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REGENERIS

Social Value Monitoring Framework for Bricks & Soul

A Draft Report by Hatch Regeneris
11 March 2020

Bricks & Soul Ltd

Social Value Monitoring Framework for Bricks & Soul

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1. Purpose of the study

Context

- 1.1 Recognising 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'). To do this 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 buying from and employing Greater Manchester traders.
- 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

The project

- 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
 - **Pottinger Street, Ashton-under-Lyne** – two refurbished flats which are home to two 16- to 25-year olds who were previously in care
 - **Katherine Cavendish House, Ashton-under-Lyne** – a home for seven vulnerable people
- 1.5 We are an independent, Manchester-based economic and social development consultancy. We are leading advisors to a wide range of land and property and cultural 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 short 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

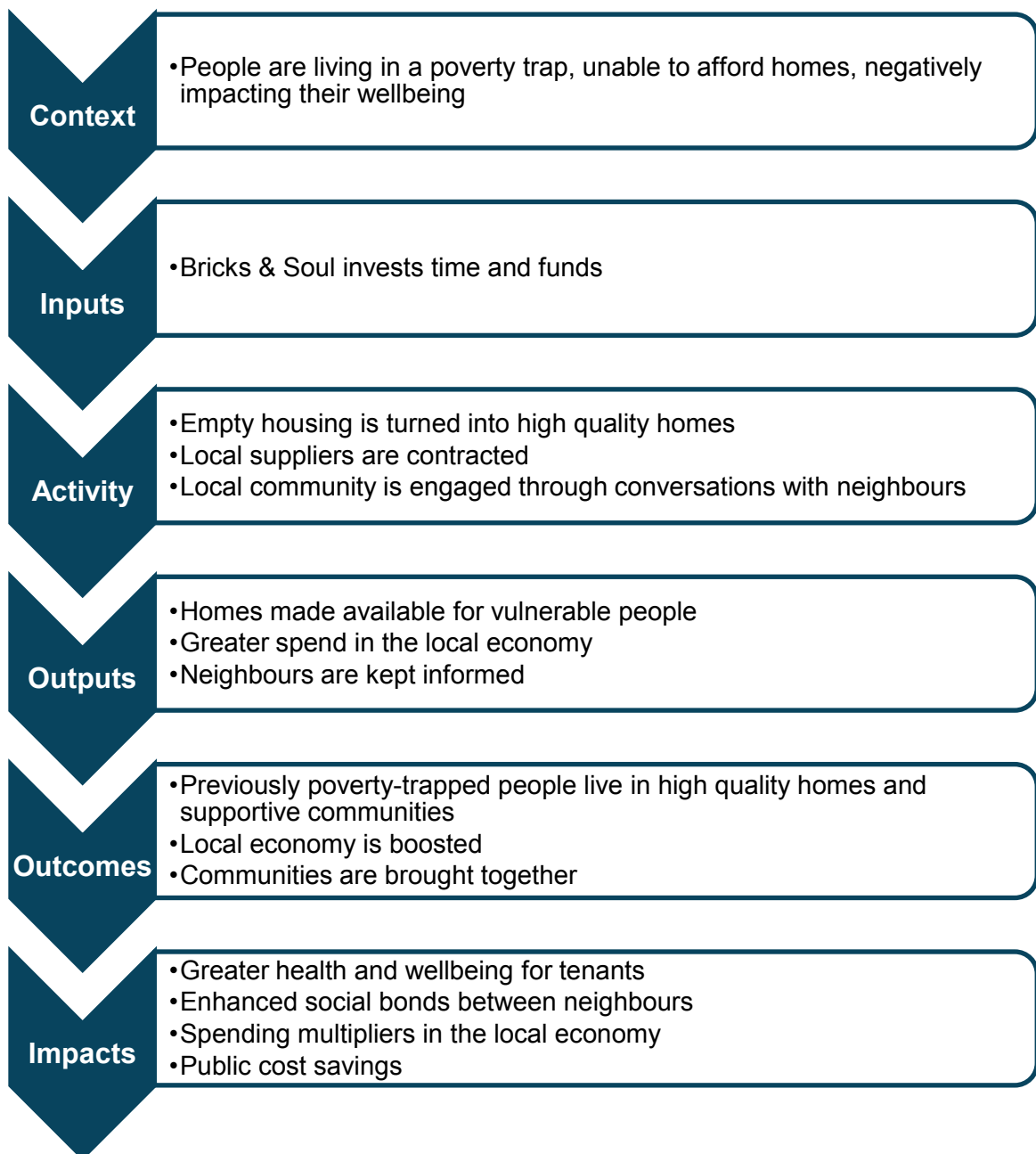
monetising the social impacts generated, and delivery of a social impact report for each scheme

- 1.7 This report sets out our proposed social value-based monitoring and assessment framework for Bricks & Soul at a project level, which will then be applied along with the survey to assess the impacts of the three housing schemes outlined above.

2. Our approach

- 2.1 For the first stage of work, we have drawn on our experience and the information provided on the three schemes by Bricks & Soul, to develop a framework with specific, measurable and practical indicators on which to measure progress. We will then use this framework to carry out an independent impact assessment of each of the schemes listed above and 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 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 1: High level theory of change model, Bricks & Soul



- 2.3 This study focuses on the social impacts 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. 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 feelings of belonging. 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).

- 2.4 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.

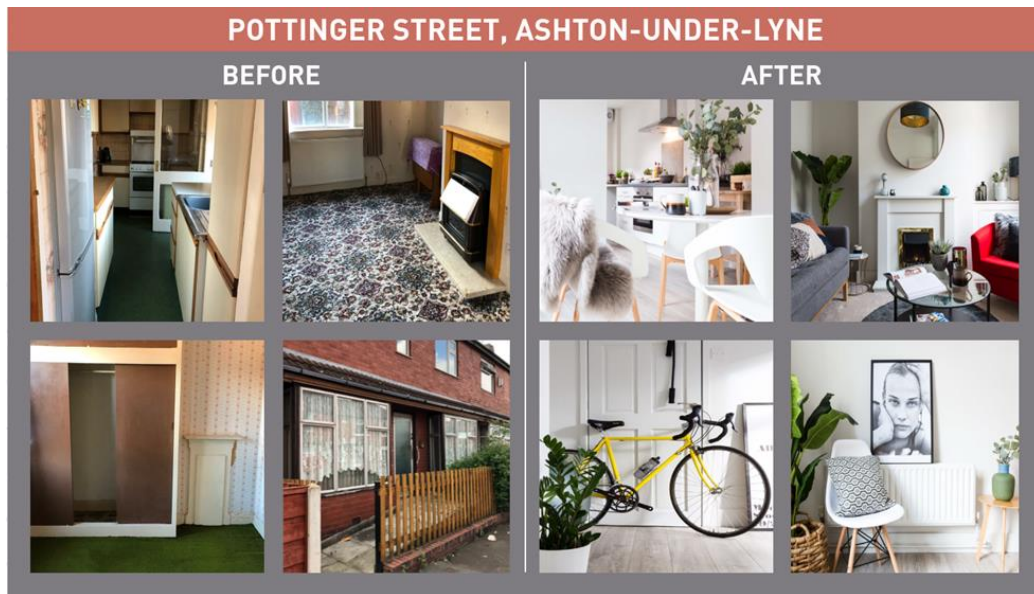
Our approach uses benchmarks from various sources to estimate the reduction in public spending to determine fiscal impact, including the:

- Unit Cost Estimates from the Greater Manchester Combined Authority (GMCA)¹
- Average annual spend values from the Department for Education (DfE)²

¹ GMCA Unit Cost Database, 2019

² DfE report: Care Leavers Transition to Adulthood, 2015

3. Social Value Monitoring Framework



Source: Bricks and Soul Ltd

- 3.1 Working with Bricks & Soul, we have developed a monitoring and assessment framework to capture the social value created by their approach and activities. The framework is supported by a survey which is designed to collect data on qualitative KPIs not captured by current business and project monitoring processes.
- 3.2 The framework outlines the KPIs to be collected across each cause and effect stage of the Bricks & Soul theory of change, shown in Figure 2. For each KPI in the framework, we have also described the information needed, outlined how the information will be sourced and suggested in which unit it should be presented. Our proposed Bricks & Soul framework is shown in Table 3.1.

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

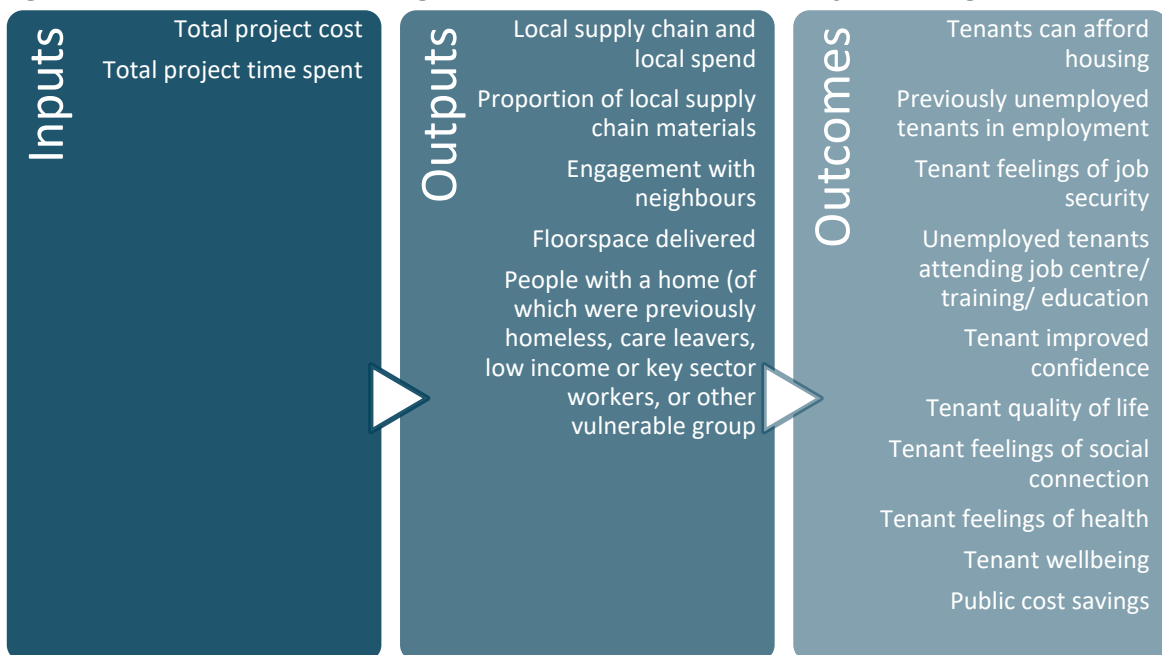


Table 3.1 Proposed Social Value Monitoring Framework for Bricks & Soul			
KPI	KPI Description	Data Source	Data Unit
Inputs			
Total project cost	Sum of costs spent on the entire project by Bricks & Soul	Business data	£
Total project time spent	Sum of time spent on the project by volunteers	Business data	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
Outcomes			
Tenant able to afford housing	Self-reported decrease in difficulties paying for accommodation	Social value survey ³	% change in score

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

KPI	KPI Description	Data Source	Data Unit
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	Unit Costs Database, GMCA, 2019 DfE Care Leavers transition to Adulthood report, 2015	£

4. Next steps

4.1 The next steps for this study are set out below.

- Data collection for each scheme, to be carried out by Bricks & Soul using the proforma and survey tool, which will form the basis of the impact assessment analysis
- Impact assessment of three completed schemes, using data collected as above
- Social impact statement delivered for each scheme



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