



# Social Value Report

Evaluating Impact and Forecasting Value  
Teamwork Development Trust CIC



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# Executive Summary

FOR EVERY



INVESTED INTO  
TEAMWORK  
THE SOCIAL  
RETURN ON  
INVESTMENT IS  
**£4.16**

## Introduction

Teamwork has undertaken an analysis and evaluation of their current services in order to understand the wider impacts and value that they create across Gateshead.

The total service cost needed to deliver the current provision is £461,965, which supports a total number of 185 direct service users, 177 wider participants, and 677 low-income individuals (to furnish their homes). This income is made up of grants, personal budget payments, commercial sales/ delivery and donations.

## Method

Direct and indirect stakeholders were consulted and an evaluation was carried out using the principles and methods synonymous with the Social Return on Investment (SROI) to try to understand the journey and map the value of Teamwork's workshops and support. Teamwork has 3 distinct services; Happy to Help and Community Care offer similar support to similar clients, and Foundations Furniture provides affordable furniture to low-income homes. In this instance, the service users of Happy to Help/ Community Care and Foundations Furniture have been split and consulted separately, so as not to distort the data. The findings have then been combined to understand the impact of the organisation as a whole.

Social Value is defined as the direct and indirect, financial and non-financial value

created as a result of the services and support provided through Teamwork. A Social Value Map was created that defined the input, outputs, outcomes and impact of the organisation, within the following social themes:

- Health and Wellbeing
- Social and Community
- Education and Skills
- Housing
- Crime and Justice
- Employment and Volunteering
- Environment

## Key Findings

It is clear that Teamwork are achieving their core, intended outcomes to increase safety and independence for older people and reduce social isolation, as well as providing quality low-cost furniture to the community.

In addition to this, significant impact has been identified by service users, which relates to the wider aspects of their lives. These changes occur as a result of achieving the intended and unintended outcomes.

- Positive impact on mental state and reduced need for social support carry a tangible cost saving to local authority health budgets.
- A 'sense of community' has been created as a result of supportive networks and increased social engagement. Clients feel less cut-off from society and better able to overcome issues.



- Teamwork's culture and approach significantly influence their customers' wellbeing and life satisfaction.
- Informal education has acted as an enabler for new skills to be developed that support independent living, such as resolving welfare issues.
- Teamwork's interventions have an impact on the wider structure and independence of their clients lives. This is evidenced both within the home and in the community.
- The housing sector is being influenced through the primary and secondary impacts of older people being better able to maintain their homes. There is significant cost saving to the local authority from care home provision.
- Teamwork has been paramount in community building and connecting vulnerable clients with local support services.
- Mentoring has been key to sustained development and the confidence/motivation that volunteers acquire through their involvement is encouraging them to pursue more formal options.
- Foundations Furniture has a positive impact on the local and wider environment through reduced landfill.

### Conclusions

Teamwork delivers a personalised and appropriate service to their customers. Services are well used and respected by the local people of Gateshead.

As a trusted organisation, there is potential to provide additional services to customers and a more formalised support structure. A longitudinal study over one year would be most effective to ascertain a true picture of sustained impact and value to the Local Authority.

However, the service has a clear impact on much wider social issues and circumstances than it records. Teamwork is also now able to identify their influence in other areas such as housing, skills development, wellbeing and physical health.

Teamwork is well placed and skilled to offer a comprehensive and flexible service of support to older people and those needing household furniture. They have enormous empathy, a positive ethos and a good understanding of the social, health and wider issues that affect their client group. Teamwork's interventions also relate directly to and benefit many wider stakeholders.



# What is Social Value?

“  
Understanding  
what stakeholders  
value, is the key  
to unlocking and  
reporting social  
impact and value  
”

For the purpose of this report, Social Value is defined as the direct and indirect, financial and non-financial value, created as a result of the service and support provided by Teamwork.

The journey to the development of Social Value is defined below:

**Social Outputs:** The activities that the organisation delivers (number and frequency)

**Social Outcomes:** The benefits that the activities (outputs) have on all organisational stakeholders

**Social Indicators:** How you know (what indicates) that the outcomes are being achieved

**Social Impact:** The difference that an organisation makes that benefits an individual, stakeholders, the community, and society as a whole

**Social Value:** The financial and non-financial value to society that the impact makes

**Social Worth:** The financial and non-financial legacy to stakeholders



# Methodology

## A blended approach has been used, including the principles of:

- (SROI) Social Return on Investment
- LM3 Local Multiplier Effect
- SAA Social Audit and Accounting

Measuring social value can be ambiguous and challenging due to the difficulties in clearly defining the actual social change and difference an organisation makes to stakeholders. The trust and legitimacy of any social impact claim must be balanced against a set of value-guiding principles. These guiding principles are used in all research, measurement, calculations, and stakeholder engagements.

- Research is designed, reviewed and undertaken to ensure that integrity, quality and transparency can be externally verified.
- The confidentiality of information supplied by research participants and the anonymity of respondents will be respected.
- Research participants must take part voluntarily, free from any coercion.
- All research must be clear and any conflicts of interest or partiality must be explicit.
- Clearly define who the stakeholders are and only measure what our stakeholders value.
- Consider the effect of external influences, i.e. other organisations, partners, local initiatives and self-help.
- Report financial and non-financial value.
- Use only legitimate sources of data.
- Report negative as well as positive social value where possible.

The overall approach to the measurement of the value is defined within the diagram below. The financial and non-financial inputs that enable Teamwork to operate have been reviewed, and the connecting frequency and type of activities have been considered (outputs).

The outcomes (changes made) have been analysed and supporting evidence researched (indicators).

Impacts (differences made as a result of the change) have been researched and evaluated to be aligned with current evidence bases.

The financial and non-financial value has been recorded and, where possible, a financial value/cost saving has been allocated.

The level of influence that others have has also been considered. Where necessary, the effects on the financial and non-financial values have been noted and reduced.



Fig 1 Social Value Mapping Process

We created a Social Value Map that defines the input, outputs, outcomes and impact as a result of Teamwork's interventions and considered how outcomes and impact are created within the following social themes:

- Health and Wellbeing
- Education and Skills
- Employment and Volunteering
- Environment
- Housing
- Crime and Justice
- Social and Community

These themes align with the Social Return on Investment methodology and categorise the impact that is created. We attribute financial value to the impact where possible and define the intangible impact through case studies and testimonials.

For the purpose of this report, we have measured Teamwork's impact and value as a whole organisation. However, as Foundations Furniture has district aims and outcomes, we are able to provide an overview of their impact in addition.



# Teamwork



Teamwork has been supporting the people and communities of Gateshead for over 29 years. Their services predominantly support older people with home care, community support, befriending and social inclusion activities. In addition, they also provide a commercial service to the wider community, offering low-cost recycled furniture.

Alongside their core mission to alleviate poverty, disadvantage and vulnerability for local people, they also aim to reduce social isolation and increase general and wider wellbeing.

The home support service, befriending and lunch club are delivered every weekday and are relied upon by over 50 people per day. Foundations Furniture is also open each weekday to the whole community.

Referrals are made by the individuals themselves, via social services or through other local community workers such as mental health teams and doctors' surgeries. Support is tailored to the individual and help is given for whatever is needed.

Below are the core services that are delivered through Teamwork Development Trust CIC to support the community:

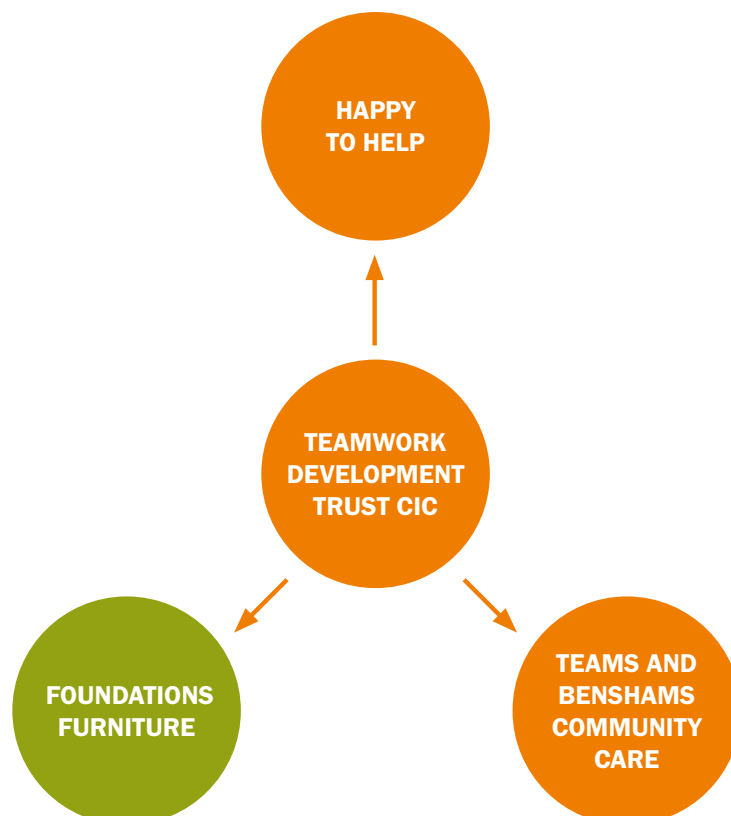


Fig 2 Core services



# Services and Activities

## Happy to Help – 164 clients

Established in 2000, the domestic help service offers a range of support to elderly, disabled and infirm residents across the Borough of Gateshead. Support is delivered in clients' homes and within the local community; for example, shopping, pension collection/bill paying, housework, cleaning, escorting clients to appointments or activities, ironing, changing beds, social care, etc.

Befriending – 25 clients (not distinct from Happy to Help or Community Care)

Signposting – advice and guidance provided to clients about community events and other organisations that could support them.

## Teams and Bensham Community Care – 120 clients

Lunch club – Freshly cooked meals provided daily in a community centre setting. Meals are also delivered to older people if they cannot make it to the centre. A bus

and chaperone service is provided to help clients from their homes to the lunch club. Different activities are offered free of charge as part of the afternoon lunch club:

- Short courses
- Arts and crafts
- Chair exercises
- Daily bingo
- Board games and dominos
- Themed party days
- Knitting and crochet

Additional social groups and activities are delivered as part of the community care, such as:

- Social events – supported trips out to museums, theatres and restaurants
- Card-making groups
- Men's group – one to one companionship and group activities
- Exercise and walking clubs



### **Foundations Furniture – 677 households (1374 people) in need plus 467 non-benefit customers per year**

Foundations Furniture and Garden Project Limited (referred to as Foundations Furniture throughout) was established in 1996 to provide quality, pre-loved furniture to new tenants and families on a low income. This includes single parents, asylum seekers and homeless people taking up a tenancy. They also offer a free collection service for donations, community signposting, extra support for local people in crisis and memberships to NEFirst Credit Union, as well as a range of new furniture, white goods and electricals.

In addition to the core furniture provision, the project also supports volunteers and apprentices into the employment market. An average of 14 placements

per year are offered to members of the local and wider community to support employability skills and employment experience. These placements are not time-limited and consist of practical skills development, customer service and mentoring. Referrals are made through the Job Centre and other community partners.

Foundations Furniture is a separate legal entity, but associated with Teamwork Development Trust CIC.

Currently, 70% of direct clients are female and 30 % are male (excluding FF). Ages range from 18 to over 90 years of age. Although Teamwork predominantly offers a practical service to the community, their clients receive far wider impacts as a result of the organisation's culture and commitment.



# Social Value Pledges

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Teamwork recognise their value in the local and wider community and so have developed a range of pledges that encompass their commitment to creating positive change within the following themes; health and wellbeing, housing, financial inclusion, employment and volunteering, social and community and the environment.



These pledges form a foundation to which value can be measured and are part of the initial achievement of the Social Value Quality Mark Level 2.

## Health and Wellbeing

We pledge to help households in Gateshead to lead safe, comfortable home lives through the provision of low-cost, second-hand furniture.

## Housing

We pledge to work in partnership with social housing providers to help families and individuals sustain their tenancy and reduce the likelihood of failed tenancies that can lead to homelessness.

## Financial Inclusion

We pledge to reduce the burden of debt in Gateshead by providing low-cost goods, as well as an ethical, affordable weekly payment scheme in partnership with NEFirst Credit Union as an alternative to high interest lenders.

## Employment and Volunteering

We pledge to help individuals to gain skills, knowledge and experience that can help lead to employment by providing access to volunteering opportunities.

## Social and Community

We pledge to be a valued part of our local community, supporting individuals to engage and make positive choices about their lives; and to respond to local social needs through the creation of new services and activities.

## Environment

We pledge to have a positive impact on the local environment by reducing the amount of bulk waste sent to landfill by providing a free collection service for unwanted, usable household furniture, white goods and electricals.

# Stakeholder Mapping

## Direct Stakeholders

These stakeholders are considered to be those who have power, legitimacy and influence over Teamwork's services.

## Indirect Stakeholders

These are the groups and organisations that are indirectly impacted by Teamwork. They can be categorised into the previously mentioned social themes.

Below is a stakeholder map that highlights the range of Indirect Stakeholders that are affected and influenced by the strategic and operational development and delivery of services, some of whom we engaged with to understand the local partnership value.

Health Wellbeing	Education Skills	Employment Volunteering
Gateshead Council	Job Centre Plus	Community volunteer schemes
Social services	Referral organisations	Employers
GPs	Support workers	Apprenticeship placement provider
Community Mental Health Team	Families	Volunteers
Disability support providers	Colleges	
Community Health Care Providers	Adult education centre	
Clinical Commissioning Groups		
Local Health and Wellbeing Boards		
Clients' families		
Key workers		



Justice Crime	Social Community	Housing	Economic
Police Community Support Officer	Community support providers	Tradesmen	Waste recycling centre
Police	Family & friends	Council services	Environmental agencies
Probation	Peer networks	Third sector support agencies	Weekly payment Stores (I.e. Brighthouse)
	Social services	Social housing	Gateshead Council
	Community centres	Neighbours	
	Neighbours	Maintenance teams	
	Refugee support	NEFirst Credit Union	
		Housing officers	

# Input

**£461,965**  
= TEAMWORK  
COMBINED  
INPUT

The Inputs have been broken down into financial and non-financial. The total cost needed to deliver the four current services is £461,965. This income is made up of charitable activities such as grants from Gateshead MBC and Santander for example, as well as local authority contracts, personal budgets sales/delivery charges and donations.

The non-financial inputs relate to the volunteer time, partnerships, goodwill and experience that have been developed over the years, without which Teamwork

would not have the same trusted reputation or level of success and wider social impact.

Service	Income
Foundations Furniture	£114,865
Happy to Help	£54,228
Teams and Bensham Community Care	£197,092
Teamwork Development Trust	£95,780



# Outputs

Currently, Teamwork has the resources and capacity to support 185 clients with their core services, 177 wider participants, and a further 677 members of the wider community through their community furniture recycling unit, utilising the following resources:

- 16 Full time staff
- 26 Part time staff
- 19 volunteers (14 in Furniture Foundations and 5 Community Care) per year delivering 6628 support hours (5288 in FF and 1340 in CC) support hours
- 260 lunch clubs per year
- 13,104 domestic help hours delivered per year

## Foundations Furniture Headline Figures

Of the 677 households, 385 are The Gateshead Housing Company tenants. All 677 customers were social welfare claimants with 92% claiming housing benefits as their primary benefit. 120 of those supported by Foundation Furniture came to the project as crisis cases, which enabled them to gain free furniture to

alleviate the financial and emotional burden of creating or maintaining a safe, comfortable home life during distress. An additional 467 sales have been made to the general public, who purchased items without referral or need for support.

In the last year, the team has made 955 collections from the borough and diverted 87.5 tonnes of furniture, white goods and electricals from the landfill.

Of the total number of low-income customers, 65% were between the ages of 25 – 54 years. The remainder are spread quite evenly from ages under 25 to over 65 years, which demonstrates that the need for the service and support is not specific to one generation or life event.



# Outcomes

It is the journey from outcome to impact that provides an in-depth picture of change and progress achieved by a service or intervention. It is vital to first understand the outcome, in order to map the impact.

Teamwork's outcomes differ depending on the service; however, we can collate their overall intended outcomes below:

- Increased home safety
- Increased independence
- Reduced social isolation
- Employment experience and pathways
- Increased personal and social confidence
- Community integration
- Enjoyment
- Improved life skills

In addition, each of the themes below shows a breakdown of the intended and unintended outcomes that the research identified. Data from the sample control group has been scaled up to reflect a full year of outcomes. It is these scaled up and forecasted figures that have been used throughout the report.

The outcomes (changes) experienced by Direct and Indirect Stakeholders are summarised and have been categorised into themes. These themes are aligned to the local Joint Strategic Needs Assessment (JSNA) needs and comprise the key influences and future needs of local communities.

Teamwork's intended and previously recorded outcomes fall under the themes of Health and Wellbeing and Social and Community. However, other aspects have been considered and 'valued', which can then be used to help the organisation choose their priorities and plan local services, such as Housing, Employment and Volunteering, and the Environment.

## Foundations Furniture's intended aims focus predominantly on 'hard' outcomes:



- Provide affordable household items to low income individuals
- Increased home comfortability and security
- Reduced debt and financial instability
- Increased employability
- Community integration
- Increased employment opportunities





Overview



Fig 3 Outcomes

## Health and Wellbeing

Key health and wellbeing priorities for older people in Gateshead focus on fragility, long-term conditions and mental health/wellbeing<sup>1</sup>.

The changes experienced by older people receiving support from Teamwork reflect, support and surpass these priorities, with the outcomes being far greater. 'Health and Wellbeing' carried a significant number of unintended outcomes, due to the person-centred approach, and the subsequent feeling of trust and empathy.

The most significant change experienced is that of increased happiness and positivity, as this leads to a whole range of different positive impacts. 100% of respondents told us that they felt happier in themselves and gained a lot of enjoyment from seeing Teamwork staff, receiving their support, and attending the sessions. This change encourages positive thinking and behaviour, which is an essential part of 'good health', specifically for this client group. Service users discussed their increased confidence, self-esteem and 'positivity' in different ways, and for many, this led to further motivation to engage. For others, their involvement gave purpose to their day. Psychological changes such as reduced anxiety are linked to personal confidence, happiness and reduced worry. This is another key aspect for a person's life satisfaction. 84% of respondents reported reduced anxiety, which meant they worried less about situations and in general.

In addition, 55% of respondents told us about further positive changes to their mental health, which affected other aspects and situations in their lives.

For 50% of clients, their own wellbeing was improved from their family having greater 'peace of mind' that they were safe, seeing regular visitors and not requiring so much support from them. Many clients told us that they previously felt like they were a burden to family, which caused them worry and made them upset. Teamwork's intervention reduced that stress significantly.

There is widespread evidence correlating poor physical health and reduced life expectancy<sup>2</sup>. Life expectancy in Gateshead is below national average and cancer death rates are higher in Gateshead than the national average<sup>3</sup>. Outcomes relating to physical health were recorded around increased physical movement and exercise (82%), and the reduction of trips and falls (82%). Physical activity provides numerous health benefits for older people and can have a significant impact on various medical conditions<sup>4</sup>. The increased motivation and involvement means that people are naturally more active. Improvements in diet were also recorded, as service users were getting a freshly cooked meal daily at the lunch club and support to manage their diet at home.

<sup>1</sup> Joint Strategic Needs Assessment. Retrieved from: [www.gateshead.gov.uk](http://www.gateshead.gov.uk)

<sup>2</sup> Academy of Royal Colleges (2016). Improving the Physical Health of Adults with Severe Mental Illness: Essential Actions.

<sup>3</sup> Public Health England (2017)

<sup>4</sup> <https://livewelltoday.co.uk>

## Foundations Furniture: Health and Wellbeing Outcomes

Health and Wellbeing carried a number of wider and 'softer' outcomes, due to the flexibility of support and the subsequent change experienced.

The overarching change is that of stability and sense of belonging. This increased stability leads to happiness, positivity and motivation (91%). 82% of respondents told us that they felt as though they could now settle in their homes.

Feeling safe within your home and environment is a fundamental key to positive wellbeing and any further development. For a predicted 492 people, this feeling

of safety was significantly helped by being able to furnish their homes and being supported in their community by Foundations Furniture. An additional 82% told us about their increased sense of pride in their home, and in themselves. Such changes encourage positive thinking and behaviour, which is a key step to achieving successful and sustainable impact in other aspects of life.

Although not identified by respondents on this occasion, there are potential changes in physical health also that relate to having a clean and well-functioning home, particularly for older customers.

## Case Study – Mr Jones

Mr Jones was referred by Grange Road Medical Practice after the loss of his wife two months prior to the referral being made. He got some support from his family who felt he would benefit from increased activity and socialising to help him to come to terms with his loss.

Mr Jones used to be very sociable but many of his friends had also passed away, leading to feelings of loneliness and isolation. He rated himself between 4 and 6 across the 5 areas. Our befriender, Alan, spent a lot of time getting to know Mr Jones and listening to stories about his wife. After 6 weeks, Mr Jones felt

that the pain of his wife's death is easing slightly. He felt relieved to have had the time to talk about his wife and their lives together. In a follow-up session with Mr Jones, he told us about the new friends he had made and different activities he was getting involved with at a local club. He was also cooking for himself properly again. When asked to score himself again on sociability, he rated 10 out of 10. Mr Jones's health, feelings of safety, positivity and confidence had also improved, showing that he was maintaining steady progress. He continues to look after himself and now attends his local pub again, something he had not done since the death of his wife.



“  
Teamwork are  
creative in finding  
new ways to  
teach new skills  
to older people  
SVB 2017 ”

### Education and Skills

Informal skills development and continual learning is an inherent aspect of what Teamwork does, though it is not an intended outcome.

71% of clients have been supported to understand and resolve welfare and official issues that they otherwise may not have addressed, or may have gotten wrong. Lack of awareness and understanding is a concern for the older population as they often do not have access to new technologies or methods in which organisations choose to communicate. Clients felt that they could rely on Teamwork staff to advise them on their best options and signpost to other services if needed.

34% of participants have also increased their knowledge and skills that enable greater independent living. For example, older people are shown different ways of shopping or taught how to access information that they need to deal with for themselves. Furthermore, Teamwork encourages soft-skills development in the form of practical capability, self-awareness and responsibility, which is due to the assertive yet non-threatening style of staff.

Evidence suggests that significant personal learning is taking place also, with 24% of clients learning new skills such as crafting, card making and baking. These skills are predominantly for personal enjoyment, although many

told us about peer-teaching with a new member of the group or passing on skills to grandchildren.

### Housing

There are significant positive outcomes that relate to the housing sector. Teamwork influence home life in terms of increased independent living, increased home safety and improved home management.

87% of clients evidenced feeling more confident to be independent and attempt things for themselves, such as cleaning, washing and shopping. The sense of independence is often as empowering as actually being independent, particularly for older people who may be gradually losing their physical capability. Clients told us that the support from Teamwork enabled their independence to remain within their home, even if they could not do some activities themselves.

A healthy and safe home environment is considered a fundamental aspect of life quality in older age. In the last year, the Happy to Help service supported an estimated 117 people to organise their home, keep it clean and manage it better. A further 34% described their homes being tidier and less cluttered, which reduces the risk of fire and accidents.

Research shows that loneliness and social isolation are harmful to our health: lacking social connections is a comparable risk factor for early death as smoking 15 cigarettes a day, and is worse for us than well-known risk factors such as obesity and physical inactivity. Loneliness increases the likelihood of mortality by 26%.

Retrieved from: [www.campaigntoendloneliness.org](http://www.campaigntoendloneliness.org)





## Foundations Furniture: Housing Outcomes

The housing sector is significantly affected by the work of Foundations Furniture through improved living conditions and reduced consequences of debt. Up to 185 people have experienced positive changes that have led them to feel more in control of their homes and financial situation.

Often, changes occur simultaneously in relation to other themes and, in this case, customers disclosed feeling more empowered and motivated to do things for themselves. As an individual's confidence and self-worth develops, often, so does their sense of pride and inclination to

make changes. A permanent and safe home environment is considered a fundamental building block for wider personal and professional development. Of those we consulted, 100% told us about their increased sense of 'foundation' and stability.

As a result, an increased 27% of social housing customers are expected to manage their tenancies, bills and financial situations better, which will reduce or help to avoid the need for temporary accommodation.

**95%**  
**REDUCED**  
**SOCIAL**  
**ISOLATION**

### Social and Community

Social isolation and loneliness is one of the biggest health and social issues faced by older people across the country<sup>5</sup>.

The social aspects of an intervention are often the most valuable for older client groups, as it reduces feelings of loneliness and the associated negative impacts. There is evidence linking loneliness to physical illness and to functional/cognitive decline and even a significantly increased chance of developing clinical dementia<sup>6</sup>.

There is clear evidence that the opportunities that Teamwork provides are having an influence on the social engagement of older people in the local area and wider integration into communities. A huge 95% of participants told us that the services had encouraged them to reduce their social isolation and preference to remain within the home. The 76% increase in older people accessing other local support services meant that clients were addressing issues and feeling more involved and empowered in society. In addition, 136 respondents told us that they developed new supportive

relationships/friendships, which encouraged them to get more involved with community and social activities also (74%).

100% of those we consulted told us that their support network had increased as a result of Teamwork's involvement. 58 people identified their improved communication, which for some led to the increased confidence to speak out about issues, complaints or needs. A valued aspect of the service was clients having the opportunity to talk to someone and having them listen. With around two-fifths of all older people (about 3.9 million) saying that the television is their main company<sup>7</sup>, it is clear to understand how this outcome has the potential for significant wider impact on wellbeing.

Outcomes relating to the wider context must also be recognised. When people are accessing more support externally, seeking peer support and feeling more motivated, they naturally need less attention and support from care-givers and social services.

<sup>1</sup> Public Health England (2017)

<sup>2</sup> Holwerda et al. (2012)

<sup>3</sup> Age UK (2014)

## Foundations Furniture: Social and Community Outcomes

Foundations Furniture has been influential in enabling people to live more independently. As a result of raised awareness or 'signposting', 73% of respondents told us about their reduced reliance on other people as they were accessing services to deal with issues themselves, as well as better maintaining their own circumstances. Customers identified that the guidance led to new opportunities, the reduction of social exclusion, them finishing tasks, and the overall increase in personal independence.

In addition, the service actively encourages community buildings by engaging various partners

and supporting organisations to offer additional support to customers. It is often these networks and opportunities that encourage integration and widen a person's support structure. This social and community involvement is particularly valuable and important for those who are already marginalised through homelessness, newly arriving in the area or vulnerability. Respondents told us that as a result of having a comfortable home environment, they were able to invite friends and family to the property (45%). Some customers had lived months without furniture and this had been detrimental to their sociability.



## Jane's Journey

Jane\* was a single parent who was referred to Foundations Furniture from The Gateshead Housing Company to access the free furniture package. Jane was struggling with her mental health, her child's behaviour, and her ability to progress when being rehoused after homelessness. She had very few possessions of her own.

Three weeks after receiving her items, which included living room, bedroom and dining room furniture, Jane told us that many areas of her life had dramatically

improved. When thinking about her situation and how it affected her before she used the service, she rated herself 3/10 in her ability to manage the home and 4/10 in her social life.

Jane now feels these areas of her life have significantly improved and currently rates herself 10/10 in both areas. She also wants to go back to college and is positive about the future. Jane says this change is down to feeling stable and having a comfortable home life for herself and her children.



## Employment and Volunteering

The majority of outcomes relating to employment and volunteering are evident in the Foundations Furniture service; however, there are five volunteers within the

wider Teamwork network that regularly volunteer their time to support operations and clients. These volunteers have been supporting Teamwork for years.

## Foundations Furniture: Employment and Volunteering Outcomes

Employment readiness is a fundamental objective of the organisation, and placements have a positive influence on volunteers' aspirations towards employment.

Volunteers support the day to day operations and delivery of sales for the organisation, as well as gaining valuable support and experience to benefit their own development. Of the 14 volunteers that were consulted, 100% felt that their aspirations had raised and they were better equipped to enter the employment market. All volunteers/apprentices had positively benefitted from their work placement and felt that they had increased employability skills through the programme of mentoring, on-site training and customer service experience.

Evidence suggests that significant personal learning is taking place also. For example, volunteers gain confidence to resolve personal issues or learn to communicate in different ways to different people. Through the placements, Foundations Furniture encourages soft-skills development in the form of practical capability, self-awareness and responsibility, which is due to the professional yet non-threatening style that has enabled a positive learning and working environment to be created.

Volunteers are learning about their personal strengths and challenges in terms of:

- Interpersonal skills
- Reliability and commitment
- Motivation and personal goals
- Competency
- Career pathway
- Confidence

### Awareness in action

Equipped with a better understanding of themselves, volunteers are encouraged to trial and develop their skills in a supported environment. For example:

- Customer service and confidence with strangers
- Responsibility
- Product knowledge
- Warehouse organisation
- Understanding policies, regulations and procedures
- Workplace health and safety

### Action in life

The workplace experience is enabling volunteers to adapt their learnt skills to wider life situations:

- Secure interviews
- Improved relationships
- Socialise more
- Independent living



## Crime and Justice

Although 'safety' (in the home and community) is an intended outcome of Teamwork's support, any wider outcomes relating to crime are unintended. 24% of clients reported feeling less vulnerable or at risk. For some, this was due to having a regular visitor and perception of people coming and going; for others, it was due to

the supportive network around them. Furthermore, a significant number told us about their overall increased confidence making them more assertive and able.

For those 44 people who feel less vulnerable, the community is more accessible, activities do not seem so daunting, and they are more aware of potential risk situations.



## Environment



## Foundations Furniture: Environment Outcomes

There are many environmental outcomes associated with the recycling and reusing of household furniture and electricals. The most significant being the amount of waste diverted from landfill. Over the last year, Foundations Furniture has recorded 955 van collections from the borough, with a total weight of 87.5 tonnes. This is furniture that would otherwise be

discarded to local authority tips and taken to landfill locations.

There are further positive environmental aspects relating to the reduction of CO2-eq and transport costs/emissions having to move discarded items from households.

## Circular Economy

An alternative to a traditional linear economy (make, use, dispose of ) in which we keep resources in use for as long as possible, extract

the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life (WRAP, 2017).

# Indicators

Indicators represent what would be evident if the outcomes were achieved. Detailed below are indicators that are evident from the primary and secondary data.

## Health and Wellbeing

- Increased positivity, demeanour and outlook
- Reduced worry
- Improved wider family relationships
- Having a purpose - knowing people are expecting you
- Reduced trips and falls
- Increased movement and exercise
- Eating nutritious meals
- Improvement to emotional and psychological health
- Feeling settled in the home
- Positive change to mental health for clients
- Increased support network
- Reduced stress and worry

## Social and Community

- Engagement with local support services
- An increase in engagement in social and community activities
- Positive support network
- Improved communication
- The reduction in social isolation
- Enabling independent living
- Increased social activity

## Education and Skills

- Learnt crafting/baking/card making
- Clients being supported to go shopping/to appointments
- Support to complete forms/making phone calls/access information

## Housing

- Workers helping clients to maintain their home
- Reduced clutter and fire risk
- Remaining in the home with help
- Able to move into own property quicker
- Progressing with other aspects of life
- Reduced high cost lender contracts

## Employment and Volunteering

- Volunteers regularly providing their time unpaid
- Experiencing working environment and following procedures
- Expressions of future plans/next steps/optimism

## Crime and Justice

- More safety awareness and measures

## Environment

- Waste diverted from landfill



# Impact

The impact is considered to be the difference that the outcome (change) has/is making to stakeholders, either directly or indirectly.

“

*The difference the services are making extends to health and wellbeing, employment and volunteering, education and skills, housing, crime, social life and the community.*

”

Based on the outcome information from a controlled group of 63 direct clients/stakeholders, we can reasonably assume that similar outcomes would lead to similar impacts for all clients, and therefore, scale up the findings to forecast the total impact of the project. This impact can be expressed as behaviour changes.

For the purposes of Social Return on Investment theory, these behaviour changes especially focus on changes that involve a greater or lower use of public services. However, they also take into consideration the importance of social engagement, community cohesion, skills development and reduced vulnerability.

The headline impact is considered to be the ‘reduced need for social services homecare intervention’, as it has the potential of significant cost savings to the local authority. An additional impact with less financial value but similar

importance is the number of older people feeling less lonely.

The research approach to gather the required information was centred on direct stakeholder engagement and focused on the primary question of:

- What are you doing differently as a result of the changes you have experienced?

We understand that not all outcomes lead to an impact and for some people, although they may have experienced a change in themselves, it may not necessarily mean that they are doing anything differently. For example, a customer may state their increased confidence from an intervention; however, they are not doing anything differently from before gaining the confidence, so there is no impact from that increased confidence.



## Impact

Detailed below is a visual summary of the impact (difference) made as a direct or indirect result of the engagement with clients and the outcomes being achieved. Impacts have been themed and understood in their most direct way.



Fig 4 – Impact Summary

### Health and Wellbeing

‘Wellbeing’ is a broad term that means different things for different people. It is tangible and intangible. For example, physical health as well as emotional health and self-perceived levels of happiness and fulfilment.

The impact of Teamwork’s services within the area of health and wellbeing is predominantly centred on the reduction of current and future need for public sector intervention and healthcare from the NHS. For example, GPs, homecare, longer-term medication and hospital admissions.

The reduction in the need for future interventions has a direct link to resource, capacity and financial saving. For example, the average cost of a fall in the home without an operation is £2,810 per incident in the form of emergency services call out, hospital admission and treatment and follow-up medication. Based on the information within Fig 5, line 5, this would cost £191,523 if Teamwork’s clients were to access this NHS support. However, as a result of their homecare service and the associated impacts, 45% of clients’ homes are less hazardous and clients themselves are more safety aware.

Further cost saving to the NHS can be associated with improved physical health through exercise and diet, and improved mental health. 107 people per year are likely to have fewer health problems relating to lack of movement as a result of being more mobile and partaking in basic exercises. This carries a potential cost saving of £23,898 in NHS exercise prescriptions. When scaled up, a further 122 people expressed improved strength and health from having regular nutritious meals, which led them to being more active and motivated. This can be attributed to 52% of clients with a value of £7,476 as a cost equivalent of enrolling

Gateshead has seen significant increases in the number of older people most at risk of needing care and support, e.g. people with dementia, people living alone, and those with long-term illnesses. In recent years, the demand for social care services has increased, which has placed extra demands on adult social care.

A Health & Wellbeing Strategy for Gateshead (2013/14 to 2015/16).



**THE OVERALL HEALTH AND WELLBEING VALUE EQUATES TO £519,918 WITH A COST SAVING TO THE PUBLIC PURSE OF £315,815 IN HEALTH INTERVENTIONS PER YEAR.**



	Health and Wellbeing Impact	Frequency (%)	Frequency (No.)
1	Increased engagement with social activities	95%	175
2	Less stress affecting health	91%	141
3	Increased family social activities	53%	49
4	Feeling belonging to a group/ neighbourhood	83%	93
5	Less need for emergency services and hospital stay	45%	68
6	Reduced health problems relating to stillness	71%	107
7	Reduced malnutrition	52%	63
8	The reduction in need for mental health intervention	24%	24
9	Feeling belonging to a group/neighbourhood	22%	106
10	The reduction in need for mental health intervention	30%	159
11	The reduction in need for community support	22%	106
12	Reduced psychological distress	25%	106

Fig. 5 Health and Wellbeing impact

on a Healthy Eating Programme to manage weight, malnutrition and achieve similar results. There is the potential for even wider impact and cost savings relating to the reduction of long-term medication, care and hospital admittance.

In addition, of the 84% of older people who stated 'reduced worry' in our consultation, 91% of those went on to experience better health. We can therefore demonstrate a cost saving of £80,422 (after necessary deductions) to the local authority in an intervention such as stress counselling, which may achieve similar results. The improvement in emotional and psychological health will reduce the long-term need for community mental health interventions and sustained medication. There is considered to be a link between the reduction of anxiety and increased positive thinking. As a result, clients are able to manage their mental health better, and in this case, 24% are expected to have prevented or need less intervention, saving the NHS a potential £3,834.

Many clients told us about their continual concern and anxiety about 'being a burden' for family members. However, with the Happy to Help service, they were able to maintain their home themselves and reduce the need of family support. This change led to improved relationships with family and friends as there was less tension and more time to engage in social activities together. The qualitative value that can be attributed to this is £66,454, however, for clients, this was invaluable. Research shows that carers frequently feel isolated and lonely also. Due to their caring responsibilities, carers have difficulty in continuing with the life they led before – work, education, leisure and community participation<sup>8</sup>.

For most clients, social engagement and interaction was one of the most important and valuable aspects of the service and led to significant improvements in wellbeing. Of the clients we interviewed, 83% told us of their increased confidence from regular interaction. As a wider impact of their support, Teamwork inspire positive wellbeing by encouraging people to pursue meaningful activities and creating opportunities for them to do so. Impacts within this theme are extensive. Clients experience having greater self-esteem and a sense of purpose, which was reflected in their position in the social group, and that other attendees will be expecting them at activities. For these older people of Gateshead, this social value equates to £109,363.

The emotional, psychological and physical changes experienced by clients can be represented through a journey. When clients are feeling happy and motivated, this leads to the willingness to engage in positive behaviour change. With an increase in confidence and responsibility, they do not require the same level of provision or social care.

More than 2,500 people over the age of 65 are estimated to have dementia in Gateshead, and this is expected to increase in the future as the population ages. GP diagnosis of dementia in Gateshead is high when compared with the rest of England<sup>9</sup>. Therefore, the need for community interventions that focus on wellbeing and psychological stimulation is even greater for future provisions.

<sup>8</sup> Mental health and wellbeing. Retrieved from: [www.gateshead.gov.uk](http://www.gateshead.gov.uk)

<sup>9</sup> Gateshead data. Retrieved from: [www.gateshead.gov.uk](http://www.gateshead.gov.uk)

## Case Study - Mrs T

"Before I came to the lunch club I was in the Tranwell Unit (mental health unit) for 2 years. When I came out for weekend visits they tried to get me home permanently, but I was too frightened. My Community Mental Health Nurse took me out to build my confidence and I managed to get back living at home but I was still nervous and really lonely. She

persuaded me to go and try the lunch club. I was made to feel very welcome and soon fitted in. I love it now and have made some good friends, some who I even go out with for lunch with on other days. I have now learnt to make cards and join in with the craft group. It has made such a change to my life."

**FOUNDATIONS FURNITURE HEALTH AND WELLBEING VALUE EQUATES TO £54,495, WITH A COST SAVING TO THE PUBLIC PURSE OF £33,715 IN HEALTH INTERVENTIONS PER YEAR.**

## Foundations Furniture: Health and Wellbeing Impact

Foundations Furniture's core mission focuses on 'hard' and tangible outcomes that relate to wellbeing, such as having a comfortable home to live in and having the items needed to live happily. However, the wider changes and impacts resulting from the light-touch community support are associated with customers feeling settled and safe in their homes, with less emotional stress and more opportunities to benefit from socialising.

Customers told us that their furniture enabled them to make their *'shell of a house into a home'*, where they felt settled and rooted. Scaled up from those who we consulted, 123 people report feeling more established in their environment, as though they belong to their neighbourhood. This impact has the potential for further behaviour changes and positive effects later on in the journey, with the potential of people organising social activities or getting involved with resident's groups. According to extensive social research, the feeling of belonging to a neighbourhood has a value of £2,251 per person. Therefore, based on our consultations, Foundations Furniture creates a qualitative value of £20,781 to the local community.

Customers disclosed feeling more positive and motivated in daily life, which led to positive changes in their mental health and ability to better manage their mental health. This change can be associated with the reduction in the need for medical intervention.

There is considered to be a link between the reduction of anxiety and increased positive thinking. As a result, clients are able to manage their mental health better. The average cost of mental health intervention in the form of six sessions of Cognitive Behavioural Therapy with a trained Therapist would cost £300. Therefore, based on the information in Figure 5, row 10, this would cost £55,391 if Foundations Furniture customers were to continue to access this NHS support.

An additional 25% of customers told us that due to feeling safe in their environment, they worried less, consequently causing them less psychological distress. This impact has the potential to save mental health budgets of £133,554 per annum (£10,017 after deductions). The improvement in emotional and psychological health will reduce the long-term need for community mental health interventions and sustained medication. Therefore, there is the potential for even wider impact and cost savings.

Further impacts can be associated with social care budgets and reduced need for community support. Of the customers we spoke to, 22% stated that their improved social networks meant that they were needing less social support in the form of welfare advice, housing sustainment support and a key worker. Foundations Furniture Health and Wellbeing Value equates to £54,495, with a cost saving to the public purse of £33,715 in health interventions per year.



**THIS THEME  
OVERALL HAS A  
SOCIAL VALUE  
OF £81,061 TO  
THE COMMUNITY  
PER YEAR.**

### Education and Skills

Skills development in later life is a vital aspect in supporting people to remain independent. With changing technologies and expectations from local authorities relating to communication and engagement, older people can become further excluded and disengaged.

Through their homecare service, Teamwork supports and enables skills development, awareness and practical learning.

An expected 24% of clients will develop new skills through training sessions and workshops such as card making or stained glass window making. Of those 24%, all go on to sell their products or use for presents or display them for the community to see. The community card group produces around one hundred cards per year and makes and covers the costs of the materials needed for the group to continue. The cost of an adult education course is £60, however the group receive free room hire each week, saving approximately £1,380 per year.

In addition, the development of new skills and confidence acts as an enabler for people to access knowledge and seek advice. For example, an estimated 34 people per year will reduce their need for a key worker giving them instruction and advice on issues and concerns, as they will know where to find information themselves, understand forms and make phone calls, etc. With learnt knowledge and skills, older people are able to access information and resolve issues independently. The basic equivalent cost saving would be £9,339 in the form of professional/legal advice sessions.

Of the 63 people who told us about their increased independent living, all felt better equipped and skilled (on bus routes, at appointments etc.) to leave the house and engage with local services. If a chaperone or support worker was needed to achieve similar positive outcomes, the cost to the local authority would be £133,984 (£70,342 value created by Teamwork).

**This theme overall has a Social Value of £81,061 to the community per year.**

Education and Skills Impact		Frequency (%)	Frequency (No.)
1	Makes items to sell and for presents	100%	44
2	Reduced need for social support/ chaperone	100%	63
3	Reduced need for social care	26%	34

Fig. 6 Education and Skills Impact





**58** 

**PEOPLE SUPPORTED TO REMAIN IN THEIR OWN HOME**

**THERE IS A POTENTIAL COST SAVING OF £768,267 TO SOCIAL HOUSING DEPARTMENTS AND SOCIAL SERVICES COMMUNITY CARE BUDGETS.**

**Housing**

There are a higher proportion of older people residing in Gateshead in comparison with England as a whole. It is also predicted that the number of people aged 85 years and over will nearly double within the next 20 years<sup>10</sup>. It is therefore in the interest of Gateshead local authority to keep pensioners active, healthy and remaining in their own homes, as opposed to being looked after in costly residential care homes.

The housing sector is being influenced through a number of primary and secondary impacts, the majority of which relate to sheltered accommodation cost savings and a reduced need for home care packages.

The average cost to the local authority of a year’s homecare package from social services is £23,244 in the form of domestic support, personal care and community liaising. Of the 63% of older people who stated improved organisation, cleanliness and wellbeing in the home, 29% (34 people) believed that they were not or no longer a concern to social services and could manage their home without the need for a homecare package. This direct impact has the potential to save

Gateshead local authority £415,869 per annum. An additional 58 people increased independence to remain in their own home and avoid sheltered accommodation with a further saving of £109,097 (after deductions).

‘Home Safety’ is an outcome that encompasses many aspects, from practical safety relating to hazards, to sense of safety and mitigating vulnerability. Teamwork encourages safety in the home through challenging habits, removing risks and motivating people to be more aware. Such interventions bring positive changes to daily and home life. Of the 34% overall who told us about improvements to safety in the home, there will a predicted 39 less emergency call outs per year from older people being more safety conscious and making adjustments to their homes. At a cost of £428 per emergency call out and assistance, this is a potential cost saving of £8,760 created by Teamwork.

**There is a potential cost saving of £768,267 to Social Housing departments and social services community care budgets.**

<sup>10</sup> A Health & Wellbeing Strategy for Gateshead (2013/14 to 2015/16). Retrieved from: [www.gateshead.gov.uk](http://www.gateshead.gov.uk)

	<b>Housing Impact</b>	<b>Frequency (%)</b>	<b>Frequency (No.)</b>
1	No concern to social services Reduced need for social services home care package	29%	34
2	Reduced need for emergency services	62%	39
3	Avoided sheltered accommodation	36%	58
4	Reduced need for temporary accommodation	33%	53
5	Less need for emergency services and hospital stay	27%	159
6	Social mobility	100%	159
7	Value of relief from debt	52%	63

Fig. 7 Housing Impact

Although they were not discussed on this occasion, wider impact associated with 'better tenancy management' and 'reduced debt' could be expected from Community Care and Happy to Help clients also, based on the current outcomes.

**THERE IS A  
SOCIAL VALUE OF  
£213,051 TO THE  
SOCIAL HOUSING  
SECTOR PER YEAR.**

## Foundations Furniture: Housing Impact

Foundations Furniture supports impact and cost that relates predominantly to temporary accommodation and relief from debt.

The basic cost to the local authority in short-term accommodation is £2,792 per person, per six months. Of the customers that we consulted, 33% told us that they were able to move into permanent accommodation quicker, as a result of having furniture and home appliances. The service and support enabled customers to relocate and settle in a shorter space of time, which also potentially helped them to avoid crisis situations. This direct impact has the potential to save £21,491 to social housing departments.

There are numerous wider impacts that stem from 'stability' in home life,

which act as a positive platform from which to progress. Of the 100% of customers who expressed feeling more settled and stable, 27% will achieve more in other aspects of life. Social mobility and interaction is one area that is positively influenced by having a stable base, with a community value of £85,394.

The reduction in debt is considered to be a central aspect of the organisation's mission, as it supports and influences wider positive outcomes. A predicted 185 people per year will benefit from their reduced debt, which relates to things such as rent arrears, payday lenders and hire purchase contracts.

There is a social value of £213,051 to the social housing sector per year.

## Case Study

Sarah is 31 years old and fled domestic violence from her ex-husband. She was living in Council provided temporary accommodation with her four children until a suitable tenancy was available. Due to poverty and the need to quickly settle her children into a new home and new school, The Gateshead Housing Company's Homeless

Support Team referred the family to Foundations Furniture. They were supported with a sofa suite, 4 beds, bedroom furniture and a dining table. The family were able to move into a permanent home with comfort and start to rebuild their lives. Sarah was also encouraged to access the local food bank and other agencies that could support her situation.

### Social and Community

Teamwork enables older people to socialise, reduce their sense of isolation, and enjoy more integrated lives. With the development of friendships, supportive networks and increased motivation, clients are able to benefit from greater care and structure.

It is important to note that value can be understood simultaneously across multiple themes, though it can only be accounted for once against a specific impact. For example, in this case, increased social engagement leads to improved Health and Wellbeing, and Health and Wellbeing is an enabler of Social and Community benefit, and therefore value. Although the primary function of the organisation is to support the individual, in doing so, it is naturally creating stronger communities, local social cohesion and wider partnerships.

Loneliness is understood to be one of the main influencers on health, for older people. Research shows that social isolation and loneliness impact on quality of life and wellbeing with demonstrable negative health effects<sup>11</sup>, therefore Teamwork’s clients are immediately more at risk. ‘Loneliness’ is as much psychological as it is physical and therefore, community building is essential for personal and social development. Evidence suggests that Teamwork has been key in creating a sense of community for many people. 92% of those we consulted told us that Teamwork’s interventions helped them to feel less lonely and better able to cope with situations. Scaled up from the control group, 127 people per year are

predicted to benefit from being included in society, more settled and gaining a sense of belonging, with a social value of £148,097. This impact, coupled with the wider value to the local area of greater community cohesion and social mobility, carries a qualitative value of £273,739.

As a result of the informal signposting service that Teamwork provide for their clients, 141 people per year access additional support services that they would not otherwise know about. These may be relating to other issues or greater needs outside of Teamwork’s scope and for some, these opportunities have been invaluable. 38% told us about the positive impact these services had on their overall life satisfaction. This wider difference carries a value of £947 to the individual (equivalent cost of adult learning course aimed to improve life satisfaction) and a combined total of £22,821 after deductions.

The improvement in confidence and communication has been key for people feeling empowered to speak out about their issues and needs. This impact not only reduces vulnerability but also reduces the potential need for an advocate at a cost of £2,325 per individual, per year, with a combined value of £45,842.

**The combined Social Value to the Community is £474,997.**

<sup>11</sup> NICE (2016): Evaluation of the Reducing Social Isolation and Loneliness Grant Fund

**THE COMBINED SOCIAL VALUE TO THE COMMUNITY IS £474,997.**

	Housing Impact	Frequency (%)	Frequency (No.)
1	Improved life satisfaction	38%	54
2	Increase in the sense of belonging, community spirit	93%	127
3	Less people feeling lonely and unable to cope	92%	170
4	Less vulnerability Less need for advocacy services	75%	44
5	Social mobility	86%	151
6	Accessing additional community support	50%	212
7	Improved friendships and interaction	60%	159

Fig. 8 Social and Community

**THE SOCIAL VALUE TO THE COMMUNITY, CREATED BY FOUNDATION FURNITURE, IS £45,642.**

“

*I feel so much happier to have my friends and family over now that we don't have to sit on plastic chairs in the living room*

**CUSTOMER ”**



## Case Study - Mrs V

Mrs V received a leaflet through her door in 2009. At this time she was socially isolated, lacking self confidence and suffering from a number of health problems, including morbid obesity, epilepsy, breathing difficulties and high blood pressure. She very rarely left the house and her only contacts were her family.

“When I retired from my job after 25 years of working in a school

kitchen, I was at a total loss. I became depressed which made me eat lots, causing my weight to balloon. My doctor agreed that I could participate in the Teams and Bensham Community Care exercise classes. I started with chair exercises and the fears I had about joining the group were soon dismissed. Everyone made me feel very welcome and I've been part of the 'club' ever since”.

## Foundations Furniture: Social and Community Impact

Foundations Furniture enables customers and volunteers to develop local support structures through linking community partners and support services. In addition, customers are able to construct more social lives within the community as a result of having a comfortable home base.

Social isolation is also one of main barriers that vulnerable people and newly arrived communities face. Foundations Furniture has been crucial in encouraging integration through community support and signposting. 246 customers accessed additional services following their involvement with Foundations Furniture; for example,

NEFirst Credit Union, Citizens Advice, housing support and the local food bank. If customers were to pay for this advice and support to achieve similar results, the cost equivalent would be £128,507 (£9,638 claimed by FF).

A further 60% of customers stated having more friendships as a result of having increased opportunities and a comfortable home environment to host social 'meetings', which is a forecasted 185 people. A social network is paramount for community inclusion and wider personal development.

The social value to the community, created by Foundation Furniture, is £45,642.

### Employment and Volunteering

Teamwork has 5 regular, long-term volunteers who support the delivery of sessions and offer additional support to paid staff. The difference the role has made to volunteers is centred on enjoyment, structure and a sense of purpose. Volunteers told us how the role kept them physically active, encouraged them to get out of the house, and helped them to ‘stay young’. One volunteer

had supported the organisation for 13 years and described how she was now volunteering at another local charity as she had built up the confidence to get back into the community. The financial value to the organisation is defined later in *Volunteer Value*.

The total Employment and Volunteering value to society is £60,305 per year.

	Housing Impact	Frequency (%)	Frequency (No.)
1	Social capital - the cost of employing staff to undertake the similar role		5
2	Social capital - the cost of employing staff to undertake the similar role		14
3	Being employment ready	43%	6
4	Attending further training courses/open days/apprenticeships	36%	5

Fig. 9 Employment and Volunteering



THE TOTAL EMPLOYMENT AND VOLUNTEERING VALUE TO SOCIETY IS **£60,305** PER YEAR.



## Foundations Furniture: Employment and Volunteering Impact

Foundations Furniture offers quality employment experience to local people, which is a key objective of the organisation. Through the provision of on-site training and informal mentoring, 14 people per year have completed or continue to benefit from workplace placements. Some placements are structured and intensive in order to prepare the apprentice for the working environment, while others hold long-term volunteering roles that allow more self-development and autonomy.

A notable impact that is being created and achieved as a direct result of the service is the number of people who have successfully gained employment skills, which enables them to be ready for work. The development of new skills and awareness acts as an enabler for people to access opportunities, secure interviews, and demonstrate their worth to employers.

'Employment readiness' carries an associated value of £4,257 per individual; therefore, for the 43% of volunteers who expressed this change, we can attribute £6,385 to Foundations Furniture.

An additional 36% of volunteers told us about their changes in attitude, behaviour and aspirations towards wanting to achieve more, and therefore attending additional training or courses. Some stated changes to professional endeavours and others stated changes related to personal growth. This impact, seen in Fig 9, line 4, carries a value of £2,406 (after deductions).

In addition, significant social capital is created by the volunteers for the organisation. This is discussed later in Volunteer Value, as this value is attached to Furniture Foundations and not to the individual.



“

*Staff have a lot a patience and I think that their support has helped me to understand what is expected of me in work*

”



## Case Study



Wayne has been a volunteer with Foundations project for 9 years.

Wayne has mild learning difficulties and lives with his family, very close to the showroom. He joined us as a volunteer to learn some new skills and because he wanted to do something meaningful with his time. He volunteers five days a week and is an excellent and conscientious worker who always gives 100% commitment to any task.

To begin with, Wayne needed a lot of guidance and did not feel comfortable with responsibility. However, now he is one of the most competent and reliable team

members. He is responsible for opening and closing the showroom and warehouse, and keeping furniture tidy for public viewing and general cleanliness. He thrives with this responsibility and takes his role very seriously. In addition, Wayne helps with loading and unloading furniture onto the van and assisting the driver of the van with collections and deliveries.

Wayne's confidence has increased steadily over the years, within his role and in other aspects of his life. He is much more comfortable talking to the public and has gained a lot of friends from the project.

### Crime and Justice

The impact on crime and justice is indirect. Teamwork’s client group are inherently more vulnerable and at risk of crime due to their age. Although we did not measure actual crime rates within this research, we were able to gain some understanding of clients’ fear of crime and how it impinges on their confidence and independence.

Of the 44 people who reported feeling less vulnerable, 44% of those (19 people) disclosed or are predicted to experience reduced crime in the form of abuse, anti-social behaviour and petty crimes. Based on a costing of £700 per criminal proceeding relating to arrest and detainment, this carries a potential cost saving of £13,631 (£7,668) in police intervention.

Qualitative Impact		Frequency (%)	Frequency (No.)
1	Less need for police intervention - Petty crimes and ASB	44%	19

Fig 10. Crime and Justice

### Environment

Quantitative Impact		
1	Reduced landfill tax	87.5 tonnes

Fig 11. Crime and Justice

**THE BASIC ENVIRONMENTAL VALUE TO SOCIETY IS £7,385 PER YEAR.**

## Foundations Furniture: Environment Impact

Foundations Furniture has a significant positive impact on the local and wider environment.

Through donations and house collections, Foundations Furniture has directly reduced landfill by diverting 87.5 tonnes of waste in the last year. At a cost of £84.40 per tonne, the organisation saves a value of £7,385 per year in landfill tax.

With further rigour and research, there is the potential for even wider impact that can be attributed to Foundations Furniture’s environmental efforts. For example, according to WRAP, one tonne of sofas for direct reuse (second-hand shop or eBay) can result in a net GHG saving of 1.45 tonnes CO2-eq. This is just over 54kg CO2-eq per sofa. There is also significant household benefit as a result of the sale of items through reuse, exchange and avoiding the purchase

of (more expensive) new items. On this occasion and for this report, these impacts have not been calculated; however, it is clear that Foundations Furniture has the potential for much wider environmental impact and value.

WRAP suggest that domestic furniture reuse is thought to pass through a wider range of pathways than office furniture. An unwanted sofa, for example, may pass through or end up at a number of different final destinations, such as landfill, recycling, energy recovery and reuse. Studies show that only 17% of sofas that reach the end of their life are reused. This demonstrates the vast potential for need, opportunity and impact.

The basic Environmental value to society is £7,385 per year.

WRAP: November 2011: Benefits of Reuse Case Study: Domestic Furniture



# Local Value

Across Teamwork Development Trust, 82% of staff live within Gateshead Local Authority, which means that they are local to and representative of those they support.

Staff are able to offer local knowledge and signpost to relevant services that offer extra support to their clients. In addition, national research has found that 52% of a worker's salary is retained within the local economy that they live (ONS, 2017) through spending on rent, socialising, groceries etc and therefore, this evidence of local employment means that of the £219,697 (NET) spend on salaries, £93,862 is reinvested into the local are.

The supply chain is also a vital element of local value. Teamwork understand that investment in the local area regenerates the communities and the people living there. Although only 50% of Teamwork's suppliers are based locally, 80% of its £132,394 total expenditure is spent with local organisations (£105,806). This is exceptional effort to creating local value.

	Staff	Salary (NET)	Suppliers	Supplier spend	Supplier %
<b>Total</b>	40	£219,697	28	£132,394	100
<b>Local</b>	33	£93,862 (52%)	14	£105,805	80%
<b>Outside of Local Authority</b>	7	£39,193	14	£26,588	20%





# Volunteer Value

Volunteers are a huge resource that support the core functions, culture, sales and success of Teamwork. As well as being a productive use of time for the individual, volunteering builds social capital for the local area.

“

*I came to Volunteer at Foundations for three months, two and a half years ago*

VOLUNTEER ”

Combined across all services, volunteer responsibilities include befriending, activity coordination, listening, cooking, chaperoning, warehouse organisation, manual handling, stock management, online sales, regional deliveries and supporting customers.

In the last year, 5 volunteers have donated 1,340 hours to support Teamwork community services and a further 14 volunteers/apprentices have

given 5,288 hours to support operations and people accessing the furniture service, which equates to £51,514 in total value. This figure is what is saved by Teamwork Development Trust CIC, based on the cost of paying for the services provided by its volunteers.

In addition to the above financial aspects, there is significant qualitative value created through the involvement of volunteers also.

**£51,514**  
**SOCIAL  
CAPITAL**



# Partner Value

Teamwork understands that their impact is created in partnership with others and they do not work in isolation. Some of these partnerships include families, social services, mental health teams, support services, commissioners and other local community projects.

In order to understand the wider impact of the service and the local value that it creates, we interviewed several local authority stakeholders, delivery partners and other indirect connections. This information strengthens the primary data collected from direct stakeholders.

Although not included in the financial return on investment calculations on this occasion due to need and level of rigour, the below information demonstrates the mutual benefit and value created in local collaboration. It is vital to recognise this qualitative value.

Contract officers and community partners told us what they valued the most about Teamwork services (responses have been summarised and generalised):

*“Staff go above and beyond what is asked of them or paid for.”*

- **Local Doctor**

*“The furniture service is particularly good for refugees who need to start from scratch.”*

- **LA commissioning department**

*“They provide employment experience and opportunities, which are effective and quality for the participants.”*

*“Tenancies last longer and tenants are not getting into debt with hire purchase.”*

*“(Foundations Furniture) provide a service in a number of areas that the council cannot provide themselves.”*

- **Gateshead Commissioning officer**

**(Adapted from consultations)**



## Personal Service

All services are very personal and focus on what the client needs. They are flexible in the way they support people and that really helps because their client group can be challenging. They improve overall wellbeing because they provide more than the standard service.

## Reduces social isolation

Teamwork offers a service that reduces isolation for many older people, rather than just reducing the feeling of isolation. Their service is local and staff make a big effort to support the little things that matter to people. The Happy to Help service is effective in keeping people in touch with the community and local area.

## Valuable resource

They are a valuable resource to the council and residents by providing low cost furniture. The service is widely needed and used by local people and wider boroughs. It also helps households who want to get rid of items, as they feel useful to be able to donate it. The support and free items are particularly valuable to a group who have absolutely nothing, like asylum seekers and refugees.

## Environmental Benefit

Foundations Furniture helps the Council to meet their Social Enterprise outcomes as they reduce waste, support local people and sustain themselves. There is a mutual benefit in the local people being made aware of the service.

# External Influence

“

It is important to understand that others influence the outcomes and impact that is achieved.

”

Throughout the review and evaluation of the impact and value experienced by all customers, key considerations have been made as to the influence of others. This includes the Government and its connecting policies, other local and regional strategies and support providers, and other individuals. We have also considered whether impact and value are newly created or have just been displaced.

## Approach

This has been achieved in three stages:

- Firstly - through researching and analysing local and central government strategies and previous qualitative and quantitative reports carried out.
- Secondly - by engaging directly with clients and supported by direct research of delivery and support partners.
- Thirdly - using the knowledge, experience and awareness of the Social Value Business team.

## Influence of the organisation

The level of influence that the organisation has upon clients has been considered to support the legitimacy of financial claims within the report.

This has been considered using Social Return on Investment (SROI) Deadweight, Displacement and Attribution measures.

## Deadweight

A deadweight measure is the scale of outcomes that would have happened even if Foundations Furniture services were not being delivered. The current

policies and strategies affecting housing and communities in Gateshead have been considered. For example, *Active, Healthy and Well Gateshead*<sup>12</sup> and *Vision 2030* from Gateshead Strategic Partnership. However, the most relevant local strategy that demonstrates similar objectives to those of Foundations Furniture is *Gateshead Housing Strategy 2013-2018*<sup>14</sup>, whose aims are to:

- Contribute to economic growth
- Improve health and wellbeing
- Help educational attainment
- Tackle the financial exclusion of some of our poorest households
- Contribute to a better environment for future generations
- Build respect and community cohesion within our neighbourhoods.

Due to the limitation of this report, the variations in area priorities and the breadth of the local provision, a significant deduction of between 25% and 70% has been used.

<sup>12</sup> Active Healthy and Well Gateshead: A Health & Wellbeing Strategy for Gateshead (2013/14 to 2015/16)

<sup>13</sup> Gateshead Strategic Partnership: Vision 2030

<sup>14</sup> Gateshead Housing Charity 2013-2018



Fig 12- Deadweight (%)

**Rationale**

Research of the regional strategic policies and local documents vary in priorities. However, those relating to older people all demonstrate a clear focus on reduced isolation, improved wellbeing and health. Therefore, with existing local investment and service provision, it can be evidenced that a portion of the outcome and impact will occur anyway.

**Attribution**

An assessment of how much of the outcomes were caused by the contribution of other organisations or people. This has been considered using the sliding scale below

- 0% - 50% is associated with individuals who are referred to the organisation and therefore, it is reasonable to assume that the attribution would be lower.

- 51%+ is associated with individuals who have self-referred and therefore, the attribution will be higher as the impact is less likely to have happened.

During the research, between 25% (community services) and 75% (Foundation Furniture) of the sample group mentioned that they received support from one or more other agencies. Therefore, we will attribute between 25% and 75% of the remaining value to 'other partner organisations or individuals' in order to create a more accurate picture of impact.

**Displacement**

Displacement is centred on the number of positive outcomes and impacts that are being created in one location, i.e. the negative outcome and related impacts being moved to another area.

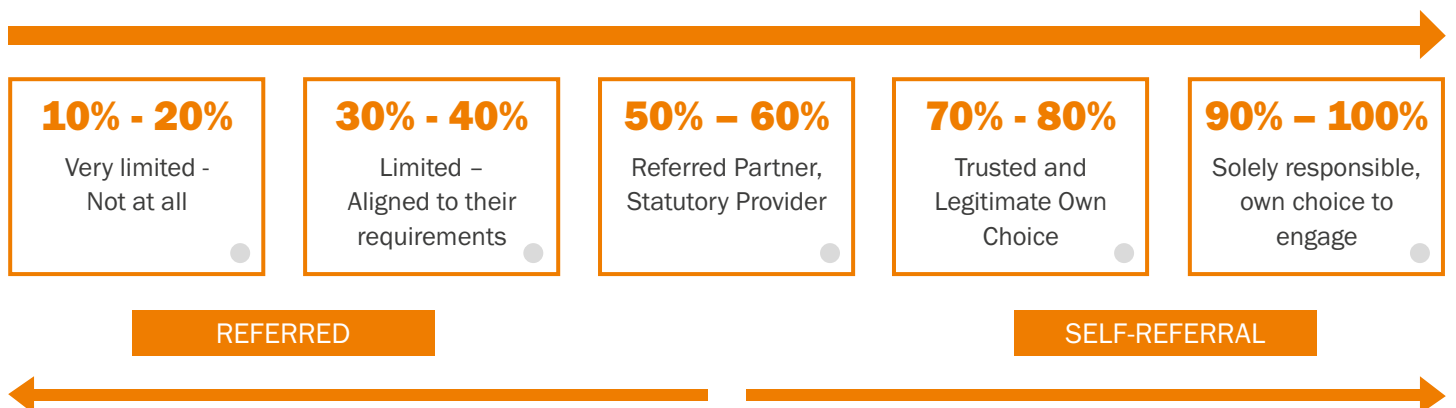


Fig 13 - Sliding Scale

**Rationale**

Due to the nature of the support and engagement and the integrated partnership and referral approach, the displacement effect is minimal. In this case, as we are only claiming value for one year, we will not be considering displacement.

**Drop Off**

To finalise the financial claims, the drop-off period has been considered (i.e. the length of time the impact can be expected to last) using the above methods. We have also taken into consideration the level of relevance using the sliding scale.

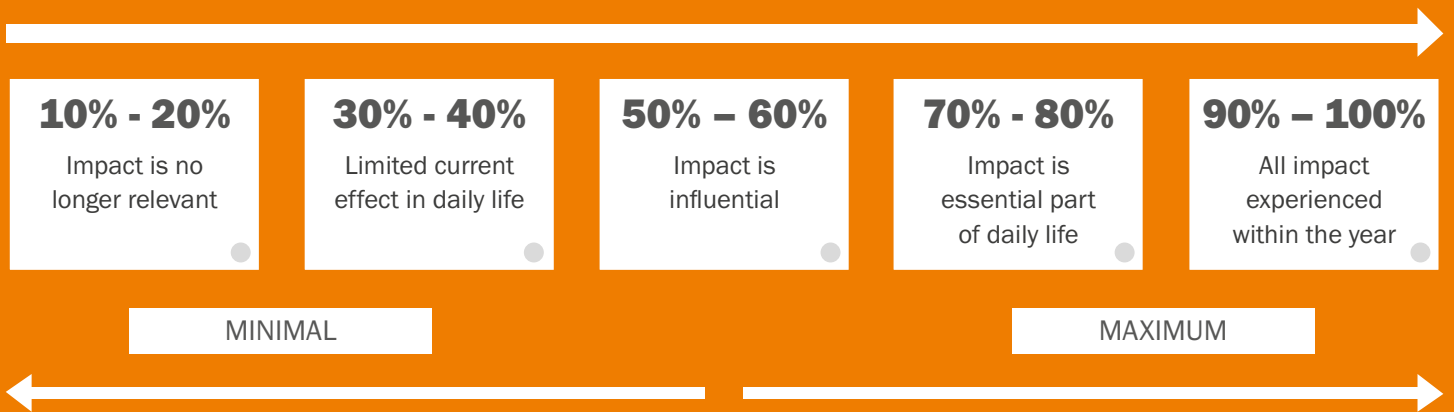


Fig 14 – Sliding Scale

**Rationale**

For the purposes of this report, a 100% drop-off period is defined as 3 years. During this period, it is forecasted that 60% of the drop-off will be experienced within year 1, 30% within year 2, and a final 10% in year 3.

**Financial Value Attachment**

Each outcome and supporting impact has been allocated a financial proxy (cost). The proxy is based on the financial investment needed to achieve the same impact, or the cost saving that the impact is or will make.

To calculate these figures, a range of government, academic and leading social accounting research documents have been consulted to legitimise the claims and increase the rigour.

# Rigour and Transparency

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## Rigour

The development of this report is centred on the research and evaluation of (experienced/forecasted) stakeholder impact and the value that can be attributed to it. As a result, this report defines the outcomes, impact and value experienced by stakeholders, together with considering the external influences on the stakeholders.

The approach of the Social Value Business is to ensure the highest trust and legitimacy of the research, evaluation and reporting as possible, and that the budget, scope and timescale will allow.

Social Value Business reporting is categorised into three areas of rigour - Low, Medium and High.

**Low:** The research and reporting is a forecast of the impact and value that a service or organisation has. There has been a reliance on secondary research to create an evidence base to support conclusions. In the production of the report, there has also been a dependence on internal data and qualitative experiences provided by the organisation.

**Medium:** The research and reporting is either a forecast or evaluation of the impact and value experienced by stakeholders, and there is a mixture of primary and secondary research to support outcomes, impact and value claims. In the production of the report, there has been a balance of the use of internal data verified by external stakeholder engagement.

**High:** The research and reporting is an evaluation that has in-depth primary and supporting secondary research, which supports the in-depth direct and indirect stakeholder engagement. This report is an accurate evaluation of outcomes, impact and value that are experienced and created by the intervention or organisation.

## Transparency

The Social Value Business believes in ensuring high levels of transparency wherever possible, without breaching confidentiality and providing competitors with sensitive information or a competitive advantage.

**Low:** Only positive outcomes, impact and value have been reported, whereas negative values have been researched and evidenced.

**Medium:** All negative and positive outcomes, impact and value has been researched and accounted for. However, due to business and commercial sensitivity, the report has been edited to remove these areas.

**High:** All negative and positive outcomes, impact and value has been reported in an unedited format to provide an unbiased and independent view of the organisation's service(s).

For the purposes of this report, the level of rigour is **Medium** and the level of transparency is **High**.

# Financial Value

**VALUE IS CREATED AS A RESULT OF IMPACT BEING EXPERIENCED BY INDIVIDUALS AND ORGANISATIONS.**

**FINANCIAL VALUE RELATES TO THE POTENTIAL AND EVIDENCE BASED SAVINGS THAT WILL BE EXPERIENCED BY THE PUBLIC SECTOR.**

**NON-FINANCIAL VALUE RELATES TO THE INTANGIBLE VALUE THAT IS FELT BY PEOPLE EMOTIONALLY, PSYCHOLOGICALLY, OR PHYSICALLY.**

Following the analysis and evaluation of the outputs, outcomes, indicators and impact, it is possible to assign financial values to the tangible impact.

Where assigning financial value against impact has been possible and legitimate references have been used, a triangulated approach has been adopted, i.e. Central Government financial costs have been the primary sources, supported by Academia/Think Tanks, and

further supported by leaders within the relevant sector.

The formula used to calculate the financial value is:

Outputs x Outcomes frequency x Impacts frequency x individual assigned financial value per intervention – external influences (Deadweight – Attribution – Displacement) ÷ the number of years the impact will last

$$= \text{FINANCIAL VALUE (£)} \div \text{INPUT} = \text{SROI RATIO}$$



**OVERALL, SOCIAL FINANCIAL VALUE DEVELOPED THROUGH TEAMWORK'S SERVICES AND INTERVENTION IS:**

**£1,919,602**

**FOR EVERY £1 INVESTED INTO TEAMWORK DEVELOPMENT TRUST CIC, THERE IS A:**

**£4.16**

**RETURN ON INVESTMENT**

**FOUNDATIONS FURNITURE FINANCIAL VALUE**



**THE SOCIAL AND FINANCIAL VALUE DEVELOPED THROUGH FOUNDATIONS FURNITURE IS:**

**£367,439**

**FOR EVERY £1 INVESTED INTO FOUNDATIONS FURNITURE, THERE IS A:**

**£3.20**

**RETURN ON INVESTMENT**



# Recommendations

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Clear impact and value is being created throughout the whole of the Teamwork network, however, to embed social value reporting and improve the ability to gather accurate data, the following recommendations should be considered:

## Monitoring and Evaluation Framework

- Create a new impact and value data capture process that can be embedded and used by all services
- Ensure all staff across all services are trained and gathering the same impact data so that it is measurable across different projects.
- Update pre-engagement forms to add impact benchmark questions, which include Health and Wellbeing, Social and Community, Housing, Employment and Volunteering and Environment.
- Embed post engagement follow up calls into customer monitoring.
- Train staff and volunteers to carry out a baseline monitoring form at point of engagement and follow up after six months to track impact and situation.
- Train and emphasise the importance of staff cooperation and involvement.
- Ensure all non-mandatory outcomes are recorded in the framework and monitored alongside contractual outcomes.

**Social Value Champion** – Create a social value role that is responsible for championing and embedding the impact framework. Possibility to add onto an existing role as extra responsibility or train a volunteer.

**Longitudinal Study** – Establish a benchmark for the longitudinal study that tracks a control group of clients for one to three years, including impact on immediate family. Use the identified themes to create a comprehensive framework.

**Development** – Invite key Local Authority contacts to be involved in significant future development plans, using the Impact Report as leverage to demonstrate wider success, e.g. housing, social and community and cost savings.

**Funding Streams** – Use the evaluation report to identify and consider impact and funding potential across other areas of the public sector, e.g. housing associations, NHS, crime departments.

**Signposting** – Although signposting takes place, there is the potential for it to be formalised and for a stronger and wider community network that involves additional community activities and support for mutual benefit.

**Additional Activities and Services** – There is interest and potential to offer additional activities and services to existing and new clients (for example, a gardening service, shopping service, basic IT/phone/technology classes), to both generate income and for social benefit.

**Marketing** – Share the value of the services as an engagement tool to generate donations, sales, new customers and profile.



## Foundations Furniture Recommendations

**Online Sales** – Potential to further develop the existing online sales platform. Opportunity for a graduate intern or skilled apprentice.

**Environmental Action Plan** – Create an action plan that monitors in detail and increases the impact and value of the whole organisation, including recycled waste, CO2 from saved mileages, items donated to others, environmental awareness training, electricity consumption, etc.

**Employment Readiness** – There is the potential for greater emphasis on employment readiness and therefore having structured placements with a clear exit strategy and route into employment. Monitor leavers and their employment status.

**Pathways to employment** – Connect further with local organisations to offer additional pathways to employment or experience for volunteers.



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