



## Social Impact Methodology & Report 2017

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# 1 Introduction

This is the third year that Wythenshawe Community Housing Group has reported on its social impact. This year the Group has produced an integrated report; combining the annual report and social impact summary report. This change reflects how social value is at the heart of the organisation.

**OUR VISION: Creating communities where people choose to live and work, having pride in their homes and services**

To achieve its vision the Group delivers a range of services that aim to strengthen the local community and have a positive impact on local residents. Measurement of social impact provides evidence of the Group's progress towards achieving the vision.

This report provides the detail behind the Group's social impact measurement. As in previous years, all relevant data that provides evidences of social impact is collated from across the organisation and grouped into themes to help people understand the wider impact of the Group, over and above providing homes:

- **Health:** 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
- **Social Housing:** Provide good quality, affordable homes
- **Wythenshawe Garden City:** Make Wythenshawe a pleasant place to live

This year additional indicators have been included based on the Greater Manchester Social Value Policy<sup>1</sup>.

Section 3 provides an overview of the methodology used to calculate the impact. Additional detail on specific areas is provided throughout the report. During the year some aspects of the methodology were reviewed and changes arising from this are explained in section 3.

A Theory of Change model has been included for each category that has been measured to demonstrate how the services delivered result in the impact reported.

**In February WCHG was highly commended in Social Value Leadership at the Social Enterprise UK national awards.**



<sup>1</sup> [https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca\\_social\\_value\\_policy\\_-\\_november\\_2014](https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca_social_value_policy_-_november_2014)

## 2 Executive Summary

### 2.1 Health:

The Group is committed to providing support to help improve the health and wellbeing of people in Wythenshawe. Positive outcomes include:

- 21,577 hours volunteered across Wythenshawe;
- 207 regular volunteers;
- 85 residents actively involved in tenant groups;
- 14,515 people participating in physical activity at Wythenshawe Games;
- 13,968 engagements (footfall) in healthy living sessions at the Woodhouse Park Active Lifestyle Centre; and
- 299 people engaged at food growing events.

### 2.2 Employment and skills:

The Group offers a range of support to help residents in Wythenshawe develop and increase their skills and to move into sustained employment. Positive outcomes include:

- 199 people supported into full time employment;
- 41 people attending work experience;
- 330 people benefitting from training;
- 31 individuals starting GM skills work placements;
- 242 people benefiting from digital inclusion projects; and
- 66% of businesses based at the Enterprise Centre owned by a Wythenshawe resident.

### 2.3 Youth and Education:

The Group offers services for children and young people at a number of locations across Wythenshawe. The aim is to deliver a fully inclusive, quality youth offer to young people from 11 to 19 years of age. Positive outcomes include:

- 16,646 total attendance (footfall) at youth provision services;
- 1,976 young people attending the WOW Zone throughout the year;
- 340 young people reporting improved confidence or self-esteem; and
- 466 young people reporting improved social skills.

### 2.4 Financial Wellbeing:

This service aims to support income collection and tenancy sustainment. Tenants facing financial hardship have been given advice that has helped them to stay on top of their budgeting, including maintaining their rent payments. Positive outcomes include:

- 136 customers reporting that their wellbeing had improved;
- 661 money health checks carried out;
- 964 appointments held with customers to help them manage their finances;
- 34 tenants helped to sustain their tenancy by downsizing due to welfare benefit reform; and
- £1.2m rental income generated from tenants supported through the service.

## 2.5 Community Safety:

The Group's Community Safety Strategy aims to improve the quality of life for local residents by helping to reduce anti-social behaviour and crime within our communities. Positive outcomes include:

- 175 individuals reporting that their wellbeing had improved following intervention to address antisocial behaviour.

## 2.6 Social Housing:

One of the aims of the Group's core business of providing social housing is to improve the wellbeing of people moving from homelessness or temporary accommodation into a secure, affordable home.

Positive outcomes include:

- 1 person who had been sleeping rough moved into a secure home; and
- 53 adults/ 46 households moved from temporary accommodation to a secure home, this included 24 adults/ 20 households with dependent children.

## 2.7 Wythenshawe Garden City:

Jointly with Manchester City Council, the Group has responsibility for maintaining and improving most of the green space in Wythenshawe including 14,000 trees; which provide many benefits to the local community and environment. 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.

## 2.8 Summary

The table below shows the areas of work for which the social value was measured during 2016-17.

**Table 1: Social Value summary 2017**

Theme	Investment	Social Value 2017	Social Value 2016 <sup>2</sup>	Social Value 2015	Social Value Ratio
Health	£ 1,044,370	£4,702,775	£6,175,107 <sup>R</sup>	£3,987,546 <sup>R</sup>	5
Employment & skills	£ 857,524	£3,887,973	£4,344,265 <sup>R</sup>	£3,298,716 <sup>R</sup>	5
Youth & education	£ 445,777	£718,530	£1,083,340 <sup>R</sup>	£1,291,412 <sup>R</sup>	2
Financial wellbeing	£ 287,100	£3,071,954	£3,973,454	£509,817	11
Community safety	£ 465,300	£497,379	£1,150,434	£2,468,428	1
Social housing	£ 253,506	£446,816	£773,211	£0	2
Wythenshawe garden city	£ 145,200	£543,710	£543,710	£0	4
<b>Total</b>	<b>£3,498,777</b>	<b>£13,869,137</b>	<b>£18,043,521<sup>R</sup></b>	<b>£11,555,919<sup>R</sup></b>	<b>4</b>

Overall, whilst many of the output and outcomes of programmes have improved, the reported value has decreased, in large part due to the methodology used. See section 3.1.4 for more information on this.

<sup>2</sup> Some figures for 2015 and 2016 have been restated (<sup>R</sup>) to make them consistent with the revised methodology and reporting systems used in 2017.

## 3 Methodology

This year we reviewed how we measure and report on our impact, reflecting an increased understanding of the social value that we deliver.

We continue to use the HACT Wellbeing Valuation model<sup>3</sup> where appropriate, however, the Group is moving towards increased reporting on outputs and outcomes. This is to increase understanding of social value for stakeholders.

As part of the GM Housing Providers group, the Group is currently working to establish some common indicators to achieve a consistent approach across the region and sector. The indicators chosen have been based around the Greater Manchester Social Value Policy<sup>4</sup>. Some of these indicators have been included in this report and more will follow in future reports.

We have continued to use a combination of the tools used in previous years, however we have made changes to how we've used the models this year.

### 3.1 HACT Wellbeing Valuation model

We use the HACT Wellbeing Valuation approach<sup>5</sup> to measure the benefits to local residents of our services. 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.

<p><i>Title:</i> Community investment and homelessness values from the Social Value Bank <i>Authors:</i> HACT and Simetrica (<a href="http://www.hact.org.uk">www.hact.org.uk</a> / <a href="http://www.simetrica.co.uk">www.simetrica.co.uk</a>) <i>Source:</i> <a href="http://www.socialvaluebank.org">www.socialvaluebank.org</a> <i>License:</i> Creative Commons Attribution-NonCommercial-NoDerivatives license (<a href="http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB">http://creativecommons.org/licenses/by-nc-nd/4.0/deed.en_GB</a>)</p>
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Where relevant values exist in the Social Value Bank these have been used. In all cases we use the proxy values from version 3 of the Value Calculator and specifically the values identified as relating to people living 'outside London' and that have had deadweight deducted.

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.

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<sup>3</sup> <http://www.hact.org.uk/publications-and-tools>

<sup>4</sup> [https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca\\_social\\_value\\_policy\\_-\\_november\\_2014](https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca_social_value_policy_-_november_2014)

<sup>5</sup> HACT Wellbeing Valuation Model <http://www.hact.org.uk/social-value-bank>

### 3.1.1 Limitations

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

Where values from the HACT Social Value Bank cannot be used we have sought to address this in other ways.

In line with guidance from HACT, we have reported a maximum of two wellbeing values for each individual, despite having evidence of multiple outcomes being reported in many cases.

### 3.1.2 Time thresholds:

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

### 3.1.3 Duration and drop off:

Since the launch of the Wellbeing Valuation model, HACT has provided updated guidance to reflect the longer lasting impact on the wellbeing of some activities. Where we have reported on the impact on an individual's wellbeing in a previous year and that person has continued to benefit, we have calculated the value of their increased wellbeing at a lower rate to the value calculated for new individuals accessing our services.

### 3.1.4 Deadweight:

The HACT model uses average deadweight figures from the HCA Additionality Guidance 2014<sup>6</sup> which acknowledges that a proportion of change would have happened without further intervention. Where an individual continues to participate in the same activity year after year, the impact on their wellbeing reduces<sup>7</sup>. As shown in tables 2 and 3, this can lead to a reduction in the reported value of the same number of people participating in an activity of up to 38% in year 2 and 57% in year 3.

**Table 2: HACT deadweight guidance**

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%

**Table 3: Examples of HACT deadweight guidance in practice**

Outcome	Value year 1	Value year 2	Value year 3
Regular volunteering	£2,591	£2,014	£1,397
Attendance at voluntary / community organisation	£1,519	£1,163	£806
Participating in frequent moderate exercise	£3,461	£2,649	£1,837

<sup>6</sup> [http://cfg.homesandcommunities.co.uk/sites/default/files/aboutus/additionality\\_guide\\_2014\\_full.pdf](http://cfg.homesandcommunities.co.uk/sites/default/files/aboutus/additionality_guide_2014_full.pdf)

<sup>7</sup> <https://valueinsight.zendesk.com/hc/en-us/articles/204679011-Beta-Appling-values-in-subsequent-years>



To help clarify the values included in the report, we have shown separate figures for people ‘Regularly participating for the first time in 2016-17’ and ‘Continuing to participate in 2016-17’.

We don’t feel that this guidance takes into account that repeat participation has many benefits such as increased skills development, knowledge, fitness etc.

### **3.1.5 Attribution:**

Guidance from HACT states that assumptions should not be made around the attribution of outcomes, as it is unlikely to be as simple as claiming a proportion of social impact to costs. Where 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 that we feel we are responsible for.

## **3.2 New Economy Manchester Unit Cost Database**

We use data from the New Economy Manchester’s Unit Cost Database v1.4<sup>8</sup> to measure the secondary benefits of our activities – the wider public benefits and the saving to the public purse.

## **3.3 Baker Tilly methodology**

We continue to use some assessments completed for us by Baker Tilly<sup>9</sup> but during the year we have reviewed all outcomes measured using this tool. We have made the decision to omit reporting on some of the outcomes which we no longer feel are valid. We have also made changes to measurement of some outcomes where we have obtained updated evidence of relevant values. We have indicated throughout the report where the methodology has been changed. We have also restated figures for previous years based on the revised methodology to provide a more accurate comparison over time.

Care has been taken to exclude figures that measure the same outcome i.e. some of the outcomes included in the Baker Tilly methodology have been excluded where the same outcome can be measured using values from the HACT Wellbeing Valuation model or the unit cost database.

## **3.4 Comparison with previous years**

Throughout the report we have shown how data compares with the 2016/17 financial year.

- Where data from the previous year is included in a table an arrow indicates the direction of travel from the equivalent data for the previous year. Where an outcome wasn’t measured in the previous year ‘n/a’ is shown instead of an arrow.
- Where data from the previous year is included within the text it is shown in brackets and in red font.

## **3.5 Restatements**

Some of the data for previous years has been restated due to changes made this year. Reasons have been given for restatements in the relevant section. Data that is being restated has an ‘<sup>R</sup>’ after it.

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<sup>8</sup> New Economy Manchester [http://neweconomymanchester.com/stories/832-unit\\_cost\\_database](http://neweconomymanchester.com/stories/832-unit_cost_database)

<sup>9</sup> Social Impact of Community Projects 2013 <http://www.wchg.org.uk/wp-content/uploads/Social-Impact-Community-Projects.pdf>

### 3.6 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 2016-17 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.

**Table 4: Proportion of activity measured and investment from external sources**

Activity	% of activity measured	% investment from external sources
Apprenticeships	100%	0%
Real Opportunities & Futures	100%	0%
Enterprise Centre	5%	70%
Turnaround programme	100%	0%
WOW zone	100%	54%
Youth	95%	55%
Benchill Community Centre	65%	87%
Woodhouse Park Lifestyle Centre	71%	96%
Real Food Wythenshawe	13% <sup>10</sup>	85%
Real Neighbours	100%	34%
V4W	100%	0%
MU Foundation	100%	0%
Wythenshawe Games	5%	68%
Financial Inclusion	100%	0%
Community Safety	100%	0%
Resident Involvement	100%	0%
Allocations	69%	0%
Environmental Services	100%	0%

### 3.7 Independent assurance

The Executive Summary (section 2) and data included in the report has been reviewed and signed off by an external auditor.

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<sup>10</sup> Increased the proportion of activity measured from 10% to 13% based on an evaluation of the time spent by the team on managing activity of volunteers

## 4 Health



### COMMUNITY CENTRES

Benchill Community Centre, Woodhouse Park Active Lifestyle Centre and Bideford 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.

Over **18,000** visits per month  
to community centres

**1,269** regular participants  
in physical activity

**273** people regularly  
attending social groups

**395** volunteers

**21,577** hours  
volunteered

**14,515** participants in physical  
activity at Wythenshawe Games



### REAL FOOD WYTHENSHAW

Real Food Wythenshawe is a 5 year £1 million community food project funded by the Big Lottery.

It aims to inspire people in Wythenshawe about the food they eat.

“Grow it. Cook it. Eat it. And get involved.”

# VOLUNTEERING

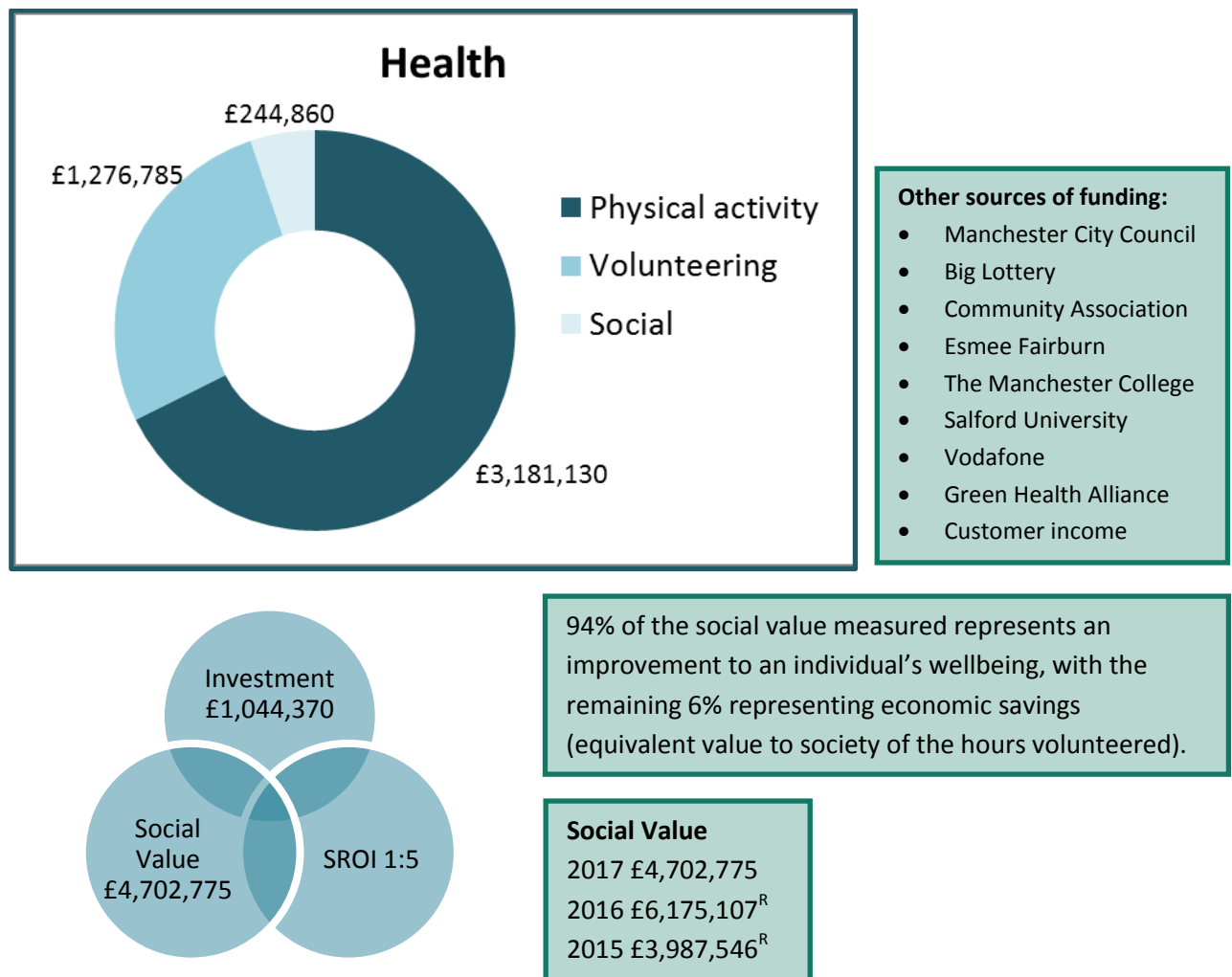


Real Neighbours Timebanking enables local residents to volunteer their time to help others, running regular social groups to reduce social isolation.

Volunteering 4 Wythenshawe (V4W) is our employee volunteering programme that supports colleagues to get involved in the local community.

Volunteers provide support to many of our activities including Real Food Wythenshawe, resident involvement, youth services and community centres.

Figure 1: Social value breakdown by category



## 4.1 Physical activity

A range of activities are offered at both the Benchill Community Centre and the Woodhouse Park Active Lifestyle Centre. People also participated in physical activity at the Wythenshawe Games and at regular football sessions offered by the Manchester United Foundation.

We've used the HACT Wellbeing Valuation model to assess the social value of regularly participating in physical activity.

Figure 2: Theory of Change for Physical Activity

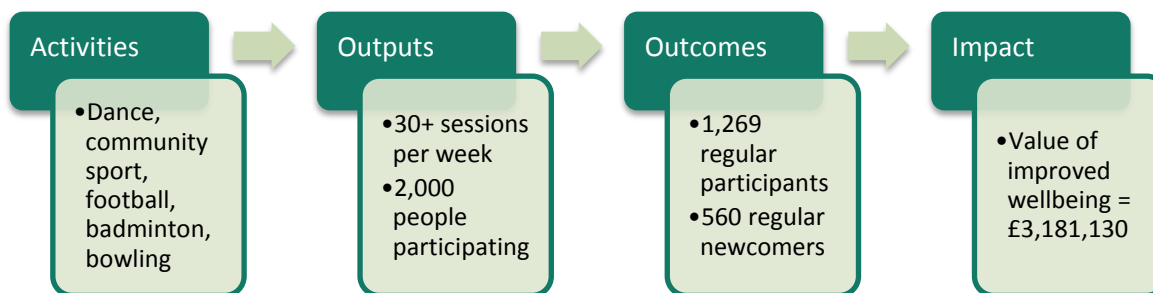
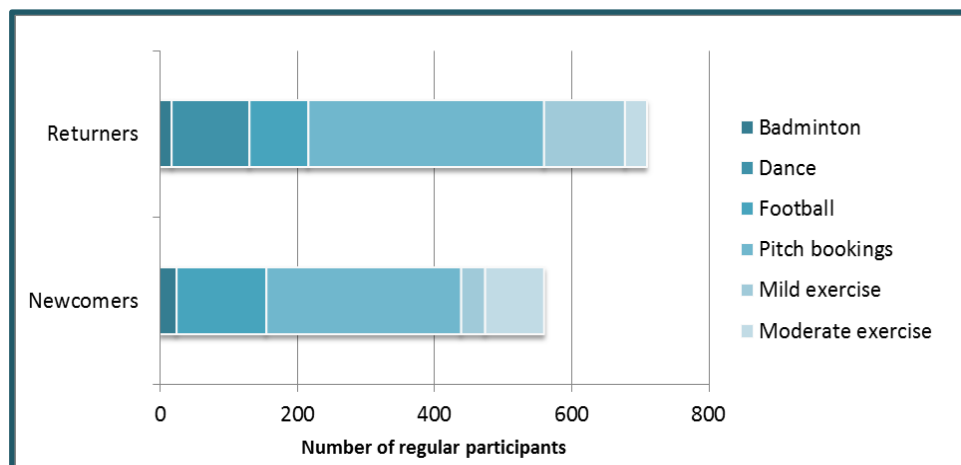


Table 5: Social Value detail for Physical Activity

Outcome / activity	Regularly participating for the first time	Continuing to regularly participate
Mild exercise	35 ↓	118 ↑
Moderate exercise	86 ↑	31 ↓
Dance	0 →	113 ↑
Yoga/ pilates	0 →	0 ↓
Badminton	24 ↑	18 ↑
Football	131 ↓	85 n/a
Pitch bookings	284 ↑	344 ↓
<b>TOTAL</b>	<b>560 ↓</b>	<b>709 ↓</b>
<b>SOCIAL VALUE (HACT)</b>	<b>£1,816,168 ↓</b>	<b>£1,364,962 ↓</b>

Figure 3: Regular participants in Physical Activity

Figure 3 highlights the impact of valuing those continuing to regularly participate in physical activity at a lower rate than newcomers; as explained in section 3.1.4.





#### **4.1.1 Assumptions**

For group activities we only have the details of the individual who makes the booking e.g. for a pitch or badminton court. In these instances we have made an assumption that the people that they play with are the same each week. This year we surveyed the majority of the people booking space at both centres to test our assumption and the findings confirm that the same people attend each week, with exceptions for sickness and holidays.

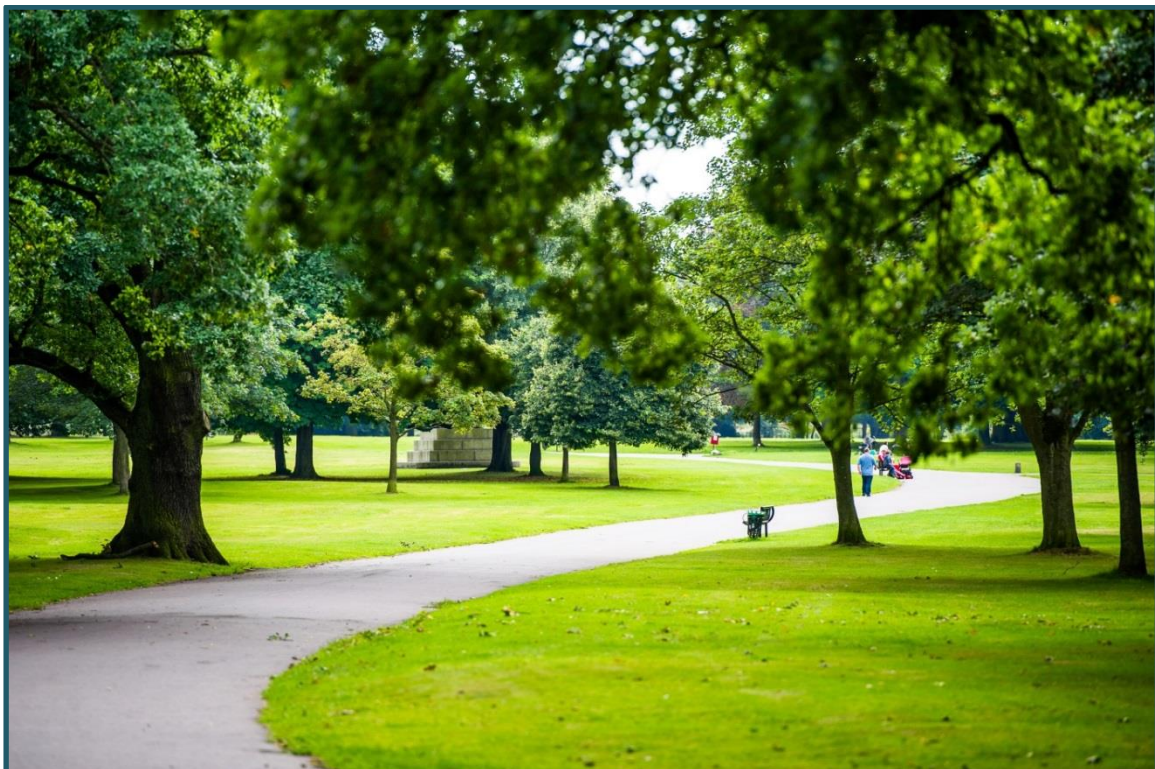
- Benchill Community Centre pitch bookings; we record the number of individuals that the booking is for and measure the social value if the duration of the booking exceeds 9 weeks.
- Lifestyle Centre pitch bookings; we multiply the number of individuals booking pitches by 10.
- Lifestyle Centre badminton court bookings; we multiply the number of individuals booking courts by 3 to reflect that some bookings are for 2 people and others are for 4.

#### **4.1.2 Changes to previous years**

In previous years we've included the value of attendance at yoga sessions held at Benchill Community Centre but the classes haven't taken place this year.

We have reviewed the methodology used for measuring the impact of pitch bookings and badminton at the Lifestyle Centre and changed the way that we calculate the figures. Due to this we have restated figures for previous years in line with the revised methodology to improve the accuracy of our reporting.

The activities offered by the MU Foundation changed during the year to shorter courses, which has resulted in a large decrease in the number of people achieving the criteria for 'regularly participating'. However the total number of participants increased from 1,117 to 1,572 and the number of sessions increased from 801 to 921.



## Case study: Wythenshawe Games

Wythenshawe Games is an annual community sports festival that forms part of the Manchester Games initiative to inspire local residents to engage in sport, physical activity and healthy lifestyles.

Throughout the 2016 Games, 14,515 people took part in sport & physical activity, this included:

**70** participants in a  
10km cross country  
run

**114** participants in an  
over 50s day featuring  
11 sports

**278** young people  
participated in Teen  
Takeover

To evaluate the impact of the Games in line with the HACT Wellbeing Valuation model we focused on the activities that involve regular participation. The Personal Best programme aims to get people active over an eight week period, by offering 34 different activities.

Participants were incentivised by medals, which were awarded at the end of the programme and distributed during the Games. Each participant completed an activity 'passport' which was signed off by the activity leader at each session attended. Participants built up a log of activity, and were awarded platinum, gold, silver or bronze medals in relation to the number of sessions they attended during the programme.

Over 2,000 visits were recorded for Personal Best activities and 96 people were awarded medals, with twenty participating in nine or more sessions. We reported the HACT value for moderate exercise for the twenty individuals that participated in line with our criteria, giving a social value for their improved wellbeing of £69,220.

**Wythenshawe resident Jean Erica was awarded star participant.** Jean Erica gained weight after losing her job two years ago. She was not exercising, and in her own words, became 'a bit of a couch potato'. Through the Personal Best programme Jean Erica registered 36 hours of activity. After collecting her medal Jean told organisers: "I have worked hard, but it was a lot of fun and I recommend it" and of her new found passion for zumba she said "you feel like you've had your life handed back to you. It really sets you up for the rest of the week"



## 4.2 Volunteering

WCHG offers a wide range of volunteering opportunities to colleagues and local residents.

- Real Neighbours is our flagship volunteering programme matching local residents to relevant opportunities across Wythenshawe.
- V4W is the employee volunteering programme matching WCHG colleagues to local volunteering opportunities.
- Volunteers also support Real Food Wythenshawe, our resident involvement programme, youth services, MU Foundation sessions and the community centres.

Figure 4: Theory of Change for Volunteering

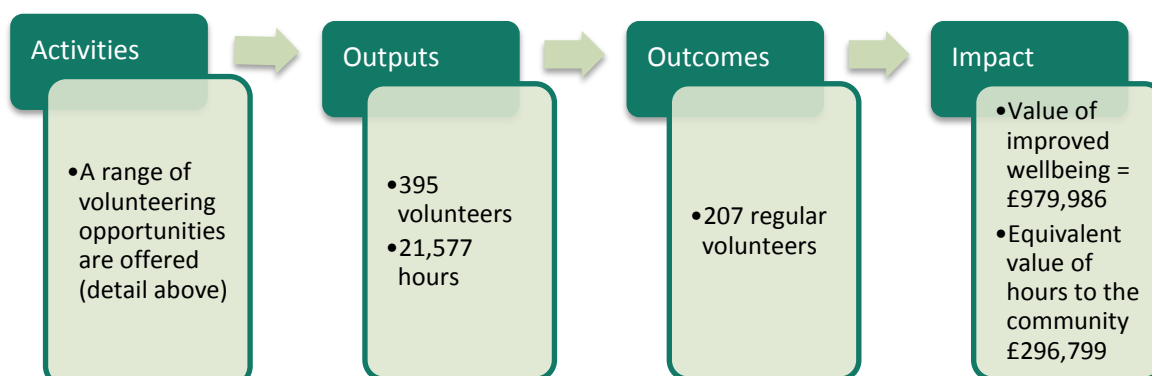


Table 6: Social Value detail for Volunteering

Service	Number of volunteers	Regularly volunteering for the first time	Continuing to regularly volunteer	Hours volunteered
Real Neighbours	44 ↑	17 ↓	17 ↑	10,451 ↑
Real Food Wythenshawe	107 ↓	26 ↓	29 ↑	4,025 ↑
Resident Involvement	67 ↓	22 ↓	21 n/a	2,874 ↑
Youth	22 ↑	16 ↑	2 ↑	1,838 ↑
MU Foundation	42 ↓	8 ↓	3 n/a	895 ↑
Benchill CC	16 ↑	6 ↑	5 ↓	721 ↓
Lifestyle Centre	7 n/a	7 n/a	0 n/a	204 n/a
WOW Zone	4 ↑	0 ↓	0 n/a	unknown
V4W	86 ↓	17 ↓	11 n/a	568 ↓
<b>TOTAL</b>	<b>395 ↓</b>	<b>119 ↓</b>	<b>88 ↑</b>	<b>21,577 ↑</b>
<b>SOCIAL VALUE</b>		<b>£308,329 ↓</b>	<b>£123,832 ↑</b>	<b>£296,799 ↑</b>

Figure 5: Number of volunteers supporting services during the year

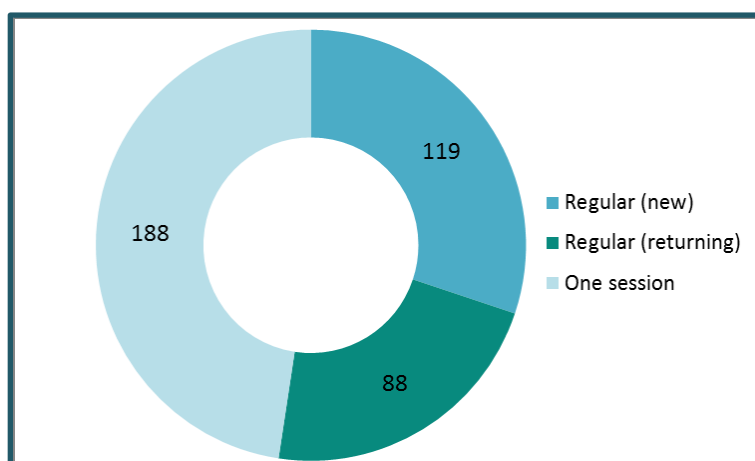
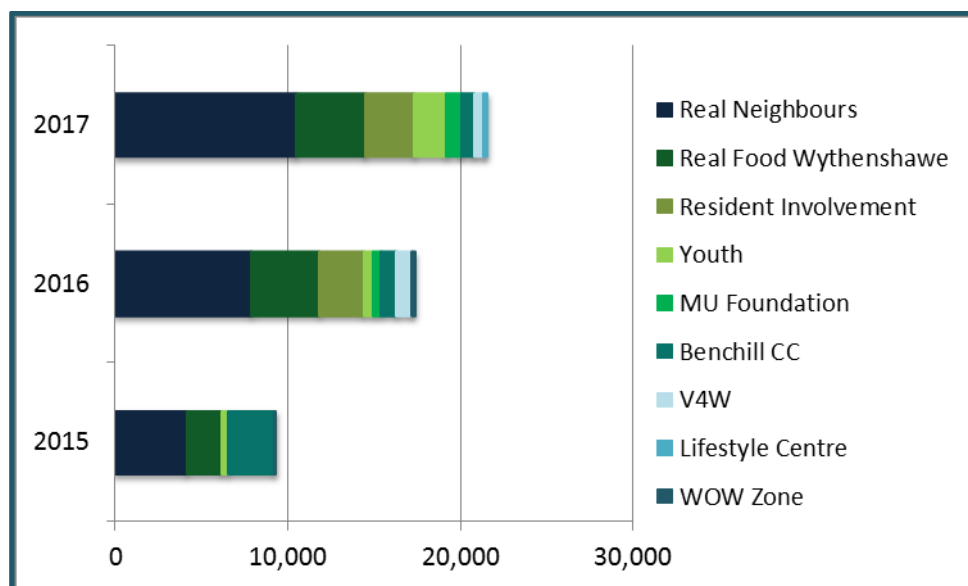




Figure 6: Number of hours volunteered each year by service



#### 4.2.1 Calculating the value of volunteering

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; volunteers are included once they have volunteered 'at least once per month for at least two months'.
- 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.
- To calculate the equivalent value of hours volunteered we have used data from the Office for National Statistics; median gross weekly earnings of £539 and the mean paid hours worked per week of 39. This equates to hourly earnings of £13.82. This figure has been used as the hourly value of a local resident volunteering their time.<sup>11</sup>
- The value of volunteers for employees has been based on WCHG's average hourly salary.
- In addition we have calculated the social value of individuals being active in tenants groups. 85 individuals were involved during the year (64 in 2016), equating to a social value of £547,825 (£412,480 in 2016).

#### 4.2.2 Changes to previous years

We have revised volunteering reporting for Real Food Wythenshawe as previously hours spent on training courses had been recorded as volunteering. Data for previous years have been amended and values including this data have been restated.

<sup>11</sup><https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/bulletins/annualsurveyofhoursandearnings/2016provisionalresults>

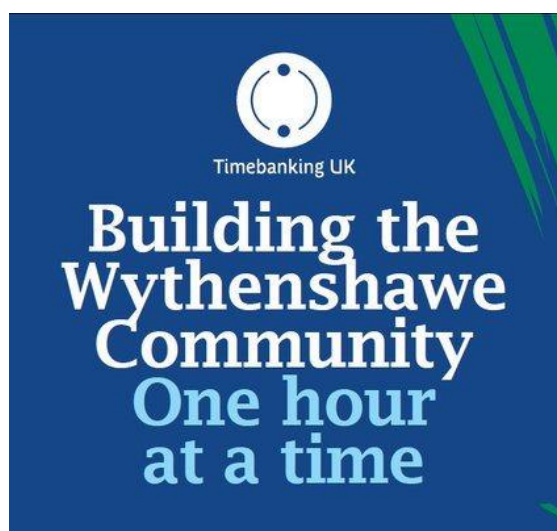
## Case study: Real Neighbours Timebanking

Real Neighbours Timebanking has been launched in Wythenshawe to encourage residents to volunteer their time to help others.

Time is used as currency to 'pay' for services with each hour volunteered building up as credits, which can then be used in exchange for a service. For example, if someone contributes an hour by supporting a local event they can then 'pay' with that time credit for someone to paint their fence. Hours are exchanged between members which results in stronger relationships, a stronger community and new or improved skills.

A team of volunteers help to run social activities in sheltered accommodation, support local community centres, arrange day trips for over 50's groups and support the Wythenshawe Games.

10,451 hours have been volunteered to benefit the local community in the first year since the launch of Real Neighbours Timebanking, with 44 individuals volunteering their time.



**10,451** hours

**44** volunteers

*"I have been volunteering with Real Neighbours for the past five years and have to say I absolutely love it. It has made me realise I play an important part within my community."*

*"Since volunteering, it has made me believe I can make a difference to others and really see the benefit my input makes. It has given me the opportunity to do things locally and be involved with a wide range of opportunities."*

*"I really love to volunteer because I feel it's helping me get back to how I used to be. Anybody can volunteer and do whatever they can do to help."*

## 4.3 Social

A range of activities are offered to help reduce social isolation.

Figure 7: Theory of Change for Social

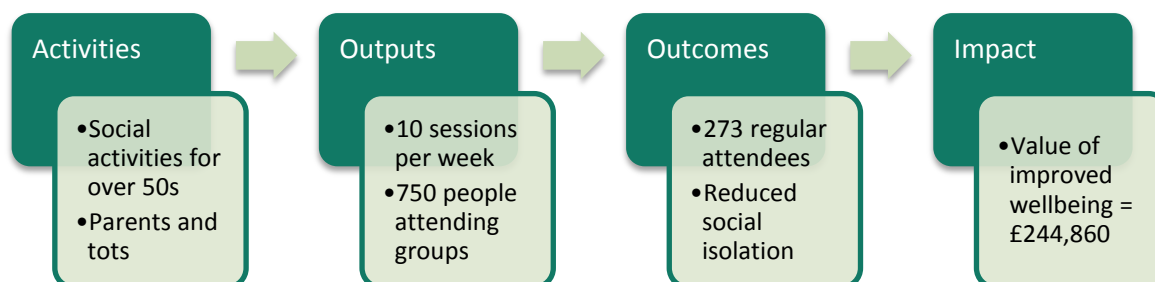


Table 7: Social Value detail for Social

Service	Outcome / activity	Regularly participating for the first time	Continuing to regularly participate
Benchill Community Centre	Bingo	0	0
	Art class	0	0
	Parents and Tots	18	n/a
	<b>TOTAL</b>	<b>18 ↑</b>	<b>0 ↓</b>
Lifestyle Centre	Various social activities	<b>15 ↑</b>	<b>12 ↑</b>
Real Neighbours	Various social activities	<b>0 →</b>	<b>228 ↓</b>
<b>TOTAL</b>		<b>33 ↑</b>	<b>240 ↓</b>
<b>SOCIAL VALUE (HACT)</b>		<b>£49,434 ↑</b>	<b>£195,426 ↓</b>



### 4.3.1 Changes to previous years

This year we've measured the social value of the Benchill parents and tots class for the first time using the HACT model for attendance at social groups.

In previous years we've reported on attendance at bingo and art classes held at Benchill Community Centre but the classes haven't taken place this year.

## Case study: Benchill Community Centre

Benchill Community Centre offers a range of activities to people of all ages including after school club, youth provision, community sports and training.

More than  
**43,000** visits



### Health

The LAB project is a two week confidence building programme that supported 47 individuals during the year. People joining had a variety of aims that they wanted to achieve; improving confidence, self-esteem, life and employment skills; applying for jobs or promotion; accessing further education; making new friends and becoming more independent. Barriers that were preventing them from achieving these goals include housing issues, health problems, debt, legal issues and transport.

**164** people accessed health initiatives  
and reported an improvement to their  
health and wellbeing

**46**

participants said it had a  
positive impact on their  
life

*"Improved confidence, self-esteem and  
employability skills"*

*"I have gained more confidence and learnt  
lots of positive things about myself and  
made great friends"*

**34**

participants  
improved their  
confidence or self-  
esteem

### Physical activity

A range of physical activities are offered including football, morris dancing, zumba, street dance and dodgeball.

Astro turf pitches are regularly used by several local clubs.

13 groups had regular bookings during the year, resulting in 248 regular users. The pitches are also used daily by the local primary school.

**68** young people  
(aged 5-14) regularly  
attended community  
sport sessions

### Volunteering

Volunteers support the centre at one off events like the annual summer fun day and at regular sessions like the parents and tots classes.

**16** individuals volunteered  
**721** hours

### Youth

The centre offers a range of activities for children and young people.

**84** regulars at after  
school club

**35** children attended  
holiday play schemes

## Training

The training facilities are well used by local people. 176 individuals regularly attended training and 30 people achieved a qualification equivalent to an NVQ in the past year. A total of 430 people progressed through maths and English levels of functional skills to increase their employability.

**14** classes  
per week



A range of **IT classes** are offered, some open to all and others targeting specific groups including the over 50s, people with learning disabilities and an after school club.

The Get Online programme offers free basic IT drop-in sessions and refurbished computers at low cost.

The digital inclusion and Real Opportunities teams work together to enable people to increase their skills and move into employment.

A session supports people with dyslexia, by both raising awareness and providing assisted technology support e.g. voice recognition, text to speech software.

**242**  
footfall

**English for Speakers of Other Languages** courses focus on improving language skills and practical ways to deal with everyday life.

Learners also attended a Hate Crime presentation to get information on how to deal with racism.

**53**

attendees

*"I feel more confident when I speak to people in shops"*

*"I have just started working; this course gave me the confidence to apply."*

*"I feel more confident in my personal relationship."*

*"I know more about the education system in the UK. I can plan for my children."*

## Social

The centre offers social activities including parents and tots sessions, an older people's group, a family fun day each summer and a Christmas event.

The family fun day was an opportunity to connect people from different backgrounds and for families to interact and engage in a fun way.

**Over 1,000**  
attendees

**40**  
volunteers

Local community groups and partnership organisations including LGBT, Healthy Living Network, N-Gage Youth Group and Greater Manchester Police set up stalls to share information.

The Saheli Women's Project operate a social enterprise from the Centre. The group supports unemployed women from minority groups who have not had the opportunity to access employment due to barriers within their personal circumstances.

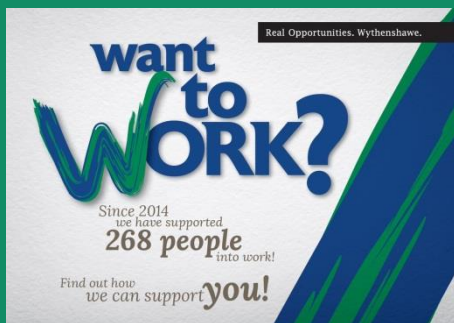
#### 4.4 Recommendations

Previous recommendations	Progress
To expand social value measurement to areas not yet included.	We now measure the impact of all activities that the Group provides at the community centres. We are starting to measure the impact of activities offered by external organisations who hire the venue.
To further develop the methodology for measuring the social value of Real Food Wythenshawe.	We have made some progress on this area working in collaboration with the Green Health Alliance to use a consistent reporting methodology with other organisations. This work is still in progress and will be further developed in line with future funding for the programme.
We will continue to make our reporting methods more robust where appropriate and include more areas where resource allows.	We have reviewed reporting of activities across all areas to ensure that our data is robust and evidenced. This has resulted in some changes to our methodology and to some figures for previous years being restated in line with the changes.

New recommendations to take forward:

- To develop a plan to review the outcomes that we measure for all service areas, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.
- To continue with work completed over the last year to make the reporting process more efficient and improve visibility of performance information throughout the year.

## 5 Employment and Skills



### EMPLOYMENT SUPPORT

Real Opportunities signposts local people to employment and training support and provides a recruitment service for local employers.

Wythenshawe Futures provides 12-month placements that equip trainees with experience, qualifications, personal development opportunities and mentor support.

Turnaround provides employment opportunities for previous persistent offenders to break down the barriers for people with a criminal record.

Apprenticeship opportunities are available each year for local residents.

**199** people gained employment

**60** people gained a qualification

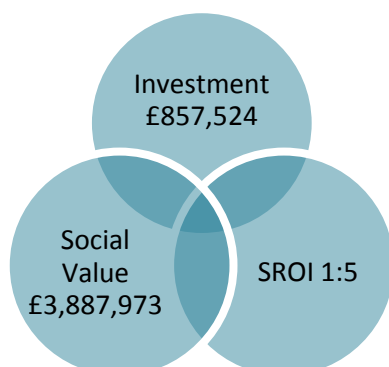
**6** people started an apprenticeship

**330** people benefited from training

**55** individuals no longer claiming benefits due to going into work

**28** businesses operating from the Enterprise Centre

70% of the social value measured represents an improvement to an individual's wellbeing.  
16% represents economic savings (to the public purse) and 14% is wider benefits to society.



#### Social Value

2017 £3,887,973  
2016 £4,344,265<sup>R</sup>  
2015 £3,298,716<sup>R</sup>



# TRAINING



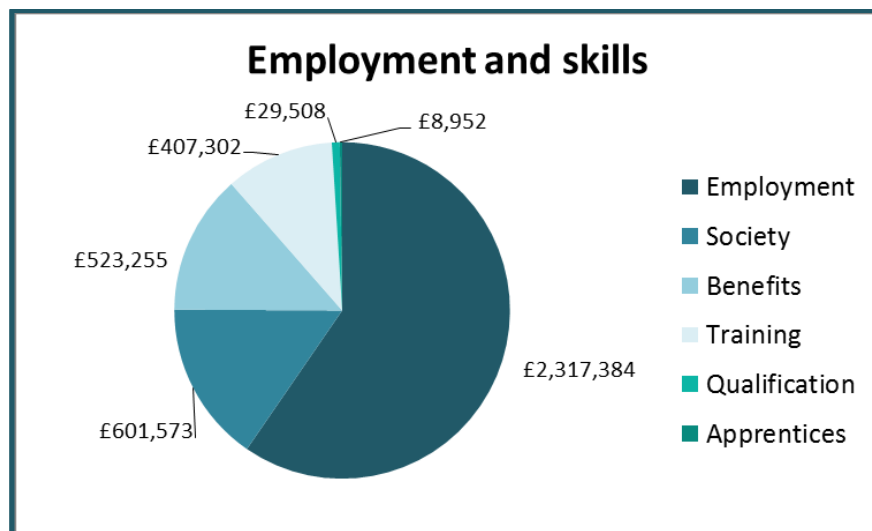
The Enterprise Centre offers 'In the Making' training opportunities; for people wanting to develop and grow their business.

The community centres offer a range of training including IT, functional skills and ESOL.

Trainees on work placements and being supported into work can access training to improve skills and increase their chances of moving into work.

Regular volunteers access training relevant to the project that they are supporting.

Figure 8: Social value breakdown by category



## Other sources of funding

- Manchester City Council
- Big Lottery
- Community Association
- Esmee Fairburn
- The Manchester College
- Salford University
- Vodafone
- Green Health Alliance
- Customer income

## Six categories contribute to this theme:

- **Employment:** The value of improved wellbeing due to gaining employment
- **Society:** The value to society of a range of related outcomes
- **Benefits:** The value to society of people ceasing to claim benefits due to gaining employment
- **Training:** The value of improved wellbeing due to attending training
- **Qualifications:** The value to society of people achieving qualifications
- **Apprentices:** The value of improved wellbeing due to commencing an apprenticeship



## 5.1 Employment

In addition to the people gaining employment through targeted support we also report on instances where an individual gains employment in part as a result of regularly volunteering on one of our programmes. Our employment support team engaged with 228 people during the year.

Figure 9: Theory of Change for Employment

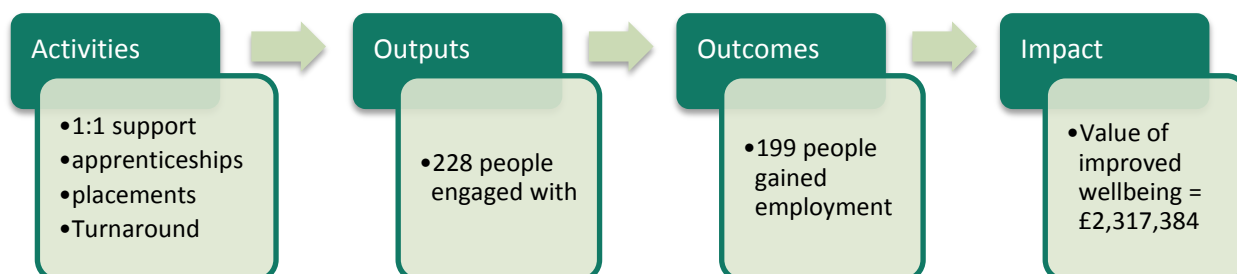
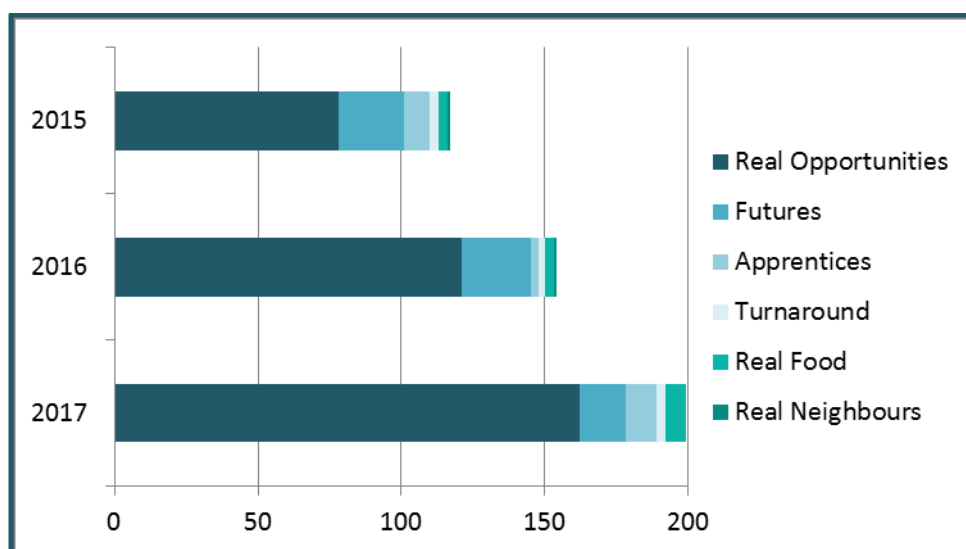


Table 8: Social Value detail for Employment

Service	Individuals gaining employment
Real Opportunities	162 ↑
Futures	16 ↓
Apprentices	11 ↑
Turnaround	3 ↑
Real Food	7 ↑
Real Neighbours	0 ↓
<b>TOTAL</b>	<b>199 ↑</b>
<b>SOCIAL VALUE (HACT)</b>	<b>£2,317,384 ↑</b>

Figure 10: Number of people going into employment



## 5.2 Ceasing to claim benefits

Where possible we record whether the people that we provide support to are in receipt of out of work benefits. We then use the Unit Cost Database published by New Economy Manchester to value the saving to the public purse of individuals going into employment and ceasing to claim benefits.

Figure 11: Theory of Change for Benefits

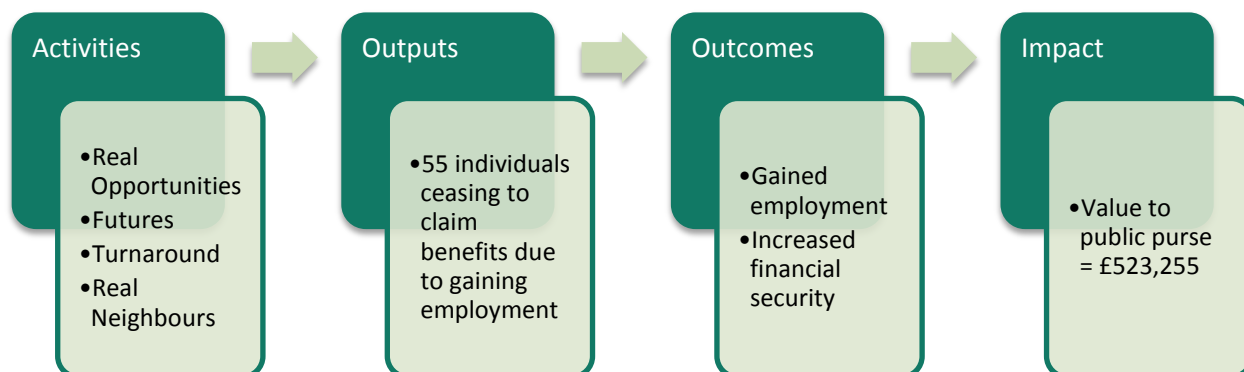
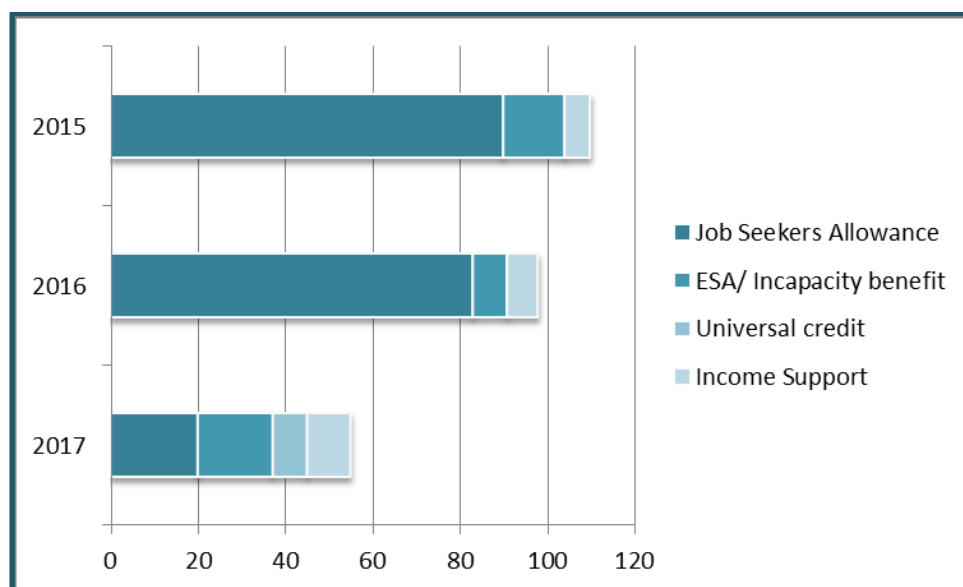


Table 9: Social Value detail for Benefits

Benefit	Individuals	Social value
Job Seekers Allowance	20 ↓	£206,420 ↓
ESA/ Incapacity benefit	17 ↑	£154,547 ↑
Universal credit	8 ↑	£82,568 ↑
Income Support	10 ↑	£79,720 ↑
<b>TOTAL / SOCIAL VALUE</b>	<b>55 ↓</b>	<b>£523,255 ↓</b>

Figure 12: Number of people ceasing to claim benefits due to gaining employment



### 5.2.1 Changes to previous years

The methodology that we use to identify the value of ceasing to claim benefits has not been updated since the introduction of Universal Credit. We have made the decision to apply the value for ceasing to claim Job Seekers Allowance to individuals ceasing to claim Universal Credit.

### 5.3 Training

Attending training offers many benefits to people seeking employment. We record attendance at a range of training opportunities and where appropriate categorise the courses in line with the HACT definitions:

- General work-related training to help improve or increase skills.
- Vocational training for individuals enrolling on specific courses e.g. City and Guilds, NVQ, HNC.

Figure 13: Theory of Change for Training

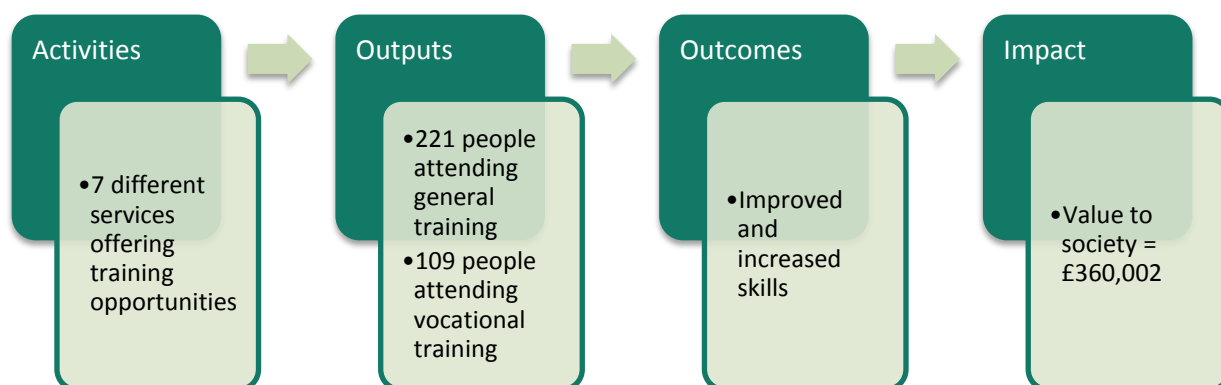
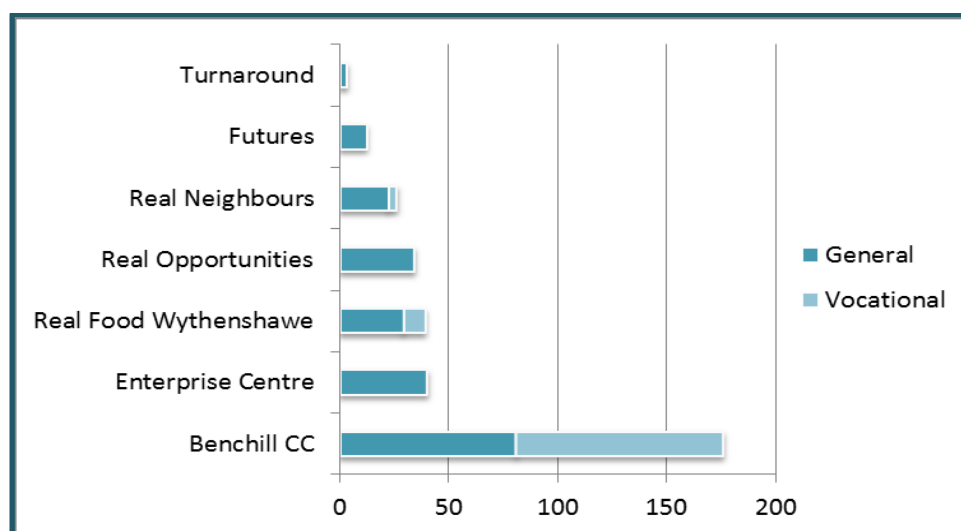


Table 10: Social Value detail for Training

Service	Attending for the first time this year	Continuing to attend from previous years
Benchill CC	101 ↓	75 ↑
Enterprise Centre	40 ↑	0 →
Futures	12 ↓	0 →
Lifestyle Centre	0 ↓	0 →
Real Food Wythenshawe	23 ↓	16 ↑
Real Neighbours	26 ↑	0 →
Real Opportunities	34 ↓	0 →
Turnaround	3 ↑	0 →
<b>TOTAL</b>	<b>239 ↓</b>	<b>91 ↑</b>
<b>SOCIAL VALUE (HACT)</b>	<b>£273,650 ↓</b>	<b>£86,352 ↑</b>

Figure 14: Number of people attending training by service



In addition, 86 (126) people attended employment support training; which covers 1:1 support to help find employment and 22 (120) teachers benefited from training from the WOW Zone. We've excluded these figures from the number reported to attend training in line with our approach in previous years.

We haven't yet measured the value of our digital inclusion programme which provides a range of IT training.

This year we have started to record the number of people attending work experience at WCHG, with 41 individuals attending this year. No value has been applied to this outcome.

## 5.4 Qualifications

Figure 15: Theory of Change for Qualifications

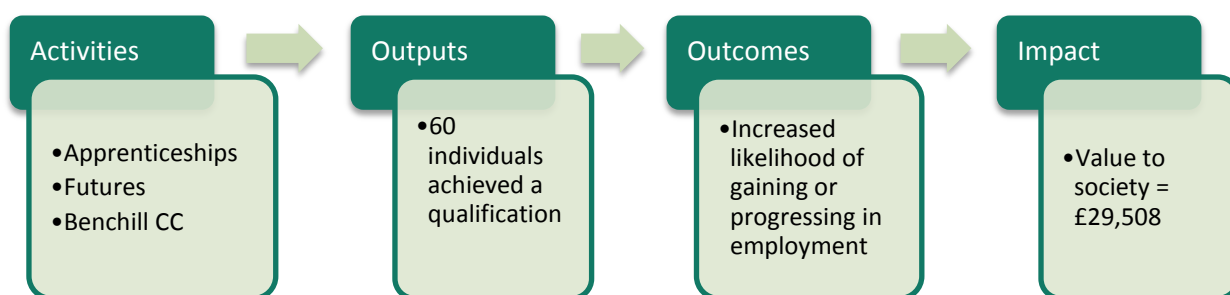


Table 11: Social Value detail for Qualifications

Service	Qualification	Numbers achieving	Social Value
Apprenticeships	Apprenticeship level 2	9	
	Apprenticeship level 3	4	
	NVQ level 3	0	
	<b>TOTAL</b>	<b>13 ↓</b>	<b>£13,773 ↓</b>
Benchill CC	NVQ level 2	<b>30 ↓</b>	<b>£2,700 ↓</b>
Futures	Apprenticeship level 2	15	
	NVQ level 2	2	
	<b>TOTAL</b>	<b>17 ↓</b>	<b>£13,035 ↑</b>
<b>TOTAL</b>		<b>60 ↓</b>	<b>£29,508 ↑</b>

Although the numbers of people achieving qualifications has decreased the value has increased. This is because the large variation in numbers is mainly on NVQ level 2 qualifications, which are valued at £90 compared with the apprenticeship qualifications which are valued at £857 for level 2 and £1,515 for level 3.

The qualifications achieved at Benchill Community Centre qualifications are recognised qualifications equivalent to an NVQ.

5.5 Apprenticeships

The HACT methodology includes measurement of the improved wellbeing of commencing an apprenticeship.

Figure 16: Theory of Change for Apprenticeships

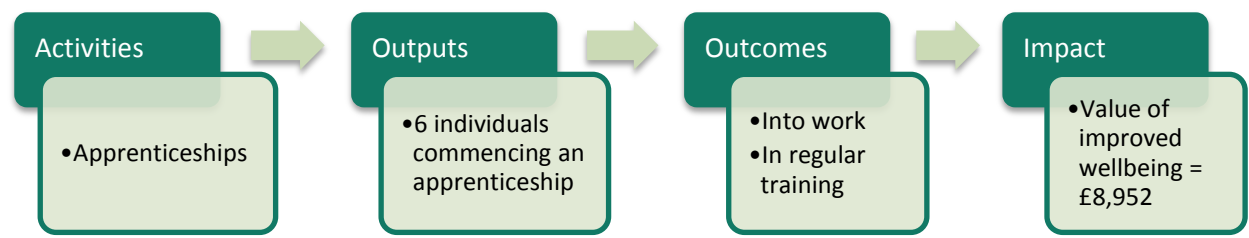


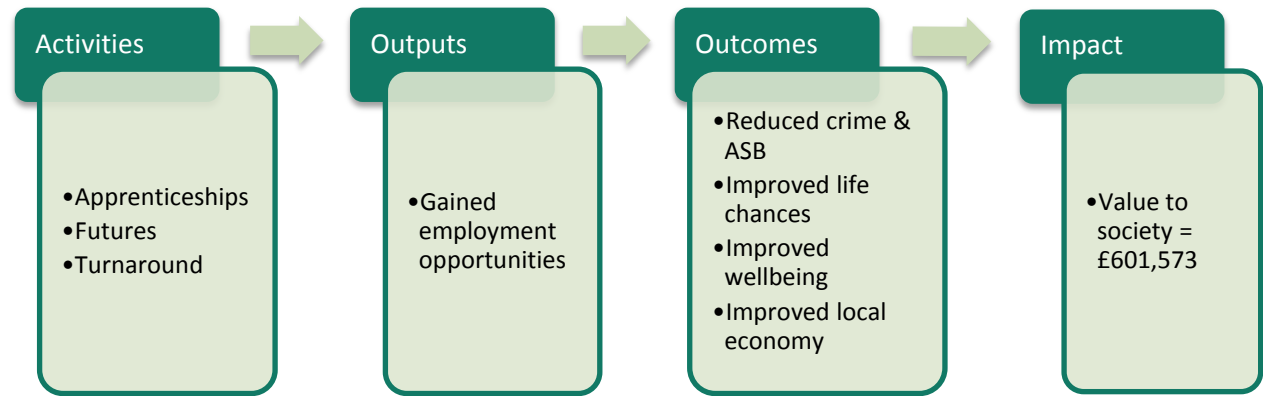
Table 12: Social Value detail for Apprenticeships

Service	Individuals commencing an apprenticeship
Apprenticeships	6 →
<b>SOCIAL VALUE (HACT)</b>	<b>£8,952 →</b>

5.6 Society

In addition to the HACT methodology we have repeated previous measurement on outcomes that have a wider benefit to society than just to the individuals undertaking the training. These outcomes are all based on the methodology devised for us by Baker Tilly/RSM in 2013 with some amendments made this year; as detailed in the descriptions that follow table 13.

Figure 17: Theory of Change for Society benefits



**Table 13: Social Value detail for Society benefits**

Outcome	Outputs	Social Value
Reduced crime and associated costs		£221,041 →
Improvement at school for other applicants	49 ↓	£216,874 ↓
Improved mental wellbeing in the community		£83,443 →
Increased spending in the local community	20 →	£51,580 ↑
Having a driving licence (funded)	10 ↑	£14,760 ↑
Improved life chances for dependents	5 ↑	£13,874 ↑
Reduced anti-social behaviour	0	£0
<b>SOCIAL VALUE</b>		<b>£601,573 ↑</b>

- **Reduced crime and associated costs** relates to the Turnaround programme which offers employment to persistent offenders. The value is based on the average cost of crimes previously committed; assuming that had the participants not been in employment they would have continued to commit crime.
- **Improvement at school** refers to the apprenticeship programme. This outcome is based on communication with local schools which show that performance levels rise as applicants consider the places of high value and raise their performance to attempt to attain a place. Unsuccessful applicants are then in a better position to claim other opportunities. This outcome is currently under review.
- **Improved mental wellbeing in the community** refers to the apprenticeship, Futures and Turnaround programmes as all are deemed to have an impact on people wider than the candidates, as they see evidence of opportunities in the local area.
- **Increased spending in the local community** refers to both the apprenticeship and futures programmes as both provide employment to local people who are likely to spend the majority of their income in the area.
- **Having a driving licence** refers to both the apprenticeship and futures programmes as both used to cover the costs of learning to drive to widen job opportunities for the end of the programme. However, this benefit is no longer provided to trainees on the Futures programme.
- **Improved life chance for dependents** refers to the Turnaround programme as the children of the candidates benefit from a more stable home life and a positive role model due to their parent turning their life round and being employed rather than involved in crime.
- **Reduced anti-social behaviour was an outcome previously measured within** both the apprenticeship and Futures programmes. However, we have reviewed the evidence for this and decided that it is no longer applicable. Data for this outcome for previous years has now been excluded and values restated in this report.

## Case study: Enterprise Centre

The Enterprise Centre provides affordable, office space for 28 businesses including incubation space for budding entrepreneurs.

The Centre is a place where local people can develop and grow their business with support on hand.

Over 70 businesses have made their ideas happen and passed through the centre since opening its doors in 2011 and over 1,000 people have benefited from business advice and training.



### ‘Fit-tastic’

Colette and Dave Nuttall set up their health and activity business after seeking advice through the Enterprise Centre. Six years ago they began in space designed for start-up businesses but have since moved to a larger office within the Centre as their business has grown.

“We live in Wythenshawe and have an office base close to both our home and children’s schools. With an ideal location and a very affordable rate with excellent facilities the Centre has been a huge benefit in enabling us to develop our business.

“We used to work from home, but it’s much better being around other like-minded people. We get the chance to network, help and use each other’s services. It’s an ideal set-up and really is a great place to do business!”

They recently applied for funding and benefited from the support of a business advisor at the Centre who was on hand to guide them through the process. “As a relatively new business the Housing Group has not just provided a centre but has demonstrated their commitment to growing and supporting



local businesses. In turn we are able to reinvest back into the local community and so work together for the good of the area.”

## Case study: Employing local people

The Group actively employs colleagues from the Wythenshawe area. We have repeated the measurement carried out previously regarding investment in local people.

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

**240** (263) colleagues live in the Wythenshawe area; this represents **47%** (50%) of all colleagues.

- Salaries paid to local colleagues: **£6,591,454** (£6,750,012)
- Training investment in local colleagues: **£82,739** (£83,366)

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



## 5.7 Recommendations

Previous recommendations	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. Our aim is to contact 20% of beneficiaries 6 months after they have started in work.	Ongoing monitoring is dependent on resources and also subject to being able to make contact with someone who has received support several months later.
To increase social value measurement of the Enterprise Centre.	Work was initiated in this area but put on hold due to a review of the Centre taking place. The review includes developing plans to maximise the social value delivered by the Centre.
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.	This task is ongoing. We have tried to find examples of others measuring this outcome but are yet to find anything comparable.

New recommendations to take forward:

- To develop a plan to review the outcomes that we measure for all service areas, with the aim of ensuring that the outcomes that we are measuring are the most appropriate. Work on this has commenced and as a result this report excludes measurement of some outcomes that we have previously reported on.
- To continue with work completed over the last year to make the reporting process more efficient and improve visibility of performance information throughout the year.



## 6 Youth and Education

<b>WYTHENSHAW</b> <b>YOUTH CLUBS</b> IN WYTHENSHAW				
What's on offer? <b>ARTS &amp; CRAFTS</b> <b>COOKING</b> <b>SUPPORT &amp; ADVICE</b> <b>PS4 VOLUNTEERING OPPORTUNITIES</b> <b>TUCK SHOP SPORTS</b> Football, Basketball, Badminton, Table Tennis, Pool and a lot more!				
<b>MONDAY</b> Lifestyle Centre Portway Road Junior Club Yr 6, 7 & 8 4.30pm-6.30pm  HUB Youth Club Benchill Road Junior Club Yr 6, 7 & 8 4.30pm-6.30pm	<b>TUESDAY</b> Lifestyle Centre Portway Road Disability Youth Club 13-25 years 4.30pm-9.00pm	<b>WEDNESDAY</b> Lifestyle Centre Portway Road Senior Youth Club Yr 9, 10 & 11 4.30pm-9.00pm  Norbrook Youth Club Bordley Walk Junior Club Yr 6, 7 & 8 4.30pm-6.30pm	<b>THURSDAY</b> Norbrook Youth Club Bordley Walk Project Night 13-19 years 4.30pm-9.00pm  HUB Youth Club Benchill Road Senior Youth Club Yr 9, 10 & 11 4.30pm-9.00pm	<b>FRIDAY</b> Norbrook Youth Club Bordley Walk Senior Club Yr 9, 10 & 11 4.30pm-9.00pm  Lifestyle Centre Portway Road Senior Club Yr 9, 10 & 11 4.30pm-9.00pm

For more information contact us: 0161 946 7568 or 07748 634021 or YouthInvolvement@wchg.org.uk

### YOUTH PROVISION

Young people are able to engage in a variety of ways; open access, detached and targeted information and guidance.

All of the projects delivered are based on feedback from the consultation carried out with young people. This helps to ensure young people remain at the heart of the provision.

**347** young people told us their confidence or self-esteem has improved

**466** young people improved their social skills

**47** young people were referred to targeted projects

**260** young people have increased their knowledge of child sexual exploitation, domestic violence, sexual health and LGBTQ

**62** young people benefited from the advice and support service

Over **200** 11-13 year olds attended junior sessions

**19** sessions per week



### WOW ZONE

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.



## YOUTH FORUM

The youth forum is a group of young people who want to make a difference to issues that young people across Wythenshawe face.

They have taken part in campaigns, helped at numerous events and have made a documentary about homelessness.

**150** young people  
commissioned services

**20** young people have moved away  
from being directly involved in anti-  
social behaviour

A further **18** accessed youth worker  
one to one support to help manage  
and challenge their behaviour

Attendance at youth activities  
contributed 100% of the social  
value; based on the improvement  
to an individual's wellbeing.



## SPECIALIST SERVICES

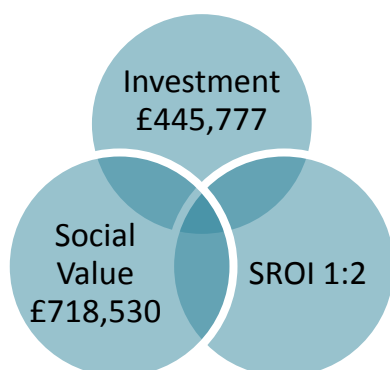
The detached youth team deliver street-based youth work in open spaces.

Confidential information, advice and guidance.

Drop in sessions for young parents; to raise aspirations, self-esteem and self-belief.

Visits to high schools to deliver PHSE curriculum sessions.

After school clubs for school age children.



### Social Value

2017 £718,530  
2016 £1,083,340<sup>R</sup>  
2015 £1,291,412<sup>R</sup>

### Other sources of funding

- Manchester City Council
- Big Lottery
- Heritage Lottery
- Community Association
- Customer income

## 6.1 Attendance

Figure 18: Theory of Change for Youth attendance

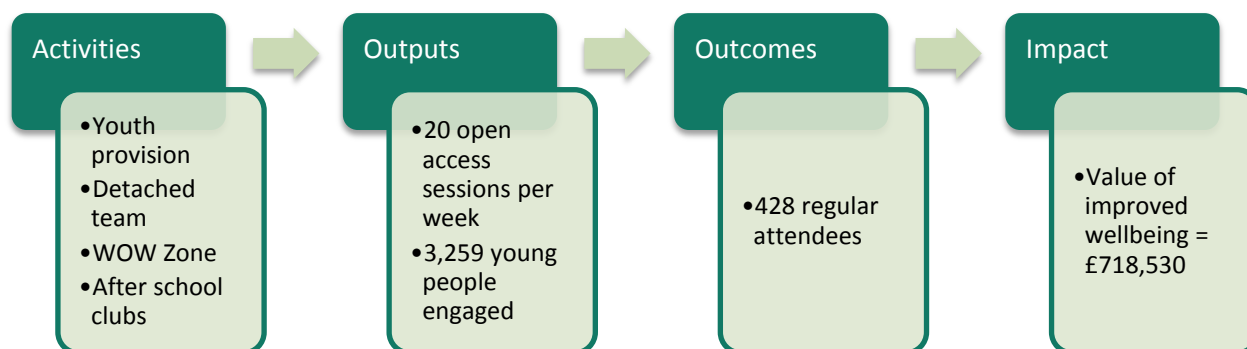
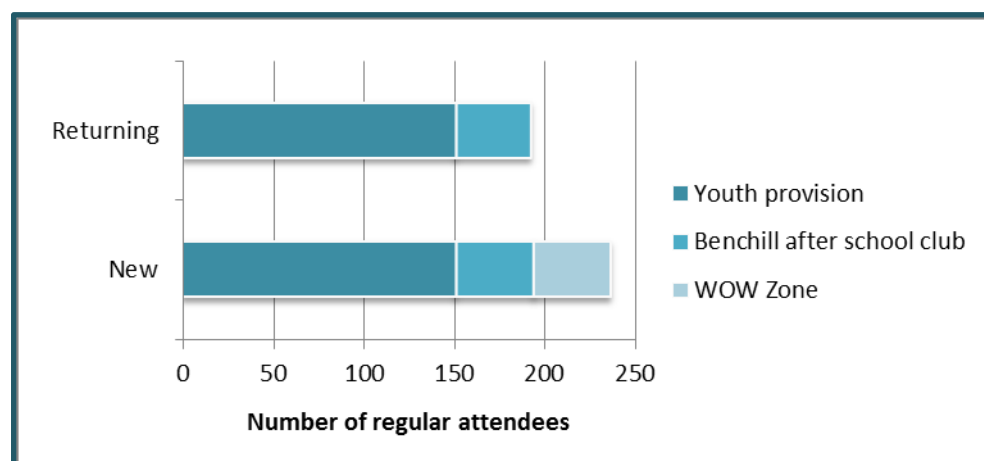


Table 14: Social Value detail for Youth attendance

Service	Regularly attending for the first time	Continuing to attend
Youth provision	151 ↓	151 ↓
Benchill after school club	43 ↓	41 ↓
WOW Zone	42 ↓	0 →
<b>TOTAL</b>	<b>236 ↓</b>	<b>192 ↓</b>
<b>SOCIAL VALUE (HACT)</b>	<b>£471,056 ↓</b>	<b>£247,474 ↓</b>

Figure 19: Regular attendees at youth services



### WOW Zone

- Changes have been made to the service offered by the WOW zone this year which impacts the outcomes that we report on. The duration of courses has been shortened to 6 weeks to fit with school half terms. This means that they no longer meet the criteria of the HACT methodology of attending 9 times in a 13 week period.
- However, this also means that the total number of young people benefiting from the service has increased; 1,976 (757) children attended the WOW Zone during the year.
- A further change that impacts the social value of this service is that the review of the methodology undertaken has resulted in us no longer reporting on the outcomes that had been developed as part of the work conducted by Baker Tilly/ RSM.

## Case study: Youth

The Wythenshawe Youth Forum is a group of young people who want to make a difference to issues they care about and challenge negative perceptions. Key issues that they have tackled this year include homelessness, unemployment and welfare benefits. They used their creative skills to produce a documentary on homelessness in Manchester.

The research process involved watching other documentaries to critically analyse the footage and address any negative portrayal of people in the welfare system. The group interviewed members of the public and people affected by the welfare system. They also visited some homeless people in Manchester, taking hot drinks and food for them, before speaking to them to gain a greater understanding of the issues that they face.



Young people were involved in every aspect including working with the producer to ensure that their approach was not oppressive to people in the welfare system and that it showed the true picture. They were in charge of all the creative elements including producing scripts, questions and storyboards. When they were nearing completion they planned and delivered a premiere to showcase the documentary, inviting influential people along to challenge them to use their political position and influence to take action to address the stereotypes and tackle homelessness.



## 6.2 Recommendations

Previous recommendations	Progress
To review the outcomes measured within the youth and education service and expand social value measurement of this area.	This report includes a range of outcomes not previously included e.g. improved confidence or self-esteem, improved social skills, empowerment. A range of methods are used to gather this data including the Most Significant Change model.

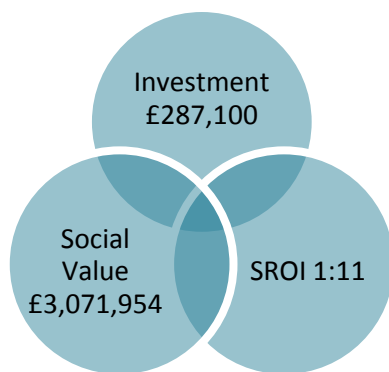
New recommendations to take forward:

- To continue work to review the outcomes that we measure for all service areas, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.
- To continue with work completed over the last year to make the reporting process more efficient and improve visibility of performance information throughout the year.

## 7 Financial Wellbeing

### FINANCIAL INCLUSION

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



**893**

debt appointments held

**661**

money health checks carried out with prospective tenants to ensure that the property is affordable

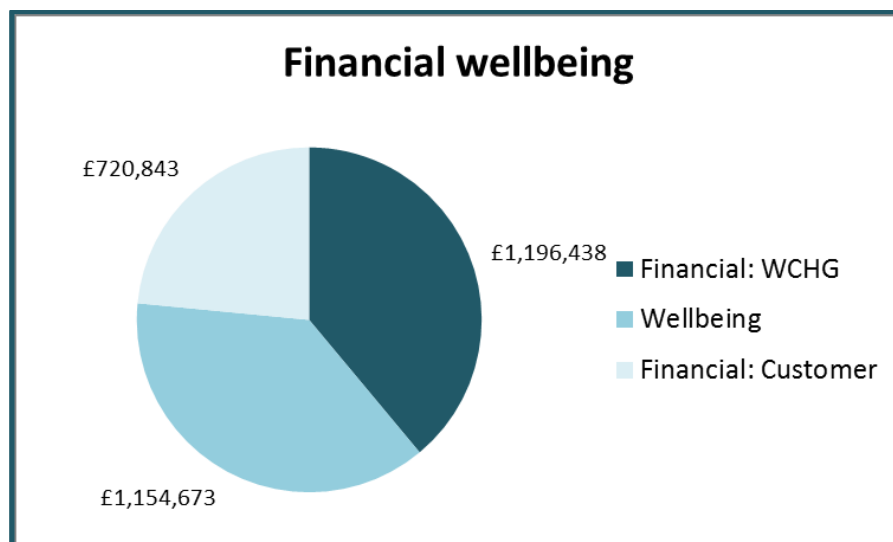
**71**

appointments held to advise tenants affected by welfare reform changes (commonly known as the bedroom tax)

**34**

customers helped to downsize due to welfare reform

Figure 20: Social value breakdown by category



#### Social Value

2017 £3,071,954  
2016 £3,973,454  
2015 £509,817

38% of the social value measured represents an improvement to an individual's wellbeing

39% represents financial benefit to WCHG (rental income generated)

23% represents financial benefit to the customer (benefits and grants received)



## 7.1 Wellbeing

Figure 21: Theory of Change for Financial wellbeing

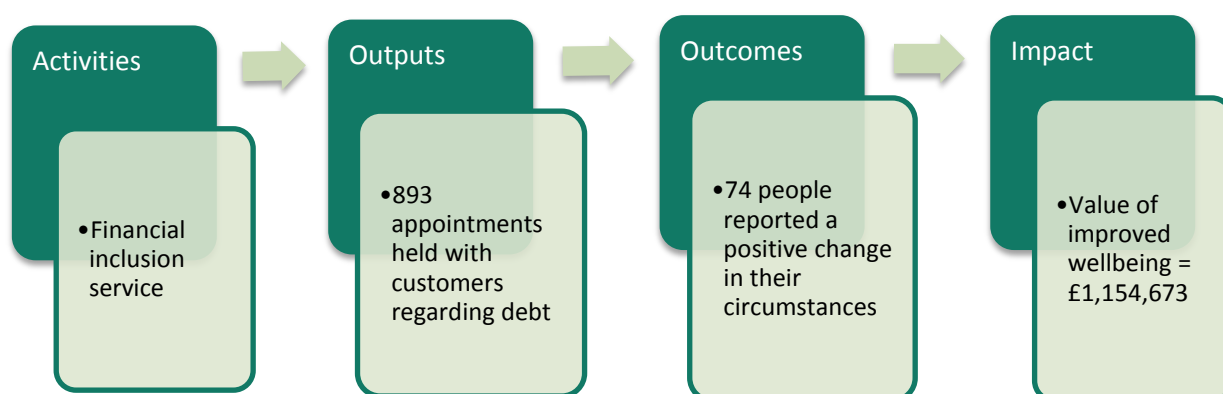
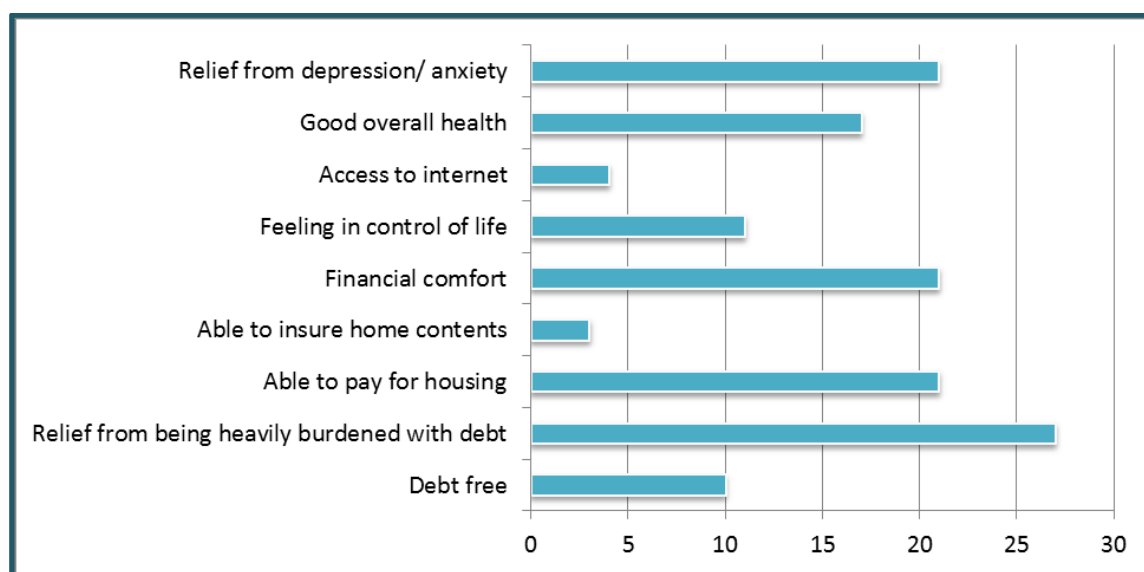


Table 15: Social Value detail for Financial Wellbeing

Outcome	People reporting positive outcome
Debt free	10
Relief from being heavily burdened with debt	27
Able to pay for housing	21
Able to insure home contents	3
Afford to keep house well decorated	0
Financial comfort	21
Feeling in control of life	11
Access to internet	4
High confidence	0
Good overall health	17
Relief from depression/ anxiety	21
<b>TOTAL / SOCIAL VALUE (HACT)</b>	<b>135 ↓</b>

Figure 22: Number of people reporting positive outcomes



We survey customers both before and after they have received the service to measure the change in their situation. As with last year, where we have only received a completed customer survey following the end of support we have made assumptions about their situation prior to receiving support and therefore reduced the value assigned to those individuals by 25%.

A maximum of two outcomes per individual have been included in the calculations. Data has been excluded where the same individual has received two related services and completed a survey after each one. This avoids multiple values being reported for the same individual.

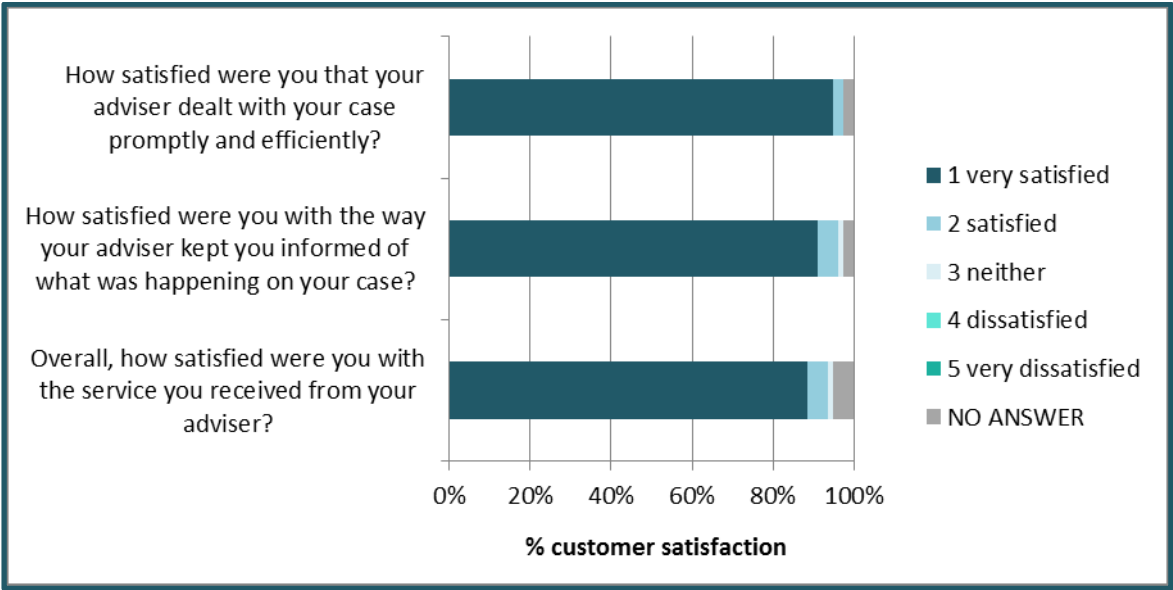
A total of 74 (85) customers reported a positive change in their circumstances; this represents 94% (79%) of total respondents. 5 (23) customers didn't report a positive change in any of the outcomes that we measured.

There were also 12 instances of a customer reporting an improvement in their situation that wasn't to a great enough extent to be valued in line with the HACT model.

Some changes were made to the survey this year to ensure that the questions asked remain relevant.

All customers were asked about their satisfaction with the service provided. Completed responses were received from 78 (108) customers.

Figure 23: Customer satisfaction for financial inclusion

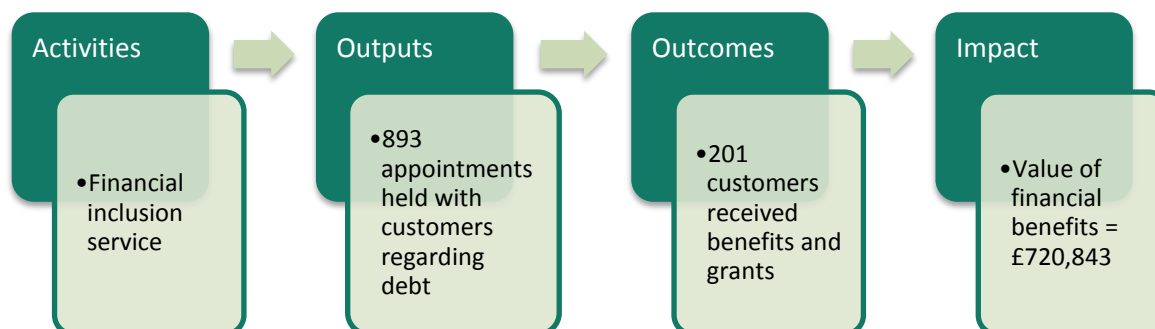


In addition, 94% of customers would recommend the service to others and 99% of customers rated the quality of the advice service as good, very good or excellent; with 78% rating it as excellent.



## 7.2 Financial benefit to the customer

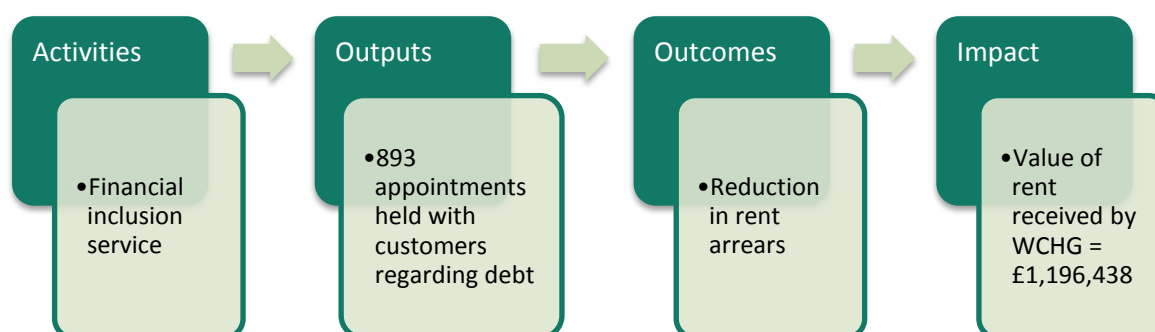
Figure 24: Theory of Change for Financial benefit to the customer



Benefits and grants to the value of £720,843 (£572,017) were claimed on behalf of 201 (143) customers. This excludes housing benefit and discretionary housing benefit.

## 7.3 Financial benefit to WCHG

Figure 25: Theory of Change for Financial benefit to WCHG



As with previous years we've monitored the value of rental income generated as a result of providing financial inclusion services. We deduct any rent written off for these customers from the total.

Total rental income generated = £1,235,526

Rent written off for customers benefiting from the service = £39,088

Net rental income = £1,196,438

This is a large reduction from the figure generated last year (£2,049,762) due to legislation changes regarding the period for which you can claim rent back.

## Case study: Financial inclusion

Customers were invited to provide further comments about the service:

- *“I would just like to thank S for all her excellent help. She has helped me to get out of debt so I can live a healthier lifestyle.”*
- *“No improvement needed my advisor was professional, didn’t judge me, and made me feel there was a light at the end of the tunnel, helped me every stage of the process. Here’s to a better future. Thank you.”*
- *“I can offer nothing but praise for the advisor we used during this difficult time, she was extremely helpful approachable and mindful at this stressful situation we have found ourselves in. Explained all the aspects in great detail and helped advise and offer solutions and strategies with us and set realistic goals to become debt free. Highly recommend this service, especially to those in as desperate situation as we were.”*
- *“I found the help extremely reassuring and made what was a very stressful situation a lot better.”*
- *“The help I’ve received has been a god send and I’m truly grateful to her, thanks to her I am able to cope a bit better.”*

## 7.4 Recommendations

Previous recommendations	Progress
To repeat the survey six or twelve months after the advice service has been provided; to consider the long term impact of the service.	Resource hasn’t enabled this to be progressed.

New recommendations to take forward:

- To amend the methodology to only report on outcomes where we have evidence of both the prior and post situation.
- To develop a plan to review the outcomes that we measure, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.
- To continue with work completed over the last year to make the reporting process more efficient and improve visibility of performance information throughout the year.

## 8 Community Safety



### COMMUNITY SAFETY

The social value is based on the improvement to an individual's wellbeing from the anti-social behaviour (ASB) case management service.

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.

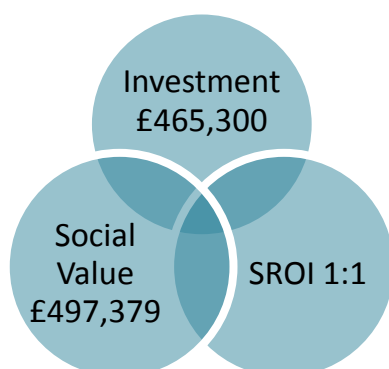
**116** customers reported a positive outcome

**98%** customer satisfaction

### CASE MANAGEMENT

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. 482 (688) cases were closed during the reporting period.



#### Social Value

2017 £497,379  
2016 £1,150,434  
2015 £2,468,428

#### Other sources of funding

Many of the services were delivered jointly with Greater Manchester Police

Figure 26: Theory of Change for Wellbeing (community safety)

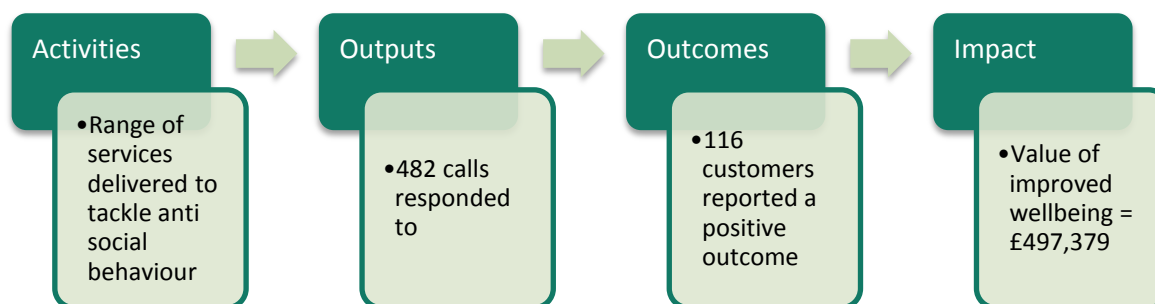


Table 16: Social Value detail for Wellbeing (community safety)

Service	People reporting a positive outcome
ASB case management	116 ↓
<b>SOCIAL VALUE (HACT)</b>	<b>£497,379 ↓</b>

Cases were excluded from the measurement where:

- The complainant stated that they were dissatisfied with the outcome; 3 (14) cases.
- Data to prove satisfaction isn't available; on the assumption that this didn't result in a positive change in wellbeing; 348 (331) cases.
- There were multiple cases registered by the same complainant; to avoid counting improved wellbeing for the same individual on more than one occasion. These were removed before calculating the total number of closed cases to assess.

Where the required information was available they were counted as an anti-social behaviour outcome from the HACT 'local environment' survey. A total of 116 (265) cases resulted in a positive outcome being reported.

As with previous years, the total value was reduced by 25% to take into account that we hadn't fully measured this in line with HACT guidance (the survey didn't use the exact 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 = 98% (96%) /131 (343) of cases that we have satisfaction data for; 27% (52%) of all closed cases.

## 8.1 Recommendations

Previous recommendations	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 last year.
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.	A different approach has been implemented to Respect Action Days this year that involves follow up action but hasn't involved carrying out a further survey.

New recommendations to take forward:

- To develop a plan to review the outcomes that we measure for all service areas, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.
- To commence work to make the reporting process more efficient and improve visibility of performance information throughout the year.

## 9 Social Housing



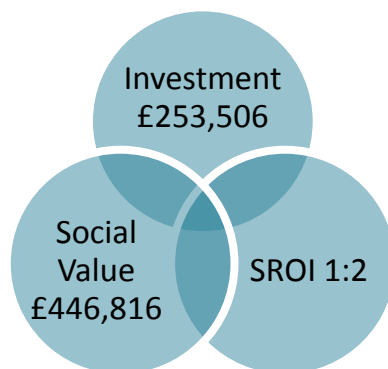
### HOUSING PROVIDER

We are a social housing provider that owns nearly 14,000 homes across the Wythenshawe area.

100% of these homes comply with the Decent Homes Standard.

A total of **471** households / **992** individuals moved into one of our properties during the year

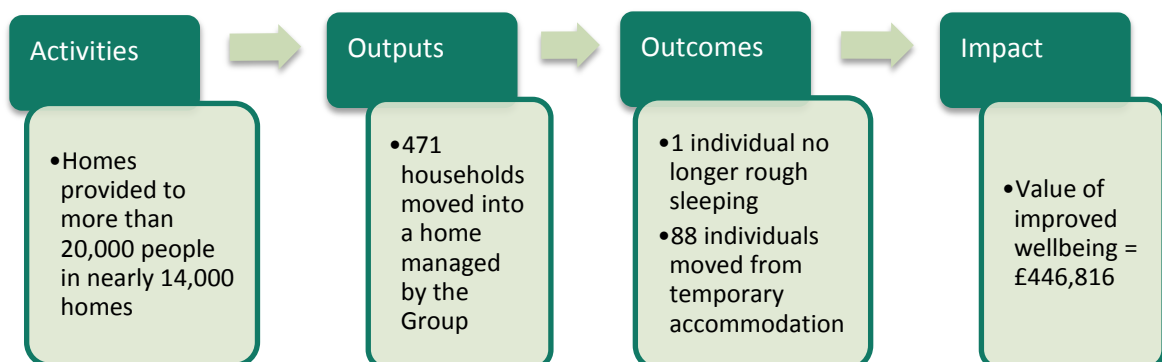
**1** adult who was rough sleeping moved into a secure home



The social value is based on the improvement to an individual's wellbeing.

**Social Value**  
 2017 £446,816  
 2016 £773,211  
 2015 not measured

Figure 27: Theory of Change for Wellbeing (housing)



This year we repeated measurement of the impact of having a secure home using data published by HACT<sup>12</sup>. The research places monetary values on the impact of tackling homelessness and assesses the impact of moving between different housing statuses on life satisfaction.

We reviewed the CORE data<sup>13</sup> to understand applicants' situations immediately prior to moving in to their new home.

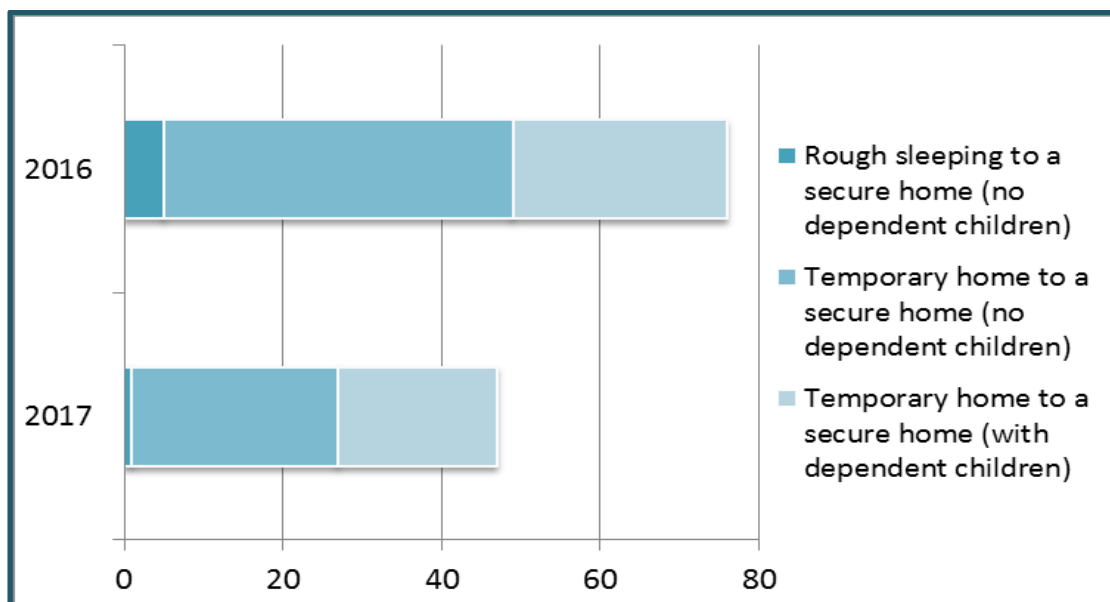


**Table 17: Social Value detail for Wellbeing (housing)**

Outcome	Number of adults	Social Value
Rough sleeping to a secure home (no dependent children)	1 ↓	£21,401 ↓
Temporary home to a secure home (no dependent children)	29 ↓	£232,551 ↓
Temporary home to a secure home (with dependent children)	24 ↓	£192,864 ↓
<b>TOTAL</b>		<b>£446,816 ↓</b>

A total of 46 households /88 individuals moved into a WCHG home during the year that moved from 'temporary accommodation'. This is based on applicants considered as being homeless immediately prior to the letting (Q13 on CORE). This compares to 71 households in 2016.

**Figure 28: Number of households moving to a secure home**



<sup>12</sup> Data extracted from report published by HACT: 'The Wellbeing Value of tackling homelessness'

<sup>13</sup> Continuous REcording of lettings and sales in social housing in England  
<https://core.communities.gov.uk/public/COREFAQ.html>



## 9.1 Recommendations

Previous recommendations	Progress
We'll start to measure the impact of our tenancy support services in line with data from HACT.	Measurement of this service has commenced and will be included in the 2018 report.
Review the added benefit of living in secure, long-term social housing compared with the private rented sector.	A decision on whether to progress this will be included in the review of the most appropriate outcomes to measure.

New recommendations to take forward:

- To develop a plan to review the outcomes that we measure, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.
- To commence work to make the reporting process more efficient and improve visibility of performance information throughout the year.



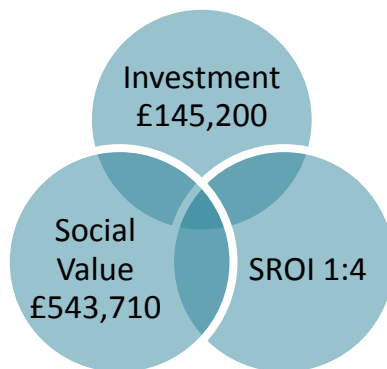
# 10 Wythenshawe Garden City

## TREES



20% of Manchester is classed as being tree-covered<sup>1</sup>, 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.



### Social Value

2017 £543,710

2016 £543,710

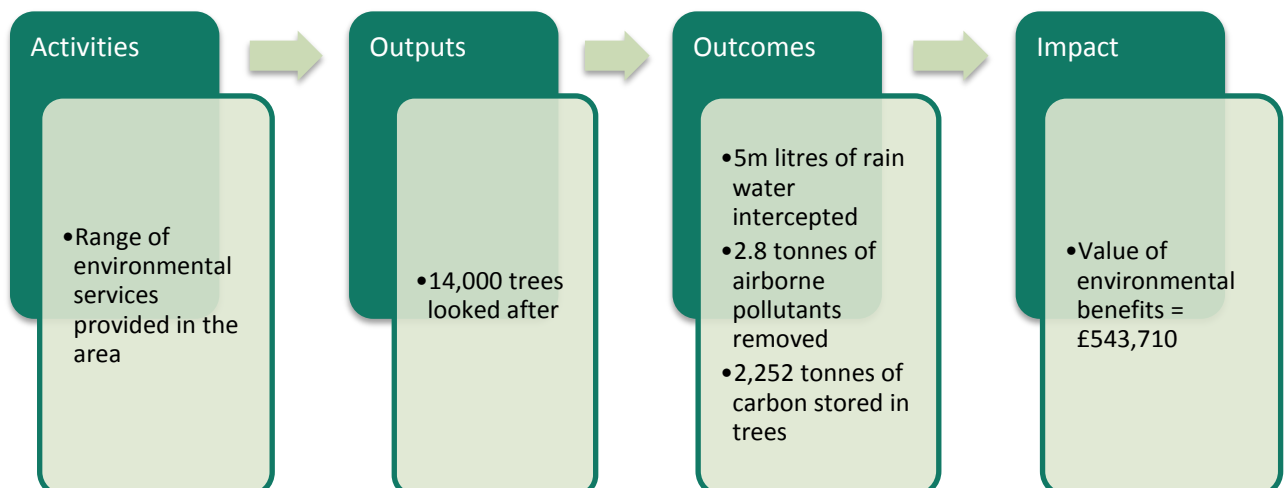
2015 not measured

The social value measured for this theme primarily represents environmental benefits.

### Other sources of funding

The services were delivered in partnership with Manchester City Council

Figure 29: Theory of Change for Wythenshawe Garden City



## 10.1 Value of trees

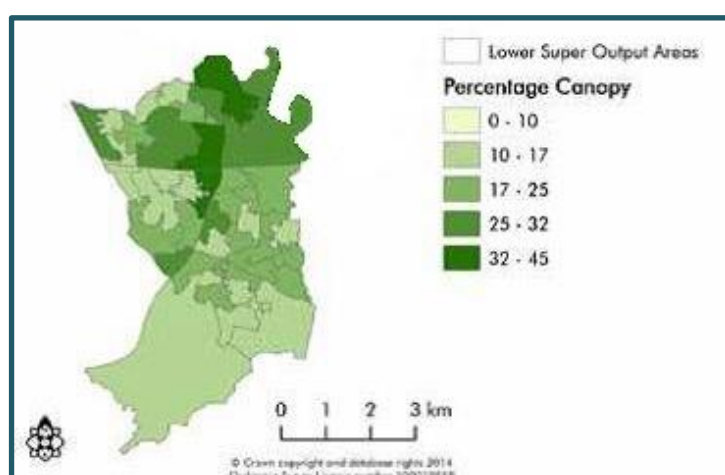
We have used the i-Tree Eco research used by Natural Resources Wales in partnership with Bridgend County Borough Council and local authority partners in the Tawe catchment to measure the contribution of trees in the local area<sup>14</sup>.

**Table 18: Social Value detail for Wythenshawe Garden City**

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
<b>TOTAL</b>		<b>£543,710</b>

**Figure 30: Tree canopy cover across Wythenshawe**

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



## 10.2 Recommendations

Previous recommendations	Progress
We plan to expand measurement to value grassland and open spaces.	Work has commenced to consider the value of grassland, open spaces and hedges for future reporting.
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.	Many organisations that we work with are making progress in this area. We are researching the various methodologies that are being developed but haven't yet found a way to report on this with appropriate resources.

New recommendations to take forward:

- To develop a plan to review the outcomes that we measure, with the aim of ensuring that the outcomes that we are measuring are the most appropriate.

<sup>14</sup> <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>

# 11 Greater Manchester Social Value Policy Indicators

We have included some additional measures this year that have contributed to a piece of work carried out by the Greater Manchester Housing Providers to consistently measure the impact of the sector. This work is based on the Greater Manchester Social Value Policy<sup>15</sup> and will be reported on annually.



**Table 19: GM Social Value Policy outcome reporting**

<b>Promote employment and economic sustainability</b>	<ul style="list-style-type: none"> <li>• 70% of spend with suppliers based in GM; based on spend with top 30 suppliers by value due to data available</li> <li>• 1,018 apprenticeship weeks delivered; based on directly employed apprentices</li> <li>• £6.6m inward investment attracted into the local area (£1.6m community investment income, £5m HCA capital grant income)</li> </ul>
<b>Raise the living standard of local residents</b>	<ul style="list-style-type: none"> <li>• 100% of staff paid the Living Wage Foundation pay level</li> <li>• Established a food distribution warehouse to support seven food banks in Wythenshawe</li> </ul>
<b>Promote participation and citizen engagement</b>	<ul style="list-style-type: none"> <li>• 67 tenants involved in scrutiny, shaping services, performance measurement etc</li> </ul>
<b>Build capacity and sustainability of the voluntary and community sector</b>	<ul style="list-style-type: none"> <li>• £258k spent with the community and voluntary sector via grants and service level agreements</li> <li>• 40 community and voluntary sector organisations supported</li> </ul>
<b>Promote equality and fairness</b>	<ul style="list-style-type: none"> <li>• 47% of workforce live in Wythenshawe, 90% in Greater Manchester</li> <li>• 20% of colleagues living in managed properties</li> <li>• 10:1 ratio of Chief Executive pay to lowest paid employee</li> <li>• Organisation registered with a disability accreditation scheme = Disability Confident Employer</li> </ul>
<b>Promote environmental sustainability</b>	<ul style="list-style-type: none"> <li>• SAP rating of 73; representing energy rating of managed properties</li> <li>• 855 existing homes have received loft and cavity wall insulation</li> <li>• c. 1,000 properties have had A rated energy efficient condensing combination boilers installed</li> </ul>

<sup>15</sup> [https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca\\_social\\_value\\_policy\\_-\\_november\\_2014](https://www.greatermanchester-ca.gov.uk/downloads/download/27/gmca_social_value_policy_-_november_2014)

## 12 The Way Forward

We will continue to seek feedback from stakeholders as we move the emphasis away from reporting on social value in monetary terms and towards reporting on outputs and outcomes.

The review of the methodology and reporting systems included in the recommendations throughout the report will continue to ensure that the most appropriate outcomes of each activity are measured.

Work is currently underway to develop a five year plan for all the centres managed by the Group. This includes how to maximise delivery of social value and may lead to further changes in what and how we measure our impact.

The Group will continue to widen its expertise in social value:

- By supporting the Greater Manchester Social Value Network<sup>16</sup> to encourage organisations across the region to increase delivery of social value and promote good news stories that others can learn from.
- By sharing expertise and knowledge with local charities and social enterprises.
- By working collaboratively with GM Housing Providers on increasing social value across the sector.

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<sup>16</sup> <https://gmsvn.org.uk/>



## Contact Us

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