



Social Impact Methodology 2014-15

Table of Contents

1. Introduction.....	1
2. Summary.....	2
3. Methodology Overview	3
4. Financial Inclusion	6
5. Employment and Skills	9
6. Youth and Education	11
7. Health and Wellbeing	13
8. Community Safety	15
9. Property Services.....	19
10. Human Resources.....	20
11. The Way Forward	20

1. Introduction

1.1. Overview

This report provides further detail behind 'Inspiring positive changes in Wythenshawe'; WCHG's Social Impact report 2014-15.

1.2. Approach

In 2013 Wythenshawe Community Housing Group (WCHG) commissioned Baker Tilly Corporate Finance LLP to evaluate four Community Investment projects¹. Building on this approach to measuring our social value, we have chosen to adopt the Wellbeing Valuation model², published by HACT in 2014. 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

¹ Social Impact Evaluation of selected community investment projects <http://www.wchg.org.uk/wp-content/uploads/Social-Impact-Communtiy-Projects.pdf>

² HACT Wellbeing Valuation Model <http://www.hact.org.uk/social-value-bank>



assessing the difference that a housing provider makes to their residents' lives by investing in the community.

This approach enables WCHG to evaluate the primary benefits of the activities that it delivers; the impact on tenants and residents of Wythenshawe.

Where possible secondary benefits have also been measured to evaluate the wider public benefits; the saving to the public purse. This has been done using both the Unit Cost Database produced by New Economy Manchester³ and the methodology developed by Baker Tilly.

Measurement tools are being put in place to widen the scope for reporting in future years.

2. Summary

The table below shows the areas of work for which the social value was measured during 2014-15.

We have grouped all community investment activity into three themes: employment and skills; youth and education; health and wellbeing. We have also evaluated some key projects from across the organisation.

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Community Investment: Employment & skills	£0.829m	£1.556m	£1.803m	£3.359m	1:4
Community Investment: Youth & education	£0.276m	£1.310m	£1.148m	£2.458m	1:9
Community Investment: Health & wellbeing	£0.226m	£4.217m	£0.111m	£4.328m	1:19
Finance: Financial Inclusion	£0.262m	£0.494m	£0.016m	£0.510m	1:2
Housing: Community Safety	£0.503m	£1.987m	£0.481m	£2.468m	1:5
Total	£2.097m	£9.564m	£3.559m	£13.123m	1:6

³ New Economy Manchester http://neweconomymanchester.com/stories/832-unit_cost_database



3. Methodology Overview

3.1. 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.

3.2. 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.

We took a phased approach to introducing social impact measurement throughout the year. This has resulted in having data for only part of the year in some cases. It also means that we were unable to obtain evidence from surveys carried out both before and after delivery of services on some projects.

3.3. 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

- Guidance on the HACT Wellbeing Valuation model states that values should only be applied for an individual for one year, therefore assuming that any outcomes only lasts a year. This assumption makes the tool more practical, but inevitably means that some impacts will be over-counted and some will be under-counted.



Deadweight

- The HACT model uses average deadweight figures from the HCA Additionality Guidance 2014⁴ which acknowledges that a proportion of change would have happened without further intervention.

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 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.

3.4. 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 2014-15 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	40%	0%
Turnaround programme	100%	0%
WOW zone	100%	0%
Youth clubs for 11-19 year olds	95%	49% (Manchester City Council)
Benchill Community Centre	68%	60% (Big Lottery Funding, Manchester City Council, European Social Fund, Greater Manchester Police, Comic Relief)
Woodhouse Park Lifestyle Centre	63%	90% (Manchester City Council)
Real Food Wythenshawe	10%	98% (Big Lottery Funding, Manchester City Council, Salford University)
Real Neighbours	100%	45% (Manchester City Council)

⁴ http://cfg.homesandcommunities.co.uk/sites/default/files/aboutus/additionality_guide_2014_full.pdf



3.5. 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. In all cases values come from the Value Calculator v2, 'outside London' and take deadweight into account.
- All 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.

3.6. Calculating the value of volunteering

In all areas we have used the following principle:

- The HACT Wellbeing Valuation model has been used to assess the value of 'regularly' volunteering that is made to an individual's wellbeing. This has been calculated for all volunteers who have supported services on a minimum of 9 occasions in 13 weeks; in line with how we have measured 'regular' attendance and participation in social, sports and leisure activities.
- 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.
- The value of volunteers has been based on an average hourly salary of £11.09 per hour⁵.

⁵ As included in the Community Development Foundation: Community First Neighbourhood Matched Fund application form and guidance <http://www.cdf.org.uk/content/funding-programmes/previous-programmes/community-first/neighbourhood-matched-fund/>

4. Financial Inclusion

4.1. What we do

WCHG offer advice on budgeting, welfare rights and managing debt. The service aims to support tenants in keeping their homes, prevent evictions and reduce costs.

4.2. What was invested

The total investment in the services that we have measured the social value of was £262,350. This represents investment for quarters 2-4 of the financial year in line with the period that we measured.

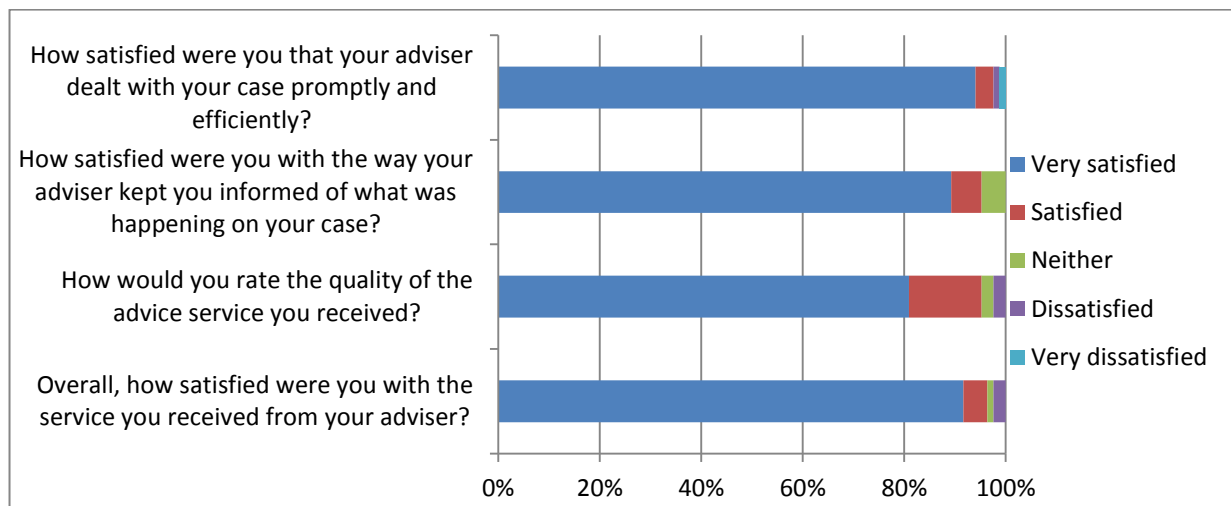
4.3. Outcomes and social value

WCHG started to measure the social impact of the service in July 2014 by surveying all tenants that benefited from the service. All data in this section relates to quarters 2-4 of the financial year.

Customer satisfaction

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

Figure 1: Customer satisfaction with financial inclusion services



In addition, 86% of respondents said that they would recommend the service to others.

Social value

WCHG provide a range of advice services to residents to help them manage their finances. In July 2014 we started to survey all beneficiaries after they had received the service. This was initiated prior to us



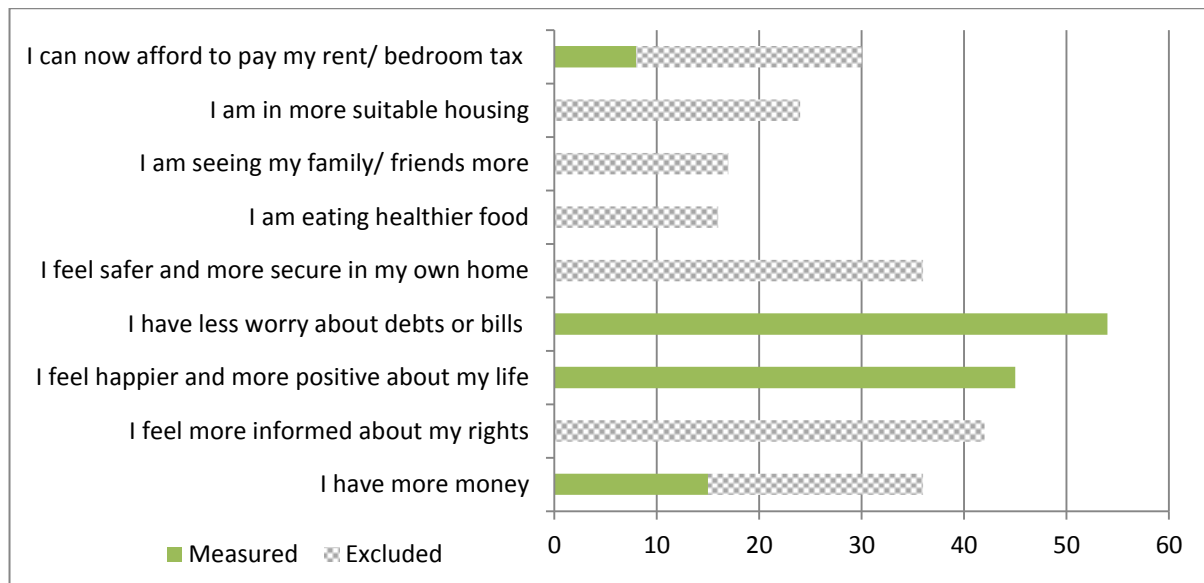
starting work on social impact measurement and therefore the questions aren't in line with the surveys provided by HACT.

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

- Survey questions were matched to a similar question from the HACT survey
- The number of responses recording an answer similar to a valid HACT response were counted
- A maximum of two outcomes per individual were counted
- The total was reduced by 50% to take into account the fact that we hadn't measured this in line with HACT guidance (no pre-survey, questions not following the guidance)

Figure 2 shows the number of people reporting to have benefited from a range of outcomes. A total of 84 customers returned feedback forms, with 80 of them reporting positive outcomes.

Figure 2: Outcomes of financial inclusion services



The chart shows which of the responses have been included in the social value measurement and which have been excluded. Reasons for exclusion:

- The survey was developed before WCHG implemented the Wellbeing Valuation tool and includes questions on some outcomes that there is no equivalent value for in the HACT Social Value Bank.
- In line with HACT guidance, a maximum of two outcomes per individual have been included in the calculations.
- 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.

The social value of the service based on the HACT Wellbeing Valuation model is reported at **£494,025**.



In addition to measuring the impact on the customers, we also measured the wider benefits of avoiding repossessions. This equates to **£15,792**. This is based on values for ‘avoiding the cost of a simple repossession’ from the New Economy Manchester Unit Cost Database.

In January 2015 the survey was revised to use the questions specified in the HACT Wellbeing Valuation model. Surveys were also conducted with beneficiaries before they received advice as well as after to provide more accurate data and enable measurement of any change. Due to the period of time that a case is open for, none of the revised surveys were returned in 2014-15 so this will form the evidence basis for 2015-16 reporting.

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

4.4. Summary

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Finance (Financial Inclusion)	£0.262m	£0.494m	£0.016m	£0.510m	1:2

4.5. Recommendations

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.

To repeat the survey six or twelve months after the advice service has been provided; to consider the long term impact of the service.



5. Employment and Skills

5.1. What we do

WCHG offers a range of support to help residents in Wythenshawe develop and increase their skills and to move into sustained employment. Much of this work is delivered in partnership with other organisations.

Helping people find employment:

- Real Opportunities signposts local residents to employment and training support. The referral form identifies barriers and tailors advice to help people on their journey to employment.
- Talent Pool is a job matching and recruitment service for local employers.

Providing experience:

- WCHG has a strong track record for delivering work experience with opportunities in administration, construction or catering.
- In partnership with the Manchester College 12 week placements are provided to adult learners on the Business Administration Level 1 NVQ.
- Local residents are encouraged to volunteer their time for the benefit of the wider community, helping to develop skills and supporting people into work.

Providing opportunities:

- 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. The housing traineeship offers a 12 month paid placement; with rotations across departments.
- 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.

Skills development:

- 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).

Self employment:

- 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 in a professional environment.



5.2. What was invested

The total investment in the services that we have measured the social value of was £828,582. Some of the investment included in the calculation is provided by external sources; see section 3.4.

5.3. Outcomes and social value

The outcomes were measured using the HACT Wellbeing Valuation model:

- Social value of residents securing full time employment **£1,034,176**
- Social value of residents benefiting from training **£471,292**

To measure the wider social impact we also used the New Economy Manchester Unit Cost Database:

- Saving to the public purse of ceasing to claim benefits due to gaining paid employment **£1,093,675**
- Social value of achieving qualifications **£46,364**

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; reduced crime and antisocial behaviour. Baker Tilly values have been excluded where they overlap/ duplicate what we have measured through other models. In total these outcomes provided a social value of **£713,033**.

The organisations that provided funding and those that WCHG worked with on delivery (National Careers Service, Manchester College, Runshaw College, Learning Unlimited, Skills Solutions) have all contributed to the social value.

5.4. Summary

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Community Investment - Employment & skills	£0.829m	£1.556m	£1.803m	£3.359m	1:4

5.5. Recommendations

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.

To increase social value measurement of the Enterprise Centre.



6. Youth and Education

6.1. What we do

WCHG offer services for children and young people at a number of locations across Wythenshawe:

- After school clubs at two community centres offer activities to school age children.
- Students attending the Widening Opportunities in Wythenshawe (WOW) Zone use the latest technology to enhance their learning in animation, film production, magazine publishing, photography and programming.
- Youth clubs are run for 11-19 year olds covering topics such as child sexual exploitation, positive sexual relationships, drugs and alcohol, gangs and knife crime.
- The Youth Forum gives young people a voice about decisions that affect them on a day to day basis and that will be seriously considered by adults making decisions about activities across Wythenshawe.

6.2. What was invested

The total investment in the services that we have measured the social value of was £276,347. Some of the investment included in the calculation is provided by external sources; see section 3.4.

6.3. Outcomes and social value

The social value of attending youth and education services:

- Number of beneficiaries = 647 (based on internal records of 'regular' attendees)
- Social value (HACT Wellbeing Valuation model) = **£1,291,412**

The social value of volunteering:

- Number of regular volunteers = 10⁶ (based on internal records of 'regular' volunteers)
- Social value (HACT Wellbeing Valuation model) = **£18,680**

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. In total these outcomes provided a social value of **£1,143,134**.

⁶ Reported as an output within the Health and Wellbeing section of 'Inspiring positive changes in Wythenshawe'



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

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.

6.4. Summary

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Community Investment - Youth & education	£0.276m	£1.310m	£1.148m	£2.458m	1:9

6.5. Recommendations

To review the outcomes measured within the youth and education service and expand social value measurement of this area.



7. Health and Wellbeing

7.1. What we do

WCHG offer a range of services designed to improve the health and wellbeing of Wythenshawe residents:

- Two community centres offer a range of sport, educational and social activities for local residents. They bring together local communities and provide opportunities for people from all age groups to socialise, learn and stay healthy.
- Real Neighbours enables and encourages 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 across Wythenshawe to reduce social isolation.
- 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!”

7.2. What was invested

The total investment in the services that we have measured the social value of was £226,483. Some of the investment included in the calculation is provided by external sources; see section 3.4.

7.3. Outcomes and social value

The social value of attending social and voluntary groups:

- Number of beneficiaries = 300 (based on internal records of ‘regular’ attendees)
- Social value (HACT Wellbeing Valuation model) = **£451,690**

The social value of participating in sports:

- Number of beneficiaries = 1,100 (based on internal records of ‘regular’ attendees)
- Social value (HACT Wellbeing Valuation model) = **£3,645,477**

The social value of employment and training opportunities:

- Number of beneficiaries = 32⁷
- Social value (HACT Wellbeing Valuation model) = **£65,920**
- Social value of one regular volunteer no longer claiming benefits due to gaining permanent employment (New Economy Manchester Unit Cost Database)= **£10,321**

⁷ Includes 28 volunteers who benefited from training opportunities and four volunteers who secured paid employment



The social value of volunteering:

- Number of regular volunteers = 39 (based on internal records of ‘regular’ volunteers)
- Social value (HACT Wellbeing Valuation model) = **£54,172⁸**
- Hours volunteered = 9,518
- Social value (see section 3.6) = **£105,555**

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 60-70% of the social impact of the community centres and 10% of Real Food Wythenshawe.

- 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.
- 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. Neither 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.
- Real Food: The only element of this programme that we have measured so far is the impact of volunteer support.

7.4. Summary

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Community Investment - Health & wellbeing	£0.226m	£4.217m	£0.111m	£4.328m	1:19

7.5. Recommendations

To expand social value measurement to areas not yet included.

To further develop the methodology for measuring the social value of Real Food Wythenshawe.

⁸ Represents the social value of 29 volunteers as the value of 10 were included in the Youth and Education section in ‘Inspiring positive changes in Wythenshawe’



8. Community Safety

8.1. What we do

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

- ASB case management supports local residents. 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. What was invested

The total investment in the services that we have measured the social value of was £503,019.

8.3. Outcomes and social value

Antisocial behaviour 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.

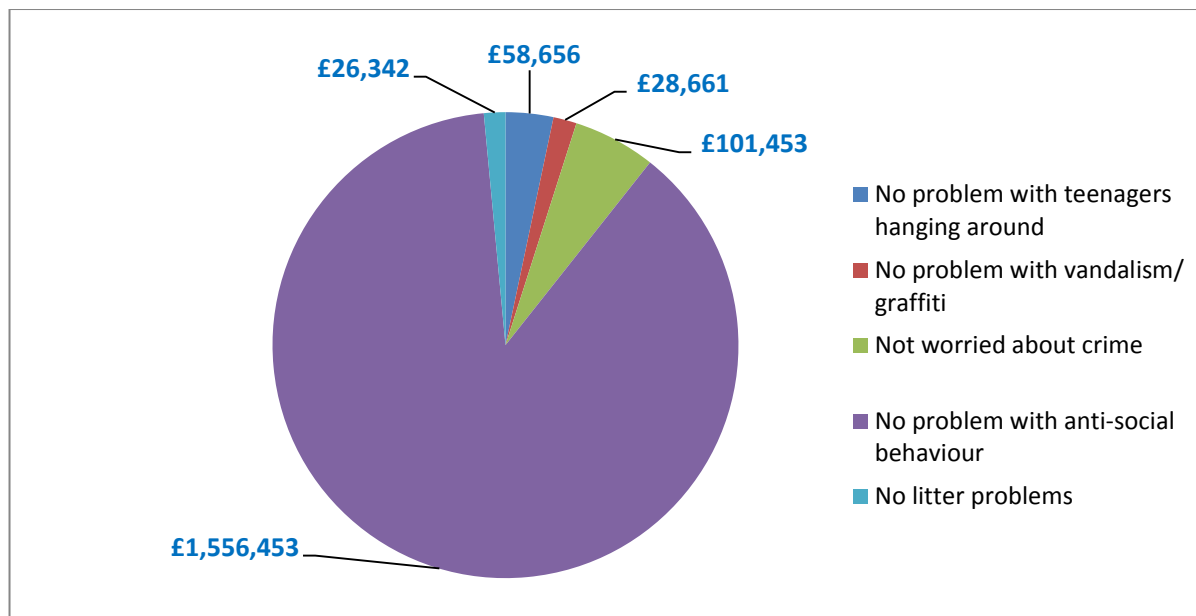
For the 2014-15 reporting period we have measured these as follows:

- Cases closed during the 2014-15 reporting period were assessed.
- Cases were excluded from the measurement where:
 - The complainant didn't report satisfaction with the outcome, on the assumption that this didn't result in a positive change in wellbeing. This includes cases where the complainant was dissatisfied as well as cases 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.
 - Case information is missing.
- Answers given to the survey questions were matched to similar outcomes from the HACT 'local environment' survey.
- A maximum of two outcomes per individual were counted.
- The total 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.

Feedback from a total of 369 customers was included in the analysis. 419 positive outcomes were reported as some individuals reported more than one outcome. This resulted in a total social value (HACT Wellbeing Valuation model) of **£1,771,565**. Figure 3 shows the total value per outcome.

Figure 3: Outcomes of antisocial behaviour case management



Respect Action Days

In collaboration with Greater Manchester Police, we have started 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.

After trialling a few sessions we expanded the activity to include a follow up visit to the areas to repeat the survey and assess any change in the issues reported. We have measured results from before and after surveys at three locations.

For the 2014-15 reporting period we have measured these as follows:

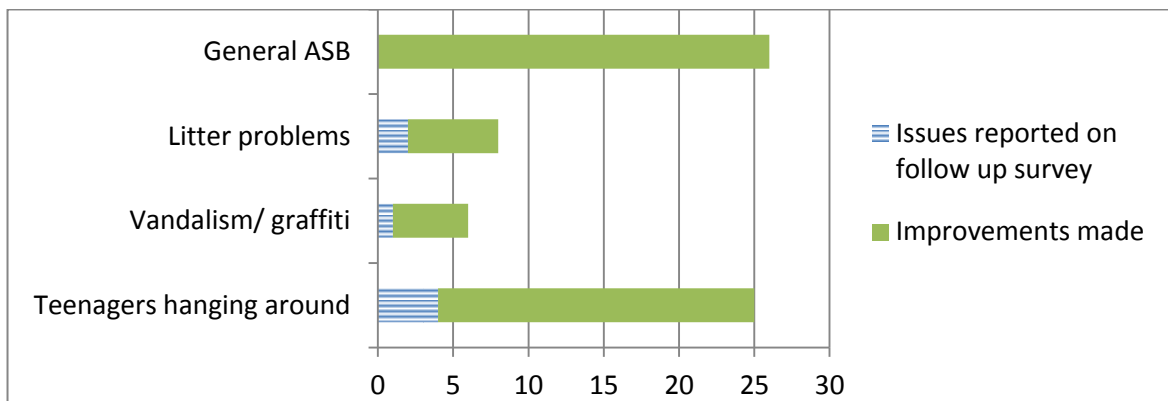
- All activities where a pre and post activity survey was carried out have been measured.
- Survey results are matched as closely as possible to equivalent outcomes from the HACT Social Value Bank.

- The total was reduced by 25% to take into account that the questions had been developed in advance of introducing social impact measurement so weren't in line with HACT guidance.

Figure 4 shows the outcomes reported in both the initial and follow up surveys.

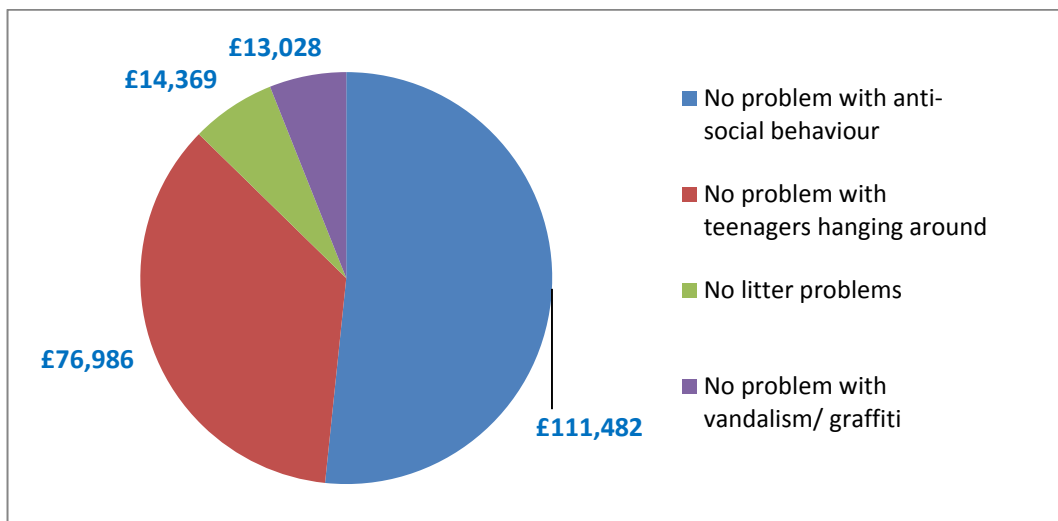
- The number of issues reported in the initial survey is shown by the full length of the bar (green + blue sections).
- The blue striped bar shows the number of issues remaining in the follow up surveys.
- The green bar represents the difference in issues reported before and after the activity took place.

Figure 4: Outcomes of Respect Action Days



The total social value (HACT Wellbeing Valuation model) was **£215,864**. Figure 5 shows the total value per outcome from the Social Value Bank.

Figure 5: Social Value of Respect Action Days





Crime reduction

In addition we have assessed the wider impact of antisocial behaviour activity carried out across Wythenshawe in terms of crime reduction.

According to the Home Office Research Study 217 - The Economic and Social Costs of Crime, the number of crimes fell in the area by 165 during 2014-15. This number was multiplied by the average cost of crime to give us an estimated saving to the public purse of **£330,000**. Further savings to the public purse of **£151,000** have been gained by reducing call outs over antisocial behaviour.

The organisations that WCHG worked with on delivery (Greater Manchester Police) have contributed to the social value.

8.4. Summary

Directorate	Investment	Primary benefit	Secondary benefit	Social Value	Social Value Ratio
Community Safety	£0.503m	£1.987m	£0.481m	£2.468m	1:5

8.5. Recommendations

For 2015-16 we have improved the way we report on the surveys completed with local residents to bring them in line with the HACT guidance. We have also amended the questions asked to use those provided by HACT. This will improve the accuracy of the data.



9. Property Services

9.1. What we do

The Wythenshawe Works roofing team now delivers the majority of the planned roofing programme in-house, rather than by using external contractors. This evaluation starts to review the social benefits of providing sustainable employment due to the decision to deliver the work in-house.

9.2. What was invested

For this project we don't feel it is appropriate to compare the investment as the majority of the expenditure was on providing new roofs, not community investment.

9.3. Outcomes and social value

The social value of employment and training opportunities (HACT Wellbeing Valuation model):

- Permanent employment opportunities = **£142,766** (an element of this has also been included in the Employment and Skills section)
- Training opportunities = **£48,626** (some values excluded as a maximum of 2 outcomes per individual have been included in the calculation)
- Apprenticeship opportunities = **£5,968** (included within the Employment and Skills section)

The salaries paid to the team members employed on permanent contracts as a direct result of bringing the service in-house provide added value of **£304,290** (also included in the Human Resources section).

In addition the programme resulted in salaries for 16 existing staff, including two apprentices, totalling **£369,610** (also included in the Human Resources section).

We estimate the social value of delivering the planned roofing programme in-house to be **£501,650**.

This value hasn't been included in the overall social value figure of £13m due to duplication of some elements with other sections of the report, as detailed above.



10. Human Resources

10.1. What we do

WCHG actively employs colleagues from the Wythenshawe area. This evaluation starts to measure WCHG's investment into local people.

10.2. What was invested

Not relevant for this project.

10.3. Outcomes and social value

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.

- 244 colleagues live in the Wythenshawe area; this represents 46% of all WCHG colleagues.
- Salaries paid to local colleagues: **£6,462,689**
- Training investment in local colleagues: **£188,693**

11. The Way Forward

11.1. What we've measured in 2014-15

We started measuring the social value of our activities in October 2014 and this report, along with the summary report 'Inspiring positive changes in Wythenshawe', provide information on the activities and outcomes that we have measured to date.

11.1. What we'll measure in 2015-16 and beyond

As outlined in the recommendations sections in this report, we are continuing to work to bring our reporting and measurement techniques in line with HACT guidance to provide us with more accurate data.

In addition we will continue to introduce social value measurement across the organisation. We aim to carry out more thorough research into our impact on the local area by looking at the wider impact that we have on the local economy, for example by using the LM3 (Local Multiplier) assessment tool.