



Social Impact Methodology 2016

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1. Introduction

1.1. Overview

This report provides further detail behind 'Inspiring positive changes in Wythenshawe, Social Impact Report 2016'.

1.2. Approach

During 2015-16 we have continued to use the approach to measuring our social value adopted last year:

- We use the HACT Wellbeing Valuation approach¹ to measure the primary benefits of relevant activities on local residents. This is specifically targeted for use by social housing providers. The model is designed to help housing providers understand and value the impact of their activities on residents and is aimed at assessing the difference that a housing provider makes to their residents' lives by investing in the community.

Title: Community investment and homelessness values from the Social Value Bank

Authors: HACT and Simetrica (www.hact.org.uk / www.simetrica.co.uk)

Source: www.socialvaluebank.org

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- We use data from the New Economy Manchester's Unit Cost Database² and assessments completed for us by Baker Tilly³ to measure the secondary benefits of our activities – the wider public benefits and the saving to the public purse.

In 2015-16 we have expanded our approach based on a number of themes. Services and activities that feed into these themes are delivered by a range of departments across the organisation. We aim to take a holistic view across the organisation rather than focus on delivery by specific areas. The themes we have measured this year are:

- **Health & Wellbeing:** Improve the health and wellbeing of Wythenshawe residents
- **Employment & Skills:** Help people to increase their skills and move into sustainable employment
- **Youth & Education:** Improve the life chances of young people
- **Financial wellbeing:** Improve customer's financial resilience
- **Community safety:** Make Wythenshawe a safer place to live
- **Provision of good quality, secure and safe homes:** Provide good quality, affordable homes

¹ HACT Wellbeing Valuation Model <http://www.hact.org.uk/social-value-bank>

² New Economy Manchester http://neweconomymanchester.com/stories/832-unit_cost_database

³ Social Impact of Community Projects 2013 <http://www.wchg.org.uk/wp-content/uploads/Social-Impact-Community-Projects.pdf>



- **Wythenshawe garden city:** Make Wythenshawe a pleasant place to live

Further to the Social Impact Report 2014-15⁴ we have made progress this year:

- extended the measurement of social impact from five to seven themes of work;
- worked with HACT and other RPs to help develop and embed the HACT model, working towards a consistent and robust approach to measurement;
- reviewed and developed our methodology to reflect increased knowledge and latest thinking on social value, including use of new data published by HACT on health impacts and relieving homelessness; and
- contributed to a range of networks and forums to encourage organisations to adopt social value principles and practices.

A key role of registered housing providers is the building of new homes. The Group built 72 new homes in 2015-16 and has ambitious plans to provide more than 500 new homes between 2015 and 2018 in Wythenshawe. To reflect demand and funding streams available there will be a range of options available in addition to new homes for affordable rent; homes for sale, market rent and shared ownership. Whilst Right to Buy/ Acquire reduces the stock of properties available to future generations for social rent it can also aid social mobility for some families. During 2015-2016 62 properties were passed to residents under the Preserved Right to Buy scheme, and 14 properties were sold under the Right to Acquire scheme.

1.3. Assurance

This year we asked an external organisation, RSM Consulting LLP to audit our approach. They have reviewed it against the Group of Experts of the Commission on Social Entrepreneurship (GECES) 5-stage process for Social Impact Measurement⁵. The GECES approach considers five objectives for impact measurement:

- Identify objectives of the various parties in seeking measurement, and of the service being measured - what is it intended to do and how?
- Identify stakeholders.
- Set relevant measures.
- Measure, validate and value.
- Report, learn and improve.

RSM did not perform a review of the veracity of the underlying figures and information provided.

Having reviewed the information RSM consider that there are not any areas where Wythenshawe Community Housing Group have failed to fully or partially meet the five objectives set out by GECES.

⁴ www.wchg.org.uk/SocialImpact

⁵ www.febea.org/febea/news/geces-social-impact-measurement-subgroup-report-adopted

2. Executive summary

2.1. Overview

The table below shows the areas of work for which the social value was measured during 2015-16.
(2014-15 data in red/brackets for comparison)

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Health & wellbeing	£1,117,417	£7,324,279	£246,934	£7,571,213	£4,328,322	1:7
Employment & skills	£989,929	£2,679,700	£1,800,630	£4,480,329	£3,358,540	1:5
Youth & education	£444,848	£1,083,340	£2,033,718	£3,117,058	£2,458,039	1:7
Financial wellbeing	£286,550	£1,923,692	£2,049,762	£3,973,454	£509,817 ⁶	1:14
Community safety	£495,473	£1,150,434	£0	£1,150,434	£2,468,428	1:2
Social housing	£64,361	£773,211	£0	£773,211	n/a	1:12
Wythenshawe garden city	£237,662	£0	£543,710	£543,710	n/a	1:2
Total	£3,636,238	£14,934,655	£6,674,754	£21,609,409	£13,123,146	1:6

2.2. Health & wellbeing

We are committed to providing support to enable people in Wythenshawe to improve their health and wellbeing. Positive outcomes include:

- 18,200.5 (9,518)⁷ hours volunteered across Wythenshawe;
- 217 (39)⁸ regular volunteers;
- 550⁹ individuals volunteered their time at least once;
- 22 (0)¹⁰ schools, organisations and events supported by colleagues volunteering their time;
- 64¹¹ residents actively involved in tenant groups;

⁶ Changed the way we report; primary benefit = £1,351,675 wellbeing value + £572,017 welfare benefits claimed for tenants, secondary benefits = rental income generated - £42,238 rent written off. Social Value stated for 2014-15 was the wellbeing value only.

⁷ 2015-16 also includes resident involvement, V4W and MU Foundation which weren't measured in 2014-15.

⁸ We've changed the methodology from 9 times in 13 weeks to at least once in at least 2 months in line with HACT.

⁹ Not reported in 2014-15.

¹⁰ V4W commenced in July 2015 so not reported in 2014-15.

¹¹ Not reported in 2014-15.



- 2,155 (1,139)¹² individuals regularly participated in sports activities; and
- 295 (300) individuals attended social groups and voluntary organisations.

2.3. Employment & skills

We offer a range of support to help people in Wythenshawe increase their skills and to move into sustained employment. Positive outcomes include:

- 154 (114) people supported into full time employment;
- 297¹³ people engaged with through Real Opportunities;
- 6 (7) people started apprenticeships;
- 107 (103) people achieved qualifications;
- 581 (503) people benefitted from training; and
- 98 (109) people no longer claiming out of work benefits due to going into employment.

2.4. Youth & education

We deliver a fully inclusive, quality youth offer available to young people in Wythenshawe. Positive outcomes include:

- 378 (375) young people regularly attended open access youth provision services;
- 93 (100) regularly attended after school club;
- 136 (172) regularly attended the WOW Zone;
- 133¹⁴ attendees at other educational activities through the WOW Zone (weekend residential, local heritage project, Quarry Bank Mill project);
- 757 (420)¹⁵ young people attended the WOW Zone throughout the year; and
- 120 (0) teachers attended training to improve and embed the use of ICT across the curriculum at the WOW Zone.

2.5. Financial wellbeing

We support tenants facing financial hardship through the provision of benefit and debt advice to help tenants to maximise their income. Positive outcomes include:

- 85 (70)¹⁶ customers reported that their wellbeing had improved after benefiting from financial inclusion services;
- 655 money health checks carried out;
- 955 (2,470)¹⁷ appointments held with customers to help them manage their finances;

¹² Includes MU Foundation not measured in 2014-15.

¹³ Not reported in 2014-15.

¹⁴ Not reported in 2014-15.

¹⁵ Figure for regular attendees has decreased as this relates only to longer courses (12 weeks min), there has been more emphasis in 2015-16 on shorter courses (6 weeks) often held in schools.

¹⁶ Started reporting in July 2014 so 2014-15 figure for 3 quarters of the year.



- 16¹⁸ tenants helped to sustain their tenancy by downsizing their home as a result welfare benefit reform; and
- More than £2m (£1.9m) rental income generated from tenants supported through the service.

2.6. Community safety

Our community safety strategy aims to improve the quality of life for local residents by helping to reduce anti-social behaviour and crime. Positive outcomes include:

- 270 (369) individuals reported that their wellbeing had improved following intervention to address antisocial behaviour.

2.7. Social housing

We are a social housing provider that owns almost 14,000 homes across Wythenshawe. Positive outcomes include:

- 5 people who had been sleeping rough moved into a secure home; and
- 83 adults (71 households) moved from temporary accommodation to a secure home, this included 37 adults (27 households) with dependent children.

2.8. Wythenshawe garden city

Wythenshawe was developed in the 1930s as a garden city with wide tree-lined streets and a fruit tree in every garden. Jointly with Manchester City Council, we have responsibility for maintaining and improving most of the green space in Wythenshawe including 14,000 trees. This year we have started to evaluate the benefit of the large number of trees in Wythenshawe. Positive outcomes include:

- 73 tonnes of carbon removed from the atmosphere;
- 2252 tonnes of carbon stored in the trees;
- 2.8 tonnes of airborne pollutants removed from the atmosphere saving the NHS £15,025; and
- 5,426,804 litres of water intercepted by trees, saving £7,186 in sewage charges.

¹⁷ Assume the 2014-15 figure included money health checks.

¹⁸ Not reported in 2014-15.



3. Context

The Greater Manchester Vision:

“By 2020, the Manchester city region will have pioneered a new model for sustainable economic growth based around a more connected, talented and greener city region where all our residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.”

Economic growth does not always reduce poverty. Evidence exists that income inequality widens in high growth cities. Using the Our Manchester approach WCHG works with local people and partners to ensure that Wythenshawe grows with Manchester.

Our Manchester:

“With the right tools we will be equipped to build on the progress of recent years and ensure the city grows in a sustainable way with all residents benefiting from its future success.”

“We need to unlock the power and potential that exists in all communities to improve the lives of people in the city and create thriving neighbourhoods where people can have a sense of purpose and belonging.”

Health and wellbeing

“The health of Manchester’s population is on average very poor.”

Baguley is the most health-deprived ward in Manchester followed by Woodhouse Park.

“Measures such as life expectancy and the incidence of cancer, cardiovascular disease, stroke and diabetes are all among the worst in the country. Mental health problems affect too many people.”

Employment and skills

We see that new employment opportunities are being created but low pay, underemployment and job insecurity are becoming particular problems.

- In 2015, 23% of the jobs done by residents of Greater Manchester and close to half the part-time jobs done by women in Manchester paid less than the UK Living Wage.
- In 2015, 43% of disabled working-age people in Greater Manchester were in employment.
- More than half of the lone parents in Manchester were not in employment in 2011.

“We need to raise aspirations and enable everyone, young and old, to seize the opportunities of living in a thriving economy by providing clear routes for people to make their aspirations a reality by upskilling or reskilling in a city brimming with opportunities.”

Youth and education

“One in three children in the city grows up in poverty”



“It is important that all children and young people growing up in Manchester can aspire to be part of the city’s success.”

Financial wellbeing

“The number of people claiming out-of-work benefits is reducing. As more families are working, the proportion of children growing up in poverty is reducing, although at 33% it is still too high. There remain significant areas of deprivation across the city where outcomes for people are poor and life is a struggle.”

Wythenshawe boasts a vibrant community life and busy shopping centre, however areas of Wythenshawe are amongst the most deprived in Manchester, and indeed in England, highlighting the importance of tackling a range of issues connected to this.

- 30% of children and 1 in 5 people of working age in Greater Manchester live in poverty.

Community safety

“The city needs to be clean, safe and welcoming. Communities will continue to play an active part in looking after their neighbourhoods.”

Social housing

“In order to meet the demands of a growing population, the city will need to increase the delivery of good-quality and affordable new homes for sale and rent in neighbourhoods and make sure that they are connected to future employment opportunities.”

“We need to consider different types of housing that meet the needs of people as they age, helping them maintain independence and access appropriate support while continuing to live in the city.”

Wythenshawe garden city

“Ongoing investment in trees and large and small green spaces will help to create attractive neighbourhoods and routes that encourage our residents to travel to work, study and shop through healthy active travel.”

Sources:

- Our Manchester’ the Manchester strategy, 2016¹⁹
- ‘Inclusive Growth, opportunities and challenges for Manchester, 2016’²⁰

¹⁹ <http://www.manchester.gov.uk/mcrstrategy>

²⁰ <https://www.gmcvo.org.uk/report-promotes-inclusive-growth-greater-manchester>

4. Health and Wellbeing

4.1. What we do

We offer a range of services to enable people to improve their health and wellbeing:

- Two community centres; Benchill Community Centre and Woodhouse Park Lifestyle Centre, offer a range of sport, educational and social activities. They bring together local communities and provide opportunities for people from all age groups to socialise, learn and stay healthy.
- We facilitate a range of volunteer programmes across Wythenshawe:
 - Real Neighbours enables local residents to volunteer their time to help others. The volunteers run regular social groups for over 50s, the elderly and vulnerable adults at a range of locations to reduce social isolation.
 - Volunteering 4 Wythenshawe is our employee volunteering programme launched in June 2015 to support colleagues to get involved in the local community.
 - Volunteers also help the Real Food Wythenshawe, WOW Zone and Youth provision activities and the two community centres.
- We run an active resident involvement programme that we have started to measure this year. Tenants volunteer many hours of their time to continually improve services.
- Real Food Wythenshawe is a 5 year £1 million community food project funded by the Big Lottery. It aims to inspire local people in Wythenshawe about the food they eat, with a slogan of “Grow it. Cook it. Eat it! – and get involved”
- We sponsor Manchester United Foundation’s programmes in Wythenshawe to support people increasing their level of physical activity.

4.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Health & wellbeing	£1,117,417	£7,324,279	£246,934	£7,571,213	£4,328,322	1:7

4.3. What was invested

The total investment in the services that we have measured the social value of was £1,117,417.

Some of the investment included in the calculation was provided by external sources:

- Benchill Community Centre received funding from The Big Lottery, Manchester City Council, Workers’ Educational Association, European Social Fund and generated income.
- Woodhouse Park Lifestyle Centre received funding from Manchester City Council and generated income.
- Real Food Wythenshawe received funding from The Big Lottery, Salford University, Wythenshawe Forum Trust, Love Food Hate Waste and the BBC.

- Real Neighbours received funding from Manchester City Council.

4.4. Outcomes and social value

Social and voluntary groups

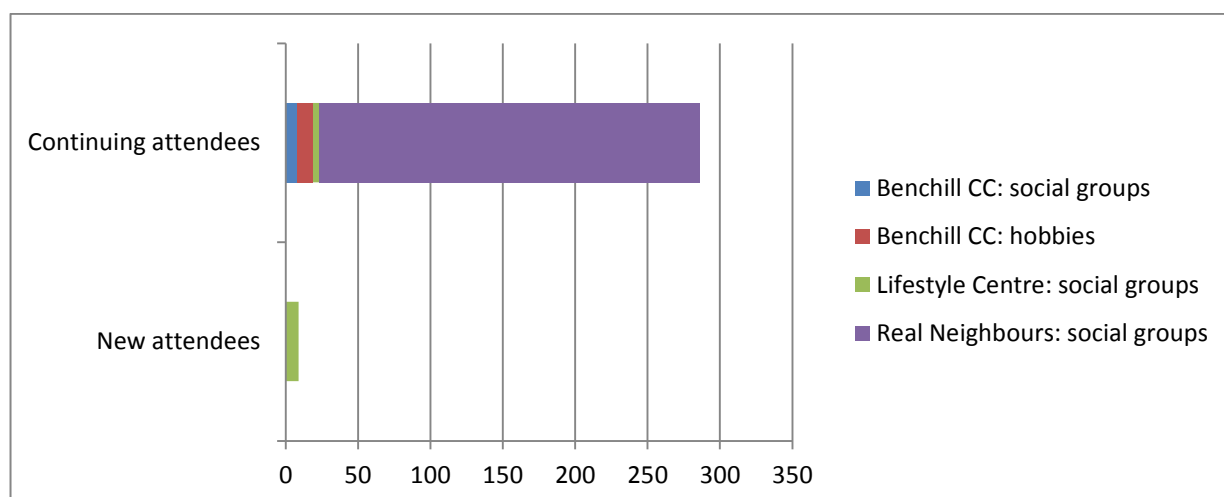
Number of attendees = **295** (based on internal records of 'regular' attendees)

Social value (HACT Wellbeing Valuation model) = **£343,092**

Service	Regularly attending for the first time during 2015-16	Continuing to attend from 2014-15
Benchill Community Centre	0 social groups 0 engaging in hobbies	8 social groups 11 engaging in hobbies
Lifestyle Centre	9 social groups	4 social groups
Real Neighbours	0 social groups	263 social groups
TOTAL	9	286
SOCIAL VALUE (HACT)	£13,482	£329,610

Social value generated in 2015-16 is lower than 2014-15 due to the majority of people attending sessions being the same individuals that attended last year. As we have already valued the increased wellbeing to them last year we value this at a lower rate in subsequent years. See Appendix 1 on deadweight for further explanation.

Figure 1: Attendance at social and voluntary groups



Physical activity

Number of participants = **2,155** (based on internal records of 'regular' participants)

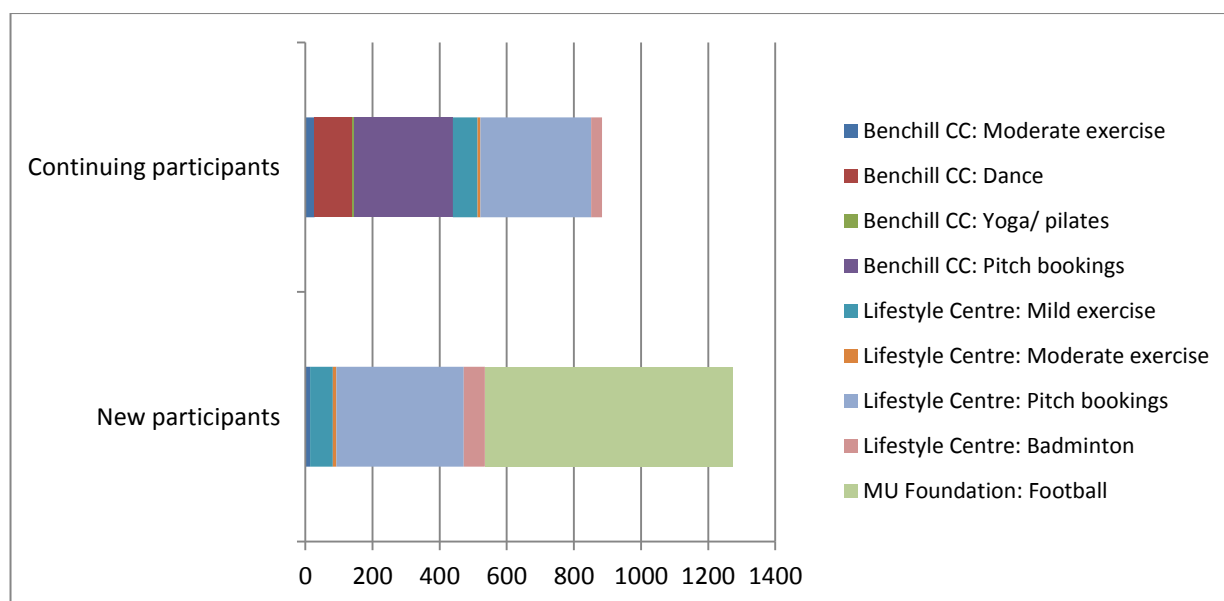
Social value (HACT Wellbeing Valuation model) = **£6,020,885**

Service	Outcome / activity	Regularly participating in physical activity for the first time during 2015-16	Continuing to regularly participate in physical activity from 2014-15
Benchill Community Centre	Moderate	14	27
	Dance	0	113
	Yoga/ pilates	0	6
	Pitch bookings	0	293
Lifestyle Centre	Mild	68	74
	Moderate	10	8
	Pitch bookings	380	330
	Badminton	63	33
MU Foundation	Football	736	0
TOTAL		1,271	884
SOCIAL VALUE (HACT)		£3,790,211	£2,230,674

The social value generated in 2015-16 is significantly higher than in 2014-15 but we have measured additional projects this year.

The value for physical activity delivered by Benchill Community Centre has decreased for the same reason as social groups. The value for physical activity delivered by the Lifestyle Centre has increased due to many of the participants being new to the centre this year.

Figure 2: Participation in physical activity



In addition we have measured the value of the Manchester United Foundation projects that run across Wythenshawe; see the case study for more information.



Volunteering

Number of regular volunteers = **217** (based on internal records of 'regular' volunteers)

Social value (HACT Wellbeing Valuation model) = **£547,822**

Total volunteers = **550** (based on internal records)

Total hours volunteered = **18,200.5** (based on internal records)

Social value (National average wage) = **£246,934**

Service	Regularly volunteering for the first time during 2015-16	Continuing to regularly volunteer from 2014-15	Total number of individuals volunteering during 2015-16	Hours volunteered
Benchill Community Centre	0	7	14	924
Real Food	72	2	221	4,737.5
Real Neighbours	21	16	42	7,915
V4W	43	n/a	113	892
MU Foundation	21	n/a	44	415
WOW Zone	3	0	3	198
Youth service	7	0	7	556
Resident involvement	25	n/a	106	2563
TOTAL	192	25	550	18,200.5
SOCIAL VALUE (HACT & ONS)	£497,472	£50,350	n/a	£246,934

Also:

- V4W supported 10 schools and 12 events/ organisations.

The social value of volunteering has increased dramatically this year and not just because we have measured more programmes:

- The numbers, hours and value of volunteers has increased significantly within Real Food Wythenshawe and Real Neighbours this year. This is due to both increased activity and more robust reporting.
- There were also smaller increases in the value of volunteers at the WOW Zone and Youth service.
- The number of hours and therefore the value of volunteer time at Benchill Community Centre has decreased this year.

New areas measured this year that benefit from volunteers are the Manchester United Foundation, V4W and Resident Involvement.

Being active in tenants groups

Number of participants = **64** (based on internal records)
Social value (HACT Wellbeing Valuation model) = **£412,480**

This is a new area that we have measured this year, part of our Resident Involvement programme.

The organisations that provided funding have contributed to the social value.

What we're yet to measure

We estimate that so far we've measured:

- 100% of Manchester United Foundation, Real Neighbours and V4W;
- 79% of the social impact of Benchill Community Centre (We haven't measured the impact of some of the sessions run by external groups and organisations where payment for hire of room and/or facilities is made to the centre. Nor have we measured the impact of the play scheme offered to children during school holidays, as it doesn't align with HACT guidance that requires attendance over a number of consecutive weeks.);
- 70% of the social impact of Woodhouse Park Lifestyle Centre (We haven't measured the impact of sessions run by external groups and organisations where payment for hire of room and/or facilities is made to the centre.); and
- 10% of Real Food Wythenshawe (The only element of this programme that we have measured so far is the impact of volunteer support.).

Case study:

Manchester United Foundation



Participation in sport

- **736** regular participants
- **1,117** individuals participated at least once during the year
- **801** sessions delivered
- **1196** hours of activity delivered
- Social value = **£1,979,104**



Volunteering

- **21** regular volunteers
- **44** individuals volunteered at least once during the year
- **415** hours volunteered
- Social value = **£60,030**

Premier Health

The 'Premier Health' programme targets men who are unemployed or suffer with mental health, weight, drug, alcohol or other health issues. It helps them to take control and get their lives back on track by giving them the outlet to participate in physical activity, as well as supporting and assisting them in other areas such as health promotion and employment.

"Working with WCHG has been hugely beneficial to our members and with the quality of the services we provide. We have been able to provide projects in modern, attractive community environments which are welcoming and supportive. We have built partnerships with organisations which have widened the opportunities available to otherwise often isolated and marginalised members of society."

Street Reds

Street Reds is a youth development programme for young people aged 8 to 18 years. We provide free football sessions, offering opportunities to learn new skills and gain qualifications in a supportive and positive environment.

"If I couldn't come here I would be sat in my house playing the computer or something because I can't pay to play football, it keeps me active so I'm not just sat in the house"

"Since being at these sessions I have now gone into volunteering with the street reds."

"Through the partnership which WCHG have funded, I have been given opportunities to experience what the football industry is like. I have gained qualifications, and volunteered. It has shown me different roles that the football industry can offer me, and given me the focus I needed to follow a career in sport."

Something to Chew On

Something to Chew On teaches 7-8 year olds about health and wellbeing. As well as practical football activities topics covered include healthy eating, food safety and the importance of being physically active.

"We have had your coach coming into our school every Friday for the last ten weeks teaching the year 3 children football and about healthy eating and nutrition. The children have really enjoyed the project and have gained new skills and confidence in their ability. The activities were varied, fun, challenging and educational and the children especially liked playing the games at the end of the session."

“All the children thoroughly enjoyed the programme and always looked forward to Monday mornings in school. Before we started the programme a number of children in the class were not big fans of football and can now be seen playing football in their breaks and lunchtimes. They have really been inspired and learnt to love the sport.

The children now have a greater understanding of what it means to be healthy and how they can live a healthy lifestyle.”

Case study:

Resident Involvement



- **64** residents actively engaged in tenants groups
- **2,563** hours volunteered
- **25** residents regularly volunteering
- **106** residents volunteered at least once during the year
- Social value = **£511,958**

Involvement in the Community

We supported Tenants and Residents Associations (TARAs) by covering their running costs and helping them to apply for funding. This enabled them to make environmental improvements and organise clean-ups, walkabouts and community events.

We allocated almost £150,000 to the Community Development Grants Scheme. The tenants Grants Panel awarded the funding to local groups such as community farms, sports clubs, youth groups and pensioners groups.

Involvement in our Governance

Residents engage with us every year to provide input on our governance and operations. Tenants representatives sit on our Board and our 14 strong Tenant Committee is responsible for regulating the front line business on behalf of all tenants.

Our Service Review Group looks at individual parts of our services such as repairs, allocations and community safety.

- 14 items of policy and strategy approved by the Group Tenant Committee.
- 31 service improvements made as a result of recommendations from involved tenants.

Involvement in making your voice heard

The Value for Money Panel regularly scrutinises how rent is spent and ensures the Value for Money statements are easy for tenants to understand.

The Involvement and Empowerment Panel helped to develop 'Your Guide' which outlines what tenants can expect when they visit or speak to us.

In addition to structured panels and activities we offer informal ways for residents to engage; 60 enquiries and informal complaints were followed up via social media.

Service inspectors carried out practical activities in order to test how effective we are at service delivery. E.g. our inspectors carried out mystery shopping, checked out empty properties before they were let and even listened in to calls in the contact centre (with the callers' permission of course!). They've carried out over 200 inspections which has helped to raise standards.

We hosted our annual Tenant Conference where over two hundred attendees came together to learn and give their views on our services.

Case study:

Real Food Wythenshawe



Real Food Wythenshawe supports local people to grow and cook their own food. This can be in the garden or in a bigger community space. Real Food Wythenshawe's message is 'Grow it! Cook it! Eat it!'

Outputs (2013-2016)

Geodome

- **100** students involved in the Geodome design & build
- Delivered tutorials about the '*future of food*'
- **238** students visited the Geodome
- Hosted the BBC's Cbeebies radio programme at the Geodome
- Inspired **179** people from community organisations and growing groups about urban food production

Education and awareness



- Distributed **7,835** recipes and booklets
- Engaged **12,553** people at community events
- Informed **19,407** people about local food growing and eating
- Engaged **3,458** people through cooking and growing workshops, volunteering etc
- Delivered on stage cooking demonstrations at the Tatton Flower Show

Growing and cooking

- RHS Tatton gold medal garden 'A Taste of Wythenshawe' 2014
- **2000** plants grown for the Dig the City gold-award winning Exhibition Garden; 'Fifty Shades of Green'
- Developed a plant and seed sharing network
- Launched the Edible Interchange: mix of growing areas at the new bus and Metrolink station
- Wythenshawe Farm shop takings increase of 437%; all stock locally produced
- Supported **13** outlets selling or providing locally grown food
- Opened the Real Food cook & taste demo kitchen
- **60** growing groups supported
- **2** food enterprises advised and established

Volunteers

- **178** volunteers involved
- **6,799** hours volunteered
- **4** volunteering sessions/ opportunities available every week

Food poverty

- Set up a food distribution warehouse (unit-e) in partnership with the Trussell Trust and Fareshare
- Brought in over **9,000** kilos of donated food and distributed it to **7** food banks

Case study:

Holiday Kitchen



For many children and families on low incomes, school holidays can be a difficult time due to parents working while caring for children, the cost of childcare and the increased cost of feeding the family in the absence of free school meals.

Holiday kitchen provides a structured programme of fun learning activities, supported free play, educational trips and nutritious, communal food activities with families of pre- and primary school aged children.

This case study features the programme run at Benchill Community Centre during the 2015 summer holiday for 17 families. Nutritious breakfasts and lunches were provided for the children on each day of the programme.

Improved Holiday Nutrition

- Parents reported benefits for themselves and their children of eating a healthy breakfast and lunch at Holiday Kitchen. When asked on a 1-10 scale about their experience of healthy and varied food a significant improvement was found; an average 6 point improvement or positive 'distance travelled' for all those who responded.
- All 17 children reported that they liked the food and eating activities on the programme, which included learning about a diversity of foods.

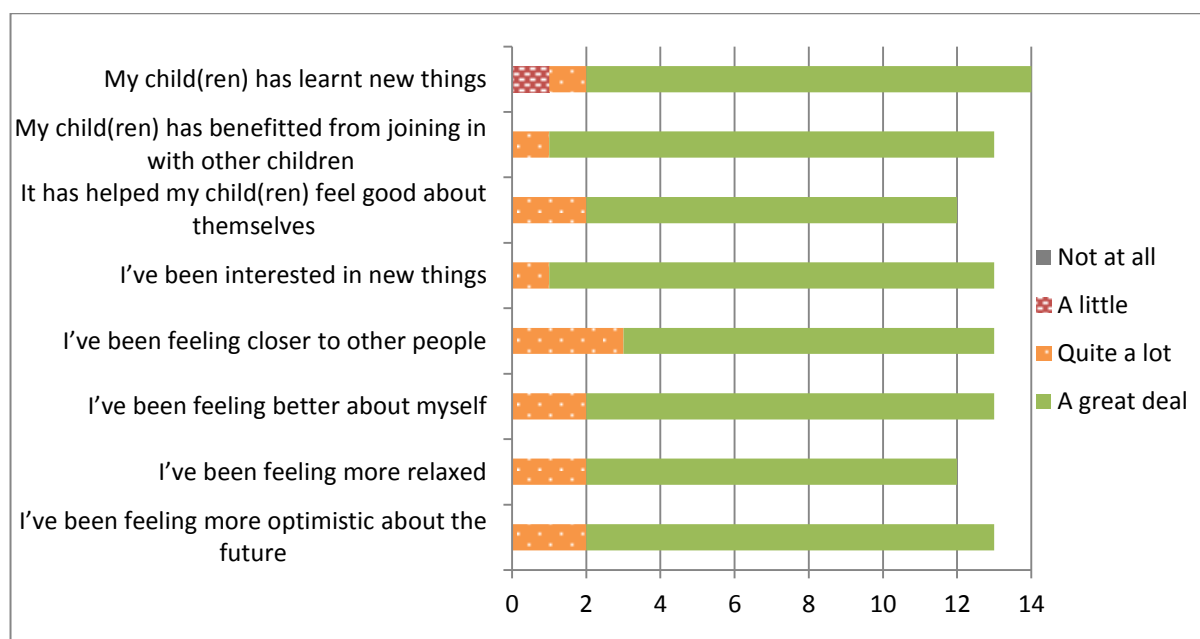
Improved Relationships

- When asked on a 1-10 scale about social activities and family time before and after Holiday Kitchen, the positive distance travelled for all parents/carers who responded was significant (average distance travelled = 6.6 points and 7.2 respectively on a scale of 1-10).
- Children identified that meeting new people was one of the best aspects of Holiday Kitchen.
- The manager agreed that Holiday Kitchen had helped both parents and children develop more positive relationships with their peers and gave families the opportunity to spend more quality time together.

Increased positive holiday activities

- The manager agreed that Holiday Kitchen helped stimulate children's learning. Levels of participation were excellent with attendance between 94% and 100% for all days of the programme.
- Both parents and children felt more confident about the start of the new school term, and parents reported feeling more confident to support their children in school.

Outcome	Respondents
More confident to make healthy meals/ snacks with their children	13
The food was 'healthier than we usually eat'	13
It has helped financially	13
It has helped me eat regular meals	13
It has helped my children eat regular meals	13
It has reduced me feeling stressed about what to do with the children this summer	14
It has helped my family have fun together	14
Would recommend Holiday Kitchen to a friend or family member	14



Wythenshawe's Holiday Kitchen venue, food and activities were rated very good or good by all.

Evaluation carried out by Jane O'Connor, Alex Wade, Phil Taylor and Shannon Ludgate in collaboration with Caroline Wolhuter & Sian Every. Further evaluation available on request.

4.5. Recommendations

Recommendation made in 2014-15	Progress
To expand social value measurement to areas not yet included.	<p>In 2015-16 we have expanded social value measurement to:</p> <ul style="list-style-type: none"> • The Resident Involvement programme • Manchester United Foundation programme • V4W: Volunteering for Wythenshawe <p>We have also developed reporting to measure the impact of the Wythenshawe Games; taking place in the summer of 2016 for inclusion in the 2016-17 report.</p>
To further develop the methodology for measuring the social value of Real Food Wythenshawe.	We're currently working with partners to collate various streams of measurement to produce a detailed evaluation of the programme.

New recommendations to take forward:

- We will continue to make our reporting methods more robust where appropriate and include more areas where resource allows.

5. Employment and Skills

5.1. What we do

We offer a range of support to help people in Wythenshawe increase their skills and to move into sustained employment. Much of this work is delivered in partnership with other organisations.

- Real Opportunities signposts local people to employment and training support and provides a recruitment service for local employers.
- We provide work experience opportunities in administration, construction and catering.
- Volunteering opportunities help to develop skills and support people into work.
- Apprenticeship opportunities are offered in housing, construction, IT and finance. In construction an apprenticeship provides a trade qualification along with work experience in a real environment.
- Wythenshawe Futures specifically targets those considered furthest from employment, providing the experience and support needed to break down the barriers to employment of poor work history, confidence and training. The 12 month programme equips trainees with experience, qualifications, personal development opportunities and mentor support.
- Turnaround provides employment opportunities for previous offenders to break down the barriers for people with a criminal record. Three 12-month placements are offered each year.
- A range of training courses and qualifications are available to local residents. The offering includes IT, functional skills (Maths and English) and English as a Second Language (ESOL).
- The Enterprise Centre is a thriving hub of activity for small businesses and budding entrepreneurs. It provides: business advice and guidance; training programmes; incubation offices for start-ups; networking opportunities; and meeting room hire.

5.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Employment & skills	£989,929	£2,679,700	£1,800,630	£4,480,329	£3,358,540	1:5

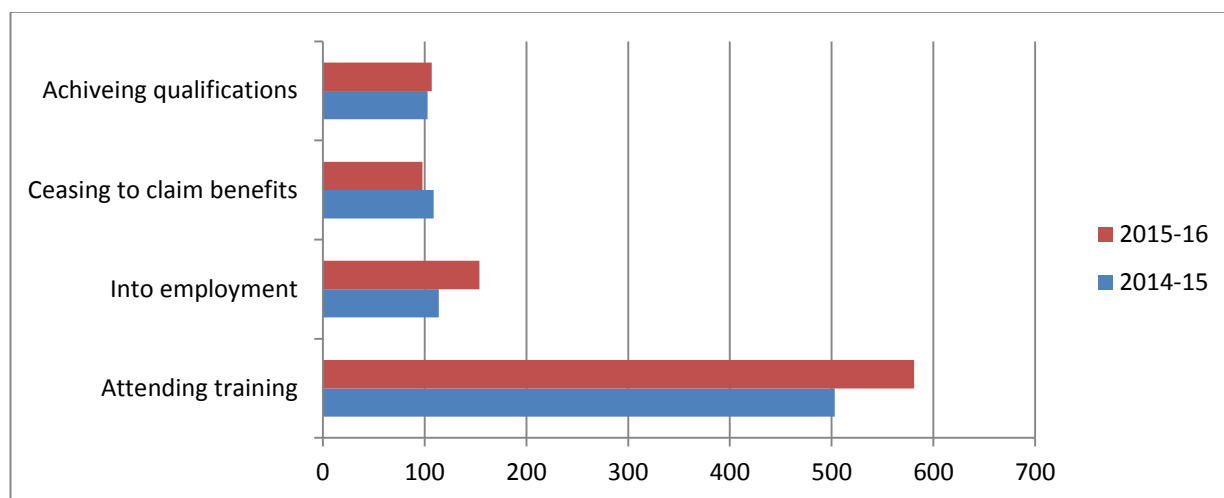
5.3. What was invested

The total investment in the services that we have measured the social value of was £989,929. Some of the investment included in the calculation was provided by external sources:

- Benchill Community Centre received funding from The Big Lottery, Manchester City Council, Workers' Educational Association, European Social Fund and generated income.

5.4. Outcomes and social value

Figure 3: Outcomes for Employment and Skills



Employment and training

Number of people going into employment = **160** (including apprentices)

Social value (HACT Wellbeing Valuation model) of residents securing full time employment (including apprenticeships) **£1,898,224** (based on internal records)

Number of people attending training = **707** (including employment training appointments)

Social value (HACT Wellbeing Valuation model) of residents benefiting from training **£771,144** (based on internal records)

Service	Vocational training	General job-related training	Employment training	Into employment
Benchill Community Centre	103	73	0	0
Lifestyle Centre	5	21	0	0
Real Food	0	105 +4 continued from 2014/15	0	3
Real Neighbours	0	6	0	1
Apprenticeship	0	0	0	3 +6 apprentices
Futures	0	69	0	24
Real Opportunities	0	193	126	121
Turnaround	0	2	0	2
TOTAL	108	473	126	160
SOCIAL VALUE	£93,528	£608,316	£69,300	£1,898,224

There has been an increase in the number of people that we have supported into employment – risen from 114 to 154 (excluding apprentices). We have also strengthened the criteria for the basis that we include individuals in this figure for. We engaged with a total of 297 people through the Real Opportunities programme, 121 of whom are known to have secured employment.

Ceasing to claim out of work benefits

Saving to the public purse of **(98 individuals)** ceasing to claim benefits due to gaining paid employment **£985,175** (New Economy Manchester Unit Cost Database)

Service	Ceasing to claim Job Seekers Allowance	Ceasing to claim Employment Support Allowance/ Incapacity benefit	Ceasing to claim Income Support
Futures	11	1	2
Real Opportunities	71	7	5
Turnaround	1	0	0
TOTAL	83	8	7
SOCIAL VALUE	£856,643	£72,728	£55,804

There was a small decrease in the number of people who have stopped claiming benefits due to securing employment. However we only count people where we have evidence that they were claiming out of work benefits so the fall could be a reporting/ evidence issue rather than an actual drop in claimants.

Achieving qualifications

Social value (New Economy Manchester Unit Cost Database) of **107** residents achieving recognised qualifications **£22,764** (based on internal records)

Service	Qualification	Successes
Benchill Community Centre	NVQ qualification	73
Apprenticeship	Apprenticeship level 2	6
	Apprenticeship level 3	5
	NVQ level 3	3
Futures	NVQ level 2	20
TOTAL		107
SOCIAL VALUE		£22,764

There was a decrease in the value delivered for achieving qualifications, due to a reduction in the number of apprentices achieving the level 2 qualification (14 down to 6). There were fewer people at this stage of the apprenticeship programme this year.



Further benefits to society

Social value (Baker Tilly methodology) of wider impact to society **£803,022** (based on internal records)

We also used the work completed by Baker Tilly in 2013. Additional outcomes of these projects include: improved performance of apprenticeship applicants; gaining access to a driving licence; improved mental wellbeing to participants of the projects and to the wider community; increased spending in the local community; reduced crime and antisocial behaviour. Baker Tilly values have been excluded where they overlap/ duplicate what we have measured through other models.

Organisations that we worked with on delivery (National Careers Service, Manchester College, Runshaw College, Learning Unlimited, Skills Solutions) have contributed to the social value.

Employing local people

We actively employ colleagues from the Wythenshawe area. We have repeated the measurement carried out last year regarding our investment into local people.

This project was based on reviewing how many and what proportion of colleagues live in the area that we provide homes in and then assessing our investment into Wythenshawe-based colleagues.

263 colleagues live in the Wythenshawe area; this represents 50% of all colleagues.

- Salaries paid to local colleagues: **£6,750,012**
- Training investment in local colleagues: **£83,366**

We are proud to continue to be an accredited Living Wage employer.

Case study:

Toni Fleming, Futures programme



Our Futures Programme specifically targets those considered furthest from employment, providing the experience and support needed to break down the barriers of poor work history, confidence and training.

The twelve month programme equips trainees with experience, qualifications, personal development opportunities and mentor support, giving them the essential work skills required for the job market.



The programme found national status when it was featured by Placeshapers at the Chartered Institute of Housing national conference in Manchester. This national network of more than 100 community based housing associations has already helped 60,000 people build a career.

Toni Fleming explained how being in work made the difference between independence and a life spent in poor health, struggling on benefits:

"I grew up around unemployment, so I wanted to be different and work all my life. But after I was made redundant, I was out of work for two years, and I started to suffer from depression. I felt worthless, so I needed to be needed and snap out of it. Having a job - they need me to be in every day, and that's what I need in life."

Toni started volunteering through Real Neighbours then got help to apply for a job in street cleansing. She completed the 12-month training programme including a Bike Back to Work scheme. She now cycles to work and has seen a big change in her health, wellbeing and fitness.

You can watch a film about Toni's story at www.wchg.org.uk/socialimpact.

5.5. Recommendations

Recommendation made in 2014-15	Progress
To monitor the ongoing progress of the individuals supported by the Employment and Skills programme to provide an understanding of the long term impact of the services provided.	This has recently been implemented and will influence reporting in 2016-17. Our aim is to contact 20% of beneficiaries 6 months after they have started in work.
To increase social value measurement of the Enterprise Centre.	Plans are in place to monitor and report on relevant activity delivered by the tenants of the Centre in 2016-17.

New recommendations to take forward:

- We are looking at how we can measure the added value of securing better employment as well as measuring the value of moving from a state of unemployment to employed.

6. Youth and Education

6.1. What we do

We deliver a fully inclusive, quality youth offer for young people in Wythenshawe:

- 19 youth sessions a week cover topics such as child sexual exploitation, positive, healthy sexual relationships, drugs and alcohol, gangs and knife crime, antisocial behaviour, and peer support including a wide range of youth volunteering opportunities.
- Confidential information, advice and guidance on a range of issues is provided by our youth workers.
- Our detached youth team deliver street based youth work five nights a week in open spaces across Wythenshawe.
- Students attending the Widening Opportunities in Wythenshawe (WOW) Zone use the latest technology, with a high focus on the use of iPad, to enhance their learning in animation, film production, e-book publishing, photography and programming.
- After school clubs offer activities to school age children.

6.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Youth & education	£444,848	£1,083,340	£2,033,718	£3,117,058	£2,458,039	1:7

6.3. What was invested

The total investment in the services that we have measured the social value of was £444,848.

Some of the investment included in the calculation was provided by external sources:

- The WOW Zone received funding from income generation (schools purchasing the services).
- The Youth Service received funding from The Big Lottery and Manchester City Council.
- Benchill Community Centre received funding from The Big Lottery, Manchester City Council, Workers' Educational Association, European Social Fund and generated income.

6.4. Outcomes and social value

Attending youth and education services

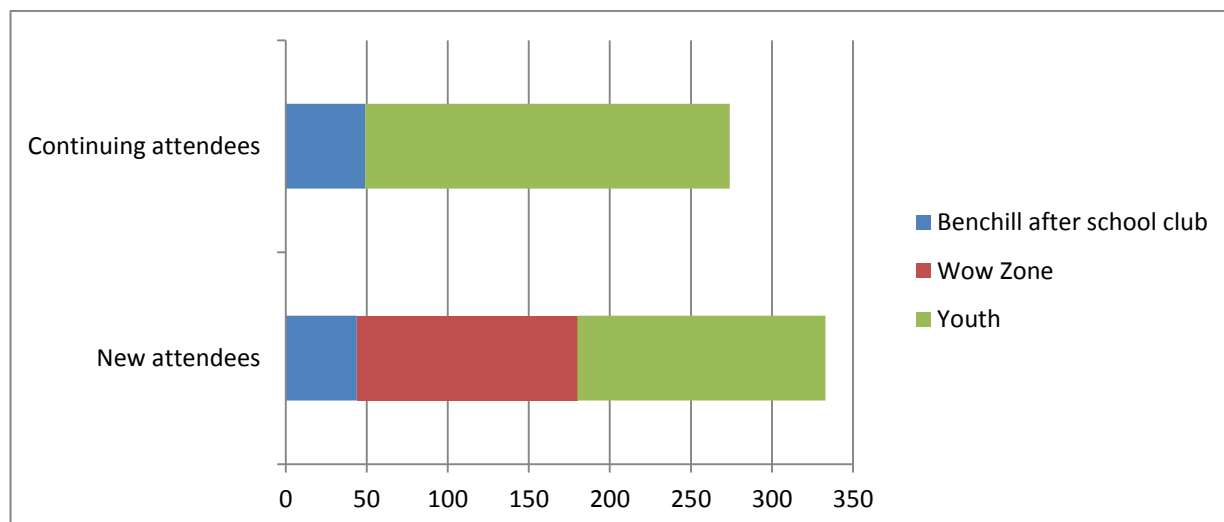
Number of beneficiaries = **607** (based on internal records of 'regular' attendees)

Social value (HACT Wellbeing Valuation model) = **£1,083,340**

Service	Regularly attending for the first time during 2015-16	Continuing to attend from 2014-15
Benchill Community Centre after school club	44	49
WOW Zone	136	0
Youth	153	225
TOTAL	333	274
SOCIAL VALUE	£664,668	£418,672

There has been a decrease in the social value of the youth and education services as the majority of children/ young people attending are the same as those that we counted last year. Whilst the total number of children attending WOW Zone courses increased significantly this year, the number attending 12 week courses decreased; impacting the social value which is based on increased wellbeing from attending regularly over a set time period. See Appendix 1 on deadweight for more information.

Figure 4: Attendance at youth and education services



Other outcomes:

- 120 teachers attended training courses offered by the WOW Zone team to improve and embed the use of ICT across the curriculum
- 751 young people completed a course at the WOW Zone
- 30 young people participated in a project run in partnership with Quarry Bank Mill; local National Trust site
- 23 young people attended a weekend residential activity course
- 80 young people learned about their local heritage as part of the WOW heritage project; funded by the Heritage Lottery Fund

- The WOW Zone became an accredited Apple Regional Training Centre and both the WOW Zone teachers became Apple Distinguished Educators

Further benefits to society

Social value (Baker Tilly methodology) of wider impact to society **£2,033,718** (based on internal records)

The social value to the wider community:

- We used the work completed by Baker Tilly in 2013 to measure the value of additional outcomes of the WOW Zone: improved life chances for children; increased employment within the education sector; reduced antisocial behaviour. Baker Tilly values have been excluded where they overlap/ duplicate what we have measured through other models.

The organisations that provided funding and those that we worked with on delivery (LGBT North West, Fresh, Connexions, LGBT Youth North West [now known as Proud Trust], Hideaway, Enjoy Arts, Police & Crime Commissioner, SafeSpots, Sportivate) have all contributed to the social value.

Case study:

Youth team



Local young people who attend our youth provision helped to transform a breezeblock wall at SS John Fisher & Thomas More Catholic Primary School into a work of art to be enjoyed for years to come.

The project was designed and led by the young people involved and allowed them to express their creativity and talents through artistic work that was inspired by the themes of positive thinking, caring for each other and raising aspirations to be the best you can be.

"I have never done anything like this before and it gives me the experience to be creative in a fun way."

"This project allows young people to engage in something that is not only fun but makes a difference to the community. It's been great to see so many turn up in the school holidays and get involved in creating a design that matters to them. It will be a great surprise for the children to see their work when they come back to school."

The artwork took five days to produce and young people were able to learn the art of painting murals by working alongside a professional graffiti artist.



What we're yet to measure

Attendance at the after school club at the Lifestyle Centre.

The youth programme offering outside of attendance at youth clubs.

6.5. Recommendations

Recommendations made previously	Progress
Monitoring the reaction from teachers towards the performance and behaviour by children.	We regularly liaise with teachers via email and through weekly reports.
Engaging families to create a learning environment at home.	Use text service to engage with parents and encourage them to follow us on Social Media to stay informed. We host showcases of work and open events where parents can attend sessions once a term.
Data collection.	Use a variety of online assessment tools including Socrative. Assessment shared with schools.
Recommendation made in 2014-15	Progress
To review the outcomes measured within the youth and education service and expand social value measurement of this area.	This will be developed during 2016-17.

7. Financial Wellbeing

7.1. What we do

We support tenants facing financial hardship through the provision of benefit and debt advice to help them maximise their income. This enables them to stay on top of their budgeting, including maintaining their rent payments.

7.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Financial wellbeing	£286,550	£1,923,692	£2,049,762	£3,973,454	£509,817 ²¹	1:14

7.3. What was invested

The total investment in the services that we have measured the social value of was £286,550.

7.4. Outcomes and social value

We started to measure the social impact of the service in July 2014 by surveying all tenants that benefited from the service.

Data obtained from these surveys has been analysed in line with the following:

- All surveys have included the questions from the HACT Wellbeing Valuation model since January 2015, which has improved the accuracy of our data and methodology according to the HACT model.
- In January 2015 we started to conduct surveys with beneficiaries before they received advice as well as after to provide more accurate data and enable measurement of any change. Where we have received surveys both before and after the service the HACT values for the reported outcomes have been recorded at the stated HACT values. Some customers that we have included in measurement this year had started to receive advice from us before this time and therefore had not completed a pre-service survey. In these cases the HACT values of reported outcomes have been reduced by 25%.

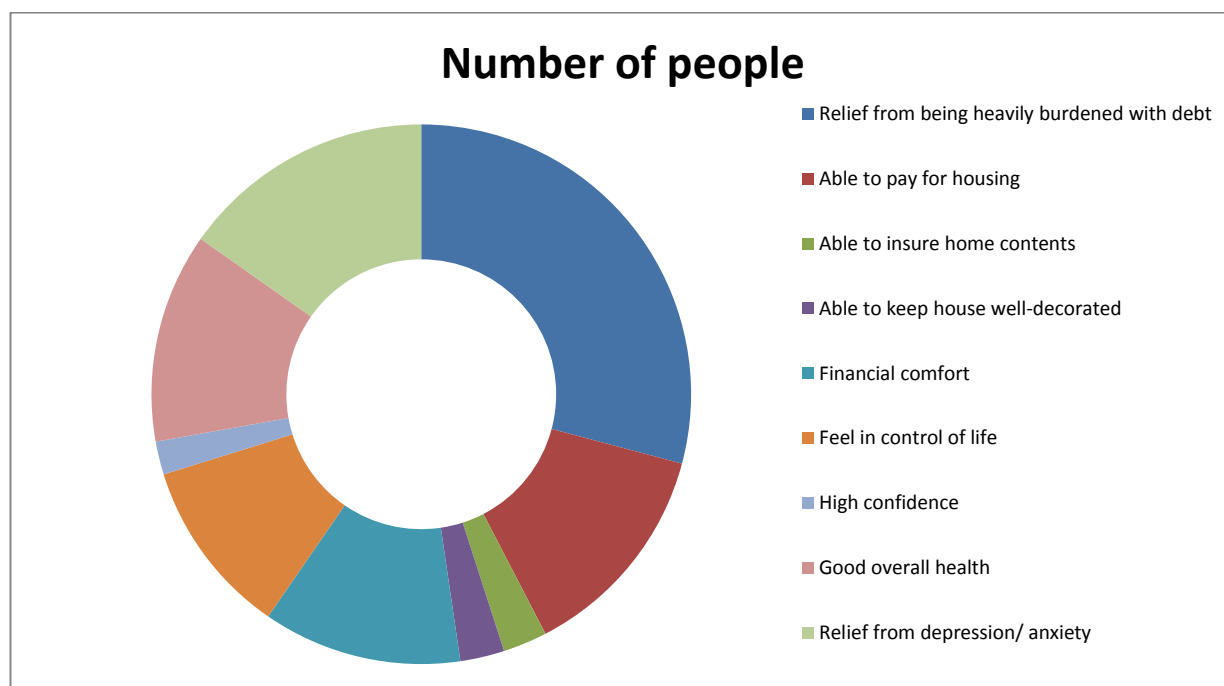
Number of beneficiaries = **85** individuals reported **151** measurable positive outcomes

Social value (HACT Wellbeing Valuation model) **£1,351,675** (based on surveying customers)

²¹ Improved the way we report; primary benefit = £1,351,675 wellbeing value + £572,017 welfare benefits claimed for tenants, secondary benefits = rental income generated - £42,238 rent written off. Social Value stated for 2014-15 was the wellbeing value only.

Outcome	Number of positive outcomes reported	Social value (HACT)
Relief from being heavily burdened with debt	44	£300,596
Able to pay for housing	20	£92,752
Able to insure home contents	4	£10,326
Able to keep house well-decorated	4	£14,556
Financial comfort	18	£99,096
Feel in control of life	16	£141,990
High confidence	3	£21,458
Good overall health	19	£207,152
Relief from depression/ anxiety	23	£463,749
TOTAL	151	£1,351,675

Figure 5: People reporting positive outcomes due to financial inclusion service



This represents a significant increase on 2014-15 where we reported a total social value based on the HACT Wellbeing Valuation model of £494,025. We've been able to measure the value of a full year of data this year and have also been much more rigorous on encouraging customers to complete the surveys.

In line with HACT guidance, a maximum of two outcomes per individual have been included in the calculations. This resulted in 112 positive outcomes being excluded from our valuation.



Data has been excluded where the same individual has received two services and completed a survey after each one; to avoid multiple values for the same individual being counted.

23 customers didn't report a positive change in any of the outcomes that we measured.

Social value (Welfare benefits payable to customers) £572,017 (based on internal records)

We supported 143 customers to secure welfare benefits that they were entitled to as part of the advice service.

Last year we also measured the benefit of avoiding repossessions but we don't have data available to repeat this exercise this year.

Social value (Rental income generated) £2,049,762 (based on internal records)

Welfare benefits to the value of £2,092,000 were generated in rental income through the advice service.

Rent to the value of £42,238 was written off for tenants so this was deducted from the income to give the overall value reported.

Outputs

During the year we have provided:

- 106 appointments to tenants affected by welfare reform (the bedroom tax) since Sept 2015
- 312 appointments with a debt advisor
- 537 appointments with a welfare rights advisor
- 655 money health checks with prospective tenants to ensure that the property they are interested in is affordable

In addition we have enabled 16 tenants/ families to downsize their home to avoid welfare benefit reform.

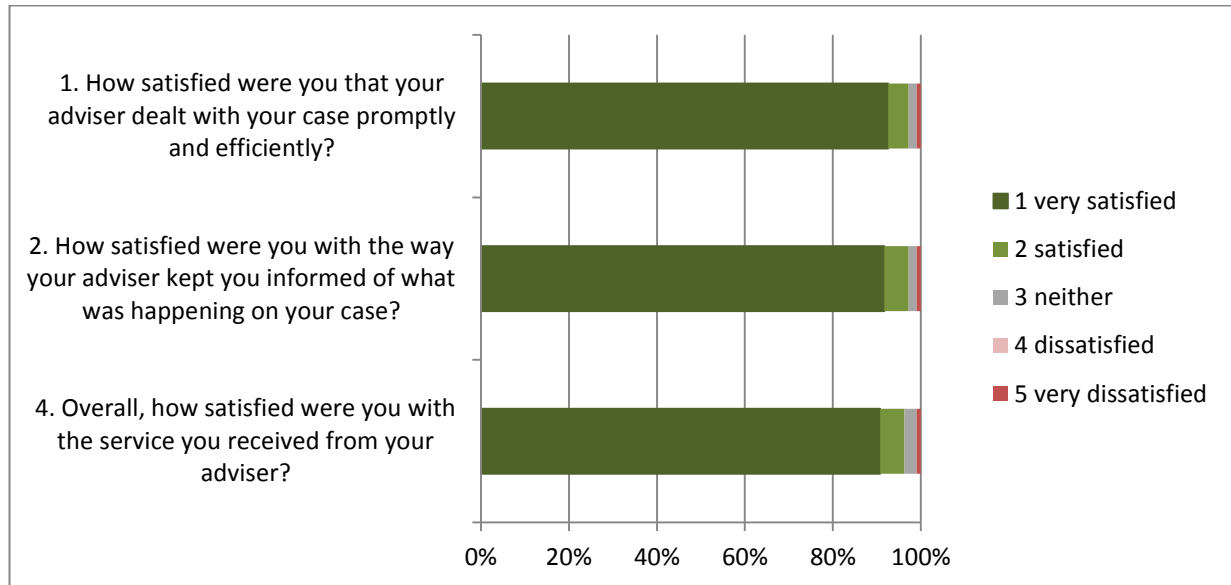
Financial outputs:

- Helped tenants to secure the writing off of debts worth a total of £711,583
- Charitable grants and debts to the value of £61,083 written off using non insolvency means

Customer satisfaction

All customers were asked about their satisfaction with the service provided.

Figure 6: Customer satisfaction with financial inclusion service



In addition:

- 99% of respondents rated the quality of the advice service as excellent, very good or good
- 98% of respondents said that they would recommend the service to others.

Some quotes from customers:

- *"I could not fault the service I thought I was treated very well and kept informed every step of the way."*
- *"I was very grateful for all the help that A gave me I was on the verge of losing my property and had no money she helped me quite a lot Thank you."*
- *"Since first meeting R I have finally managed to take control of my debt with R's help. He has been a fantastic help and without that help I cant imagine how my life would have turned out. An amazing team of people who work very hard."*
- *"I am so grateful for your help I can sleep better now my debts are in order thank you so much"*
- *"if it wasn't for this service and the excelent care and attention I have received my life would of become more unbearable. I was forcede into the situation I was in and can now try to rebuild my life"*
- *"just a big thankyou for ll the help, I didn't see a way to get out and I really appreciate the help I got."*
- *"I would like to thank D for helping me I feel like a big weight has been liften off me and I feel much happier in myself"*

The Financial Inclusion team works in partnership with a range of organisations and they have therefore contributed to the social value.



7.5. Recommendations

Recommendation made in 2014-15	Progress
To improve measurement in line with HACT guidance, surveys are now conducted both before and after the advice service is provided to the customer. This will continue to enable more accurate measurement of the value of the outcomes reported.	We continue to survey customers both before and after they have received the service in line with the HACT Wellbeing Valuation guidance.
To repeat the survey six or twelve months after the advice service has been provided; to consider the long term impact of the service.	This hasn't yet been implemented but we aim to do so once resources and systems enable us to.

8. Community Safety

8.1. What we do

Our community safety strategy aims to improve the quality of life for local residents by helping to reduce antisocial behaviour (ASB) and crime. We have measured the social value delivered by two areas of work:

- **ASB case management** Early intervention has a significant impact on the level and frequency of ASB. Activities include: targeting persistent offenders, taking appropriate enforcement action, and promoting diversionary activities in areas reporting a high number of incidents.
- **Respect Action Days** are conducted with Greater Manchester Police to reduce levels of ASB. Activities include: joint patrols, targeted work with vulnerable residents, taking appropriate enforcement action on persistent offenders, and gathering vital evidence.

8.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Community safety	£495,473	£1,150,434	£0	£1,150,434	£2,468,428	1:2

8.3. What was invested

The total investment in the services that we have measured the social value of was £495,473.

8.4. Outcomes and social value

Antisocial behaviour case management

Number of beneficiaries = **265** individuals (based on internal records)

Social value (HACT Wellbeing Valuation model) **£1,136,254** (based on surveying customers)

All calls relating to ASB are recorded on a case management system. The details are assessed and directed to the relevant colleague to take relevant action to resolve the issue. Following closure of the case a telephone survey is conducted with the complainant to evaluate their satisfaction.

For the 2015-16 reporting period we have measured these as follows:
Cases closed during the 2015-16 reporting period were assessed (688).

Cases were excluded from the measurement where:



- The complainant didn't report satisfaction with the outcome or we have no data to prove satisfaction; on the assumption that this didn't result in a positive change in wellbeing. There were 14 cases where the complainant was dissatisfied and 331 where there is no information on their satisfaction.
- There were multiple cases registered by the same complainant; to avoid counting improved wellbeing in the same individual on more than one occasion.

Where the required information was available they were counted as an Antisocial Behaviour outcome from the HACT 'local environment' survey.

The total value was reduced by 25% to take into account that we hadn't measured this in line with HACT guidance (the survey didn't use the questions provided by HACT).

Pre-surveys have not been conducted in this area because there is no way of knowing who will report a complaint in advance. We have made the assumption that reporting a complaint is sufficient justification that the issue is causing a high degree of distress to the complainant.

Customer satisfaction = 96% (343) of cases that we have satisfaction data for (52% of all closed cases).

The figure for 2015-16 is lower than that reported in 2014-15. This year we analysed 343 cases, as described above, (compared to 369 in 2014-15) and 265 positive outcomes were reported (compared to 419 in 2014-15).

Respect Action Days

In collaboration with Greater Manchester Police, we have continued to deliver a programme of work to reduce antisocial behaviour in targeted areas. This consists of a door knocking exercise on every house in a particular street, where an issue/ complaint has been reported, to carry out a survey to find out about issues being experienced in the neighbourhood. If the survey results warrant further action then targeted activity will take place over a period of approximately six weeks. We will then re-visit the area and repeat the survey to enable us to measure any change.

For the 2015-16 reporting period we have measured these as follows:

- All activities where we have evidence of a pre and post activity survey being carried out have been measured.
- A maximum of two outcomes per household has been included.

Number of beneficiaries = 5 individuals (based on survey results)

Social value (HACT Wellbeing Valuation model) **£14,180** (based on surveying customers)

Outcome	Number of people reporting positive outcome	Social value (HACT)
No litter problems	0	£0
No problem with antisocial behaviour	1	£5,717
No problem with teenagers hanging around	0	£0
Not worried about crime	0	£0
Good neighbourhood	3	£4,989
No problem with vandalism/ graffiti	1	£3,474
TOTAL	5	£14,180

Last year we measured the outcomes of three activities but only have enough evidence to be able to measure the outcomes of one this year, leading to a decrease in the amount of social value that we have been able to measure.

Greater Manchester Police have contributed to the social value.

Crime reduction

In 2014-15 we reported on the wider impact of reduced antisocial behaviour across Wythenshawe. We have been unable to get comparable data from Greater Manchester Police to repeat this for 2015-16.

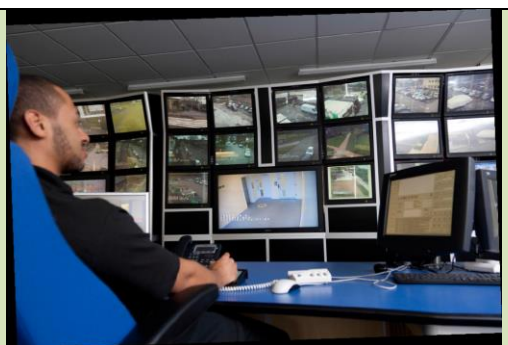
Other

- Responded to 583 cases of antisocial behaviour and 63 domestic abuse cases
- Taken 47 legal actions
- Provided 299 evidence discs to GM Police, leading to 150 arrests
- Responded to 6000+ incidents that were reported to the CCTV control room and 4554 out of hours emergency repairs
- Carried out 4785 hotspot patrols, 83 crime reduction visits, 220 partnership patrols/ support visits, 170 welfare checks and 18 school visits
- Actively engaged 150+ young people in positive activities
- Successfully achieved House Mark ASB accreditation
- As part of a recent burglary reduction initiative the Neighbourhood Wardens and PCSOs have visited 80+ properties in repeat locations across Wythenshawe providing free home security checks and crime prevention advice
- Supporting GMP on "Operation Austell" targeting drug dealing on the Sharston Industrial Estate

- We continue to work with other partners to promote services for victims of domestic abuse and we are currently supporting the “Safe Spots” campaign, which encourages business across Wythenshawe to sign up to be a signposting service for victims
- Delivered a series of ASB workshops to 500+ young people as part of this year’s “Crucial Crew”
- Delivering a series of workshops on hate crime to elderly residents and local primary schools

Case study:

Operation Challenger



Joint work with Greater Manchester Police and other partner agencies to tackle organised gang crime is helping to make Wythenshawe a safer place to live.

The latest operation included 24 hour directed surveillance of gang members and covert surveillance at individual properties. This led to eight members of an organised gang being arrested and the recovery of £400,000 worth of “class A” drugs, a substantial amount of cash and a number of firearms.

To date there have been:

- more than 30 arrests
- £1m worth of property and cash seized
- more than £2m worth of drugs recovered
- a significant number of firearms taken off the streets

Operation Challenger is making it extremely difficult for criminal networks to operate across Wythenshawe.

8.5. Recommendations

Recommendation made in 2014-15	Progress
For 2015-16 we have improved the way we report on the surveys to bring them in line with HACT guidance. We have also amended the questions asked to use those provided by HACT.	The questions in the survey relating to the Respect Action Days were revised to those provided by HACT. We plan to revise the survey relating to antisocial behaviour case management this year.

New recommendations to take forward:

- To repeat the follow up survey relating to the Respect Action Days six months later to ensure the problems don’t reoccur once the additional support has ceased.

9. Social housing

9.1. What we do

We are a social housing provider that owns 14,000 homes across the Wythenshawe area. 100% of these homes comply with the Decent Homes Standard.

9.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Social housing	£64,361	£773,211	£0	£773,211	n/a	1:12

9.3. What was invested

The total investment in the services that we have measured the social value of was £64,361.

9.4. Outcomes and social value

This year we started to measure the impact of having a secure home by using new data published by HACT in the latest version (version 3) of the Social Value Bank²². The research places monetary values on the impact of tackling homelessness and assesses the impact of moving between different housing statuses on life satisfaction.

A total of 669 households moved into one of our properties during 2015-16. We reviewed the CORE data²³ to understand applicants' situations immediately prior to moving in to their new home.

Moved from rough sleeping to a secure home

Social value (HACT Wellbeing Valuation model) **£107,005** (based on CORE data)

Five individuals moving into a WCHG home during the year were rough sleeping prior to the move. None of the five had dependent children.

²² Data extracted from report published by HACT: 'The Wellbeing Value of tackling homelessness'

²³ Continuous REcording of lettings and sales in social housing in England

<https://core.communities.gov.uk/public/COREFAQ.html>

Moved from temporary accommodation to a secure home

Social value (HACT Wellbeing Valuation model) **£666,206** (based on CORE data)

Status	Number of adults with dependent children	Number of adults without dependent children
Moved from temporary accommodation to a secure home	37	46
SOCIAL VALUE	£297,332	£368,874

A total of 71 households moved into a WCHG home during the year that we have considered to be moving from 'temporary accommodation'. This is based on:

- Applicants given Reasonable Preference (priority) for housing by the Local Authority due to being homeless or about to lose their home within 28 days
- Applicants considered as being homeless (Q13 on CORE)

Comparison of social and market rent

We have also reviewed the financial benefit of social housing compared with the private rental sector.

By providing housing at less than market rent we estimate that we provide an annual saving of £53.6m - an average of £3,968 per household. This saving benefits either our tenants or the public purse through housing benefit contributions.

	Social housing (Avg £ per week)	Private rented (Avg £ per week) ²⁴	Number of WCHG properties
2 bed property	£81.32	£152.42	4116
3 bed property	£93.87	£170.54	7409
4 bed property	£105.07	£210.00	293
All properties	£87.77	£164.08	13510 ²⁵

Outputs

- 635 properties relet plus 34 new build properties let during the year
- Over 3,000 new rehousing applications/ change of circumstances assessed
- Accompanied viewings for all properties offered
- 31 back to back lettings
- 363 property inspections carried out

²⁴ Source: www.home.co.uk

²⁵ WCHG also owns 1687x 1-bed properties and 5 x 5-bed/6-bed properties



- Started tenancies any day of the week
- 97 properties started on ready to let day (December – March)

Outcomes:

- Rental income is maximised
- Reduction in void rent loss
- Increase in customer satisfaction (99%)

9.5. Recommendations

New recommendations to take forward:

- We'll start to measure the impact of our tenancy support services in line with the new data from HACT.
- Review the added benefit of living in secure, long-term social housing compared with the private rented sector.

10. Wythenshawe garden city

10.1. What we do

Our Environmental Services team provides a range of services across Wythenshawe:

- Communal gardens: maintaining grassed areas, hedges, shrubs, growing beds and paths around shared properties.
- Concessionary gardens: maintaining grassed areas, hedges, shrubs, growing beds and paths for tenants who are unable to do this themselves.
- Grass cutting: maintaining open space grassed areas including litter picking, and grass cutting.
- Void gardens: inspecting and tidying gardens ready for a new tenant moving into one of our properties.
- Winter gritting: gritting grounds around sheltered schemes, multi occupancy properties and community centres.

10.2. Summary

Theme	Investment	Primary benefit	Secondary benefit	Social Value 2016	Social Value 2015	SROI 2016
Wythenshawe garden city	£237,662	£0	£543,710	£543,710	n/a	1:2

10.3. What was invested

The total investment in the services that we have measured the social value of was £237,662.

10.4. Outcomes and social value

Wythenshawe was developed in the 1930s as a garden city with wide tree-lined streets and a fruit tree in every garden. Jointly with Manchester City Council, we have responsibility for maintaining and improving most of the green space in Wythenshawe.

An estimated 58% of Manchester is made up of green infrastructure²⁶ and Wythenshawe boasts the broadest types; ranging from parks to heaths, gardens, street trees and sports pitches. These offer opportunities for leisure, recreation and exercise as well as providing more attractive streets which can foster a sense of local pride and community.²⁷ In Manchester it is estimated that the physical activity supported by parks may be responsible for cost savings (avoided health care spending) of between £6 and £10 million per year.²⁸

²⁶ Manchester Green and Blue Infrastructure Strategy 2015-25 page 16

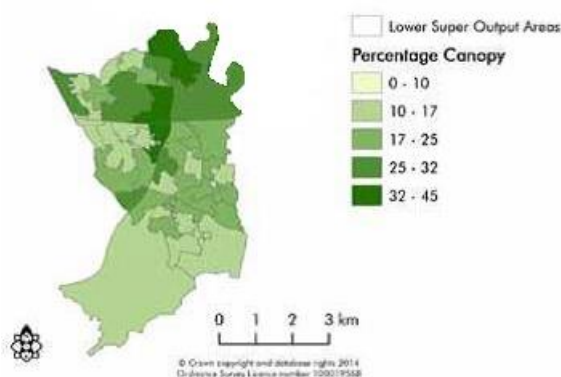
²⁷ Manchester Green Infrastructure Strategy: Technical Report 2015 page 8

²⁸ Manchester Green and Blue Infrastructure Strategy 2015-25 page 14

Value of trees

20% of Manchester is classed as being tree-covered²⁹, compared to a national average of 9% in towns and cities. We are custodians of 14,000 trees and have responsibility for looking after them for future generations.

Figure 7: Percentage tree canopy cover in Wythenshawe



We have used the i-Tree Eco research used by Natural Resources Wales in partnership with Bridgend County Borough Council and local authority partners in the Tawe catchment to measure the contribution of trees in the local area³⁰.

Social value (e-trees) **£543,710** (based on internal records)

Outcome	Quantity	Social Value
Rainfall interception by urban trees	5,426,804 litres of water	£7,186 saving in sewage charges
Air pollution removal by urban trees	2.8 tonnes of airborne pollutants	£15,025 saving to the NHS
Carbon storage and annual sequestration	73 tonnes removed each year	£16,344
	2,252 tonnes stored	£505,155

The 'value' of our tree stock is £38,536, however to replace the stock would cost £21,678,351.

²⁹ Manchester Green and Blue Infrastructure Strategy 2015-25 page 12

³⁰ <http://naturalresources.wales/about-us/news-and-events/news-releases/wales-continues-to-lead-the-way-in-uk-on-revealing-the-immense-benefits-of-urban-trees/?lang=en>

Benefits of green infrastructure

Figure 8: Benefits of green infrastructure

	Economic Growth and Investment	Investments in green space are known to improve a region's image, helping to attract and retain high value industries, new business start-ups, entrepreneurs and workers. Jobs can also be directly linked to or depend upon a city's GI.
	Land and Property Values	Proximity to green spaces has a positive impact on property values. Estimates in the size of the premium to residential properties is between 1% and 19%, with the majority of estimates between 5% and 10%.
	Labour Productivity	Green working environments have been shown to reduce stress amongst workforces and to stimulate higher productivity. In addition, higher quality work environments attract and retain higher calibre staff.
	Tourism	A huge range of events take place in public parks and green space, from small local community-based events, through to those of national importance.
	Products from the Land	Using green infrastructure as a place for communities to grow crops can provide health and education benefits whilst also supporting community cohesion.
	Health and Wellbeing	Green Infrastructure can provide much needed opportunity and motivation to increase activity and exercise in the Manchester population. Small changes in the built environment can motivate people to exercise. Green infrastructure can improve air quality.
	Recreation and Leisure	Manchester's parks and linear routes provide an important local resource for recreation and exercise and can lead to improvements in health and well being.
	Quality of Place	Improving the quality of place is an important factor in motivating people to enjoy and exercise in their local area.
	Land and Biodiversity	The natural environment delivers essential 'ecosystem services' including life-support systems such as the recycling of air and water; capturing and storing carbon in peat, woodland and soil; flood protection; and waste purification – along with many others.
	Flood alleviation and management	Using green infrastructure for flood alleviation and management has economic as well as environmental value.
	Climate change adaptation and mitigation	Interconnected green infrastructure is vital for managing a range of climatic changes, particularly in urban areas, where it can reduce the impact of heavy rainfall or the urban heat island effect.

Source: ECOTEC 2008 / Manchester Green Infrastructure Strategy: Technical Report 2015

We are a partner involved in the Manchester Green and Blue infrastructure group and works alongside City of Trees³¹ to support the aim of planting 3 million trees across Manchester.

Customer feedback on concessionary gardens support:

L would like for the team leader of the gardeners to know that she appreciates all their hard work when it comes to doing her garden. She said they do a fantastic job and they are "Two top workers".

"Mr E has phoned to say how pleased he is with the amazing job the gardener has done at his property. The work is excellent and he wanted to thank and congratulate us."

"Ms C has been in the office to make a compliment about grounds maintenance, she is down for concessionary gardening and she wanted to thank the lads, she said they did a great job."

³¹ <http://www.cityoftrees.org.uk/>



10.5. Recommendations

New recommendations to take forward:

- We plan to expand measurement to value grassland and open spaces.
- We aim to develop a way to measure the impact of green space on the wellbeing of Wythenshawe residents, ideally working with partner organisations to do this.

11. The Way Forward

11.1. What we'll measure in 2016-17 and beyond

Social impact measurement will continue to be developed, improvements will include:

- extending measurement to further themes of work including:
 - **Procurement:** Responsible management of our supply chain, maximising social value through procurement activity
 - **Independent living:** Enable people to continue living in their own homes
 - **Community cohesion:** Enable and encourage people to participate in the community
 - **Reduced environmental impact:** Reduce the environmental impact of our activities and our homes
 - **Charitable giving:** Support the local community through charities and community groups;
- embedding delivery of social value in the new Group procurement strategy to maximise our impact;
- incorporating more wellbeing values into our measurement as and when they are published by HACT;
- continuing to participate in work with other RPs to develop the HACT model;
- increasing data analysis and using it to inform business decisions.

Appendix 1: Methodology Detail

HACT Wellbeing Valuation model

Wellbeing Valuation converts outcomes into monetary values (the Social Value Bank) based on how much they increase individual wellbeing. The approach works through the analysis of large national datasets. Sophisticated statistical analysis is used to isolate the effect of a particular factor on individual wellbeing. Analysis of income data can then be used to reveal the equivalent amount of money needed to increase someone's wellbeing by the same amount. The main advantage of Wellbeing Valuation is that the values are consistent and robust giving a monetary value for that outcome. This means that while an organisation may be examining values for different types of outcomes, it is still comparing like with like.

Limitations

The HACT Wellbeing Valuation model has been designed to measure the impact of community investment programmes. This limits its use for measuring core housing services.

Where values from the HACT Social Value Bank cannot be used we have sought to address this in other ways, primarily by using other valuation tools.



A maximum of two wellbeing values has been applied to each individual in line with HACT guidance, despite having evidence of multiple outcomes being reported in many cases.

Assessing deadweight, attribution and drop-off

Time thresholds: Values for outcomes have been excluded where evidence is gained that the previous situation has been returned to within a year of the activity taking place. Likewise, values have been excluded where evidence is gained that someone has not completed an apprenticeship or training course.

Duration and drop off: Upon launch, guidance on the HACT Wellbeing Valuation model stated that values should only be applied for an individual for one year, therefore assuming that any outcomes only last a year. This assumption made the tool more practical, but inevitably means that some impacts are over-counted and some are under-counted.

Guidance has been updated this year to reflect the longer lasting impact on wellbeing of some activities. Where we reported on the impact on an individual's wellbeing in 2014-15 and that person has continued to benefit during 2015-16 we have calculated the value of their increased wellbeing at a lower rate to new individuals accessing our services. This has been done in line with guidance from HACT (see section 11 on deadweight).

Deadweight: The HACT model uses average deadweight figures from the HCA Additionality Guidance 2014³² which acknowledges that a proportion of change would have happened without further intervention.

This year we have also applied additional deadweight where the increased wellbeing was measured both last year and again this year for the same individual. These figures are shown separately in the report as 'Regularly participating for the first time in 2015-16' and 'Continuing to participate in 2015-16'.

Figure 9: HACT deadweight guidance

Deadweight

Year:	1	2	3	4	5	6	7
Training and employment	15%	30%	45%	60%	75%	90%	100%
Community and social	19%	38%	57%	76%	95%	100%	100%
Crime prevention	19%	38%	57%	76%	95%	100%	100%
Health	27%	54%	81%	100%	100%	100%	100%

Attribution: The HACT model instructs users not to make assumptions around the attribution of outcomes as it is unlikely to be as simple as claiming the proportion of social impact to costs. Where

³² http://cfg.homesandcommunities.co.uk/sites/default/files/aboutus/additionality_guide_2014_full.pdf



we have worked in partnership with other organisations that have had an impact on the outcomes measured this has been stated in the report, but in line with the guidance we haven't calculated the proportion of the value we feel we are responsible for.

Calculating the investment figure

With all areas we have included investment figures as follows:

- Obtained the amount of expenditure for each service area for the 2015-16 financial year.
- Estimated the proportion of the service that we've measured the social value of.
- Multiplied the investment by the proportion of service measured.
- Added 10% as an estimate to cover central costs apportionment.

N.B. In some cases we received funding from external organisations. This has been included in the expenditure amount to ensure we base the social value ratio on the total investment in the services.

Activity	% of activity measured	% investment from external sources
Apprenticeship programme	100%	0%
Real Opportunities & Futures programme	100%	0%
Enterprise Centre	0%	0%
Turnaround programme	100%	0%
WOW zone	100%	25%
Youth clubs for 11-19 year olds	95%	60%
Benchill Community Centre	79%	86%
Woodhouse Park Lifestyle Centre	70%	98%
Real Food Wythenshawe	10%	95%
Real Neighbours	100%	33%
V4W	100%	0%
MU Foundation	100%	0%

Calculating outcomes and social value

Where possible we have measured both primary and secondary benefits of our activities.

Where values exist in the Social Value Bank these have been used, including the recently published values for health impacts and relieving homelessness. In all cases values come from the Value Calculator v3, 'outside London' and take deadweight into account.

HACT wellbeing values that rely on 'regular' attendance/ participation have been calculated on the basis of attendance/ participation for a minimum of 9 occasions in a period of 13 weeks (rather than the recommendation to base attendance on every week for at least two months). This allows us to track data on a rolling quarterly cycle.



We have obtained values for measuring secondary benefits from New Economy Manchester's Unit Cost Database v1.4.

Both primary and secondary benefits of a few projects have been supplemented with the methodology supplied to us by Baker Tilly. Care has been taken to exclude figures that measure the same outcome i.e. some of the outcomes included in the Baker Tilly report have been excluded where the same outcome can be measured using values from the Wellbeing Valuation model or the unit cost database.

Calculating the value of volunteering

This year we have updated how we report on volunteering. In 2014-15 we included all volunteers who supported services on a minimum of 9 occasions in 13 weeks; in line with how we measured 'regular' attendance and participation in social, sports and leisure activities. The HACT Wellbeing Valuation model states that volunteers can be included once they have volunteered 'at least once per month for at least two months'. As this is a more practical calculation we have used this for 2015-16 data. We haven't revised the figures for 2014-15.

In all areas we have used the following principles:

- The HACT Wellbeing Valuation model has been used to assess the value of regularly volunteering that is made to an individual's wellbeing.
- The number of hours used in the calculation includes all hours that have supported the activities on a voluntary basis; by both 'regular' volunteers and individuals who have supported the activities on an infrequent basis.
- We have updated the figures used for calculating the value of volunteering in line with data from the Office for National Statistics. The latest data that they have available states that the median gross weekly earnings were £518 and the mean paid hours worked per week was 39. This equates to hourly earnings of £13.54. This figure has been used as the hourly value of a local resident volunteering their time.³³
- The value of volunteers for employees has been based on our average hourly salary.

Calculating the value of trees

We have used the i-Tree Eco research used by Natural Resources Wales in partnership with Bridgend County Borough Council and local authority partners in the Tawe catchment to measure the contribution of trees in the local area³⁴.

³³

<http://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2015provisionalresults>

³⁴ <http://naturalresources.wales/about-us/news-and-events/news-releases/wales-continues-to-lead-the-way-in-uk-on-revealing-the-immense-benefits-of-urban-trees/?lang=en>



The figures have been calculated by dividing the data for Tawe + Bridgend by the total number of trees in these combined areas and then multiplying by the number of trees in Wythenshawe.

	Tawe catchment	Bridgend	TOTAL	Wythenshawe
Number of trees	530,000	440,000	970,000	14,000
Value of trees	£1,720,000	£950,000	£2,670,000	£38,536
Replacement cost of trees	£816,000,000	£686,000,000	£1,502,000,000	£21,678,351
Water intercepted (litres)	252,000,000	124,000,000	376,000,000	5,426,804
Saving in sewerage charges	£333,900	£164,000	£497,900	£7,186
Airborne pollutants removed (tonnes)	136	61	197	2.8
Saving to the NHS	£715,000	£326,000	£1,041,000	£15,025
Carbon captured from the atmosphere (tonnes)	3,000	2,080	5,080	73
Value of carbon captured	£671,000	£461,400	£1,132,400	£16,344
Carbon stored (tonnes)			156,000	2,252
Value of carbon stored			£35,000,000	£505,155