



HATCH
REGENERIS

Social Value Monitoring Framework for Bricks & Soul

A Final Report by Hatch Regeneris
May 2020

Bricks & Soul Ltd

Social Value Impact Assessment for Bricks & Soul

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May 2020

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1. Introduction

Context

- 1.1 In response to the lack of good-quality affordable homes in Greater Manchester and the persistent social challenges that this contributes to, the vision of Bricks & Soul Ltd is to redevelop empty properties and turn them into high-quality homes for the people in society who need them most.
- 1.2 The name 'Bricks & Soul' captures the two strands of the organisation's work: providing good quality homes for people to live in (the 'bricks') and encouraging wider social activation factors to make a house a home (the 'soul'). As a purpose driven housing developer, Bricks & Soul creates homes which people can feel proud of and encourages residents to feel part of the local community. The company also seeks to maximise impact on the local economy by working with Greater Manchester tradespeople.
- 1.3 To date, Bricks & Soul has completed a series of impactful projects, creating homes for vulnerable people including the previously homeless, care leavers and women fleeing domestic abuse. Moving forwards, Bricks & Soul is keen to monitor and assess progress against KPIs using a social impact framework.



“To live in a house like this makes me feel happy, valued and loved.”

Mahnaz,
former homeless tenant

Purpose of the report

- 1.4 Bricks & Soul commissioned Hatch Regeneris to develop a social value-based monitoring and assessment framework and produce an impact assessment of three housing schemes in Greater Manchester:
 - **Clayton Street, Clayton** – home to four people who were previously homeless, completed in early 2019
 - **Pottinger Street, Ashton-under-Lyne** – two refurbished flats which are home to two 16- to 25-year olds who were previously in care, completed in late 2019
 - **Katherine Cavendish House, Ashton-under-Lyne** – a home for seven vulnerable people, due to be completed in mid-2020
- 1.5 As an independent, Manchester-based economic and social development consultancy, we work with a wide range of land and property and public sector organisations on local economic growth and social impact matters. We help organisations to measure their economic and social impact, to develop successful business cases, and to monitor and evaluate their projects and programmes.
- 1.6 Our stages of work comprise:
 - **Monitoring framework** – development of a monitoring framework with KPIs and metrics to enable Bricks & Soul to use a consistent approach to capture the social impact of schemes
 - **Survey design** – design of a bespoke survey for Bricks & Soul to use in collecting information from tenants and their neighbours

- **Impact assessment of completed schemes** – application of the framework as part of an impact assessment of the three housing schemes, including quantifying and monetising the social impacts generated
- **Social Value reporting** – delivery of a social impact report including the framework and assessment of the two completed schemes.¹

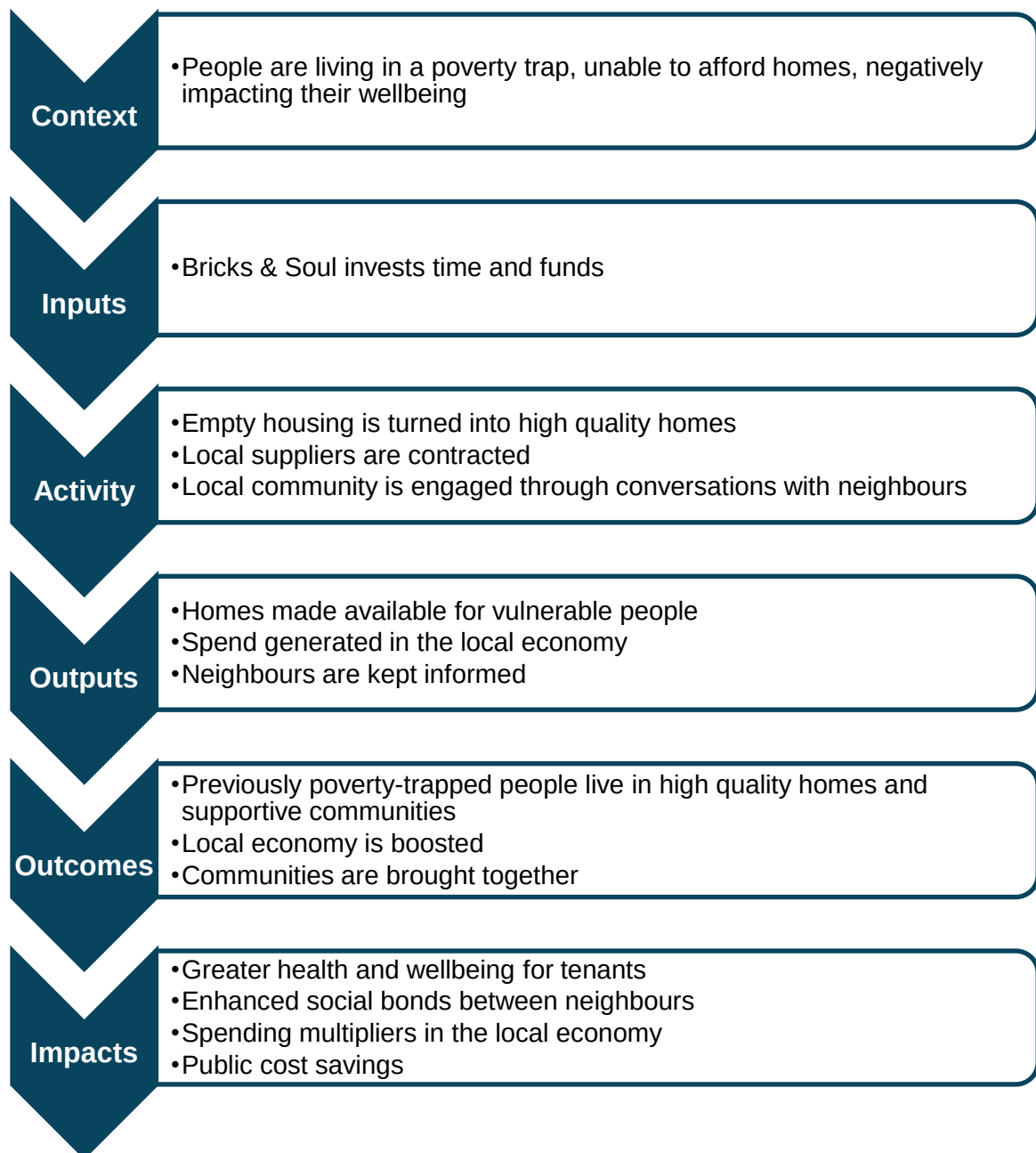
1.7 This report sets out our approach, summarises the social value Monitoring and Assessment Framework and survey developed for Bricks & Soul to use at a project level. It presents the results of the social value assessment of Clayton Street and Pottinger Street. Conclusions and strategic recommendations are included in the final section.

¹ The third scheme, Katherine Cavendish House, will be assessed after its completion later in 2020.

2. Our Approach

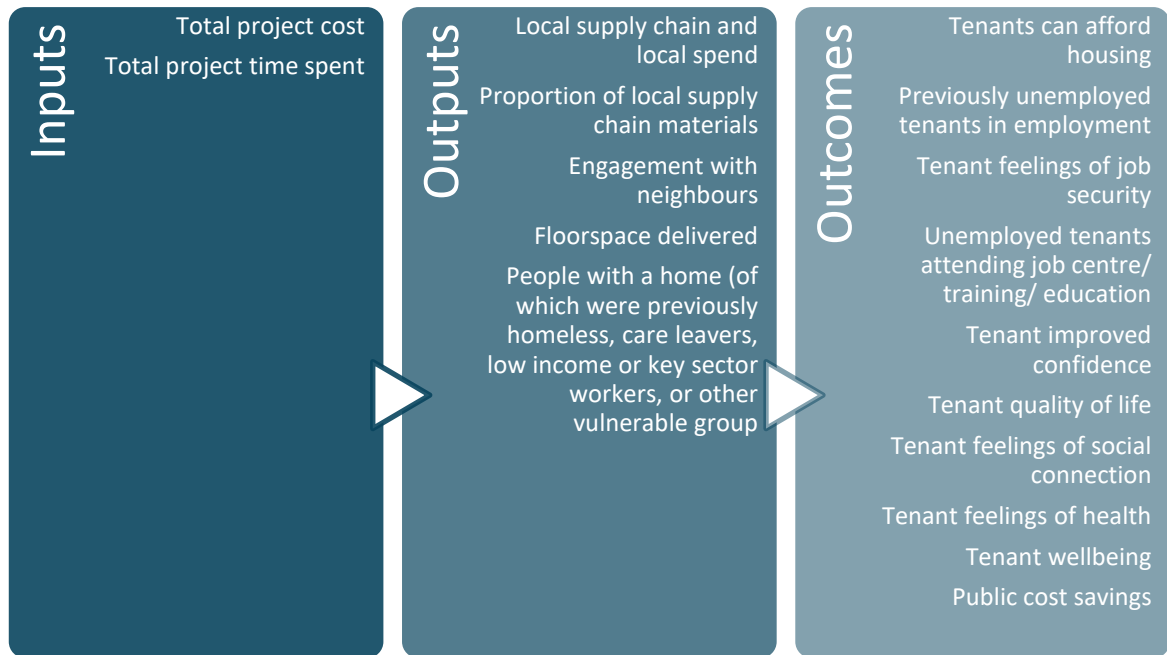
- 2.1 Drawing on our experience and the information provided by Bricks & Soul on its ethos and approach to development, and on the schemes under study, we have developed a bespoke social impact framework with specific, measurable and practical indicators on which to measure progress. We have used this framework to carry out an independent impact assessment of the two completed schemes listed above to deliver a social impact report to evidence the added value produced through the Bricks & Soul approach.
- 2.2 Our approach has drawn on the Bricks & Soul **theory of change** model, shown at a high level in Figure 2-1. Indicators are drawn from each cause and effect stage of the model to measure the inputs, outputs, outcomes and impacts of Bricks & Soul activities.

Figure 2-1: High level theory of change model, Bricks & Soul



- 2.3 We developed the Monitoring and Assessment Framework to capture the social value created by its holistic approach to development and its specific engagement and design activities. The framework is supported by the tenant survey tool which is designed to collect additional data on qualitative KPIs not captured by current business and project monitoring processes.
- 2.4 The framework is summarised in Figure 2-2, and it outlines the KPIs which are collected at each cause and effect stage of the Bricks & Soul theory of change. The full Bricks & Soul framework is included in Appendix A.

Figure 2-2: Cause and effect stages of the Bricks & Soul theory of change



- 2.5 This study focuses on the social impact delivered by Bricks & Soul. In this context, social impact refers to the impact of each Bricks & Soul project on the lives of people interacting with the project: specifically, the people with a home as a result of the project, and their neighbours.
- 2.6 We have collected individual, qualitative information through a bespoke tenant survey, which draws on best practice including the short Warwick Edinburgh Wellbeing Scale, and other self-reported questions relating to feelings of health, confidence and quality of life.
- 2.7 Social impact has been monetised, where appropriate, using wellbeing valuation approaches:

Wellbeing valuation provides a methodology for quantifying how people value non-market goods. For example, the value that accrues to an individual as a result of increased confidence or enhanced social interaction. These things are important but are not commonly expressed or measured in monetary values. Our approach uses financial proxies from the HACT community investment values from the Social Value Bank to help determine wellbeing values.

This methodology means that a specific financial proxy is selected for the wellbeing outcome being determined, such as improved confidence or speaking with neighbours regularly. Each financial proxy is different. This means that the highest impact is not necessarily achieved by the highest number of participants.

The method also accounts for deadweight (i.e. what would have been achieved anyway, regardless of the intervention).

- 2.8 There is also a fiscal dimension to social impact, in terms of public sector cost savings which are included in this study. In this context, this refers to the cost savings delivered as a result of the Bricks & Soul approach and projects. Public cost savings are estimated based on published benchmarks and expert research, where available:

Cost savings have been estimated based on public sector benchmarks and research to demonstrate the potential scale of reduced cost to the public purse.

We expect that each Bricks & Soul project will lessen the requirement for public spending by reducing the need of individuals to rely health, social care and welfare services. For example, where someone who was previously homeless has a secure home, they will no longer require publicly funded temporary accommodation.

Our approach uses benchmarks from various sources to estimate the reduction in public spending to determine fiscal impact, including the Unit Cost Estimates from the Greater Manchester Combined Authority (GMCA)²

- 2.9 A Technical summary is included in Appendix B.

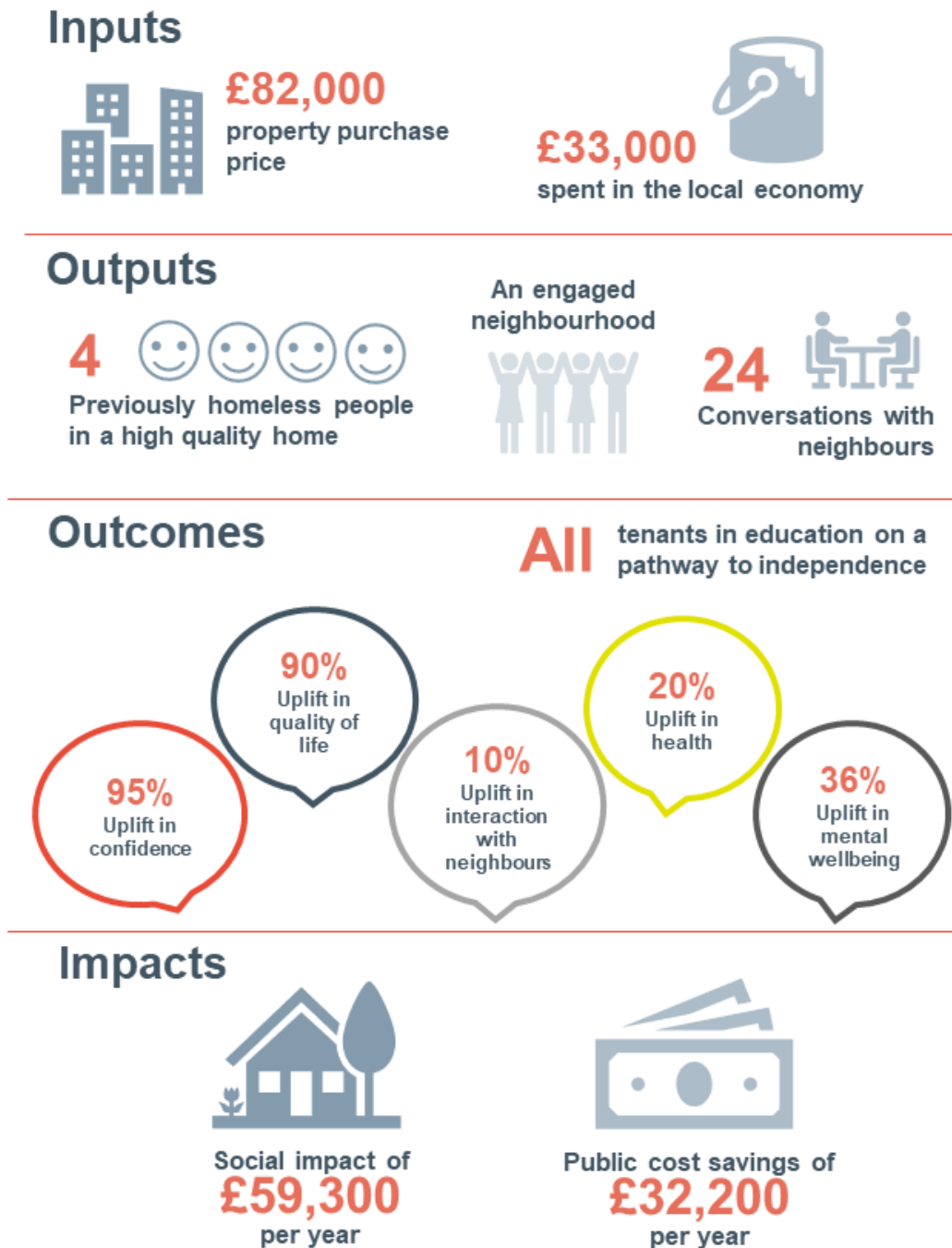
² GMCA Unit Cost Database, 2019

3. Social Value Assessment

3.1 The following sections present the results of the social value assessment of the two completed schemes: Clayton Street and Pottinger Street.

Clayton Street

Figure 3-1: Social impact summary at Clayton Street

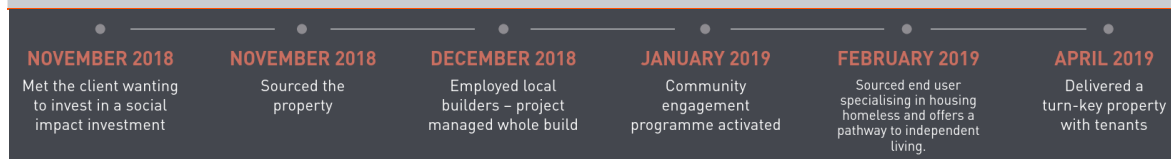


Source: Hatch Regeneris analysis

Background to the scheme

- 3.2 The Clayton Street scheme provides housing for previously homeless people. It was developed by Bricks & Soul in collaboration with the scheme investor, the Moorfield Group. In late 2018, Bricks & Soul purchased a suitable property for £82,000 and employed local builders to undertake £33,000 of renovations. By March 2019, Bricks & Soul were undertaking a programme of community engagement and had engaged Bridge-It Housing, a specialist organisation in pathways to independent living for the homeless. The property was ready to rent in April 2019. The scheme provides stable, high quality affordable housing, along with in-built support for successful independent living. Figure 3-2 outlines the project delivery timeline.

Figure 3-2: Project timeline for the Clayton Street project



Source: Bricks & Soul Ltd

Social Impact

- 3.3 Bricks & Soul was instrumental in bringing together a social impact investor, the Moorside Group, with specialists in independent living pathways, Bridge-It Housing, to work as partners to provide a home for previously homeless people. Bricks & Soul sourced a suitable affordable property to transform, and spent £33,000 in the local economy to renovate the house and provide high-quality furnishings, benefitting the wider area through local multiplier effects through the suppliers and people working on the renovation.

Figure 3-3: Before and after photos of Clayton Street



Source: Bricks & Soul Ltd

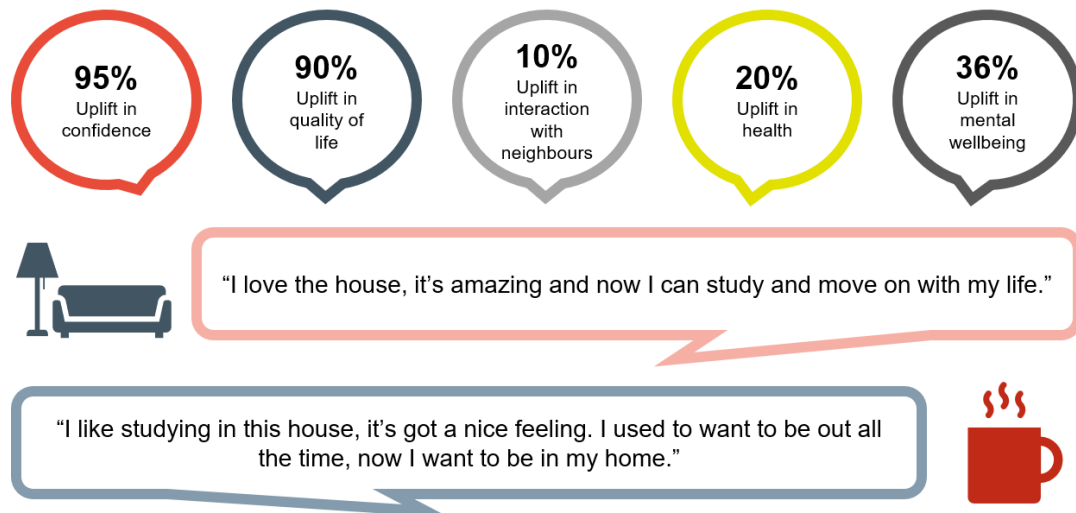
- 3.4 The programme of bespoke community engagement events designed and run by Bricks & Soul meant that neighbours were sensitively introduced to the scheme, providing

opportunity for questions and concerns to be answered well ahead of residents moving in. This approach helped residents to settle and feel welcome in the community quickly, and mitigated any possible worries or concerns in their neighbours.

Outcomes of the scheme

- 3.5 When the property was complete, four previously homeless people moved in. Clayton Street provided them with high-quality living, support and stability. As well as having access to support on their pathway to independent living, the four tenants moved into a home where they already knew their neighbours and more quickly felt part of the local community. Importantly, all four of the current tenants are now in education.
- 3.6 To capture the lived experience of the residents themselves, the bespoke tenant survey was used 12 months after completion of the scheme to gather tenant feedback and feed this into the social impact assessment. All four current tenants, as well as one previous tenant³, responded to the survey, and the results demonstrate the positive impact of the scheme, as shown below.

Figure 3-4: Tenant survey findings



Source: Hatch Regeneris analysis of Bricks & Soul Ltd data

- 3.7 The social impact scores from the tenant survey have been fed into a wellbeing valuation assessment. This provides monetised metrics that represent the value accruing to the tenants living at Clayton Street as a result of the social outcomes they experience due to the project.
- 3.8 The assessment suggests that as a result of the Clayton Street scheme, over £59,000 of **social value** is generated for the residents each year, equating to c. £14,800 per individual per year. With a total project investment of £115,000, the social pay-back period is less than two years.
- 3.9 In combination with improving the wellbeing of the Clayton Street tenants, the scheme also generates significant **public cost savings**, in terms of reduced spending on support for people who are rough sleeping. Annual public cost savings generated by the scheme are estimated to be over £32,200⁴. This is equivalent to the average NHS cost of annual

³ Survey results based on current tenants only.

⁴ Based on GMCA Unit Cost Database, 2019

healthcare provision for eleven people⁵. It also suggests that the total project costs are returned in public cost savings within four years.

Case study: Providing a pathway to independence

In addition to speaking with current tenants of Clayton Street about their experience of the project, Bricks & Soul gained insight from a previous tenant who has since moved into a permanent home and gained stable employment. After two years of homelessness and treatment for depression, she felt her life was worsening, she was scared to go out, had no job and that she had no choices in her life.

She reported that on moving to Clayton Street, she no longer 'felt homeless'. She believes that the standard and decoration of the house changed her mind-set by making her feel more confident, comfortable and at home. The support from neighbours was also important, with a neighbour inviting her round for a cup of tea marking a step change in how she felt people saw her.

"In the worst time of my life Clayton Street gave me a little bit of hope. The Clayton Street house made me feel like my life is going back to normal."

Comparing the year before moving into Clayton Street with her life since, she reports an uplift in her wellbeing of 60%⁶ when considering feelings of optimism, purpose and self-agency.

"I can't thank you enough for developing the house you did, you made it a home and it gave me the strength to change my life. I am now not homeless, I have a job and I am happily married."

- 3.10 To gain a sector level appreciation of the impact of the scheme, Bricks & Soul spoke with the project partner responsible for supporting previously homeless people into independent living, Bridge-It Housing. Bridge-It Housing noted that the Clayton Street home is of the best standard offered to all the previously homeless people they work with. They also observed that the high standard of housing makes a significant and meaningful difference to the tenants' experience of their transition to independence. They noted that, compared to other properties, it has the lowest turnover of tenants between houses, the lowest need for intervention and its tenants progress well on the pathway to independence.
- 3.11 These insights from Bridge-It Housing suggest that upfront investment to provide a high-quality home for people transitioning from homelessness can fast-track their path to independence, reducing the burden on both the public purse and the level of support required from organisations such as Bridge-It Housing.

⁵ Based on an average spend of c. £3,000 per person on healthcare in the UK in 2017. From ONS 'How does UK healthcare spending compare with other countries?', 2019

⁶ Based on the short Warwick Edinburgh Mental Wellbeing Scale.

Pottinger Street

Figure 3-5: Social impact summary at Pottinger Street

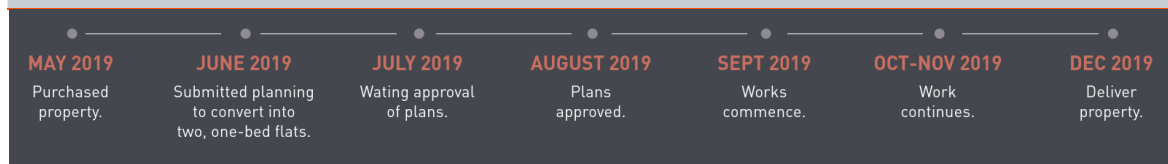


Source: Hatch Regeneris analysis

Background to the scheme

- 3.12 The Bricks & Soul project at Pottinger Street, Ashton-under-Lyne, provides short term homes for care leavers in Tameside. Bricks & Soul purchased the Pottinger Street property for £110,000 in May 2019. On receipt of planning approval from Tameside Council, Bricks & Soul spent £72,000 on renovations from September to November 2019. By the end of the year, two young people who were previously in care had moved into the property. Tameside Council's Looked After Children Services department provide ongoing support to the care leavers in a supported living model, and Mosscares St Vincent Housing Association act as the landlord charging Local Housing Allowance rates to the council, a significant saving compared to Tameside covering the costs of housing the care leavers.

Figure 3-6: Project timeline for the Pottinger Street project

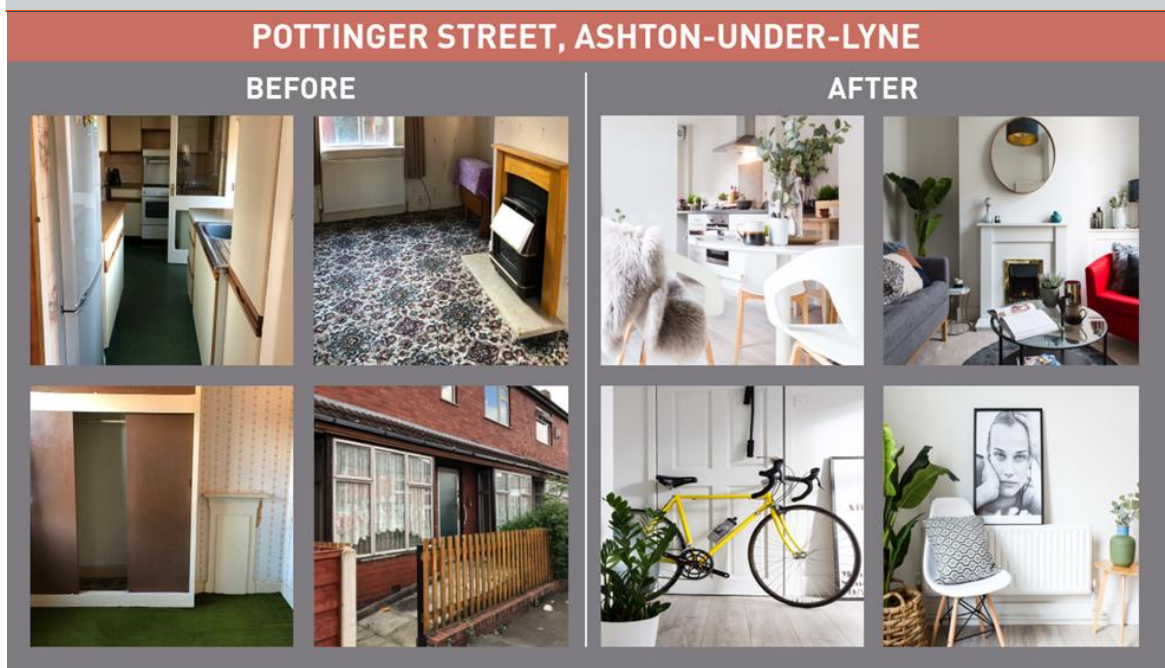


Source: Bricks & Soul Ltd

Social Impact

- 3.13 Understanding the specific needs of care leavers transitioning to independent living, Bricks & Soul took a holistic approach to the project development to ensure the homes improved residents' wellbeing. The work of Bricks & Soul on this project began with sourcing a suitable property. This involved acquiring private funding and an affordable house in Tameside which could be split into two flats. Bricks & Soul also engaged Mosscares St Vincent Housing Association for advice on housing care leavers and worked with Tameside Council to secure planning permission.
- 3.14 Once the initial project stages were in place, Bricks & Soul purposefully procured local builders and materials to develop the property into flats. In doing so, Bricks & Soul boosted the local economy with up to £72,000 of expenditure in the local area and the associated multiplier impacts of spending across the local supply chain.
- 3.15 Combined with physically developing the property into two high-quality homes, Bricks & Soul also took measures to improve the social and mental wellbeing of the tenants. Recognising the importance of community support for care leavers moving into independent living, Bricks & Soul worked with Standard Practice, Manchester based place-making experts, to build relationships with the neighbours. The aim was to inform the community of the project and to help the tenants to feel a sense of belonging in their local community, through informal social events like coffee mornings and social sketching classes.

Figure 3-7: Before and after photos of Pottinger Street

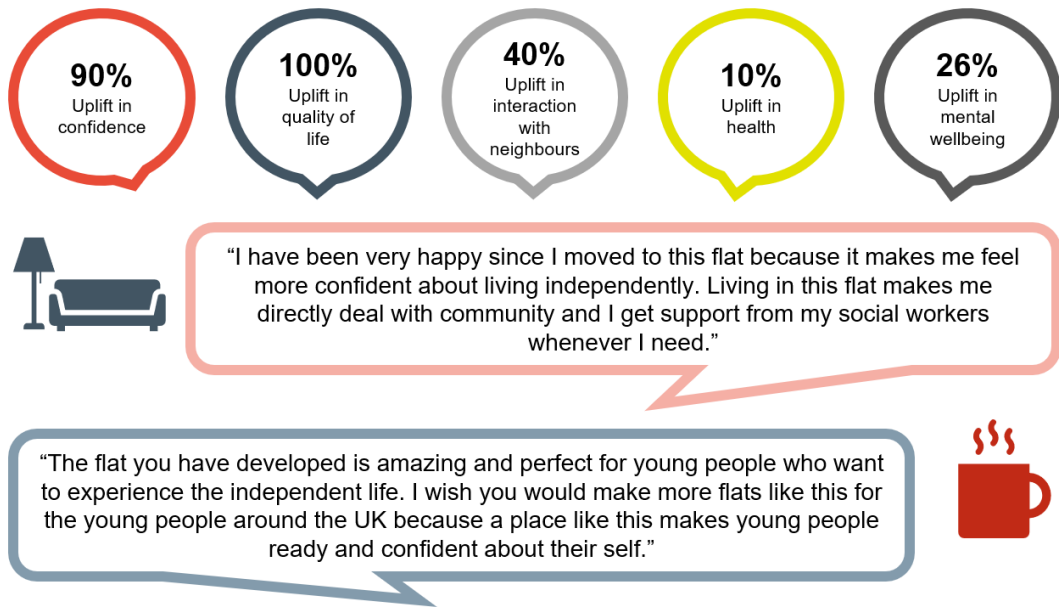


Source: Bricks & Soul Ltd

Outcomes of the scheme

- 3.16 Bricks & Soul has provided homes for two 18-year-old care leavers who were previously facing new lives out of the care system with lower levels of stability and support. Providing high-quality flats offers the young people a safe and welcoming home along with an engaged local community to encourage the tenants to feel confident in their transition to independence. Of the two tenants, one is now in employment and the other tenant is engaged with the job centre to find employment. Figure 3-7 shows the physical transformation of the Pottinger Street property into safe and comfortable flats.
- 3.17 To capture the lived experience of the care leavers themselves, the bespoke tenant survey was used five months after completion of the scheme to gather tenant feedback and feed this into the social impact assessment. Both tenants took part in the survey and reported strong improvements in a range of social wellbeing indicators when comparing their sense of wellbeing before moving in with having experienced living in their Pottinger Street flat. These are presented in Figure 3-8.
- 3.18 The social impact scores from the tenant survey have been fed into a wellbeing valuation assessment. This provides monetised metrics that represent the value accruing to the young people living in the Pottinger Street flats as a result of the social outcomes they experienced due to the Bricks & Soul project.
- 3.19 The assessment suggests that as a result of the Pottinger Street project, a total of £17,900 **social value** is generated for the young people living in the flats each year. This equates to c. £9,000 of social value accruing to each tenant per year living at Pottinger Street. With a total project investment of £182,000, the social pay-back period is ten years.

Figure 3-8: Tenant survey findings



Source: Hatch Regeneris analysis of Bricks & Soul survey data, 2020

- 3.20 In addition to the social value generated for the tenants of the Pottinger Street flats, the scheme generates significant **public sector savings** for Tameside Council, as a result of the Bricks & Soul partnership model with Mosscares St Vincent Housing Association. Public cost savings generated by the Pottinger St scheme are estimated to be over £110,000⁷ per year for the Council. Based on the project investment of £182,000, the total project costs are returned in public cost savings in under two years.
- 3.21 Bricks & Soul also gained valuable feedback from both Mosscares St Vincent (MSV) and from Tameside Council Looked After Children Services. MSV reports that Pottinger Street is one of their best properties, and Tameside reported that it's the 'best performing' of the housing schemes they work with. In comparison with other schemes, Pottinger Street needs fewer support interventions, has a lower turnover of tenants, and tenants have settled more quickly both into the flats and in terms of finding work. Tameside confirmed that this project has enabled a reduction in the need for public sector support of care leavers as the tenants become independent more quickly than other care leavers.
- 3.22 The scheme has been so successful that Tameside Council Looked After Children Services found that tenants can be reluctant to move into longer term social housing due to its poor quality. This highlights the inefficiencies in social housing provision in the North West which could be addressed by similar investment in improved quality of housing to improve health and wellbeing, and reduce the long term costs of tenant turnover and public sector interventions.

⁷ Based on Tameside Council data.

4. Conclusions and next steps

- 4.1 This report has demonstrated that the holistic approach of Bricks & Soul to development is working. Through its partnering work, investment in high quality homes, and promotion of community engagement early on in the process, it is producing tangible social impacts as well as public sector cost savings.
- 4.2 The next steps for this work are:
- Completion of the final impact assessment at Katherine Cavendish House, once scheme is delivered later in 2020
- 4.3 There are some highly valuable lessons and insights from this work that could be built on to promote a different approach to providing secure homes for those in housing need, founded on collaborative working across housing developers like Bricks & Soul, impact investors, specialist service providers, and multiple departments within a local authority.
- 4.4 Our recommendations to building on this work are as follows:
- Bricks & Soul has an opportunity to use this research to inform ongoing conversations with Local Authorities in Greater Manchester to encourage closer collaboration and to gain support and buy-in for on these kinds of schemes.
 - The work could also be used to open up new conversations with Housing Associations and other possible delivery partners, to show the value of investing in high quality housing upfront, generating cost savings as well as added social value in the longer term
 - Embedding this Monitoring and Assessment approach across future Bricks & Soul schemes will help to keep building a powerful and transferable evidence base for the added value of the Bricks & Soul approach.
 - Building on this work, Bricks & Soul could consider how to disseminate this message more widely to public and private organisations, and demonstrate that small scale, person centred investment can deliver real benefit to the individual and the local economy. It helps to show there are alternative ways to help vulnerable people that do not necessarily require the intensity of multi-agency, focused investment, and what can be achieved with creative and determined thinking and leadership.

Appendix A - Social Impact Framework

A.1 The full Monitoring and Assessment Framework is provided below.

KPI	KPI Description	Data Source	Data Unit
Inputs			
Total project cost	Sum of costs spent on the entire project by Bricks & Soul	Business data	£
Total project time spent	Sum of time spent on the project by volunteers	Business data	Hours
Outputs			
Local supply chain and spend	% supply chain that is local; value spent with local suppliers (within the project borough)	Project data	% £
Proportion of local supply chain materials	Proportion of materials supplied by local suppliers (within the project borough)	Project data	%
Engagement with neighbours	Number of conversations held with project neighbours	Project data	No.
Floorspace delivered	Total renovated floorspace delivered	Project data	Square footage
People with a home	Total number of people with a new home	Project data	No.
Previously homeless people with a home	Number of people who were previously homeless with a new home	Project data	No.
Care leavers with a home	Number of care leavers with a new home	Project data	No.
Low income workers with a home	Number of people paid below a living wage with a new home	Project data	No.
Key sector workers with a home	Number of people working in key sectors (to be defined) with a new home	Project data	No. and key sector of work e.g. health and social care
Other vulnerable people with a home	Number of vulnerable people (to be defined) with a new home	Project data	No. and description of disadvantage experienced e.g. veteran, domestic abuse survivor, long term unemployed.

KPI	KPI Description	Data Source	Data Unit
Outcomes			
Tenant able to afford housing	Self-reported decrease in difficulties paying for accommodation	Social value survey ⁸	% change in score
Previously unemployed tenants in employment	No. of tenants who report they are employment post project compared to pre-project	Social value survey	No.
Tenant feelings of job security	Self-reported feelings of job security (where previously unemployed)	Social value survey	% change in score
Tenants attending job centre	No. of unemployed tenants who regularly attend the job centre post project compared to pre-project	Social value survey	No.
Tenant improved confidence	Self-reported feelings of confidence due to the project	Social value survey	% change in score
Tenant quality of life	Self-reported improvement to quality of life due to the project	Social value survey	% change in score
Tenant feelings of social connection	Self-reported feelings of social connection due to the project	Social value survey	% change in score
Tenant feelings of health	Self-reported feelings of overall health due to the project	Social value survey	% change in score
Tenant wellbeing	Self-reported feelings of wellbeing due to the project	Social value survey	% change in score
Public cost savings	Estimated reduction to costs to the public sector, drawing on best practice sector benchmarks	As referenced in report.	£

⁸ Survey to be carried out at least 3 months after project completed and occupied

Appendix B - Technical summary

B.1 The study has focused on two broad categories of impact:

Social impact

- B.2 This is the impact of each Bricks & Soul project on the lives of people interacting with the project: specifically, the people with a home as a result of the project, and their neighbours. While typically considered intangible and difficult to measure, social impact can be quantified using a Subjective Wellbeing Valuation approach, which considers the intervention's role in enhancing individuals' subjective wellbeing.
- B.3 Wellbeing valuation provides a methodology for quantifying how people value non-market goods. For example, the value that accrues to an individual as a result of increased confidence or enhanced social interaction. These things are important but are not commonly expressed or measured in monetary values. Our approach has used financial proxies from HACT community investment values from the Social Value Bank⁹ to help determine wellbeing values.
- B.4 This methodology means that a specific financial proxy is selected for the wellbeing outcome being determined, such as improved confidence or speaking with neighbours regularly. Each financial proxy is different. This means that the highest impact is not necessarily achieved by the highest number of participants.
- B.5 The method also accounts for deadweight (i.e. what would have been achieved anyway, regardless of the intervention).
- B.6 This study has only applied wellbeing valuation to impacts experienced by adults.

Public cost savings

- B.7 This is the public sector cost savings delivered as a result of the Bricks & Soul approach and projects. We expect that each Bricks & Soul project will lessen the requirement for public spending by reducing the need of individuals to rely health, social care and welfare services. For example, where someone who was previously homeless has a secure home, they will no longer require publicly funded temporary accommodation.
- B.8 The cost savings have been estimated based on public sector benchmarks and research to demonstrate the potential scale of reduced cost to the public purse. Our approach uses benchmarks from various sources to estimate the reduction in public spending to determine fiscal impact, including the:
- Greater Manchester Combined Authority (GMCA) Unit Cost Database, 2019
 - Building Research Establishment (BRE) benchmark from 'Cost of Poor Housing Briefing Paper', 2011
 - Tameside Council data
- All prices inflated to 2019/20 where required.

⁹ <https://www.hact.org.uk/social-value-bank>



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