



Golden Gates
Housing Trust

Part of the Torus Group



**Social Accounts
2017/18**

Why Social Value Matters

At GGHT we're committed to making a difference to the lives of our customers and the local communities they live in.

That's why each year as a business we carefully plan and manage every pound we spend. The more return we can generate, the more we can invest and the more effective we can be.

Through our social accounts we want to demonstrate the impact we've made.

At GGHT value isn't just about how much things cost, but how much good we can do too.

In 2017/18 GGHT invested £625,091 in social value projects, this gained:



£1,362,821

Return to tenants in well-being value



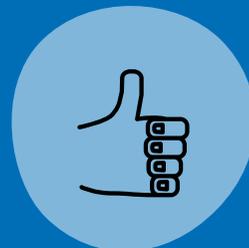
£2,864,116

Return to tenants in additional benefits and grants



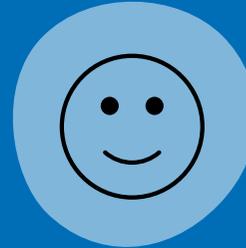
£644,205

Return to the business (impact on rent income)



£22m

Return to Warrington plc



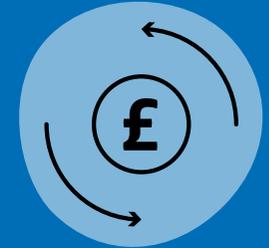
£41m

Return to North West plc (total GVA from new build and HA activity)



£43m

Return to UK plc (total GVA from new build and HA activity)



£11

Total return for every £1 we invested

Why Social Value Matters

Our aims as a group

By 2020 we will:



1,800

New homes will be created by the group

2,500

Residents will be helped towards work across St Helens and Warrington



80%

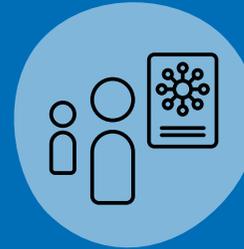
Of transactions that can be online will be made online, making services faster and more convenient

£1

Attract £1 of external funding for every Torus pound and deliver £4 social value (i.e. £1+£1 = £4)



We also achieved:



£10.6m

Building Better Opportunities funding to help our wider communities in Warrington and Cheshire move closer to employment



£1 million

Big Lottery Local Trust funding for Latchford Big Local Community Partnership who we support as a Locally Trusted Organisation



How do we measure our social, environmental and economic return?

We measure all our return using:

- Outcomes: The positive change that has taken place.
- Outputs: The numbers of people benefiting from the outcome. Source - internal records/systems.

Our Social return is measured using:

- Proxy values. A proxy value is a figure that can be used to represent the value of something - in this case social value. GGHT use the values developed by HACT to represent the increase in well-being an individual experiences due to a specific outcome. The value is the equivalent cash value a person would need to have the same uplift in wellbeing. These values are drawn from very large data sets from the British Household survey providing a robustness to the figures. Source – HACT value calculator.

We have used additional proxy values in this year's accounts to reflect the wider impact of our work.

- GVA or productivity per head regarding employment: Office for National Statistics (“ONS”) data on national average per capita Gross Value Added of £19k.
- A 75% attribution has been applied to these proxy values to take into account the value created by other organisations and individuals. This in effect reduces the value by 25%. This is designed to make the value more realistic and robust.
- Additional income from gaining employment. A discounted cashflow methodology and deadweight factor has been applied to these figures.

Our financial return is measured using:

- Cash income that benefits the individual tenant directly. For example from welfare benefit appeals and grants. Source - internal records.
- A proxy value to show the value to UK plc of helping someone gain work in terms of savings to the benefit bill. This helps us demonstrate the economic return from our work. Source - Social Value UK and is available in their Global Value Exchange.

- Cash income that benefits the company by being paid directly into rent accounts. Source – internal records.

Our Environmental return is measured in terms of:

- Reduction in CO2 and carbon emissions. Source - internal records and industry calculations.
- In these accounts we have used an updated value calculator built for the NHF (National Housing Federation) by Cebr (Centre for Economics and Business Research Ltd). Source - NHF. This provides values to demonstrate:
 - Impact from new build
 - Impact from housing associations daily activities
 - Impact at a regional level
 - GVA or gross value added which is a measure of the net value of goods and services which, in the national accounts, is the value of industrial output less intermediate consumption. That is, the value of what is produced less the value of the intermediate goods and services used as inputs to produce it. GVA is also commonly known as income from production and is distributed in three directions – to employees, to shareholders and to government. GVA is linked as a measurement to GDP – both being a measure of economic output. That relationship is $(GVA + \text{Taxes on products} - \text{Subsidies on products} = \text{GDP})$. Because taxes and subsidies on individual product categories are only available at the whole economy level, GVA tends to be used for measuring things like gross regional domestic product and other measures of economic output of entities that are smaller than the whole economy, such as Housing Associations
 - Direct impact: Results which are initially attributable to activity. For example the employees of housing associations are the direct impact on employment of housing associations.
 - Indirect impact: Impacts which result from the demands placed on the supply chain through changes in economic activity. For example an increase in housing association activity places demand on other industries such as, construction which would be required to increase their output to satisfy increased demand from housing associations.
 - Induced impact: Impacts which result from the increased (or decreased) household expenditure in the economy following the increase (or decrease) in household incomes as a result of the direct and indirect impacts.
 - Total impact: The sum of direct, indirect and induced impact.

Social Accounts Summary

ENVIRONMENTAL

Investment	Project	Outcome	Outputs	Environmental Impact
Ongoing investment	Various projects	Carbon reduction	19,155	Annual reduction of 11,772 tons of carbon

FINANCIAL

Investment	Project	Outcome	Outputs	Value
£855,7631.84	Direct impact of new build in Warrington	Gross value added (GVA)	Turnover £70.720,000	£291,765
		Employee income		£164,273
		FTEs supported (annually)		5
£855,7631.84	Total impact of new build in Warrington	Gross value added (GVA)	Turnover £70.720,000	£658,218
		Employee income		£366,485
		FTEs supported (annually)		12
£855,7631.84	Direct impact of new build in the North West region	Gross value added (GVA)	Turnover £70.720,000	£291,765
		Employee income		£164,273
		FTEs supported (annually)		5
£855,7631.84	Total impact of new build in the North West region	Gross value added (GVA)	Turnover £70.720,000	£658,218
		Employee income		£366,485
		FTEs supported (annually)		12
£855,7631.84	Total impact of new build in the UK	Gross value added (GVA)	Turnover £70.720,000	£688,010
		Employee income		£379,780
		FTEs supported (annually)		13
Turnover £38,061,00	Direct impact of Housing Associations's day to day activities in Warrington	Gross value added (GVA)	New build completed 127	£16,521,940
		Employee income		£9,191,085
		FTEs supported (annually)		357
Turnover £38,061,00	total impact of Housing Associations's day to day activities in Warrington	Gross value added (GVA)	New build completed 127	£21,558,915
		Employee income		£11,786,487
		FTEs supported (annually)		412
Turnover £38,061,00	Direct impact of Housing Associations's day to day activities in North West	Gross value added (GVA)	New build completed 127	£16,521,940
		Employee income		£9,191,085
		FTEs supported (annually)		357

Turnover £38,061,00	Total impact of Housing Associations's day to day activities in North West	Gross value added (GVA)	New build completed 127	£40,0181,830
		Employee income		£21,546,841
		FTEs supported (annually)		756
Turnover £38,061,00	Total impact of Housing Associations's day to day activities in UK	Gross value added (GVA)	New build completed 127	£42,173,021
		Employee income		£22,736,353
		FTEs supported (annually)		793
SOCIAL RETURN				
Investment	Project	Outcome	Outputs	Value
£147,500	Employment	People helped into work	75	£690,055 HACT well being value
		Saving to the welfare bill	75	£467,471
		GVA	75	£977,063
	Training	People completing training	238	£229,857 HACT well being value
	Progress – in work poverty and unemployment (numbers inc. employment)	Ave. increase to income	28	49%
		Ave. weekly increase in income	28	£164.51
		Ave. annual increase in income	28	£8,555
		Total income increase	28	£217,991
£190,000	Money Advice Team	Additional income for tenants	n/k	£1,384,869
		Paid direct into rent account (included in above)	n/k	£644,205
£26,000	Community Investment	Income from supporting Universal Credit claims	102	£1,416,043
Fully funded	New Leaf across Warrington and Cheshire	Additional income for tenants	n/k	£37,700
		Training interventions	575	148,087 HACT well being value
		Work placements	93	n/a
		Money advice given	586	n/a
		Volunteering	86	£44,562
		Business support given	61	n/a
		People helped into work	102	£250,260 HACT well being value
		Savings to the state	102	£169,536
	GVA	102	£354,348	

£243,041	Staying Home	Estimated savings to NHS	908	£529,137
		Additional income for tenants	908	£63,203

Environment

GGHT continues to improve the environment and help tenants enjoy warm and comfortable homes. Our investments produce annual *savings in bills for customers and reductions in carbon emission through new central heating and boilers.

Our investments include heating water through solar power and fitting photovoltaic cells to the roof of our homes.

We have installed external wall insulation to improve energy efficiency; reduce heat loss; reduce condensation and improve comfort levels; prevent damp and mold from taking hold and improve the acoustics of homes by keeping noise out.

OUTCOME STATEMENT

The energy efficiency of our homes is being improved and the cost of maintaining a warm home is being reduced and the environment is being protected.

*any savings are dependent on how heating systems are used.

Carbon
emissions
are being
reduced by
11,772 tons
per year.

Employment

Supporting tenants and the wider community into employment is a priority for GGHT.

While the UK has record high employment, there remain high levels of unemployment and inactivity; with just 42% housing association tenants are in employment.

Unemployment among housing association tenants is twice as high as the average, and economic inactivity is almost three times as high. Also tenants who are in work are more likely to be low paid. Supporting housing association tenants to progress is vital to tackling in-work poverty and reducing the welfare bill. This year we have provided initiatives including:

- In work poverty pilot supporting low paid tenants into new careers such as bus driving, the rail industry and care.
- Four weekly Job Clubs within our neighbourhoods supporting people providing Information, Advice & Guidance
- On line support through our Facebook page & Funds to overcome barriers to work
- Job Events to ensure local people gain local jobs.

We enhance our universal offer by delivering externally funded contracts, such as New Leaf in Warrington. Attracting over £11 million we are able to provide intensive 1:1 support, training and work placements for people who are unemployed and economically inactive.

We continue to lead the New Leaf programme to support 2,800 residents across Warrington and Cheshire with multiple barriers to: move closer and into employment; move out of poverty and contribute to their local communities and economy.

**177 people
supported into work.**

**Over 800 people
received training**

**86 volunteers and
work placements**

SOCIAL RETURN:

£3.3m

Awarded £10.6 million New Leaf is funded by Building Better Opportunities which brings together funding from the Big Lottery Fund (BLF) and the European Social Fund (ESF) to help tackle the poverty and social exclusion faced by the most disadvantaged people in England.

OUTCOME STATEMENT

GGHT is proactively helping people move closer to the job market and enter into work.

Digital Inclusion

In 2017 we had a focus on Universal Credit. The Full UC service was introduced in February 2017 in Warrington and we designed a service to help our new and existing tenants submit and maintain successful claims.

We worked with nearly **200 tenants** and carried out **750 interventions** to support claims and maintain income.

This work supports tenants in a crucial and vulnerable moment in their life where digital skills and knowledge of rent accounts can make the difference between **income and debt**. This is a very important part of our work now and will be in the future. We are committed to helping tenants maintain their tenancy.

OUTCOME STATEMENT

GGHT is supporting tenants to get on line, develop digital skills, overcome the poverty premium and maintain an income.

**131 Universal
Credit claims were
submitted**

**190 Universal
Credit claims were
maintained**

**£1.4m income
secured for
tenants**

Financial Inclusion

GGHT provides homes to many tenants on lower incomes.

We give one to one support to ensure tenants are claiming benefits to which they are entitled.

We also work on a one to one basis with older people to help them stay in their own homes. As part of this we help secure additional income and benefits.

As part of our New Leaf Programme we work with the wider community helping people in need maximise their income and manage their budgets.

This year the Money Advice Team have secured income directly onto tenants' rent accounts of **£644,204**.

OUTCOME STATEMENT

GGHT is helping people to gain additional income, manage debt and avoid high cost loans.

Tenants gained
£1,420,568
in additional income.

£63,000 gained for
older people

For every **£1** we
invested in Money
Advice tenants
gained nearly **£7**.

Working with the Community

GGHT is committed to working alongside its communities to enhance capacity and build cohesion.

We are proud to be the Locally Trusted Organisation for Latchford Big Local, providing support and infrastructure, so the voluntary Community Partnership are enabled to spend £1m in Latchford. It enables residents to identify local needs and take action in response to them and to build skills and confidence to increase the resilience of the local community.

GGHT work in the heart of a community in Longford Café engaging and supporting tenants get on line, claim Universal Credit and find training and move into work.

OUTCOME STATEMENT

GGHT is supporting communities to improve their capacity, resilience and aspirations.

Latchford Big Local worked with **30 volunteers**, brought in **£400k** of match funding and made **£50,000** available in affordable loans to residents.

Tenants engaged with us on nearly **400** occasions at Longford Café

Casestudies

Helping our tenants digital skills, Universal Credit and paying rent

Charlotte is a young single mum who got her first tenancy in June after leaving foster care. Her knowledge of Universal Credit and confidence was low. She needed to make a successful claim to get some money and pay her rent on her first property. With help from the Community Investment Team she managed to complete her claim, gain an advance payment. With our intervention she was paid her full housing and child costs and received an additional payment. Charlotte was able to start setting up her first home after foster care with her full entitlement and no debt.

Helping our tenants overcome fraud to sustain their tenancy

D is a customer of our Staying Home Service and has a history of medical problems and is vulnerable. He was deliberately targeted as he had received a lump sum into his bank account and was defrauded of thousands of pounds.

The Staying Home Officer intervened and supported D to report the crime to the Police. This led to arrests and action being taken.

However due to the sudden changes in D's finances his benefits were temporarily affected, his Employment Support Allowance, Housing Benefit and Council Benefit were all stopped. D was then required to complete an ESA review covering the fraud to which he was subject and the money he had lost. This was a difficult and personal task and D asked the Staying Home Officer for assistance. During this process D was living on his Personal Independence Payment only and incurring rent arrears as he had limited money and Housing Benefit was not being paid.

The process took many months and D required help at every step in providing financial statements, police info that required a subject access request and receipts relating to his money. Eventually with the Staying Home Officers input, D's benefits were reinstated. This was timely as he had increasing debts, rent arrears with legal action looming and Council Tax invoices.

Due to the successful review the Employment Support Allowance was not only reinstated but increased and a backdated payment of over £3000 was awarded with £5000 worth of Housing Benefit and Council Tax backdates.

This came as a huge relief to D who was struggling to cope. D said:

“It was an amazing relief when it was all completed. This was a worry to me the whole time. It was a weight lifted off my shoulders. I think the Staying Home service is a great thing and if I need help I can get it.”

Helping our tenants gain jobs in transport

On track to a new career

Torus were awarded £66,000 to help fund jobs in the transport sector. Job seekers were given free on the job training, giving them the skills they needed to secure employment and providing employers with a readymade workforce.

Newly employed track maintenance operative, Ricky Ashcroft, said:

“Initially I wasn’t sure whether I’d be able to do the job.”

“However, the training was great and my confidence grew. Now I’m training to be a controller of site safety, which will open up even more opportunities for me.”

We held open days for our tenants in the following industries:

- Front Tipping Dumper Trucks, CPCS Plant Operators
- Rail Track Maintenance Engineers – PTS
- Bus Drivers – PSV

Case Study
**On track to
a new career**



Following assessments and medical tests 42 of our tenants completed training which included:

- CSCS Green Labourers Card
- First Aid



- Manual Handling & Fire Awareness
- Forward Tipping Dumper Training and Test (CPCS)
- Bus driving (PSV) training and test; CPC training and test; Hazard Perception training and test
- Track Induction including ICI Verification Assessments, providing the necessary health and safety, industry qualifications and verification to work as Track Maintenance Engineers

17 tenants completed front tipping dumper truck training, with 13 of these gaining work. 17 tenants completed PTS rail track maintenance training and 14 went onto work as rail track engineers. 8 tenants completed PSV bus driver training and 7 tenants subsequently went on to work as bus drivers.

If you have any thoughts, questions or comments about our Social Accounts, please email:

communications@wearetorus.co.uk

www.wearetorus.co.uk



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