



FULCRUM'S SOCIAL VALUE ANNUAL REPORT

2025





EXECUTIVE SUMMARY


Fulcrum's latest Social Value Annual Report – the third report since 2023 – follows a year in which political change has seen a clear shift in focus on the NHS and healthcare policy. Following the 2024 election, the new Government have announced they are working on a 10-year plan to *“build an NHS fit for the future”*, with a focus on *“3 strategic shifts, moving care from hospital to community, sickness to prevention, analogue to digital”*¹.

Against this backdrop, Fulcrum's role as an investor in more than 40 NHS neighbourhood health centres, and the positive Social Value impacts set out in this report, have never been more important – with the Government focussed on shifting more care to local communities, and as discussions continue about the use of private investment to support NHS goals, Fulcrum's Social Value Report underlines how strategic investment in health infrastructure can deliver significant social, economic, and health returns for the NHS and local communities.

For consistency and continuity, this year's Fulcrum Social Value Annual Report continues to be based on independent analysis carried out by Costain, and underpinned by robust Social Return on Investment (SROI) analysis, wellbeing valuation methodologies aligned with HM Treasury's Green Book, and real-world case studies – further details on these methodologies are in the appendix.

In association with Costain





However, this year Fulcrum have chosen to present the findings of the Social Value Report under three new interconnected themes, with clear results evident in each:

1 COMMUNITY CONNECTION – delivering over £165m of social value to local communities

In the first theme - Community Connection - Fulcrum's facilities are shown to be more than clinical spaces, they are trusted community anchors. Centres such as the Tower Hill Primary Care and Community Resource Centre in Kirkby, the Akerman Health Centre in Lambeth, and Gracefield Gardens Health and Social Care Centre in Streatham have become vibrant hubs of social activity, offering everything from youth clubs and cultural festivals to trauma support and social prescribing. These initiatives have demonstrably reduced loneliness, built trust, and fostered inclusion. The Tower Hill Centre alone generated over £164 million in social value in 2023-24, and a new 'Wellbeing Hub' at Akeman Health Centre generated an estimated £1.5 million in social value, illustrating the positive impact that is possible when infrastructure is designed with community needs at its heart.

2 HEALTH AND WELLBEING OUTCOMES – three health centres delivering over £850m of wellbeing value to local patients

The second theme - Health and Wellbeing Outcomes - highlights how Fulcrum's integrated, co-located facilities are delivering measurable improvements in physical and mental health. Detailed analysis of three facilities alone - the Heart of Hounslow Centre for Health, Tessa Jowell Health Centre and Newton Community Hospital - show they have delivered cumulative wellbeing impacts exceeding £850

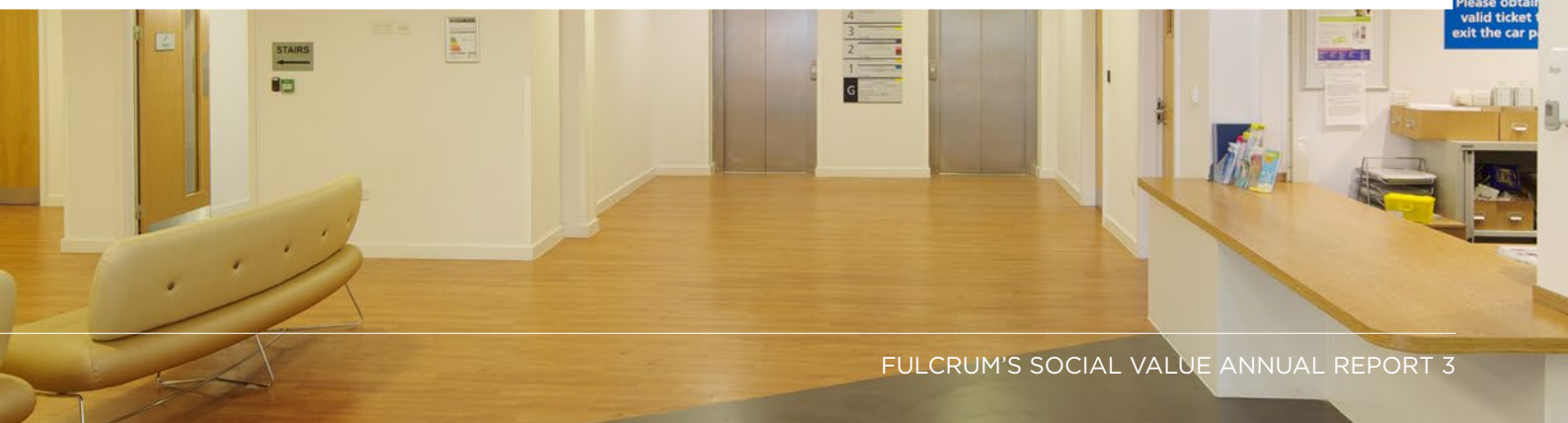
million. Alongside this, there is clear evidence of how Fulcrum's other partnerships with NHS bodies and community organisations are leading to improved diets, increased physical activity, and reduced anxiety among local residents.

3 EMPOWERMENT – using health facilities to help communities to grow, learn, and thrive

The third theme - Empowerment - shows that through a wide range of partnerships across diverse communities, healthcare facilities can be catalysts for personal growth, social mobility, and long-term resilience. Projects like the One Knowsley Creative Arts Project; the University of Liverpool Legal Advice Clinic; the 'Active Ageing' sessions; or the 12 Million Minds mental health support groups have empowered individuals to overcome adversity, return to work, and contribute to their communities. These programmes have delivered significant Social Returns On Investment (SROI), with benefits extending to both service users and the wider health and social care system.

So as the Government and NHS considers the next 10 years of the health sector, and a shift towards more community care, this report offers a blueprint for how investment in neighbourhood health infrastructure can directly support national health priorities.

And as discussions continue about the use of private investment to help deliver "an NHS fit for the future", this report affirms that when public and private sectors collaborate with purpose, the result is not just better buildings, but better lives.





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ONE INTRODUCTION

1.1 Fulcrum and the NHS LIFT Programme

Fulcrum Infrastructure Group are private sector investors in community healthcare facilities. 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 nearly a 25-year track record of delivering high quality community health buildings where they are needed most.

The clear benefits of bringing together the public and private sectors to deliver NHS health infrastructure is particularly relevant given the Government's comments about using the private sector to support health goals, with Secretary of State for Health and Social Care Wes Streeting stating that he is:

*"...determined to rid my department and the NHS of any cultural sniffiness about dealing with the private sector, make the NHS the best partner in the world for the life sciences sector and **make sure NHS patients can enjoy the benefits.** [...] It's about mobilising the public sector with business, the voluntary sector and civil society to achieve big lasting change for our country²."*

1.2 Fulcrum's approach to 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 nearby 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.

POSTIVE OUTCOMES TO THE COMMUNITY

- where healthcare facilities are community assets that respond to local needs and collaborate with complementary organisations in the area.

POSITIVE OUTCOMES FOR THE HEALTHCARE SYSTEM

- where increased awareness of services and better utilisation of facilities help ease the strain on the wider NHS systems.

SUSTAINABLE, LONG-TERM INVESTMENTS

- that deliver impact over a longer term in partnership with organisations that have the time, skills and resources to deliver positive outcomes.

ALIGNED WITH LOCAL, NATIONAL AND GLOBAL PRIORITIES

- including NHS and government healthcare policies and the priority interests of the local community, while 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.³

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

This report offers insight into the impact of Fulcrum on health and wellbeing delivered in partnership with the NHS. It details the social value generated through partnerships and initiatives Fulcrum has invested in throughout 2024, including sports clubs, arts and culture organisations and community events. It highlights how Fulcrum's assets create positive outcomes for communities and the NHS and so improve wellbeing for residents around each asset.

This year's report builds on the foundations laid in previous years, offering a deeper, more thematic exploration of Fulcrum's impact. This year's report is structured around three interconnected themes:

- 1. COMMUNITY CONNECTION:** which explores how Fulcrum's assets foster social cohesion, reduce loneliness, and build trust.
- 2. HEALTH AND WELLBEING OUTCOMES:** which establishes the measurable improvements in physical and mental health delivered through Fulcrum's facilities and partnerships.
- 3. EMPOWERMENT:** which showcases how Fulcrum's work supports personal growth, financial resilience, and long-term community capacity.

Each theme is supported by case studies, participant voices, and robust data, including Social Return on Investment (SROI) and wellbeing impact assessments aligned with the UK Government's Green Book and the Office for National Statistics' wellbeing framework.





1.4 The research methodologies used

This impact report adopts a robust, community-centred research methodology designed to capture the full breadth of social value generated across Fulcrum's healthcare portfolio. The approach integrates qualitative and quantitative methods, underpinned by nationally recognised frameworks including:

■ Stakeholder Engagement and Qualitative Research

At the heart of this research is a commitment to stakeholder voices. A series of qualitative interviews have been conducted with representatives from:

- Fulcrum Infrastructure Group
- Community Health Partnerships (CHP)
- NHS Trusts and Integrated Care Boards (ICBs)
- Social enterprises and voluntary sector organisations
- Community groups and service users

These interviews explored the design, delivery, and outcomes of social and health interventions hosted within Fulcrum's LIFT facilities. Where direct engagement was not possible, desk-based research was conducted using publicly available reports, case studies, and evaluation summaries. In such cases, assumptions about impact were made transparently and conservatively, based on triangulated evidence.

■ Social Return on Investment (SROI) Analysis

For initiatives directly funded or supported by Fulcrum, the report applies Social Return on Investment (SROI) methodology in line with the principles set out by Social Value International. The primary valuation tool used is the WELLBY (Wellbeing-Adjusted Life Year), as recommended by HM Treasury's Green Book guidance⁴. This enables a consistent, evidence-based approach to valuing improvements in wellbeing, such as reduced loneliness, improved mental health, and increased life satisfaction.

■ Wellbeing Impact Assessment Methodology

To complement the SROI analysis and capture the broader legacy of the NHS LIFT programme, a bespoke Wellbeing Impact Assessment (WIA) methodology was developed in 2024 and refined for this 2025 report. Full details on this WIA methodology are available in the appendix. This dual-method approach—SROI and WIA—ensures that both tangible and intangible impacts are credibly captured, from improved health outcomes to enhanced community cohesion.

Together, these methodologies provide a comprehensive, credible, and values-led framework for understanding the social value created by Fulcrum's infrastructure investments.





TWO: PRIORITY THEMES COMMUNITY CONNECTION

As an investor in health infrastructure, Fulcrum places a premium not only on delivering high-quality buildings but also on creating meaningful social value. Across England, Fulcrum's 40 healthcare facilities are more than clinical spaces, they are trusted, inclusive environments where people connect, build relationships, and feel a sense of belonging. This section explores how Fulcrum's investments reduce loneliness, promote inclusion, and strengthen community cohesion. These outcomes are measurable, tracked using wellbeing indicators⁵, such as "People to Rely On," "Loneliness," and "Belonging to Neighbourhood."

At Tower Hill in Kirkby, Fulcrum supported the transformation of a traditional health centre into a vibrant hub offering youth clubs, support groups, and social prescribing activities. The result is a safer, more connected community where trust is built through daily engagement. In Lambeth, the Akerman Wellbeing Hub offers free, flexible space to local groups supporting underserved populations. Through co-located services and strong partnerships, the Hub has become a focal point for community resilience and early intervention. Gracefield Gardens in Streatham blends clinical care with cultural programming and mental health services. Events like the Little Big Peace Festival, the Memory Café, and a

community garden foster inclusion, wellbeing, and a sense of shared identity.

These centres are not isolated institutions, they are embedded in the heart of the communities they serve, offering safe, welcoming environments where people feel seen, heard, and valued. Together, they demonstrate Fulcrum's commitment to creating healthcare spaces that support social cohesion and wellbeing. By embedding healthcare, Fulcrum is helping to build not just healthier individuals, but stronger, more connected communities. The case studies that follow illustrate how these outcomes are being delivered in practice.





2.1 CASE STUDY: Tower Hill Primary Care and Community Resource Centre

Tower Hill Primary Care and Community Centre in Kirkby, Liverpool, was developed by Fulcrum's subsidiary company Renova Developments, and exemplifies how a healthcare facility can become a cornerstone of community life.

The centre serves a population facing multiple challenges, including deprivation, social isolation, and loneliness, with many young people at risk of gang culture with drug and alcohol dependent parents. In response, Knowsley Council, led by Stronger Communities Coordinator Lesley Barnabas, helped to set up a vibrant community hub to sit alongside the clinical services offered by the building.

A full weekly calendar of community activities now animate the space, with daily sessions including everything from youth clubs and sewing circles to laughter therapy, yoga, meditation, and support groups for parents and survivors of domestic abuse.

The community hub also hosts a range of organisations that directly address social isolation and trauma. For example, the CELLS Project works with young people to break cycles of crime, while Soul Sisters supports survivors of domestic abuse. Care Merseyside, a social prescribing charity, delivers sessions in singing, yoga, and mindfulness; these activities have been proven to reduce anxiety and foster social connections.

These initiatives are transformative. Participants report feeling safer, more confident, and more connected. The centre has become a place where people can be vulnerable together, where trust is built not just in services, but in each other.



Measurable Impact

These examples of outstanding community engagement can be combined with the high quality of medical services offered by Dr Maasarani and his team at Tower Hill. Using wellbeing valuation methods aligned with the UK Government's Green Book and the ONS Wellbeing Framework, the cumulative impact across stakeholder groups in 2023-2024 was estimated at over £164 million.

▲ Engaging with young people through the CELLS project⁶

2.2 CASE STUDY: Akerman Wellbeing Hub

Following community research commissioned in 2021, Fulcrum, in partnership with CHP, Lambeth Council, and the South East London ICB, reconfigured the ground floor of the Akerman Health Centre to create five bookable rooms. These rooms – now collectively known as the Akerman Wellbeing Hub – were made available free of charge to local community groups, with a focus on supporting underserved populations, including young people, working adults, and Black/African/Caribbean and Black British communities. The Akerman Wellbeing Hub exemplifies how existing healthcare space can be reimagined to serve as a cornerstone of community life.



The Wellbeing Hub hosts a variety of community partners, each contributing to the social fabric of the area. These include the Well Centre, which provides holistic health and wellbeing support for young people aged 13–21; the Carers Hub where carers aged 5+ are able to improve their wellbeing and gain social connections; and the LEAP Multilingual Café, which offers early years support to families, fostering inclusion and early development. At least five organisations use the space weekly, with others participating on an ad hoc basis. These groups deliver a range of activities that address social isolation, mental health, and economic hardship.

Measurable Social Impact

The Hub is for the benefit of around 160,000 people who live within a mile of The Akerman, although some may also come from other communities. Drawing upon a wide-ranging review of stakeholder perspectives, including utilisation data supplied by CHP and indicators identified in HM Government's Green Book, Fulcrum were able to use financial proxies to quantify the impact of the Hub. This included, where appropriate, placing a value on negative and unanticipated change as well as positive changes. The wellbeing indicators considered included life satisfaction, happiness, satisfaction with healthcare system, engagement with arts and culture, sports participation, depression or anxiety, and satisfaction with health. This evaluation showed that the Hub has delivered significant social value.

In 2023 alone, it generated an estimated £1.5 million in social impact. This equates to a social return on investment (SROI) of 29:1, meaning that for every £1 invested, £29 of social value was created. Coupled with the wellbeing impact of the medical centre, this represents a substantive contribution to the Lambeth community.

By offering free, flexible space to community groups and fostering partnerships rooted in trust and shared purpose, Fulcrum has helped create a space where people feel seen, supported, and connected.

As Sarah Beaumont-Smith, UK Strategy Director for Fulcrum, noted:

*"As the NHS takes vital steps towards more community-based health care, the Akerman project underlines the strength of investing in modern, flexible buildings that can adapt and evolve to meet the changing needs of local communities."*⁷

The success of the Akerman Wellbeing Hub demonstrates the power of place-based investment in community health. Fulcrum and its partners continue to build on this foundation, with plans to expand the Hub's reach and deepen its impact. As the NHS and local authorities seek to address health inequalities and promote preventative care, the Akerman model offers a compelling blueprint for how to do so through community connection.

2.3 CASE STUDY: Gracefield Gardens Health and Social Care Centre

Gracefield Gardens in Streatham, South London, is another compelling example of how healthcare infrastructure can be transformed into a vibrant community hub. The centre integrates clinical services with a range of community-led initiatives that promote social cohesion, reduce loneliness, and build trust among residents – some examples of these are below.



Celebrating Culture and Identity: The Little Big Peace Event

One of the most impactful community events hosted at Gracefield Gardens is the Little Big Peace Event, a festival that celebrates culture, peace, and resilience. The 2024 event featured meditation workshops, Zumba, flamenco, massage tasters, and educational sessions on topics like adultification bias, a form of racial prejudice affecting Black children. This event not only offered residents opportunities to de-stress and connect through shared experiences but also provided tools for social empowerment. The theme of “Identity and Community Resilience” resonated deeply with attendees, many of whom left with a renewed sense of purpose and belonging.



▲ A selection of events at Little Big Peace Event 2024 (Gracefield Gardens) ⁸

A Multidisciplinary Approach to Mental Health and Wellbeing

Gracefield Gardens is also home to the Living Well Network Alliance which was delivered as part of a £2.3million investment in the building, helping to deliver a multidisciplinary mental health service that brings together NHS professionals and voluntary sector organisations. This alliance provides both short- and long-term mental health care, reducing the need for repeated assessments and fragmented referrals. The co-location of services makes it easier for residents to access support in a familiar and welcoming environment.

Maria, an NHS representative, noted that “the integrated setting makes the experience of accessing support more comfortable for patients”. Ola, from the voluntary sector, highlighted how the inclusion of third-sector organisations “allows for more flexible, person-centred care, empowering individuals to manage their own wellbeing”.

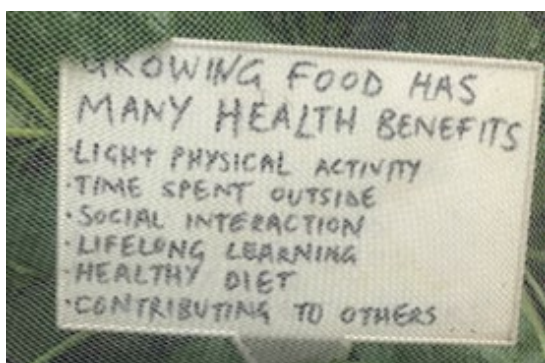
Community Activities That Build Belonging

Gracefield Gardens hosts a range of community activities that directly address loneliness and foster a sense of belonging. These include:

- The Memory Café, held weekly by Home Instead, supports individuals with memory loss and their carers through social activities like yoga, arts and crafts, and knitting. Participants benefit from a nurturing environment that offers emotional support and companionship. As one suggested:

“Your support and care meant a lot to him during this difficult time and his family are forever grateful for the kindness you showed in the final stages of his life” ⁹

- **The Lambeth Breastfeeding Network**, which meets every Monday, provides peer-led support for new and expectant mothers. This initiative helps reduce isolation during the perinatal period and fosters strong peer connections.
- **The NHS Weight Management Programme**, tailored for residents from Black African, Black Caribbean, Latin, and South Asian backgrounds, combines physical activity with nutritional education. Participants like Lanceford Brown have reported significant health improvements and increased confidence, saying that he 'found the programme very educational' and that 'the main thing the programme has given me is structure'.
- **The community garden**, maintained by Lina Okunoren (CHP) and the Lambeth GP Food Co-op, is another cornerstone of Gracefield Gardens' social impact. It offers residents a space for light physical activity, social interaction, and learning about sustainable food practices. The garden is a living symbol of community resilience and shared responsibility.



▲ Co-supported growing garden (Gracefield Gardens)¹⁰

Gracefield Gardens demonstrates how Fulcrum's investment in community-centred healthcare infrastructure can deliver far-reaching social value. By embedding services that address both clinical and social determinants of health, the centre has become a trusted space where residents feel connected, supported, and empowered.

2.4 CONCLUSION (Community Connection)

The case studies of Tower Hill Primary Care and Community Resource Centre, the Akerman Wellbeing Hub, and Gracefield Gardens Health and Social Care Centre collectively illustrate the important role Fulcrum's assets play in fostering social cohesion, reducing loneliness, and building trust within communities. These centres are not just healthcare facilities; they are dynamic, inclusive spaces where health and wellbeing can be approached holistically in a way that strengthens the social fabric of the community.

At Tower Hill, the transformation of the centre into a vibrant community hub has created a safe and welcoming environment for residents of all ages and backgrounds. The Akerman Health Centre, through its Wellbeing Hub, demonstrates the power of co-located services and community partnerships in tackling loneliness and fostering resilience. Gracefield Gardens exemplifies how integrated services, and cultural programming can deepen community bonds.

Across all three sites, Fulcrum's commitment to embedding healthcare within the social and cultural life of the community is evident. At a time when social isolation and health inequalities remain pressing challenges, Fulcrum's approach offers a compelling model for how infrastructure can be leveraged to create not just healthier individuals, but stronger, more connected communities.



THREE: PRIORITY THEMES

HEALTH AND WELLBEING OUTCOMES

Fulcrum's health infrastructure is designed not only to deliver clinical services but to improve the overall wellbeing of individuals and communities. This section of the report explores how Fulcrum's investments and partnerships have contributed to measurable improvements in physical and mental health. Through the application of Social Return on Investment (SROI) and Wellbeing Impact Assessment methodologies, as well as traditional health metrics such as life satisfaction, healthy life expectancy, and reduced anxiety, Fulcrum can quantify the impact of its facilities and programmes in ways that go beyond the patient journey to start capturing the lived experience of healthier, happier lives.

3.1 CASE STUDY: Parkview Centre for Health and Wellbeing

The Parkview Centre for Health and Wellbeing in West London opened in 2014 and was built to bring together a range of local health, social care and community facilities under one roof. It now accommodates child development services, dentistry, podiatry, speech and language therapy, community social services, along with four GP surgeries with space for up to twelve GPs.

Parkview is also at the heart of Fulcrum's partnership with QPR football club – a long-running collaboration that started in 2019 to help support residents, the NHS, and local health priorities. Fulcrum's partnership with Queen's Park Rangers (QPR) Community Trust exemplifies how strategic collaboration can deliver measurable improvements in physical and mental health, with two flagship programmes, Cook and Eat and Fit R's, that have significantly enhanced the wellbeing of residents.

Cook and Eat: Building Skills, Confidence and Health



Cook and Eat continues to deliver exceptional outcomes for the local school children involved in the project. The activity set as its objectives the promotion of health eating, teaching around basic food safety and hygiene, and education around household budgeting. Spending time with young people through the phases shows outcomes like improved health and wellbeing, better safety at home, increased financial independence, along with personal fulfilment (for volunteers from QPR or Fulcrum).

The first three phases of this project were monetised in line with HM Government's Green Book and relied on the WELLBY valuation (a wellbeing adjusted life year). In phase 3 this equated to £260,000 of social return on an £11,450 social investment by Fulcrum and QPR. In 2024 the quantification of impact migrated to more detailed analysis of the components of wellbeing. This detailed analysis of the wellbeing impact on participants resulted in a social impact valuation of £107,400; coupled with the additional impact gained for families of participants (£16,800) and patients accessing GP services at Parkview that learn to cook healthy food through digital advertising in waiting area at Parkview (Cook and Eat posters with quotes and photos from children, provision of take-home Cook and Eat booklets) (£71,000) means that Cook and Eat continues to add measurable value to Parkview residents' lives with £195,000 social impact. Across all phases this means that the partnership with QPR has delivered over **£715,900** in social value across all stakeholder groups.

Fit R's: Empowering Women Through Movement and Connection

Launched in 2023, the Fit R's programme is a women-only fitness initiative aimed at reducing cardiovascular risk and promoting mental wellbeing. Funded by Fulcrum and evaluated by Imperial College Health Partners¹², the programme has delivered strong outcomes in physical activity, energy levels, and social connectedness.

Participants reported increased confidence, reduced stress, and a greater sense of belonging. The sessions, which are free and inclusive, attracted a diverse group of women—many of whom are at higher risk of poor health outcomes. The programme's structure, including its welcoming environment and consistent coaching, was praised for fostering sustained engagement and positive lifestyle changes.



Wellbeing Outcomes and Social Value

The 'Cook and Eat' and 'Fit Rs' programmes both align with key wellbeing domains from the UK's National Measures of Wellbeing Dashboard, and are delivering outcomes that are not only improving individual lives but also reducing pressure on local health services by promoting prevention and self-care.

Fulcrum's partnership with QPR demonstrates how community-based health initiatives, when embedded in trusted local facilities, can deliver exceptional returns in wellbeing. By investing in programmes that are inclusive, practical, and rooted in local needs, Fulcrum helps to build healthier, more resilient communities; one meal, one workout, and one connection at a time.



3.2 CASE STUDY: Heart of Hounslow Centre for Health

The Heart of Hounslow Centre for Health is a flagship Fulcrum facility in West London, designed to deliver integrated, high-quality healthcare while also serving as a hub for community wellbeing. The centre spans five floors and houses a wide range of services, including multiple GP practices, Child and Adolescent Mental Health Services (CAMHS), dental care, and social services.

The centre's design and operational model support a holistic approach to health. By co-locating physical and mental health services, the facility ensures that patients receive coordinated care in a familiar and accessible environment. This integration is particularly beneficial for young people, with CAMHS offering psychotherapy, family therapy, and social work interventions.

The centre also supports staff wellbeing through initiatives like a shared garden, which promotes relaxation and biodiversity. These green spaces in urban areas help to support local ecosystems and nature. The garden contains planters growing fruit and vegetables which have been elevated to allow wheelchair users to participate, evidencing the drive for accessibility.

Wellbeing Impact Assessment

The impact of the Heart of Hounslow on wellbeing has been quantified using Fulcrum's Wellbeing Impact Assessment methodology. This approach combines qualitative insights with quantitative data to monetise the social value generated by the facility. Using wellbeing valuation methods aligned with the UK Government's Green Book and the ONS Wellbeing Framework, the cumulative impact across stakeholder groups in 2023-2024 was estimated at over £584 million.

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. These may, then, be used to support future business cases around remodelling the asset or influencing new funding decisions elsewhere in the estate.

Stakeholder	Cumulative Impact	Additional Data	Impact Ratio
GP Patients (Registered)	£180,395,000	54,373 patients registered	£3,318 wellbeing value per registered patient
GP Patients (with intervention)	£435,135,000	90,289 patients with intervention	£4,819 wellbeing value per GP intervention
Staff	£128,000	72 staff (GP and other practice staff)	£1,776 wellbeing value per member of staff

These figures reflect the significant return on investment in terms of improved health outcomes, reduced anxiety, and increased satisfaction with healthcare services. The Heart of Hounslow Centre for Health exemplifies how Fulcrum's infrastructure investments translate into real-world health and wellbeing benefits. Through integrated services, inclusive programming, and a strong focus on community engagement, the centre delivers measurable improvements in both physical and mental health. The data confirms that Fulcrum's model not only supports the NHS but also enhances the lives of thousands of residents in meaningful and lasting ways.



3.3 CASE STUDY: Tessa Jowell Health Centre

The Tessa Jowell Health Centre in East Dulwich is a modern, multi-service facility that exemplifies Fulcrum's commitment to delivering integrated, person-centred care. The centre hosts a wide range of services including renal dialysis, long-term condition management, children's services, physiotherapy, diagnostics, and community mental health support. It also provides dedicated space for non-clinical community activities such as exercise classes and wellbeing workshops.

A standout feature of the centre is its holistic approach to healthcare. For example, the Lower Limb Clinic, developed under the Age Well

programme, combines medical and socially prescribed care in one location. This reduces the stress of multiple appointments and builds trust by ensuring continuity of care with the same team.

The centre also benefits from a strong partnership with Dulwich Picture Gallery, which brings the power of art into the healthcare environment. This collaboration supports a person-centred approach to care, aligning with the NHS Long Term Plan's emphasis on social prescribing.



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Wellbeing Impact Assessment

The impact of the Tessa Jowell on wellbeing has been quantified using Fulcrum’s Wellbeing Impact Assessment methodology. This approach combines qualitative insights with quantitative data to monetise the social value generated by the facility. Using wellbeing valuation methods aligned with the UK Government’s Green Book and the ONS Wellbeing Framework, the

cumulative impact across stakeholder groups in 2023–2024 was estimated at over £164 million.

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. These may, then, be used to support future business cases around remodelling the asset or influencing new funding decisions elsewhere in the estate.

Stakeholder	Cumulative Impact	Additional Data	Impact Ratio
GP Patients (Registered)	£46,102,000	15,359 patients registered	£3,698 wellbeing value per registered patient
GP Patients (with intervention)	£101,568,000	23,363 patients with intervention	£4,719 wellbeing value per GP intervention
Activity Participants (Social Prescribing)	£146,000	20 participants per week	£3,869 wellbeing value per participant
Staff	£168,000	63 staff (GP and other practice staff)	£2,663 wellbeing value per member of staff

These figures reflect the centre’s substantial contribution to improving both physical and mental health outcomes in the community. The Tessa Jowell Health Centre is a model of how Fulcrum’s infrastructure and partnerships can deliver measurable health and wellbeing outcomes. Through integrated clinical services, innovative social prescribing, and a welcoming environment, the centre supports healthier, happier lives. The data confirms that this investment is not only improving care delivery but also enhancing the broader wellbeing of the community it serves.

3.4 CASE STUDY:
Newton Community Hospital

Newton Community Hospital is another outstanding example of how Fulcrum’s healthcare infrastructure delivers measurable improvements in both physical and mental health. The facility integrates GP services, outpatient care, inpatient beds, and community health initiatives, all within a modern, accessible environment. The hospital supports a wide range of services that contribute to improved health outcomes for local residents. These include:

- GP services with high patient satisfaction and continuity of care.
- Outpatient and specialist clinics that reduce travel time and stress for patients.
- Inpatient care that supports recovery in a community-based setting.

The facility’s design and service model promote trust in the healthcare system, satisfaction with care, and improved life satisfaction, key indicators in the National Measures of Wellbeing Dashboard.

Wellbeing Impact Assessment

The impact of the Newton Community Hospital on wellbeing has been quantified using Fulcrum’s Wellbeing Impact Assessment methodology. This approach combines qualitative insights with quantitative data to monetise the social value generated by the facility. Using wellbeing valuation methods aligned with the UK Government’s Green Book and the ONS Wellbeing Framework, the cumulative impact across stakeholder groups in 2023–2024 was estimated at over £110 million.

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. These may, then, be used to support future business cases around remodelling the asset or influencing new funding decisions elsewhere in the estate.

Stakeholder	Cumulative Impact	Additional Data	Impact Ratio
GP Patients (Registered)	£16,208,000	4,889 patients registered	£3,153 wellbeing value per registered patient
GP Patients (Appointments)	£21,223,000	19,706 GP appointments	£1,077 wellbeing value per appointment
Inpatients	£14,392,000	1,496 occupied bed-nights	£9,620 wellbeing value per bed-night
Outpatients	£60,756,000	11,392 outpatient appointments	£5,333 wellbeing value per appointment
Newton Community Garden Participants	£111,000	70 participants	£1,586 wellbeing value per participant
Staff	£49,000	47 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 LIFT building in this location has had measurable and meaningful social impact.



3.5 CONCLUSION (Health and Wellbeing Outcomes)

The case studies of QPR's community programmes, Tessa Jowell Health Centre, Heart of Hounslow, and Newton Community Hospital serve to demonstrate the transformative impact of Fulcrum's facilities and partnerships on both health and wellbeing outcomes. Each site, while unique in its setting and services, shares a common thread: the strategic integration of healthcare infrastructure with community-led initiatives that foster holistic wellbeing.

At the heart of these outcomes is a commitment to prevention, inclusion, and empowerment. The QPR partnership, through initiatives like Cook and Eat and Fit R's, has delivered measurable improvements in diet, physical activity, and mental health—particularly among young people and women at risk of cardiovascular disease. The Tessa Jowell Health Centre exemplifies how embedding arts and culture into healthcare can enhance mental wellbeing. This model of cultural social prescribing is a powerful complement to clinical care. Integrated services and inclusive

programming at the Heart of Hounslow, including both CAMHS and LGBTQ+ youth support, has created a safe, trusted environment for diverse populations. Newton Community Hospital demonstrates the value of integrated health and wellbeing infrastructure, enhanced by the Community Garden, which provides therapeutic benefits through nature-based activities.

Together, these case studies affirm that Fulcrum's approach, combining high-quality infrastructure with meaningful partnerships, delivers not just reactive healthcare, but healthcare with an emphasis on prevention and wellbeing. The measurable outcomes, from reduced loneliness and improved mental health to increased life satisfaction and physical resilience, underscore the importance of investing in spaces that serve both clinical and community needs.

Fulcrum's model is not only effective, but also essential for building healthier, more connected communities.



FOUR: PRIORITY THEMES EMPOWERMENT

Empowerment is a cornerstone of Fulcrum's social value strategy. Beyond improving health and wellbeing, Fulcrum's partnerships and facilities create opportunities for individuals and communities to grow, learn, and thrive. This includes building confidence, supporting financial resilience, enabling access to education and skills, and fostering environments where people can take control of their lives. These outcomes are often intangible but deeply transformative; Fulcrum uses both qualitative insights and SROI methodology to capture their value.

The One Knowsley Creative Arts Project supported perinatal women through creative sessions hosted in Fulcrum-supported LIFT buildings. Participants reported improved mental health, reduced loneliness, and renewed confidence—some even trained as facilitators, extending the programme's reach.

At St Chads Health Centre, Fulcrum enabled a legal advice initiative with the University of Liverpool Law School, where students provide

free "work and welfare" advice to residents. This boosts financial resilience while equipping students with real-world skills.

Also at St Chads, Fulcrum partnered with 12 Million Minds to deliver "Healing Spaces," a peer-led mental health group. Participants like MH and AK have rebuilt their lives—moving from emotional crisis to employment, education, and renewed purpose.

In New Malden, the Active Ageing Programme with AFC Wimbledon Foundation supports older adults through inclusive physical and social activities. Participants report improved wellbeing, reduced isolation, and stronger community ties.

Together, these initiatives show how Fulcrum's infrastructure supports cross-sector partnerships that empower individuals and strengthen communities, unlocking personal growth, resilience, and long-term opportunity. The detailed case studies that follow illustrate how these outcomes are being delivered in practice.

4.1 CASE STUDY:

One Knowsley Creative Arts Project

The One Knowsley Creative Arts Project is a powerful example of how Fulcrum's investment in community partnerships fosters long-term empowerment and opportunity. Delivered in collaboration with One Knowsley CVS, Singing Mamas, Creative Spaces, Dramatic Recovery, and supported by Fulcrum company Renova Developments, Community Health Partnerships, the Arts Council, and Improving Me, the project targeted perinatal women in one of England's most deprived areas.

The programme offered a series of creative sessions—singing, drama, and reading—designed to support women during the perinatal period. These sessions were hosted in accessible community health settings, including NHS LIFT buildings in Knowsley, and provided a safe, inclusive space for mothers to express themselves, build confidence, and connect with others.

Participants report significant improvements in mental health, reduced loneliness, and a renewed sense of identity and purpose. Many describe the sessions as transformative, helping them to regain confidence, develop new skills, and feel part of a supportive community. In their own words:

Rachel Fox (One Knowsley Three Arts Participant) thinks 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"¹⁵

Sophie Durnford (One Knowsley Three Arts Participant) 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"¹⁶



Stakeholders	Outcome	Social Value
Singing Mamas Participants	Improved mental health and wellbeing	£82,000
	Better life chances for children	£106,000
	Reduced loneliness	£123,000
Creative Spaces Participants	Improved mental health and wellbeing	£164,000
	Better life chances for children	£109,000
	Reduced loneliness	£141,000
Dramatic Recovery Participants	Improved mental health and wellbeing	£14,000
	Better life chances for children	£22,000
	Reduced loneliness	£18,000
Drop-in / Taster Sessions	All outcomes combined	£12,000
Activity Leaders, Volunteers	Personal fulfilment	£67,500

The One Knowsley Creative Arts Project is a compelling example of how Fulcrum's investment in community partnerships can unlock personal growth, resilience, and long-term opportunity. By supporting creative expression and social connection, the project has delivered measurable social value and empowered mothers to take control of their wellbeing and futures. It stands as a model for how healthcare infrastructure can be leveraged to deliver lasting, transformative impact.



4.2 CASE STUDY:

University of Liverpool Legal Advice at St Chads

Since September 2023, St Chads Health Centre in Kirkby has hosted a pioneering legal advice initiative in partnership with the University of Liverpool Law School. This project, introduced by Fulcrum company Renova Developments, provides free “work and welfare” advice to local residents, offering a vital service in a community facing economic hardship and complex social challenges.



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The initiative is embedded into the university’s curriculum, allowing final-year law students to deliver real-world advice on welfare benefits, employment rights, and statutory entitlements such as sick pay and disability support. These sessions are held weekly at the health centre, creating a seamless link between healthcare and social justice.

Residents benefit from immediate, practical support that can improve their financial resilience and reduce stress. Students, in turn, gain valuable experience in client-facing roles, enhancing their confidence, communication skills, and employability. In their own words:

“The locals of Kirkby are learning more about what rights, benefits and support they are entitled to, simply through a five-minute conversation with one of us.”

Neeki Arkian, Law Student

“The weekly advice sessions offer us the chance to provide much-needed help and support to this community during an extremely difficult time.”

Megan Hughes, Law Student

“We believe that empowering individuals with knowledge of their welfare rights leads to informed decisions and a stronger, more resilient community.”

Labeeb Qaiser, Law Student

These reflections underscore the dual impact of the programme—empowering both the community and the students who serve it.



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The initiative also supports the NHS’s broader goals by addressing social determinants of health. By helping residents resolve financial and employment issues, the project reduces stress-related health problems and supports overall wellbeing. As Professor Lydia Hayes of the University of Liverpool notes:

“At a point when people are accessing healthcare services, it is not unusual for them to be thinking about issues like entitlement to sick pay or disability support. This health justice partnership is brand new, and we can’t wait to roll it out to other health centres.”

The ambition is to expand the model across other Fulcrum-supported sites, integrating legal advice into the broader ecosystem of community health and wellbeing. The University of Liverpool Legal Advice Project at St Chads is a model of how Fulcrum’s infrastructure can support innovative, cross-sector partnerships that empower individuals and strengthen communities. By embedding legal support within a trusted healthcare setting, the project delivers tangible benefits in financial resilience, personal growth, and long-term community capacity—making it a powerful example of social value in action.

4.3 CASE STUDY: 12 Million Minds

In 2024, Fulcrum company Renova Developments and Community Health Partnerships, facilitated the integration of 12 Million Minds into the St Chads Clinic in Kirkby. This collaboration exemplifies how Fulcrum's community-centred approach empowers individuals to overcome adversity, rebuild their lives, and contribute to a more resilient community.

12 Million Minds delivers "Healing Spaces," a free, compassion-led mental health support group for individuals living with emotional trauma, ranging from bereavement and long-term illness to isolation and redundancy. The group offers a safe, non-judgmental environment where participants can share experiences, receive peer support, and access holistic therapies including meditation and art.

Evidence can be seen through the story of MH, a young mother who transitioned from emotional crisis to career progression, illustrating the transformative power of community-based mental health support.

"MH started prioritising her self-care and focussed her limited energy on feeling a lot stronger both mentally and physically. MH had wanted to retrain into another job, that would be her career eventually. MH resigned from her care job and started working at a local chemist 2 days a week. After 12 months MH had been promoted within the shop, she was happy working as a team and being people-focused in her role. 2024 and MH is working 4 days whilst navigating her apprenticeship that will lead to education and qualification in pharmaceuticals."

Deborah Sykes, Founder, 12 Million Minds

The programme not only supports emotional wellbeing but also helps participants regain control over their lives, often leading to re-employment or further education. For example, MH's journey from care work to a pharmaceutical apprenticeship demonstrates how mental health recovery can unlock economic opportunity.

Similarly, AK, who had suffered multiple bereavements, found the strength to return to work and plan a celebratory trip—an act of reclaiming agency and joy.



▲ 12 Million Minds at St Chads



▲ Collaborating with Macmillan ¹⁹

"AK continues to be an active member of Healing Spaces... She told me that the group helped her to feel again, to start processing the losses and to start moving forward again with small positive steps."

Deborah Sykes, Founder, 12 Million Minds

By embedding 12 Million Minds within the St Chads Clinic, Fulcrum has helped transform a clinical space into a holistic wellbeing hub. The programme now supports over 40 individuals, many of whom go on to support others—creating a ripple effect of empowerment and resilience within the community.

The partnership between Fulcrum, Renova, and 12 Million Minds is a compelling example of how infrastructure can be a platform for healing and empowerment. By providing space and support for grassroots mental health initiatives, Fulcrum is not only improving individual lives but also nurturing the long-term resilience of entire communities.

4.4 CASE STUDY:

AFC Wimbledon – Active Ageing Programme

The Active Ageing Programme, delivered in partnership between Fulcrum and the AFC Wimbledon Foundation, is a powerful example of how community-based health initiatives can foster personal growth, resilience, and long-term wellbeing. Designed for older adults, including those living with dementia or experiencing bereavement, the programme offers weekly sessions that combine physical activity with social connection and emotional support.

Held at St Joseph's Roman Catholic Church in New Malden, the sessions are inclusive, welcoming, and tailored to the needs of participants. Activities range from light exercise and games to group discussions and social time. The programme is led by trained facilitators who create a safe and supportive environment where participants can rebuild confidence, form friendships, and rediscover joy in movement.

Participants consistently report that the sessions are the highlight of their week. For many, it is the only time they leave the house, engage socially, or feel part of a community. In their own words:



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“

I lost my husband and being here helps a lot—it helps me get on with my life.”

“I love it, I wish every day was Monday.”

“Shirley [the group leader] is born for this job—she is incredible.”

”

These testimonials reflect the deep emotional and social impact of the programme, which goes far beyond physical health.

Social Value and SROI

The programme was evaluated using SROI methodology. With an investment of £10,175 from Fulcrum, the programme will generate an estimated £58,254 in social value over 5 years, an SROI of 5:1.

Stakeholder Group	Empowerment Outcomes	Social Value (£)
Participants (Exercise)	Life satisfaction, local community integration, people to rely on, sports participation, healthy life expectancy, satisfaction with health, physical health conditions	£6000
Participants (Social Activities)	Life satisfaction, feeling anxious, feeling things done in life are worthwhile, happiness, loneliness, satisfaction with social relationships, local community integration, people to rely on, trust in others, depression or anxiety, engagement with arts and culture, satisfaction with local area	£44,000
Participants (Enrichment Trips)	Life satisfaction, feeling things done in life are worthwhile, engagement with arts and culture, visits to nature, loneliness, satisfaction with the local area, belonging to the neighbourhood	£23,000
Participants (Health Promotions)	Satisfaction with health, healthy life expectancy, people to rely on, depression or anxiety, satisfaction with own education and skills	£3,000
AFC Wimbledon Staff & Volunteers	Volunteer satisfaction is considered as a mean from participant wellbeing improvements	£5,000

These outcomes reflect improvements in physical and mental health, increased confidence, and stronger social networks—all of which contribute to long-term resilience and reduced reliance on health and social care services.

The programme also strengthens community infrastructure. It creates a replicable model for other Fulcrum sites, demonstrates the value of cross-sector partnerships, and supports the NHS's goals around preventative care and ageing well. By embedding the programme in a trusted local setting, Fulcrum and AFC Wimbledon have created a sustainable, scalable intervention that delivers lasting impact.



As **Cheryl Gill (Community Development Manager, AFC Wimbledon)** suggests:

“This initiative reflects our commitment to supporting older adults in leading healthier, happier lives. By combining physical activity with social connection, we hope to positively impact our community’s wellbeing and provide an inclusive space for older adults to come together.”



4.5 CASE STUDY: Sarah Beaumont-Smith and the Empowerment Agenda

As UK Strategy Director of Fulcrum Infrastructure Group, Sarah Beaumont-Smith has been instrumental in shaping a values-led investment strategy that places community empowerment at the heart of healthcare infrastructure.

In 2025, Sarah was named as a Leading Woman in Infrastructure in the Partnerships Awards for her outstanding leadership in public-private

partnerships. The award highlighted Sarah's role in delivering a range of vital social infrastructure across the UK, but also her tireless work to create opportunities for other women to enter, thrive, and lead in the industry. This ethos has guided Fulcrum's approach to embedding social value into every aspect of its operations—from building design to programme delivery.



▲ Sarah (Centre) receiving award at Partnership Awards²¹



In receiving the 'Leading Woman in Infrastructure' award, **Sarah Beaumont-Smith** said:

"Throughout my involvement in delivering vital health centres under the NHS LIFT model, my main driver has been to make these buildings inclusive parts of their communities, helping to empower local people and supporting communities to grow and thrive."



4.6 CONCLUSION

Empowerment

The Empowerment theme in Fulcrum's 2025 Social Value Annual Review highlights the transformative potential of infrastructure when it is designed not only to serve but to uplift. Across diverse communities and through a wide range of partnerships, Fulcrum has demonstrated that healthcare facilities can be catalysts for personal growth, social mobility, and long-term resilience.

From the creative expression embedded in the One Knowsley Creative Arts Project to the empowerment offered through the University of Liverpool Legal Advice Clinic, Fulcrum's assets and social investments enable individuals to reclaim agency over their lives. Programmes like 12 Million Minds and the AFC Wimbledon Active Ageing initiative show how emotional healing, social connection, and physical activity can combine to rebuild confidence and purpose, particularly for those facing trauma, isolation, or bereavement.

Moreover, Fulcrum's leadership — exemplified by UK Strategy Director Sarah Beaumont-Smith — has championed a values-led approach that places people at the heart of infrastructure. This ethos has helped redefine what healthcare spaces can be: not just places of treatment, but platforms for opportunity, inclusion, and transformation.

In a time of growing inequality and complex social challenges, Fulcrum's empowerment agenda offers a compelling model for how infrastructure can be leveraged to build stronger, more self-reliant communities. It affirms that when we invest in people's potential, the returns are not only measurable, but they are also life changing.







FIVE CONCLUSION

Fulcrum's Social Value Annual Report makes a compelling case for using healthcare infrastructure as a platform for social transformation. This report shows that infrastructure investment can, and should, do more than deliver clinical services. It can foster social cohesion, improve population health, and empower individuals to lead more resilient, fulfilling lives. The evidence presented across Fulcrum's portfolio - ranging from multi-million-pound wellbeing impacts to deeply personal stories of recovery and growth - proves that social value is not an abstract ideal, but a measurable, investable reality.

For public sector partners, this report could be considered a blueprint for how to align infrastructure spending with national priorities

such as health equity, preventative care, and community empowerment. For private sector partners, it is a demonstration of how long-term, values-led investment can deliver both financial returns and lasting social value. Fulcrum's use of rigorous impact assessment methodologies, aligned with HM Treasury's Green Book and the ONS Wellbeing Framework, ensures that these outcomes are not only felt but credibly evidenced.

As the UK continues to navigate complex health and social challenges, the need for infrastructure that is flexible, inclusive, and future-ready has never been greater. Fulcrum's model offers a proven path forward, one that integrates public purpose with private expertise to deliver infrastructure that truly improves lives.



SIX APPENDICES

6.1 SROI Methodology

SROI is a structured and transparent approach that follows a clear set of well-defined principles. This process, and the principles by which it is guided are set out in the table below:

SROI Process	SROI Principles
1. Establishing Scope & Identifying Key Stakeholders	1. Involve Stakeholders
2. Mapping Outcomes	2. Understand What Changes
3. Evidencing Outcomes and Giving Them a Value	3. Value What Matters
4. Establishing Impact	4. Include Only What is Material
5. Calculating the SROI	5. Avoid Over-Claiming
6. Reporting, Using and Embedding	6. Be Transparent
	7. Verify the Result

SROI is an adjusted cost benefit analysis that quantifies the value of social, environment and economic outcomes that result from an intervention²². It builds on traditional financial and economic tools to identify and measure those things that matter most to stakeholders.

For calculation of return, a monetary value is assigned to each outcome. However, SROI is 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. | 3. ATTRIBUTION is a measure of how much of the outcome was caused by the contribution of other organisations or people. |
| 2. DISPLACEMENT is a measure of how much of this activity displaced other activities. | 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:

$$\frac{((\text{Financial proxy for outcome}) \times (\text{quantity of outcome})) - (\text{deadweight} + \text{displacement} + \text{attribution})}{\text{duration (adjusted for drop off and discount rate)}} \div \text{Financial (or equivalent) cost of the activity or intervention} = \text{SROI ratio}$$

6.2 Wellbeing Impact Assessment Methodology

In 2023 Fulcrum commissioned a project to look at measuring the intangible social value for services delivered from the Newton Community Hospital. To deliver this a new and innovative methodology was developed that relied on 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.

This is ground-breaking research - although the WELLBY²³ has been used to monetise the wellbeing value of an NHS Prevention and Enablement Model [PEM]²⁴, 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. It provides a different lens to the business case for the LIFT model or similar Public Private Partnerships and offers insights into the buildings' role within each community.

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.

Each step on a WELLBY scale was worth £13,000 in 2021, which now equates to £15,300 to account for inflation but also represents a general improvement across up to 59 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 outlined further above 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.



6.3 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.

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