



**Yorkshire
Housing**

Our social value report

2021 - 2022



What's social value?

The work we do has a positive impact on our customers' lives every day. However, for many of the services we provide it's hard to put a monetary value on the outcome. This is why we use social value.

Social value enables us to measure the impact of our services and put a value on outcomes that improve our customers' lives and the communities they live in.

Social value is at the heart of our overarching approach of making it possible for you to have a place you're proud to call home. It's part of our DNA and is at the heart of our collective social purpose as a business.

“ It's about doing the right thing and not the easy thing ”

Despite being from Yorkshire (and careful with our money!) it's not always about the lowest cost or even saving money – it's about doing the right thing and not the easy thing.

We want to provide services because we know they matter for our customers and the places in which we work.



Nick Atkin
Chief Executive,
Yorkshire Housing



Social value 2021-22

Enhanced tenancy services (ETS)
calculate social value as an additional
measure, showing the wellbeing impact we
have on customers and our communities.

We also worked with some other Yorkshire Housing (YH) services to start calculating their own social value. This report will show the social value accrued by ETS and gives a snapshot of different services across YH who calculated their own social value.

This social value work complements two big pieces of work completed in 2021-22 by ETS. Firstly, being involved in the Housing Associations' Charitable Trust (HACT) Social Value Roadmap review and working group and the rolling out of a new social value framework. Secondly, incorporating social value into the YH procurement framework and making the most of the Yorkshire Housing pound!

We want this hard work to have a lasting effect and for colleagues to join us in calculating social value going forward. To do this, we'll follow and share our mission statement.

Case study...

Grand opening of the Travis Perkins Social Value pot-funded Black Hair Salon and Community Hub in Sheffield.

Run by a Yorkshire Housing customer, it will be hub for local people and a place where young people can get accredited to style black hair.



Our mission

To highlight the social, environmental and economic value of everything we do across the business, through our approach to service delivery and procurement.

To make sure we get the best social value outcomes, we'll...

- 1** Consider the wellbeing of our customers in everything that we do.
- 2** Think long-term and turn investment into long-lasting outcomes.
- 3** Work together as an organisation and with partners across sectors to provide top-quality social value outcomes.
- 4** Keep our values in mind (creating trust, being curious, making it happen, achieving impact, having fun).
- 5** Understand how social value can improve our communities and customers' lives.
- 6** Measure and evaluate social value. And, share our impact both internally and externally.

Total social value

For the business areas that calculated their overall output, the total recorded social value figure measured in 2021-22 for Yorkshire Housing was...

£9,063,854

Service area:

Money & tenancy coaching

During 2021-22, the coaching team secured over £1m of funding for our customers and for Yorkshire Housing. But this is just a tiny part of the support offered through coaching.

A significant chunk of our impact comes from reducing the burden of personal debt, supporting skills and building customers' confidence and advocating in areas where people need that little bit of extra support and guidance. To show the wellbeing impact of our coaching team, we calculate this through social value.



Social value total:

£4,901,748



Case study

Money coaching

Our customer had experienced a decline in their mental health that resulted in them no longer being able to work. A money coach referral was received due to them struggling financially and falling behind with their rent payments.

After completing an initial benefits check, our money coach helped with a Personal Independence Payment (PIP) application. This was initially declined but upon appeal our customer was awarded the maximum amount of £152.15 per week.

They also helped our customer organise a Universal Credit work capability assessment. Universal Credit agreed that they were not fit for work and awarded an extra £343.63 per month.

During coaching our customer transitioned from working age to state pension age. Our coach helped make state pension, pension credit, housing benefit and council tax support applications.

“ Our customer is now up to date with all bill payments and is no longer in rent arrears ”

These were all successful and the transition from Universal Credit to state pension age benefits was seamless. Our customer is now up to date with all bill payments, is no longer in rent arrears and is paying their rent on time (i.e. for the month ahead).

Social value breakdown:

- **£7,269** Able to pay for housing
- **£7,192** Financial comfort
- **£10,835** Relief from the heavy burden of debt.



Coaching type:
Money



Coaching areas:
Money & benefits



Local authority:
Ryedale



Time as customer:
8 years



Social value:
£25,296

Case study

Tenancy coaching...

Mr W was referred to the tenancy coach team in April 2021 after being served notice on his home, which was sublet from a bank that closed and was seeking repossession. He was very worried.

Our tenancy coach visited in September. They contacted several letting agents but were told as Mr W had a house cat and was unemployed, he had little chance of obtaining a private rental.

In November his notice was due to expire and finding somewhere else to live had been unsuccessful. His anxiety about becoming homeless was causing weight loss, then at the end of November his mother sadly passed away. Throughout this period our tenancy coach contacted Mr W regularly to reassure him that we would do all we could to help find him new accommodation.

After another home visit, his coach identified a suitable empty market rent YH home. Working closely with other teams, our customer was offered the property. Mr W was also referred to our money coaching team to maximise his benefits and income.

Our coach arranged for a removal company to help Mr W into his new home. When moving his items, it was noted he could do with a new mattress and sofa. Our tenancy coach made a successful application to our Customer Independence Fund and a week after moving in, he received his new mattress and sofa.

Our coach made a final visit to ensure Mr W was settled in. He is enjoying his new home and his health is improving. Mr W said "I just love the flat, it's brilliant and I am over the moon. I do not have enough words to say how brilliant you have been. You're my angel".

Social value breakdown:

- **£7,269** Able to pay for housing
- **£5,080** Afford to keep house well-decorated
- **£14,736** Good overall health
- **£9,161** High confidence (adult)
- **£7,192** Financial comfort.



Coaching type:
Tenancy & money



Coaching areas:
Sustainment



Local authority:
West Yorkshire



Social value:
£43,438

Service area: Community independence

The team is made up of community independence officers, activity coordinators and our volunteering development officer.
We work directly with customers and in our communities.

We manage community spaces, work with partners on development projects, create volunteering opportunities and kickstart new social and educational activities alongside customers. We use social value to measure the impact on customers' wellbeing and in YH communities. This year, despite the ongoing effects of the COVID-19 pandemic, we have generated over £1.8m in social value.



Social value total:

£1,837,678



Case study

Greatwood & Horseclose community centre

The Greatwood and Horseclose community centre is based on an estate of the same name in Skipton, North Yorkshire. Yorkshire Housing is one of six social housing providers in the area and the centre serves the whole estate. It's one of our largest and busiest community spaces with a main hall, fully fitted kitchen, two office rooms and a smaller meeting/activity room.

Greatwood & Horseclose is unique among our community buildings in that it's jointly managed between Yorkshire Housing and the Greatwood & Horseclose community interest organisation (CIO), formerly the G&H residents association. Decisions about the day-to-day running of the centre and spending are taken by a board of trustees made up of residents and stakeholders from the local community. They are supported by Karen McIntyre, YH community independence officer for the Craven area.

The centre has always hosted a variety of community services and activities, including the Little Feet creche, community café, hobby groups and karate, as well as a tool hire and exercise clubs in previous years. Sadly, we had to close the centre for over a year during the pandemic and since reopening in July 2021 we have concentrated on bringing back users in a gradual and safe manner.

Despite the challenges, the centre has generated an impressive return in social value over 2021/22 from the following community groups and partners:

Social value breakdown:

- **£6,2365** Scoff Café
- **£22,639** Little Feet creche
- **£11,642** Queen Bees
- **£19,723** Trustee meetings
- **£32,464** Creative communities
- **£23,953** Youth club
- **£48,462** Knit and Natter.



Activity type:
Community centre



Activity areas:
Services



Local authority:
Craven Council



Social value:
£221,248

Service area:

Customer insight & engagement

We're passionate about making sure our customers' voices are heard. In the last financial year, we've engaged with over 500 customers in more than 400 hours of activities, all to help improve our service offering.

We do this through surveys, workshops, formal meetings, training sessions and of course, meeting our lovely customers in their communities!



Social value total:

£460,000



Highlights

The Customer Voice and Review Committee...

The CVRC is a group of Yorkshire Housing customers involved in the formal governance structure. The group has been established for a year and is already influencing change and having a positive impact on the members' health and wellbeing, generating a total of £300,000 of social value.



Social value:
£300,000

Mary's story...

Mary sits on our CVRC and is passionate about making sure the voices of disabled people are heard. She has complex learning difficulties, a hearing impairment and lives with depression and anxiety. Mary is our disability awareness champion.



Social value:
£25,000

“ Her role is helping improve her mental wellbeing ”

During her first 6 months on the committee, she has told us that her confidence has increased massively, and her role is helping improve her mental wellbeing. Mary's time on the CVRC has generated £25,000 of social value.

Repairs scrutiny...

At Yorkshire Housing we're making big changes to our repairs service and having the customer voice at the heart of those improvements will be key to our success.



Social value:
£120,000

The first part of the project was for customers to scrutinise our existing service. The work spread across eight workshops and culminated in a report with 13 recommendations Yorkshire Housing will use to improve its repairs service over the next few years.

Customers reported increased levels of confidence and improved wellbeing. The repairs scrutiny generated £120,000 of social value.

Service area:

Tenancy enforcement

The tenancy enforcement team work on high level antisocial behaviour (ASB) cases across Yorkshire. They've had a really positive impact on our customers and communities.

Over 200 customers reported that ASB wasn't a problem anymore or that they weren't worried about crime anymore.

- No problem with antisocial behaviour social value: **£6,403**
- Not worried about crime social value: **£12,274**



Social value total:

£1,700,000



Case study

Concorde Mews, Doncaster...

In summer 2021, a new customer moved into a ground floor flat in one of our communities in Doncaster. Unfortunately, they quickly set up shop selling hard drugs from their bedroom window, not making any effort to conceal it. Anyone, customer or visitor, could see this behaviour as it continued through the day and night.

Our tenancy enforcement team's role was to collect evidence from neighbours and issue legal proceedings to evict the drug dealer. However, when the customer was issued with the legal proceedings, they retaliated by setting fire to two cars in the car park and a bin shed. The other residents were living in constant fear and disruption, not knowing who might be victim of his violent behaviour.

It was obvious after this that Yorkshire Housing needed to take immediate action. Security guards were employed around the clock to monitor and film the entrance to the building. We also obtained an emergency court order to exclude the customer from their property and he was evicted within a week.

Our tenancy enforcement team have since been working with the community to help them recover from the trauma caused and help things settle down.

“ Taking proactive steps to give extra support to the communities ”

The overriding objective for the team has been to ensure this doesn't happen again and they're taking proactive steps to give extra support to the communities that are struggling with antisocial behaviour.



Type of problem:
ASB



Enforcement type:
Eviction



Local authority:
Doncaster Council



Social value:
£269,329

Service area:

Apprenticeship programme

The Yorkshire Housing apprenticeship programme contributes to our great place to work and great business objectives, it's an integral part of workforce planning.

The programme has been a continuous successful pipeline for growing our team of amazing people. It's also supporting workforce planning by building skills that meet current and future business needs.



Social value total:

£164,428



Case study

Apprenticeship programme...

Over the past seven years we've maintained a yearly cohort of around 25 apprentices helping to transform the life of a young person, provide an opportunity to kickstart a career, develop and grow individuals' confidence, skills, knowledge and expertise.

Yorkshire Housing proudly provides many apprenticeship opportunities from developing a trade in our repairs or development team, to being a digital content creator in our comms team.

Through measuring social value, we've been able to see the great impact apprenticeships have on the people working towards them and for us, benefitting from all the great work they do. It's also hugely positive to YH for recruitment to be able to offer our apprentices full time roles post qualification.

In September 2022, a whole new cohort of apprentices will be joining the business, as we can already see the value they provide to us.

Social value breakdown:

- **£12,034** Individual supported into secure job
- **£2,353** Individual enrolling on an apprenticeship
- **£14,433** Individual moving from unemployment into full time employment.



Programme type:
Employment



Programme areas:
Training & growth



Local authority:
All of Yorkshire



Social value:
£164,428



Service area: Swarcliffe PFI

Swarcliffe is a private finance initiative (PFI) run estate and is part of the wider Yorkshire Housing contract. It ensures the social housing is well maintained and that we have a solid link between customers and Leeds County Council's values of service.

The total social value measured by this service during the trial period was £1,044,968. This was accrued from an allotment project, the warm and well package and training courses.



Social value total:

£1,044,968



Case study

Swarcliffe allotment project...

The allotment project started in 2020 just before the first lockdown. We had 'liberated' some old greenhouses and added foundations for raised beds. Once COVID-19 hit, the project was put on hold and then we had a storm which obliterated the greenhouses.

Fast forward to June 2021, Yorkshire Housing went back and revisited the project. We had our team clear out the old, damaged greenhouses, tidy up the grassed area and rebuild the raised beds for planting. We then provided six fruit trees (for legacy) and purchased lots of new equipment, including two new planter houses, to enable the youth club to start planting.

Currently, we've impacted 8-10 young people on a regular basis as well as getting the volunteers involved.

We're looking forward to visiting the project again and having a look at how the allotment is growing.

Social value breakdown:

- **£24,860** Regular volunteering
- **£8,659** Vocational training
- **£25,769** Member of a social group
- **£19,961** Go to youth club
- **£19,661** Gardening
- **£9,438** Hobbies.



Project type:
Regeneration



Project areas:
Community



Local authority:
Leeds Council



Social value:
£107,847



Service area:

Help at Hand support

Our Help at Hand service supports people to live independently and safely in their own homes. The support is open to everyone, not just our customers.

It's an affordable service, supporting vulnerable people to enable their independence by taking a proactive approach and delivering a needs-based package of support. This could include correspondence support or supporting a customer to do their weekly grocery shop.

Help at Hand also provide a telecare service, which is monitored by dedicated response centres 24 hours a day, 7 days a week. The service includes smart-tech like flood sensors, smoke detectors, falls detectors and pendant alarms.



Case study

Help at Hand service...

Mr S has been in a supported living setting all his life. He is a shy man who is scared to ask for help and likes to keep to his routine. Four years ago, he moved into a YH scheme with a high level of support, which over time was reduced as it was felt Mr S was coping well.

However, after some time, the scheme manager noticed that Mr S was not coping with general day to day tasks, living off pre-made sandwiches from the local shop. With his permission, he was referred to the Help at Hand service. The service supported Mr S with several things including taking him to McDonald's for lunch on his 60th birthday as he had never been before!

Mr S now loves going to the supermarket to buy fresh food every week and goes for a coffee and a bun after. With some support, Mr S now cooks for himself.

Before the Help at Hand team started to support him, his home was basic with no personal touches but now the flat has been fully re-furnished. Mr S has also enjoyed a few day trips to the coast. He's developed a passion for clothes shopping and enjoys taking care of his appearance.

He is also now a proud tech user and treat himself to an iPad and had broadband fitted at home. He plays games, uses YouTube and also enjoys the online coffee mornings that are run by our Community Independence team. Mr S is also now an active member in the scheme where he lives and attends social events independently.

Social value breakdown:

- **£1,347** Access to the internet
- **£4,111** Talks to neighbours regularly
- **£7,192** Financial comfort
- **£9,161** High confidence
- **£28,690** Relief from depression and anxiety.



Support type:
Help at Hand



Support area:
Independence



Local authority:
Leeds Council



Social value:
£50,501

Looking forward

Social value for 2022-23...

Our new platform with HACT:

We've been working with the Housing Associations' Charitable Trust (HACT) to develop their new platform for calculating social value. The new platform allows us to monitor individual cases and projects live, rather than in retrospect. The Social Value Insight Tool allows us to monitor social value from multiple sources too. The app-based platform has been designed to bring all the functions of calculating into one place so we can set new targets and budgets, easily extrapolate data for reporting and follow projects from start to finish.

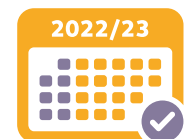
HACT will be supporting us through this transition with training to the ETS team, who will then be able to share how to use the platform with teams across YH through workshops and training.



Social value report and workshops:

After taking the decision not to include social value as a KPI in our monthly performance clinic, we're looking into new ways of showing the social value we're recording. We'll be reporting twice a year (June and December) from across the business, including the social value from the new procurement contracts.

In addition to regular reporting, we want to integrate social value as a key consideration into everything we're doing. So much of the work already going on is producing positive, measurable impact. In 2022, our Enhanced Tenancy Services team started delivering workshops to all teams to introduce social value, demonstrate how to use the new platform (training provided) and support them in reporting their social value output.



Social value SharePoint area:

Our newly developed SharePoint page, accessible for all colleagues, will be the place to go for anything social value. This will be their go to for keeping up with the great social value being accrued, see examples, read the latest reports and policy and test their knowledge. [Click here to take a look!](#)

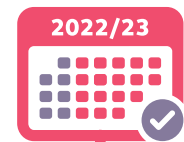


Looking forward

Social Value for 2022-23...

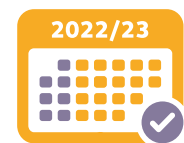
Social value in procurement:

Procurement is also going to be an important area in how we're accruing social value. Now to be included in new tendering bids, there will be a percentage of each contract, in addition, dedicated towards social value. It extends beyond the value delivered as part of the primary contract activity and goes wider to support key Yorkshire Housing priorities that will enhance the social and environmental wellbeing for our customers and communities across Yorkshire. This might be additional funding, the company offering volunteering days to help on a project, providing supplies or tools, or supporting an apprenticeship.



New policy:

Launching in Summer 2022, there will be a new social value policy. The policy outlines the commitment placed on us as a housing provider from the Social Value Act (2012), the parts of the organisation social value will be most prominent in calculating it, and how this all connects with partnerships and procurement. If you're wondering about the who, how and why – our new social value policy is the place to go!



New strategy:

Following the policy, later in 2022 will be the launch of the 2023-26 Social Value strategy. The strategy will encompass all parts of the business and our procurement and partnerships, on how we want to deliver and develop our social value offer and output over the coming years.

It will be centred around four main areas:

- Customers and communities
- Procurement and partnerships
- Our colleagues
- Sustainability.





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Housing**

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