



ABOVE AND BEYOND FOR CORPORATE SOCIAL RESPONSIBILITY



SOCIAL ACCOUNTS 2013/14



EXECUTIVE SUMMARY

At City West we're big on social responsibility, so much so, we made 'Being an organisation with real social responsibility' one of our corporate objectives. We already deliver a range of services which go above and beyond social housing. These activities aim to improve the quality of life for our customers, limit the impact of our activities on the environment and support local economic growth.

2013 was a special year for City West as we celebrated our fifth anniversary as a housing association. Since stock transfer we have focused on delivering our promises to customers, particularly investing over £235 million in the housing stock to ensure we achieved decent homes through our five year Investment Programme. In recent years we have invested in new services to meet the changing needs of our customers, so the time now seems right to evidence the difference these activities are making in our first set of social accounts.

Due to the wide and diverse range of social responsibility activities we deliver it is not possible to include everything in our first set of social accounts. Instead we have chosen what we consider to be a representative sample of activities we have developed and delivered ourselves, or in partnership with others between 1st April 2013 and 31st March 2014. We will report other activities in future accounts, and give updates on those reported here to measure their medium and long term impact.

Our social accounts are reported in themes such as the work we do with young people through Change your Choices, The Young Enterprise Company Programme and the Prince's Trust Team Programme, and our healthy eating initiatives, Eat the School and Love Fruit & Veg. Some of our bigger activities, such as The Valley and Litter Legacy, are improving the appearance of neighbourhoods and the opportunities available to those who live there. We have also developed activities to give a helping hand to households in need of short term support to access food and other everyday essentials and we support good causes, through GIFT, developed by staff for staff to provide challenging fundraising and volunteering opportunities.

We have provided detailed green social accounts to report the difference made by our property investment programme, including the renewable and energy saving technology we have installed. These improvements reduce the CO₂ emissions which contribute to global warming and help our customers experience thermal comfort and access affordable warmth. Many of these improvements are delivered by City West Works Limited, a subsidiary of City West Housing Trust, which also provides the Handy Van Service to carry out small DIY work for customers at subsidised rates.

We continue to use our investment programme as an opportunity to secure apprenticeships with contractors through our Skills Programme and support customers into work in other ways, such as Don't Keep It Under Your Hat, which advises customers on how they can work for themselves.

Our social accounts have been independently audited to show they are a true and accurate record of our social responsibility activities. They complement our financial accounts to give a complete picture of what we are doing. This includes how much we invested and the impact this is having, commonly known as social value. It also makes sure our investments are transparent to our customers, our board and other stakeholders.

In 2014 we launched our [Big Pledge](#) which sets out the wide range of ways we intend to make a big difference to society, the environment and the economy in the future.

We hope you find our social accounts helpful and interesting, and welcome feedback on what you think about them. Each activity acknowledges partners who advised and supported us and we would like to take this opportunity to thank them for their important contribution.



TIM DOYLE
CHIEF EXECUTIVE

ABOUT CITY WEST HOUSING TRUST

HISTORY

We are a not-for-profit housing association set up on the 6th October 2008 to accept the transfer of properties from Salford City Council. We currently own 14,600 homes in West Salford. Our subsidiary, City West Works Limited, was set up in 2013.

OUR BOARD

Our Board exercises all the powers of our organisation, controlling its strategic direction and setting policy framework. Day to day management is delegated to an Executive Management Team appointed by the Board. The Board meets at least 10 times per year and comprises of four council members, four independent members and four tenant members. All Board Members have the same rights and responsibilities and each acts only in the interest of City West and not on behalf of any constituency or interest group.

OUR VISION

We define our aspirations through our vision:

“CITY WEST WILL BE A ‘CAN-DO, WILL-DO’ ORGANISATION SUPPORTING NEIGHBOURHOODS AND COMMUNITIES WHERE PEOPLE WANT TO LIVE.”

OUR OBJECTIVES

We aim to achieve our vision through six objectives set in our 2012-15 corporate plan.

HOMES	Improving our customers' homes and developing new homes in the future
RELATIONSHIPS	Building positive relationships in all that we do
SUSTAINABILITY	Delivering sustainable communities and environments
EXCELLENCE	Delivering excellent services and our commitments
COMPLIANCE	Ensuring regulatory compliance
SOCIAL RESPONSIBILITY	Being an organisation with real social responsibility



For more information about how we deliver our corporate objectives view our [corporate plan](#).



For information about our achievements, compliance with statutory and regulatory requirements; and latest financial summary, view our [2013/14 annual report](#).

OUR VALUES

Our values guide the way we behave. At City West we're about:

- C**ommunities that are safe and sustainable
- I**nnovation and continually striving for excellence
- T**ransparency, openness and honesty
- Y**ou feeling valued at all times
- W**est Salford and local opportunities
- E**mpowering and enabling our customers and staff
- S**tandards that are always of the highest quality
- T**rusting us to deliver what we say we will deliver

HOW WE MEASURE DELIVERY OF OUR VALUES

SOCIAL ACCOUNTING METHODOLOGY

We based our social accounting process on the Social Accounting Audit methodology developed by the **Social Audit Network (SAN)**. This helped us understand best practice and set our social accounting principles, as seen below.

OUR SOCIAL ACCOUNTING PRINCIPLES

- 1. We follow a recognised social accounting framework.** This ensures we measure the impact of our activities and understand the return on our investment. Where practical, we measure this difference in financial terms.
- 2. Our social accounts are independently verified** by a social audit panel comprising of a social auditor and our peers offering expertise from a range of sectors. This ensures we are open and transparent about our social responsibility activities.
- 3. We publish our social accounts at the same time as our Directors' Report and Accounts** to give a complete picture of our business activities.
- 4. We engage with customers and other stakeholders in a range of ways** to measure the difference made by our activities.
- 5. We share skills and resources** with our partners to help us increase our capacity and achieve value for money.
- 6. We do not over-report the difference made by our activities,** ensuring we recognise the contribution made by others.
- 7. We partner with local people to develop social enterprises.** These invest surpluses back into the business or the community rather than for the benefit of shareholders.

We acknowledge the SAN guide to social accounting and audit provided us with a clear direction on how to produce the social accounts. We used the guide to develop a social accounting workbook containing 23 actions which, when completed, produced our social accounts. This included developing individual social accounts for each social responsibility activity identified for inclusion in this year's social accounts. These individual accounts evaluate and report the difference made by each investment. When combined they produce the 2013/14 social accounts.

We commit to producing annual social accounts because we want to 'prove' the difference made by our social responsibility activities. We ensure transparency by having them independently audited and commission a qualified social auditor registered with SAN to lead the auditing process. Each account was provisionally sense checked by internal panels comprising of senior managers and a representative from our Value for Money Service Excellence Group.

We use a range of methods to evaluate the difference made by our activities, depending on the type of activity, the circumstances of the participants and the practicalities of when and how it is possible to engage with customers. When we invest in activities delivered by other organisations on our behalf, we specify effective evaluation as a condition of procurement.

We assign a social responsibility flag to relevant projects and service plan activities using our performance management software. We then allocate a performance specialist to work with the activity lead to collect the data we need to complete a social account for the activity.

The method used to evaluate the difference made by the activity is mutually agreed. Where it is not sufficient to use existing arrangements, such as customer surveys, we develop bespoke assessments. This was appropriate when we assessed the Valley, a neighbourhood intervention initiative, where we commissioned our Customer Scrutiny Inspectorate (CSI), pictured on the next page, to visit the neighbourhood and meet with customers to assess the difference this had made.

SOCIAL ACCOUNTING METHODOLOGY



Some of our Customer Scrutiny Inspectorate members with Jacqui Holmes, our Customer Scrutiny Advisor

We have a standard format for individual social accounts which focuses on:

- Why we invested – justifying the project
- What we invested – inputs such as costs
- What this delivered – outputs; and
- The difference this made – outcomes.

When evidencing why we invested we refer mainly to national data. In future years we will work with partners to identify a better local picture of need for social responsibility interventions.

We report the difference made to one or more of the following areas. Where a difference is evident in more than one area, we report the area most impacted on first. These areas are commonly referred to as the triple bottom line. We conclude the account with an analysis of the return on investment and where appropriate identify steps to improve the process in the future.

SOCIAL • ENVIRONMENTAL • ECONOMIC

Where appropriate we used the Housing Associations' Charitable Trust's (HACT) **Wellbeing Valuation Calculator**, recognised in HM Treasury's Green Book, the Government's core guide to policy evaluation, as a way to place value on things that do not have a market value through being bought and sold. Wellbeing valuation measures the success of a social intervention by how much it increases people's wellbeing. Large national surveys isolated the effect of a particular factor on a person's wellbeing. The amount of money needed to increase someone's wellbeing by the same amount was then assessed. All individual and total HACT wellbeing values are rounded to the nearest number using the HACT calculator. The totals may not necessarily match the individual value multiplied by the number of customers, but should be the values considered. They have also been adjusted to acknowledge other factors influencing wellbeing, commonly known as deadweight.

Staffing costs vary depending on the seniority of the role involved in the planning and delivery of the activity. Staff costs have been calculated at the average pay cost for that role and include employer "on costs" such as national insurance. Staff volunteering supporting activities has been calculated at the national minimum wage for 2013 of £6.31, since this would be the cost to the activity if it had to pay for this resource.

STAKEHOLDERS

We completed stakeholder maps with teams across the business to fully understand who we engage with during service development and delivery work. This exercise identified hundreds of stakeholders, who we have summarised into categories. We map stakeholders relevant to each activity and keep them informed or involved according to their level or interest and influence.

[VIEW THE SUMMARY OF OUR STAKEHOLDERS](#)

BUSINESS INTELLIGENCE MAP

We have consulted staff on the business intelligence they have access to and/or produce and this has informed our business intelligence map. We refer to this when we are developing new services or reviewing existing ones to make sure we understand demand, legislative and statutory requirements, performance and best practice.

Business intelligence is provided under the following themes:

- Assets
- Feedback and learning
- Customer profile
- Staff profile
- Finance and contracts
- Performance
- External sources of data
- Contractors
- Benchmarking
- Findings from audits and other checks

Business intelligence is supported by tools provided under the following themes:

- Guidance
- Partnerships
- Systems to hold and analyse data

We also include a list of business intelligence indicators which we collect and review at all times to provide a constant health check of our activities.

VIEW THE FULL BUSINESS INTELLIGENCE MAP

The rest of this report is dedicated to reporting on our individual social accounts. We hope you find them useful and informative.

SOCIAL AUDIT STATEMENT: City West Housing Trust

The Social Audit Panel has examined the draft Social Accounts submitted to us and discussed them in detail with Michael Roden and Elaine Sams of City West Housing Trust at the Social Audit Panel meeting held on 6th August 2014. I have examined the revised Social Accounts which were prepared following the Social Audit Panel meeting and which have taken into account various points identified in the notes* of the Social Audit Panel Meeting. We also examined a sample of the data and the sources of information on which the Social Accounts have been based. We believe that the process outlined above has given us sufficient information on which to base our opinion. We are satisfied that, given the scope of the social accounting explained in the revised draft and given the limitations of time available to us, the Social Accounts are free from material mis-statement and present a fair and balanced view of the performance and impact of City West Housing Trust as measured against its stated values and objectives and the views of the stakeholders who were consulted.

In the notes of the Social Audit Panel meeting we identified a number of important issues to be taken into consideration during the next social audit cycle. In particular we would refer to the following:

- i) Consider alternative consultation methods to increase response rates from stakeholder groups
- ii) Consider measuring and reporting the social impact achieved by supply chain partners

The members of the Social Audit Panel were:

- Liz Allen – Chair – The Connectives
- Jenny Chapman – Alternative Futures Group
- James Williams – Symphony Housing Group
- Rebecca Bryant – Manchester City Council
- Michelle Allot – Together Housing Group

Signed: 

Dated: ...26/09/14.....

Chair of the Social Audit Panel

* The notes of the Social Audit Panel meeting form part of the social accounting and auditing process and may, by arrangement, be inspected along with the full social accounts at the offices of City West Housing Trust 52 Regent Street, Eccles, Salford M30 0BP. Members of the Social Audit Panel have acted in an individual capacity.



INDEX OF SOCIAL ACCOUNTS

Our 2013/14 social accounts are summarised below and organised into seven overarching themes.

1. OUR YOUNG PERSON'S SOCIAL ACCOUNTS

- **Young Enterprise Company Programme:** students aged 15-19 set up and run their own real company over one academic year.
- **Prince's Trust Team Programme:** young people aged 16-25 attend a challenging and rewarding 12 week programme of activities.
- **Change your Choices:** young people aged 10-16 attend a week long hard-hitting course which highlights the consequences of anti-social behaviour (ASB) and hate crime on perpetrators and victims.

2. OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

- **Litter Legacy:** activities to improve the appearance of neighbourhoods such as litter picks, fly tipping removal and recycling awareness.
- **The Valley:** an intensive neighbourhood management initiative to improve the appearance of the estate and opportunities for customers living there.

3. OUR HEALTHY EATING SOCIAL ACCOUNTS

- **Love Fruit & Veg:** sold quality fresh produce at affordable prices from convenient locations.
- **Eat the School:** constructed growing spaces in primary schools. Teachers and pupils were trained and supported to plant and grow crops.

4. OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

- **Food Bank:** provides food parcels to people in crisis.
- **Cover Up:** collects and distributes donated winter coats to low income households.
- **Handy Van:** carries out DIY improvement work to households at subsidised rates.

5. OUR EMPLOYABILITY SOCIAL ACCOUNTS

- **Don't Keep it Under Your Hat:** helps customers use their skills to work for themselves.
- **Skills Programme:** broker's apprenticeships with our contractors.

6. OUR GIFT SOCIAL ACCOUNT

- **GIFT:** challenges staff to raise money and volunteer their time to support good causes.

7. OUR GREEN SOCIAL ACCOUNTS

- **Property investment programme:** reduces carbon emissions while achieving the decency standard for social housing.
- **Renewable and energy saving technology:** benefits the environment and our customers.
- **Raising awareness of the 'green' agenda:** campaigns to educate and change behaviour.



INDEX OF SOCIAL ACCOUNTS

All our social responsibility activities contribute to at least one corporate objective. This is summarised below.

HOMES	<ul style="list-style-type: none">• Our green social accounts evidence how our property improvement programme and other sustainability activities are delivering our Green strategy.
RELATIONSHIPS	<ul style="list-style-type: none">• Our financial inclusion social accounts evidence how we help customers in need of support.• Our GIFT social account evidences how we are providing staff development opportunities through fundraising and volunteering.• Our young person's social accounts evidence how we develop positive relationships with young people to give them the best start in life.
SUSTAINABILITY	<ul style="list-style-type: none">• Our neighbourhood social accounts evidence how our neighbourhood management services are combined with social responsibility activities to improve neighbourhoods.• Our healthy eating social accounts evidence how we are working to improve the health and wellbeing of our communities.
EXCELLENCE	<ul style="list-style-type: none">• Our annual independently audited social accounts help measure the performance of our social responsibility activities. They also report the return on investment to assess value for money.

COMPLIANCE	<ul style="list-style-type: none">• We report our social accounts with our financial accounts to give a full picture of our activities and ensure accountability. This also evidences how we are meeting the regulatory <u>framework</u> for social housing.
SOCIAL RESPONSIBILITY	<ul style="list-style-type: none">• Our employability social accounts evidence how we support people into work.• Our Green social accounts evidence how we are delivering the 'green' agenda.• Our GIFT social account evidence how we are supporting good causes.



INDEX OF SOCIAL ACCOUNTS

GLOSSARY

CESP = Community Energy Savings Programme: The programme supports energy efficiency measures tailored to individual properties.

CO₂ = Carbon Dioxide: City West has a range of activities that help to lower CO₂ which helps reduce global warming, which can lead to extreme weather and rising sea levels causing a risk to communities.

Cohort: A cohort is a group of people that have started a programme at the same time (e.g. we have cohorts of apprentices on our Skills Programme).

CSI = Customer Scrutiny Inspectorate: CSI are a group of involved customers that scrutinise all aspects of service, development and governance and report findings to the City West Board.

GIFT = Get Involved Find Time: GIFT coordinates our charitable activities, which are organised into two strands: fundraising and volunteering.

HACT = Housing Associations' Charitable Trust: HACT have developed a [Valuation Calculator](#) with a range of wellbeing values that we have used throughout this report to measure the success of our activities by how much it increases people's wellbeing. The methodology is recognised by Her Majesty's (HM) Treasury.

LLP = Local Lettings Policy: LLPs are established for specific estates or categories of accommodation in order to remedy specific neighbourhood management issues or where a neighbourhood would benefit from more direct intervention from City West in order to create a more balanced community that promotes sustainability.

LM3 = Local Multiplier Effect: LM3 assesses how the effect of the money earned might be multiplied locally through local spending.

The 3 refers to the 3 stages:

1 = A source of income (i.e. total income into a social enterprise)

2 = How it is spent

3 = How it is re-spent within a defined geographic area (i.e. the local economy). This is similar to the stickability principle detailed later.

LSOA = Lower Layer Super Output Areas: The English Indices of Deprivation measures relative levels of deprivation in small areas of England. They take into account income, employment, health and disability, education skills and training, barriers to housing and other services, crime and living environment.

NEET = Not in Education Employment or Training: NEET refers to young people who are not in education, employment or training.

NVQ = National Vocational Qualification: NVQs are work-based qualifications that are achieved through assessment and training. There are 5 levels and all participants of our Skills Programme go on to complete the NVQ Level 2 in Construction.

Redeeming Our Communities (ROC): ROC is a national charity that works on a range of projects aimed at bringing community transformation, by creating strategic partnerships which open up opportunities for crime and disorder reduction and improved community cohesion.

Social Audit Network (SAN): SAN is a not-for-profit organisation which facilitates the exchange of information and experience between practitioners of social accounting and auditing in the social economy and voluntary sectors.

Social enterprises: Social enterprises are businesses with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners. Social enterprises tackle a wide range of social and environmental issues and operate in all parts of the economy.

Stakeholders: Stakeholders are people and groups affected by or who can affect our activities.

Stickability: Stickability refers to the amount of money that stays within the local economy (i.e. the amount of someone's salary that is spent locally).

Youth Empowerment Panel (YEP): Our YEP are a group of young people that help to shape City West services through a range of activities and help to raise the profile of a range of issues facing young people – e.g. cyber-bullying.

YOUNG PERSON'S SOCIAL ACCOUNTS

Our involvement in the Young Enterprise Company Programme and the Prince's Trust Team Programme shows how we work with charities to deliver better outcomes for young people. We developed our Change your Choices programme to try and reduce ASB caused by young people. We recognise and thank our partners who help us to deliver this programme.

WHY WE INVESTED

We supported and developed these activities to help young people improve their confidence and develop skills needed to compete in the job market. This was in recognition of the high level of 16-18 year olds not in education, employment or training in 2013 (April to June 2013, 44.1% Source: Department of Education. NEET Statistics - Quarterly Brief).

We chose to invest in the charities involved due to their well-defined and tested activity programmes, which we felt would benefit our young customers. The charities were also able to evidence a track record of their programmes achieving positive outcomes for participants, particularly in the areas of improving self-confidence and teaching work skills.

YOUNG ENTERPRISE COMPANY PROGRAMME

WHAT WE DID

This activity works with [Young Enterprise](#), the UK's largest business and enterprise education charity. The Young Enterprise Company Programme offers students aged 15 - 19 the chance to set up and run their own company over the course of one academic year. Students elect a board of directors from amongst their peers and finance and develop their own product or service to sell to the public. Students develop skills such as team working, communication, problem solving, managing risk, creativity, innovation and leadership.

WHAT WE INVESTED - INPUTS

	£
Staff support for a total of 74 hours	1,070
Fees to take part in the programme; specialist advice; activities and materials	3,920
Total	4,990

WHAT WAS DELIVERED - OUTPUTS

We provided a weekly staff resource to St George's Roman Catholic High School students.



Students from St George's Roman Catholic High School

YOUNG PERSON'S SOCIAL ACCOUNTS

The students worked with us and our specialist advisors from Preston United Youth, to set up their company, 'Say It With Words', which creates bespoke occasional crockery (pictured below). The company earned a surplus through product sales at school and the Manchester Christmas Markets. The students are now planning to use the knowledge and skills they have developed to set up a new venture which centres on yearbook production.



The company - Say It With Words

We also supported Wentworth High School, Eccles. Although students decided not to set up their own company they received advice and support to work through the curriculum. Two students went on to complete work experience placements with us.

THE SOCIAL DIFFERENCE - OUTCOMES

St George's Roman Catholic High School students completed a survey to rate their skills at the start and end of the programme. The ratings were from one being 'find this skill difficult' to five being 'the skill is a strength of mine, I excel at it'. Results are given below.

SKILLS	BEFORE	AFTER	BETTER BY
Communication	2.4	4.4	2.0
Working with others	2.7	4.7	2.0
Setting and achieving goals	2.1	4.4	2.3
Confidence	1.7	4.0	2.3
Reliability	2.5	4.2	1.7
Leadership skills	2.4	4.0	1.6
Average	2.3	4.3	2.0

Students improved their skills on average by 2 points across all of the key areas, with confidence and setting goals showing the most improvement. Improved confidence is a particularly important outcome for young people coming to the end of school and deciding their future career path. We have calculated that this confidence improvement attracts a wellbeing value of £48,314.

YOUNG PERSON'S SOCIAL ACCOUNTS

CALCULATION USING THE HACT VALUE CALCULATOR

To make the wellbeing value calculation we used the question for 'improvements in confidence (youth)' provided by HACT. This asks participants how strongly they agree with the statement "I never feel useless". A value is attracted if this improves from "disagree" or "strongly disagree" to either "agree" or "strongly agree". All students improved their confidence, with seven improving it sufficiently to attract the wellbeing value attributed to this question of £6,902 per person. The total wellbeing value for the seven students is = £48,314.

Improved confidence was also reflected in student comments when asked what they had gained most from the programme and how they would apply what they had learnt. This is what they had to say:

"IT HAS BEEN GOOD TO DO. FUN."

"I WILL USE MY NEWLY GAINED CONFIDENCE IN INTERVIEWS."

"I WILL USE WHAT I HAVE LEARNED TO HELP ME LATER ON IN LIFE WHEN TEAM WORKING."

"I WILL USE WHAT I HAVE LEARNED IN A JOB TO MANAGE MONEY. IN AN EXAM TO MANAGE TIME."

Confidence and self-worth improvements were reinforced by the positive feedback the students received through awards won at the Young Enterprise regional finals for best report, best presentation, best trade stand and student of the year.

All students involved in the company felt that being on the programme helped equip them for the "world of work". This is an important outcome for the programme as the participants consider their career options as they enter their final year in secondary school. We have assigned £25,569 of wellbeing value to recognise how the programme supported students to gain skills to improve their job prospects.

CALCULATION USING THE HACT VALUE CALCULATOR

We used the wellbeing value for 'general training for job' valued at £2,131. We applied this to the 10 students who completed the programme and the two other students who went on to complete work placements with us. The total wellbeing value for the 12 students is = £25,569.

YOUNG ENTERPRISE COMPANY PROGRAMME SUMMARY

INPUTS	Staff time; fees; specialist advice; activities and materials	£4,990
OUTPUTS	One academic year programme, hours of advice and support	10 STUDENTS 74 HOURS
	Students improved their skills (average) across all of the key areas	2 POINTS OUT OF 5
SOCIAL OUTCOMES	Improving student confidence (wellbeing value)	£48,314
	Students equipped for the "world of work" and work placements completed (wellbeing value)	£25,569

YOUNG PERSON'S SOCIAL ACCOUNTS

RETURN ON INVESTMENT - CONCLUSION

The programme cost £4,990 to deliver, which works out at £416 per student, taking into account the 10 students who completed the company programme and the two students who went on to complete a work experience placement with us. The total wellbeing value attracted of £73,883 equates to £6,157 per student and far exceeds our investment. Considering the social outcomes, increased confidence and gaining skills to improve job prospects, we consider this to be a low level investment with a high rate of return.

The programme is helping us meet a number of our corporate priorities, particularly working with partners to raise the aspirations of young people and supporting sustainable communities as the students have potential to achieve more through higher aspirations while setting a positive example for peers to follow.

YOUNG PERSON'S SOCIAL ACCOUNTS

THE PRINCE'S TRUST TEAM PROGRAMME

This activity works with the [Prince's Trust](#) which supports 13 - 30 year olds who are unemployed, struggling at school and/or at risk of exclusion. Its programmes give vulnerable young people the practical and financial support needed to stabilise their lives and develop self-esteem and skills for work.

WHAT WE DID

We worked with Greater Manchester Fire and Rescue Service to deliver The Prince's Trust Team Programme in West Salford. This inspires young lives by offering people aged 16 - 25 the chance to gain qualifications and take part in challenging and rewarding activities. This 12 week programme includes an induction week, residential activity, community work, career planning and team challenges. There were opportunities to gain qualifications in a wide range of skills taught throughout the programme.

HOW MUCH WE INVESTED - INPUTS

	£
Total cost of the programme delivered by the Prince's Trust over three cohorts	15,000
City West staff support 2 staff for 9 days = 126 hours	1,810
Total	16,810

WHAT WAS DELIVERED - OUTPUTS

Our investment paid for 34 young people to take part across three programmes. These either responded to our advertising or were referred by agencies that we work with.

THE SOCIAL DIFFERENCE MADE - OUTCOMES

We use Cohort 3 (pictured below) to demonstrate the difference made by the programme.

This is what they had to say:

"I HAVE ENJOYED MY TIME ON THE TEAM AND MEETING NEW PEOPLE AND FACING NEW CHALLENGES."

"I'VE MADE NEW MATES MY OWN AGE... AND GOT ALL MY QUALIFICATIONS TO GET INTO A JOB."

"MY CONFIDENCE HAS GROWN LOADS AND I WILL BE TAKING AWAY FANTASTIC MEMORIES."



Cohort 3 at the Army Day

YOUNG PERSON'S SOCIAL ACCOUNTS

The Prince's Trust asked Cohort 3 to rate themselves against eight skills at the start, mid point review and end of the programme. Each skill is scored out of six. A summary of the skills and average scores are below.

SKILLS	START	REVIEW	END	BETTER BY
Communication	3.7	5.0	5.4	1.7
Working with others	4.3	5.2	5.9	1.6
Setting and achieving goals	3.4	4.6	5.0	1.6
Managing feelings	3.1	4.3	4.8	1.7
Confidence	3.1	4.7	5.4	2.3
Reliability	3.9	5.2	5.4	1.5
Job searching	2.8	3.6	4.4	1.6
Leadership skills	2.9	4.2	4.9	2.0

Every participant showed an overall improvement in their skills. The most improvement was evident in confidence, increasing by 2.3 points followed by leadership skills, which improved by 2 points.

Eight participants went on to gain employment, six participants went on to take-up education or training and eight participants went on to volunteer. We do not have recorded outcomes for the remaining 12 participants. Using the [HACT Wellbeing Value Calculator](#) the wellbeing values per person, per year, for those moving on into employment, education or volunteering are as follows:

ACTIVITY	HACT WELLBEING VALUE	TOTAL VALUE
Employment	£8,531 (8 participants)	£68,246
Education	£866 (6 participants)	£5,195
Volunteering	£1,353 (8 participants)	£10,821
		£84,262

THE ECONOMIC DIFFERENCE - OUTCOMES

All 34 participants achieved certificates in equality and diversity, health and safety, food hygiene, fire safety, first aid and the Princes Trust's certificate in employment, teamwork and community skills and Personal, Employability, Achievement and Reflection for Learning. The social difference confirms that learning through the programme has already helped some participants move on into work, training or volunteering.

Helping young people into work reduces public spending, as participants no longer rely on welfare benefits, and income earned attracts tax for Government spending, if taxable levels are reached. Employees also contribute to the local economy through day to day personal spending.



The graduation of Cohort 3

YOUNG PERSON'S SOCIAL ACCOUNTS

PRINCE'S TRUST TEAM PROGRAMME SUMMARY

INPUTS	Total £16,810, which equates to £494 for each of the participants	
OUTPUTS	34 participants completed the 12 week programme of challenging and rewarding activities	
OUTCOMES SOCIAL	Participants showed improvement in skills, with confidence showing the highest improvement (Cohort 3 example used as evidence)	
	22 (65%) of participants moved on into work, training or volunteering	Wellbeing value of £84,262
OUTCOMES ECONOMIC	<ul style="list-style-type: none"> • Qualifications improve employability • Reliance on state benefits is reduced • Employees spend income in the local economy and may be liable for tax deductions into the public purse 	

PARTNERS

We recognise the contribution of our partners to deliver this activity and would like to thank them for their support. Greater Manchester Fire and Rescue Service led the delivery of the programme and a large number of partners provided support in the recruitment process including Connexions and Job Centre Plus. Organisations that have supported the work placement team for the Cohort 3 example include Chill Factore, Animals in Distress, Castle Stay and Play and Gatley Pharmacy.

RETURN ON INVESTMENT - CONCLUSION

The programme cost £16,810 to deliver, which equates to £494 per participant. It has a successful return on investment with 22 of the 34 participants (65%) finding work, training or volunteering, attracting a total wellbeing value of £84,262, ranging from £866 to £8,531 per person. This far exceeds our investment and considering the social outcomes, increased skills including confidence and leadership and economic outcomes associated with moving on into work, training or volunteering, we consider this to be a low level investment with a high rate of return.

The programme is helping us meet a number of our corporate priorities, particularly working with partners to raise the aspirations of young people and supporting sustainable communities as the students have potential to achieve more through higher aspirations while setting a positive example for peers to follow.

YOUNG PERSON'S SOCIAL ACCOUNTS

CHANGE YOUR CHOICES

WHAT WE DID

Business intelligence told us that 10% of ASB reported in Little Hulton was due to youth behaviour, with 15 cases reported between February and July 2013. We designed Change your Choices to encourage young people to adopt more positive behaviours, including aspirations to attain education and employment in the future.

This week long hard-hitting course works with 10 - 16 year olds to highlight the consequences of ASB and hate crime on perpetrators and their victims. It also helps participants gain confidence to make the right decisions, deal with peer pressure and look at their future in a positive way. This is summed up in the motto 'Change your Choices – make a difference'.

The workshops are delivered in partnership with Greater Manchester Fire and Rescue Service, the Police, Salford City Council's teenage pregnancy and drug and alcohol services, the national educational charities [Prison Me No Way](#), [Challenge 4 Change](#) and [The Sophie Lancaster Foundation](#), [Connexions](#), the Magistrates Court and our [Youth Empowerment Panel \(YEP\)](#).

We identified participants by asking for referrals from schools, the Police, Social Services, youth offending teams and our neighbourhood officers. Participants did not need to be living in one of our homes to qualify for the course and we did not have any ASB cases involving the participants.

HOW MUCH WE INVESTED - INPUTS

	£ PER COHORT
Workshop activities End of week visit to Go Ape as a reward for completing the activities. Expenses including venue hire, travel including minibus, food and snacks	1,835
Five agencies donated a total of 14 hours of their time to the programme, valued at £203.87 <i>Health Improvement Team; Teenage Pregnancy; Drug and Alcohol Team; Fire Service; Connexions; Police</i>	DONATION
City West staff who delivered the week of activities - 256 hours	3,582
Total	5,417

YOUNG PERSON'S SOCIAL ACCOUNTS

WHAT WE DELIVERED - OUTPUTS

We delivered workshops to one cohort of nine young people from Little Hulton. These included a prison visit to discuss life behind bars with inmates, a trip to a homeless hostel to understand the realities of being homeless, a day at Agecroft Fire Station to understand the dangers of hoax calls and a session with a City West customer who described their own experience of ASB.

Sylvia Lancaster, the mother of Sophie Lancaster who was murdered as a result of hate crime, also took time to talk to the young people. This session focused on stamping out prejudice, hatred and intolerance. Sylvia is pictured (below) with participants and the session is included in our film of Change your Choices.



Sylvia Lancaster, with our Change your Choices participants

 [WATCH OUR VIDEO](#)

THE SOCIAL DIFFERENCE MADE - OUTCOMES

We completed a face to face survey with participants at the start and end of the week to see if their understanding of and/or ability to handle the main subject areas of the programme had improved. A follow-up exercise was completed six months later with five of the nine participants we were still in contact with. Questions were marked between one and five, with five being the best score.

The average improvement for the cohort over the week is given on the next page with the participants' knowledge of the subjects before and after the programme increasing by an average of 1.9 across all elements of the programme. This slightly reduced six months later to 1.3, but results remain higher than when the participants first started the programme.

YOUNG PERSON'S SOCIAL ACCOUNTS

QUESTION	DAY 1	DAY 5	DIFFERENCE
How fairly do you think the Police treat people?	1.4	3.8	2.4
How much do you understand the dangers of making hoax calls to the fire service ?	4.4	5.0	0.6
How much do you understand the impact ASB can have on victims and communities?	3.2	5.0	1.8
How much do you understand the impact that drug and alcohol use can have on your health and how it can affect your behaviour?	2.0	4.6	2.6
How much do you understand the impact judging someone by the way they look or their beliefs can have on them (E.g. emo, sexuality, disability or race)?	2.4	5.0	2.6
How confident do you feel to deal with peer pressure ?	3.0	4.6	1.6

The participants gained most knowledge and understanding of prejudice and found the session with Sylvia Lancaster most interesting. All participants aspired to having a “good” job with most identifying specific careers. This is an encouraging sign as one of the key aims of Change your Choices is to improve aspirations – particularly around employment and education.

What the participants said about it:

“IT’S MADE ME REALISE WHAT COULD HAPPEN IF I DO THINGS LIKE THROWING FIREWORKS OR DRINK AND DRIVE.”

“THE COURSE HAS MADE ME SEE THAT I CAN DO ANYTHING I PUT MY MIND TO IN THE FUTURE.”

“JUST BECAUSE SOMEONE LOOKS DIFFERENTLY, DOESN’T MEAN THEY DESERVE TO BE TREATED ANY DIFFERENT.”

“POLICE ARE THERE TO HELP, SERVE AND PROTECT.”

THE ECONOMIC DIFFERENCE - OUTCOMES

We tracked the level and cost of agency involvement for all of the participants six months before and after they took part in Change your Choices. We used the methodology developed by Salford City Council for its Better Life Chances initiative which allocates costs to specific organisations. Data gaps were sourced from the Troubled Families Project and a Social Return on Investment Network website.

We acknowledge reports from parents and agencies that some of the children have since fallen back into poorer behaviours. However, overall there was a reduction in agency involvement, predominantly, Police and Social Care. Before Change your Choices agency costs were tracked as £26,313, compared to after costs of £18,484. Change your Choices therefore delivered an overall saving of £7,829 for the six month period following the course.

YOUNG PERSON'S SOCIAL ACCOUNTS

CHANGE YOUR CHOICES SUMMARY

INPUTS	A Change your Choice activity costs £5,417 – one cohort, which equates to £601 for each of the participants
OUTPUTS	Nine participants attended a week of workshops to highlight the consequences of ASB/ hate crime, increase aspirations and improve confidence
OUTCOMES SOCIAL	Participant knowledge of subjects before and after rose by an average of 1.9 out of 5
	Most participants aspired to have good jobs in the future
OUTCOMES ECONOMIC	A reduction in agency involvement for the six months after Change your Choices saved the public purse £7,829

RETURN ON INVESTMENT - CONCLUSION

The programme cost £5,417 to deliver, which works out at £601 per participant. It has a successful return on investment, saving intervention agencies who had previously worked with the participants £7,826 over the six months following the participants completing the programme. Less costs of £5,417, this exceeds our investment with a return on investment of £2,409 (44%). Considering the social outcomes, increased awareness of how behaviour impacts on personal futures and the lives of those we interact with, we consider this to be a low level investment with a high rate of return. Potential longer term returns are participants moving on to further education or employment, contributing to sustainable communities, and providing positive role models for peers.

In 2013, Change your Choices received national recognition when it won the Best Project Award at the annual Social Landlord's Crime and Nuisance Group awards. We are proud of this achievement which recognises Change your Choices as best practice to share with housing associations and other agencies from across the country. The programme is helping us meet a number of our corporate priorities, particularly working with partners to raise the aspirations of young people and supporting safer and sustainable communities.

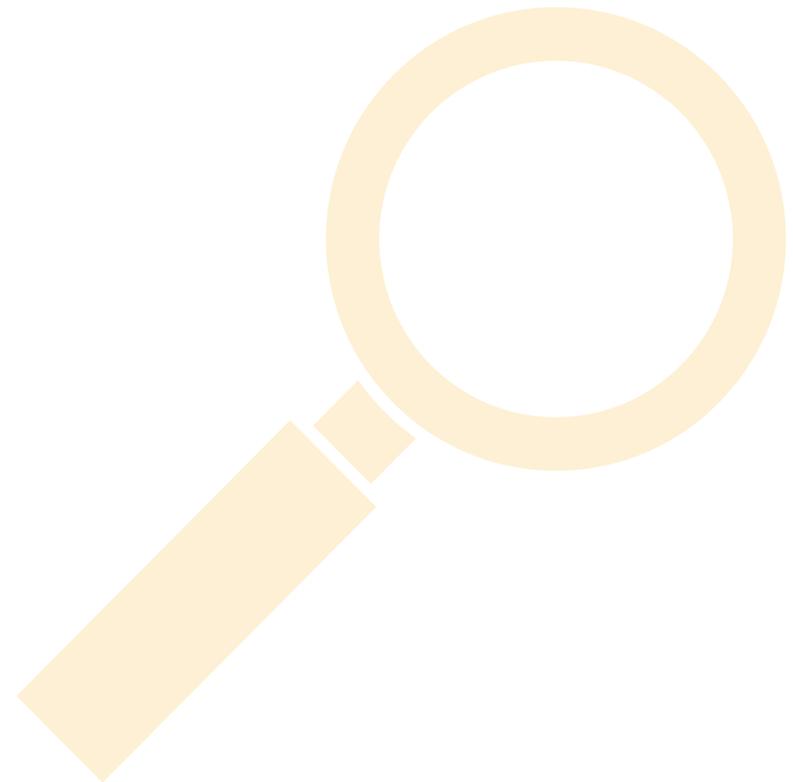
ONE'S TO WATCH IN 2014/15

YOUTH EMPOWERMENT PANEL

Our established Youth Empowerment Panel (YEP) develops opportunities for 23 young people to raise their self esteem and influence their own environment. YEP works with City West on a range of activities including the development of the youth inspection programme which enables young people to directly influence and improve our services. It has also helped us to deliver a Cyber Bullying awareness campaign.

NATIONAL CITIZEN SERVICE

We support the National Citizen Service programme, a personal development programme offered to all Salford school leavers. The programme brings together young people from different backgrounds and helps them develop greater confidence, self-awareness and responsibility. The four week programme, coordinated by Salford Foundation, includes a residential week, a skills week at Manchester Metropolitan University and a social action project in their community. On graduation, the participants receive the National Citizen Service certificate signed by the Prime Minister.



OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

Our neighbourhood social accounts show how we combine day to day housing management services with social responsibility activities. These are often delivered in partnership with other organisations and help to improve the local environment and opportunities available for customers and the other residents who live there.

BIG PLEDGE DAY - LITTER LEGACY

WHAT WE DID

Our Big Pledge Day - Litter Legacy on 10th May 2013 brought staff, customers, schools and other partners together to improve the appearance of our neighbourhoods. We litter picked, removed fly tipping and planted hanging baskets. We also raised awareness of recycling and the impact that litter can have on the neighbourhood and wider environment.

HOW MUCH WE INVESTED - INPUTS

	£
Staff time to plan and oversee the day - 146 hours	2,573
Equipment, filming and other expenses	12,000
Total	14,573

WHY WE INVESTED

Our 2012 customer survey highlighted that some neighbourhoods have litter problems. We developed Litter Legacy to target litter in four neighbourhoods. They were Moss Vale, Mountskip, Barton Lane & Trafford Road and Clifton.

WHAT WE DELIVERED - OUTPUTS

We removed high volumes of litter and fly tipping and produced an educational DVD for local schools to encourage pupils to carry on the good work and keep their neighbourhoods clean and green. We also displayed the winning poster from our schools competition in the local area. We recognise we did not adequately monitor levels of litter and fly tipping collected at this initial event, and have addressed this at future events.

OUR PHOTO ALBUM



Staff and customer volunteers including Deputy Chief Executive – Colette McKune and Bernadette Morrison – the Neighbourhood Manager who led on the Eccles event

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS



Litter picking on canal path in the Barton & Trafford neighbourhood



Removing graffiti at Clifton Youth Centre



Making planting tubs with children outside Clifton Youth Centre



Providing information to school children on dog fouling at Bridgewater Primary School - Mountskip

WATCH OUR FILM ABOUT LITTER LEGACY

THE SOCIAL DIFFERENCE - OUTCOMES

We measure customer perception of litter being a problem in our neighbourhoods through monthly phone surveys using an independent third party. To assess the difference made we measured customer perception for the four areas where the day took place.

In 2013/14 we asked 556 customers in the four areas 'To what extent is litter a problem in your area?' And compared this to results from 209 respondents of an earlier survey in 2012. The following shows the improvement for customers who chose the option that litter was 'not a problem at all'.

LITTER "NOT A PROBLEM AT ALL"

	AREA 1	AREA 2	AREA 3	AREA 4
BEFORE Litter Legacy 2012 survey	31%	31%	39%	34%
AFTER Litter Legacy 2013/14 survey	50%	37%	66%	57%
BETTER BY	19%	6%	27%	23%

We now apply this improvement to all households living in our homes

NUMBER OF HOUSEHOLDS WITH A BETTER RESULT	95 OUT OF 499	50 OUT OF 829	245 OUT OF 907	188 OUT OF 818
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Total homes = 3,053 across the four areas

Total homes bettered in the four areas = 578

Improvement 18.9%

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

CALCULATION USING EXAMPLE OF AREA 1

19% more respondents in 2013/14 said that litter was not a problem at all when compared to respondents in 2012. There are 499 customers living in area 1. We have applied the improvement experienced by the survey group to the neighbourhood as a whole. 19% of 499 households is 95 households experiencing an improved result.

We have calculated the wellbeing value of this activity using the HACT's Wellbeing Valuation. 'No litter' attracts a high wellbeing value of £3,193, per person. This recognises the many benefits of living in greener, cleaner areas, not least providing a safer non contaminated environment where people are more likely to want to live and work. When we apply the wellbeing value to the 578 customers who over the two surveys have improved their perception to 'no litter problems' the Litter Legacy activity attracts a wellbeing value of £1,845,546.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

By removing litter and making skips available to prevent fly tipping we improved the physical appearance of the neighbourhoods. This is what our customers said about it:

"ABSOLUTELY BRILLIANT. I HAVE CLEARED MY ENTIRE GARDEN."

"GREAT IDEA - HELPED TIDY UP THE NEIGHBOURHOOD."

"REALLY GOOD FOR THOSE WHO CAN'T DRIVE TO THE TIP."

"FANTASTIC, NOT SEEN ANYTHING LIKE THIS BEFORE."

"ITS GREAT TO SEE CITY WEST OUT CLEARING WHAT WAS A MESS ON THE GREEN."

"I THINK THE DAY IS A FANTASTIC IDEA AND IT WAS GREAT TO SEE EVERYONE PULLING TOGETHER AND TAKING PRIDE IN THE LOCAL AREA. IT SHOWS THAT WHEN EVERYONE WORKS TOGETHER WE CAN MAKE A REAL DIFFERENCE."

THE ECONOMIC DIFFERENCE - OUTCOMES

Staff volunteering attracts a value of £5,111. This is based on 810 hours paid at the minimum wage of £6.31 for 2013. This is the cost the activity would have to pay for this resource if it had not been donated. We support staff volunteering through our GIFT initiative and all staff volunteering values are assigned to our GIFT social account. We are therefore only reporting the volunteering value of Litter Legacy here for information only.



Showing the results on the environment - our Chief Executive, Tim Doyle (centre) and staff with the rubbish collected at Mounskip on the day

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

LITTER LEGACY DAY SUMMARY

INPUTS	Litter Legacy Day	£14,573
OUTPUTS	One corporate supported day of environmental action removed litter and bulk items – volume not monitored	
OUTCOMES SOCIAL	Customer perception improvement of litter “not being a problem at all” HACT wellbeing value	£1,845,546

RETURN ON INVESTMENT - CONCLUSION

The activity cost £14,573 to deliver in four neighbourhoods comprising of 3,053 homes. This equates to £4.77 per household. The Litter Legacy Day attracts a high wellbeing value of £1,845,546, due to the importance people tend to place on living in an area without litter. This is well in excess of the cost of delivering the activity and we therefore consider this to be a low level investment with a high rate of return. The activity is also helping us meet a number of our corporate priorities, particularly customer education and training and delivering sustainable communities.

Following the success of the Litter Legacy event we developed a programme of action weeks across our neighbourhoods. These aim to ensure a lasting legacy from the initial day.

OUR LASTING LEGACY ACTION WEEKS

In 2013/14 we delivered six action weeks in the areas of:

- Little Hulton: Armitage, Kenyon and Peel
- Swinton: Clifton and the Valley
- Cadishead: Irlam and Cadishead
- Little Hulton: Boothstown and Brindley
- Eccles: Westwood and Alder
- Eccles: Monton and Ellesmere

Here is a typical week:

MONDAY	Litter pick streets
TUESDAY	Skip drive for large items
WEDNESDAY	Fire safety and recycling awareness
THURSDAY	A fun day with planting and craft workshops
FRIDAY	‘Feedback Friday’ to evaluate outcomes

The action weeks cost a total of £5,221 to deliver.

ACTION WEEKS	£
31 skips with six donated for free	2,600
35 staff – worked for 172 hours based on Neighbourhood Officer salary	2,321
Room hire	300
Mobile toilet, venue, photographer, 20 high vis jackets and gloves, 200 leaflets – donations	NO COSTS
Total	5,221

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

Learning from the Litter Legacy, over time we developed a toolkit to record and evaluate what Litter Legacy costs and delivers. The following summarises what took place for the six action weeks in 2013/14:

	ALL ACTION WEEKS
Waste and rubbish collected	43 TONNES
Educated children - how to report dog fouling and how to recycle	2,715
Leaflets promoting awareness of litter and dog fouling	1,810
Put up "there's no such thing as the dog poo fairy stickers"	30 HOT SPOT AREAS
Created "Say No To Dog Poo" signs for outside schools	3 AREAS
Untidy gardens identified and actioned for improvement	61

For information, in 2013/14 they attracted 72 hours of staff volunteering valued at £454.32 over the six events, based on the minimum wage of £6.31. This is assigned to our GIFT social account.

We also reported abandoned wheelie bins to Salford City Council, and involved children in activities such as building bird or bug houses and planting seeds and bulbs.

CASE STUDY

The Little Hulton area office started a campaign to reduce dog fouling across all 10 neighbourhoods in the area. One of the first estates to have the campaign was the Peel estate where the school council (pictured right) took an active approach to the problem by making banners and going out on the estate handing out dog poo bags, leaflets and chanting "pick up that scoop and pick up that poop" and "no more dog fouling".



Little Hulton's Dog Poo Protest!

ONE TO WATCH - LASTING LITTER LEGACY ACTION WEEKS

We have a 2014/15 programme of action weeks and intend to fully evaluate and report the difference these have made in next year's social accounts - now that the approach has been tried and tested. We therefore highlight the Lasting Legacy Action Weeks as 'one to watch' in the 2014/15 social accounts.

OUR PARTNERS

We could not have developed and delivered Litter Legacy without the support and generosity of our partners. We would like to thank them for their involvement. For the Litter Legacy day this was: Salford City Council, Keep Britain Tidy, local schools, Whites, M&A Brown, City West Works Limited, St Ann's Hospice, F.Q.S. Hospitality, Travis Perkins, Sovereign, C21, May Gurney, Maxilead, Emmanuel Whittaker, Seddons, Mustard Tree, New Charter, Envirovent and Tesco.

Additional partners supporting action weeks are: Greater Manchester Police, Greater Manchester Fire and Rescue Service, Manchester Waste, Bullock Construction, Bardsley, The Dog's Trust, Smarties Nursery, Red Squirrel Workshop and Treeinspired.

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

THE VALLEY

WHAT WE DID

In April 2013 we introduced an intensive neighbourhood management initiative for our Valley estate where we have 435 homes. We delivered landlord activities, such as tackling ASB and improving the visual appearance of the estate, along with activities motivated by social responsibility, such as helping children develop through play and supporting customers to raise and fulfil their aspirations through training and employment.



WHY WE INVESTED

As a landlord we have experienced historical issues within the Valley, particularly in the area of community safety. Many households moving into the area stated this as the reason for quickly terminating their tenancies so tackling ASB was a key factor in this initiative being successful. Intimidation by some members of the community was also preventing customers engaging with us or our partners.

WHAT WE INVESTED - INPUTS

In 2013/14 this targeted intervention invested £49,000 in the Valley, which equates to £113 per household. The budget paid for a Project Officer to drive the activity and engage with customers and partners to develop and deliver services. The investment was also used to promote and deliver activities and events for the local community.

We converted a residential property into a community hub, with no rent loss to the business, since this would have been lost anyway due to the steady supply of empty properties available on the estate and this particular property being historically difficult to let. Expenditure for ICT equipment and networking for the centre has not been assigned to the activity since this supports our agile working initiative - to provide a number of venues for staff to work from within the neighbourhoods where we have homes.

WHAT WE DELIVERED - OUTPUTS

We consulted customers to develop the Valley Community and Partnership Action Plan, and the resource centre provided a multi-agency base for customers to access activities and services delivered on their doorstep. We also worked with local families until they felt confident to report ASB and share intelligence data with the Police. This helped tackle some 'long standing' criminal families and activities on the Valley. Our ASB action week included extensive door knocking with partners to ensure we were visible and approachable for reports of ASB. We also took part in a city wide group which tackles serious and organised crime.

We consider it a positive result that the number of ASB cases reported to us has almost doubled from 12 to 23 cases. This indicates that customers are now feeling more confident about coming forward to report incidents. We are already taking action against organised crime as a result.

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS



The Valley pride fun day to open the resource centre. Attended by the ceremonial Mayor of Salford Alan Clague and Councillor Merritt who both support our work. Leanne Shone, the Project Officer leading on this activity is pictured second right.

EVALUATION OF OUTCOMES

We asked customer representatives we work with through our Customer Scrutiny Inspectorate (CSI) to lead the evaluation of the difference made by our activities in the Valley. We took this approach in anticipation that on this estate, customers were more likely to engage with other customers rather than through 'formal' processes led by staff.

The customer representatives attended a careers fair and the resource centre open day. They also facilitated a customer focus group and interviewed the tutor of the employability course and the customers attending it. Their feedback is highlighted after the activities they observed or facilitated. We also considered the direction of travel for performance indicators, before and after the project, including the number of empty properties and levels of customer satisfaction within their neighbourhood.

Finally, we used [HACT Wellbeing Values](#) to give some guide as to the potential wellbeing values of the relatively recent interventions we are delivering.

The table below summarises what advice and support is taking place and the wellbeing values these attract.

HACT Wellbeing Values relevant for Valley activities:

ACTIVITY	WELLBEING VALUE CALCULATOR CATEGORY	HACT WELLBEING VALUE (£)*
HOUSING MANAGEMENT ACTIVITIES		
Estate inspections	No litter problems	3,193
Community events	Feel belong to neighbourhood	3,175
Benefit advice	Able to pay for housing	5,984
ASB service	No problem with ASB	5,717
SOCIAL RESPONSIBILITY ACTIVITIES		
Kid's Club	Go to youth clubs	1,996
Gardening	At least once a week for two months	1,185
Men's Group	High confidence (adult)	9,537
Being Well Coaches	Smoking cessation	2,950
	Relief from drug/alcohol problems	17,607
Digital inclusion	Internet access in the centre	932
Employment and training	Full time	9,152
	Part time	1,000
	Vocational training	8,666
	Employment training	550
	General training for job	1,288

*Per person, per year.

The detail of these activities is set out on the next page.

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

THE SOCIAL DIFFERENCE - OUTCOMES

Our **Summer Kid's Club** provides activities for young people such as gardening, art, games and circus skills. We find these young people improve their confidence and team working as they try new things. They gave a graffiti wall a new lease of life and created a huge face (pictured below) in the community garden moulded by hand out of mud, with plants for hair and mosaics made by the children for eyes. Our Valley poster project enabled them to put their personal stamp on the physical image of their estate.



Face in the community garden



Growing area in the community garden

The **Growing Communities** initiative has gone from strength to strength, since it was set up two years ago. This community garden used vacant land to develop food growing areas and an orchard. Initially set up with City West funding, licensed land and staff volunteers to clear the site and support the launch. This initiative is a real success story as it is now being run by the community for the community. Ann Pinkney, associated with the centre for 22 years, says:

“THERE’S A DISABLED GROUP, A CHILD-MINDERS GROUP, AN UNDER 11S, PENSIONERS - BUT WE ALL HELP EACH OTHER - AND WE’VE ALREADY GROWN PRODUCE THAT WE EAT IN THE CENTRE. IT ALSO HELPS PEOPLE GET OUT OF THEIR HOUSES AND HELP OTHERS. WE COULD NOT HAVE DONE THIS WITHOUT THE FUNDING FROM CITY WEST AND THE PARTNERSHIP WORKING WITH OTHER ORGANISATIONS. IT’S GREAT.”

A weekly **Men's Group** engage in discussions, outdoor activities, cooking lessons and hosts guest speakers. Although still in its early days, some of the men we spoke to at the Valley open day said it had already improved their confidence.

Internet facilities have recently been made available to the community at the centre, enabling digital inclusion for customers and reduce costs for the business as more customers access services online. This can also cut household bills through online discounts, help customers find work, and support social inclusion as customers maintain contact with friends and relatives (source: Government Digital Inclusion Strategy 2014). We will be monitoring take up throughout the forthcoming year.

Customer representative feedback

“Digital inclusion is important. Many customers told us that because of welfare reform, they could no longer afford the landline needed for internet access.”

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

Being Well Coaches work with people one-to-one or in a group to help them decide what's most important for them to tackle – cutting back on smoking and drinking, changing what they eat, being more active, meeting other people, or all of these. Customers are supported to make changes and understand what they should do to make them stick.

THE ECONOMIC DIFFERENCE - OUTCOMES

Our **local lettings policy** supports the creation of sustainable communities by prioritising people in work or training for some vacant homes. This encourages positive role models to move into the area and the income they spend adds value to the local economy. We also targeted customers affected by benefit cuts and invited them to our Chatterbus to discuss any **welfare reform** concerns or other issues relating to rent or household finances. These customers are supported to maximise incomes, pay their rent and reduce or keep out of debt.

We have achieved housing management targets set for **tenancy terminations** which fell by 18% (to 51 homes), indicating more customers are wanting to stay in the area. This helps communities become more sustainable, and reduces our re-let costs, which equates to a saving of £30,272 based on the average cost for the area in 2013/14.

Colleges use our resource centre to hold free **courses** ranging from a couple of hours to over several weeks. They include first aid, preparation for work, working in schools taster, stress management, beauty taster, counselling industry taster and construction. Two customers have since gone on to find employment, crediting the course they completed for helping them improve their self-confidence and CV writing skills. Another 12 learners achieved the level 1 qualification in construction and won the adult learner award at the college awards.

Customer representative feedback

"It is easy to get on training courses and customers had on-going tutor support, as well as supporting each other, both of which were invaluable. Courses are tailored to the individual and each customer is able to learn at their own pace and skill level. The learning atmosphere of the centre is relaxed and comfortable. Customers felt the course had increased their friendship circles, and boosted their self-esteem and confidence. It had made a real difference including updating CVs to reflect today's technology. IT skills were learnt and developed, giving basic knowledge or updating original skills, to help customers be ready for future job opportunities."

We have also delivered an **employment and training fair** with partners including Job Centre Plus.

Customer representative feedback

"It was very good, particularly for young people, but still inclusive for the over 25s. The venue was very relaxed and information was readily available and easy to take away. We found out lots about what was happening in Salford, some of which we had not heard about before. There was a good turn out of providers who gave good advice."



Customers being consulted at the open day

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

Estate inspections identified fly tipping, graffiti and untidy gardens to be dealt with. The appearance of the estate was improved and customers were made aware of their responsibilities and expected behaviours under the tenancy agreement.

CUSTOMER FEEDBACK RESULTS

Using our monthly customer phone surveys, carried out through an independent third party, we analysed the difference in satisfaction for Valley customers between 2012/13 (before the activity took place) and 2013/14 (after the activity took place). Positively, satisfaction with the neighbourhood as a place to live rose by 10% to 86%. Results are reflected in the following table:

BEFORE	AFTER	BETTER BY
76% (65 out of 86 respondents)	86% (84 out of 98 respondents)	10%

In May 2014, we held a community event to celebrate one year of activities on the Valley. All customers were invited and we carried out face to face interviews with 11 customers, including asking about neighbourhood improvement specifically for the last year. This found that 82% (9 respondents) stated it had got better, with no one stating it had got worse. 'More activities being available' featured highly as the reason for the improvement. Other reasons were the street lighting refurbishment, contact with us as a landlord, problems being dealt with immediately and less litter. We are confident results will further improve as more customers become engaged in our activities and with the completion of environmental works in 2014/15.

Customer representative feedback

"The customer focus group felt their neighbourhood had greatly improved over the last 12 months and this was due to the installation of cameras and the resource centre."

This is what customers told our customer representative:

"CONTINUE DOING WHAT THEY (CITY WEST) ARE DOING, MASSIVE IMPROVEMENTS HAVE BEEN MADE."

"GOOD COMMUNICATION WITH RESIDENTS AND STAFF ARE ALWAYS WILLING TO HELP."

We also asked the 11 customers whether they thought their neighbourhood was a good or bad place to live. Results are encouraging with just over half, 55% (6 respondents), saying 'good', and 45% (5 respondents) saying it was 'mixed'.

Although the sample size is quite small, at 11 respondents, these interviews, due to their face to face approach, were more in depth and complement the customer phone surveys and customer representative feedback results we also collected to evaluate the activity.

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

THE VALLEY SUMMARY

Our 2013/14 balance sheet is an interim position since many intervention activities need some time to deliver measurable results.

INPUTS	£49,000 costs which equate to £112.64 per household	
OUTPUTS	Housing management <ul style="list-style-type: none"> Estate inspections Community events Welfare reform advice ASB service 	Social responsibility <ul style="list-style-type: none"> Kid's Club Gardening Men's Group Being Well Coaches Digital inclusion Employment/training
ECONOMIC OUTCOMES	<ul style="list-style-type: none"> Free college courses are locally available Tenancy turnover has reduced, saving £30,272 in re-let costs The local lettings policy is attracting working customers to move into the area. Their public spending will contribute to the local economy 	
SOCIAL OUTCOMES	<ul style="list-style-type: none"> Most customers said their neighbourhood had improved and was a 'good' place to live Customers attending the Men's Group confirmed it had improved their confidence The community garden is now run by the community and continues to expand, with the recent addition of an orchard Some customers are supported to make changes to their lifestyles through well being coaches ASB reports have doubled from 12-23 reflecting higher customer confidence in the service 	

SOCIAL OUTCOMES	25-30 children attended the Kid's Club attracting a HACT wellbeing value of £49,902. (Based on 'Go to youth clubs' 25 'kids' multiplied by £1,996 value each)
SOCIAL OUTCOMES	Two customers attending courses have secured jobs attracting a HACT wellbeing value of £18,303. (Based on wellbeing values for two customers moving 'from unemployment to employment')
ENVIRONMENTAL OUTCOMES	Estate inspections are improving the appearance of the estate through litter picks, removal of fly tipping and targeting untidy gardens

RETURN ON INVESTMENT - CONCLUSION

The intervention cost £49,000 to deliver. Since the Valley comprises of 435 homes, this equates to £112.64 per household. The activity attracts wellbeing values of £68,205, for supporting two customers into work and providing the Kid's Club, and saved £30,272 in relet costs. This is well in excess of the delivery costs and we therefore consider this to be a medium level of investment with a high rate of return, based on £49,000 costs against £98,477 of total value. The activity is also helping us meet a number of our corporate priorities, particularly customer education and training and delivering sustainable communities.

OUR NEIGHBOURHOOD SOCIAL ACCOUNTS

ONE'S TO WATCH IN 2014/15

The true impact of some activities will not be fully understood until next year. We therefore highlight the Valley as 'one to watch' in the 2014/15 social accounts. Over the next year we will continue with our activities to try and improve customer perception of the Valley. We will also try and improve the perception of those who do not live there, by trying to increase demand for the area from the housing waiting list. We will measure this with follow up surveys and monitor the level of tenancy terminations and acceptance rates for homes offered. Our customer engagement has already resulted in a customer steering group and we will also respond to customer feedback given below.

Customer representative feedback

"Customers said they would benefit from better information about activities taking place and that although ASB was reducing they think more could be done by City West and the partners it works with in this area. Customers taking vocational courses said they would have benefitted from more computers in the customer resource centre."

"We feel that the Valley would benefit greatly from a tenants and residents group to increase interest in City West activities such as the community events."

PARTNERS

We recognise the contribution made by our partners to this activity and would like to thank them for their support. They are: Kids Club - Salford Community Leisure; Graffiti wall and garden sculpture through the National Citizen Service activity led by Salford Foundation; Action week – Salford City Council, Greater Manchester Police, Fire and Rescue and Probation Service's Community Payback Team; The Men's Group - Salford Health Improvement Team; Stress Management - Salford Therapeutic Services; Employment - Salford College and Standguide ; and Greater Manchester Police – PCSOs.



OUR HEALTHY EATING SOCIAL ACCOUNTS

Our Love Fruit & Veg and Eat the School activities make healthy eating accessible and affordable, addressing the lack of fruit and veg available in our neighbourhoods, some of which only offer fast food outlets. Both activities combine our investment with external funding to increase our capacity to deliver more.

WHY WE INVESTED

Statistics show the health of people in Salford is generally worse than the England average. Life expectancy for men in the most deprived areas of Salford is 12.1 years lower than the least deprived areas of England, and for women it is 8.2 years lower. Local child obesity at 23.1% is higher than average for England and estimated levels of adult “healthy eating” and smoking are worse than the England average (Source: 2012 National Health Service (NHS)). Health problems associated with being overweight or obese cost the NHS more than £5 billion every year. Obesity can also make it more difficult to find and keep work, and can affect self-esteem and mental health. (Source: Gov.UK 25th March 2013)

LOVE FRUIT & VEG

WHAT WE DID

Love Fruit & Veg sold quality fresh produce at affordable prices from convenient locations. This weekly service packed and delivered fruit and vegetables to local food clubs, who in turn took orders and payments. Produce was procured from local suppliers and a family sized bag of mixed vegetables or mixed fruit cost £4.50 and a half size bag was £3.



We supported customers and staff to take advantage of the activity by offering informal cookery classes and tastings. We also promoted the benefits of buying fruit and veg and eating healthily, including a healthy eating recipe card within each bag of fruit or veg.

The social accounting period for Love Fruit & Veg is the 69 weeks it was operational. Most of the fruit and veg bags were sold during 2013/14.

WHAT WE INVESTED - INPUTS

	£
Lottery funding paid for sample produce, packaging, vehicle hire and fuel, marketing, chef demonstrations, recipe cards, room hire, and training costs for volunteers	10,000
Fruit and vegetables bought weekly	18,000
Staff cost total hours 778 hours	11,218
Total	39,218

OUR HEALTHY EATING SOCIAL ACCOUNTS

WHAT WAS DELIVERED - OUTPUTS

There were 3,500 orders from customers and staff and we recruited volunteers to help pack and distribute the produce. The volunteers were trained in manual handling, team building, first aid, food hygiene and health and safety.



WE USED THE HACT VALUE CALCULATOR

“Regular volunteering” attracts a wellbeing value of £1,868 per person per year. Applied to the 12 volunteers this attracts a total wellbeing value of £22,419. This is based on volunteering at least once a month for two months.

CASE STUDY

Daniel, 22, pictured on the right, explains the difference Love Fruit & Veg has made to him.



Daniel, from Swinton volunteered at Irlam Community Fire Station. He really enjoyed packing up the produce for distribution and the social aspect of the volunteering. Daniel used to stay in his room working on his computer most days after he finished at college, but his volunteering work at Love Fruit & Veg and socialising with the other people involved has changed things for him. His confidence and self-esteem have increased and this has helped Daniel secure a traineeship at Hope Hospital. Daniel said:

“I LIKE COMING HERE TO HELP OUT WITH THE PACKING - IT GETS ME OUT OF THE HOUSE AND I HAVE MADE NEW FRIENDS TOO.”

Daniel’s grandfather said: *“Daniel volunteering here has helped him no end and really brought him out of his shell. He used to be very shy and now he enjoys socialising, has more confidence and has now got this traineeship coming up. Thanks to Love Fruit & Veg Daniel’s self-esteem has blossomed.”*

Love Fruit & Veg encouraged around 50 customers a week to eat healthily. Some customers already ate this type of produce but said they chose to support the activity for convenience or to support a social enterprise. We have not contacted customers since the activity ended to see if this resulted in a permanent change to eating habits.

Average customers a week calculation

3,500 orders shared between the 69 weeks of operation including all of 2013/14 = 50.7 orders a week.

OUR HEALTHY EATING SOCIAL ACCOUNTS

THE ECONOMIC DIFFERENCE - OUTCOMES

Customer volunteering contributes £9,370 of economic activity to Love Fruit & Veg based on the minimum wage of £6.31 and the 1,485 hours of volunteering delivered (297 volunteering days at five hours a day). We consider this an economic outcome because Love Fruit & Veg would have had to pay for this resource had it not been available. A member of staff volunteered 3.6 hours a week to co-ordinate the delivery of some of the produce. This is accounted for under GIFT, our staff fundraising and volunteering activity social account. The £18,000 we spent on produce contributes to the local economy through the suppliers we supported.

Love Fruit & Veg brought in £14,500 from the produce it sold. This did not cover expenditure, but this was partly due to orders decreasing over time. Informal feedback from customers consistently reported this was due to not being able to choose the items in the bag, a request that was not economically viable to meet.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

Choosing to buy local and in season produce can reduce food miles and therefore CO₂ emissions - which contribute to global warming and air quality. This is however difficult to quantify because an understanding of how each type of food can be alternatively produced in and transported from different parts of the world would be required.

PARTNERS

We recognise the contribution of other organisations in delivering this activity and would like to thank them for their involvement. This includes SureStart (Little Hulton), Salvation Army (Eccles), Lewis St Primary School, Salford College, Salford Royal Hospital and Irlam Fire Station.

LOVE FRUIT & VEG SUMMARY

INPUTS	Produce, staff hours and other expenses	£39,218
OUTPUTS	Small or large bag of fruit and/or veg	3500 bags
SOCIAL OUTCOMES	12 customer volunteers – wellbeing value	£22,419
	On average number of customers a week encouraged to eat healthily	50.7
ECONOMIC OUTCOMES	Customer volunteering value (labour)	£9,370
	Income from produce	£14,500
	Investment in the local supply chain – produce	£18,000
ENVIRONMENTAL OUTCOMES	Reduction in CO ₂ emissions (food miles) due to buying local	Not known

OUR HEALTHY EATING SOCIAL ACCOUNTS

THE RETURN ON INVESTMENT - CONCLUSION

Love Fruit & Veg cost £39,218 to deliver and brought in £14,500 in sales. Customer volunteering attracted a wellbeing value of £22,419 and £9,370 in economic activity through the labour it provided. The total value therefore attracted is £46,289. Less costs of £39,218 the activity delivers a return on investment of £7,071. We therefore consider this to be a medium level of investment with a low to medium rate of return at 18%. Only £29,218 was invested by City West, therefore increasing the return to 24%.

The activity is also helping us meet a number of our corporate priorities, particularly working in partnership with others to improve the health and wellbeing of our communities and customer education and training. Other benefits to the business included helping us understand new markets and experience in providing customer volunteering opportunities on a larger scale than ever before.

In April 2014 we reviewed the future of Love Fruit & Veg, although it delivered positive outcomes, on a cash flow basis money collected was not sufficient to meet the costs of produce procured. We have since researched more established public sector schemes and found they too are reliant on funding subsidies to operate. We also considered cooperatives and home delivery services but found the high value speciality and/or organic foods were unlikely to be affordable to our customers. We finally considered delivery through a specialist third party to combine demand with customers in other areas to attract discounts but were unable to find a suitable partnership.

We remain committed to supporting healthy eating initiatives and our recent customer phone survey found 54% of 357 respondents expressed an interest in a local van visiting their area to sell fruit and veg. Most respondents wanted to see an example of a £5 or £10 box in order to gauge whether they would purchase or not. For now there is no available delivery model to ensure that Love Fruit & Veg financially pays for itself.

We will continue to review opportunities to re-launch the activity if and when they arise. In the meantime we will continue to support other healthy eating initiatives like Eat the School and community gardens within our neighbourhoods.

ONE'S TO WATCH IN 2014/15

CUSTOMER VOLUNTEERING

The customer volunteering element of Love Fruit & Veg was particularly successful. We are now in the process of setting up a new social responsibility activity to broker customer volunteering opportunities within City West and the wider community for our customers. This will also provide training and support for customers to get involved and acquire new skills.



OUR HEALTHY EATING SOCIAL ACCOUNTS

EAT THE SCHOOL

ABOUT EAT THE SCHOOL

Eat the School shows how we deliver outcomes for our customers, their children and local communities by supporting activities developed and led by other organisations. This 18 month [Big Lottery, Local Food](#) funded project, was led by Groundwork, a federation of not-for-profit trusts which aims to change places and lives 'one green step at a time'.

We want to support the good work of organisations like Groundwork which try to get food production and horticulture into the school curriculum from a young age. Groundwork says:

“PRIMARY SCHOOL CHILDREN CAN BE TAUGHT SKILLS EASILY, AS AT THIS AGE THEY ARE OPEN TO IDEAS AND LEARN QUICKLY.”

Eat the School built sustainable growing spaces in primary schools in the Swinton area. This included:

- Constructing growing spaces suitable to the layout and needs of each school
- Consulting pupils, parents and teachers to ensure space met the needs of all involved
- Curriculum, growing and cooking sessions
- Training sessions with teachers and parents
- Health and safety support
- Event planning and delivery

Groundwork, said:

“IT’S WITH GREAT THANKS TO CITY WEST AND THE BIG LOTTERY FUND THAT THIS PROJECT HAS BEEN ABLE TO HAPPEN.”



Matt Barker, our Community Development Officer who worked with Groundwork on Eat the School

PARTNERSHIP INVESTMENT - INPUTS

	£
Big Lottery, Local Food grant paid for the project including Groundwork resource and training	110,000
City West purchased equipment and other resources	10,000
City West gave value of 'time in kind' equivalent to two staff days a month	2,792
Project total cost	122,792
City West contribution (10.4%)	12,792

OUR HEALTHY EATING SOCIAL ACCOUNTS

WHAT WAS DELIVERED - OUTPUTS

Eat the School engaged with 15 primary schools of which nine opted to develop growing clubs. Gardens were designed and installed after consultation with pupils, staff and parents. This ensured the gardens were needs-based and owned by the people who use them. There were 96 training sessions across the schools, engaging with 462 pupils and 29 members of staff. This included topics such as planting crops all year round, linking growing to the national curriculum, using growing to engage pupils with additional needs, plant and weed identification, tasting produce, using growing to raise attainment and basic horticulture.

The project also supported an existing local community garden in the Valley, reported in our Valley social account.

Eat the School recruited 26 volunteers, including family members of students, members of the community and young people Not in Education Employment or Training (NEET) taking part in Prince's Trust activities. How much time they donated was not monitored, but this resource helped to plan and build gardens and support training sessions delivered in the schools.

There were events to celebrate the end of each project and promote on-going support to ensure sustainability. This included the issue of a gardening kit with outdoor stoves and cooking materials, seeds for all year round, guides on planting and cooking and other materials such as propagators, pots and cloches.



One of the pupils with produce

THE DIFFERENCE MADE BY EAT THE SCHOOL

Groundwork has proposed a range of indicators to measure future outcomes as the growing clubs become more established. This includes the number of pupils regularly using the gardens and increased levels of produce due to better growing techniques. Wellbeing, confidence and educational attainment would also be assessed. In the short term we can only estimate the difference made by Eat the School.

THE SOCIAL DIFFERENCE - OUTCOMES

Promotion of healthy eating and school meals with micronutrient rich vegetables and fruits may improve diets and reduce obesity rates. Increased child confidence and parental involvement through new experiences supports positive relationships and encourages better role models.

Here is what people are saying about the social difference made by Eat the School:

“THE PROJECT HAS BEEN A FANTASTIC OPPORTUNITY FOR THE SCHOOL, THERE CAN BE NO BETTER TESTAMENT FOR IT THAN SEEING A GROUP OF OUR RECEPTION CHILDREN SAT OUT IN THE SUNSHINE NEXT TO THE GARDEN BEDS, ENJOYING TASTING THE LETTUCE THAT THEY HAVE GROWN AND ALL OF THEM SAY IT WAS DELICIOUS!”

**MARK FOSTER, HEAD TEACHER,
WARDLEY CE PRIMARY SCHOOL, SWINTON**

OUR HEALTHY EATING SOCIAL ACCOUNTS

OTHER INDICATORS

There is the potential to apply the following HACT Wellbeing Valuations for Eat the School.

COMMUNITY INVESTMENT ACTIVITY	PER PERSON PER YEAR (£)
Regular volunteering	1,868
Gardening - child	1,829
Gardening - adult	1,185
Improvements in confidence (youth)	6,902
Good overall health (under 25)	11,981

We can assign the regular volunteering wellbeing value to the 26 volunteers, attracting £48,575. Monitoring “good overall health” will be difficult, since it will need to take into account a range of other factors such as health care, keeping warm in winter and diet outside of school. However, the high value assigned to this activity supports the importance of healthy eating initiatives such as Eat the School.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

Eat the School raised awareness of environmental and sustainability issues. This may reduce the impact participants have on the environment now and in the future.

THE ECONOMIC DIFFERENCE - OUTCOMES

Children and their families may have higher employment aspirations and opportunities due to the skills they attained, such as growing and selling produce. Using produce in school meals will reduce school costs and healthy eating may result in lower obesity related illnesses and therefore costs to the health service.



Some of the produce being served in school

PARTNERS

We recognise the contribution of other organisations in delivering this activity and would like to thank them for their involvement. This includes the following Primary Schools: Broadoak, Clifton, Grosvenor, Moorside, Mossfield Primary School, St Augustine’s, St Charles RC, St John’s CE, St Mark’s RC, St Mary’s RC, St Peter’s CE, The Deans and Wardley CE. The following agencies were also involved: Community Health Teams, the Prince’s Trust and the Royal Horticultural Society (RHS) which provided training sessions and materials.

OUR HEALTHY EATING SOCIAL ACCOUNTS

EAT THE SCHOOL SUMMARY

INPUTS	£122,792 - City West contribution of £12,792 (10.4%)
OUTPUTS	<ul style="list-style-type: none"> • 9 growing clubs • 96 training sessions • Engagement of 462 pupils • Engagement of 29 staff • A cluster of three schools meets regularly to share information and support
SOCIAL OUTCOMES	<p>26 volunteers – wellbeing value of £48,575</p> <p>To be monitored long term:</p> <ul style="list-style-type: none"> • Better diet • Reduced obesity levels • Improved confidence • Positive relationships • Better role models
ECONOMIC OUTCOMES	<p>To be monitored long term:</p> <ul style="list-style-type: none"> • Higher education and/or employment aspirations • Reduced school costs • Reduced costs to the health service due to obesity reduction <p>As a partnership Eat the School combines resources and expertise to increase our capacity</p>
ENVIRONMENTAL OUTCOMES	<p>To be monitored long term:</p> <ul style="list-style-type: none"> • Raised awareness of environmental issues

RETURN ON INVESTMENT - CONCLUSION

Due to the impact of obesity on personal health and the public purse, we can say with confidence that investing in healthy eating projects is beneficial to our customers and society as a whole. We would only need 11 of the 462 pupils involved in Eat the School to improve their health for the cost of the activity to be returned in wellbeing value. (The wellbeing value of £11,981 assigned to “good overall health” divided by the £122,792 cost of delivering Eat the School). We therefore consider our £12,792 contribution to the activity to be a low investment with the potential for a high rate of return. Eat the School required an initial high level of investment which positively Groundwork was able to access through available grants.

Eat the School continues to have an impact, as growing clubs are running successfully with Groundwork providing support by email and telephone. We have met Groundwork to consider how we can evaluate the medium term difference Eat the School has made to those involved. This would include further work with the schools during 2014/15 to assess the number of children who regularly use the growing beds and any improvement to their health, such as better eating habits, and their confidence. This will provide more opportunities to apply the wellbeing values.

We would also like to measure volunteering hours contributing to the activity to evaluate the value of the economic impact. This would be the number of hours donated multiplied by the minimum wage the activity would have to pay if volunteers were not available to help. We would also like to record some case studies of how volunteering has made a difference to those involved, including whether this has led on to any other opportunities such as employment.

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

Our financial inclusion social accounts show how we work with partners to give a 'helping hand' to our customers. This can be in times of crisis, when they are without enough food or money to get them to the end of the week, or to provide support to improve their home at discounted affordable rates.

FOOD BANK

WHAT WE DID

Our food bank provides food and other essentials to households in crisis in Little Hulton and Walkden. By 'in crisis' we mean they do not have enough food to feed themselves and/or their families to the end of the week.

Customers could make direct requests or be referred through other agencies they were working with. Items are purchased by City West or donated by staff, customers, school harvests, contractors or businesses such as Tesco. We distribute food parcels to customers in crisis and discuss any support needs for other services which may help improve the situation. Prior to the food bank we had previously supported Marks & Spencer to deliver 200 Christmas food parcels, valued in excess of £3,000.

WHY WE INVESTED

Research by the Trussell Trust, the biggest national network of food banks, found that between April 2012 and March 2013, demand for food aid in the UK rose from 350,000 to 900,000 people. Of the people supported, the highest demand was in the North West at 15%. The charity found the main reason for referrals being benefit delays - 31%, low income - 21% and benefit changes - 17%. Other reasons for crisis included being victims of domestic violence, debt problems or illness.

A recent survey of service users of Welsh food banks showed that without food banks, 100% of respondents would have skipped meals; 69% would have experienced increased depression; 38% would have experienced strain on family relationships; 15% would have committed a crime to obtain food and 8% would have used a loan shark or doorstep lender.

With welfare benefit cuts and unemployment reducing household incomes we considered it socially responsible to support our customers in times of crisis to avoid these pressures. Our illegal money lending awareness campaign had already found some customers struggling to buy food or going without food to pay debt.

WHAT WE INVESTED - INPUTS

	£
Donated food - worth £436	0
Food purchased by City West <i>The average cost per parcel is £1.83</i>	658
Free storage worth £648 <i>based on £12.46 per week for 52 weeks "compare the storage.com"</i>	0
Staff time	4,251
Total	4,909

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

WHAT WE DELIVERED - OUTPUTS

We delivered 360 parcels to 218 households. Referrals to other agencies for support were made on behalf of 29 households. This resulted in these households no longer needing the food bank.



School children helping our Community Development Officer Eve Blezard, who led on the food bank

THE SOCIAL DIFFERENCE - OUTCOMES

We sent a postal survey to all customers that had used the food bank in 2013/14 to establish what they would have done without the food bank and to confirm whether they had accessed the additional support services offered to them. We followed this up with phone calls, but had a low response rate of only 11 responses. We will be asking experienced food banks for advice on canvassing customer feedback to improve this next year.

All customers said they received the parcel when they needed it and 8 out of 11 were satisfied with the contents of the food parcel. Dissatisfied customers wanted fresh food which we cannot provide as we only buy and collect items that can be stored for longer periods of time. 7 out of 11 customers were satisfied with the additional support offered.

Here is what people are saying about the food bank:

“GREAT PARCEL, REALLY NEEDED IT AT THE TIME.”

“JUST GOT ME OUT OF A BIT OF A HOLE.”

“HELPED WHEN I DIDN'T HAVE ENOUGH MONEY TO GET FOOD SHOPPING.”

“ENOUGH TO LAST UNTIL I SORT MY MONEY.”

We also asked customers whether following support they were more confident at managing key household activities. The average improvement is shown below. Questions were marked between 1 and 5, with 5 being the highest 'most confident' score. The biggest improvement was around having enough food. When asked what they would have done without the food bank, some confirmed they would have gone without food. One customer said that they would have borrowed money and got into debt.

	BEFORE	AFTER	BETTER BY
Having enough food to feed myself and other household members without needing to source it in other ways	1.5	3.8	2.3
Healthy diet for myself and household	1.8	3.5	1.7
Managing money	2.0	3.5	1.5
Applying for any benefits (if appropriate)	2.9	4.0	1.1
Average	2.1	3.7	1.6

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

THE ECONOMIC DIFFERENCE - OUTCOMES

The food bank helped us make contact with many customers we usually find hard to reach. Through this activity we successfully worked with 218 households, providing emergency food with assistance to access other support to improve life chances. Since the actual cost of the food bank is £4,909, this engagement is valued at £22.52 per household (which is the cost of the food bank shared between the 218 households supported).

We offered money advice and made referrals to other support agencies such as the Citizen's Advice Bureau. This helped customers ensure they were receiving the right benefits to increase their income and therefore reduce the need for the food bank. We have not monitored the impact of additional support since we found that informal contact with food bank customers, who often have chaotic lifestyles, works best to sustain future engagement.

The activity attracted volunteers to help us pack the food parcels, including school children (pictured on the previous page). We did not monitor how this added value to the activity as a resource or wellbeing values for child development. Since customers did not have money to buy food, the activity does not affect their usual contribution to the local supply chain. People making donations to the food bank may buy more in their usual supermarket. This will increase purchasing in their local supply chain by £436, which is the value of the donated food.

FOOD BANK SUMMARY

INPUTS	<ul style="list-style-type: none">• City West cost £4,909• Donated food of £436• Donated storage £648• Total value of inputs £5,993
OUTPUTS	<ul style="list-style-type: none">• 360 parcels to 218 households
SOCIAL OUTCOMES	<ul style="list-style-type: none">• Customers report an improvement of 2.3 out of 5 for being able to have enough food without having to source it in other ways
ECONOMIC OUTCOMES	<ul style="list-style-type: none">• Successful engagement with 218 'hidden' households = £22.52 each• Value of volunteering was not monitored• Donated food valued at £436 – may invest in donators' local supply chains

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

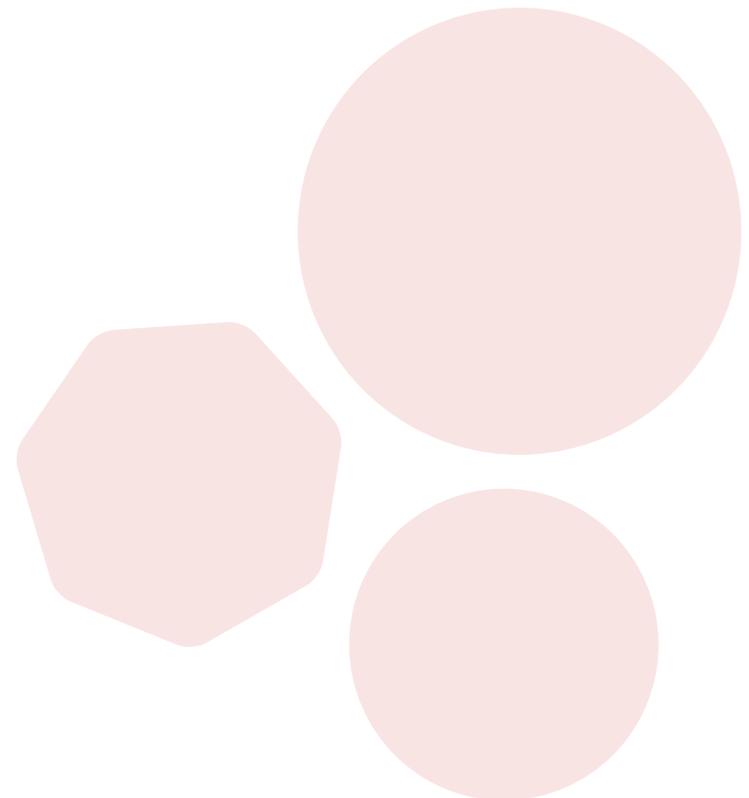
RETURN ON INVESTMENT - CONCLUSION

The activity cost £4,909 to deliver to 218 households, which equates to £22.52 per household. We consider this to be a low level investment because of the opportunities it brings to work with customers who do not usually engage with us. All costs include set up expenses which will reduce over time as more food parcels are delivered through the tested process. We also consider it socially responsible to help vulnerable customers at a time when they are most in need, even if it means we incur unrecoverable costs.

We continue to work with food retailers and others to increase levels of donated food so we can reduce the cost of food parcels. The activity is also helping us meet a number of our corporate priorities, particularly improving the health and wellbeing of communities.

OUR PARTNERS

We would like to thank our partners for their support and generosity. They are Salford City Council, NEET young people from the local area, Raise the Youth, Cleggs Lane Church, Wharton Church, St Paul's Peel Church volunteers, residents and Tesco.



OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

COVER UP

WHAT WE DID

Our Cover Up campaign provides winter coats for households who could not afford to buy them. The initiative was aimed at children affected by child poverty and their parents or guardians who were unable to buy a winter coat to keep them warm over Christmas. Coats were also provided to adults in need.

WHAT WE DELIVERED - OUTPUTS

We collected 250 coats over the summer months with staff donating a large proportion. These were sorted for suitable quality and condition and delivered to distribution points - 100 to schools primarily in the Little Hulton area and approximately 100 to Wood Street Mission which helps clothe children and families across Salford and Manchester.

To receive a coat, the household completed a short form to help us identify any additional support and advice we, or other agencies, could provide.



Children helping us distribute coats

EVALUATING THE DIFFERENCE MADE

We consider this a sensitive activity to evaluate due to its poverty implications. We did not ask customers how it has made a difference, but instead asked relevant agencies we worked with for feedback. Here are some of the things they said:

“ALTHOUGH WE HAVE MANY FAMILIES IN NEED WHO ATTEND OUR SCHOOL, THEY REMAIN PROUD SO THE QUALITY AND CONDITION OF THE COATS WAS IMPORTANT.”

“WORKING CLOSELY WITH A VULNERABLE FAMILY, I WAS ABLE TO PROVIDE A COUPLE OF COATS FOR THE CHILDREN, WHILE MAINTAINING THEIR PRIDE.”

“PEOPLE HAVE BEEN SO APPRECIATIVE AND SHOCKED THAT THEY HAVE ACTUALLY BEEN OFFERED A COAT. A QUOTE FROM AN OLDER LADY: ‘NOBODY HAS EVER GIVEN ME ANYTHING IN MY LIFE, THANK YOU SO MUCH, AT LEAST I CAN KEEP WARM. I HAVE NO MONEY LEFT FOR ANYTHING AFTER PAYING MY BILLS AND MY COAT IS RATHER THIN NOW. THANK YOU SO MUCH’.”

OUR PARTNERS

We would like to thank our partners for their support and generosity. They are Visage, Little Hulton Local Area Panel, City West Works Limited, Walkden Children’s Centre, Little Hulton Children’s Centre, Salford City Council Neighbourhood Management and Health Improvement Team, Duksgate Primary School, Hilton Lane Primary School, Bridgewater Primary School and St Paul’s Peel Primary School.

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

COVER UP SUMMARY

INPUTS	Staff time	£652
	Transport (donated value of £84)	0
	Storage donated for 20 weeks (free at offices - valued at £2,492)	0
OUTPUTS	157 donated coats to customers and mission valued at £785 (£5 per coat) <i>We also hold a stock of 43 coats for use in 2014/15, which have an approximate value of £250. 50 coats were discarded due to quality.</i>	0
SOCIAL OUTCOMES	Agencies agreed Cover Up had a positive impact on those taking part	
ECONOMIC OUTCOMES	Recycled unwanted coats	Not known

Transport – Local van hire cheapest vehicle for 1 day (£84). Storage - £12.46 per week for 20 weeks “compare the storage.com” (£2,492). Coats - Conservative estimate of £5 each for a second hand charity shop coat (alternative option).

RETURN ON INVESTMENT - CONCLUSION

The activity cost £652 to deliver for the benefit of 157 customers, which equates to £4.15 per coat. Since the coats are valued at £785, this achieves a return on investment of £133 (20%), or 85 pence per coat. Now that an effective infrastructure to collect and distribute the coats is in place, on going staff costs are expected to reduce. We consider this activity to be a low level investment with a high rate of return. This is because partner comments evidence how something as simple as a winter coat can affect the wellbeing of children and give peace of mind to parents and guardians that their families have the everyday essentials they need. The activity is also helping us meet a number of our corporate priorities, particularly improving the health and wellbeing of communities.

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

HANDY VAN



Paul Verdon, our Handy Van Working Supervisor

WHAT WE DID

Our Handy Van service, run by City West Works Limited, was set up to help customers with home maintenance and DIY work they are unable to carry out themselves. The most popular requests are decorating, fitting light shades, putting up shelves and curtain rails, assembling flat pack furniture and fence repairs.

This service is available at a discounted rate for customers who meet the eligibility criteria of:

- Aged 60 years or over
- A physical or sensory disability which impairs ability to carry out the work
- Mental health issues which impairs ability to carry out the work
- A long term illness, and/or
- A carer for another member of the household

When a customer uses the service for the first time the first hour is free. Additional hours are charged at a reduced rate of £5 per hour, when compared to the standard rate of £25 per hour charged by Handy Van to other West Salford residents. Customers are only charged for the time taken to complete the work, which can be part of an hour. Basic materials are included in the cost.

HOW MUCH WE INVESTED - INPUTS

The Handy Van provides two apprenticeships in the construction trade. This social responsibility investment supports people into work while also increasing overhead costs. The cost of running the discounted rate service in 2013/14 was £12,960. This includes the four staff, vehicles and other running costs. This is 14.7% of the £88,166 annual cost of delivering the Handy Van.

Cost calculations

Maximum capacity is 7 hours a day x 5 days x 47 weeks* = 1,645 hours.

There are two vans so capacity is doubled to 3,290 hours.

There were 483 discounted Handy Van service hours in 2013/14, which is 14.7% of the 3,290 hours capacity.

14.7% of the total Handy Van cost of £88,166 equals a cost of £12,960 for this discounted rate service.

**Taking into account annual leave.*

An additional 7% of Handy Van's capacity supports our sheltered schemes through monthly visits, our staff volunteering and fundraising activities, and community initiatives such as painting St Ann's Hospice and helping to refurbish Irlam Skate Park. This social account reports solely on the social and economic difference made by the discounted rate service provided to customers.

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

WHAT WE DELIVERED - OUTPUTS

We carried out 297 orders which delivered 483 discounted Handy Van service hours to customers. Of this, 109 hours were delivered free of charge and 374 were charged at £5 per hour.

THE SOCIAL DIFFERENCE - OUTCOMES

Our recent postal survey of 145 customers using the service over the last six months, was returned by 59 customers, a response rate of 41%. Most customers, 92%, reported that the work had made a difference to themselves, with 86% saying it had made a difference to their home. The results are given below.

Did having the work completed make a difference to you?

YES = 92%

NO = 8%

Did having the work completed make a difference to your home?

YES = 86%

NO = 14%

Customers when asked an open question as to what difference the work made said it: improved home appearance or utility; couldn't have done it themselves; made them feel more secure or gave privacy; gave peace of mind; and improved hygiene.

WHAT OUR CUSTOMERS SAID:

SUSAN, 63: "I AM AN OLD LADY. I USED TO DECORATE ALL MY HOUSE BEFORE ALL MY HEALTH PROBLEMS. I'M POORLY SO HANDY VAN IS GREAT."

CAROLINE, 54: "WITH THE BLINDS BEING PUT UP, I HAD MORE PRIVACY AND FELT SAFER IN MY BUNGALOW. I FELT MORE AT HOME WITH MYSELF AS I SUFFER FROM DEPRESSION AND I DON'T FEEL AS IF SOMEONE IS WATCHING ME... IT ALSO MADE A DIFFERENCE AND MADE IT LOOK NICER FROM THE OUTSIDE AND NOT ONLY INSIDE. IT WAS CLEANER TO LOOK AFTER."

PETER, 56: "I JUST CAN'T DO IT MYSELF ANYMORE SO IT HAS MADE A TERRIFIC DIFFERENCE TO ME. I CAN'T SPEAK HIGHLY ENOUGH OF THE HANDY VAN TEAM. IT MADE ME FEEL THAT THERE ARE GOOD WORKERS OUT THERE THAT ARE THERE TO HELP YOU."

The Handy Van also attracts [HACT's Wellbeing Values](#) for apprentices of £2,970 (£1,485 each). This is accounted for under our Skills Programme social account and is only for information here.

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

THE ECONOMIC DIFFERENCE - OUTCOMES

The following compares what the customer actually paid to what they would have paid under standard Handy Van rates. The Handy Van saved our customers £10,205 in 2013/14 (£12,075 value of work, less £1,870 charged).

HOURS AND RATES	AMOUNT PAID (£)
109 free first hour	0
374 @ £5 per hour	1,870
Total paid	1,870

TOTAL HOURS	USUAL CITY WEST PRICE AT £25 PER HOUR
483	£12,075

We also asked customers what they would have done if the Handy Van had not been available. This found that nearly a quarter would not have had the work done.

IF HANDY VAN UNAVAILABLE	%	NUMBER
Employed someone to do the work (potentially at a higher cost)	25	15
Asked a friend/family member to do the work	24	14
Not got the work done	22	13
Struggled to do the work myself	15	9
Other	14	8

We have used these results to estimate the proportion of customers who did not need the service, 24%, because if the Handy Van was not available they would have been able to ask a friend or family member to do the work for them. We have then adjusted the savings figures to reflect this, which results in customers needing the service saving £7,756, which equates to £34.32 per order.

Calculation

24% adjustment to the £1,870 income = £1,421 (£449 less).

24% adjustment to the £12,075 usual rate = £9,177 (£2,898 less).

Saving £7,756 (84.5%).

24% adjustment to original 297 orders = 226 (71 less).

Total saving of £7,756 divided by 226 orders equals an average saving of £34.32 per order.

HANDY VAN SUMMARY

INPUTS	Costs of £12,960 shared by the output which is 483 discounted rate hours	£26.83 per hour
ECONOMIC OUTCOMES	Total customer saving due to discounted rate £7,756 across 226 orders <i>(Excludes 24% of customers who could have got a friend or family member to do it as an alternative and which applies to 71 orders.)</i>	£34.32 per order
SOCIAL OUTCOMES	Improved home appearance and utility; More security/privacy; Peace of mind; Improved hygiene	

OUR FINANCIAL INCLUSION SOCIAL ACCOUNTS

RETURN ON INVESTMENT

The Handy Van discounted rate service costs £12,960 to deliver and generates revenue of £1,870. Most customers report that the service made a difference to their lives and homes and the average saving per order for customers needing the service was of £34.32, (84.5%) compared to the Handy Van standard rate. Handy Van is therefore achieving its social responsibility objective to support customers to get works completed which they could not do themselves. We therefore consider the discounted rate Handy Van service to be a low level investment with a medium level return on investment, based on customer feedback and the savings they experienced. The activity is also helping us meet a number of our corporate priorities, particularly improving the health and wellbeing of communities and providing employment opportunities for local people.

The shortfall in income to meet £11,090 of costs needed to deliver the service is subsidised through Handy Van's commercial work which includes works for City West Housing Trust that would otherwise be subcontracted out to a third party. These works include refresh works to empty properties and disposal of bulk rubbish items. In 2013/14 the value of these works was £53,000 and saved City West Housing Trust approximately £10,600 in VAT.

ONE'S TO WATCH IN 2014/15

ROC CARE

As part of our commitment to addressing the emerging issue of isolation and loneliness in our neighbourhoods, we are working with Redeeming Our Communities (ROC), to deliver our befriending service. ROC Care has recruited volunteer befrienders who make and maintain contact with our customers who have been referred to the initiative because they have been identified as lonely or isolated.

OUR EMPLOYABILITY SOCIAL ACCOUNTS

Our employability social accounts evidence how we help people into work through apprenticeships or by working for themselves. We invest in these activities to help communities create and compete for employment, training and educational opportunities.

WHY WE INVEST

The English Indices of Deprivation measures relative levels of deprivation in small areas of England called Lower Layer Super Output Areas (LSOA). They take into account income, employment, health and disability, education skills and training, barriers to housing and other services, crime and living environment. Salford is identified as the 15th most deprived area for the proportion of LSOAs in the district using the 2010 index. This suggests that residents in Salford will need more support than most to access training and employment.

Unemployment in the North West is 7% of the economically active population, compared to the national average of 6.5%, and 3.5% of the population are in receipt of Job Seekers Allowance (126,300 claimants), compared to 3.2% national average (Source: Office of National Statistics March to May 2014).

SKILLS PROGRAMME

WHAT WE DID

Our skills programme ensures the money we invest improving our homes creates local jobs and construction skills training for people across West Salford. The contractors we work with take on 1.5 apprentices for every £1 million of work we award. All apprentices work towards a minimum NVQ level two or equivalent, funded by local colleges, and complete a one week induction to gain accredited qualifications to help them in the workplace.

The social accounting period for the Skills Programme is October 2008 to March 2014. Our apprentices have helped us deliver our five year property investment programme to achieve decent homes in 2013. This therefore seems the right time to find out what they are doing now and how much this has been influenced by their apprenticeship.

We recruit people to become apprentices for either City West (the Trust or City West Works Limited) or one of our contractors. In recruitment, we give priority to City West customers, then West Salford residents and then Salford residents. This helps to support and sustain communities where we have homes.

HOW MUCH WE ANNUALLY INVEST - INPUTS

	£
Staff time – recruitment days	2,041
Staff time – administration support	1,119
Induction week cost of £500 per apprentice paid for by the contractor	27,500
Annual 2013/14	30,660
Estimate based on annual (£30,660) applied to 5.5 years of operation	168,630

OUR EMPLOYABILITY SOCIAL ACCOUNTS

WHAT WE DELIVERED - OUTPUTS

We have created 250 apprenticeships with 55 recruited in 2013/14. Our apprentices work in a range of roles from plumbers and electricians to quantity surveyors and tenant liaison officers. In 2009 we opened our Skills Centre (pictured below), where our trainees attend a one week induction before graduating to their apprenticeship. The induction gives our trainees the opportunity to learn and achieve the following qualifications to help them work in the construction trade:

- Completion of a City and Guilds Level 1 in Employability
- Emergency First Aid at Work Certificate
- Chartered Institute of Environmental Health level 2 certificate in the principles of Manual Handling, and
- Constructors Skills Certification Scheme card



Our apprentices taking their induction week at the Skills Centre

HOW WE EVALUATED THE SKILLS PROGRAMME

We recently sent an email survey to all 116 apprentices that we had email addresses for. We followed this up with a postal survey for the 71 apprentices we knew still lived in our homes (of which 55 had not been previously emailed). The survey asked for feedback on how the skills programme had helped them and for information about their current work status. Overall we surveyed 171 apprentices and received 22 returns, a response rate of 13%. We therefore have results for 9% of participants in the skills programme.

We intend to address this low response rate in the future and are in discussions with a company to carry out phone surveys of apprentices during and after their time in the skills programme. We will also work with contractors to set clearer requirements to keep us informed about each apprentice's progress.

THE ECONOMIC DIFFERENCE - OUTCOMES

Of the 22 apprentices who responded to our survey, 55% (12) have so far completed their apprenticeship. Of these, five are working for the same employer and three are working for a new employer. Four were not currently working but were looking for work.

We asked all respondents whether the skills programme gave them the work based experience, training and qualifications they needed to get a job. Most said it did, and the results are on the next page.

OUR EMPLOYABILITY SOCIAL ACCOUNTS

'YES' THE SKILLS PROGRAMME PROVIDES... TO GET A JOB?

	% AND NUMBER OF RESPONDENTS
Experience	77% (17 OUT OF 22)
Training	59% (13 OUT OF 22)
Qualification	64% (14 OUR OF 22)

We also asked whether the skills programme 'provided skills employers were looking for', 'increased the chance of getting a permanent job', and whether it made the apprentice 'more ambitious'. Most said it did, and here are the results.

'YES' THE SKILLS PROGRAMME... ?

	% AND NUMBER OF RESPONDENTS
Provided skills and experience that employers are looking for	73% (11 OUT OF 15) 7 RESPONDENTS DID NOT ANSWER
Increased chances of securing a permanent job	68% (15 OUT OF 22)
More ambitious	60% (9 OUT OF 15) 7 RESPONDENTS DID NOT ANSWER

In January 2013, we commissioned a consultant, [Taylor Armitt Consulting](#), to assess the impact of our skills programme on the local economy. Here are the results. The study worked with six apprentices, with the findings applied to the 184 trainees recruited at the time of the exercise, of which 129 (70%) remained in employment for more than six months after 'graduation'.

The study identified that the six posts brought in at least £40,000 to the local economy.

Calculation

67% of £825 monthly wages spent locally (£552.75) by 6 employees (£3,316.50) over a year (£39,798)

When applied to the wider programme we can estimate that the 129 apprentices in employment for 6 months after graduation spend £552.75 a month in the local economy which over the 6 months equates to £427,828. (Calculation 126 apprentices x £552.75 x 6 months = £427,828). Since 139 of the apprentices, 76%, were from the West Salford area we can conclude that the skills programme makes a significant contribution to the local economy.

Details of the January 2013 study

The [New Economics Foundation](#) has developed a technique termed 'LM3' to assess how money earned might be multiplied locally through local spending. To test the 'stickability' of the money, a group of staff were interviewed at City West Works Limited. They comprised of six people still in the training phase (three individuals) and those who had 'graduated' and are now in employment (three individuals).

The results of the analysis show that, after tax and national insurance, the average income of the group was £825 per month. Of this, some 67% was spent very locally – within the boundaries of the City of Salford. Respondents also said that a high proportion of their 'non-local' spend on consumer items (entertainment and clothing) was semi local (the Trafford Centre and Manchester City Centre being cited – both within 5 miles of City West offices).

These elements of spend accounted for almost half of the non-local spend. This means that from these six individuals, the local economy benefits by about £40,000 a year. Some of this local spend pattern will be repeated by the recipients of the direct spend, increasing the total further (not measured, but possibly by 25%, to £50,000).

OUR EMPLOYABILITY SOCIAL ACCOUNTS

We have used this approach to calculate the ‘annual stickability’ of our 2013/14 cohort given below.

Apprentices staying in employment for 6 months after graduation (based on 78% consultant study)	42 of 55 apprentices
£825 monthly wages x 12 months x 42 apprentices	£415,800
Stickability value – salary spent locally (based on 67% consultant study)	£278,586

THE SOCIAL DIFFERENCE - OUTCOMES

CASE STUDIES

Chris Cox started his career as an apprentice, before securing a full time role helping to train a team of newly recruited apprentices.

Chris says:

“A DESK-JOB WASN’T FOR ME AND JOINERY WAS IN MY BLOOD AS MY BROTHER OWNS HIS OWN BUSINESS. I KNEW WHAT I WANTED TO DO SO I LEFT SCHOOL AND SECURED MY APPRENTICESHIP AT THE AGE OF 17. MY APPRENTICESHIP BOOSTED MY CONFIDENCE - IT’S MEANT I CAN USE MY SKILLS TO MENTOR THE NEXT GENERATION OF APPRENTICES. I WOULD DEFINITELY RECOMMEND EMPLOYERS TO CONSIDER RUNNING THEIR OWN APPRENTICESHIP SCHEMES.”



Positively, at the time of the survey all of the apprentices employed by City West Works Limited were still in employment there, which is testament to the success the programme has had in creating sustainable employment for local people.

Another success story is Callum Green who has completed his two year apprenticeship as a member of the Handy Van team, another of our social responsibility investments. Callum received training and guidance from managers to assist him with CV writing, application forms and mock interviews. Since the survey, Callum has achieved a very positive outcome and will continue his journey with City West as he has successfully landed a concierge position at City West Housing Trust’s new office, a real example of our sustainable approach to training and employment.



APPRENTICES

[HACT Wellbeing Values](#) assign a wellbeing value of £1,485 for individuals taking an apprenticeship qualification. This can initially be applied to all of the apprentices to give a value of £371,251. We have not comprehensively tracked the apprentices to confirm they have completed their apprenticeship, but based on the respondents who returned our survey, we can estimate a value of £204,188 (55%). We consider this a conservative estimate, since research estimates that ‘after finishing, the majority of apprentices (85%) will stay in employment’ (Source: Apprenticeships.org).

OUR EMPLOYABILITY SOCIAL ACCOUNTS

PARENTS

We asked respondents “if you are a parent how has working benefitted your family (if at all)?” Several of the respondents were parents and this is what some of them told us:

PARENT 1: “I HAVE TWO YOUNG CHILDREN AND GETTING THE QUALIFICATION GAVE ME THE CHANCE TO START A FAMILY AND I WOULDN’T CHANGE IT FOR THE WORLD SO BIG THANKS AGAIN.”

PARENT 2: “I HAVE NOW BEEN EMPLOYED FOR THREE YEARS THANKS TO CITY WEST AND THIS HAS BENEFITTED MY FAMILY IMMENSELY, HOPEFULLY KEEPING ME IN WORK FOR MANY YEARS TO COME.”

PARENT 3: “MORE FINANCIALLY SECURE.”

HACT assigns a wellbeing value of £1,616 for each child aged 11-15 of employed parents. This attracts a total wellbeing value of £8,081 for the five children within this age range of the parents who responded.

SKILLS PROGRAMME SUMMARY

OCTOBER 2008 TO MARCH 2014 (5.5. YEARS)

INPUTS	£168,630. <i>Estimated – annual cost of £30,660 x 5.5 years</i>	
OUTPUTS	250 apprentices	
ECONOMIC OUTCOMES	Stickability – salaries spent locally	Study 1. £427,828 Study 2. £278,586
	Skills attained – survey	
	• Skills/experience employers are looking for	73% - 11 respondents
	• Increased chances of permanent job	68% - 15 respondents
	• More ambitious	60% - 9 respondents
SOCIAL OUTCOMES	Wellbeing value attracted by an apprenticeship (based on 55% completing)	£204,188
	Wellbeing value attracted for a child aged 11-15 with a parent at work	£8,081

OUR EMPLOYABILITY SOCIAL ACCOUNTS

RETURN ON INVESTMENT - CONCLUSION

Over five years the activity attracted an estimated stickability to the local economy of at least £706,414 and total wellbeing values of £212,269, both well in excess of its £168,630 costs. We therefore consider the skills programme to be a high level investment with a high rate of return. This is based on the employment opportunities it provides to local people who reported in feedback the positive impact the programme has had on their career prospects. The skills programme also supports our corporate priorities, particularly to seek local employment opportunities wherever we work.

This calculation does not include the cost to the contractor of training the apprentice, and is purely based on the skills programme investment. Adding contractor costs would reduce the return on investment, but due to the high values we can be confident that the return will still be a positive trend. This is something we will do more research into next year with a view to sharing some of the impact values with our partners.

OUR PARTNERS

We could not have developed and delivered the skills programme without the help and expertise of our partners. We recognise the contribution to this activity by our contractors including Emmanuel Whittaker, Forrest and Liberty.

OUR EMPLOYABILITY SOCIAL ACCOUNTS

DON'T KEEP IT UNDER YOUR HAT

WHAT WE DID

Don't Keep It Under Your Hat provides business start-up support for customers wanting to develop their business idea to potentially earn an income. This includes using hobbies and other skills which, with the right advice and support, have the potential to be turned into a small business. After an initial pilot to test and understand demand, the service was re-launched in March 2014. We therefore highlight this activity as 'one to watch' in 2014/15 when we will report in more detail how our 'entrepreneurs' are getting on and the difference Don't Keep It Under Your Hat has made to them.

In 2012, 4.2 million people in the UK were working for themselves, an increase of 367,000 since the economic downturn started in 2008 (Source: Office for National Statistics). This rising trend is mainly due to lack of opportunities in the job market and the availability of cheaper technology such as phones, laptops and internet access resulting in lower set up costs.

Don't Keep It Under Your Hat is available to all customers, but we particularly target customers who are:

- Claiming welfare benefit
- Have rent arrears between £50 and £500, and/or
- Are working part time or are unemployed

This includes customers who are:

- Stay at home mums and dads
- Have recently been made redundant
- Are long term unemployed, and/or
- Are ex-offenders

These customers may find it more difficult to access employment due to lack of skills currently in demand in the workplace, carer responsibilities or personal reputation. We also want to provide customers with options to deal with the impact of welfare reform, such as welfare benefit cuts, by using their skills to bring in an income.

In 2014/15 we will also target the over 50s.

WHAT WE INVESTED - INPUTS

	£
Staff costs - part time five months	5,160
Venue – use of existing premises	0
Marketing and other expenses £5,000 over 18 months (a third accounted for in 2013/14)	1,666
Total	6,826

OUR EMPLOYABILITY SOCIAL ACCOUNTS

WHAT WAS DELIVERED - OUTPUTS

In March 2014 we carried out an extensive marketing campaign of our target audience by sending out 2,200 postcards and 400 emails to raise awareness of the initiative. We had a positive response and were able to identify 15 customers to fill the available places on the programme within the first week of the re-launch.

Our Business Advisor initially assessed customer knowledge and understanding of the elements needed to set up a successful business. Customers were then offered four themed workshops:

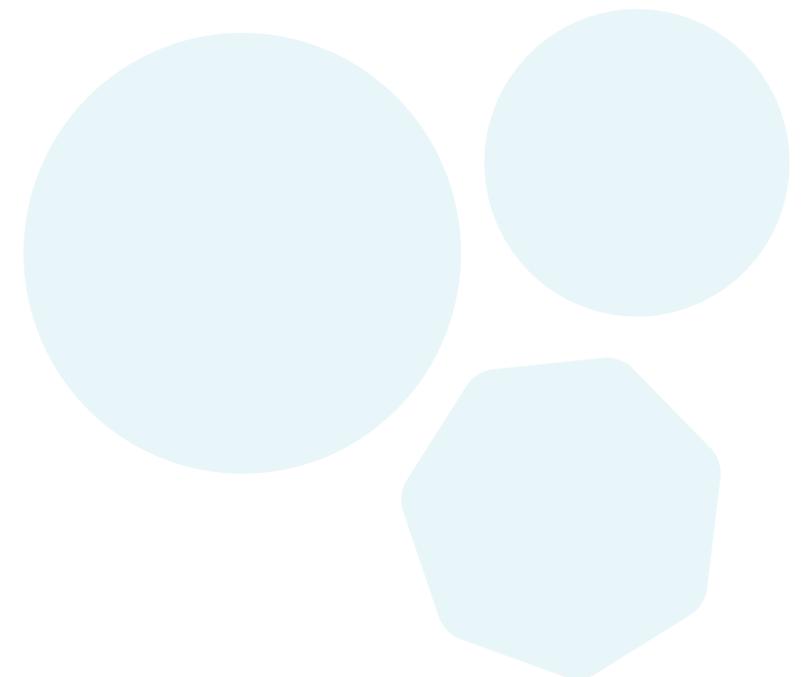
1. Idea creation and having the right skills to do what you want
2. The product or service, including who it is aimed at, how best to reach them and legalities and regulations
3. The financials such as what does it cost, what can you sell it for and how many do you need to sell to break even, and
4. Creating an action plan of what to do next

Customers continue with one to one support for up to 12 months, to help them keep on track and to grow their idea into a full time business. This includes developing a basic 'micro' business plan and potentially applying for one of our start-up grants. A 'dragon's den' style panel of finance, risk and commerce staff convenes monthly to consider applications.

HOW WE EVALUATED

The pilot provided workshops and one to one mentoring for 23 customers, with three businesses going on to trade. We did not fully monitor the difference made by this support and have therefore not included the pilot in this social account. We have used this experience to identify how best to evaluate the impact of business start up support and have introduced a survey for customers to complete before and after support. This places an emphasis on understanding the customer's current skills set and employment status so we can gauge improvement as the business start up programme progresses. Don't Keep It Under Your Hat places as much emphasis on building skills and confidence as it does on customers taking their business idea to the next step to start trading. The survey will help us assess the difference made to their knowledge, skills and confidence by the programme.

We will also monitor whether businesses are successfully trading including any spending in the local economy, the creation of new jobs and customer wellbeing linked to employment.



OUR EMPLOYABILITY SOCIAL ACCOUNTS

THE ECONOMIC DIFFERENCE - OUTCOMES

The programme has had early successes since the re-launch with two customers who received one to one support in 2013/14 being awarded start up grants totalling £2,600. The grants have helped them work for themselves to set up an online travel business and a local beauty salon.

CASE STUDIES

1. Precision

Linda King (pictured below) approached us after receiving one of our flyers in the post. Linda was already working for herself, by renting a chair in another salon, but wanted advice on how to set up on her own. Our grant helped Linda with 50% of the set up costs she needed to start trading from her own beauty salon in Irlam.



Eric McBean, our Business Advisor and Linda, on the right, at the opening of the salon

New businesses like Linda's help the local economy through the custom they attract and the investment they need to operate, such as rent from the salon. Sometimes they also require employees, bringing jobs and up skilling the local workforce. The salon benefits the local job market by offering a trainee position which will also attract a 'stickability' value to the local economy, for the value of wages the trainee spends locally. The business has also helped another hairdresser move from working for someone else to working for themselves by renting a chair from Linda in the salon. Finally, Linda no longer has to claim working tax credits, which will save the public purse £5,200 in 2014/15.

We have further evaluated Don't Keep It Under Your Hat through interviews with three customers receiving business start up support. The interviews were carried out by a member of staff not involved in delivering the activity to ensure impartiality.

2. Garden 4 U

Kris had just started to offer gardening work through his business Garden 4 U, but wanted advice on how to expand and to make sure he was doing everything he was required to do legally. The one to ones helped Kris on key areas needed to grow his business including how to advertise, how best to communicate with customers to secure work, how to complete financials, and doing everything to 'be safe' at work such as equipment and insurance. Kris said:

"IT HELPED ME A LOT, BECAUSE I WASN'T ALWAYS SURE WHAT I WAS SUPPOSED TO DO. I WILL NOW APPLY FOR THE GRANT. THIS WILL HELP ME BUY ESSENTIAL EQUIPMENT LIKE A TRAILER SO I CAN TAKE ON BIGGER JOBS AND GROW MY BUSINESS QUICKER THAN I CAN ON MY OWN."

OUR EMPLOYABILITY SOCIAL ACCOUNTS

3. Haiat's home cooking business

Haiat heard about Don't Keep It Under Your Hat through the promotion we did with the Yemini community. She has had several one to ones with our business advisor and is hoping to start working for herself on a small scale selling soup. Haiat said she had always enjoyed cooking at home and had good feedback from her friends, so she wondered if she could do this for a living and work for herself. Haiat is not ready to start trading just yet, but says the programme is making a big difference to her confidence. Haiat said:

“THE ONE TO ONES ARE GREAT BECAUSE THEY GAVE ME OPTIONS. I WAS GOING TO MAKE CAKES BUT HAVE DECIDED TO MAKE SOUP INSTEAD, BECAUSE THERE IS LIKELY TO BE MORE DEMAND FOR THIS. I GET SO MUCH ENCOURAGEMENT FROM ERIC AND THIS MAKES ME REALISE I CAN DO THINGS I NEVER THOUGHT I COULD BEFORE. I AM MUCH MORE FOCUSED AND AM WORKING WITH ERIC TO PERFECT MY SOUP SO WE CAN START TO MARKET IT.”

4. Space 2

Osas and Noor have just completed college and want to set up an Internet café business in Swinton. In addition to refreshments and computer access the business will offer computer training, PC repairs and software packages. They have already found a shop unit and developed a website, and are now finalising plans to start trading. They heard about Don't Keep It Under Your Hat when they approached the local council for support. Osas said:

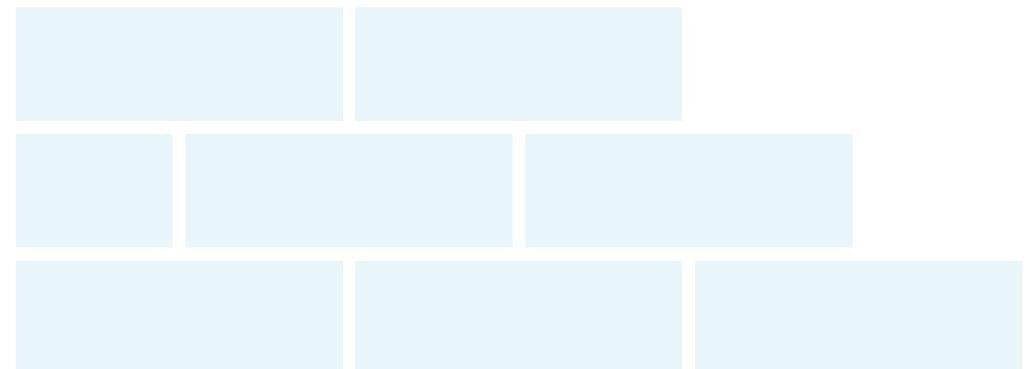
“THE WORKSHOP WE ATTENDED REALLY HELPED US THINK ABOUT OUR BUSINESS IDEA AND EXPAND OUR KNOWLEDGE OF RUNNING A BUSINESS. THE SUPPORT WE GOT THROUGH THE ONE TO ONE SESSIONS DEFINITELY MADE A DIFFERENCE. IT KEPT US POSITIVE AND ENCOURAGED US TO CONTINUE WITH WHAT WE WANTED TO DO. WE ALSO GOT HELP WITH OTHER THINGS WE NEEDED TO DO BUT WERE NOT SURE HOW TO DO THEM, SUCH AS COMPLETING A BUSINESS PLAN AND UNDERSTANDING THE FINANCES. WE ARE NOW GETTING HELP TO UNDERSTAND THE CONTRACT FOR THE SHOP WE WANT TO MOVE INTO.”

THE SOCIAL DIFFERENCE - OUTCOMES

We can assign HACT's Wellbeing Values for moving from unemployment into employment.

Self-employment £9,807	Full time work £9,152
Apprenticeship £1,485	Part time work £1,000
General job training £1,288 <i>Defined as 'work related training, to help find a new job, to increase skills for job or improve skills for job'</i>	

We have applied these employment wellbeing values to the customers we featured in the case studies. Since most of the support received is in 2014/15 these values will be claimed next year. We have mentioned them here to give some insight into the outcomes we are aiming to deliver through the programme.



OUR EMPLOYABILITY SOCIAL ACCOUNTS

BUSINESS	BEFORE	AFTER	VALUE (£)
Salon owner	Self-employed	Self-employed	No change 0
Salon - trainee	Unemployed	Employed	1,485
Online travel agent	Unemployed	Self-employed (£4,904) and part time job (£500), split 50% HACT values	5,404
Garden 4 U	Self-employed	Self-employed	No change 0
Haiat	Unemployed	Receiving general job training	1,288
Space 2	2x Students		2,576
Total			10,753

DON'T KEEP IT UNDER YOUR HAT SUMMARY

INPUTS	Staff, venue, marketing	£6,826
OUTPUTS	Number of customers attending one to one sessions in the first month of re-launch	15
ECONOMIC OUTCOMES	Two businesses have received grants. This is supporting the local economy through shop rental and trainee post 'stickability'. Tax credit saving to Government now customer is self-employed £5,200	To be claimed in 2014/15 accounts
SOCIAL OUTCOMES	Estimated wellbeing values for customers featured in the four case studies £10,753	

RETURN ON INVESTMENT - CONCLUSION

In 2013/14 we invested £6,826 in staff expertise and marketing to design and promote this programme of business start up support. This equates to £455 per person, for the 15 customers advised in 2013/14 since the re-launch. Considering the high level of interest we have received from customers to be involved in the programme we can confidently predict that as businesses start trading Don't Keep It Under Your Hat will attract wellbeing values for moving customers from unemployment to some form of employment, and benefit the public purse as welfare benefits, including tax credits, are no longer claimed.

Overheads are expected to decrease now that the programme has progressed from development to delivery, for example we anticipate staff time in 2014/15 will reduce by 50%. There will however be additional costs incurred through the start up grants awarded.

We consider Don't Keep It Under Your Hat to initially be low level investment, with the potential to increase to a medium level of investment as more grants are awarded. It attracts a high rate of return based on the opportunities it provides for local people to move from unemployment to working for themselves while creating opportunities for the local job market and other local businesses. We are also promoting the service to other housing providers at a cost to attract additional business. This, if successful, will generate a modest income, further improving the return on investment. Don't Keep It Under Your Hat also supports our corporate priorities, particularly to seek local employment opportunities wherever we work.

OUR EMPLOYABILITY SOCIAL ACCOUNTS

ONE'S TO WATCH IN 2014/15

DON'T KEEP IT UNDER YOUR HAT - UPDATE

Don't Keep It Under Your Hat will be a key social account for next year. The programme is in demand and as at June 2014 we had carried out 49 initial assessments and involved 28 customers through the workshops. We will monitor and report the progress of customers to see how they are getting on.

SKILLS IN THE CITY

Our Skills in the City programme teams up with local companies to give unemployed customers the opportunity to gain hands-on experience and qualifications in a career of their choice. The first six week training programme focused on Hospitality and Catering.

SINGLE TICKET

Our Independent Living Service takes part in the Single Ticket programme which gives local people the opportunity to gain experience of working in health care. The students gain experience in general, children, adult and mental health through work placements as well as working towards a nationally recognised qualification through study at [The Manchester College](#).

OUR GIFT SOCIAL ACCOUNT

WHAT WE DID

Established in 2012, GIFT coordinates our charitable activities, which is organised into two strands: staff fundraising and staff volunteering. Staff representatives were asked by the Executive Team to develop this activity, including the brand identity 'Get Involved Find Time'. The GIFT year runs from January to December. This social account reports 2013 activity.

WHY WE INVESTED

We consider supporting good causes key to delivering our social responsibility corporate priority. This is because it helps other organisations deliver activities and aspirations they could not do on their own.

GIFT provides enjoyable and morale boosting opportunities for staff and teams to get involved in events that often challenge what they think they can do. It also brings staff together to create or develop working relationships across the business. For staff delivering back office, business support functions, GIFT also gives opportunities to go out into our neighbourhoods to see the homes and services we provide to our customers.

WHAT WE DELIVERED - OUTPUTS

STAFF FUNDRAISING

Each year GIFT provides charitable donations and support to a spotlight charity and several monthly charities. The spotlight charity is decided through a staff online vote and monthly charities are nominated by individual staff planning to support the charity outside of work through a separate fundraising event. In 2013, staff voted to support St Ann's Hospice as the spotlight charity, which cares and helps around 3,000 patients, their families and carers every year affected by life limiting illnesses. Our staff successfully raised £68,027 for charity, including £30,026 for St Ann's Hospice, well above the £20,000 target. Here are some of the fundraising activities that took place.

Firstly, well done to our 19 walkers who took part in a gruelling 70 kilometre trek of the Great Wall of China. The group raised money in a variety of activities including our Deputy Chief Executive, Colette McKune, who braved the barber's clippers to have her head shaved in front of her colleagues to raise over £10,000 as part of the 'Hair for Hospices' campaign. Colette said:

“PEOPLE UNDERGOING TREATMENT IN HOSPICES OFTEN HAVE TO MAKE BIG SACRIFICES ALL THE TIME, SO I DECIDED I WAS HAPPY TO SACRIFICE MY HAIR TO SHOW MY SUPPORT FOR ‘HAIR FOR HOSPICES’. IT WAS AN AMAZING CHALLENGE TO TREK ACROSS THE GREAT WALL, SEEING SOME FANTASTIC SIGHTS AND DOING SOMETHING POSITIVE FOR CHARITY.”

[WATCH OUR FILM HERE](#)

Other activities included a wine tasting evening, a race and auction night, baking cakes for sale and climbing Ben Nevis. The China Trekkers donated £38,839 to charity, with £23,463 going to St Ann's Hospice, £9,788 to the Alzheimer's Society and £5,588 to other charities nominated by the staff involved. Katrina Bury, Fundraising Manager at St Ann's Hospice in Greater Manchester said:

“AT ST ANN'S WE RELY ON THE SUPPORT OF GENEROUS INDIVIDUALS AND LOCAL ORGANISATIONS LIKE CITY WEST TO BE ABLE TO CONTINUE OUR WORK. IT IS ABSOLUTELY FANTASTIC THAT THE TEAM WENT TO SUCH AMAZING LENGTHS TO HELP US RAISE OUR MUCH-NEEDED FUNDS. FROM EVERYONE AT ST ANN'S, WE'D LIKE TO THANK THE CITY WEST TREKKING TEAM FOR THEIR GREAT HELP.”

OUR GIFT SOCIAL ACCOUNT



Our China Trekkers

Another great achievement was our 18 swimmers (pictured below) who raised £1,185 for St Ann's Hospice by donning wet suits and braving the cold water and shopping trolleys of Salford Quays to swim a distance equivalent to the English Channel.



Our Channel Swimmers

Other events to raise money for St Ann's Hospice included staff cleaning and donating £5,378 of coins collected in Trafford Shopping Centre fountains, a Zumbathon, a Girls versus Boys car wash, a family day out at Llandudno, a badminton tournament, a Christmas Fair in our sheltered schemes, a Halloween pumpkin competition and a carol concert which included performances from the City West Choir (pictured below) and our Youth Empowerment Panel.



The City West Choir

We also donated £2,625 to monthly charities including the Prince's Trust, Red Nose Day, the Salfordian Hotel, the Steve Prescott Foundation, Greyhound Gap and Aplastic Anaemia. This was mainly through voluntary staff pay deductions of £3 a month, raising around £150 a month, for taking part in 'dress down Friday' and supporting events organised by staff nominating the charity.

We also encourage staff to promote charities they regularly support. Our 'Italian Job' cyclists travelled 470 miles over six days. They pedalled all the way from Geneva to Venice through Swiss towns, Italian villages, up and over the Alps with at times the heat reaching 40 degrees in the midday heat. The team bonded through falls, punctures, bike malfunctions and everything in between to raise over £90,842 for Kidney Research, £20,000 of which was due to the efforts of City West staff taking part.

OUR GIFT SOCIAL ACCOUNT

STAFF VOLUNTEERING

Staff are encouraged to take part in volunteering opportunities, and these usually support local communities or charities. We delivered 1,647 staff volunteering hours including 882 hours on Litter Legacy, 248 hours for Love Fruit & Veg and 25 hours for the Valley Kids Club, three of our social accounts. We also marshalled and helped out at fundraising events, helped clean up canals, assisted at school activities and gave several community and charity centres a makeover, inside and out. Here are our ICT and Facilities Team and Marketing and Communications Team giving St Ann's Hospice centres a new look.



ICT and Facilities Team



Marketing and Communications Team

THE ECONOMIC DIFFERENCE - OUTCOMES

STAFF FUNDRAISING

The £30,026 we raised for St Ann's Hospice paid for two days of care.

STAFF VOLUNTEERING

We value volunteering at the minimum wage of £6.31, since this is what the activity would have to pay if volunteers were not available. The 1,647 staff volunteering hours therefore attracts a value of £10,393.

THE SOCIAL DIFFERENCE - OUTCOMES

There is the potential to use the following HACT wellbeing values to measure the difference made by GIFT to staff.

COMMUNITY INVESTMENT ACTIVITY	PER PERSON PER YEAR
Regular volunteering – at least once a month for 2 months	£1,868
High confidence (adult)	£9,537
Walking – at least once a week for two months	£4,387
Frequent moderate exercise	£3,461

For example, if staff took up walking as result of taking part in the China Trek we could assign a wellbeing value of £4,387 to GIFT. If staff became more confident because of the activities they undertook through GIFT, that is they challenged what they thought they could do, this would attract a wellbeing value of £9,537. Wellbeing values were published after most of the events took place so we were unable to consult staff as to what extent they apply. This is something we will introduce in 2014/15, with the aim of reporting wellbeing values in next year's social accounts.

OUR GIFT SOCIAL ACCOUNT

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

Many of our volunteering activities improve the appearance of the local area which is increasing customer satisfaction with where they live. An example of this is measured and reported within our Litter Legacy social account.

WHAT WE INVESTED

We have an annual budget of £20,500 to plan and support GIFT activities and a member of staff spends 20% of their time coordinating the activity at a cost of £5,520. A staff committee donate their time to make decisions about how GIFT is delivered and to review progress with planned fundraising and volunteering activity.

GIFT SUMMARY 2013

INPUTS	Staff to co-ordinate events and budget to support activities	£26,020
	Total raised	£68,027
OUTPUTS - FUNDRAISING	St Ann's Hospice	£30,026
	Alzheimer's Society	£9,788
	Personal charities China	£5,588
	Six monthly charities	£2,625
	Kidney Research	£20,000
	Total raised	£68,027
OUTPUTS - VOLUNTEERING	Staff volunteering hours	1,647
ECONOMIC OUTCOMES	Good causes receive £68,027 to increase capacity to meet goals	Two days funded at St Ann's Hospice
	Volunteering value	£10,393

SOCIAL OUTCOMES	HACT wellbeing values apply	Reported in 2014/15
ENVIRONMENTAL OUTCOMES	Neighbourhoods improved	See Litter Legacy account

RETURN ON INVESTMENT

Our £26,020 investment raised £68,027 for charity, including two days care at St Ann's Hospice, and delivered staff volunteering for good causes supported valued at £10,393. The total value attracted by GIFT is therefore £78,420, which equates to £52,400 more than our investment. Recent research suggests values can also be attracted for improvements to staff wellbeing. This is something we will monitor through staff surveys in 2014/15.

Staff taking part in GIFT often complete activities during working hours, and we encourage this as part of staff development and our commitment to social responsibility. We do not monitor the cost of this to the business, considering it a further donation to good causes. Staff participation is key to the success of GIFT since only with their involvement can we help other organisations support communities and good causes. Helping others can be a personally rewarding and challenging experience, which we are confident has a positive impact on staff and team morale and therefore the day to day delivery of services to our customers.

OUR GREEN SOCIAL ACCOUNTS

OUR GREEN STRATEGY

Our Green Strategy aims to alleviate fuel poverty, reduce our carbon footprint, increase our energy efficiency, ensure legislative compliance and maximise green funding opportunities. Our green social accounts evidence our achievements and the difference we are making by delivering high quality and sustainable housing. Outcomes show investing in green initiatives, often called the 'sustainability agenda', is not only socially responsible, it also makes sound business sense.

As a landlord we encourage customers to reduce their impact on the environment by reducing the amount of energy and water they use and to reuse, reduce or recycle household waste. We run regular campaigns to raise awareness of environmental issues, particularly how changing behaviours can cut utility bills and reduce global warming.

As a housing provider we reduce water and energy consumption of existing homes through our property improvements. In our first five years we invested £63 million on energy efficiency products. Around 21,495 (25%) households in Salford experience fuel poverty – that is, spending more than 10% of income on fuel to heat homes (Source: Salford City Council website).



Our boiler replacement scheme

As a developer our homes meet level 3 (with an aspiration to meet level 4) of the [Code for Sustainable Homes](#). This is an environmental assessment method for rating and certifying the performance of new homes.

As an employer we support staff to reduce carbon emissions including how they travel to and during work. Most staff travel to work alone by car, with few walking or using public transport. We are supporting staff to use environmentally friendlier alternatives.

As a business we are registered with a national sustainable benchmarking tool and best practice network, which independently assesses our environmental performance. Each year we produce around 4,000 tonnes of waste, equivalent to 570 double decker buses, spend around £150,000 on electricity and gas across our offices and use over 100,000 litres of fuel in our City West Works Limited vans. We are working to further reduce our impact on the environment.

WHY WE INVESTED

The 2008 Climate Change Act set carbon budgets to restrict the total amount of greenhouse gases the UK can emit over a five year period. Government departments will be required to lead on reducing emissions, including the department overseeing housing policy and practice. Where emissions rise in one sector, the UK will have to achieve corresponding falls in another. As a social landlord, where possible, we support Government agendas and the outcomes they aim to deliver.

OUR GREEN SOCIAL ACCOUNTS

OUR PROPERTY INVESTMENT PROGRAMME

WHY WE INVESTED

Like all public sector landlords we are required to meet the Government's Decent Homes Standard. Introduced in 2000, this sets minimum standards for public sector housing conditions and requires homes to be in a reasonable state of repair, have modern facilities and services and a degree of thermal comfort.

WHAT WE DID

In 2013 we celebrated achieving the decency standard, delivered through our £235 million five year Investment Programme. Plans are underway to deliver further improvements over the next 25 years. This includes the completion of high and low rise block refurbishments, environmental improvements and sustaining or exceeding decency levels.

WHAT WE DELIVERED - OUTPUTS

Since 2008 we have delivered the following property improvements:

Energy efficient heating systems	9,332
Cavity wall insulation	1,500
Solid wall insulation	785
Loft insulation	5,300
Windows (affecting 6,895 homes)	30,404
Energy efficient external doors	12,394
Bathroom replacements	5,714



Cumberland Avenue before and after works



De Traffords before and after



New Lane before and after

OUR GREEN SOCIAL ACCOUNTS

WHAT WE INVESTED - COSTS

We can afford to deliver high specification improvements due to the cost effective supply agreements we have put in place and achieve highly competitive rates from contractors and suppliers due to our high level of investment. This is usually in partnership with other providers through procurement clubs where we combine purchasing requirements to achieve better discounts. The framework agreements we use to award contracts also reduce our procurement costs. Here are some examples.

PROCUREMENT - BASED ON A THREE BEDROOM HOUSE

Heating

We attracted a 75% discount for the cost of an 'A' rated heating system - includes one boiler, six radiators, 12 radiators valves, one timer and one room thermostat.

Bathrooms

We attracted a 60% discount for the cost of a bathroom - based on a bath, a panel, a basin, a toilet, basin taps, a bath/shower mixer taps, a fan, and tiling and flooring.

Windows and doors

We attracted an 11% discount for window and door costs - based on one front door, one rear door and six windows.

Actual costs are not provided due to the commercial sensitivities of procurement.

EVALUATING OUTCOMES

Since we had to replace property components anyway to meet the Decent Homes Standard we do not consider it appropriate to attribute all of the outcomes from the investment programme to our return on investment calculation. Instead we calculate the difference between components that would have met the minimum standard and the components we actually used, which are of a superior specification. We chose these standards to reduce the impact of our homes on the environment and improve the thermal comfort of our customers.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

We have calculated how our specification compared to the basic specification, reduces CO₂ emissions, and in the case of bathrooms, water consumption.

Energy efficient heating systems	494,596 kg	495 tonnes
Cavity wall insulation	487,500 kg	488 tonnes
Solid wall insulation	255,125 kg	255 tonnes
Loft insulation	3,074,000 kg	3,074 tonnes
Energy efficient external doors	Not available	
Windows	206,850 kg	207 tonnes
TOTAL	4.5 MILLION KG	4,519 TONNES
Bathrooms (water)	58.4 million litres <i>Toilet only, no data available for taps/shower</i>	

Lowering CO₂ helps reduce global warming which can lead to extreme weather and rising sea levels - causing a risk to communities. Another outcome includes the longer lifecycles of components and therefore the housing stock. For example, when we selected our bathrooms we chose items which are expected to last longer. Because the bath lasts longer, the tiles around the bath are renewed less often. Other environmental impacts from repairs and replacement are reduced, such as van trips, disposal and production.

OUR GREEN SOCIAL ACCOUNTS

THE ECONOMIC DIFFERENCE - OUTCOMES

We have calculated how our specification, compared to the basic specification, reduces customer bills per year.

Energy efficient heating systems	£134,381
Cavity wall insulation	£112,500
Solid wall insulation	£117,750
Loft insulation	£742,000
Windows (affecting 6,895 homes)	£51,713
Energy efficient external doors	Not known
Bathrooms	£173,206
TOTAL SAVINGS TO CUSTOMERS	£1,331,550

Not all of our properties required all of these works to achieve the consistent standard we set for the condition of our homes. However, if as a guide we share the total saving of £1.3 million across all of the 14,600 housing stock, all customers would be better off by £91 a year.

THE SOCIAL DIFFERENCE - OUTCOMES

Here are some of the things our customers told us:

“WE’RE BOTH ABSOLUTELY DELIGHTED WITH THE WORK THAT’S BEEN DONE, PLUS THE QUALITY OF PRODUCTS AND WE COULD NOT BE HAPPIER WITH IT. THE CITY WEST WORKMEN DID A GREAT JOB OF IT AND WE’RE REALLY ENJOYING USING OUR NEW KITCHEN AND BATHROOM - I’M REALLY PROUD OF IT.”

OUR PROPERTY INVESTMENT PROGRAMME SUMMARY

INPUTS	Part of our £235 million five year Investment Programme
OUTPUTS	<ul style="list-style-type: none"> • 9,332 energy efficient heating systems • 1,500 cavity wall insulation • 785 solid wall insulation • 5,300 loft insulation • 30,404 windows (affecting 6,895 homes) • 12,394 energy efficient external doors • 5,714 bathroom replacements
ENVIRONMENTAL OUTCOMES	<ul style="list-style-type: none"> • The higher specification property improvements have reduced CO₂ emissions by at least 4,519 tonnes more than the standard specification and require 58.4 million litres less water • More servicing of components rather than replacement reduces CO₂ through less manufacturing and transport
ECONOMIC OUTCOMES	<ul style="list-style-type: none"> • Procurement clubs attract discounts ranging from 11-75%, allowing investment in higher specifications • Our higher specification has saved customer £1,331,550 on fuel bills and further improved thermal comfort
SOCIAL OUTCOMES	Customers give positive examples of how better homes have improved their lives

OUR GREEN SOCIAL ACCOUNTS

RENEWABLE AND ENERGY SAVING TECHNOLOGY

1. HIGH RISE INVESTMENT PROGRAMME

ABOUT THE PROGRAMME

We are investing £54.3 million to improve high rise blocks in Eccles. The investment programme started in Barton Village which already has several completed blocks and has more recently included high rise blocks at Ladywell Green.

WHAT WE DELIVERED

The improvements include the installation of Ecopod communal heating systems to allow gas heating to customer homes, without the need for individual boilers, and solar thermal panels to provide renewable energy and therefore cheaper energy bills for customers.

We have so far fitted eight Ecopods which allow each customer to pay on a card for the heat they use. We also remodelled apartments to provide customers with an open plan kitchen and living space and enclosed conservatory balconies. The self cleaning windows have the highest energy efficiency rating and the building exterior has been further insulated by wrapping around a thermal cladding. We carried out 12 consultation events to inform customers about the improvements and provide component choices for individual homes, such as kitchen units, tiles, worktops and internal decoration.

WHAT WE INVESTED

Due to carbon savings achieved we received a significant contribution to installation costs through the [Community Energy Savings Programme \(CESP\)](#). The programme supports energy efficiency measures tailored to individual properties.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

As well as improving thermal efficiency, the external thermal cladding makes the building more attractive. We based the external colour pallet of our Ladywell Green blocks on colours associated with the famous local artist L.S Lowry. This recognises the valuable contribution Lowry made by recording scenes of everyday life in the industrial heartland of North West England. This difference can be seen in the before and after photos for Kemball (pictured below).



OUR GREEN SOCIAL ACCOUNTS

ECONOMIC DIFFERENCE - OUTCOMES

The energy saving technology is resulting in cheaper energy bills for customers. Here are some case studies for three households. Costs are based on data from the first six months that they moved back into their homes. The customers saved on average £459.33 (53%) a year on their fuel bills.



THE SOCIAL DIFFERENCE - OUTCOMES

As well as being able to control the heating in their individual homes, with lower heating costs, customers can better afford to stay warm and well in winter. This will also help them pay their rent and have a better quality of life. This is particularly important as fuel prices continue to rise.

Here is what some of our customers told us about the difference the improvements had made:

“THE CLADDING IS EXCEPTIONAL AND THE WARMTH IS NOTICEABLY IMPROVED. THE COST HAS MORE THAN HALVED. A FANTASTIC JOB.”

“THE IMPROVEMENTS HAVE AFFECTED ME TREMENDOUSLY - WE’VE GOT COMFORT, SMART TECHNOLOGY AND WE ARE MAKING FANTASTIC SAVINGS ON OUR ENERGY BILLS. WE ARE FEELING THE BENEFIT OF WHAT WE ARE PAYING FOR IN THAT WE HAVE A WARM HOME AS OPPOSED TO PAYING RIDICULOUS AMOUNTS ON ENERGY AND FEELING NO HEAT BENEFIT.”



OUR GREEN SOCIAL ACCOUNTS

2. SHEPWAY COURT GROUND SOURCE HEAT PUMP AND PV (SOLAR PHOTOVOLTAIC PANEL)

WHAT WE DID

We fitted a ground source heat pump (pictured below) in Shepway Court, a 40 property sheltered scheme for the over 55s in Eccles. This replaced an old expensive gas heating system. It extracts low-level heat from the ground using 12 holes, each 150 metres deep. This heat feeds two pumps which heats hot water and provides heating to all the flats and communal areas in the scheme.



Shepway Court ground sources heat pump

Customers (pictured below) attended a celebration event to mark the end of the works, which have also included improvements to the communal areas, new lifts, windows and doors as part of our programme to regenerate our sheltered accommodation.



Customers of Shepway Court

WHY WE INVESTED

Shepway Court's previous seven boiler heating system regularly failed. The flat radiators, pipework and heating controls were about 30 years old and positioned in a way that led to overheating. Choosing renewable energy addresses these issues whilst also attracting additional revenue through claim tariffs for the heat or electricity generated.

Our cost benefit analysis of various heating systems favoured this approach due to its lowest lifecycle costs because of the large amount of Renewable Heat Incentive (RHI) generated. It also has relatively low installation and running costs and lower CO₂ emissions than straight gas replacement. The activity attracted press attention and promoted City West as an installer of large scale renewable heating technologies. Warm and cost effective properties are also attractive and ensure our stock remains sustainable.

OUR GREEN SOCIAL ACCOUNTS

WHAT WAS DELIVERED - OUTPUTS

Shepway Court has the largest ground source heat pump ever installed in a sheltered scheme. It is supplemented by a 42kw PV panel, commonly known as solar panels, on the roof to further reduce heating costs. There are new heating and unvented hot water systems to each apartment and new radiators in communal areas.

THE ENVIRONMENTAL DIFFERENCE - OUTCOMES

The ground source heat pump reduces carbon emissions by half from 83 tonnes to 40 tonnes, equivalent to taking 10 cars off the road and the lifecycle CO₂ emissions savings are 1,765,105 kg. The PV system will achieve a lifecycle CO₂ saving of 472,021 kg.

THE SOCIAL DIFFERENCE - OUTCOMES

Customers can better afford to heat their homes and stay well in winter. They can also pay their rent and have a better quality of life. This is what one customer said about the difference it had made to them:

“I COULDN’T HAVE ASKED FOR MORE. WE WERE LOOKED AFTER WHILE THE WORK WAS CARRIED OUT AND THE FINAL OUTCOME WAS AMAZING.”

THE ECONOMIC DIFFERENCE - OUTCOMES

The ground source heat pump reduces energy costs with heating and hot water to less than £4 per week. It also contributed to the local supply chain, being designed, specified and installed by a local supplier, Ground Heat Installations based in Wigan.

The PV panel supplies electricity to the heat pump and the rest of the scheme, further reducing energy costs for customers. The press coverage we received enhances our reputation as a social housing front runner in renewable energy.

The cost for installing, maintaining and running the ground source heat pump is £144,252 (cost over 20 years) taking into account a RHI income of £18,786.18 per annum. The option of re-installing a gas boiler was cheaper, but this did not qualify for RHI and therefore taking everything into account would have been more expensive, in addition to having higher carbon emissions. The PV system delivers £2,487 per annum in electricity savings, and attracts an income of £4,630 per annum over 20 years. Over its lifecycle it will generate a profit of £171,881.

3. VEHICLES

WHY WE INVESTED

The Energy Trust found our 103 City West Works Limited van fleet averaged around 7,097 miles per year, 702,631 combined. This incurs expensive running costs and has a CO₂ footprint of 280 tonnes, contributing to global warming.

MASTernaut

In 2011 we introduced an all-in-one tracking, navigation and communication solution. This allows us to view the minute by minute location of operatives, have instant communication with drivers and instantly inform operatives of jobs as they are scheduled.

This has enabled us to plan and deliver our maintenance service more effectively and efficiently, by travelling the least possible distance. We have also reduced fuel consumption by educating operatives on smart driving. Driving practices are monitored and regular reports help managers encourage operatives to improve their driving. Points are allocated for harsh acceleration, harsh braking, harsh cornering, idling and speeding, all of which increase fuel usage and CO₂ emissions.

OUR GREEN SOCIAL ACCOUNTS

THE ECONOMIC AND ENVIRONMENTAL DIFFERENCE - OUTCOMES

By using Masternaut we reduced fuel consumption by £16,786, an 8% saving, and carbon emissions by 40.6 tonnes (2013/14).

ELECTRIC CARS

The Energy Trust estimated that our Cash Allowance Fleet (staff cars) of 13 was travelling around 27,078 miles a year, with a CO₂ footprint of 8 tonnes. The report predicted that if each vehicle was used for 40 miles or even at a much lower mileage electric cars are 'almost guaranteed to be cost effective in comparison with Cash Allowance'.



Our electric cars

THE ECONOMIC AND ENVIRONMENTAL DIFFERENCE - OUTCOMES

We lease two electric cars (pictured above) for staff attracting the most miles. These are reducing City West Works Limited's CO₂ emissions by 1.7 tonnes per year, which helps improve air quality. We are still monitoring the cost of running the cars.

4. OTHER ACTIVITIES AND THEIR OUTCOMES

ASTLEY COURT

In October 2013 we fitted PV panels to Astley Court, our extra care scheme in Irlam. These are currently generating £1,491 in electricity savings and attracting £4,230 through feed – in tariff each year. The return will diminish over the 20 year lifecycle but the annual return is resulting in lower charges for customers. We now have a programme to install many more domestic PV panels alongside our re-roofing programme.

THORPE STREET

City West Works Limited improved a property on Thorpe Street (pictured right) to pilot external wall insulation. Not only did this improve the energy efficiency of the property and therefore the thermal comfort for the customer, it also reduced heating bills by around 50%. It was free to install since labour was donated by City West Works Limited as an opportunity to up-skill operatives and other costs were funded by CESP. This is what the customer had to say about the difference this had made:



Thorpe Street

"I WAS PUTTING NEARLY £40 A WEEK ON MY CARD TO HEAT THE HOUSE IN THE BAD WEATHER BUT SINCE THE WORK HAS BEEN DONE I'M PAYING AROUND £20 A WEEK. I USED TO HAVE TO HEAT THE HOUSE CONSTANTLY BUT I CAN NOW TURN THE HEATING OFF BEFORE WE GO TO BED AND THE HOUSE IS STILL WARM WHEN WE GET UP IN THE MORNING."

OUR GREEN SOCIAL ACCOUNTS

CITY WEST WORKS LIMITED UP-SKILLING

These projects enabled City West Works Limited to up-skill operatives and acquire accreditations in Publicly Available Specification (PAS) 2030 for under floor insulation, and internal and external wall insulation, to add to the Micro Generation Certification (MCS) it already has for the installation of the PV panels. This will make the company more competitive in the future to potentially attract more business and therefore revenue.

CITY WEST WORKS LIMITED LIGHTING

We have installed energy efficient lighting into City West Works Limited's building yard. This is expected to save £15,597 in energy bills over the next 20 years.

SUMMARY FOR THREE KEY ACTIVITIES

HIGH RISE INVESTMENT PROGRAMME

INPUTS	Part of £54.3 million, high rise blocks in Eccles
OUTPUTS	<ul style="list-style-type: none"> • Ecopod communal heating and solar thermal panels • More spacious apartments • Self cleaning windows with the highest energy efficiency rating • Building exterior insulated with thermal cladding
ENVIRONMENTAL OUTCOMES	Not reported
ECONOMIC OUTCOMES	<ul style="list-style-type: none"> • Customers saved on average over 53% on fuel bills • More disposable income will sustain tenancies through rent paid
SOCIAL OUTCOMES	Customers give positive examples of how better homes have improved their lives

SHEPWAY COURT GROUND SOURCE HEAT PUMP

INPUTS	Not provided – commercially sensitive
OUTPUTS	<ul style="list-style-type: none"> • Ground source heat pump • 42kw PV panel • New heating and hot water systems to each apartment • New radiators in communal areas
ENVIRONMENTAL OUTCOMES	<ul style="list-style-type: none"> • Carbon emissions cut by half from 83 tonnes to 40 tonnes • Pump lifecycle CO₂ emissions savings of 1,765,105 kg and PV system lifecycle CO₂ saving of 472,021 kg
ECONOMIC OUTCOMES	<ul style="list-style-type: none"> • Designed, specified and installed by a local supplier • Press coverage may attract further investment • The pump generates an income of £18,786.18 per annum and the PV system over its lifecycle will generate a profit of £171,881
SOCIAL OUTCOMES	Customers give positive examples of how better homes have improved their lives

OUR GREEN SOCIAL ACCOUNTS

VEHICLES

INPUTS	Not provided – commercially sensitive
OUTPUTS	<ul style="list-style-type: none">• All-in-one tracking, navigation and communication for van fleet• Two leased electric cars
ENVIRONMENTAL OUTCOMES	By using Masternaut and electric cars we are reducing carbon emissions by 42.3 tonnes per year
ECONOMIC OUTCOMES	By using Masternaut we reduced fuel consumption by £16,786, an 8% saving



OUR GREEN SOCIAL ACCOUNTS

RAISING AWARENESS OF THE 'GREEN' AGENDA

WHAT WE DID

We took part in a range of national and local campaigns to promote the 'green' agenda to staff and customers. We also offered energy advice to customers on how to reduce energy consumption and cut fuel bills (pictured below). Our environmental e-learning module helps staff understand what they can do to improve environmental performance in the workplace.



Jonathan Newton our Energy & Sustainability Advisor

WHY WE INVESTED

Raising awareness of sustainability helps everyone understand the importance of environmental issues. At City West we believe 'nobody can do everything but everyone can do something'. Our participation in campaigns helps us identify and adopt practices to reduce the impact of our activities on the environment. As an employer and housing provider we share information and innovations with our staff and customers so they too can make a positive contribution.

WHAT WE DELIVERED - OUTPUTS

We took part in two national campaigns and publicised five others. Our two main campaigns of green office week and climate change week included 10 intranet news stories generating 298 reads averaging 30 a day.

Campaigns we supported:

- Green office week provides staff with the practical advice and tools to help create a more sustainable way of working
- Climate change week offers advice and information on issues impacting on the environment including simple changes to reduce this

Campaigns we publicised:

- National Tree Week, run by the Tree Council, urges everyone who cares for their environment to plant a tree and kick start the winter tree planting season
- Recycle Now Week, run by "Recycle Now" the national recycling campaign for England, encourages staff to recycle more things, more often
- Walk to work week encourages staff to do more walking in the working week to get fitter and reduce the impact of road travel on the environment
- UK National Cycle to Work Day promotes the benefits of cycling. We used this as an opportunity to promote our cycle discount "you at work" scheme
- Buy nothing day, asks staff to switch off from shopping for a day and make a longer commitment to consume less, recycle more and challenge companies to clean up and be fair

OUR GREEN SOCIAL ACCOUNTS

In March 2012 we asked staff to make pledges to support climate week and we were impressed by the wide range and innovative pledges they came up with. This year we see how they are getting on and whether they succeeded in making a permanent change to reduce their impact on the environment.

We run campaigns to raise customer awareness of environmental issues. Prior to 2013/14 we visited 221 customers to give energy advice and we have also issued an energy advice guide to all our homes. More recently we attended customer events to raise awareness of saving energy, and reducing waste and water usage. We have also carried out several campaigns in low and high rise accommodation to encourage customers to use communal recycling bins now that refuse collections have changed from one to two weeks. In 2014/15 we will focus on improving recycling levels by increasing the capacity of our external bin stores.



Our energy advice team

EVALUATING THE DIFFERENCE MADE

An independent assessment of our environmental practices scored positively, 57 out of 100, to achieve silver status. This is better than 29 peer members and lower than 9 others, with 70 being the highest score achieved. The report recognised a number of best practice including:

- Smart printing, which has saved us £1,500 per year in paper and £15,000 in printing
- Our 'Shred it' shredding and recycling programme saving trees from destruction
- City West Works Limited achieving an 'excellent' 100% recycling for refurbishment waste, with 90% achieved at CWHT head office

Calculation

"Anything that cannot be recycled in the normal way goes to a new plant which crushes it and turns it into a pulp. This is then transported to a new £10 million kiln at Tarmac. This kiln is completely sealed so nothing escapes into the atmosphere. The waste is burned to make cement and the smoke residue actually goes into the cement, making the process 100% recycled."

OUR GREEN SOCIAL ACCOUNTS

We have not fully monitored the difference we have made through our campaigns, and this is something we will address next year. However, several staff do still practice their Climate Change week pledges. Here is what they told us:

THE PLEDGE	ONE YEAR ON
Danielle Moore pledged "to turn lights off when not in the room."	"It has become a habit now and I'm always thinking about it at other people's homes!"
Lisa Scully pledged "to not use my office heater."	"I no longer use it!"
Patricia Ford pledged "to reduce heating in the house by 1.5 hours per day."	"I've reduced my heating by 2 hours every day (1 hour in the morning and 1 hour in the evening). This has significantly reduced my energy bills and the impact on the environment."
Alex Kent pledged "to cook double on the days she is not in work."	"I am eating healthier and using the food I have better. It's saving me time and stress as I'm not cooking as much!"

RAISING AWARENESS OF THE GREEN AGENDA SUMMARY

INPUTS	Staff time
OUTPUTS	<ul style="list-style-type: none"> • Took part in two national campaigns and publicised five others • 10 intranet news stories generating 298 reads averaging 30 a day • Attended customer events throughout the year • Campaigned in low and high rise accommodation for customers to use communal recycling bins • An independent assessment (SHIFT) achieved silver status
ENVIRONMENTAL OUTCOMES	<ul style="list-style-type: none"> • Our 'Shred it' shredding and recycling programme is saving trees from destruction • City West Works Limited achieves 100% recycling for refurbishment waste • Our head office achieves 90% recycling (Centenary House) • Some staff have kept up climate week pledges
ECONOMIC OUTCOMES	Smart printing saved £1,500 per year in paper and £15,000 in printing

OUR GREEN SOCIAL ACCOUNTS

GREEN SOCIAL ACCOUNTS ONE'S TO WATCH IN 2014/15

ERMAN ROAD

In September 2013 we carried out a number of thermal comfort improvements to a property on Erman road. This is being monitored by the University of London for 18 months. Monitoring will measure the customer's thermal comfort and energy bills. These results will be available in the 2014/15 social accounts.

PARTY WALL CAVITY WALL INSULATION

City West is leading the way in trialing a new type of cavity wall insulation which is applied to the separating walls between terraced and semi-detached houses (pictured below). Initial tests have shown that the insulation completely eliminates heat loss and this will be reflected in reduced energy bills. It will also reduce household carbon emissions by between a third and half a tonne per home, per year – which is roughly equivalent to boiling a kettle 33,000 times.



Assessing cavity wall insulation

We are undertaking the project with Knauf Insulation and its performance is being monitored by Leeds Metropolitan University and the Mineral Wool Insulation Manufacturers Association (MIMA). This is what they told us:

“WE REALLY APPRECIATE HAVING THIS EXCITING OPPORTUNITY TO MONITOR THIS REVOLUTIONARY TYPE OF PARTY WALL CAVITY WALL INSULATION WITH CITY WEST. THE MEASURE WILL SOON BE WIDELY AVAILABLE TO HELP ALL BEGIN SAVINGS ON THEIR ENERGY BILLS.”

52 REGENT STREET

In July 2014, our head office moved to new purpose built premises in the heart of Eccles high street. We will be monitoring and reporting the difference this makes to our impact on the environment including the energy efficiency of the building, office practices to reduce consumption and waste of energy, water and materials and the impact of the move on the local economy, by staff buying locally.

STAFF TRAVEL

Our 2013/14 travel survey found that 75% of staff travel alone by car each day into work, with just 8% either walking or using public transport. Convenience and comfort were high on the list, with environmental concerns and health and fitness the least important factors. We produced a factsheet to promote car, cycle and public transport environmentally friendly alternatives and will be monitoring whether travel to work habits change as a result of the support we offer and the location of the new office.

OUR GREEN SOCIAL ACCOUNTS

RETURN ON INVESTMENT - CONCLUSION

We invest heavily in property improvements to customer homes and the surrounding environment. Not only to improve health and wellbeing through affordable warmth and increase disposable incomes through lower heating bills, but also to improve the landscape of West Salford to make it a better place to live and work. We also consider that customers and communities are more likely to access the wide range of opportunities included in our social accounts if they have good quality, affordable homes. Our investment programme is therefore crucial to the successful delivery of our social responsibility activities.

These 'green' activities also support a number of our corporate objectives. This includes improving our customers' homes through the delivery of decent homes, ensuring customers have access to affordable warmth through energy efficiency improvements and enhancing our environmental credentials to meet the challenges of the Green agenda. We are also pursuing income generation opportunities by up-skilling City West Works Limited and acquiring renewal energy claim tariffs.



TO FIND OUT
MORE ABOUT OUR SOCIAL
RESPONSIBILITY ACTIVITIES
EMAIL US ON
BIGPLEDGE@CITYWEST.ORG
OR PHONE US ON THE
ONE NUMBER
GIVEN BELOW.



Social Accounts 2013- 2014:
To request other formats, large print, audio or Braille, please call

Compte sociaux 2013-2014:
Si vous souhaitez d'autres formats, veuillez appeler (French)

Konta ubezpieczeń społecznych 2013-2014:
Aby uzyskać informacje w innym formacie prosimy zadzwonić (Polish)

সে শাল (সামাজিক) একাউন্টস ২০১৩ - ২০১৪:
অন্যান্য বিন্যাসের জন্য দয়া করে ফোন করুন (Bengali)

الحسابات الاجتماعية ٢٠١٣ - ٢٠١٤:
(Arabic) لطلب الحصول على نسخة من هذه المجلة بتنسيقات أخرى، فضلاً اتصل بـ

حساب های اجتماعی ٢٠١٣ - ٢٠١٤:
(Farsi) جهت ارائه درخواست برای دریافت فرمت های دیگر لطفاً از طریق تلفن با ما تماس بگیرید

Contas Sociais 2013-2014:
Para pedir outros formatos, caracteres grandes, áudio ou Braille,
por favor telefonar para (Portuguese)

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