

Calder Valley Community Land Trust
Measuring Social Value: Preliminary Results

1. Introduction

Papers have been presented to Trustee Board Meetings in August and September on Social Value. The first outlined an approach to the measurement of social value that could be adopted by CVCLT; the second summarised the findings from these data collection exercises.

Why does CVCLT want to measure social value?

- To assess the impact of the CVCLT on housing issues, and hence contribute to organisational thinking and the development of future strategies
- To engage with members and supporters
- To support bids submitted for additional funding
- To include in the Trustee Report in the Annual Accounts

This second paper gives the results from these first data collection activities, together with some discussion on the findings and options for taking this work forward.

2. Impact of activities: empirical data collection

We have collected data about the impact of a range of activities undertaken by CVCLT. Table 1 gives examples, although this list is not comprehensive, and only represents those activities for which easily available data have been located. Impact is measured by inputs, outputs and outcomes: inputs and outputs are assumed to be proxies for positive outcomes and impact. This data collection approach is ongoing, and will require more work. We need to become better at quantifying our activities, for example recording how many attend an event, or access our website.

Table 1 Examples of CVCLT’s social impact

Activity	Evidence
Raising awareness around housing issues	<ul style="list-style-type: none"> • 5 public meetings held on ‘Housing – An Issue’ in 2018, attended by an average of 40 people. • 42 survey respondents confirmed attendance at these meetings • Monthly newsletter sent to a mailing list of 452 people • Have 782 followers on Twitter
Encouraging partnerships and organisations	<ul style="list-style-type: none"> • CVCLT acted as a local hub for Calderdale as an outlying area of the Leeds City Region Enabling Hub and led a 12 month Community Led Housing (CLH) project • The launch meeting of the CLH project attracted 40 attendees, and 12 organisations participated in the project • CVCLT representatives contribute to regular meetings of RPs in Calderdale, comprising around 8 organisations • Developing close working relationship with an RP which may provide management services for tenants, and co-develop a housing project with CVCLT
Supporting community spaces	<ul style="list-style-type: none"> • CVCLT owns a community facility used by upto 200 people per week (pre-covid), across a range of different organisations and events, including meditation, age uk tai chi and dog obedience classes. It is also licenced for weddings.

Providing housing	<ul style="list-style-type: none"> • Provide affordable housing for 5 older people in 4 bungalows • Buying 2 houses for affordable rent
Encouraging community participation	<ul style="list-style-type: none"> • CVCLT has 9 trustees, and 4 new trustees have been recruited • CVCLT has 173 members • 28 people attended the virtual 2020 AGM • 63 of survey respondents confirmed that they had mentioned CVCLT to friends and colleagues

3. Imputed value of Trustees input

Volunteering has a social value, both for the organisation to which the volunteers contribute, and to society as a whole. Additionally, because CVCLT is currently solely managed by volunteers, the actual time spent by volunteers also has an imputed financial value. Trustees provided estimates of time spent across the range of activities undertaken by the CVCLT. Not all Trustees spend time on all activities, and the Secretary and Treasurer provide significantly more time, given the nature of these roles. Table 2 overleaf gives the summarised results.

The imputed value of Trustees' input, depending on the financial value per hour of their input used, ranges from around £2,000 - £3,000 per month, which equates to between £24,180 and £36,270 per annum. This imputed value is the equivalent of around 1.0-1.5 wte person. CVCLT does not employ staff, Trustees therefore not only have a strategic role but also undertake all operational tasks. The strategic role includes attending Board Meetings and Task Groups, which accounts for 70% of the time. However, if the majority of the roles of the Secretary and Treasurer, and which account for 30% of the time were considered as operational, and could be undertaken by paid staff, such as an Administrator or Finance Manager, the imputed value placed on these roles should be higher. Assuming, time spent on operational roles was given an imputed value of £30 per hour and time on strategic roles a value of £15 per hour, then the imputed value per month of Trustee time would be £3,900 which equates to £47,000 per annum

The HACT Wellbeing Valuation approach¹ allows an organisation to measure the success of a social intervention by how much it increases people's wellbeing. The majority of the HACT key areas of social impact do not apply to CVCLT activities (although the model has recently been extended² and has an increased range of measures for social housing), however, it is possible to take their financial values for the impact of volunteering, and apply to CVCLT volunteers who are the trustees.

The financial value attributed by this approach to a volunteer, who has volunteered at least once per month for a minimum of two months, is £3,249. All Trustees satisfied these criteria, and taking the 8 trustees for whom imputed values had been calculated, this equates to a further £25,992.

The two values measure different aspects of volunteering and trustee input, and social value, and therefore do not represent double-counting. Together, the imputed value of Trustees as volunteers equates to between £50,000-£73,000.

¹ <https://www.hact.org.uk/measuring-social-impact-community-investment-guide-using-wellbeing-valuation-approach>

² <https://www.hact.org.uk/social-value-bank>

Table 2. Imputed value of Trustee Input

Hours/ month	Board Meetings			Task Groups ¹				Core activities			Tenants	IT	Events	Projects	Ad hoc	Other Groups	Total per month	Total per annum
	Prepare papers	Read papers	Attend	HMTG	SBTG	FHTG	HSTG	Finance	Secret- ary	Gover- nance								
Total	16	12	17	9.5	1	8.5	7	29	25	11	9	8	11	15.5	16	6	201.5	2418
£10/ hour	£160	£120	£170	£95	£10	£85	£70	£290	£250	£110	£90	£80	£110	£155	£160	£60	£2,015	£24,180
£12/ hour	£192	£144	£204	£114	£12	£102	£84	£348	£300	£132	£108	£96	£132	£186	£192	£72	£2,418	£29,016
£15/ hour	£240	£180	£255	£143	£15	£128	£105	£435	£375	£165	£135	£120	£165	£233	£240	£90	£3,023	£36,270

Task Groups:

HMTG: Housing Management Task Group

SBTG: Signal Box Task Group

FHTG: Fielden Houses Task Group

HSTG: High Street Task Group

Assumptions:

1. All trustees spend at least an hour (and some spent more) reading board papers, and 2 hours at Board Meetings. No allowance has been made for non-attendance. This is considered to be strategic
2. At each Board Meeting there are at least 2 organisational and 2 finance papers, plus a selection of papers from task groups.
3. There are 4 task groups, meeting on average once/month, with known members spending between 1-2 hours per month.
4. Core activities mostly comprise finance and secretarial, with some governance. Finance and secretarial can be considered to be operational.
5. Tenants comprise meeting tenants, and organising/addressing tenant issues.
6. IT comprises sorting current website and IT issues.
7. Events comprise all current Zoom events, and events organised by, eg, Locality, NCLTN etc. Half of the time on events can be considered to be operational.
8. Projects comprise activities such as the CLH project.
9. Ad hoc comprises all other CVCLT activities and those that don't fall neatly under another heading, eg tweeting, reading, telephone calls, research etc
10. Other Groups comprise input to other groups outside CVCLT, such as the RP meetings, WCN and FCA.

4. Undertaking a social value survey

The survey was designed to find out how members and supported interacted with the CVCLT, what had been the organisation's impact, and what should be the priorities. A series of questions on diversity also elicited information about their demography.

An invitation was sent to the 452 individuals, who are on the CVCLT mailing list and who receive the monthly newsletter, to participate in the social value survey. The survey was developed in google forms and was piloted with four trustees. Following three reminder emails, 101 completed surveys were received (a 25% response rate). No contact details were collected about respondents, and all forms were submitted anonymously. Therefore, we were unable to chase up non-respondents, nor identify potential duplicates. The detailed results are shown in appendix A, whilst the findings are summarised below.

It is likely that those who completed the survey are more favourably disposed towards the CVCLT, and may not be representative of all those on the mailing list. Nonetheless, the relatively high response rate gives a reasonable indication of the value placed on the CVCLT by those interested in social housing and housing issues around the Upper Calder Valley.

Findings

It is heartening to find that more than 80% of the respondents regularly read the Newsletter, and we could use this as a vehicle for broader messages about housing issues and about the CVCLT activities. More than 60% indicated that they mention the CVCLT to their friends and colleagues, although only 10 had recruited other people to be members. As part of a broader strategy of community engagement, we could consider ways of increasing membership. There appears to be an appetite for ongoing engagement, for example 42% attended the public meetings on 'Housing – an Issue' in 2018, and we could consider additional ways of reaching out to the community and existing members, such as a series of virtual public meetings on housing issues. This could be linked to the upcoming Community Shares activities, and to the Big Lottery Funding bid.

Eighty seven percent of respondents indicated that they understood the CVCLT aims quite well or very well. This suggests that the newsletters and other outputs activities, such as the Annual Review and AGM, are getting out the message about what the CVCLT is trying to achieve. A longer-term strategy could be translating this into more active support, such as increased membership.

A series of questions asked respondents to look back over two years to 2018, and assess whether their knowledge had changed across a list of topics and issues. The answers suggested that respondents now have greater knowledge about local issues and the CVCLT than about national issues. The results also indicate that the CVCLT has been more successful in giving information about housing need and issues than about broader topics such as the role of community land trusts, the community-led housing movement and the role of social housing providers. Additionally, less than half of respondents indicated that they had increased knowledge about the Community Shares movement.

A further series of questions asked respondents to assess what has been the contribution of CVCLT to a range of issues in the Upper Calder Valley, over the past two years. The responses to four of the five topics indicated that between 76-79% respondents believed that the contribution of CVCLT had been significant. A lower proportion felt that the contribution to equity and inequality had been significant.

Eighty six respondents gave free text responses to the question on what should be the priorities for the CVCLT in the Upper Calder Valley over the next two years. Responses ranged from a few words and one main priority to a short paragraph, with several priorities. Sixty three (73%) respondents to this question gave 'creating affordable homes' as the priority, followed by 16 (19%) who indicated that 'raising awareness of housing issues' should also be a priority, as well as engagement with communities and local people, and with future tenants.

Ten (12%) respondents cited the value of acquiring heritage or disused buildings on behalf of the community, although one stated "Not so sure about the acquiring of significant/heritage buildings - maintenance costs could be an issue". This issue has also been raised by Trustees, in discussions about taking on heritage buildings, particularly concerns about on-going maintenance in the absence of a guaranteed income stream. Several respondents explicitly stated that creating affordable homes did not have to be through new builds, and that CVCLT should acquire and renovate older and empty properties.

Eleven (13%) respondents specifically referred to the ages and nature of those for whom housing is an issue, including older people, younger people, families, women leaving domestic violence, refugees, and those with disabilities and mental health problems. Although few explicitly stated that tackling equity and inequalities should be a priority, the needs of the homeless or those living in refuges, were seen as issues that the CVCLT should address.

A range of other issues were raised including the need for environmentally sound and sustainable developments, which should be of high quality, as well as CVCLT being a good landlord. Small community self-build schemes were mentioned, as were community spaces and gardens. The potential role for the CVCLT to be an enabler and support to other groups who were developing housing schemes was also raised.

A few comments suggested that we are not necessarily being absolutely clear on how we expect to deliver homes. One respondent referred to the "mixed tenure model of the CLT.....we don't need to build more homes to buy for those that can afford it".

The questions on demography found that 85% of respondents lived in the Upper Calder Valley, 58% were women and 75% were aged 60 years and over. All but 4 respondents were white British.

Discussion on survey findings

The survey results give an indication of where CVCLT has been relatively successful. We have a high level of engagement as measured by regular readership for the newsletter, and attendance at events. We have been relatively successful in engaging locally about local housing issues, but have been less successful in engaging about more national housing issues. This is perhaps unsurprising as local issues appear to be more pressing than national issues. CVCLT has also been less successful in engaging with a younger age group, and the development of new housing schemes which provide homes for families and single people may address this. Early consultation exercises for High Street did attempt to engage with a younger age group, and should be repeated in the event that High Street goes ahead. Respondents confirmed that priorities for CVCLT should be in providing affordable housing, and raising awareness of housing issues.

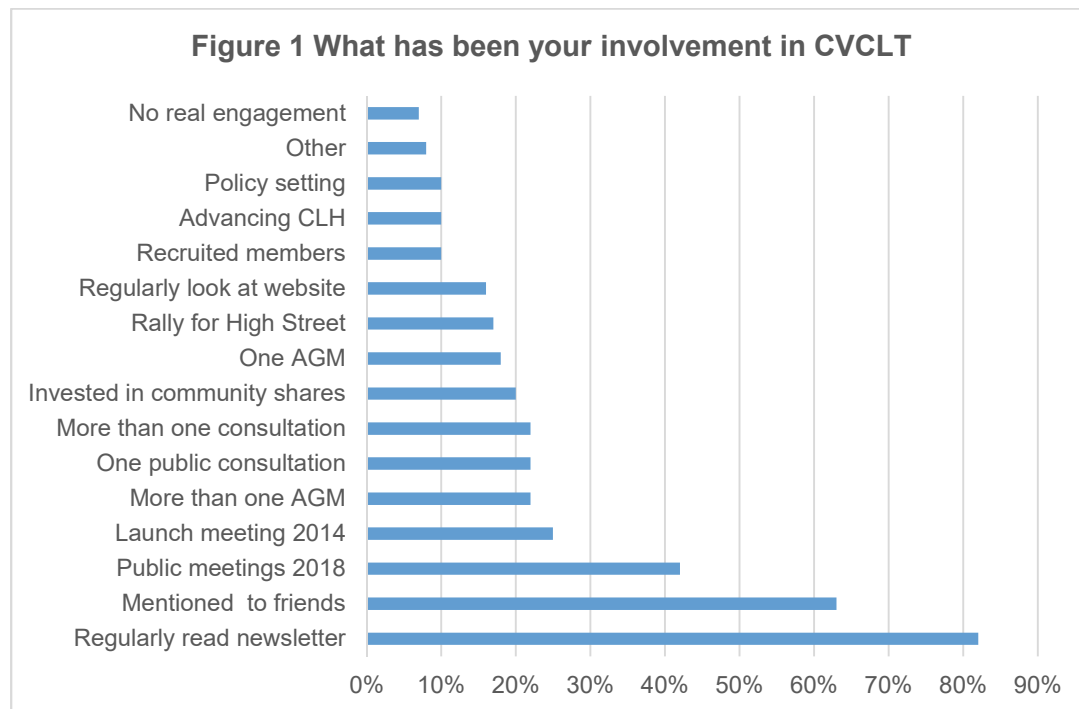
5. Summary of the Social Value Data Collection

The three data collection exercises have provided valuable information which can be used for multiple purposes. The results also point to areas and activities on which CVCLT may find it useful to increase their focus. Summarising the results of the survey to include in the newsletter is a useful way of increasing engagement with members and supporters. Undertaking additional data collection exercises would enable CVCLT to collect information about progress on social impact, and also on issues such as increasing awareness in and breadth of engagement with the local community.

KV Lawson and A. Bibby. 26/09/20

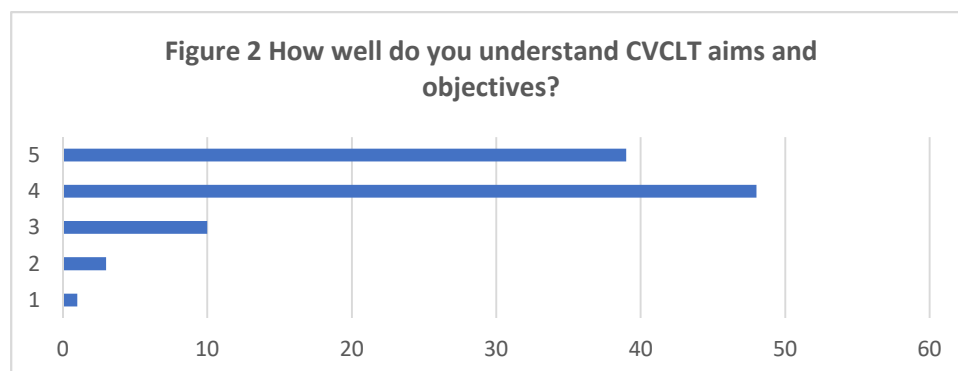
Appendix A Social Value Survey Questions and Results

Question one sought information about involvement with the CVCLT. Sixteen options were listed, and respondents were asked to tick all that applied. Figure 1 shows the results.



The greatest number of activities selected was 12 and the smallest was one. Those who had a low level of involvement mostly selected reading the newsletter and mentioning CVCLT to friends, and those selecting no real involvement also selected only one or two activities. Twenty respondents stated that they had invested in community shares, although there are only 17 names on the register: it is possible there are duplicate forms, or that respondents confused payment of membership fees and donations with community share investment.

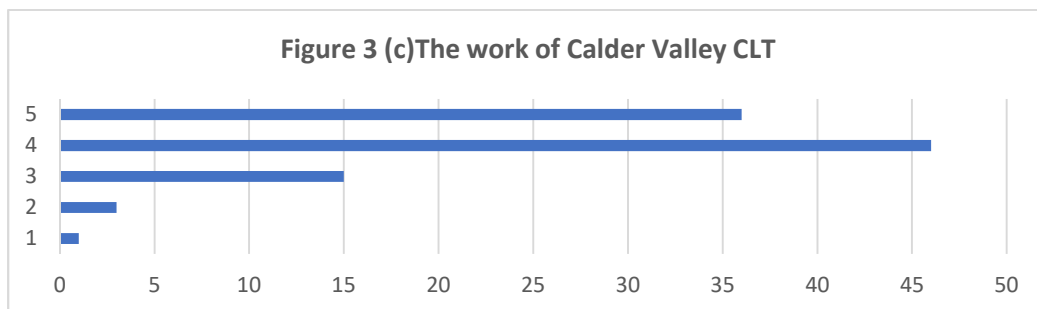
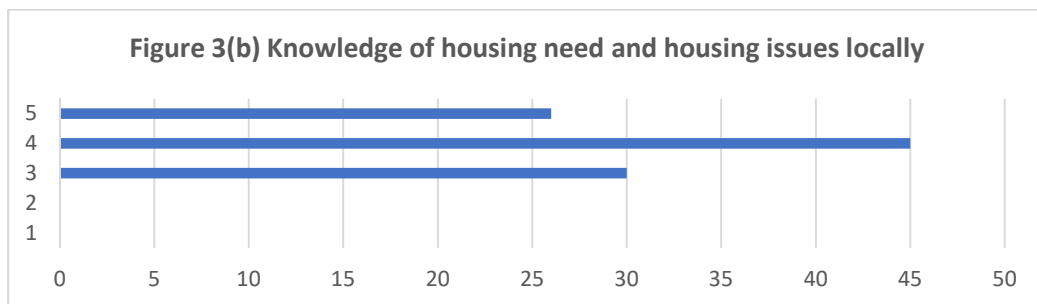
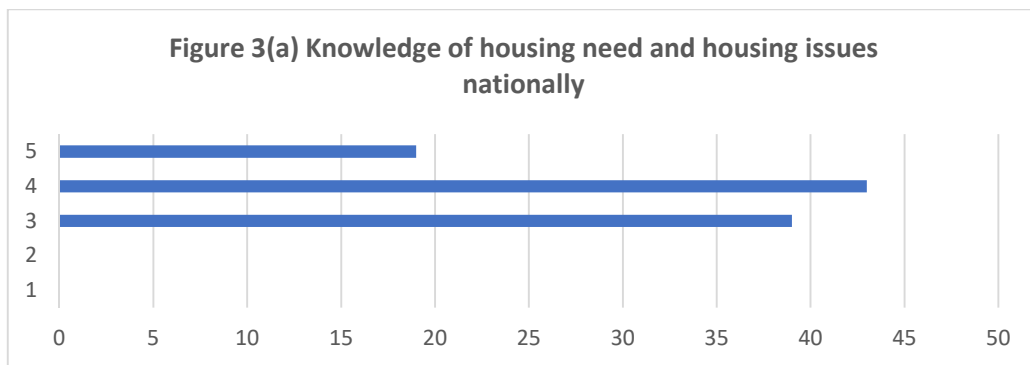
Question 2 asked respondents how well they understood the aims and objectives of the CVCLT, using a Likert scale where 1 = not well at all to 5 = very well. Figure 2 shows the results



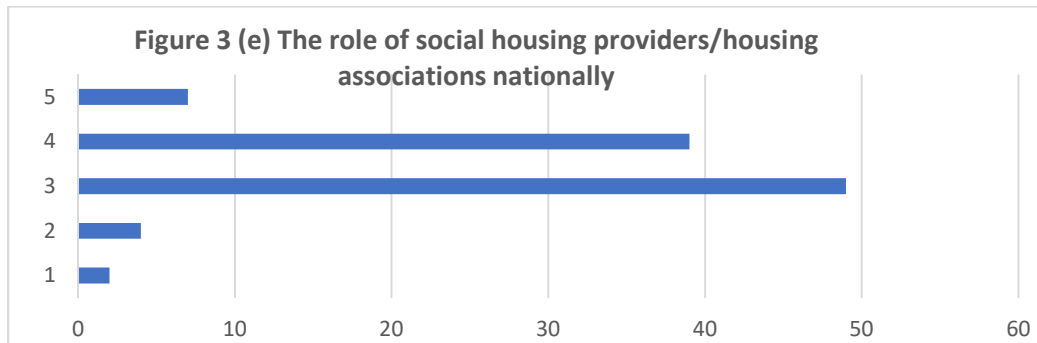
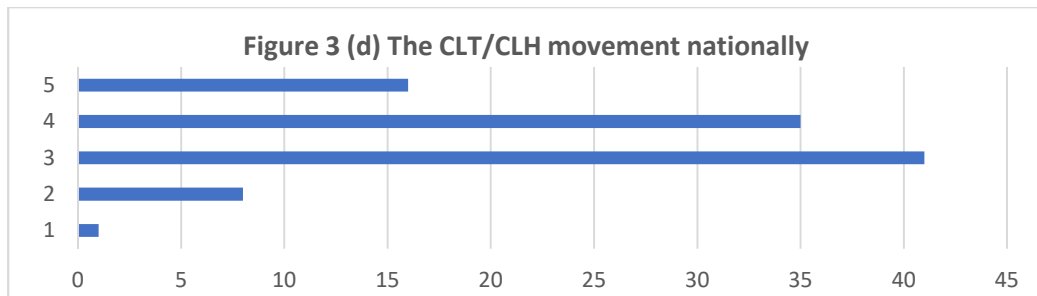
Eighty seven percent of respondents indicate that they understood the aims quite well or very well (with a mean rating of 4.2). This suggests that the newsletters, and other activities, such as the Annual Review and AGM are getting out the message about what the CVCLT is trying to achieve. A longer-term strategy should be translating this into more active support, such as increased membership.

Question 3 asked respondents to look back over two years to 2018, and assess whether their knowledge had changed across a list of topics and issues. A similar Likert scale was used, where 1 = much less, and 5 = much greater. Six topics were selected and figures 3(a) to 3(c) show the results.

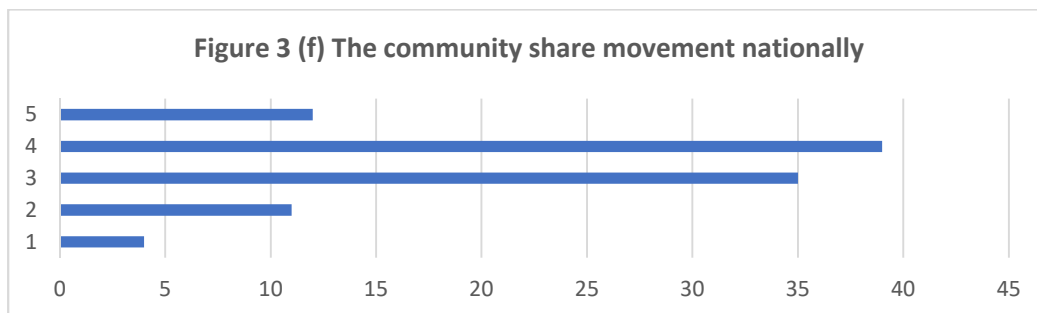
The results suggest that respondents now have greater knowledge about local issues and the CVCLT than about national issues. In response to the question about increased knowledge of housing need and issues locally (Q.3(b)), 71% of respondents gave a rating of 4 and 5 (a mean value of 4.0), and in response to the question on increased knowledge of the work of CVCLT (Q.3(c)), 82% gave these ratings (a mean value of 4.1). In response to the question about increased knowledge of housing need and issues nationally (Q.3(a)), a lower percentage 62% of respondents gave a rating of 4 and 5 (with a mean value of 3.8).



The results also indicate that the CVCLT has been more successful in giving information about housing need and issues than about broader topics such as the role of community land trusts, the community-led housing movement and the role of social housing providers. In response to the question about increased knowledge of about community land trusts and community led housing nationally (Q.3(d)), the percentage of respondents giving a rating of 4 and 5 had declined to 51% (with a mean value of 3.6), and in response to the question on increased knowledge of the role of social housing providers nationally (Q.3(e)), the percentage of respondents giving this rating had declined even further to 46% (a mean rating of 3.4).

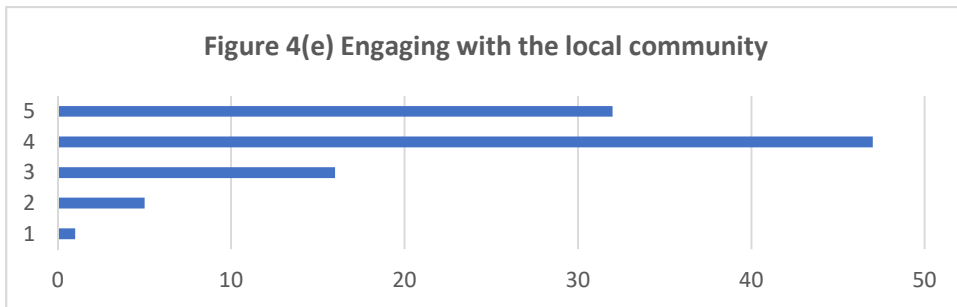
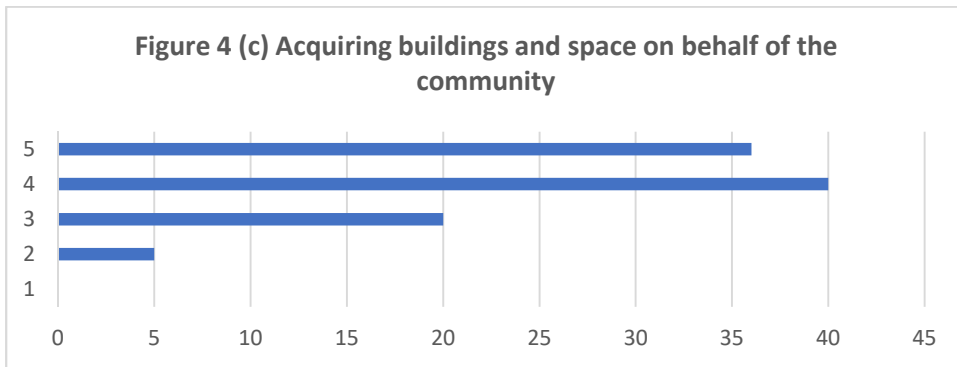
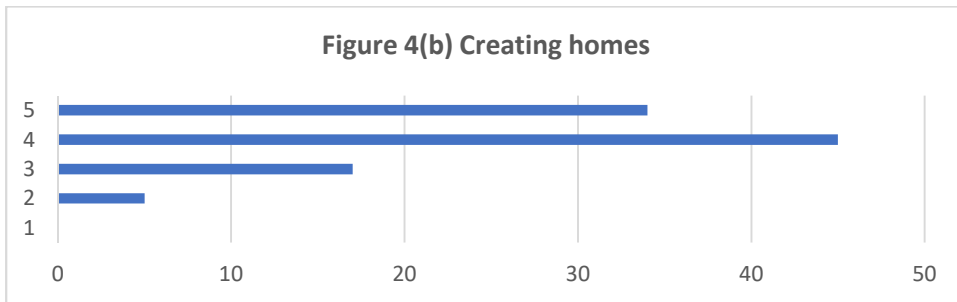
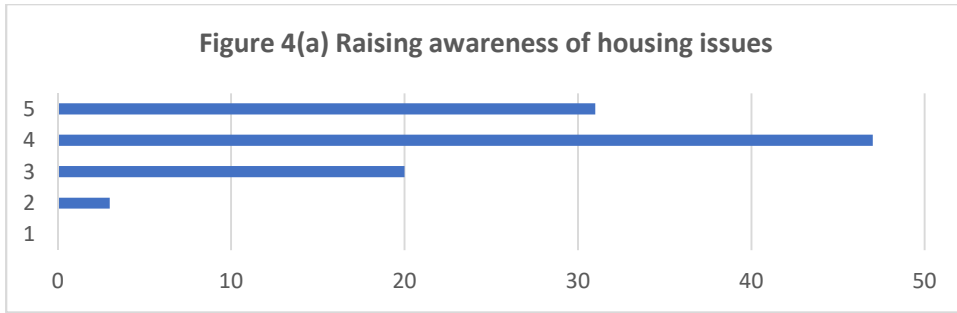


Finally, in response to the question on increased knowledge about the community share movement nationally (Q.3(f)), the percentage of respondents giving a rating of 4 and 5 was 51%, with 15% giving a very low rating of 1 or 2 (giving a mean value of 3.4). There is an opportunity to rectify this lack of knowledge during the social engagement for the Community Share Issue for Fielden Houses.

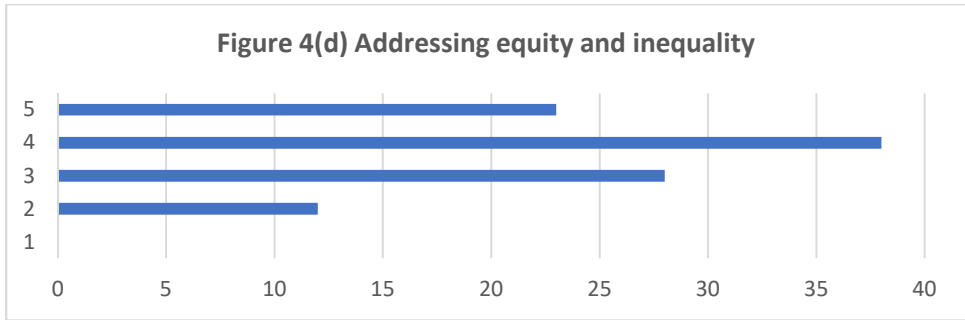


Question 4 asked respondents to assess what has been the contribution of CVCLT to a range of issues over the past two years in the Upper Calder Valley. A Likert scale was used, where 1 = very little, and 5 = significant. Five topics were selected and figures 4(a) to 4(e) show the results.

The responses to four of the five topics indicated that respondents believed that the contribution of CVCLT had been significant. In response to the question about raising awareness of housing issues (Q.4(a)), 78% of respondents gave a rating of 4 and 5 (with a mean value of 4.0); about creating homes (Q.4(b)), 79% gave these ratings (with a mean value of 4.1); about acquiring buildings and space on behalf of the community (Q.4(c)), 76% gave these ratings (with a mean value of 4.1); and in response to the question about engaging with the local community (Q4(e)), 79% gave these ratings (with a mean value of 4.1).



However, in response to the question addressing issues of equity and inequality (Q.4(d)), only 61% of respondents gave a rating of 4 and 5 (and a mean value of 3.7).



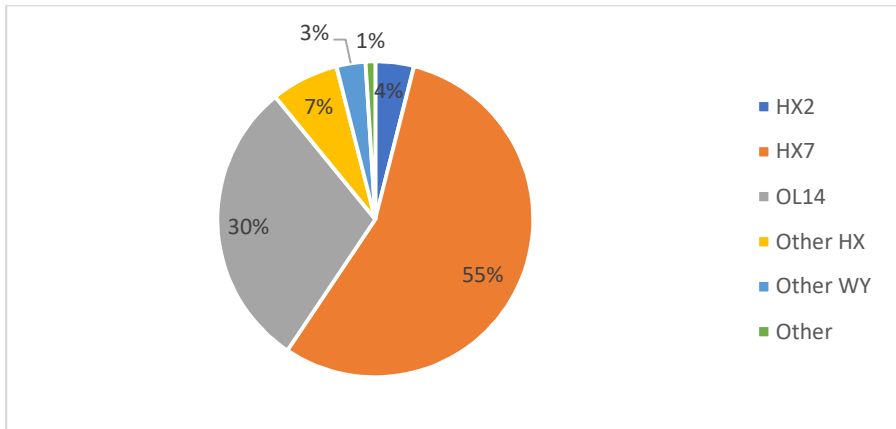
Question 5 asked respondents what should be the priorities for the CVCLT in the Upper Calder Valley over the next two years. Examples offered were raising awareness of housing issues, creating new affordable homes, acquiring significant/heritage local buildings on behalf of the community, and addressing inequality. Of the 101 respondents, 18 did not answer this question, leaving 83 free text responses, to which were applied thematic analysis. The analysis of the responses is shown in full in the main body of the report.

Diversity Audit: Questions 6-9

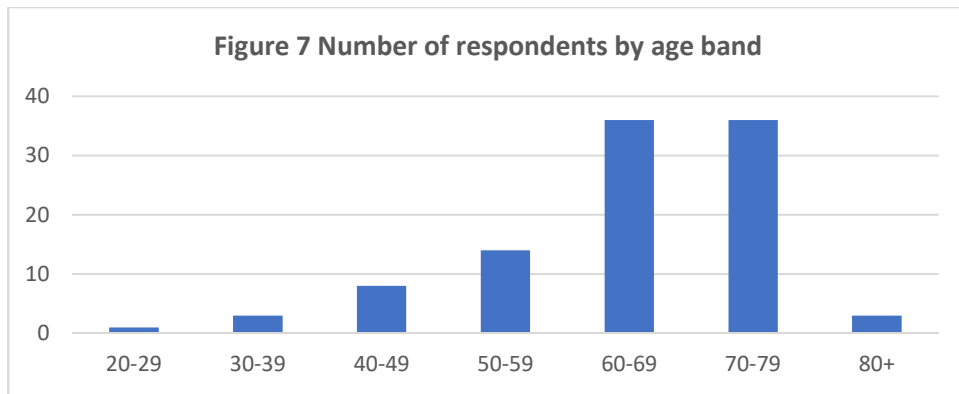
The objective of the remaining four questions, was to provide information about the respondents, and which would give us insight into the demography of our members and supporters.

Question 6 asked for their post code of residence, the results of which, as shown in figure 6, indicates that just over half of the respondents live in the locality of HX7, which comprises Calder and Luddendenfoot wards, followed by almost a third from Todmorden wards. This suggests that around 85% of members or supporters live in the Upper Calder Valley.

Figure 6 Postcode of residence



Question 7 asked for information about age. Respondents ticked the age band into which they fell. Figure 7 shows the results, indicating that 75% of respondents are aged over 60 years. Only around 10% of our members or supporters are aged less than 50 years.



Question 8 requested information about gender, which showed that 58% of respondents were women, 41% were men, and 1% did not identify.

Question 9 requested information about ethnicity, using as categories those employed by the Census. Ninety five percent categorised themselves as white British, 3% identified as white other categories including traveller, and only 2% identified as mixed race or of another ethnic background. This in part reflects the demographic profile of the Upper Calder Valley which is predominantly white, except a small South Asian population in Todmorden.