



Pickering & Ferens Homes

HACT, July 2023

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1. Executive Summary

1.1. Context

Consideration of **Social Value** is becoming an increasing driver of socially good decisions regarding value for money and the legitimate demonstration of positive change for residents and communities. PFH is keen to further explore and evidence the social impact of its activities and to demonstrate how they embed social and economic benefit in the heart of the communities and at an individual level.

This report has drawn on the **UK Social Value Bank (UKSVB)** to map and measure the impact of PFH's services for the 2022-2023 financial year.

1.2. Summary of Impact

HACT has calculated the actual social value created for activities and projects where the required data is available. HACT has also undertaken an indicative analysis of available data to provide an assessment to illustrate the level of social impact that could potentially be captured, were the appropriate data processes put in place. This is based on outcomes that have a corresponding HACT Social value outcome that could potentially be used in future.

Based on available data, HACT has calculated that PFH generated a total social value of £5,723,995 in the 2022 – 2023 financial year.

We have assessed that PFH could also potentially capture **an additional £1,785,131 of social value** if wellbeing evidence required by the HACT model was collected. This is based on indicative 2022/23 data for PFH. Evidence based on alternative data sources cannot be used to provide an actual social value assessment. However, where alternative data as specified above is used, this can be used to calculate an indicative or potential social value to provide an indication of the social value that PFH could capture and evidence if the necessary evidence requirements were adhered to. This can be reported as long as reporting includes caveats that this is an indicative rather than actual assessment.

1.3. Recommendations

HACT recognises that PFH has a strong commitment to deliver impactful services to their residents and communities. HACT recommends that the PFH gradually builds up an understanding of 'what works'. Adopting this approach will put PFH in a strong position as a data and evidence informed organisation.

Key areas for PFH to consider:

- **Develop an impact framework** to measure and assess service performance and impact for residents, PFH and the community.
- **Collect new/additional data** to create a more holistic assessment of impact.
- **Develop enhanced data collection processes** to improve quality and consistency and report on benefits to the business, residents, and communities/wider society.

2. Overview

2.1. Introduction

With 1400 homes located within Kingston upon Hull and the East Riding of Yorkshire. Pickering and Ferens Homes (PFH) is a Registered Social Housing Provider, registered charity, and member of the National Alms-house Association. PFH has a particular focus on providing accommodation and services to older people over the age of 60 years.

PFH places a lot of emphasis on support for the health and wellbeing of residents. This is reflected in the organisation's Health and Wellbeing Strategy, which details PFH's commitment to support residents to achieve social and financial inclusion, be able to live independently in their homes, be happy and live well in later life and contribute positively to their communities, own lifestyle and PFH. PFH has now completed year 2 of its Corporate Plan 2021-2024 and year 1 of its 3-year Health & Wellbeing strategy 2022 –2025.

Consideration of **Social Value** is becoming an ever-increasing driver of socially good decisions regarding value for money and the legitimate demonstration of positive change for residents and communities. PFH is keen to further explore and evidence the social impact of its activities and to demonstrate how they embed social and economic benefit in the heart of the communities and at an individual level..

PFH approached HACT to support them to undertake a social impact assessment of activities and projects delivered over the 2022 – 2023 financial year. This report has drawn on the **UK Social Value Bank (UKSVB)** to map and measure the impact of PFH's services.

2.2. Methodology

To identify the most relevant values from the UK Social Value Bank (UKSVB) and understand what values could be assessed now and, in the future, HACT undertook a series of activities with key PFH colleagues:

- **Scoping workshop** with key colleagues to identify activities for inclusion in this research and consider what data was available for analysis.
- **Social Value Bank mapping exercise** to identify values from the UKSVB that are most appropriate for PFH projects and activities. It is important to note that some projects and outcomes of interest did not align with the current UKSVB. During the project, HACT and PFH identified additional measures from the UKSVB that are relevant, however suitable data was not available for analysis.
- **Collation of data** in bespoke data collection tool for analysis. PFH colleagues provided available data from the 2022-2023 financial year for analysis. This data included outcome data for residents.
- **Application** of PFH data to HACT's Social Value Insight tool and presentation of insights in report below.
- **Social and economic value calculations** – the report below details the total social value created by different activities.

3. Social value

3.1. Why is it important to measure social value?

Social value is a measurement of the benefits of the work you do, the services you provide and the programmes you deliver for people and communities from the perspectives of those individuals and communities benefiting from your work. The Public Services (Social Value) Act 2012 broadly defines social value as improvements in economic, social, and environmental wellbeing. It provides a way to quantify how different interventions affect people's lives – the overall impact on people's wellbeing, or their quality of life. It is essentially the **quantification** of the relative importance that people place on the changes they experience in their lives, through changes in wellbeing. This value can be captured and presented in different ways, including **market value**.

Social value needs to be located in the real experiences of people and communities. When thinking about social value, we can visualise the golden thread from the change people and communities need and want to see for themselves; through what organisations can do about it (how it fits their mission, purpose, and ambition), what change or impact is made and, finally, what value does this drive.

At its most basic level, social value is about understanding, planning, delivering, and evaluating your services and impacts to learn and provide more effective social outcomes. Organisations generate social value outcomes through their services, spending, policies, and practice. Whether social value is a regulatory requirement or discretionary, it can be planned for, delivered, and evaluated just like any other outcome. Examples of how social value is generated is found in the diagram below.



HACT believes that social value is only delivered when impact is achieved where outcomes meet needs. Social impact is therefore the difference made to individuals, communities, and society through interventions and programmes of work. Everything you do as a social housing provider has a social value, and by understanding the impact of your work, you can identify even better outcomes for residents and communities.

Considering impact through the lens of social value enables you to:

- Evaluate the social and environmental impact of your work.
- Inform decision making to create a more impactful and sustainable organisation.

- Make the best resource and person-centred decisions possible.
- Influence policy makers and stakeholders.
- Be consistent with your social purpose.
- Demonstrate value for money.

3.2. UK Social Value Bank and Wellbeing Valuation

This report has drawn heavily on HACT's Wellbeing and Exchequer Valuation approach and UK Social Value Bank (UKSVB) to measure the impact of PFH programmes.

HACT's approach to social value

Launched in 2014, the UKSVB is a HACT resource that offers organisations and businesses a way to understand the social impact of their investment in communities. HACT developed the UKSVB using the **wellbeing valuation approach** and it features as part of HM Treasury Green Book guidance that sits at the heart of policy evaluation approaches within UK government. Therefore, the values have been calculated using UK Treasury Green Book compliant methods. All values found in the UKSVB are quality assured and co-created by SImetrica-Jacobs, who are members of the UK Government's Social Impact Taskforce.

The UKSVB is based on person centred principles, using data from national data sets relating to self-reported wellbeing and life circumstances and income levels. It provides a suite of 88 outcomes and measures that have been monetised using wellbeing valuation and calculation of net exchequer value. The UKSVB offers a proportionate way to measure social impact and generate insights around cost: benefits, value for money, investment decisions, service improvements and reporting to stakeholders. It has become the standard method used by the social housing sector to measure social impact, with over 400 organisations attending training and using the model in their business decisions.

The UKSVB is a living bank and is continuously expanding to include new values. It was last updated in 2022 with funding and support from a range of investors and supporters via HACT's Social Value Roadmap project. This consortium of organisation identified a range of outcomes of interest for inclusion in the bank, including those relating to community investment, tenancy sustainment, asset management and maintenance and regeneration and retrofitting. Where data is available, the bank has expanded to incorporate these values. HACT is open to expanding the bank further to include other values that are currently not included but would benefit organisations as part of their impact measurement and reporting.

Wellbeing values

To estimate the monetary equivalent of the impacts of the outcomes on individuals, we use the wellbeing valuation method. This approach relies on a comparison between the change in wellbeing from the outcome to be valued with the change in wellbeing from income.

The Wellbeing Valuation methodology estimates value by inferring the impact of social outcomes associated with specific projects or interventions on the subjective wellbeing (life satisfaction) of individuals who experience these outcomes. To calculate the outcomes, large national datasets have been analysed to identify how people's self-reported wellbeing changes due to different life circumstances.

Analysis reveals the impact of these various outcomes on life satisfaction and calculates the amount of money that produces the equivalent impact on life satisfaction. Impact is then converted into a monetary amount by estimating the sum of money which would have an equivalent impact on subjective wellbeing. Wellbeing valuations in the UK Social Value Bank provide a £ proxy equivalent uplift in wellbeing the same amount as the outcome. Wellbeing

valuation is therefore a financial measure of how effective a social intervention is, by the positive impact it has on an individual's wellbeing. More technical detail about the wellbeing valuation approach can be found in the [wellbeing values methodology guidance notes](#).

Exchequer Values

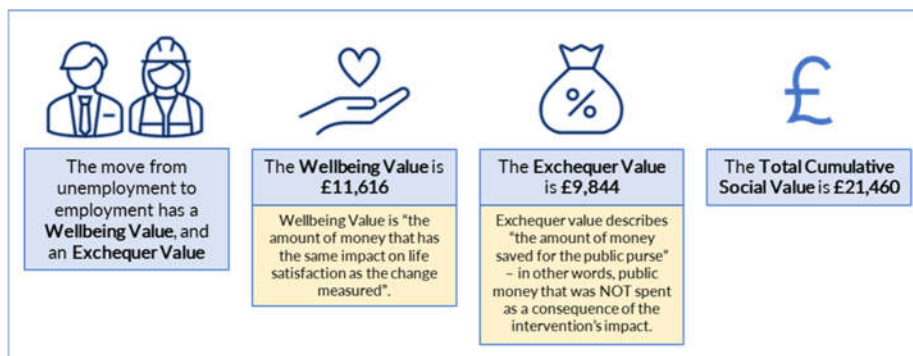
A secondary complementary approach found in the UK Social Value Bank 2022 is the valuation of outcomes via exchequer values, the indirect, secondary impacts of an outcome in net fiscal terms to the government in the

The UKSVB also includes **exchequer values**, which are the indirect, secondary impact of an outcome in net fiscal terms to the government in the form of tax receipts consistent with the UK average income, saving to the Government in Universal Credit savings, decrease in cost of crime motivated by economic gain associated with transition from unemployment to employment, savings to Government from benefit to the NHS. Cost-savings are referred to as secondary values because they do not capture the benefits directly to the individual (in terms of their wellbeing) but to society more widely, in the form of 'secondary benefits'.

Using the latest available Government data and respected reports, HACT and Smetrica Jacobs have calculated the net exchequer values. For example, these could include reports on graffiti removal costs, reduction in costs associated with crime, reduction in GP visits, reduction in unemployment benefits or less frequent use of health services associated with being in a secure job as opposed to being unemployed. Please note, for some outcomes such as 'Apprenticeship,' there is a negative impact shown in total social value figure for the exchequer value, as this is something that is primarily government funded.

More technical detail about the exchequer valuation approach can be found in the [exchequer values methodology guidance notes](#).

The diagram below demonstrates how the UK Social Value Bank 2022 works in relation to the value to be gained using wellbeing and exchequer valuation.



It is possible to break this value down further so that we can understand the impact on health. HACT has also considered the impact on health in terms of the indirect impact this has on subjective wellbeing and indirect impact on health care costs. We capture these indirect wellbeing impacts and exchequer impacts in the form of **health top-up values**, designed so that they can be added together with the direct wellbeing values and exchequer estimates through the core analysis.

Applying Deadweight – what would have happened anyway.

Effective practical use of measures and metrics from the UK Social Value Bank requires selecting the most appropriate outcomes, avoiding double counting, and applying "deadweight". Deadweight, or "what would have happened anyway" without an intervention,

is an important part of social impact analysis. To give an accurate picture of social impact, we have applied a percentage reduction in the HACT wellbeing valuation model, reflecting that a proportion of outcomes would have happened anyway. More technical detail about deadweight can be found in the [deadweight methodology notes](#).

4. Data Analysis

The social impact analysis in this report has used values from HACT's UK Social Value Bank and available data for PFH activities over the 2022-2023 financial year.

4.1. Calculating social value in this report

The data presented in this section for each project is as follows:

- **Wellbeing value** – this combines direct wellbeing value and wellbeing health top up value and is adjusted for deadweight. Wellbeing values are taken directly from the UK Social Value Bank.
- **Exchequer value** – this value combines direct exchequer value and exchequer top up value. Exchequer values are taken directly from the UK Social Value Bank.
- **Deadweight** – this is the probability that this outcome would have happened anyway and is applied to social value calculations.
- **Total Social Value** – this is Wellbeing Value plus Exchequer value (and includes the deadweight that has been applied to the wellbeing value).

$$\begin{array}{r} \text{Wellbeing Value} \\ + \\ \text{Exchequer Value} \\ - \\ \text{Deadweight} \\ = \\ \text{Total Social Value} \\ \text{(adjusted for deadweight)} \end{array}$$

The total social value is then multiplied against the number of individuals who have achieved the relevant project outcome to calculate the social impact for a project or programme.

HACT and PFH identified 25 values from the UKSVB that aligned with outcomes of interest for projects and other business as usual activities such as repairs and maintenance and regeneration works. The UKSVB takes the breadth of work and activity undertaken by social housing providers into consideration and is not limited to just community investment or tenancy sustainment activities.

The values proposed require two forms of data – records of attendance/observational data, or pre- and post- survey data. HACT recognises that PFH currently does not collect all of the data required as set out in the UKSVB. Evidence based on alternative data sources cannot be used to provide an actual social value assessment. However, where alternative data is used, this can be used to calculate an indicative or potential social value to provide an indication of the social value that PFH could capture and evidence if the necessary evidence requirements were adhered to. This can be reported as long as reporting includes caveats that this is an indicative rather than actual assessment.

HACT has calculated the actual social value created for activities and projects where the required data is available. HACT has also undertaken an indicative analysis of available data to provide an assessment to illustrate the social impact that could potentially be captured.

UKSVB Value	Commentary
No problem with anti-social behaviour	As PFH routinely address ASB cases, this value provides a way to measure the impact of this work. However, to claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of ASB cases that have been reported and addressed in the reporting timeframe and HACT has used this to calculate an indicative social value .
Able to obtain advice locally	As PFH routinely provide advice and refer to other internal services, this value provides a way to measure the impact of this work. However, to claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of individual residents who have engaged with PFH for support and have been referred to other services in the reporting timeframe and HACT has used this to calculate an indicative social value .
Greenspaces are within walking distance	To claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of properties that have access to greenspaces within walking distance and HACT has used this to calculate an indicative social value .
Relief from depression/anxiety (adult)	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. HACT recommends that PFH collect data using the pre-set pre-/post-survey question from the UKSVB with individuals that engage with services and projects aimed at addressing depression and anxiety.
Good overall health	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. PFH's RSS survey does include a question relating to whether the resident consider themselves to have a disability. However, it is not possible to link responses with individuals to track changes over time. HACT recommends that PFH consider collecting data using the pre-set pre-/post-survey question from the UKSVB with individuals.
Feel belonging to neighbourhood.	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. PFH's RSS survey does include a question relating to satisfaction with the neighbourhood. However, it is not possible to link responses with individuals to track changes over time. HACT recommends that PFH consider collecting data using the pre-set pre-/post-survey question from the UKSVB with individuals.
Able to pay for housing	To claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of residents whose rent accounts have improved during the reporting period and HACT has used this to calculate an indicative social value .
Financial comfort	To claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of residents who received financial wellbeing support during the reporting period and HACT has used this to calculate an indicative social value .
Access to internet	To claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of residents who are able to access internet via kiosks during the reporting period and HACT has used this to calculate an indicative social value .
Computer access to internet	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. HACT recommends that PFH collect data using the pre-set pre-/post-survey question from the UKSVB with individuals that receive support to access the internet and HACT has used to calculate an indicative social value .
Able to heat household in the winter	To claim this value as actual social value, organisations are required to collect pre-/post-surveys using pre-set survey questions from the UKSVB. PFH has provided evidence of the number of residents who received support via provision of heaters or fuel vouchers and HACT has used this to calculate an indicative social value .
Member of social group	To claim this value as actual social value, organisations are required to collect attendance at events to demonstrate regular attendance. PFH has provided evidence of the number of residents who attended PFH activities during the reporting period and HACT has used this to calculate an actual social value .
Active in tenants' group	To claim this value as actual social value, organisations are required to collect attendance at events to demonstrate regular attendance. PFH has provided evidence of the number of residents who engaged in tenants' groups during the reporting period and HACT has used this to calculate an actual social value .

Temporary accommodation to secure housing	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. PFH colleagues estimated that identifying and extracting this data would require a significant amount of resource to undertake. HACT recommends that PFH consider the business benefits of understanding the social value created by these types of activities.
Temporary accommodation to secure housing (no dependent children)	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. PFH colleagues estimated that identifying and extracting this data would require a significant amount of resource to undertake. HACT recommends that PFH consider the business benefits of understanding the social value created by these types of activities.
Satisfaction with how landlord maintains and repairs home	HACT and PFH considered this value, however, current available data is not sufficient to claim this value. PFH's RSS survey does include a question relating to satisfaction with the repairs. However, it is not possible to link responses with individuals to track changes over time. HACT recommends that PFH consider collecting data from the same individuals over time. .
Rectification of serious condensation/ mould	To claim this value as actual social value, organisations are required to document the number of cases where serious condensation and mould have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Rectification of ceiling fault	To claim this value as actual social value, organisations are required to document the number of cases where ceiling faults have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Rectification of floor fault	To claim this value as actual social value, organisations are required to document the number of cases where floor faults have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Rectification of wall fault	To claim this value as actual social value, organisations are required to document the number of cases where wall faults have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Rectification of door faults (interior doors)	To claim this value as actual social value, organisations are required to document the number of cases where faults with interior doors have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Resolution of problems with condition of dwellings	To claim this value as actual social value, organisations are required to document the number of cases where issues with property condition have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Resolution of problems with local streets	To claim this value as actual social value, organisations are required to document the number of cases where issues with pavements have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Resolution of problems with scruffiness	To claim this value as actual social value, organisations are required to document the number of cases where issues with grounds maintenance have been identified and addressed. PFH provided data and HACT has calculated an actual social value .
Energy efficiency improved to Bands A or B (from C)	To claim this value as actual social value, organisations are required to document that number of properties that have improved energy efficiency. PFH provided data and HACT has calculated an actual social value .

4.2. Social value captured for PFH.

The table below details the actual social value created by a range of projects and activities delivered by PFH. Actual social value has been calculated where the required evidence has been made available for analysis.

- **Delivery period: 1st April 2022 – 31 Mar 2023**
- **Collective beneficiary reach: 1529**
- **Actual Total Social Value Created – £5,723,995**

Outcome	No. of residents who achieved outcome	Wellbeing Value (Adjusted)	Exchequer value	Deadweight	Total Social Value (Adjusted)	Commentary
Member of social group	179	306,219	1,074	1%	307,282	PFH submitted data collated from a PFH survey that indicates that 179 people have attended a social group.
Active in tenant group	14	27,443	252	1%	27,692	PFH submitted data that indicated 14 residents have attended regular tenants group sessions.
Energy efficiency A or B (from C)	4	7,940	0	0%	7,940	PFH submitted data that indicates 4 properties have improved their energy efficiency.
Rectification of mould	75	472,875	14,250	0%	487,125	PFH submitted data that indicates 75 cases of mould have been rectified.
Rectify ceiling fault	346	1,706,472	179,574	0%	1,886,046	PFH submitted data that indicates 346 works relating to ceiling faults were reported and addressed. 16 of these relate to ceiling tiles, lofts, or soffits. 330 relate to roofs, roof coverings, ariels, insulation.
Rectify wall fault	118	750,480	27,376	0%	777,856	PFH submitted data that indicates 118 works relating to wall faults were reported and addressed. Work included decoration, walls, wall coverings, re-point brickwork, re-new brickwork, concreting.
Rectify floor fault	60	387,000	31,140	0%	418,140	PFH submitted data that indicates 60 works relating to floor faults were reported and addressed. Work included floors, vinyl flooring, or thresholds.
Rectify door faults (interior doors)	191	914,317	45,267	0%	959,584	PFH submitted data that indicates 119 works relating to interior doors were reported and addressed.
Resolve problems with dwellings	63	236,502	33,516	0%	270,018	PFH submitted data that indicates 63 works resolving problems with dwellings were reported and addressed. This includes 36 at Ada Homes, Icelandic communal works, 18 flats and 9 bungalows.
Resolve problems with local streets	396	360,360	91,476	0%	451,836	PFH submitted data that indicates 396 works resolving problems with local streets were reported and addressed. As part of pathway repair programme, 307 individual repairs to pathways.
Resolve scruffy gardens & buildings	83	129,812	664	0%	130,476	PFH submitted data that indicates 83 works resolving problems with scruffy gardens and building were reported and addressed.
Total Social Value	1529	£5,299,420	£424,589		£5,723,995	

4.3. Indicative assessment of other available data

HACT recognises that the social impact generated by PFH activities exceeds the numbers detailed above and has undertaken an indicative assessment of wider outcomes to demonstrate the type of impact PFH could evidence if it were to collect pre and post survey data from participants.

Whilst inputs do not align exactly with the UK Social Value Bank HACT has compared output data with comparable outputs from the UK SVB to determine what social value could have been captured by PFH project, activities, and services (and, which therefore, have potential to be captured in future years). We have used alternative data provided by PFH. If PFH were to conduct an organisation wide impact assessment using the HACT Social Value Insight platform and draw questions to survey service users/beneficiaries, PFH would see the below results:

- **Period: 1st April 2022 – 31 Mar 2023**
- **Total beneficiary reach: 419**
- **Indicative total Social Value Created – £1,785,131**

Outcome	No. of residents who achieved outcome	Wellbeing Value (Adjusted)	Exchequer value	Deadweight	Total Social Value (Adjusted)	Commentary
Able to obtain advice locally	66	162,282	4,686	9%	166,546	PFH submitted data about the number of referrals made to different support services. 20 referrals for financial wellbeing support, 8 safeguarding referrals and 38 other referrals demonstrating that PFH has enabled residents to access local support from their landlord. .
Financial comfort	74	865,773	11,988	31%	874,045	PFH submitted data which indicates that 74 residents attended financial wellbeing workshops.
No anti-social behaviour	16	33,102	6,256	15%	38,420	PFH submitted data which indicates that 16 ASB cases were reported and dealt with in the reporting time period.
Able to pay for housing	27	93,233	72,900	53%	127,496	PFH submitted data which indicates that 27 residents reduced their rent arrears following support.
Heat household in winter	8	48,467	1,080	55%	48,953	PFH submitted data which indicates that 8 residents received heaters and/or winter warm funding.
Greenspace walkable	37	152,417	1,221	1%	153,626	PFH submitted data which indicates that 29 new tenants have access to walkable green spaces.
Access to internet	191	373,069	3,629	18%	376,045	PFH submitted data which indicates that 191 properties have access to internet kiosks.
Total Social Value	419	1,728,344	101,760		£1,785,131	

The above figures highlight an indicative social value figure that demonstrates the value that PFH has most likely created in these other areas and could have been captured if the relevant HACT evidence were to be collected.

5. Conclusions

5.1. Summary

PFH has a key role in supporting the creation of places where people are proud to live, contributing to increased neighbourhood satisfaction and supporting the economic, financial, and social inclusion of residents.

Our social value calculations demonstrate PFH is creating social value in key areas outlined in its strategy – strengthening the economy and improving wellbeing. In terms of impact created by PFH we have calculated that:

A total social value of £5,723,995 was created in the 2023 – 20223 financial year - based on available data for PFH. HACT recommends that PFH reports this as actual social value.

An additional £1,785,131 of social value could have been captured if evidence required via the HACT model had been collected - based on indicative data. HACT recommends that PFH report this as indicative social value. This is based on indicative 2022/23 data for PFH. Evidence based on alternative data sources cannot be used to provide an actual social value assessment. However, where alternative data as specified above is used, this can be used to calculate an indicative or potential social value to provide an indication of the social value that PFH could capture and evidence if the necessary evidence requirements were adhered to. This can be reported as long as reporting includes caveats that this is an indicative rather than actual assessment.

5.2. HACT observations

Housing providers across the sector are embracing the principles and practice of impact measurement to demonstrate impact, value for money, and provide evidence to inform decision making around investment and service design.

HACT recognises that PFH has a strong commitment to deliver impactful services to their residents and communities. HACT recommends that the PFH gradually builds up an understanding of ‘what works. Adopting this approach will put PFH in a strong position as a data and evidence informed organisation.

Key areas for PFH to consider:

1. Consider what social value means to PFH

This exercise has identified that PFH has some work to do to identify priorities and ambitions for social value and understand how the organisation provides values to residents and the local community through the breadth of work delivered via tenancy sustainment and community investment type of support as well as property and grounds maintenance works, which are considered to be part of business as usual activities.

HACT recommends that PFH undertake an exercise to understand what social value means to different teams and partners, levels of understanding and awareness of social value in the business and what the organisation’s ambitions for social value look like.

2. Develop an impact framework to measure and assess service performance and impact for service users, PFH and in the community/society.

PFH will benefit from creating an impact framework incorporating broader tenancy sustainment and independence measures as well as areas considered business as usual (e.g. asset management and regeneration) to inform strategic decision making and service design to optimise the resident experience. This framework should include social value, link to corporate aims and strategy, connect with a theory of change model, be strongly informed by local community need, help to communicate social impact with stakeholders, and link to national or international agendas.

Benefits of adopting a formal framework are improved outcomes for the community and staff, identification of what is working well, growing social impact awareness in the organisation, promoting systematic data collection processes, planned activity, and monitoring outcomes. Every metric adopted in the framework should help enrich decision making and influence stakeholders. When considered with local community socio-economic profiles and local authority priorities, adopting an impact framework can demonstrate robustly how progress is being made to all stakeholders.

To inform the selection of outcomes and associated measures, it is important to:

- Understand the service aim and how outcome data will be used – for example, overall, what does a sustained tenancy look like for PFH.
- Define service KPIs, impact measures and outcomes ensuring these are appropriate and achievable and understood by all stakeholders.
- PFH to consider the extent to which traditional finance/efficiency measures like management cost per unit may become less useful if services move towards social purpose/wellbeing objectives.
- Understand social impact and benchmark progress. Establishing a social value working group to monitor impact is one possible way of demonstrating progression and identifying improvements.

3. Collect new/additional data to create a more holistic assessment of impact.

There are three key types of service impact that housing providers currently measure:

- **Impact on the business/bottom line** - housing providers often focus on the effectiveness of services/ interventions at reducing rent arrears, voids, improving rent collection, and frequency of contact for other non-support services such as repairs and call centres. The wider evidence base supports the argument that these types of services have business benefits.
- **Impact for customers** - housing providers evaluate services to understand the financial benefits (employment, energy saving etc), health and wellbeing benefits and other customer benefits.
- **Impact for communities and wider society** – housing providers are increasingly looking at the impact of services on the environment, health, and other statutory services.

Primary research is key in any process that seeks to claim a change in circumstance, wellbeing, behaviour, or state. The UK Social Value Bank provides a means for PFH to evaluate the impact of projects and services for individuals and wider society. This report highlights that it is likely that project activities are having a greater impact on individuals than is currently able to be recorded. Therefore, there is potential for PFH to research, identify and evidence wider social value than is currently claimed. Secondary review of data

presents a thorough evidence base on which PFH can reliably demonstrate and claim changes in beneficiary circumstance/state.

HACT recommends that PFH consider using different impact measurement approaches and types of data to holistically evaluate projects and services, some of which are already being put in place. Various tools can be used alongside HACT's UK Social Value Bank and Wellbeing Valuation Methodology approach:

- Customer surveys.
- Cost Benefit Analysis (CBA).
- Social Return on Investment (SROI).
- New Economics Foundation's Local Multiplier 3 (LM3) approach.
- What Works Wellbeing Measures Bank, which is a searchable database of metrics and measures that can be used to assess changes in wellbeing in an evaluation.¹
- Randomised Control Studies.
- Assessment of alignment to government or global indicators (e.g., Scotland's National Performance Framework, Wales Future Generations Wellbeing Act, or WHO Sustainability goals).
- Case studies, participatory evaluation, videos, blogs, etc are also powerful in bringing impact to life and involving beneficiaries.
- Other ways of measuring progress such as producing [full social accounts](#) which should include a stakeholder analysis and survey, a social accounting panel to verify and sign off results and develop an understanding of what changes. Board members and other stakeholders such as customers can also be asked to ask key impact questions to clarify thinking such as who is experiencing change, what change is experienced, how much change is attributable to PFH.
- Benefit tracker tool to track impact of services.
- Combining traditional customer feedback methods with analysis of contact data e.g., CRM data mining and other measures such as frequency of contact to the business, proportion of PFH residents benefitting, digital inclusion, social cohesion, social value and wellbeing assessment, Centre impact measures.

We also recommend that PFH aim to engage with a minimum of 20% programme participants to ensure findings are representative. A larger research group would also allow for discovery of wider positive outcomes. Capturing demographic information also enables PFH to demonstrate wider impact of projects and services – e.g., information about gender, disabilities, ethnicities, ex-offenders, and homelessness.

Financial information is also useful for evaluating the impact of projects and services as it allows social return on investment ratios to be accurately assessment. This information can then be used to shape future policy and influence change by threading a gold standard attitude to Social Value.

4. **Develop enhanced data collection processes** to improve quality and consistency and report on benefits to the business, customers, and communities/society.

Standardised data collection processes will enable effective monitoring and enhance data quality. It is important to establish good practice early on with data collection strategies to forecast social impact effectively.

¹ <https://measure.whatworkswellbeing.org/measures-bank/>

In terms of collecting data that can be applied to the UK Social Value Bank, HACT and PFH considered other values and whether data from PFH's Resident Satisfaction Survey could be applied to calculate further indicative social value:

- *Feel belonging to neighbourhood.*
- *Relief from depression/anxiety adult*
- *Satisfaction with how landlord maintains and repairs home.*
- *Temporary accommodation to secure housing (no dependent children)*
- *Has access to private outdoor space.*
- *Temporary accommodation to secure housing (average)*
- *Internet access*

However, the available data was not considered suitable for application. HACT recommends reviewing data collection processes to implement pre-and post- survey questions to measure and quantify change,

HACT recommends that impact assessment begins before commencing delivery to ensure that processes can be put in place to collect evidence that is necessary to meaningfully measure outcomes using before and after data (the type of evidence required varies by outcome). If evidence is not collected before activity starts, then the 'before' position of individuals may be missed and may result in a less accurate social impact assessment. For example, collecting both survey and other data throughout enables quality and relevant evidence and inputs to be collected (e.g., pre and post surveys data, age, post code, duration, type of intervention).

We would recommend looking at implementing approaches and systems that support consistent data collection and analysis and providing guidance to delivery partners to collate data in a consistent format. .

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