



FULCRUM'S SOCIAL VALUE ANNUAL REPORT

2024





EXECUTIVE SUMMARY

In 2023, Fulcrum published its first ever 'Social Value Annual Report' as an important step in analysing the impacts of the many community partnerships, initiatives, ESG and CSR activities it is delivering throughout the country.

The positive results and 'lessons learned' in the inaugural report made it clear that it should become a rolling, annual process, offering a yearly 'playbook' for Fulcrum and its partners to follow.

The publication of Fulcrum's second 'Social Value Annual Report' is therefore a continuation of this work, and comes at a time when there is growing recognition of the need to do more to reach out into local communities to support their health needs – indeed, as the NHS Long Term Plan identifies, there are huge opportunities for success by *"redesigning healthcare so that people get the right care at the right time in the optimal care setting"* and *"providing better social care and community support"*.

For consistency with the inaugural report, Fulcrum's second 'Social Value Annual Report' makes use of the same mix of qualitative research, industry-recognised methodology and publicly available data, to analyse the many projects and partnerships that have delivered and the social value they have created. In addition, this year's report also introduces novel methodology that considers the wellbeing impact of the Fulcrum portfolio, with detailed analysis of two buildings.

In association with Costain





The full report is a substantive, detailed piece of analysis that warrants reading in depth but three overarching headlines stand out:

1 Fulcrum's partnerships and projects delivered more than £2.5m of social value across a diverse range of community groups in 2023

This report includes Social Return on Investment [SROI] analysis across a number of Fulcrum's community projects, partnerships and initiatives in 2023, which accumulatively have helped deliver more than £2.5m in social impact. The scale of social impact is matched only by the variety of groups that have directly benefited, including gardening projects for people in social care, healthy eating sessions for school children, fitness support for men and women over 60, and mindfulness and mental wellbeing classes for perinatal mums.

2 New analysis and case studies show that two health facilities alone delivered over £600m in wellbeing value in 2023²

This report also includes an in-depth look at two specific facilities - Newton Community Hospital in the North West and Akerman Health Centre in London - using a novel Wellbeing impact Assessment Methodology that aligns with the National Measures of Wellbeing Dashboard³. Outcomes like improved life satisfaction and healthy life expectancy show wellbeing value of over £5,000 per outpatient and £9,000 per inpatient at the Newton Community Hospital, and £2,000 per GP appointment and £5,000 per specialist intervention at the Akerman Health Centre through 2023. The cumulative impact across both buildings is over £600million of Wellbeing Value to local patients.

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 and stories 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. The Newton Community Hospital gardening project allowed vulnerable adults to develop new friendships and as a stepping stone towards employment; arts projects with new mums in the North West helped one participant *"fully focus on myself and baby, without worrying about the world around me"*; and partnerships with London sports teams has helped to *"improve the health and wellbeing of the local community in a sustainable way."*

So, building on the first 'Social Value Annual Report' published last year, this latest report continues to underline the huge value in investing in community partnerships and initiatives.

Fulcrum remains committed to investing in the communities around its buildings to further support the health needs of thousands of local residents - this year's report offers another important guide to where help is needed most, which activities are delivering the maximum impact, and what future initiatives to invest in.



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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.

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 powerful local health outcomes, 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, a series of politicians commented on the important contribution the NHS LIFT estate has made to community health:



"NHS LIFT is probably the most successful public infrastructure project that you have never heard of. The success of NHS LIFT over the last two decades and its resilience during the pandemic has shown the enormous contribution it could make as the NHS moves into a new era of integration." ⁴

Former Health Secretary Alan Johnson (Labour)

"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" ⁵

Former Prime Minister Boris Johnson (Conservative)

"It's been a pleasure to visit the Radcliffe Primary Care Centre and to see the benefits that the NHS LIFT programme has brought to patients in Bury South. I hope it will continue to deliver for our community for another two decades." ⁶

Christian Wakeford MP (Labour)

"It is great to visit the Harold Hill Health Centre to see an example of the NHS and LIFTCos working together to ensure joined-up health facilities for my constituents here in Hornchurch and Upminster." ⁷

Julia Lopez MP (Conservative)

"As a patient of the Akerman Health Centre, I have seen first-hand the benefits that the NHS LIFT programme has brought to my constituents. I hope this partnership will play an important role in helping our NHS in future." ⁸

Florence Eshalomi MP (Labour)

"It was great to be invited to Green Wrythe Lane as part of these 20th anniversary celebrations for the NHS LIFT programme. I look forward to celebrating all the future successes that Green Wrythe Lane and the LIFT programme will no doubt have." ⁹

Elliot Colburn MP (Conservative)





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 leading industry awards event – sets out a clearly defined framework of what its partnerships, events and healthcare initiatives must deliver. This includes:

POSITIVE 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

This report provides insight into this impact, detailing the social value generated through partnerships and initiatives Fulcrum has invested in throughout 2023, including Fulcrum's work with sports clubs and community groups. It also details the integrated services provided by a broad range of health, social, community and social enterprise organisations along with local authority and public sector partners. The report highlights how Fulcrum's assets are uniquely placed to create positive outcomes for communities and the healthcare system and improve wellbeing for residents around each asset.

Included are case studies of health care facilities across the following 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)

Combined they offer insights around the important role LIFT partnerships play in improving wellbeing for residents in the catchment area for each facility, and evidence around the importance of retaining these investments as part of the NHS long-term plan.



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 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** - To augment the analysis seen through SROI, the report includes novel wellbeing impact assessment to value the intangible social value for services offered from two buildings that form part of the Fulcrum LIFT portfolio. The methodology for the measurement of wellbeing at the facility has been enhanced through a combination of qualitative and quantitative research along with the analysis of publicly available data that is published by the NHS. These data have then informed the development of the methodology, using HM Government's Green book guidance on wellbeing.
- **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. Key parts of this ongoing community research have informed Fulcrum's ESG Strategy for 2023.
- **Stakeholder input** - This impact report takes a community-centred approach, incorporating stakeholder voices wherever possible. To achieve this, 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.



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 2023 Fulcrum have co-invested in multiple community initiatives and generated the potential for **over £2.5 million in social impact**. These initiatives have also created real and meaningful change for the communities surrounding Fulcrum's LIFT facilities, with outcomes such as improved mental and physical health, decreased loneliness and increased confidence. For example:

- The social investment from Renova Developments of £60,000 into the Newton Community Garden project has created over £900,000 in social value across all stakeholder groups over 2 consecutive phases. This equates to an SROI of 15:1 over the lifetime of the project, with a legacy felt by participants for years to come. A total of 58 participants were involved in phase 2 (2022-2023), 18 onsite and more engaging remotely and at other locations.
- The combined investment from Renova Developments, Arts Council, Community Health Partners, One Knowsley, and Improving Me to deliver arts programmes for perinatal mums is set to deliver over £1m in social value in one of England's most deprived areas. It will be exciting to see the legacy of this project at the end of the first year in 2024, with efforts made to ensure the programme is sustainable.
- The continued partnership between Fulcrum and QPR football club has now delivered cumulative impact of over £520,000 over 3 phases. In the present academic year this equates to an impact of delivered a £217,000 social return on an £11,450 investment through 3 phases. In the present academic year this equates to an impact of £260,000 from an investment of £11,450; in simple terms this means that the partnership returns over £22 in social value for every £1 invested.
- Through collaboration with Community Health Partnerships and other NHS and community partners, Fulcrum have started to unlock the potential from the Akerman Wellbeing Hub, with community groups like the Well Centre, Carers Hub, and LEAP helping to make a real difference to residents' lives each week. Based on bookings through 2023, this has delivered over £1.5m in social value and rewarded the decision to pursue this project by Fulcrum.

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 North West of England including:

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





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

RENOVA CASE STUDY 1: Newton Community Hospital (Wellbeing Impact Assessment)

This Renova Developments site is a Community Hospital in Newton Le Willows, Merseyside 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.

Services offered from the Newton Hospital across a range of stakeholders have been assessed for their performance in relation to wellbeing for patients, residents, and staff. This worked example uses survey data and on the ground research to provide a fair and reasonable assessment of the monetary value of wellbeing at this location. Based on this, it can be seen that the cumulative wellbeing impact across multiple stakeholder groups over a 12-month period (2022-2023) is as follows:

Newton Community Hospital

Cumulative Impact	£110,700,011
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Although it was not appropriate to derive an SROI ratio from this research, there are some useful impact ratios that can be calculated. These ratios may, then, be used to support future business cases around remodelling the asset or influencing new funding decisions elsewhere in the estate. Illustrative examples of the way the data has been used are in the table below:

Stakeholder	Cumulative Impact	Additional Data	Impact Ratio
GP Patients (Registered)	£16,208,400	4,889 Patients Registered	£3,153 wellbeing value per registered patient
GP Patients (Appointments)	£21,222,968	19,706 GP Patient Appointments	£1,077 wellbeing value per GP appointment
Inpatients	£14,391,520	1496 Occupied Bed-Nights	£9,620 wellbeing value per occupied bed-night
Outpatients	£60,755,760	11,392 Outpatient / GPSI Appointments	£5,333 wellbeing value per outpatient appointment
Newton Community Garden Participants (see next section for further details)	£111,020	70 Participants	£1,586 wellbeing value per garden participant
Staff	£48,533	47 Staff (GP and Other Practice Staff)	£1,033 wellbeing value per member of staff

Although these are estimates based on a preliminary interpretation of data, there is much to take pride from with some of these ratios, not least the significant impact felt by residents around the quality of care available to them through being registered with a GP at the Newton Community Hospital. This can be reasonably taken as substantive evidence that the investment in the NHS LIFT building in this location has had measurable and meaningful social impact.



RENOVA CASE STUDY 2: Newton Community Garden Project

Included in the wellbeing impact assessment above is a stakeholder group referred to as 'Newton Community Garden Participants' - these stakeholders are participants in an innovative inclusive Gardening Project which results from a partnership between Renova, Community Health Partnerships and leading social care charity Community Integrated Care.

The project brings together volunteers with learning disabilities who meet on a weekly basis to develop their gardening skills in the hospital grounds, with guidance from gardening experts. Together they established a Rugby League World Cup themed community garden at Newton Hospital, 21 'crate gardens' in their homes or other living accommodation (phase 1) and a virtual network of learning and social engagement opportunities (phase 2).

Along with developing new skills and social opportunities, 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 Environmental Champion at the Rugby League World Cup tournament. Key to its success is one-to-one support from key workers and other support staff.

Through engagement with Renova, Community Health Partnerships and Community Integrated Care, participants and support workers, anticipated outcomes have been identified for stakeholders involved in the project. Participants both directly involved through designing, planting, and maintaining the community garden and those indirectly involved through the virtual connections established and maintained by Community Integrated Care experience the following outcomes:

- Increased social independence
- Increased aspirations
- Improved physical health
- Increased independence
- Personal fulfilment



Monetisation of these outcomes using the Government's WELLBY evaluation for wellbeing suggest that social investment from Renova of £60,000 (Phase 1 2021-22, £30,000; Phase 2 2022-23, £30,000) has created **£909,130 in social value** (after discounting) across all stakeholder groups over 5 years from the start of the activity.

This equates to an average SROI of 15:1 over the lifetime of the project.

This means that for every £1 invested in this activity Renova and Community Integrated Care created £15.15 in social value over the two funding periods. However, numbers only tell part of the story. Included in the 'Endorsements' section towards the end of this report are a series of case studies of real people that have benefited 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 Community Gardens project, including the *"increased happiness"*, *"purpose and passion"* and *"exceptional vocational and learning opportunities"* that the project has delivered for many participants.

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. 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.



John Hughes, Director at social care charity Community Integrated Care who deliver the inclusive gardening project at Newton Community Hospital, 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."



RENOVA CASE STUDY 3: One Knowsley Three Arts Project

In September 2023, Renova were a key partner in the launch of a series of free arts programme for new mums in Knowsley, offering weekly arts, reading and drama sessions to help support and improve the mental health and wellbeing of new mothers and mums-to-be. Three Renova health centres – The Halewood Centre, St Chads and Bluebell Lane – were among the host locations chosen for the project.

The programmes are being delivered by ‘arts for health’ organisations Creative Spaces Co., Dramatic Recovery and Singing Mamas, and have been made possible through funding from One Knowsley, One Knowsley Social Prescribing Team, Knowsley Libraries, Arts Council England, Renova, Community Health Partnerships and Improving Me (a partnership of 27 NHS organisations across Cheshire and Merseyside aiming to improve Women’s Health and Maternity Experiences¹⁰).

The arts programme is designed to enhance the work of local groups focused on women’s perinatal mental health within the area:

- **Singing Mamas** encourages mums to sing simple lullabies and songs from around the world, repeating them enough times so that they remember them and can take the songs home.
- **Creative Spaces** supports new and young mothers to come together for a shared experience that can reduce loneliness and isolation over a 10-week programme. Each Mum is given a book of her own and is asked to read some chapters at home, then come together the following week to discuss the story.
- **Dramatic Recovery** is an award-winning mental health arts organisation that uses engagement with arts and culture to improve, explore and address mental health wellbeing. The programme is created bespoke to new mothers and their babies and includes a mindfulness and wellness workshop, monologues/creative writing, self-esteem and confidence drama, along with meditation and anxiety reducing workshops.

Through a rolling programme of weekly sessions, the three organisations offer Mums a chance to improve their mental wellbeing, create better life chances for their children, and reduce loneliness (a symptom for many new Mums¹¹).

The project lifecycle is September 2023 to June 2024 so Fulcrum looks forward to evaluating the full impact in the third Social Value Annual report – however an initial SROI forecast has already suggested the potential for over £1m in social value. In addition, included in the ‘Endorsements’ section towards the end of this report are a series of case studies of real people that are already benefitting from this project, and some of the partners and staff that have helped to deliver it.



Sophie Durnford says that taking part in Singing Mamas with her 5-month-old daughter has been a positive experience. Sophie suffered from post-natal depression following the birth of her first child (now 5) so having the ability to decompress and ‘not think about anything else’ has allowed her brain to go into relaxation mode.

“Singing Mamas is the hour a week I look most forward to. It’s a place where I am able to fully focus on myself and baby, without worrying about the world around me.”





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



WEST LONDON CASE STUDY 1

Parkview Centre for Health and Wellbeing

Parkview Centre for Health and Wellbeing in West London now accommodates child development services, dentistry, podiatry, speech and language therapy, community social services, and four GP surgeries with space for up to 12 GPs. Given the vital role it plays in the local community, Parkview has been a key building for Fulcrum to target when creating new partnerships and initiatives to further support the health and social care needs of local residents of all ages.

Towards the end of 2023, Fulcrum were delighted to host the **Funpact** Bridging the Gap course at the Parkview Centre, a six-week course for year 7-9 pupils. This course focuses on the social, emotional and financial aspects of growing up, and identifies strategies for how parents and children can learn to face these challenges together. Outcomes identified through this course include increased independence, better understanding of character and personality, improved safety online and better relationships with family and friends.

In addition, Fulcrum's partnership with QPR football club (located close to Parkview Health Centre) continues to thrive and has expanded to include

other initiatives around physical and mental fitness. The FIT FANS initiative delivered a free health programme for men and women aged 33 to 65 who were looking to lose weight and get fitter, with participants seeing positive outcomes including improvements to mental health, better understanding of nutrition, and a tendency towards more active lifestyles. This exciting project has now been expanded to include more general fitness sessions covering boxing and circuit training in groups of 10+ women.



Now into its 5th year, 'Cook and Eat' was set up by Fulcrum and QPR Community Trust to help tackle local health issues and give students the skills and confidence to cook healthy and nutritious meals, as well as learning about basic food safety, hygiene and household budgeting. The free after-school club for Year 7, 8 and 9 students continues to deliver exceptional outcomes for the young people involved.

The monetisation of these outcomes created in phase 3 of the Cook and Eat project equated to £260,000 of social return on an £11,450 social investment (2023) by Fulcrum and QPR. Expressed as a ratio the social return was 22:1, meaning that for every £1 invested in activities of this nature there is £22.71 of social value created. Across all phases this means that the partnership with QPR has delivered over **£520,700** in social value across all stakeholder groups (phase 1 £43,700; phase 2 £217,000; phase 3 £260,000).



Commenting on the partnership with Fulcrum at Parkview Health Centre, **Sinead Friel from QPR Community Trust** said:

"We are thankful to West London Health Partnership and Parkview Health Centre for their continued support and are delighted to deliver these free programmes to help improve the health and wellbeing of the local community in a sustainable way."





WEST LONDON CASE STUDY 2 - Heart of Hounslow

The Heart of Hounslow is a large multi-provider health centre well positioned on the main high street in Hounslow Town Centre. Its broad range of services include audiology, child health, and nursing, along with specialist services for long-term conditions like multiple sclerosis and Parkinson's disease. Fulcrum's social value report in 2023 suggested that following reconfiguration at this facility there was the space for a community hub, delivering positive outcomes in partnership with other key stakeholders.

One recommendation from last year's report has now come to life with the provision of space for LGBTQ+ and young people. Young people in Ealing, Hammersmith and Fulham and Hounslow who self-identify under the umbrella of LGBTQ+ can join together at the Heart of Hounslow facility, with the service promoting understanding and awareness about obstacles facing LGBTQ+ youth in the local community. This is one part of the Children and Adolescent Mental Health Services (CAMHS) programme which offers a range of support services to young people in the local area, including family therapy, psychology and psychotherapy, along with social worker interventions where appropriate.


The centre is also proud of their relationship with Different Strokes - an award-winning national charity that helps young stroke survivors and their families reclaim their life after a stroke through active peer support and exercise. The diverse group connects with a broad range of backgrounds in the local community so acts as a building block for shared experiences and new friendships.



Vijay Rai, a Stroke Survivors Support Group Leader involved in the stroke support activities at Heart of Hounslow Health Centre suggests that:

"The group allows members to share their fears away from their families and enables people to speak openly away from others".





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 Centre
- Southwark Child Development Centre
- Tessa Jowell Health Centre
- Waldron Health Centre
- West Norwood Health and Leisure Centre

BUILDING BETTER HEALTH CASE STUDY 1 -

Akerman Health Centre (Wellbeing Impact Assessment)

The Akerman Health Centre is split over four floors with community service and meeting rooms on the ground floor, with reconfiguration work in 2022 helping to create 5 bookable rooms to be made available free of charge to community groups. There are three GP practices, dental services and community services split across other floors, with plans for further reconfigurations to incorporate a Living Well Network Hub on the second floor.

Services offered from the Akerman Health Centre have been assessed for their performance in relation to wellbeing for patients, residents, and staff. This worked example uses survey data from all three GP practices along with booking data supplied by Community Health Partnerships; it combines this with on the ground research to provide a fair and reasonable assessment of the monetary value of wellbeing at this location. Based on this, it can be seen that the cumulative wellbeing impact across multiple stakeholder groups over a 12-month period (2022-2023) is as follows:

Akerman Health Centre

Cumulative Impact	£496,265,000
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The multi-discipline nature of each building and funding authorities means that deriving an SROI ratio is uncertain - however there are some useful impact ratios that can be calculated as illustrated below:

Stakeholder	Cumulative Impact	Impact Ratio
GP Patients (Registered)	£83,616,000	£2,916 per registered patient
GP Appointments (Acute or Routine)	£286,008,320	£2,343 per GP appointment
GP Appointments (Social Prescribing)	£1,850,867	£5,141 per intervention
Specialist Healthcare and Community Activities	£10,467,184	£5,069 per intervention

Although these are estimates based on a preliminary interpretation of data, there is much to take pride from with some of these ratios, not least the significant impact felt by residents around the quality of care available to them through being seen by one of the GPs registered at the Akerman Health Centre. This can be reasonably taken as substantive evidence that the investment in the NHS LIFT building in this location has had measurable and meaningful social impact.

BUILDING BETTER HEALTH CASE STUDY 2 - Akerman Wellbeing Hub (SROI)

In 2023, a new 'Wellbeing Hub' was created at Akerman Health Centre, offering free bookable space for a range of local community groups to use in their work to improve health and wellbeing in hard-to-reach communities.

At the time of this report, the Akerman Wellbeing Hub has a series of regular sessions now available for local residents to attend, with at least 5 community organisations now using this space to run sessions every week, and with other groups coming in on an ad hoc basis. This means that community stakeholders are beginning to experience change across several outcomes.

For example, participants in group and 1-2-1 activities experience decreased loneliness, higher personal confidence, improved mental health, better physical health, and stronger financial independence for service users as well as personal and professional fulfilment for volunteers and partners.

The social value generated by the Akerman Wellbeing Hub in 2023 is £1,556,341. Expressed as a ratio this is a social return on investment of 29:1, meaning £29.25 of social impact is created per £1 invested. This represents measurable social impact as a direct result of the hard work from all involved in the Hub, but especially colleagues from Lambeth Council, Community Health Partnerships, and the South East London ICB.





BUILDING BETTER HEALTH CASE STUDY 3 - 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. In 2021, a £2.3m investment project helped to remodel the building to also create a range of new mental health services, counselling and treatment rooms all in one space – the ‘Living Well Network’ run by the Lambeth Together partnership offers a significant boost to mental health provision in the local community.

Building on this, the facility has actively sought to deliver a range of wider activities and initiatives to help deliver positive outcomes for residents and patients, including:

1. SOCIAL PRESCRIBING DAY EVENTS

On Social Prescribing Day (9th March 2023) Gracefield Gardens hosted a community health and wellbeing event to showcase multiple support services that are available to residents. The aim of this was to increase the health and wellbeing of the local community. Services offered include: the Sleep Better initiative, a free weekly community class which supports residents to make sleep improvements through mindfulness and breathing exercises; and the anxiety and depression peer support group which helps improve self-esteem, confidence, and mental resilience whilst creating a larger support network for others.

2. BLACK HISTORY MONTH AND FRIENDS OF GRACEFIELD GARDENS

Unlocking shared space has helped also Gracefield Gardens develop local community integration. This includes the building hosting events during Black History Month and the use of the building’s courtyard space to create opportunities for residents to grow vegetables with the ‘Friends of Gracefield Gardens’ group.

Building Better Health Conclusion

A key aspect to maximising social value across Building Better Health assets has been unlocking the potential from the new Akerman Wellbeing Hub. The 'social return on investment' demonstrates how this space has positively impacted the lives of hundreds of people. Coupled with the services offered from the facility by NHS professionals and other providers, the Akerman can be held up as an exemplar case study for NHS LIFT.

There are, however, opportunities to develop other Building Better Health facilities into vibrant hubs of community activity. As Fulcrum's ESG and community strategy develops for 2024, Baldry Gardens and Southwark Child Development Centre have also been identified as buildings with the potential to generate additional social value. Actions Fulcrum take here will be informed by engaging with key stakeholders and consulting the previous 'community needs' analysis. This approach will ensure that these assets are embedded into the heart of the community and create positive outcomes for both the community and the health care system.



Fulcrum CEO Sarah Beaumont-Smith said:

"The Akerman Wellbeing Hub shows how much can be achieved by taking a thriving health centre and opening it up to an even wider range of local organisations, allowing residents to access some vital new services and activities in the heart of the community. To see the new Wellbeing hub already being used by a range of community groups is hugely encouraging, and our focus is now on opening the space up further so that even more local organisations can join us in supporting the health and well-being of local residents."





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

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

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

SOUTH WEST LONDON HEALTH PARTNERSHIPS CASE STUDY 1 - Surbiton Health Centre

Surbiton Health Centre is a multi-service community health facility with clinical services including audiology, gynaecology, cardiology, maternity, and ultrasound, along with a range of support services. The facility has actively sought to offer building space for use free of charge to community organisations delivering health and wellbeing initiatives, including:

1. LONDON AIR AMBULANCE

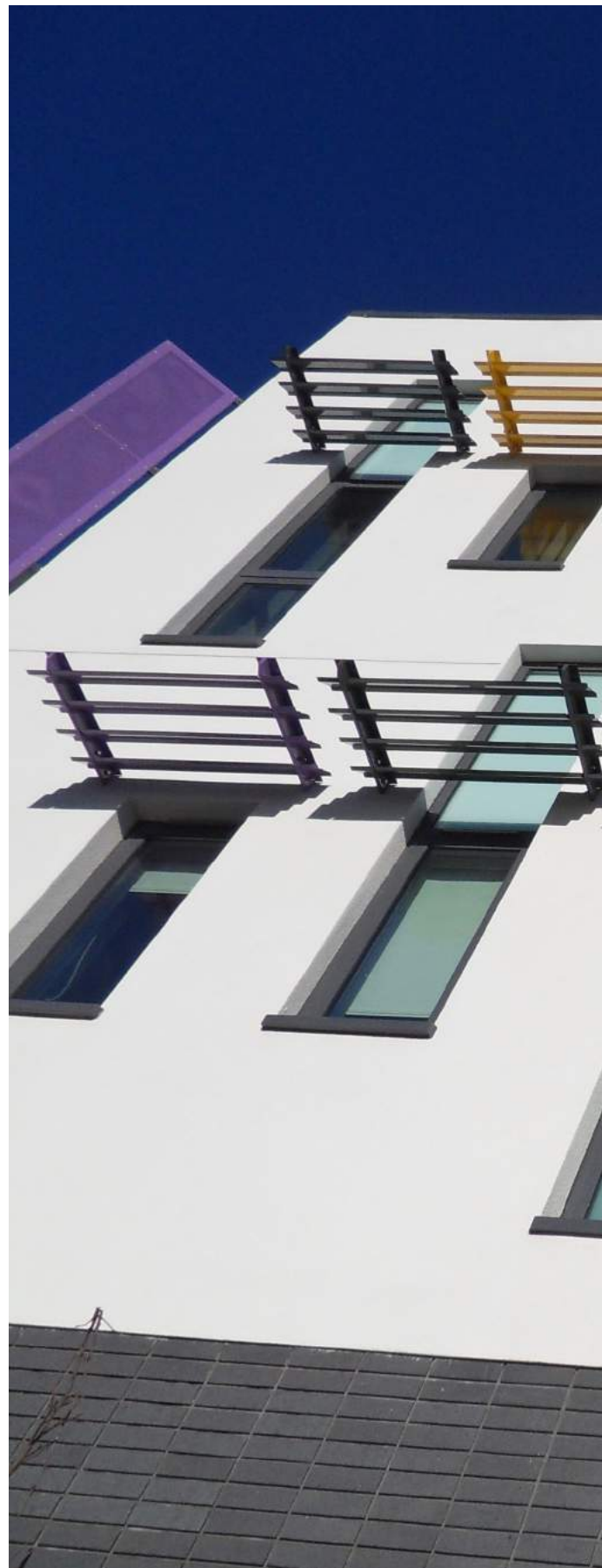
The London Air Ambulance use building space at Surbiton Health Centre several times a month to promote their work and help boost charity membership. Air Ambulance charities receive no government funding, so the provision of free space to promote their vital services is making an important contribution to their campaign to [“Help Us Save Lives In London”](#).

2. KINGSTON WELLBEING SERVICE

The team at Surbiton Health Centre are also proud to host members of the Kingston Wellbeing Service - a unique service that provides treatment for residents aged 18+ with drug and alcohol problems. Participants get access to individual treatment programmes with referral to residential rehabilitation where required. Coupled with this activity is the Moving on Together (MOT) programme, through which volunteers are able offer a be-friending and advocacy service for individuals accessing the Kingston Wellbeing Service.

3. SHINE BRIGHT

Part of the Kingston Wellbeing Service also offers workshops in partnership with Shine Bright - a not-for-profit organisation who use activities like singing and drumming for wellbeing, Zumba for fitness, and ‘writing for wellbeing’. The ‘writing for wellbeing’ workshops are hosted at the Surbiton and help build self-confidence for individuals to enable them to deal effectively with the demands and challenges of life¹² and so improve life satisfaction.





SOUTH WEST LONDON HEALTH PARTNERSHIPS CASE STUDY 2 - The Nelson Health Centre

The Nelson Health Centre is 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.

Fulcrum and The Nelson Health Centre have developed a long-running health partnership with the nearby AFC Wimbledon football club which continues to improve residents' lives in the local community. Along with the weekly in-person health and fitness sessions provided by AFC Wimbledon Foundation, Fulcrum also provided funding for the promotion of important health messaging in the local community.

This included the creation of a series of short videos featuring 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 – the videos were widely shared across digital channels in the local area, offering residents health information and support across different themes including Men's Health, Post-COVID support, and Keeping Fit and Active.

The impact of these interventions is felt for at least 2 years for physical health, and longer for the mental health. Similar effects are seen from the improved health and wellbeing experienced through the weekly sessions offered to residents of all ages by AFC Wimbledon. What this means is that the previous funding has left a legacy of £97,884 in social value which is still having a measurable impact today.

South West London conclusion and next steps

The Nelson Medical Practice and the Surbiton Health Centre have become hubs of community activity across South West London Health Partnership facilities in 2023, with partnerships such with AFC Wimbledon helping to deliver a strong legacy, with many positive outcomes to both wellbeing in 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.



Commenting on the partnership with Fulcrum at The Nelson Health Centre, **Fiona Sutherland from AFC Wimbledon Foundation** said that

“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.”





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 AND PARTICIPANTS

NEWTON COMMUNITY GARDEN PROJECT:

Below are case studies provided by social care charity Community Integrated Care about some of the individuals involved in the project (full names have been removed for confidentiality reasons):

■ 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. He was seen as an ideal volunteer to join the Newton project and has turned an interest in gardening into a real passion. 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.

■ 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.

■ 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. 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.

ONE KNOWSLEY' ARTS PROGRAMMES FOR PERINATAL MUMS:

- **RACHEL FOX** commented that taking part in the sessions through term one has given her an opportunity to get rid of stress and tension from being a new Mum, so it has had a positive impact on her personal wellbeing. *"Singing Mamas is music for your heart, body, and soul. Rachel picks songs based on how we are all feeling that week".*
- **SOPHIE DURNFORD** says that taking part in Singing Mamas with her 5-month-old daughter has been a positive experience. Sophie suffered from post-natal depression following the birth of her first child (now 5) so having the ability to decompress and 'not think about anything else' has allowed her brain to go into relaxation mode. *"Singing Mamas is the hour a week I look most forward to. It's a place where I am able to fully focus on myself and baby, without worrying about the world around me".*

PARTNERS:

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.



John Hughes, Director at social care charity Community Integrated Care who deliver the inclusive gardening project at Newton Community Hospital, 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.”

Vijay Rai, a Stroke Survivors Support Group Leader involved in the stroke support activities at Heart of Hounslow Health Centre suggests that:

“The group allows members to share their fears away from their families and enables people to speak openly away from others”.

Commenting on the partnership with Fulcrum at Parkview Health Centre, **Sinead Friel from QPR Community Trust** said:

“We are thankful to West London Health Partnership and Parkview Health Centre for their continued support and are delighted to deliver these free programmes to help improve the health and wellbeing of the local community in a sustainable way.”

Commenting on the partnership with Fulcrum at The Nelson Health Centre, **Fiona Sutherland from AFC Wimbledon Foundation** said that

“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 are also passionate about the benefits these activities are deliver to community health:



“Our health buildings sit at the forefront of NHS primary care services, so driving greater use of these vital health facilities remains a priority for our community work - I’m particularly proud of our ongoing partnerships with major sports teams which continue to offer a great way to reach local residents and make them aware of the wide range of NHS services available to them in the heart of the community.”

Andy Rowlands, Fulcrum General Manager

“Renova’s buildings have made a significant contribution to the NHS and community wellbeing over the last 20 years, but it’s also crucial that we don’t stand still - a key part of our role is to constantly look for new ways to adapt and improve our buildings to meet the changing needs of the local community. Newton Community Hospital is a great example of this. In recent years we’ve seen the building continually evolve to bring a range of new health services in the heart of the community, with other initiatives such as the garden volunteer programme also helping to support local charities and improve the outside building space for staff and patients to enjoy. It’s been fantastic to see Newton’s ongoing transformation and the huge benefits this has delivered to community wellbeing”.

Amy Lawrence, Renova General Manager





FOUR CONCLUSIONS

As set out in the introduction, Fulcrum has a long-standing commitment to investing in community initiatives, and in also contributing to the effective delivery of the NHS Long Term Plan. The headline results from Fulcrum's second 'Social Value Annual Report' clearly demonstrate the progress Fulcrum is making in delivering on these aims:

- 1. Fulcrum's partnerships and projects delivered more than £2.5m of social value across a diverse range of community groups in 2023.**
- 2. New analysis and case studies show that two health facilities alone delivered over £600m in wellbeing value in 2023.**
- 3. Feedback and endorsements from participants and partners show that this is not just about numbers, it is about helping to improve people's lives.**

However, while the analysis of the last year of activities is very positive, Fulcrum has placed a premium on the 'longevity' of its social value initiatives, ensuring that activities continue to deliver long-term and sustainable benefits to communities and local health priorities. With this in mind, the key findings of this latest version of the 'Social Value Annual Report' point to three key actions and next steps:

1. THE NEED TO CONTINUE AND EXPAND EXISTING INITIATIVES

A strength of the first Social Value Annual Report in 2023 was that some key recommendations were acted on – the continued delivery of the Akerman Wellbeing Hub is a good example of this where an existing initiative was further expanded, leading to positive outcomes for multiple groups of stakeholders. With this second edition of the Social Value Annual Report, a vital step will therefore be to continue and expand those initiatives that have demonstrated clear value to local communities.

2. THE CHANCE TO REPLICATE SUCCESSFUL PROJECTS IN NEW LOCATIONS

As well as continuing existing initiatives, there are clear opportunities to replicate successful projects in other locations. For example, the gardening project in the grounds of Newton Community Hospital and the use of courtyard space to grow vegetables at Gracefield Gardens both point to opportunities to further utilise green space at other parts of the Fulcrum estate. Likewise, the success of the Akerman Wellbeing Hub offers positive 'lessons learned' about how building space in other locations could be made available for community use.

3. OPPORTUNITIES TO EXPAND THE 'WELLBEING' ASSESSMENT ACROSS MORE BUILDINGS

Along with a continuation of 'Social Return on Investment' (SROI) analysis, this latest report also introduces some innovative new 'Wellbeing Impact' assessment methodology to help better understand the wellbeing impact of services offered from NHS LIFT buildings. The illustrative examples included within this report for Akerman Health Centre and Newton Community Hospital underline the positive results and valuable insights this work offers. There is therefore a clear opportunity to replicate this work across the wider Fulcrum estate (and possibly other NHS LIFT buildings) to understand more comprehensively what impact the LIFT buildings have on their communities across England.

Finally, whilst reflecting on the successes of Fulcrum's community initiatives throughout 2023, a resounding theme is noticeable – that of collaboration and partnership. 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 in 2024 and beyond.



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 intervention¹³. 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:

- 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 Wellbeing Impact Assessment Methodology

In 2023 Fulcrum commissioned a project to look at measuring the social value for services delivered from the Newton Community Hospital and Akerman Health Centre. To deliver this, a new and innovative methodology was developed based on a combination of qualitative and quantitative research, along with analysis of publicly available data published by the NHS. These data have then informed the development of the methodology, using Government Green Book guidance.

This is ground-breaking research - although the WELLBY¹⁴ has been used to monetise the wellbeing value of an NHS Prevention and Enablement Model [PEM]¹⁵ this is the first time the Green Book guidance has been used within the NHS or by associated partners to provide a fair and reasonable assessment of the monetary value of wellbeing for services delivered at individual NHS assets.

Data relating to wellbeing for multiple stakeholder groups is derived from selected datasets covering GP patients, in-patients, outpatients, and health care professionals. Coupled with qualitative and quantitative research, and using the latest thinking around wellbeing, these data gave the team the ability to monetise the wellbeing impact for stakeholders at the two facilities.

Each step on a WELLBY scale is worth £13,000, but also represents a general improvement across up to 50 sub-domains per the National Measures of Wellbeing Dashboard. Each sub-domain is, therefore, monetised at £260. The values are then aggregated to give an initial value: in the instance of the wellbeing impact assessment included within this report, 'People to rely on' (£260), 'Loneliness' (£260), 'Trust in Others' (£260), 'Physical Health Conditions' (£260), and 'Depression or Anxiety' (£260) combine to give a value of £1,300 (£260 x5).

Calculations like this are conducted for each stakeholder group and/or outcome, which allows the researcher to gain insights into the collective impact of a set of activities on stakeholders' lives. It is essential, however, to estimate how much out

the outcome would have happened without an intervention, and what proportion of the outcome can be isolated as being added by your activities. Establishing impact reduces the risk of investing in facilities that don't work as well as intended; it also minimises the risk of overclaiming and means the social impact claimed will be more credible.

The final stages of this novel wellbeing impact assessment methodology are closely linked with the SROI methodology seen in appendix 5.1 and allow for preliminary interpretations of the data for insights that contribute to business cases around, in these worked examples, the wellbeing value per registered patient, inpatient, or member of staff.

5.3 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.



5.4 Table of footnotes

- 1 NHS, Long Term Plan: More NHS Action on Prevention and Health Inequalities, 2019 <https://www.longtermplan.nhs.uk/online-version/chapter-2-more-nhs-action-on-prevention-and-health-inequalities/>
- 2 Based on a study of two Fulcrum assets (Newton Community Hospital, Akerman Health Centre)
- 3 Office for National Statistics, Measuring National Well-Being Programme, 2016, <https://web.archive.nationalarchives.gov.uk/ukgwa/20160105170227/http://www.ons.gov.uk/ons/guide-method/user-guidance/well-being/about-the-programme/index.html>
- 4 Former Health Minister Alan Johnson - <https://citycare-health.co.uk/news/former-health-secretary-lift-has-an-enormous-contribution-to-make-to-the-nhs/>
- 5 LIFT Council, Testimonials - <https://www.theliftcouncil.co.uk>
- 6 Christian Wakeford MP - <https://x.com/NHSLIFT/status/1416034804039131138?s=20>
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- 13 For more information around SROI, please see: Adam Richards and Jeremy Nicholls (eds.), Generation Impact (Emerald Publishing: Bingley, 2021)
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- 15 University of Essex, State of Life, University of Sussex, Prevention and Enablement Model Evaluation Report, Nov 2022 - https://www.activeessex.org/wp-content/uploads/2023/01/PEM-Evaluation-Report_FINAL.pdf





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

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