



FULCRUM'S SOCIAL VALUE ANNUAL REPORT

2023



EXECUTIVE SUMMARY

In changing, challenging times, it has never been more important for major organisations and investors to ensure they are actively supporting the communities in which they operate. Often referred to as Environmental, Social and Governance (ESG) or Corporate Social Responsibility (CSR), these goals have rightly become a cornerstone for any responsible organisation.

As a values-led investor, Fulcrum already place a clear focus on ESG criteria in the delivery of community healthcare facilities and initiatives throughout the UK, with the company 'Highly Commended' for its approach to ESG at a recent industry awards event.

At a global level, Fulcrum also look to develop projects that offer a positive contribution to the 'Good Health and Wellbeing' aims of the UN's Sustainable Development Goals - indeed as Fulcrum's parent company Meridian says:

"We deliver sustainable infrastructure that improves the quality of people's lives"

While ESG and other global benchmarks offer valuable criteria for companies to follow, it remains a very broad framework and it can be difficult to accurately measure the impacts and benefits these activities deliver. This, in turn, creates some uncertainty about whether time and resources are being invested in the right activities; are there changes or improvements that could be made to improve the outcomes; are activities delivering the right benefits to the right people?

In this, Fulcrum's first 'Social Value Annual Report', Fulcrum are tackling this challenge head-on, commissioning some extensive analysis of the many community partnerships, initiatives, ESG and CSR activities it is delivering throughout the country.

In association with Costain





Using a mix of qualitative research, industry-recognised methodology and publicly available data, this report paints a holistic picture of the many projects and partnerships that have been delivered, offering analysis and data on the social value they have delivered. It is a substantive, detailed piece of analysis that warrants reading in full but three overarching headlines stand out:

1 Every £1 invested by Fulcrum in 2022 has delivered over £18 in social value to stakeholders, partners, and residents living near to Fulcrum assets

This report contains individual 'Social Return on Investment' (SROI) data for many of the community initiatives Fulcrum have delivered – aggregating this cost-benefit-analysis gives an overall 'Social Return on Investment' (SROI) ratio of 18:1, meaning on average, every £1 invested by Fulcrum delivers £18 in social value to local communities. This indicates that Fulcrum's investment of over £83,000 in community initiatives such as an inclusive community garden and physical activity sessions for the elderly has delivered a social return 18 times greater.

2 Fulcrum's investment has delivered more than £1.5m of social value across a diverse range of audiences and community groups in 2022

Based on the 'Social Return on Investment' ratio calculated in this report, Fulcrum's investment in community activities over the last 12 months has helped to deliver more than £1.5m of social value in total. The scale of social value these projects have delivered is matched only by the variety of audiences and community groups that have directly benefitted, ranging from gardening projects for vulnerable people in social care, healthy eating sessions for school children, better support for Mums-to-be, or access to health and fitness support for men and women over 50.

3 This is not just about numbers, it is about helping to improve people's lives

The volume of initiatives and the social value they deliver are impressive but arguably the most compelling evidence is the case study quotes in this report from some of the end-users that benefit most from these activities, as well as some of the staff and partners that helped deliver them. These quotes capture the "increased happiness", "purpose and passion" and "increased life opportunities for the future" that Fulcrum's projects have created for many people, while staff and other partners highlighted the "inspirational commitment to social impact", "huge morale boost" and "life-changing experiences" that have been delivered.

So, the results and feedback within this report underline the tremendous value in investing in community partnerships and initiatives to deliver lasting impacts to a wide range of people. But detailed analysis like this always carries the risk that its invaluable insights are not acted on and are quickly forgotten.

Therefore, for Fulcrum, this report marks only the beginning not the end of the journey. The analysis this report includes will allow Fulcrum to better assess the impact of its previous and current community initiatives, offering 'lessons learned' to help inform the development and delivery of future initiatives.

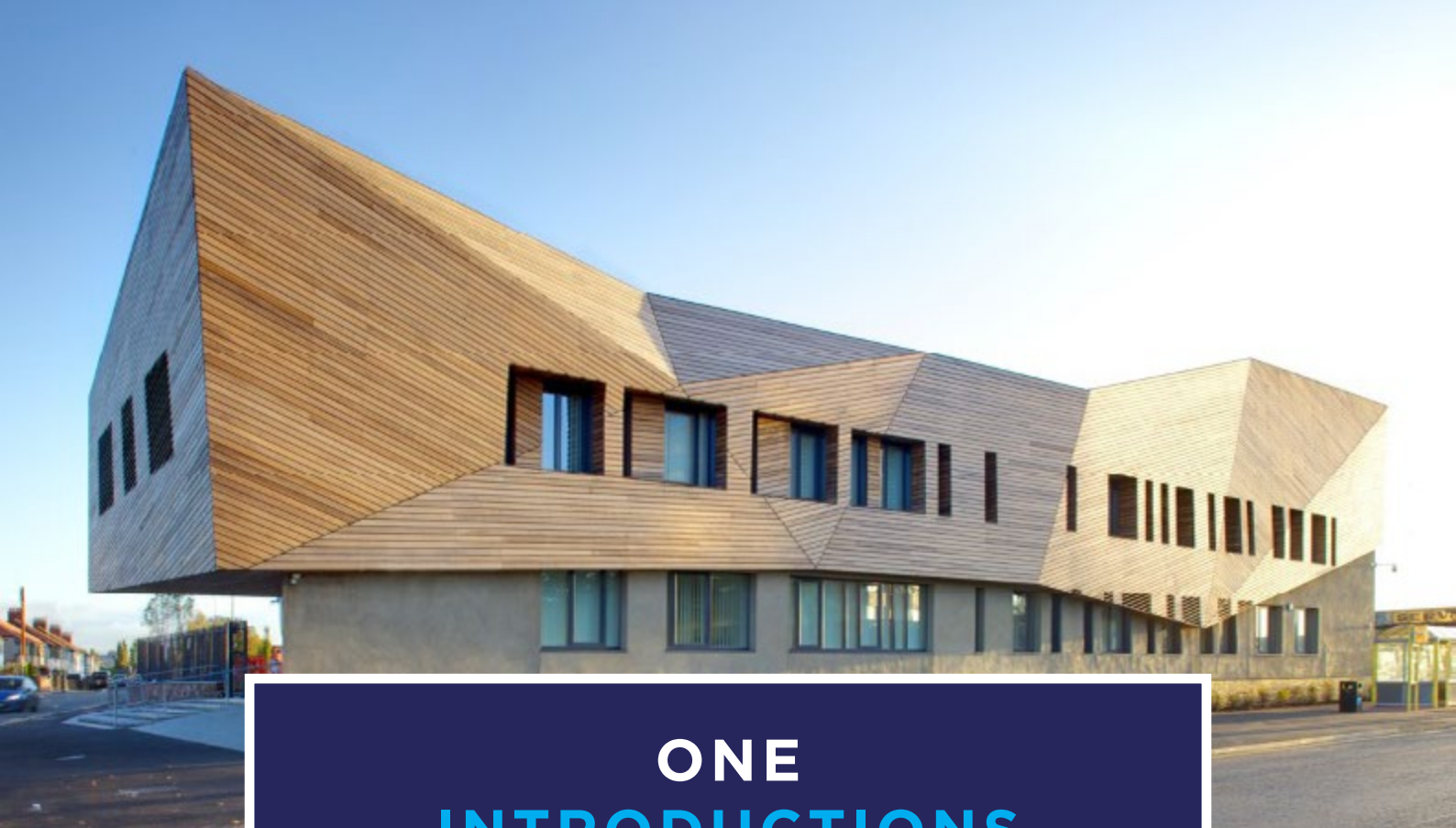
And there is a wider ambition that this becomes a rolling process, where each 'Social Value Annual Report' offers a yearly 'playbook' for Fulcrum and its partners to follow, allowing them to make informed decisions about where help is needed most in future and what initiatives to invest in.

So, this report not only represents the first 'Social Value Annual Report', but it is also a vital long-term step in ensuring Fulcrum continue delivering sustainable, long-term impacts; benefits to local communities; and a positive impact on the healthcare system.



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ONE INTRODUCTIONS

1.1 Fulcrum and the NHS LIFT Programme

Fulcrum Infrastructure Group are private sector investors in community healthcare facilities and, in partnership with the NHS, Fulcrum have delivered more than 40 healthcare facilities in the heart of communities throughout England.

Fulcrum's healthcare facilities are delivered through the NHS LIFT (Local Improvement Finance Trust) initiative which brings together the NHS, the Department of Health, and a private sector partner. NHS LIFT facilities are a Public Private Partnership (PPP) in which the private sector hold a 60% stake and the public sector 40%. This leads to joint management, joint ownership, and shared benefits, with 40% of any returns flowing back into the public sector. It is a perfect blend of the public and private sector working together to shoulder the challenges and share the successes between them.

As a result, since it began in 2001 the NHS LIFT Programme has delivered 350 quality community health facilities across England, with a review

of the LIFT initiative (Amion Consulting, 2013) finding that nearly 9 in every 10 LIFT projects are in areas with above average health needs. This represents an opportunity for local health outcomes to be benefitted significantly, making services more accessible for those in greatest need.

The NHS LIFT programme (including the buildings delivered by Fulcrum) therefore have more than a 20 year track record of delivering high-quality community health buildings where they are needed most. As the NHS LIFT programme marked its 20th anniversary in 2021, then-Prime Minister Boris Johnson commented:

"I appreciate all the major benefits the NHS LIFT initiative and LIFT companies involved have brought to improving and modernising local primary and community health facilities in the NHS."

1.2 Fulcrum's approach to Environmental, Social and Governance (ESG)

It is crucial for major organisations and investors to ensure they are actively supporting the communities in which they operate. Often referred to as Environmental, Social and Governance (ESG) or Corporate Social Responsibility (CSR), these goals have rightly become a cornerstone for any responsible organisation.

As a values-led investor, Fulcrum already place a clear focus on ESG, using a wide range of community partnerships and initiatives to support the needs of local residents and the NHS. Fulcrum's targeted, strategic approach to ESG – which was 'Highly Commended' at a recent industry awards event – sets out a clearly defined framework of what its partnerships, events and healthcare initiatives must deliver. This includes:

POSTIVE OUTCOMES TO THE COMMUNITY

- Fulcrum's focus is to make its healthcare facilities community assets so as part of this, it is crucial that any partnerships or initiatives are directly linked to each building, and help create a positive and notable impact within the community – in other words, the building and the community is the focus, not Fulcrum
- An important starting point is to research local communities to understand their key needs so that Fulcrum can ensure its projects and initiatives deliver to them. Equally Fulcrum research existing local organisations with similar goals and a proven track record of results who could be potential partners

POSITIVE OUTCOMES FOR THE HEALTHCARE SYSTEM

- Fulcrum's facilities deliver vital health and social care, so it is crucial that any new partnerships or initiatives reinforce this primary role
- Raising awareness and 'driving better use' of healthcare facilities is therefore a core part of the criteria Fulcrum look for in its initiatives and partnerships – not only does this help to improve the community's health and well-being, it also helps ease the strain on the wider NHS system, avoiding large hospitals treating needs that would be better served at a local level

SUSTAINABLE, LONG-TERM IMPACTS

- The projects and initiatives Fulcrum deliver must demonstrate that they are sustainable and will deliver a longer-term impact – not a 'one year hit' that quickly fades away
- As a result, Fulcrum are careful to identify partners that have the time, skills and resources to deliver initiatives over the long-term, maximising the chances of delivering lasting change

ALIGNING WITH LOCAL, NATIONAL AND GLOBAL PRIORITIES

- To ensure maximum impact and benefits, Fulcrum look to align their initiatives with wider public goals such as NHS and Government healthcare policies, and the priority interests of the local community
- At a global level, Fulcrum also look to develop projects that have clear links and a positive contribution to the UN's Sustainable Development Goals, specifically the goals focussed on "Good Health and Wellbeing"



1.3 The purpose of Fulcrum's Social Value Impact report and its scope

As noted above, together with the quality community buildings it has invested in, Fulcrum also uses a wide range of ESG activities to further serve the needs of local communities and the NHS.

However, ESG principles offer only a very broad framework for companies to follow, and it can be difficult to accurately measure the impacts and benefits these activities deliver - this, in turn, creates some uncertainty about whether time and resources are being invested in the right activities.

To tackle this challenge head-on, Fulcrum commissioned leading consultancy Costain to help create this inaugural edition of the 'Fulcrum Social Value Annual Report' - through a mix of qualitative research, industry-recognised methodology and publicly available data, this report aims to paint a holistic picture of the many projects and partnerships that Fulcrum have invested in, offering analysis and data on the social value they have delivered.

The scope of this report is to analyse the social value generated through partnerships and initiatives Fulcrum has invested in throughout 2022. This analysis covers activities delivered in and around healthcare facilities across the 4 LIFT companies, in which Fulcrum is the private sector partner:

1. Renova Developments (based in the north west of England)
2. West London Health Partnerships (west London)
3. Building Better Health: Lambeth, Southwark, and Lewisham (south London)
4. South West London Health Partnerships (south west London)

It is also important to note that whilst many of the activities discussed in this report are supported directly by Fulcrum, others have been facilitated by other stakeholders at these health centres. For example, Community Health Partnerships, NHS Trusts, NHS Integrated Care Boards, or local councils. By including activities facilitated by all these stakeholders we can highlight the role that these buildings play in social, health and wellbeing outcomes for the communities they serve.

1.4 The methodologies used

In order to offer a substantive, detailed piece of analysis, this report uses a mixture of qualitative research, industry-recognised methodology and publicly available data, including:

- **Social Return On Investment (SROI) analysis -**

To ensure in-depth analysis, the report relies on social return on investment analysis that uses industry recognised Social Value International Methodology (see Appendix 5.1) by a Social Value UK Level 1 Associate Practitioner (John Edwards, Costain). The financial proxy used for these valuations is the WELLBY evaluation, as recommended by the HM Treasury Green Book guidance.

- **Community Wellbeing Index -** Throughout the report reference is made to the Community Wellbeing Index. This is publicly available data that provides high level insight into the themes in which social impact initiatives may have had the greatest impact for communities. When in-depth research has been required, more focused digital research is made available through Costain's ArcGIS system.

- **Community Research -** An important starting point for Fulcrum when identifying local investment opportunities is to research local communities, to understand their key needs and ensure projects and initiatives deliver to

them. Equally Fulcrum research existing local organisations with similar goals and a proven track record of results who could be potential partners. As an illustrative example, in 2021 Fulcrum commissioned an Opportunities and Challenges report to assess community needs - this built a picture of the socio-demographic characteristics of local communities, before making recommendations for community partnerships and interventions. Key parts of this existing community research have informed Fulcrum's 2022 Social Value Impact Report.

- **Stakeholder input -** This impact report takes a community-centred approach, incorporating stakeholder voices wherever possible. To achieve this, a series of qualitative interviews with stakeholders across a broad range of organisations have been conducted, including Fulcrum, Community Health Partnerships, NHS Trusts, social enterprises, and community groups. Discussions with these stakeholders involved asking questions about the social or health interventions they were involved in at the relevant Fulcrum health facilities, as well as being asked to identify the outcomes for the community and for the health care system. Where it was not possible to speak to the stakeholders directly involved in these initiatives, desk-research was conducted and from this, appropriate assumptions about impact and outcomes were made.





TWO RESULTS

2.1 Summary of key findings – Fulcrum

In the sections of this report that follow, we set out some detailed case studies and analysis of the social value delivered by activities across each of the four LIFT companies in which Fulcrum is the private sector partner. However, to help paint a complete picture, this section accumulates this data and analysis to give an overall summary of the social value being delivered by Fulcrum's investments.

Throughout 2022, Fulcrum has been involved in a significant number of community activities, partnerships and ESG activities in and around its 40+ health centres. Due to the collaborative nature of the LIFT programme, many of these initiatives have been led by key partners such as Community Health Partnerships, NHS Trusts, local councils and third sector organisations, with Fulcrum providing additional support or funding. However, the analysis in **this report focusses specifically on 11 initiatives that were directly funded and led by Fulcrum.**

Accumulatively, analysis has shown that these 11 initiatives have achieved a 'Social Return On Investment' ratio of 18:1, meaning that **for every £1 invested by Fulcrum, £18 of social value**

has been delivered to communities (further details on SROI methodology can be found in Appendix 5.1). Based on the total amount of funding Fulcrum has committed to these initiatives through 2022, this means that **a social return of over £1.5million has been generated** – a significant boost to the local residents and communities around Fulcrum's facilities.

Not only this, but these initiatives have created real and meaningful change for the communities surrounding Fulcrum's NHS LIFT facilities, with outcomes such as improved mental and physical health, decreased loneliness and increased confidence. For example:

- The social investment from Renova (a Fulcrum company) of £30,000 in the Newton Community Garden project has created £517,400 in social value. This equates to an SROI of 17:1. A total of 58 participants are benefitting from phase 2 (2022-2023) and are engaged in over 3,000 gardening hours
- Fulcrum and QPR delivered a £217,000 social return on an £11,450 investment through the Cook and Eat programme. This equates to an SROI ratio of 19:1. Phase 3 (2021-2022) of the Cook and Eat project delivered another 36 healthy cooking sessions for 100 local students

- Fulcrum supported the remodelling of the Akerman Health Centre to develop a Wellbeing Hub, the social value generated by Fulcrum and partners in the first 6 months of partial operation is £523,255. This equates to an SROI ratio of 19:1
- Fulcrum's partnership with AFC Wimbledon is set to deliver a social return on investment of £273,448. This is equivalent to a SROI ratio of 18:1. The partnership is delivering 364 sessions over the year, with sessions available for men and women of all ages and abilities

The scale of social impact created by Fulcrum's activities, and the positive outcomes they are delivering for community health, is hugely encouraging and offers reassuring evidence that Fulcrum's approach to Environmental, Social and Governance is robust, efficient and effective. Nonetheless, while this report gives Fulcrum confidence in its ESG approach, there is no room for complacency. In some of the detailed analysis that follows, and the 'Conclusion' section at the end of this report, we consider some of the 'lessons learned' and future steps to ensure that Fulcrum's ESG activities continue to deliver the best possible outcomes for community health.

2.2 Detailed findings and case studies - Renova Developments

Fulcrum is the private sector partner in Renova Developments Ltd, a LIFT company responsible for 17 health care facilities across the Northwest of England:

- | | |
|---|---|
| ▪ Beaconsfield Primary Care Centre | ▪ Orford Park Primary Care Resource Centre |
| ▪ Blue Bell Lane Primary Care Centre | ▪ St Chads Centre |
| ▪ Castlefields Health Centre | ▪ The Halewood Centre |
| ▪ Garswood Health Centre | ▪ Tower Hill Primary Care and Community Resource Centre |
| ▪ Longview Health Centre | ▪ Warrington Child Development Centre |
| ▪ Lowe House Primary Care Resource Centre | ▪ Whiston Health Care Resource Centre |
| ▪ Manor Farm Primary Care Resource Centre | ▪ Widnes Health Resource Centre |
| ▪ Newton Community Hospital | |
| ▪ North Huyton Primary Care Resource Centre | |





Below are case studies of some of the initiatives delivered by Fulcrum (Renova) around these buildings, and analysis of the 'social value' they have helped to create.

RENOVA CASE STUDY 1: **Newton Community Hospital, Newton Le Willows, Merseyside**

This Renova site is a Community Hospital providing intermediate care beds along with community health services including physio, audiology and ECG along with admin space and site wide staff support facilities spread over two storeys.

From 2020 onwards, Renova partnered with leading social care charity Community Integrated Care as well as NHS company Community Health Partnerships (CHP) to fund and deliver the 'Newton Accessible Garden Project' focussed on the garden space around the building.

The unique, inclusive gardening project sees the vulnerable people supported by Community Integrated Care – which includes people with learning disabilities, autism, mental health concerns, and dementia – given opportunities to help learn new skills and deliver a more welcoming garden space staff and patients to enjoy.

Community Integrated Care were also an official partner of the 'Rugby League World Cup 2021' (RLWC2021) offering another dimension to the project, with the participants focussed on creating a Rugby League World Cup themed community garden at the hospital, and benefitting from other related activities including a visit to the garden

by the official tournament trophy and the Italian rugby league national team.

Phase 1 of this project, (2020-2021) involved around 70 participants and 70 support workers. Involvement in the project gave the participants the opportunity to form friendships, achieve personal success, and to develop horticultural skills. Beyond this, participants gained opportunities to build pathways to long-term paid work or volunteering. In one case this led to the creation of a paid role as RLWC2021 Environmental Champion.

Phase 2 of the project (2022-2023), also saw the introduction of a virtual network of learning and social engagement opportunities, helping to further increase the social value of the initiative despite the number of physical participants decreasing. Phase 2 has involved the continuation of 18 participants involvement in the planting and maintaining of the garden combined with online sessions for 40 remote participants, dedicated to sharing knowledge from onsite experiences.

A range of engagement and interviews has been carried out with the Renova, Community Integrated Care and CHP teams that helped to deliver both phases of the project.

This analysis identified the following outcomes for the participants involved:

- **Increased social independence:** growing social network by interacting with other participants in this project has a positive association with improvements on mood, life satisfaction and a reduction in loneliness.
- **Increased aspirations:** learning gardening skills as a part of this project has a positive association with getting ready for work, sharing knowledge, and improved mental health.
- **Improved physical health:** spending time in the medical environment and interacting with medical professionals in a non-medical activity has built greater trust between participants and the medical profession.
- **Increased independence:** being involved in this project has taught basic skills such as budgeting, purchasing new tools, and using public transport.
- **Personal fulfilment:** being involved in this project as a support worker is directly linked to outcomes experienced by activity participants.

Monetisation of these outcomes using the Government's WELLBY evaluation for welling suggest that social investment from Renova of £30,000 has created **£517,400 in social value** across all stakeholder groups over 5 years from the start of the activity.

This equates to an outstanding SROI of 17:1 meaning that every £1 invested in this activity has created £17.25 in social value. Compared to similar projects this can be considered a particularly strong social return on investment.

However, the numbers only tell part of the story. Included in the 'Endorsements' section (section 3) towards the end of this report are a series of case studies of the real people that have benefitted from this project, and some of the partners and staff that have helped to deliver it. These quotes offer a compelling picture of how lives have been changed for the better through the Newton Accessible Gardens initiative, including the *"increased happiness"*, *"purpose and passion"* and *"increased life opportunities for the future"* that the project has delivered for many participants.





RENOVA CASE STUDY 2: Lowe House, St Helens, Merseyside

Located in the heart of the St Helens community, the three-storey Lowe House building already provides a range of health and social care services under one roof including GP practices, dentistry, pharmacy, and space for council and community services.

The key healthcare partners involved in the building, including Renova, are constantly looking at ways that the building can be adapted and evolved to further serve the local population, leading to the development of plans for **a new birthing centre and Children's and Families Community Hub.**

The plans have seen over £700,000 invested in new facilities that will help reduce pressure on local hospitals by offering alternative birthing options for families in the local community, as well a range of other family and children's services all under one roof. The renovation works are well under way, and the community space will be active in early 2023.

Significant consideration has already begun surrounding initiatives and partnerships that could have the most impact for specific social groups. The community needs assessment commissioned by Fulcrum/Renova in 2021 identified that interventions targeting specific demographic groups could have substantial social impact.

It has been determined that to best meet the needs of the community and support patients accessing the new health facilities at Lowe House, interventions and partnerships should focus on the needs of children, families, and parents. This could include initiatives such as education and youth services, family support groups or social workers, children's counselling, and bereavement services.

These findings and an ongoing relationship at Lowe House between key stakeholder NHS St Helens Integrated Care Board and St Helens Voluntary Community Action, means appropriate partners will be integrated into the community-centred care approach at Lowe House as soon as the renovation and transformation work allow.

The involvement of these key stakeholders will also help to ensure the sustainable and long-term social impact of interventions across these priority areas. Fulcrum look forward to reporting on the development of this community hub throughout 2023.



RENOVA – next steps and lessons learned

The two Renova case studies demonstrate how investment in projects and initiatives is helping creating positive healthcare and social outcomes around key health facilities. The strength and collaborative nature of the NHS LIFT programme, which relies on partnerships across health, council, private and third sector organisations, has embedded these assets into the hearts of their communities.

However whilst it is important to celebrate the Renova success stories at Newton Hospital and Lowe House, it is also vital to consider where there may be further opportunities to develop this impact. This involves ongoing qualitative research with key community stakeholders, Renova partners and tenants to determine where social interventions can have the greatest impact for communities.

It is also clear that there are other buildings in the Renova portfolio with a variety of meeting rooms, furnished spaces, atriums, and outdoor spaces with the potential to be transformed into vibrant community assets, creating positive outcomes for both communities and the healthcare system.

Fulcrum/Renova are already in discussion with several community organisations with the potential to maximise social value across these health care facilities ranging from gardening groups to law students. Fulcrum look forward to incorporating some of these innovative projects and initiatives into the 2023 Social Impact Strategy.



2.3 Detailed findings and case studies - West London Health Partnerships

Fulcrum is the private sector partner in the West London Health Partnerships LIFT company. This LIFT company is responsible for 6 healthcare facilities across West London.

- Cloister Road Surgery
- Grand Union Village
- Heart of Hounslow Health Centre
- Jubilee Gardens Primary Care Centre
- Parkview Centre for Health and Wellbeing
- Wandsworth Bridge Road Health Centre

Below are case studies of some of the initiatives delivered by Fulcrum around these buildings, and analysis of the 'social value' they have helped to create.

WEST LONDON CASE STUDIES: Parkview Centre for Health and Wellbeing

Parkview Centre for Health and Wellbeing in White City, west London accommodates child development services, dentistry, podiatry, speech and language therapy, community social services, and four GP surgeries with space for up to 12 GPs.

Using the Community Wellbeing Index, three priority areas for social value initiatives in the area surrounding Parkview have been identified. These can be described as Housing Space and Environment (24), Equality (45), and Relationships and Trust (48). All these indicators of community wellbeing fall below the national averages, therefore interventions in these areas could have measurable impact for the residents surrounding Parkview.

As a result, there is an emphasis on initiatives which promote accessible and inclusive public spaces, equal and fair opportunities for all and strengthen social and community relationships.

Here are three examples of community initiatives delivered by Fulcrum:

1. Partnership between Fulcrum and Queen's Park Rangers

Sport has continued to be a key focus for Fulcrum's community initiatives, harnessing the profile and influence of large local sports clubs to help reach local residents of all ages. In line with this, QPR Community Trust and West London Health Partnership first joined forces in 2019 to help fund and deliver a range of projects centred around Parkview Health Centre to help support local residents, the NHS, and local health priorities.

'Cook and Eat' is the longest-running project being delivered under the partnership between Fulcrum and QPR in the Community Trust. For the last 4 years, the project has been run as an after-school club at the Phoenix Academy in Hammersmith and Fulham.

Many of the children that attend this school live in White City and Wormholt, two LSOAs in the upper decile in the Index of Multiple Deprivation. The activity set as its objectives the promotion of health eating, teaching around basic food safety and hygiene, and education around household budgeting. Each class attended 90 minutes of training after school, with a new group each half-term.

The 100 children taking part in the project each year experience a wide range of benefits including:

- **Improved health and wellbeing.** Learning how to cook healthy food through Cook and Eat, including the dangers of excess oils and salt encouraged pupils to live healthier lifestyles and consume less processed food.
- **Improved home safety.** Learning about kitchen safety throughout the after-school club and through the Cook and Eat booklets should lead to reduced accidents, and less visits to GPs or hospitals.
- **Increased financial independence.** Learning about household budgeting (such as bulk cooking and freezing) within the course and the Cook and Eat booklet had a positive effect on the pupils. Around a third of pupils in the area live in poverty so this education will decrease demands on statutory services.
- **Improved mental health** gained by an opportunity to 'socialise and have fun with friends' while involved in the after-school club. This will also help to mitigate the effects that the Covid-19 pandemic has had on young people.
- **Improved family health.** Key partners delivering the project reported that some children were now cooking healthier foods at home. Parents have also been reported as recognising the social value this has had, even asking course leaders for certain recipes in addition to the Cook and Eat booklet. This should lead to decreased demand on health services in the area.
- **Personal Fulfilment** (for volunteers from QPR or Fulcrum). Course leader reported personal satisfaction seeing activity participants moving from 'not being able to hold a knife' to 'being able to go home and cook shepherd's pie for their parents'. It is to be expected that future volunteers will experience similar outcomes.

The monetisation of these outcomes equates to **£217,000 of social return** on an £11,450 social investment by Fulcrum and QPR. Expressed as a ratio the social return on investment is therefore 19:1, meaning that for every £1 invested in activities of this nature there is £18.95 of social value created. For more detail on the calculations involved in this SROI evaluation, see Appendix 5.1.





2. Health Zone at the W12 Festival

In September 2022, in collaboration with CHP, Fulcrum **supported the W12 Festival**¹, investing £3,000 in this annual event that is organised by W12Together, a resident led community organisation which aims to empower underrepresented groups within the community and bring people together through partnerships².

Partnership and support of this local organisation contributes towards the building of strong social and community relationships, identified as a priority area for social value in this community. The W12 Festival was a fun and free day out for 5,000 residents surrounding Wormholt Park, situated next to the Parkview Centre, and included a wide range of activities for all ages³.

Included in these activities was a Health Zone⁴, hosted by Community Health Partnerships and Fulcrum, where Parkview tenants provided blood pressure testing, healthy lifestyle advice

and mental health support. In addition, several community organisations were present including Hammersmith and Fulham Foodbank, Open Age and Age UK, providing information about social support services for residents. The benefits offered to local residents by the Health Zone included:

- **Improved physical health:** members of the community may better understand the services (both NHS and community-based) available to them. This increased awareness and understanding may empower these individuals to seek the support required to improve their physical health.
- **Increased preparedness:** members of the community may be better able to cope with changes (such as the cost-of-living crisis) that might otherwise impact negatively on them through speaking to and engaging with community organisations such as those at the W12 Health Zone.

3. Supporting the Green Project Shepherd's Bush

The Green Project Shepherd's Bush is a resident- and volunteer-led group focussed on developing unused land to create accessible and inclusive public spaces for the local community, including an area of land next to Parkview Health Centre.

Having established that access to green public spaces is a priority for social impact in this community, Fulcrum have continued their support of the Green Project Shepherd's Bush⁵ with funding to deliver new lights and equipment for the green spaces, and funding for artist-led community events at the gardens

Fulcrum's continued funding has been an opportunity to promote the inclusive green spaces as well as develop social and community relationships within the neighbourhood. Key benefits include:

- **Increased social connections:** attending inclusive and welcoming events in the local area allows members of the neighbourhood to strengthen their relationships, building a sense of solidarity and connectedness amongst the community.



West London Health Partnerships – next steps and lessons learned

The continued success of the 'Cook and Eat' sessions with QPR has underlined the benefits of partnering with local sports teams, using their profile and influence to reach key parts of the local community and support local NHS priorities.

Building on this, a further initiative is now underway between Fulcrum and QPR – the 'FIT FANS' initiative, devised by the English Football League, offers a free programme for people looking to lose weight and lead a more active lifestyle. The first phase has seen residents taking part in a 13-week programme of workshops and physical activity both at QPR's Loftus Road stadium and Fulcrum's Parkview Health Centre. It is too early in the programme to develop an SROI

that has sufficient data, however early anecdotal evidence points to a range of positive outcomes, including improvements to mental health, better understanding of nutrition, and a tendency towards more active lifestyles.

Other West London Health Partnership facilities were evaluated in the community needs assessment Fulcrum commissioned in 2021. Following this, recommendations for partnerships and initiatives were made, for example at the Heart of Hounslow. This health centre has been undergoing reconfiguration throughout 2022 which will allow space for a community hub to be developed in future, in partnership with other key NHS stakeholders.



2.4 Detailed findings and case studies - Building Better Health

Fulcrum is the private sector partner in the Building Better Health: Lambeth, Southwark and Lewisham LIFT company. This LIFT company is responsible for 7 healthcare facilities across South London.

- Akerman Health Centre
- Baldry Gardens Primary Care Centre
- Gracefield Gardens Health and Social Care Centre
- Norwood Hall
- Southwark Child Development Centre
- Tessa Jowell Health Centre
- Waldron Health Centre



Below are case studies of some of the initiatives delivered by Fulcrum around these buildings, and analysis of the 'social value' they have helped to create.

BUILDING BETTER HEALTH CASE STUDIES: Gracefield Gardens Health and Social Care Centre.

Gracefield Gardens Health and Social Care Centre is split over four floors with services including GPs, nursing, podiatry, midwifery, and therapy, with a new 'Living Well Network' created in the building in 2021 to introduce a multi-disciplinary mental health service to the community.

Along with investing in some of the new and improved facilities in the building, Fulcrum has also sponsored several initiatives at Gracefield Gardens that contribute towards community priority areas:

1. Celebrating Black History Month

Fulcrum were proud to sponsor and provide funding for Black History Month events at the building in October 2022, working in partnership with Community Health Partnerships and the Guy's and St Thomas' NHS Foundation to celebrate diversity and promote equality.

The two-day celebratory events at Gracefield Gardens included music, Afro-Caribbean delicacies, and a range of stalls include Roundtable Books (a bookstore based in Brixton which promotes underrepresented children's books) and the Ankh (Afrikan Natural Kollektion to Health) Wellbeing Centre, who promote physical, mental, and spiritual health through their natural and organic supplements and products.

Initiatives of this kind can strengthen community relationships through encouraging increased awareness and understanding of Black History, this can increase tolerance and respect across cultures and backgrounds, an important factor in building resilient and cohesive communities.

2. Supporting Lambeth GP Food Co-op's Patient Therapy Courtyard

Fulcrum have funded the Lambeth GP Food Coop – Patients Therapy Courtyard located in the atrium and outdoor space at Gracefield Gardens. This initiative is designed to enable patients with Long-Term Health Conditions to become involved in gardening for health, through planting and growing vegetables and flowers⁶.

The Patients Therapy Courtyard contributes towards the development of a safe and inclusive community green space, and by bringing patients and professionals together to learn from one another there are also opportunities to build strong social and community relationships, both of which have been identified as areas for significant social impact in this community.

Additionally, both staff and patients experience several other benefits including, light physical activity, time spent outside, healthy diets, social interaction, lifelong learning, and community contribution. The funding will cover costs of maintenance, seeds, and bulbs as well as refurbishment of benches within the courtyard and atrium space. Outcomes experienced by those using and participating in Lambeth GP Food Coop's Patients Therapy Courtyard include:

- **Improved physical health:** patients with long term health conditions gain an opportunity to engage in light physical activity.
- **Increased social connections:** both patients and staff have increased social interaction, contributing to the community, and creating a sense belonging.
- **Improved wellbeing:** participants may benefit from learning about planting and growing food, this mental stimulation can have an impact on wellbeing and mental health.

BUILDING BETTER HEALTH CASE STUDIES: Akerman Health Centre, Akerman Wellbeing Hub

The Akerman Health Centre is split over four floors and includes a GP practice, dental services and community services. In 2022, meeting room space on the ground floor was reconfigured to create 5 bookable rooms to be made available free of charge to community groups – this space became the Akerman Wellbeing Hub.

Following a Community Needs Analysis commissioned by Fulcrum in 2021, it was recommended that the Akerman Wellbeing Hub space be provided to organisations that strive to combat the effects of deprivation and improve health and wellbeing in hard-to-reach communities. Those which target young people, working adults and family groups, as well as Black /African /Caribbean and Black British communities, were suggested to be of particular benefit.

At the time of writing this report, the Akerman Wellbeing Hub is operating at partial capacity, with 5 community organisations now using this space to run sessions, including:

- **The Well Centre⁷** - The Well Centre is a young person's health and wellbeing clinic run by Herne Hill Group Practice. Using a holistic approach to care, the team of youth workers, mental health nurses and well-being practitioners provide young people aged 13-21 with support across all physical, mental, and sexual health needs. At the Akerman, a clinic will be run twice a week as a 'one-stop shop' for young people to seek support for any number of health concerns. If necessary, patients can then be referred onto additional services.
- **Carers Hub⁸** - Carers Hub is an independent charity working with carers aged 5+. They seek to limit the challenges that carers face by improving wellbeing, increasing connections, raising awareness, and influencing policy. At the Akerman, Carers Hub have begun to host their monthly young carers meet up. This session offers a safe space for young carers (age 12-16) to socialise and make new friends, and to experience benefits such as decreased feelings of loneliness and isolation, and increased promotion of their wellbeing and mental health.
- **LEAP Multilingual Café⁹** - LEAP (Lambeth Early Action Partnership) aims to give thousands of children aged 0-3 a better start. The organisation is a multi-agency partnership, running a wide range of free events and activities across Lambeth for young children and families. At the Akerman, the LEAP Multilingual Café was introduced in October 2022 with the aim of supporting young families with English as a second language, many of whom experience social isolation due to language barriers. By attending these sessions, parents gain translation support and signposting to local services in a friendly and relaxed atmosphere, meanwhile children are entertained with nursery rhymes and stories in multiple languages.

The social value generated by the Akerman Wellbeing Hub in its first 6 months of partial-operation is £523,255. **Expressed as a ratio this is a social return on investment of 19:1, meaning £19.25 of social impact is created per £1 invested.** It was forecast that once this space is fully operational it will have the potential to generate £2.5m in social value per annum - this equates to just under £28 in social value for every £1 invested.



BUILDING BETTER HEALTH CASE STUDIES: West Norwood Health & Leisure Centre

West Norwood Health & Leisure centre is split over four floors with lower ground meeting rooms and offices, ground floor leisure area along with community services clinical rooms. To the first floor, a fitness and dance studio, GP Practice, and on the second floor dental and community services.

Outside the centre is a green space and play area that, through continuous investment from Fulcrum and Lambeth Council has become a well-utilised and well-loved space by residents and families. In May 2022, Fulcrum and Lambeth Council launched a competition for residents under 16 years old to officially rename this green space. Naming suggestions could reflect local history, honour famous faces from West Norwood, or recognise local 'unsung heroes' such as teachers, nurses or community workers who supported local residents through the challenges of the pandemic¹⁰.

A shortlist of names was put to a public vote, with the winner announced in September 2022. Along with help in organising the initiative, Fulcrum funded a series of prizes for the young people taking part. This initiative has provided an opportunity for young people to feel more connected to the community, with the renaming competition fostering a sense of belonging and community ownership.

BUILDING BETTER HEALTH – next steps and lessons learned

Fulcrum and Building Better Health have been able to implement a number of initiatives and partnerships that support positive outcomes for the community and healthcare system, and Sustainable, long-term impacts for the residents surrounding Building Better Health assets.

The strong social return on investment of the Akerman Wellbeing Hub in particular demonstrates how this space can positively change the lives of hundreds of people. Bringing this facility up to full capacity is therefore a priority moving forwards and Fulcrum looks forward to reporting on this increased performance at the end of 2023.

Additionally, there is an opportunity to develop other Building Better Health facilities into vibrant hubs of community activity. Both Baldry Gardens and Southwark Child Development Centre have been identified as assets with the potential to generate social value moving forwards.

The future actions Fulcrum take will be informed by engaging with key stakeholders and consulting the previous community needs analysis. This approach will ensure these assets are embedded into the heart of the community and create positive outcomes for the community and health care system.





2.5 Detailed findings and case studies - South West London Health Partnerships

Fulcrum is the private sector partner in the LIFT company South West London Health Partnerships, responsible for 5 healthcare facilities across South West London:

- Nelson Medical Practice
- St Johns Therapy Centre
- Surbiton Health Centre
- Whitton Corner Health and Social Care Centre
- Green Wrythe Lane Clinic

Below are case studies of some of the initiatives delivered by Fulcrum around these buildings, and analysis of the 'social value' they have helped to create.

SOUTH WEST LONDON HEALTH PARTNERSHIPS CASE STUDIES: The Nelson Medical Practice

The Nelson Medical Practice, located in the Southwest London neighbourhood of Wimbledon, is a health centre split over three levels with physio and therapy suites, ground floor pharmacy and café. To the first floor are 2 GP practices along with community services consulting rooms and mental health suite, to the second-floor staff welfare facilities and endoscopy unit.

Using the Community Wellbeing Index, priority areas for social value initiatives can be established. The lowest scoring indicators in this community are Equality (25), Housing Space and Environment (36) and Health (56). Both Equality and Housing Space and Environment fall below the national averages for these indexes (52 and 53 respectively), suggesting that social value initiatives with the greatest measurable impact will promote equal and fair opportunities for all and provide accessible and inclusive public spaces.

Whilst the index for health sits above the national average (50), it can still be considered an area for improvement and as a result initiatives that improve access to good quality public, voluntary and social care services and promote physical and mental health will be beneficial for the community.

To building on these priorities, below are two examples of community initiatives delivered by Fulcrum:

Partnership between Fulcrum and AFC Wimbledon

In 2021, Fulcrum established a long-running partnership between The Nelson Medical Practice and AFC Wimbledon, using the football club's profile and influence with local residents as an important way to reach the local community and support local health priorities.

Now entering its third year, Fulcrum's funding for the partnership between The Nelson and AFC Wimbledon has helped to deliver a broad range of activities that improve physical and mental health.

These include:

Walking Football and other initiatives

Funding by Fulcrum has allowed AFC Wimbledon to deliver a range of weekly activities at the club's Plough Lane stadium site, including:

- Walking Football sessions for 70 participants
- Dons Fitness Circuit sessions for 15 participants
- Active Ageing sessions for 13 participants
- Women's Recreation sessions for 20 participants

Participants in these sessions have gained outcomes that include decreased loneliness, improved mental health, and better physical health.

Health and Wellbeing videos

Along with the in-person sessions supported by Fulcrum, funding has also been provided for the promotion of important health messaging in the local community. As part of this, a series of short videos were created that featured AFC Wimbledon legend John Scales (an ex-England professional and FA Cup winner) alongside medical staff from The Nelson Health Centre and coaching staff from the AFC Wimbledon Foundation, offering information and support across three different themes:

- **Men's Health:** with advice on some key health issues for men to look out for, and what services are available to help at The Nelson Health Centre and in the local area. View the video at <https://youtu.be/UTjMyOt8ytO>
- **Post-COVID support:** with details on some of the local health, social care, and community services available to help residents in the recovery from the pandemic. View the video at <https://youtu.be/88vdDNkyuyl>
- **Keeping Fit and Active:** with details on some of the fitness and wellbeing sessions offered to local residents by AFC Wimbledon, and some of the healthy eating, mobility and weight loss services and advice on offer at The Nelson Health Centre. View the video at <https://youtu.be/5tXEQ9O3EZE>



The videos have been shared widely across AFC Wimbledon's digital channels and stadium screens, as well as screens at The Nelson Health Centre, offering an impactful way to reach local residents with important health information.

A Social Return on Investment (SROI) evaluation shows that the Fulcrum-AFC Wimbledon partnership is generating **£273,448 in social value, which equates to an SROI ratio of 18:1. This means that for every £1 invested through this partnership, Fulcrum have delivered £18.23** in social value, improving the lives and livelihoods of many residents in the Wimbledon area. Importantly, this also serves to embed the Nelson Medical Practice in the hearts and minds of local residents.

Sponsoring the Nelson Community Open Day

The Nelson Community Open Day held in July 2022 in partnership with CHP, was an opportunity to highlight some of the many initiatives and integrated services available to residents. With funding provided by Fulcrum, the event offered a warm and welcome environment for members of the local community of all ages to learn about:

- The new and existing range of health and social care services, including mental health services offered by South West London and St George's NHS Trust, physiotherapy services provided by Connect Health, and the range of services and support offered by the Nelson Medical Practice and NHS Merton.
- Local charities offering advice and support in the local area to help during the current 'cost of living' crisis, including 'Warm & Well in Merton' and Merton Community Hub.
- AFC Wimbledon Foundation outlining the weekly health and wellbeing activities they offer to residents of all ages.
- Merton pop-up library was available for residents to use, with details on the wide range of library services available across Merton.

This event was an opportunity to increase awareness of the services available at the Nelson, increasing residents access and improving their health and wellbeing outcomes. However, it also offered an opportunity to bring key stakeholders together and strengthen the all-important social relationships that a resilient and cohesive community relies on for sustainable, long-term impact.

South West London – next steps and lessons learned

The Nelson Medical Practice has become a hub of community activity across South West London Health Partnership facilities in 2022, with long-running partnerships such with AFC Wimbledon helping to deliver a strong ‘Social Return on Investment’ and many positive outcomes to both the community and the healthcare system.

Moving forward, Fulcrum would like the communities surrounding other South West London Health Partnership assets to experience similar positive outcomes. Although many of these assets are highly utilised already, there are still opportunities to make an impact.

As an example, Green Wrythe Lane Clinic benefits from green space outside the centre that could be used for community initiatives – as demonstrated elsewhere in this report, gardening initiatives have the potential to generate considerable social value, so utilising this space at Green Wrythe Lane Clinic will be explored going forward.





THREE ENDORSEMENTS

The detailed analysis included in this report (the Social Return on Investment figures in particular) give clear and tangible evidence of the huge value of Fulcrum's investment in community activities and ESG initiatives.

However, any ESG activity is only as good as the outcomes it delivers to end users so it is equally important to consider some of the comments, feedback and endorsements from the people directly involved. Included below are case studies and feedback quotes from some of the end-users that have directly benefitted from these activities, and the partners and staff that helped deliver to them.

END USERS:

The inclusive gardening project at Newton Community Hospital in the north-west is one of the most powerful examples of the benefits that investment in community and ESG activities can deliver. Below are case studies provided by social care charity Community Integrated Care of some of the individuals involved in the project (full names have been removed for confidentiality reasons):

■ NEWTON CASE STUDY 1:

Ryan – developing new friendships and a passion for gardening

Ryan is a young man with Down's Syndrome. He is extremely sociable, loves meeting new people and loves spending time in his garden at home with his Mum and Dad. Ryan had applied to be a volunteer at the Rugby League World Cup and, given his existing interest in gardening, he was seen as an ideal volunteer to join the Newton project.

Since then, Ryan has become a driving force in the group, attending every session and keen to offer his own ideas on what the group could do next with the garden. Ryan has turned an interest in gardening into a real passion, and has set himself a goal of supporting others to develop their own love of gardening. Perhaps more importantly for Ryan, from knowing no-one at the start of the project, he has now developed a number of friends in the group - for him to have friendships with his peers over a shared interest is a significant positive outcome.

■ NEWTON CASE STUDY 2:

Alex – a huge boost in confidence and independence

Alex has a learning disability, a hearing impairment and also some physical disabilities. Alex absolutely loves sport, particularly Rugby League but his physical conditions often prevent him actively participating - the rugby theme of the Newton gardening project therefore offered a perfect way for Alex to engage in the sport he loves.

Through the creative use of rugby themed planting in the project, Alex feels a huge part of the Rugby League World Cup, and is very proud of the garden that he has helped to develop. He has also created new friendships, in particular with Ryan, whom he did not know before the project. Alex has struggled with anxiety and low confidence in the past, leaving him reluctant to leave his home at times, so his regular attendance at the gardening project has seen a huge lift in his independence and will increase his life opportunities for the future.

■ NEWTON CASE STUDY 3:

Carol – providing a new purpose in life

Carol is an extremely sociable person but lives alone and depends on social care staff for conversation and social contact. Since being involved with the Newton project, she has seen her social contact increase massively and has enjoyed meeting new people and having relationships with people with a shared interest in gardening.

The social care staff that support Carol have seen an increase in her happiness at home since she has been a part of the project, and she has been easier to engage in additional activities that she may have been reluctant to try previously. Carol has said that the volunteering means she has a purpose and has also led to developing other passions, including gardening which has allowed her to develop her own garden into a space she loves.

■ NEWTON CASE STUDY 4:

David – a crucial stepping stone towards a more independent life

The Newton programme has had a huge impact on the life of David, a young man with Autism. David expressed such an enjoyment of the programme that he asked to take on a bigger role - these extra responsibilities, and the support offered to allow David to travel to the sessions by public transport, have been a huge step forwards in his goal to live a more independent life in future.

Perhaps the biggest impact on David was the support the gardening programme gave to his transition into a new home. Being able to meet his new housemates on at the gardening project allowed David to start building a positive relationship with them, ensuring a smooth transition into his new home - as a result, staff have said he settled in brilliantly, and credit the gardening project with this. Having been chosen as 'Gardener of the Year' in the first year, David is delighted to join the project for a second year, using the unique volunteering experience as a stepping stone to his goal of paid employment in future



PARTNER ORGANISATIONS:

In delivering a wide range of community projects and initiatives, partnership working has been crucial, with Fulcrum harnessing the profile, resources and reach of leading organisations and charities to help deliver maximum impact to local residents. Below are feedback quotes from some of these partner organisations on the huge value that has been delivered through Fulcrum's funding and support.

Commenting on Fulcrum company Renova's support for the Newton inclusive gardening project, **John Hughes, Director at Community Integrated Care, said:** *"Renova's commitment to social impact is inspirational. Through their support of our charity, we have been able to develop this unique, life-changing project. The opportunities it will offer to the people we support, through providing vocational and learning opportunities, are exceptional."*

Supportive feedback was also received from QPR Community Trust on its ongoing work with Fulcrum. **Sinead Friel from QPR Community Trust said:** *"We are delighted to continue our partnership with Fulcrum. These sessions make a real difference to the young people and their families, teaching them skills which they can use throughout their lives."*

And speaking about Fulcrum's long-running partnership between The Nelson Health Centre and AFC Wimbledon, **Fiona Sutherland from AFC Wimbledon Foundation said:** *"AFC Wimbledon Foundation is excited to be partnering with Fulcrum to help increase the health and wellbeing of football fans and local residents alike. It has been great to meet members of the local community at our drop-in sessions so far, and we look forward to welcoming many more people to these latest activities."*

FULCRUM STAFF:

It is not only end-users and partner organisations that have pointed to the positive impacts of these ESG activities – Fulcrum staff have also spoken of the “real value”, “huge morale boost” and “life-changing experiences” they have benefitted from by helping to deliver a range of ESG initiatives. Some staff feedback quotes are included below:

Fulcrum General Manager Andy Rowlands said:

“The technical aspects of our job in terms of how buildings are funded, delivered and maintained, mean it’s very easy to become separated from the local residents that actually benefit most from them, so that’s why Fulcrum’s community initiatives are so valuable.

“These activities are a great chance to immerse yourself in the local community, and to understand more about the challenges people are facing, what are they passionate about, and how Fulcrum and our buildings might be able to help.

“Over the past few years, we’ve delivered a whole variety of projects, from events celebrating Black History Month and supporting local festivals, to getting local kids to help rename play areas and supporting the creation of new community gardens. Even the smallest initiative can have a big impact on local people and from a personal point of view, it’s been hugely rewarding to meet some amazing community characters and to offer our support for the vital work they are doing.”

Fulcrum LIFT Delivery Director Ian Willett said:

“The value of investing in these initiatives is that it takes traditional healthcare spaces and makes them even more accessible as multi-use community hubs, making better use of the space to serve a whole range of needs for local residents.

“Many of our partnerships are delivered over the long-term and it’s great to see the benefits they are creating year-on-year. But even shorter-term projects can add real value - COVID was a good example of this where we were able to redirect some of our business development budgets towards some amazing local initiatives that were offering people vital support in challenging times.

“From a personal point of view, many of our buildings are not only somewhere that I work in, this is an area I also live in so it’s my community too – being able to help local people and to see the happiness and passion that these projects create, it’s quite emotional and amazing to be able to help make a difference.”

Fulcrum General Manager Shaun Anders said:

“It’s all too easy for companies to put community engagement in the ‘too difficult’ box or to only commit to projects offering limited value but since I joined Fulcrum, it’s clear they’re going much further than many others and are breaking down the barriers of what is possible.

“You only have to look at the Newton inclusive gardening project to see what a huge difference these initiatives can make. For many of the volunteers at Newton, if it wasn’t for the project some of them wouldn’t have left the house, yet through everyone’s hard work we’ve helped to give them some life-changing experiences and the chance to build new passions and friendships.

“To help change someone’s life by making even just a small contribution, every single one of us has come out feeling excited and engaged. It’s been a huge morale boost and has left us inspired to do even more.”

Fulcrum Operations Manager Davinia Goodwin

said: *“The health facilities Fulcrum provide are important, but the local community also want to know that we care and are interested in doing what we can to help. The community initiatives we’ve helped to deliver are a great way to achieve this and a good chance to engage with lots of different local audiences to listen to their ideas, understand their interests and show that we care.*

“This is ultimately about a collaboration of lots of different people to help make each community a better place, and to see the drive of key partners to make a difference and the joy it brings to people’s faces, it has been really inspiring.”



FOUR CONCLUSIONS

4.1 Delivering strong results

As set out in the introduction, Fulcrum has a long-standing commitment to investing in community initiatives and ESG activities, but commissioned this first 'Social Value Annual Report' in order to better understand and accurately measure the impacts and benefits these activities deliver.

Through a mixture of qualitative research, industry-recognised methodology and publicly available data, this report paints a holistic picture of the many projects and partnerships that Fulcrum have invested in, and the social value they have delivered including:

- **Every £1 invested by fulcrum in 2022 has delivered over £18 in social value to stakeholders, partners, and residents living near to fulcrum assets.**
- **Fulcrum's investment has delivered more than £1.5m of social value across a diverse range of audiences and community groups in 2022.**
- **Feedback and endorsements from partners and end users underlines that these activities are helping to improve people's lives.**

These results are hugely encouraging for Fulcrum and offer tangible evidence of the value in investing in community partnerships to deliver sustainable, long-term impacts; benefits to local communities; and a positive impact on the healthcare system.

With many of the initiatives in this report continuing into 2023, Fulcrum now has huge momentum to continue investing in local community partnerships, buoyed by the clear evidence that these activities are helping to deliver the right results to the right people.

4.2 Extending and improving this impact over the long term:

But while Fulcrum is confident it is not complacent - an important outcome from this report is to use its analysis to help inform, expand and improve current and future initiatives. As a result, the first part of the Fulcrum 2023 social value strategy is to use the SROI evaluations in this report, and discussions with partners, to build on the lessons learned.

For example, at the Akerman Health Centre, key stakeholders have already met to discuss a strategy for 2023 to maximise utilisation and therefore social value at the purpose-built Wellbeing Hub. Similarly, opportunities for developing other initiatives will be evaluated in due course.

It is also important to look at expanding social value through new initiatives, reaching different communities and social groups. For example, the development of a new Community Hub at Lowe House, as detailed in this report. Similarly, the Heart of Hounslow Health Centre, in South London is currently undergoing reconfiguration with the vision of a new community hub being established in 2023.

Additionally, there are opportunities to better utilise green spaces across many of Fulcrum's health centres, building on the learnings of the Newton Community Hospital gardening project and the Food Co-Op at Gracefield Gardens.

Fulcrum look forward to continuing the measuring and reporting of this impact as investments in new and existing projects are made throughout 2023 and in the next Social Value Annual Report.

4.3 The strength of values-based partnerships

Finally, whilst reflecting on the successes of Fulcrum's community initiatives throughout 2022, a resounding theme is noticeable - that of 'collaboration'.

Therefore, Fulcrum would like to take this opportunity to express gratitude to those organisations that have worked tirelessly to ensure these health centres function as community assets. Particularly organisations such as Community Health Partnerships, NHS trusts and ICBs, local councils, and community groups.

The stories of community initiatives and social outcomes detailed throughout this report are a testament to what is possible when strong, values-based partnerships are forged, and this will continue to form a central pillar of Fulcrum's social value strategy moving into 2023.



FIVE APPENDICES

5.1 SROI Methodology

SROI is an adjusted cost benefit analysis that quantifies the value of social, environment and economic outcomes that result from an intervention . It builds on traditional financial and economic tools to identify and measure those things that matter most to stakeholders.

SROI assigns a monetary value to each activity but offers much more than just a number; it is a story of change that occurs in the lives of the stakeholders and enables a way of quantifying those changes to ensure the activities add as much value as is reasonable within the scope of the project.

A key principle of SROI is to avoid over-claiming the impact of the activity under analysis. To progress towards a monetary figure for social value that can be verified with a reasonable degree of confidence, it is therefore important to consider four measures that may affect the value of each item. There are defined below:

- 1. Deadweight** is a measure of the amount of outcome that would have happened even if the activity had not taken place.
- 2. Displacement** is a measure of how much of this activity displaced other activities.
- 3. Attribution** is a measure of how much of the outcome was caused by the contribution of other organisations or people.
- 4. Drop-off** is a measure of how much the effect of the activity will reduce in influence in subsequent years.

Based on these four measures, the financial (social) impact of an activity or programme is calculated using the following template:

$$\begin{aligned}
 & ((\text{Financial proxy for outcome}) \times (\text{quantity of outcome})) \\
 & \quad \text{MINUS} \\
 & \quad (\text{deadweight} + \text{displacement} + \text{attribution}) \\
 & \quad \text{MULTIPLIED BY} \\
 & \quad \text{duration (adjusted for drop off and discount rate))} \\
 & \quad \text{DIVIDED BY} \\
 & \quad \text{Financial (or equivalent) cost of the activity or intervention} \\
 & \quad \text{EQUALS} \\
 & \quad \textbf{SROI ratio}
 \end{aligned}$$

5.2 Acknowledgements, Assurance and Disclaimer

Acknowledgments

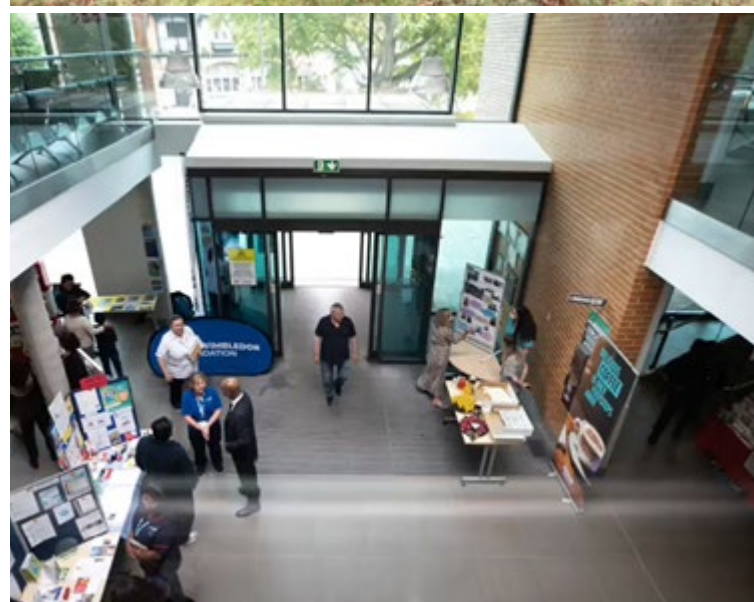
The analysis and associated research have been prepared by John Edwards, Level 1 Associate Social Value Practitioner and includes a combination of real data and estimates. Decisions to include or exclude any stakeholders are entirely his own.

Assurance

These reports have not been formally assured; however, the SROI value model has been informally audited by consulting SROI documentation available from Social Value International. This informal assessment concluded that the value model shows a good understanding of the SROI process and complies with SROI principles. This conclusion does not include verification of stakeholder engagement forecasts, data, or calculations; it is simply a principles-based assessment of the model.

Disclaimer

The reports have been prepared in good faith however in no event will Costain be liable for any direct, indirect, or consequential costs, losses, or damages whether in contract, tort or any other legal theory resulting from the use of or reliance on any information contained within these pages or any other website accessed through or referred to in these pages by any means whatsoever.



5.3 Table of footnotes

Endnotes

- 1 Community Health Partnerships, 'CHP supports community event at Parkview Centre for Health and Wellbeing', September 2022, <<https://communityhealthpartnerships.co.uk/london/chp-supports-community-event-at-parkview-centre-for-health-and-wellbeing/>>
- 2 W12Together, 'Better Together', <<https://w12together.org/>>
- 3 W12Together, 'Better Together', <<https://w12together.org/>>
- 4 W12Together, 'Better Together', <<https://w12together.org/>>
- 5 W12Together, 'Better Together', <<https://w12together.org/>>
- 6 John Edwards and Ed Rosen, Lambeth GP Food Coop - Patients Therapy Garden Funding Proposal, 2022
- 7 Meeting with Eugene Ishani, Senior Mental Health and Wellbeing Practitioner, The Well Centre, 25 October 2022 (not recorded)
- 8 Meeting with Elma Valeria, Carers Hub, 19 October 2022 (not recorded)
- 9 Meeting with Kimberlin Dunkley, LEAP Multilingual Café Coordinator, 10 October 2022 (not recorded)
- 10 Lambeth Council, 'Name That Green Space - West Norwood: Consultation, July 2022, <<https://beta.lambeth.gov.uk/consultations/name-green-space-west-norwood>>



Fulcrum are investors in quality community healthcare, in partnership with the NHS - read the latest news from our health centres across London & the North West

fulcrumgroup.co.uk