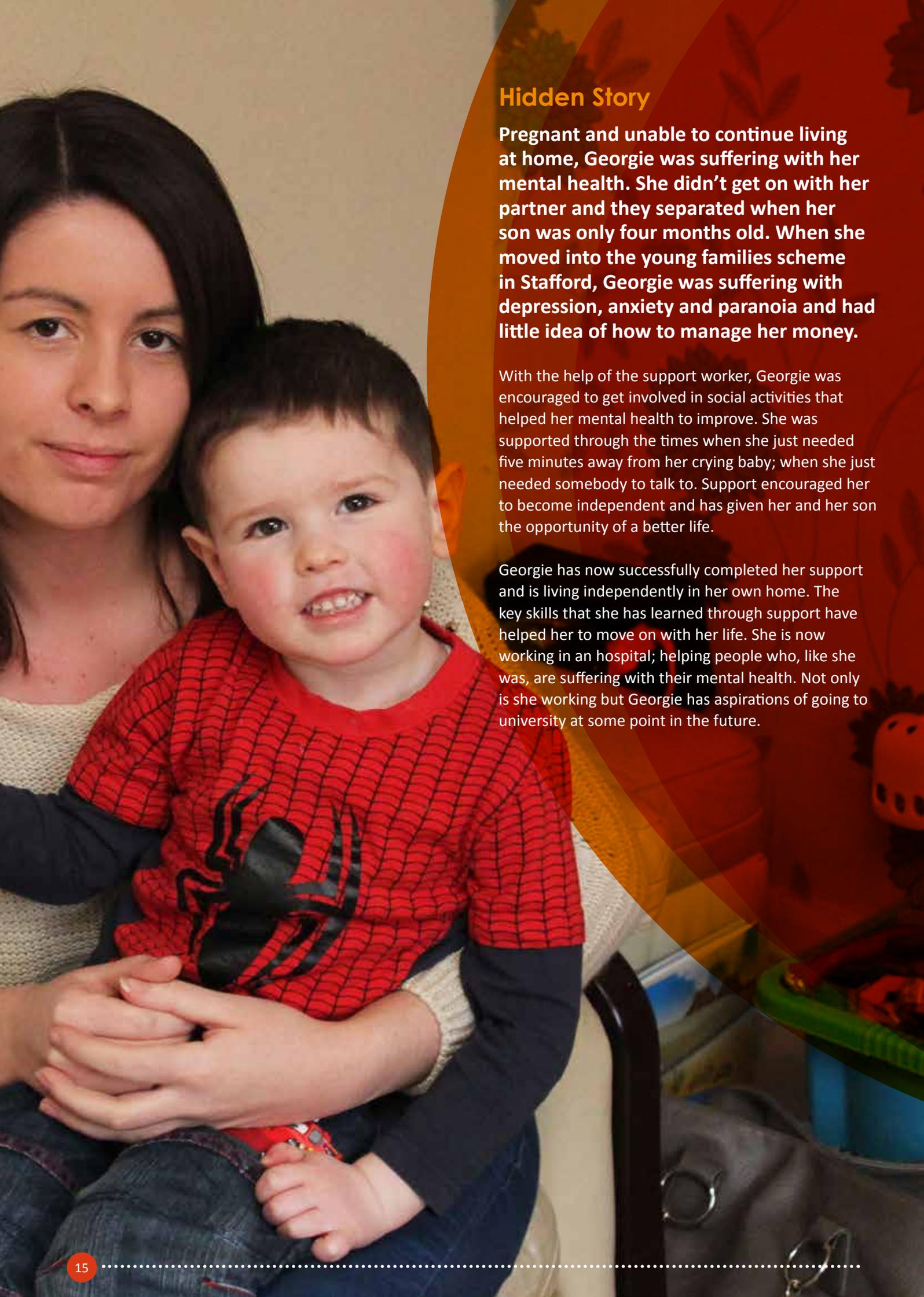
The way in which we measure outcomes for our short term housing related support services is to complete a questionnaire with customers when they leave our service, whether accommodation based or floating support. Together with their support worker, customers look at the outcome measures in which they previously identified that they had a need, and decide whether that need was met whilst receiving the service. This data is provided to an external agency – St Andrews - that validates the data on behalf of the Department for Communities and Local Government (DCLG). We have used these questionnaires to inform our analysis of whether the customer achieved the outcome they were working towards.

N.B. Not all Supporting People funded services account for outcomes in the same way. Some of our Local Authority Partners set and collect their own outcomes. However, only outcomes data submitted to St Andrews is included in this evaluation.

Beyond the numbers, the stories of individual customers help to underline why the outcomes they achieve really do matter.



“ I've got to look to the future, it's all good now. I never would have believed I would have made it this far four years ago. If I hadn't been offered the support and accommodation by Bromford I would be six feet under by now. ”



Hidden Story

Pregnant and unable to continue living at home, Georgie was suffering with her mental health. She didn't get on with her partner and they separated when her son was only four months old. When she moved into the young families scheme in Stafford, Georgie was suffering with depression, anxiety and paranoia and had little idea of how to manage her money.

With the help of the support worker, Georgie was encouraged to get involved in social activities that helped her mental health to improve. She was supported through the times when she just needed five minutes away from her crying baby; when she just needed somebody to talk to. Support encouraged her to become independent and has given her and her son the opportunity of a better life.

Georgie has now successfully completed her support and is living independently in her own home. The key skills that she has learned through support have helped her to move on with her life. She is now working in an hospital; helping people who, like she was, are suffering with their mental health. Not only is she working but Georgie has aspirations of going to university at some point in the future.



5.2 Employment and Skills:

Whilst in receipt of any Bromford employment and skills service, customers sign up to Bromford Connect - our innovative mobile smart phone app and web based platform for jobs, skills and opportunities.

At the end of each reporting period, we produce a report to show the number of customers who have achieved one or more outcome. Due to the volume of data and different reporting methodologies, we have used a 10% sample alongside qualitative feedback gathered through customer surveys. In addition, we have used our internal data on apprenticeships created by Bromford and the qualifications and training courses funded.

From our general customer advocacy surveys, two issues come across as being most important to our customers; the quality of their homes – do they need many repairs, and if they do, are those repairs undertaken quickly and to a high standard – and how affordable is their home. On the second issue of affordability, recent quarters have seen welfare reform impact on the amount of housing benefit our customers receive. For many of them, where downsizing is not an option, help to enter or re-enter the employment market is the best assistance we can give them in ensuring they can continue to pay their rent in full.

“ In June this year I lost my job, Karen told me about Perton job club which I went along to thinking “How can they help me, what can they do that the job centre can’t do?”. How wrong I was. There I came into contact with Nadir, Bromford’s skills coach. Nadir is so supportive and helpful and very caring. He helped me put my CV together and have the courage to apply for jobs that I wouldn’t have thought of applying for. With his friendly caring nature he has boosted my confidence. Thank-you Karen and Nadir and the Bromford Deal ”



5.3 New Homes:

All outcomes claimed for new homes can be directly evidenced through our publicly viewable CORE data, and our proven, longstanding record of 100% decent homes compliance. Where we have made narrative claims about children in households, this is also based on our CORE data detailing homes that have children in them.

We carry out a sample of surveys for new customers on a rolling programme of customer advocacy. We used the 2013/14 survey results, including the qualitative responses, to ensure that we were measuring the social value of the things that customers said were important to them. For calculations requiring the number of people in a home – primarily wellbeing values – we have applied the mean average across our new lets for reasons of both data protection and resourcing.

When a customer moves into one of our new homes, we ask: does your new home work for you and why is this; how do you feel about the safety and appearance of your neighbourhood and why is this; would you recommend your neighbourhood as a place to live and why is this. We know from these surveys that having energy efficient, high quality homes is crucial for customers. Therefore, our new build accommodation - decent homes and SAP ratings compliant – is an important area to focus on.

“Lovely comfortable flat with lots of space and modern feel and very light. [My son] is safe, warm and secure and he is very settled.”

Hidden Story

Selina is one of the first customers to enroll on O4E and says it has “opened up a whole lot of opportunities and bridged the gap from studying into employment.” After gaining a 2.1 degree in Accounting and Finance at Birmingham City University in 2011, Selina, aged 31, sent nearly 200 applications for jobs without success. “I kept being told I was either too qualified or I lacked the experience required. I attended some interviews where I didn’t even get any feedback at all.”

Just as she felt like giving up, Selina was accepted on Bromford’s O4E programme in the financial accounting team and life is now looking up. She says: “Although I found it daunting at first, everyone made me so welcome I could quickly be myself. My six-month placement has led to a two-year apprenticeship and I have been offered a role that is ideally suited to my studies to become a qualified accountant. Bromford is giving me the necessary support that I need to gain this qualification. I could not have asked for more.

“This role is looking ahead for the next five to ten years and even though I’m only on the first few steps, my life is now just the way I want it to be, everything’s just perfect! Bromford has given me the opportunity to be where I want to be.”

6. Summary of key findings

As previously stated, we have begun by measuring a small range of services that equate to only a proportion of our total expenditure.

- We invested £1m during the year 2013/14 on community investment activities, of which £603k was spent on the employment and skills services evaluated in this report.
- Our total operating costs were £87m and in addition we invested £64m in new homes.

This means that the total social value we create is in reality, much higher than that evidenced. However, by starting with the evaluation of a small number of services, we can build on our methodology, skills and knowledge for the future. It has also allowed us to identify where we may have gaps in data collection and plan for the systems we may need going forward to measure social value in a more detailed and comprehensive way.

6.1 Summary of key findings and social value created

It is estimated that Bromford creates social value totalling **£39,395,280** from the support services detailed, our employment and skills services and the development of new general needs homes. Investment of **£4,901,356** gives us a combined social return of **£8.04** for every pound invested.

A breakdown of social value against each of the services is outlined below.

6.1.1 Housing Related Support:



based on an investment of
£3.93m



254	Taken part in training or education	99	Volunteering
273	Improved physical health	433	Increased confidence, control and choice in life.
113	Moved into paid work, and still in work at point of leaving service	433	Able to maintain accommodation and avoid eviction
107	Achieved recognised qualifications	83	Managing Substance Abuse
306	Improved mental health		



The young people we work with are often considered “at risk” or come from troubled backgrounds; we provide them with the support they need to look after themselves and their accommodation, to form positive relationships with those around them, and enter sustainable careers.

Summary of social value created





Hidden Story

Tom Devey aged 22 from Staffordshire became homeless at the young age of 16 after his relationship with his stepdad became unbearable and Tom was left with no option but to leave home altogether. He sofa surfed from place to place but had no certainty over where he was going to sleep each night.

Tom slept behind bins at a supermarket and had to rummage in those bins for food. He suffered from depression, followed by suicidal thoughts. Tom took tablets and self harmed, he was left with no family or friends, no money and no clothes.

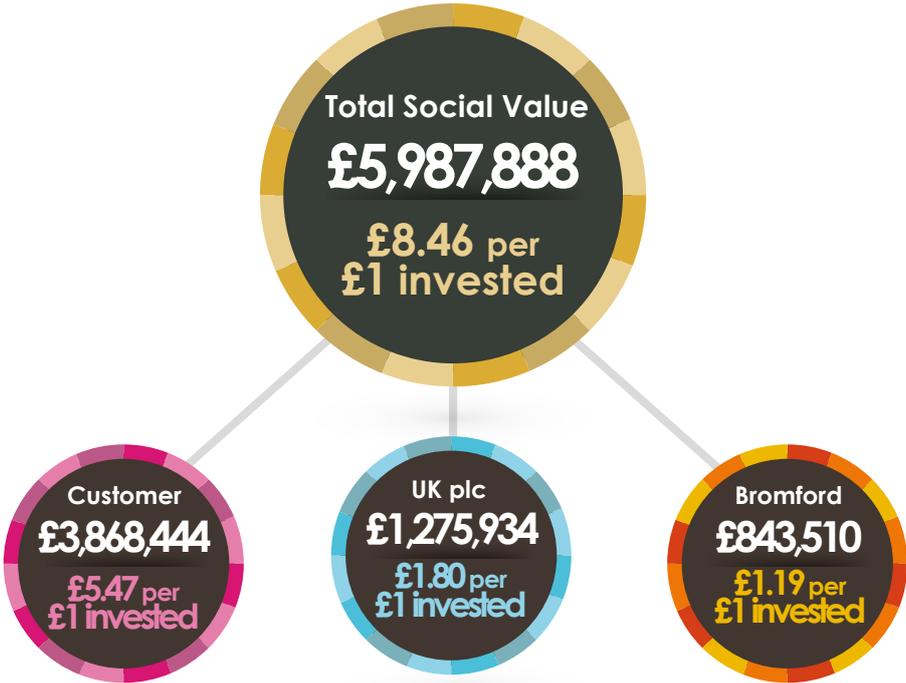
It was when Tom was at rock bottom, that Bromford provided him with a roof over his head, helped him pay his bills and ultimately brought him back to normality. "I am never going back to being homeless again," Tom said. He doesn't know what the future holds for him but can see a brighter tomorrow. He is rebuilding his relationships with his family and friends, now seeing them regularly as he renews his trust with them.

“I've got to look to the future, it's all good now. I never would have believed I would have made it this far four years ago. If I hadn't been offered the support and accommodation by Bromford I would be six feet under by now.”



Our Young Family services help people to develop parenting skills, maintain their accommodation and overcome barriers to work, leading to a better quality of life for families and savings to UK plc in welfare benefits and housing costs.

Summary of social value created



UK plc
£4,007
Customer
£876,773



UK plc
£944,453
Bromford
£843,510



UK plc
£127,551
Customer
£2,813,512



UK plc
£24,061
Customer
£8,874



UK plc
£31,455
Customer
£31,056



UK plc
£144,407
Customer
£138,229

Hidden Story

Jade Burgwin, 17 from Cannock, fell pregnant when she was taking her exams and about to leave school. Scared for the future, she had nowhere to stay due to difficult family circumstances.

It was only when Jade attended a local group for parents-to-be that a support worker suggested she applied to Bromford for help. We were able to move her into new accommodation just after the birth of her son. "It's great to have the support and someone to talk to. I don't have any relationship with Charlie's dad." "Bromford has also helped me with budgeting and sorting bills out and it's great to be independent. I want to better myself in college which I plan to do next year once Charlie is a little bit older so I can earn a sufficient wage to support us."

Jade's support worker says that since moving in her confidence has grown – so much so that she is going to be a buddy on the scheme where she lives and will provide an out of hours contact to help give advice, for example, who to contact if something breaks down."





Supporting individuals to live the life they want to live is key to our Learning Disability services. As with our other support services, helping people to live independent lives and achieve goals around education and work improves both their personal wellbeing and is of tangible financial benefit to society as a whole.

Summary of social value created



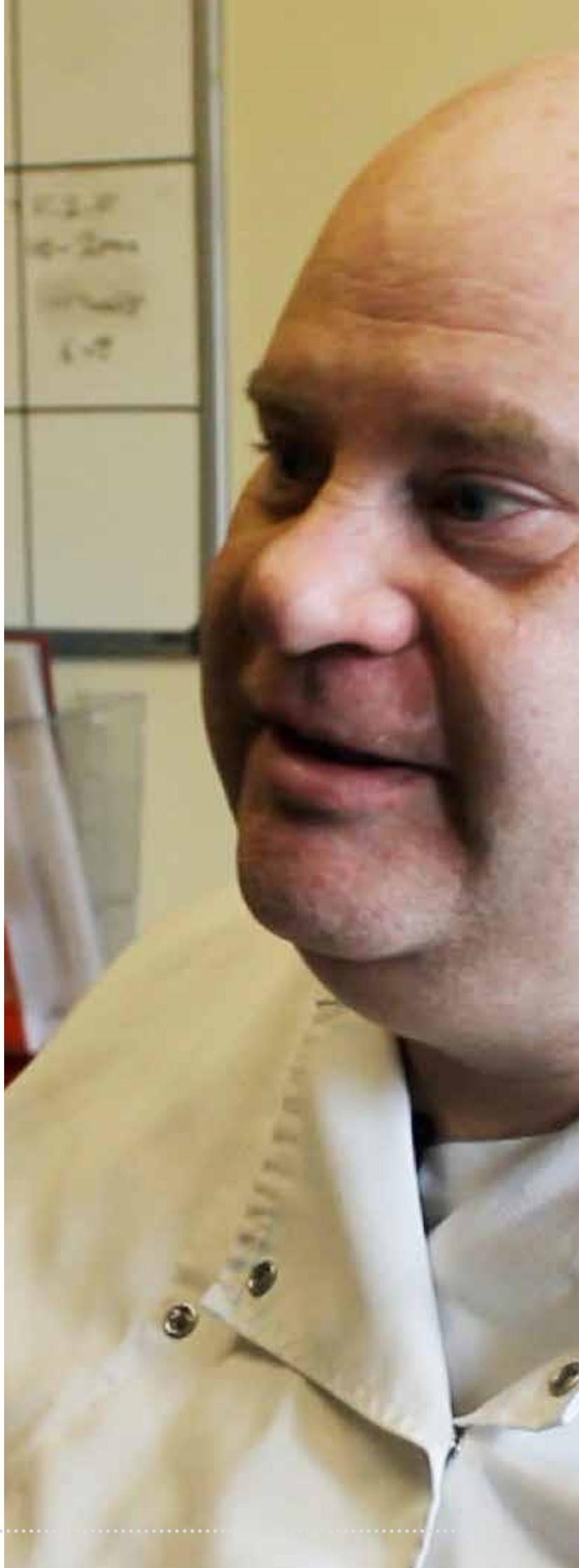
Hidden Story

Nic, aged 45, had had a long and successful 30-year career as a chef working with some top names. However, when he suffered from heart failure, his high-flying career was over. He says: **“It destroyed a part of my personality.”**

Nic went on to develop osteoarthritis and his life became chaotic: he was taking drugs and drinking heavily. “It was an ever decreasing spiral” he says as without work he was unable to pay his rent and became homeless. Whilst his family were supportive, Nic suffered with poor mental health, was constantly stressed and anxious and attempted suicide more than once. “I did think I was never going to get rehoused, but then Bromford gave me a chance.”

Nic had been applying weekly for a Bromford house when he accepted the terms of the Deal to get an apartment. After being homeless for 17 months, Nic describes getting his one-bedroom flat in Lichfield as “the turning point in my life.” He admits he just wanted a roof over his head and initially balked at what was asked of him under the Deal. He says: “With the Bromford Deal they kept trying to get me work or find me things to do. It was quite frustrating. I just wanted somewhere to live and thought ‘can’t they leave me alone?’”

Despite his cynicism, things have now turned around for Nic. Bromford continued to offer support and found him voluntary work at a local community centre where he now makes breakfasts once a week and helps with catering at community events. It’s a far cry from the top restaurants he once worked at, but could be his most important job ever. “I was washed up and suicidal,” he says, “but I just don’t feel that now. I feel like a valued member of the community. It has given me some self-esteem back.”





We help people with mental health problems to achieve greater independence, allowing them the freedom and the ability to achieve goals such as obtaining qualifications and finding work.

Summary of social value created





We used a variety of sources to place a financial value on the support outcomes achieved:

- Wellbeing values are based on HACT wellbeing values.
- Cashable values have been based on DWP Cost Benefit Analysis (along with other DWP published figures) NHS cost reference figures, and the Joseph Rowntree Foundation.
- Values to UK plc have been taken mainly from New Economy with other valuations inferred from OECD data.

Many of the support outcomes have dual values – both to state and customer. For example high levels of confidence has an associated HACT value of around £13,000, as well as associated savings to state - based on the NHS cost book price of delivering group therapy sessions to help people with confidence and low grade mental health issues of £396.

There are also savings to Bromford included in these figures. These are based on New Economy values for enabling customers to avoid eviction and maintain tenancies without the need for procedures around arrears and ASB.

Looking at the results, it may appear as though certain support services create more social value than others. However, it should be noted that we have only measured a selection of outcomes, and by necessity have tended towards those we claim a recognised value on. For example, there are a host of values our teenage parents might count as important to them – such as feeling confident about their own parenting skills – that we simply can't put a value to at this time.

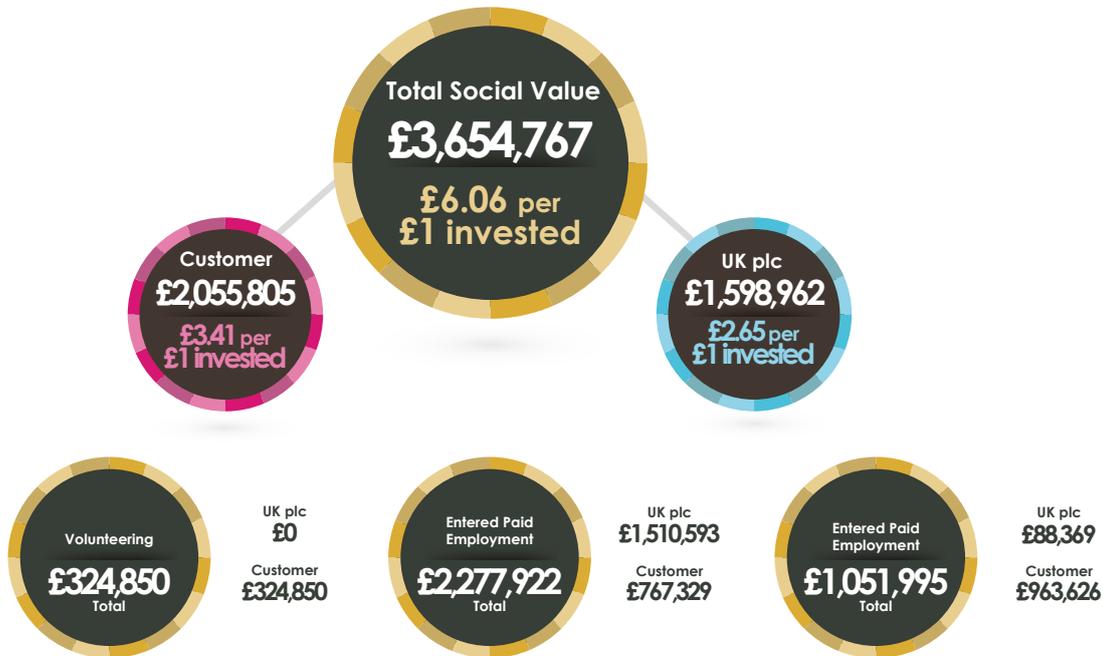
6.1.2 Employment and Skills



116	Got a job	58	Active Volunteer
17	Apprenticeships	115	Completed Non-Accredited Training Course
12	Got into education	104	Attendance at Work/Skills Club

Employability and Skills

It can be difficult to find employment or to develop the skills to get back into the workplace or education. Our work clubs and opportunities programmes have helped hundreds of people to develop skills, overcome barriers and find sustainable employment. This helps improve both individual wellbeing and the financial status of households, which in turn benefits the UK economy.



For employment and skills we measured job outcomes, volunteering, work related activities and employment training, qualifications gained and apprenticeships created. These outcomes have obvious benefits to UK plc in terms of increased tax revenue and reduced benefit expenditure, but there are also less obvious impacts such as reduction in the number of visits to the NHS for health related issues. For employment values, as with our support services, the wellbeing value for customers has been taken from HACT. Many of the values – or cashable savings - to UK plc are taken from New Economy.

For the customer, there are also tangible financial benefits, as well as the health and wellbeing benefits associated with finding work. For example:

- We have estimated the Year 1 value to UK plc of supporting a customer into full time work as £11,131. This is based on New Economy values.
- Based on median employment tenure (as per OECD data) we have assumed employment will last on average 4 years for this group - note this estimate does not apply to housing related support outcomes, where different employment lengths have been applied.
- The corresponding benefit to the individual is a HACT wellbeing increase worth £10,767, and an annual increase in income of £3,224 per year. Part time employment values are adjusted according to the same sources.
- The same sources have been used for all other employment and skills based values.

In addition to the outlined benefits to customers and UK plc, Bromford has also invested in colleagues. More than **£47,500** was spent on recognised qualifications and vocational courses for more than 50 colleagues. These included NVQs up to level 5, accounting qualifications, City and Guilds electrical and gas qualifications.

6.1.3 New Homes



based on an investment of **£366,000**

New Homes: We build hundreds of high quality new homes every year, helping local authorities to reduce both the human and monetary costs of homelessness. We are 100% decent homes compliant, meaning our customers live in safe, healthy environments.



- | | | | |
|-----------|--|------------|---|
| 29 | Household leaving overcrowded or non-decent private sector accommodation | 7 | Household evicted from private sector |
| 74 | Household leaving overcrowded or non-decent LA stock | 110 | Households moving from LA owned stock |
| 42 | Household leaving overcrowded or non-decent other HA stock | 17 | Households leaving a women's refuge |
| 17 | Household leaving previous home due to ill health or disability | 20 | Household leaving accommodation due to ASB/noise nuisance from neighbours |
| 27 | Household from HA owned General needs stock | 19 | Household leaving long term temporary accommodation |
| 4 | Household leaving supported accommodation | | |





Hidden Story

Miggy Cannon, Spencer Cross and their two daughters, are settling into their new two-bedroom Bromford home in Moreton in Marsh.

Miggy said: **“We are thrilled to be here as we’d really outgrown where we were before and it was key that we stayed in the area. We both grew up in villages and we wanted our girls to experience that life.”**

“It’s great as Scarlet and Emily now have a big bedroom to share, there’s an enclosed garden which is much safer than where we were before and we have room for a dining table. It’s important for us as a family to sit together at mealtimes. Before, we had so little space that Emily’s clothes were in a drawer in the living room!”

“I really don’t know what we would have done without Bromford, as to rent privately in this area would cost us an extra £300 a month. We would have had to move further out which we didn’t want to do. It’s meant that Scarlet has been able to stay at her school and Emily has started going to the tots classes.”

“It’s great that Bromford have this new development and that our neighbours are young families like us. Longborough is a beautiful area and a tourist hot spot so it is often hard for younger people to afford to live here. Bromford is always there when we need them. It has been a really positive experience.”

For new homes investment, we have taken the full cost of a new build home and spread this over the useful life of a new home to reach an annualised cost of that investment.

Every one of our homes – old and new - meet decent home standards. All of our new builds exceed SAP rating requirements. In addition our right first time repairs figure exceeds 99%, so where things do go wrong, we put them right quickly. Taken in totality, we are confident that these three pieces of evidence show that when a customer moves into a Bromford new build they are moving into a good quality home.

HACT's document 'The Social Impact of Housing Providers provides detailed information for valuing the wellbeing impact of good quality, appropriately sized accommodation in a safe environment. The CORE data shows us the previous tenure of our new customers, and their reasons for leaving that accommodation. This allows us to match the quality of the life improvement our customers experience to the relevant HACT value. For example we know that 20 of our homes were let to households who left their previous accommodation due to noisy neighbours or other ASB issues with people in nearby properties. HACT values this at £1,064 per person per year.

Savings to the state are based on two main areas; the cost of providing alternative accommodation to the customer - either calculated on the cost of temporary accommodation, or where appropriate, the cost to the state of continuing to live in their previous accommodation; and the costs to the NHS associated with homes that fail to meet decent homes standard (BRE). For example the cost of living in residential care for an extra year due to a lack of suitable housing options is over £30,000 (New Economy), and the extra NHS costs associated with trips and falls if a household is in a non decent home is £291 (BRE).

Even assuming the wellbeing value to the customer lasts only one year in this instance (Fujiwara 2013), we can see that the value of the first year in a new build provides a better than 1.5 to 1 return for customers. Even without attempting to account for long term savings, the value to UK plc is in excess of 7:1. (see page 29)

6.1.4 Housing Benefit Savings

To reach a value for housing benefit savings to UK plc through the provision of affordable housing, we used the most recent DWP statistics (February 2014) to give us the mean average claim difference between social and private rented sector housing benefit; £19.53 per week, or £1,015.56 per annum per household.

For any one single payment period, around 10,500 of our general needs customers will receive a Housing Benefit payment. If these customers were accommodated in the private rented sector, rather than in affordable homes provided by Bromford, the additional housing benefit paid would equate to £10,663,000. This value is not claimed as there are many further factors to be taken into consideration. However, it does highlight the considerable savings to UK plc that Housing Associations create just through the provision of affordable homes.

6.2 Longer Term Outcomes

For the purpose of this evaluation, we have concentrated on short and medium term outcomes. However, Bromford is committed to delivering services that enable customers to develop the skills for self reliance and resilience long into the future, reducing the 'revolving door' of crisis and need for further interventions by both statutory and non-statutory services.

Building self reliance and enabling customers to be their best will ultimately have an impact not only on the customers themselves, but also on their children and other family members. There is a substantial body of evidence that demonstrates the cycle of poverty and deprivation – problems that can be passed on from one generation to the next, limiting the life chances of children from those households. Our services aim to break that cycle, helping to support parents and their children to reach their full potential.



7. Next steps

We intend to publish a social value report every year, including more in-depth social return on investment studies of individual services. We are also developing research into the long term impact of our young families support services to evaluate the lasting nature of change and assess the on-going social value created through our services.

Whilst completing this activity, we have been conscious that we need to create new systems for collecting information to measure the added social value into the future. This will be a priority for us in 2014 -2015.

We have also applied for membership of SROI network, enabling our future social value studies to be independently verified. We will also submit all completed studies to the Global Value Exchange for verification.



8. Conclusion

A successful social enterprise ensures that every penny counts. We want to be the best we can be and an evaluation of the social value created allows us to determine that what we do works.

We are committed to support customers to be self reliant and to be the best that they can be. Supporting people through our housing related support services, helping people on their journey into work and building new homes for people is having an impact beyond the headline data – impacts that benefit customers, their wider family, the neighbourhood in which they live and society as a whole.

- ¹ <http://policy-practice.oxfam.org.uk/our-work/poverty-in-the-uk>
- ² <http://www.legislation.gov.uk/ukpga/2012/3/contents/enacted>
- ³ Fujiwara D., (2013) “The Social Impact of Housing Providers” , London:Hact. Accessed at <http://www.hact.org.uk/sites/default/files/uploads/Archives/2013/02/The%20Social%20Impact%20of%20Housing%20FINALpdf.pdf>
- ⁴ Davidson M, Roys M, Nicol S, Ormandy D, and Ambrose P (2010) The Real Cost of Poor Housing, Watford: IHS BRE Press
- ⁵ Russell S, (2013) “Journey To Impact: A Practitioner Perspective on Measuring Social impact”, Hosuemark/Midland Heart. Accessed at <https://www.evaluation.org.uk/assets/JourneyToImpact.pdf>
- ⁶ New Economy Unit Cost Database. accessed at: <http://neweconomymanchester.com/downloads/2701-140207-Unit-Cost-Database-v1-2-xls>
- ⁷ HACT Social Value Calculator, accessed at: <http://www.hact.org.uk/social-impact-value-calculator>
- ⁸ Nhs 2012/13 schedule of costs. Accessed at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/260405/2012-13_national_schedule_of_reference_costs.xls
- ⁹ E.g. http://www.employabilityinscotland.com/media/121757/sroi_real_jobs_evaluation_accredited.pdf
- ¹⁰ ONS employment statistics; various accessed at ONS.gov.uk, e.g. <http://www.ons.gov.uk/ons/rel/lms/labour-market-statistics/may-2014/table-a01.xls>
- ¹¹ DWP “Tabulation tool”; used in conjunction with ONS data (above) to estimate percentages of client groups on work programme. Accessed at <http://tabulation-tool.dwp.gov.uk/WorkProg/tabtool.html>
- ¹² Dancer S., (2014), Homes and Communities Agency “Additionality Guide” (Fourth Edition), London: HCA. accessed at https://www.homesandcommunities.co.uk/sites/default/files/aboutus/additionality_guide_2014_full.pdf
- ¹³ OECD Employment Tenure Data. Accessed at : http://stats.oecd.org/Index.aspx?DataSetCode=TENURE_DIS