



The value of a social tenancy

A socio-economic evaluation based on Hyde's housing portfolio



The value of a social tenancy



At Hyde, we have always believed that a social tenancy improves people’s life chances and helps them thrive in a number of ways. It contributes to their wellbeing – that is, it helps them to realise their potential, enjoy their environment, work meaningfully and contribute to their community.

The simple provision of more social housing reduces the high social and financial costs associated with other forms of housing, which are often temporary, lack security, do not enjoy the scrutiny of a regulator and don’t offer a scalable solution.

However, we do not just provide social housing. We seek to create balanced communities, avoiding a return to the past of single tenure housing estates. Balanced communities can result in healthy interdependence and create fertile ground for better outcomes for individuals, communities and society as a whole.

If one half of the social outcomes achieved by housing associations can be attributed to affordable homes being built and maintained to a decent standard, it is perhaps the human relationships and the physical presence of housing associations’ frontline staff that are responsible for the other half.

This year, we commissioned an independent report by consultant Bates Wells Braithwaite (BWB) – the conclusions of which are outlined in this publication – to better-understand and quantify the social impact we are having as an organisation (our ‘social purpose’). It also helps identify the extent to which we contribute to societal change.

I am delighted this study has concluded that, by creating safe and sustainable communities, and reinvesting any surplus we generate into building homes and improving our services, we are contributing to improved education, increased employment, better mental and physical health conditions, improving family relationships and increasing engagement with social services.

Together, these improve life chances for everyone. Society as a whole benefits, as the burden on resources (emergency services, healthcare and local authorities) is reduced, and the economy grows through higher educational attainment and employment.

The insight provided by this study will help shape our future strategy and ensure we continue to provide more people with a roof over their head so they can make a home. In this brochure we have included some personal stories of our residents and staff, which really bring this social value to life. I hope you will find it as informative as I do.

Elaine Bailey, Chief Executive, the Hyde Group

Our operating environment

The southern half of England is deep in a housing crisis, with too few homes being built and the price of a home about 10 times the average salary. Private rents are equally unaffordable for most people, with people in London, for example, spending an average of 40% of their incomes on rent.

While those in social housing have some protection from rent increases, market rents continue to rise faster than salaries for the lowest earners. In addition, a social tenancy is typically much longer than one in the private sector, offering a more secure and stable home.

Housing associations, such as Hyde, play a key role in filling the gap between private and public housing providers. They bring a social purpose, years of experience, networks oriented towards achieving desired outcomes, as well as the funds (through their surpluses and grants) to invest into building more genuinely affordable homes.



The price of a home is about **10 times** the average salary.



People in London spend an average of **40% of their incomes** on rent.



Market rents continue to **rise faster than salaries** for the lowest earners.



Social tenancies are typically much longer than private sector ones, offering more secure and stable homes.

How we calculate social value

We sought to assess how our core services create social value.

We first looked at life without social housing. We then examined the impact of having a social tenancy, such as better outcomes for residents; increased levels of employment; the savings made by local authorities, the police and the NHS (among others) and the economic value created by building and maintaining homes. A proportion of the difference between not having and having social housing gives us an estimate of the total social value of a Hyde tenancy.

Research, by Bates Wells Braithwaite, involved analysis of our own data; workshops with Hyde staff and residents; interviews with residents, staff, the police and local authorities; a targeted literature review and data collection from a number of published studies.

Read the full report

The value of a social tenancy report is available on our website:

www.hyde-housing.co.uk/value-to-society



The direct social value of a Hyde tenancy

£11,175

Annual value of a Hyde tenancy

£401m

Total annual value of Hyde's tenancies



The economic benefits of building and maintaining homes

£165m

Annual impact of Hyde's construction activities

£41m

Annual impact of Hyde's maintenance services



Total social value

Adding direct social value, construction and maintenance together:

£16,906

Total annual social value of a Hyde tenancy

£607m

Hyde's total annual social value



People are more likely to work if they live in social housing

£20,280

Value generated by each Hyde resident in work

£12,150

Local economic activity generated by each Hyde resident in work

£172m

Total economic impact of Hyde residents in work



Social housing saves money for society as a whole

The direct social value of a Hyde tenancy (ignoring construction and maintenance) is shared between a number of sectors, including:

£93m

Health-related savings generated by Hyde tenancies

£52m

Local authority savings by moving people out of temporary accommodation

£55m

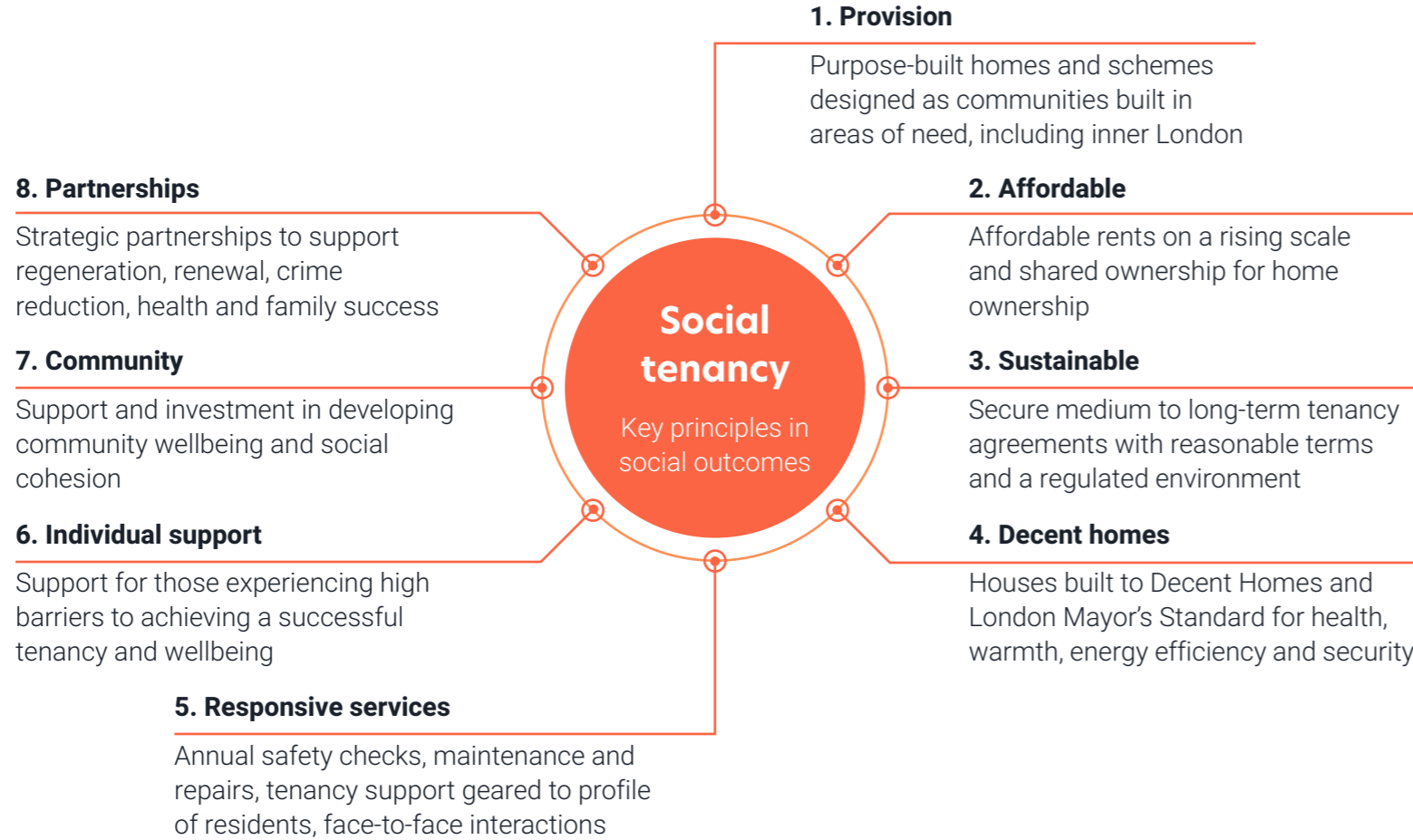
Savings in reduced police call-outs and the cost of crime

A Hyde home is worth more than you think

How Hyde's services create social value

We provide eight core areas of services that create value for residents, communities and wider society.

We do not just provide homes - we provide affordable sustainable tenancies that meet the Decent Homes Standard. We then wrap responsive services, individual support, a structured and supportive community and a range of strategic partnerships around tenancies, to make them work.



Comparing life with and without social housing

The value of a social tenancy can be assessed by considering the outcomes of life with or without social housing.

We create value by enabling people to move out of crisis or by preventing them falling into crisis. We do this by ensuring they have greater levels of stability, through decent, well-maintained homes, longer tenancies, advice and support.



Measuring the impact of a social tenancy

Our eight core areas of services work together to deliver social value under five pillars of wellbeing: financial, mental, physical, relational and purpose.

The degree of wellbeing and resilience in each of these pillars determines whether people will struggle or have stability. By providing decent homes, we create outcomes that benefit individuals, communities and wider society.

		Eight core areas of services (Provision, Affordable, Sustainable, Decent Homes, Responsive services, Individual support, Community, Partnerships)				
		Financial wellbeing	Mental wellbeing	Physical wellbeing	Relational wellbeing	Purpose
Individual	Debt reduction	Greater stability	Fewer GP visits	Improved family wellbeing	Increased attainment & growth	
	Access benefits & employment	Reduced isolation	Fewer falls	Timely social service support	More able to act as a carer	
	Reduced fuel poverty	Improved addiction/recovery	Fewer childhood accidents & deaths	Less vulnerability	Participation & volunteering	
	Improved living standards	Improved life chances	Reduced respiratory disease, CVD ¹ , EWDs ² , suicides	Reduced offending		
Community & society	Capital for regeneration	Greater participation	Reduced strain on health & social care	Reduction in costly service demand	Increased agency	
	Contribute to meeting housing demand	Improved community wellbeing	Reduction in costly service demand	Generation effect	Healthy interdependence	
	Boost to employment	Reduction in costly service demand	Reduced health inequalities	Greater social & cultural capital		
	Boost to economy	Increased service capacity	Increased societal participation	Place-based change		

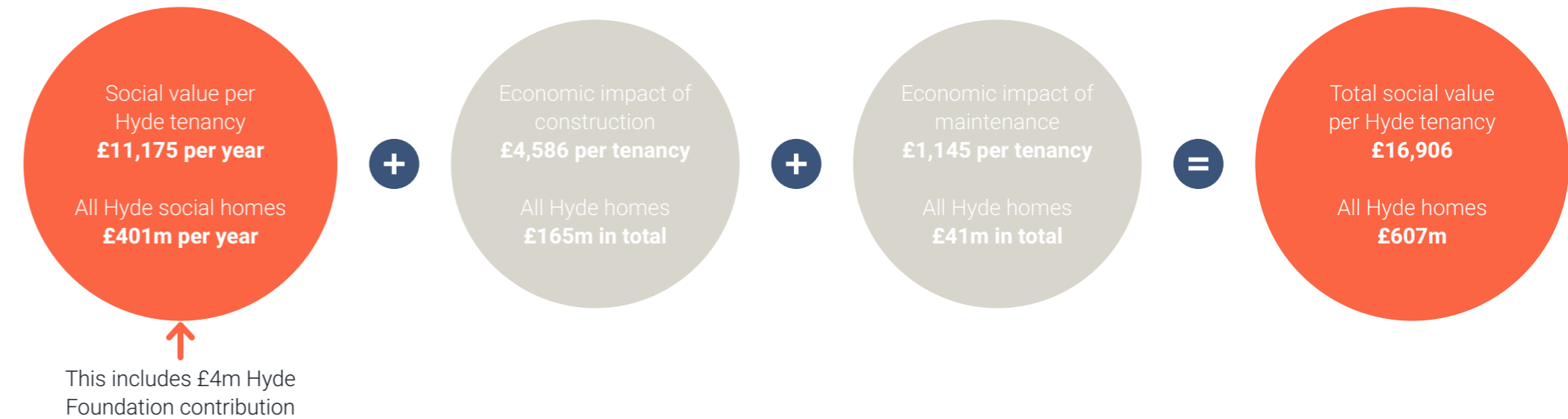
1. Cardiovascular disease
2. Excess winter deaths (through cold etc.)

The value of a Hyde social tenancy

Social value is generated from a combination of better outcomes for individuals, savings to public services, economic value created and more efficient use of resources.

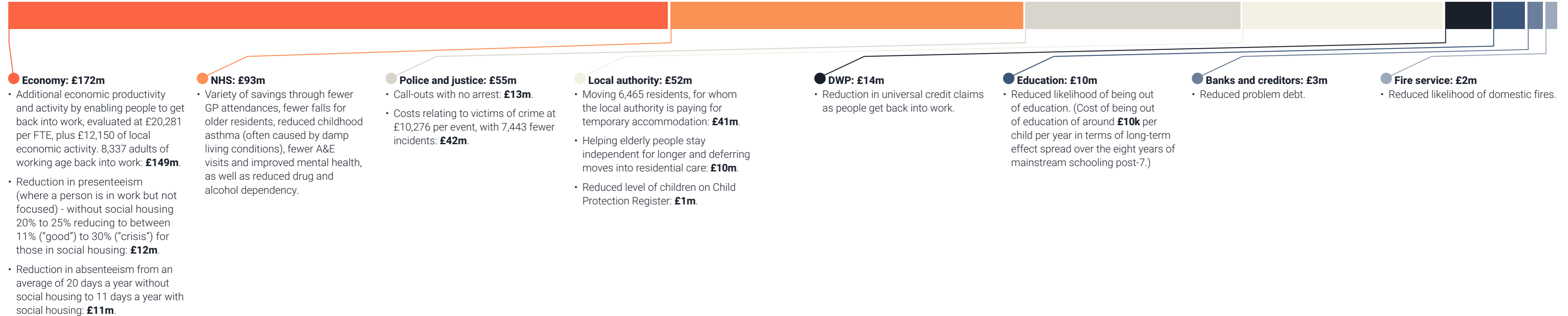
Having considered how the value differs between people with and without social housing, the direct social value of a Hyde social tenancy has been calculated as £11,175 per year (a total of £401m across all our social tenancy homes).

Together with the economic impact of our construction and maintenance activities, this gives a total social value of a tenancy of £16,906. As a whole, we deliver a total value of £607m a year.



The £401m direct benefits of a social tenancy explained

The total annual financial benefit of a Hyde social tenancy is £401m (ignoring the economic value of construction and maintenance activities) and is shared between a number of sectors: local authorities; police and justice; education; the National Health Service; the Department for Work and Pensions; the economy; the fire service and banks and creditors.



Improving wellbeing

Our activities, from building homes to providing landlord services, work together to improve wellbeing for residents, communities and society as a whole.

The degree of wellbeing determines an individual's reliance on services and the contribution they are able to make in terms of employment and social contribution.

For example, adults experience good or improved mental wellbeing if they live in decent homes under affordable and stable tenancies. This enables people to find, retain or improve their employment opportunities, thus creating a ripple effect within the wider economy.

Likewise, children are physically and mentally healthier and miss fewer school days, if they live in a stable home in good condition.

Older people living in decent homes adapted for their needs have a reduced risk of falls and are

healthier if homes are more energy-efficient. This means they can live independently for longer, delaying the time when they have to move into residential care.

Over the next few pages, we present personal stories from residents that demonstrate how we support society under each of the wellbeing pillars.

“Wellbeing is an outcome from which everyone can realise their potential, enjoy their environment, work meaningfully and contribute to their community.”

Carnegie UK Trust



The five pillars of wellbeing

Financial wellbeing

Financial wellbeing is the degree to which people can afford housing, food, clothing, utilities, financial surprises and still have enough left over to be able to live a meaningful life.

Mental wellbeing

Mental wellbeing is the degree to which people can realise their own potential, to cope with the normal stresses of life, work productively and fruitfully and are able to make a contribution to their community.

Physical wellbeing

Physical wellbeing is not just the absence of illness. It is about being safe, sheltered and in good health and is closely connected to mental wellbeing.

Relational wellbeing

Relational wellbeing is the degree to which people are able to form positive and beneficial relationships with partners, children, family and neighbours, within the community and at work.

Purpose

Having a sense of purpose motivates people to work towards a fulfilling future and helps them achieve.



Financial wellbeing: Richard's story

After almost two years spent living in a one-bedroomed caravan with his three young children, Richard's prospects of finding a permanent home for his family seemed bleak.

At times, it was so cold that their water froze and the boiler failed, forcing him to turn to extended family to cook a meal or bath the children, one of whom was only a baby.

Richard, who is 35 and lives in Kent, used to be a support worker for people with learning disabilities but, when his marriage broke down and he was awarded sole custody of his three children, now aged two, three and five, he stopped work to look after them.

"I had to make a home for the kids, but the caravan was cramped," he explains. "The living room was part of the kitchen, which was dangerous, and we needed more space. There were times when it was really, really bad."

When the owners of the land threatened to evict Richard last year, the family were placed in temporary accommodation.

"It was very daunting because we had to wait; it was worrying because, even though we needed to get out of the caravan, it was still our home. We didn't know where we were going to go or if the council was going to help."

After six weeks, Richard received a call from Hyde offering him a three bedroomed house with a garden. "When Hyde phoned out of the blue and asked us to have a look at this place it was overwhelming. It was a really nice feeling that something constructive was happening."

Richard has mild Asperger's Syndrome. "I'm ok, but I need some support. When we were put into temporary accommodation, it was really hard. When I met the lady from Hyde she was really reassuring, telling me about everything Hyde offers."

He has also received extra support from Hyde staff, who helped with benefit calculations and provided guidance when a mix-up resulted in a very high water bill. "They were very approachable, they explained everything clearly until I understood it."

Now that the family is settled in their new home, Richard says his children are happier and more

confident. His eldest daughter is enjoying being at the local primary school and the youngest attend a nearby nursery.

They all feel part of their community, he says. "I talk to the neighbours and it seems like a really nice community and the kids have got more friends. It is a nice mix of social housing and people who own their houses. We're part of something here."

"The kids have structure in their lives. This is what they should be entitled to and we're blessed we've got it. They know where they are living and have no worries about being cold or having to be out. They've got security now."

Financial wellbeing

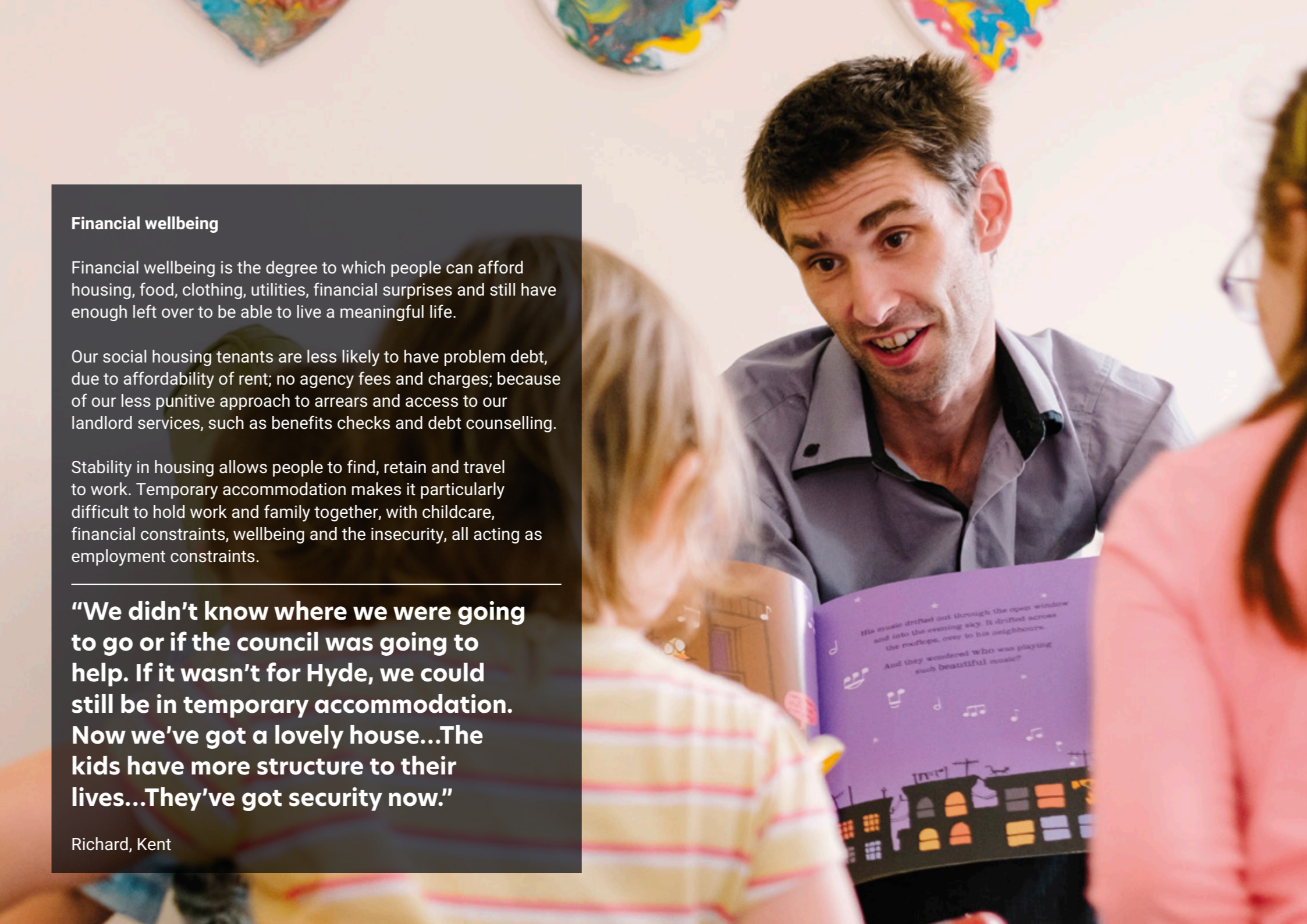
Financial wellbeing is the degree to which people can afford housing, food, clothing, utilities, financial surprises and still have enough left over to be able to live a meaningful life.

Our social housing tenants are less likely to have problem debt, due to affordability of rent; no agency fees and charges; because of our less punitive approach to arrears and access to our landlord services, such as benefits checks and debt counselling.

Stability in housing allows people to find, retain and travel to work. Temporary accommodation makes it particularly difficult to hold work and family together, with childcare, financial constraints, wellbeing and the insecurity, all acting as employment constraints.

"We didn't know where we were going to go or if the council was going to help. If it wasn't for Hyde, we could still be in temporary accommodation. Now we've got a lovely house...The kids have more structure to their lives...They've got security now."

Richard, Kent



Mental wellbeing: John's story

When John's hoarding problem spiralled out of control, he was terrified he would be thrown out of his home.

Desperate to hide his increasingly squalid situation, he ignored letters from his new Hyde Tenancy Officer Laura Bond.

Eventually, when Laura and her colleague arrived at his flat to find flies buzzing outside and a strong smell of ammonia, John reluctantly opened his door to reveal how hoarding had taken over his life.

John's living space had been reduced to a tiny corner of one room, with his kitchen and bathroom virtually inaccessible. Rubbish was piled to within a metre of the ceiling, the windows were obscured and there was a thick carpet of trash underfoot.

John, 50, who lives near Haslemere in Surrey, says: "I used every excuse I could think of to avoid that meeting but Laura was persistent. Eventually, it became clear that I had to open the door."

John's hoarding meant that he hardly spent any time at home and almost lived in his car, which he saw as a refuge. He would leave the house at 9am and return at 11pm, having spent the evening in a nearby Tesco car park, to use the supermarket's

facilities. He could only just squeeze through his front door, and would wait until there was no one around before he entered or left, to make sure that his neighbours could not see inside his flat.

"I felt shame because I'd allowed it to get to that state. Then there was a relief. I felt at least I didn't have to hide it anymore. I thought: 'I'm out, I'm done, I'm finished'. I didn't want to lose the tenancy. But it soon became clear Hyde wanted to help and it didn't take long for trust to build. We worked together: Laura drew up a plan which I followed."

As this was a serious case, Laura had to act quickly to protect John, the property and the other tenants in the block. Within four weeks, the flat had been cleared and deep cleaned, with more than 10 tonnes of rubbish taken away in two huge skips. The only item that John asked the clearers to save was his collection of fishing tackle, one of his favourite hobbies.

Almost two years later, John's flat is still neat and tidy. He and Laura maintain regular contact, which helps him stay motivated in keeping his flat in good condition.

John, who spent 10 years in care as a child, does not have any family and his close friend and fishing

companion died a few years ago, leaving him isolated, with no one to turn to.

Without the support of Hyde, John is certain that he would not have been able to tackle his hoarding problem alone. "I emailed Laura last summer to tell her that if it hadn't been dealt with, I think I probably would have died in there.

"Having the emotional support from Laura helped. She enabled me to [turn things around] and I know she's always there if I ever need her. I just needed somebody to trust me, because not many people have."

For John, the day that Laura arrived on his doorstep was both the worst and best of days.

"Looking back, that was the day that saved my life and also got me on the road to sorting it all out. Laura ringing up every six months saying she wants to come and see me is a bonus. I'm not going to let it get to the stage where things are overwhelming me again."



Mental wellbeing

Mental wellbeing is the degree to which people can realise their own potential, to cope with the normal stresses of life, work productively and fruitfully and are able to make a contribution to their community.

Stable, secure and affordable housing in good condition can significantly improve the mental wellbeing of residents, by reducing stress, overcrowding and sub-standard conditions—all of which can significantly test someone's resilience. Good quality housing has also been linked directly to a reduction in the burden on healthcare and police services (people in poor housing are often the victims, as well as sometimes the perpetrators, of crime).

Additional services, through Hyde's network of health and social care teams and other organisations, combine to deliver mental wellbeing support to residents.

"If my flat hadn't been cleared, I think I probably would have died in there."

John, Surrey

Physical wellbeing: Shana's story

When Shana's trusted landlord died, she was faced with having to find a new home that was adapted for her disability and was shocked to discover she had nowhere to go.

After a year of searching, Shana was on the brink of having to live in a care home, when a specially-adapted ground floor flat built by Hyde became available. For Shana, who has Multiple Sclerosis (MS) and uses a wheelchair, it was a life-changing moment.

"When I found out the flat was available, I felt an overwhelming sense of relief that I was about to get a roof over my head," she says. "As it began to sink in, I felt incredibly lucky. The flat is three bus stops away from my old home, so my friends and support network are all still nearby."

Shana, 39, who lives in Portslade near Brighton, has a team of assistants who help her get ready Monday to Friday. She uses a scooter to get around her flat, which is fitted with wide doors, an adapted bathroom and a push-button front door. There is also parking for carers.

Now that Shana has an adapted home, she realises how much her life had been compromised in her

previous flat, which had been ideal when she moved in, but became dangerous and inaccessible, as her health deteriorated.

"Being in a specially adapted flat is amazing. Everyone, including me, began to realise how I'd been living before moving here. I was basically living in my bedroom. I moved a fridge in there and kept food under the bed which then attracted rats. Looking back, it wasn't OK, but my landlord was brilliant and, when I had to stop running my business and went on to housing benefit, he was fine. I never thought about an alternative."

Although Shana is relishing her independence, and is resuming her commitments to various MS charities and local voluntary work, she admits her year-long housing uncertainty took its toll.

"It was really traumatic because finding somewhere to live was so out of my control. I assumed I would always be able to afford to rent and buy somewhere – it never occurred to me that I'd be in this situation.

"Everything was on hold. I didn't want to travel anywhere, just in case I got a call about a flat. On a Thursday the housing list came out, so if I got asked to do anything that day, I'd say no. I felt I might miss out."

Having experienced such a precarious situation, Shana really appreciates her secure home. She also has the added confidence of knowing that if her condition worsens, any additional equipment she might need, such as a hoist, could be easily installed.

"We're so desperately in need of this type of accessible accommodation. I know that my flat is not only suitable for my needs now but that it will be suitable for my needs in the future. Knowing that I can stay here and that I don't have to face those kind of accommodation problems in the future is just a massive weight off my mind."

Physical wellbeing

Physical wellbeing is not just the absence of illness. It is about being safe, sheltered and in good health and is closely connected to mental wellbeing.

People's physical wellbeing improves (or at least does not further degrade) as a result of stable and secure homes that are well-maintained, energy-efficient and offer good quality indoor and outdoor space. A resident's financial situation also improves, enabling them to buy better food and heat their homes.

"We're so desperately in need of this type of accessible accommodation. My flat is suitable for my needs now and in the future. Knowing I can stay here, and I won't face accommodation problems in the future, is a massive weight off my mind."

Shana, Brighton

Purpose: Robyn's story

Having grown up in social housing, Hyde Property Manager Robyn is perfectly placed to help residents get the most out of their homes and community.

Robyn, 23, was raised in south London and still lives in a Hyde property, which she shares with her mum. After leaving college, she worked in a supermarket, while she decided on a career, when her mum received an email inviting applications for Hyde's apprenticeship scheme.

To Robyn's surprise, she not only won a place on the scheme, but loved it, and was offered a full-time job with Hyde after only seven months of her apprenticeship.

"I never, ever thought I'd work in housing but working for Hyde is very different," she says.

Robyn has had a number of different roles in the four years she has worked for Hyde, including customer services and administration, and particularly enjoys the rapport she has with residents. Helping people resolve problems gives her a particular sense of pride.

As well as working with residents, Robyn is responsible for making sure the communal spaces in the estates she works with are clean, tidy and safe. She recently came up with an idea to turn a green

space on a Hyde estate in south London into a fruit and vegetable patch and is in the process of trying to regenerate a children's playground.

"This green area wasn't really being used for anything. It was overgrown, with lots of rubbish, so it didn't look nice. The area was cleared and beds created, which are now producing an inviting array of fruit and vegetables. The residents have taken ownership of this space and are maintaining it.

"Now there are tomatoes and vegetables growing in there and the garden is well-maintained. You can see the difference that it makes to residents."

Cassell House, in south London, is part of a much larger estate that has a history of anti-social behaviour problems, which Hyde staff have worked closely with police to tackle.

"The estate had a reputation for anti-social behaviour and Cassell House needed sprucing up. Our ASB team has done a massive job working with the police and residents to tackle the ASB issues," Robyn says. "Cassell House is now an open, safe environment and there is more unity in the community, because residents speak to each other and we hold meetings with them. We are also giving the block a facelift, making it much more inviting and nicer to look at, which really helps."

Creating a welcoming and caring environment is very important to Robyn, who is aware, from personal and professional experience, that social housing can attract negative stereotypes.

"There is a stigma attached to social housing. You can be labelled as coming from a troublesome area and people think you're probably on housing benefit. In fact, a lot of housing association homes are really nice. Some are better than the properties people rent privately. I think more education is needed so that people realise this."

Robyn feels fortunate to have a career which she finds so fulfilling.

"I realised that I'm a role model to certain people, which has been really positive for me. Now I encourage other young people. I tell them that, just because they didn't go to university or do what they were 'meant' to do, it doesn't mean that's the end for them.

"I enjoy coming into the office because I feel that today, like every other day, I'm going to change something about someone's life or their living conditions that will have a really positive effect."

Purpose

Having a sense of purpose motivates people to work towards a fulfilling future and helps them achieve.

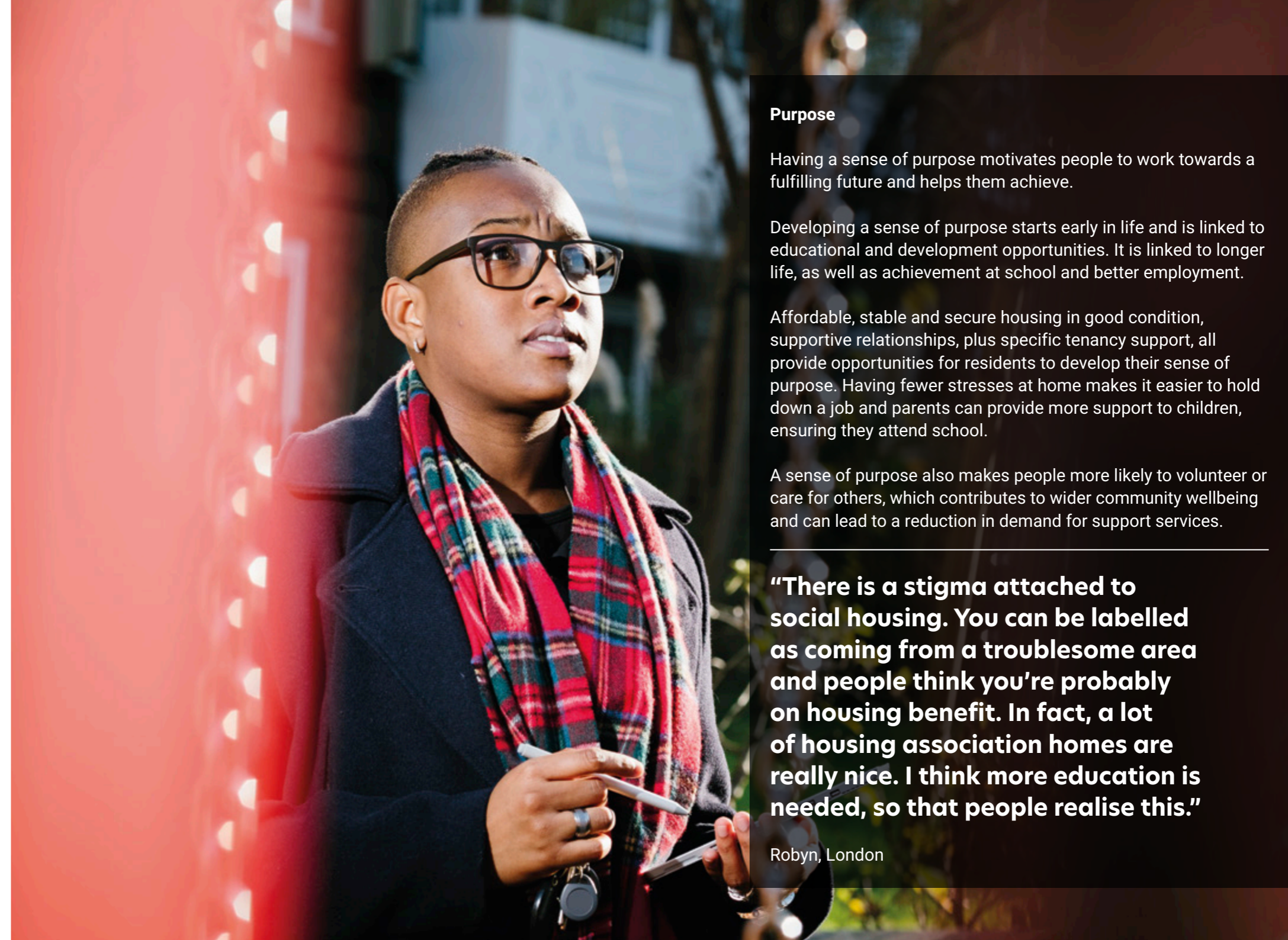
Developing a sense of purpose starts early in life and is linked to educational and development opportunities. It is linked to longer life, as well as achievement at school and better employment.

Affordable, stable and secure housing in good condition, supportive relationships, plus specific tenancy support, all provide opportunities for residents to develop their sense of purpose. Having fewer stresses at home makes it easier to hold down a job and parents can provide more support to children, ensuring they attend school.

A sense of purpose also makes people more likely to volunteer or care for others, which contributes to wider community wellbeing and can lead to a reduction in demand for support services.

"There is a stigma attached to social housing. You can be labelled as coming from a troublesome area and people think you're probably on housing benefit. In fact, a lot of housing association homes are really nice. I think more education is needed, so that people realise this."

Robyn, London



Relational wellbeing: Juliet's story

Having had her sons taken into care and living rough during more than 20 years as a heroin and crack cocaine addict, Juliet appreciates her Hyde home a little bit more than most.

Juliet, who is known as Jewels, says she can scarcely believe that she has a place to call her own.

"This place is my little palace – it's amazing. From the moment I spoke to the first person at Hyde, I knew that they that actually cared. Hyde people are really genuinely caring, lovely people – they go way beyond what they're supposed to do. Having a secure home is a massive part of my support system. When I shut this front door it is my front door. I feel safe here. I'm so happy to have been given this chance."

Jewels, 49, gave up drugs in February 2013, after being on the brink of an overdose and has worked hard to stay clean ever since.

As an addict she lost everything - her daughter left to live with grandparents and her two sons were taken into care, she lived on the streets, lost touch with her family and spent six months in prison for a drugs-related offence. She didn't see her sons for 15 years and has only been reunited with her daughter, who is now 30, in the five years she has been off drugs.

When Jewels moved back to her native Kent a few years ago, she was living in private rented accommodation while she supported her mother, who has dementia. After experiencing problems with her landlord, she was forced to move into a homeless hostel.

A year later, and having unsuccessfully bid on a number of other properties, she was delighted to be told that a Hyde flat, which she had set her heart on, was available.

"As soon as I saw it, I thought that's it – that's the one for me. I nearly fell over when I was told I'd got it."

Jewels now has a very close relationship with her daughter, and sees her grandchildren regularly. She and her two sons recently attended her daughter's wedding together.

Jewels credits her drugs support group for helping her deal with her addiction. "A lot of people put the drugs down and think that's it, I've done it, but that's the easy part, the hard work starts when you have to change your thinking."

Now that she has her own home, Jewels helps people who are stuck in the grip of addiction.

She volunteers with a number of charities and an organisation which supports newly-released prisoners.

"I'm one of those people – I'm just clean, I'm not any different. I've learnt there is another way. You don't have to go to prison to clean up, you haven't got to be on the street and be on drugs. What you do need, is someone to listen.

"It's like looking in the mirror. The only thing that's different is that I don't use. I've sobbed with them because I know that, while I'm so far removed from [their situation] now, it is only a hair's breadth away."

"A lot of people like us, we just want to belong somewhere. Now I'm in my flat, I've got belonging. I've gone through a lot but I've earned this place, I really have. I deserve it. It's the first time I've ever said that. This is where I'm supposed to be."

Relational wellbeing

Relational wellbeing is the degree to which people are able to form positive and beneficial relationships with partners, children, family, neighbours, within the community and at work.

A stable and uncrowded home environment reduces stresses and strains on family and personal relationships and can provide a starting point for the formation of new ones. Our research has shown a clear link between good and stable housing and the quality of relationships between parents and children.

By working with other social housing providers and agencies such as social services and local healthcare providers we help identify families in need of support early. Our projects, from volunteering schemes to mentoring programmes and investment in community resources, help provide families at risk with support networks that help prevent crime, abuse and drug-related deaths, all of which come with a high impact and high cost to society.

"Having a secure home is a massive part of my support system. When I shut this front door it is my front door. I feel safe here. I'm so happy to have been given this chance."

Juliet, Kent





Read the full report

The value of a social tenancy report is available on our website:
www.hyde-housing.co.uk/value-to-society

About the Hyde Group

The Hyde Group was established in 1967 to provide homes for those left behind by the market. We are an award winning provider of homes, combining social purpose with entrepreneurial drive and professionalism.

Hyde is one of the largest housing associations working in England, owning or managing circa 50,000 homes in London, Kent, Surrey, Sussex,

Hampshire, the East of England and East Midlands. This means that more than 100,000 residents have a home at a price at which they can afford, with long tenancies that give them the chance to improve their life chances.

The homes that we build, as well as the ones we already own, include those for shared ownership, for social rent, for outright sale and for private rent.

Hyde Housing Association is a not-for-profit organisation but our family of companies, which makes up the Hyde Group, includes charities and profit-making subsidiaries. The money that we make is used to build more homes for those excluded from the market.

To find out more about the Hyde Group visit www.hyde-housing.co.uk

Bates Wells Braithwaite

BWB's Advisory & Impact department works co-productively with social good organisations to help them identify opportunities for social impact and develop pragmatic impact measurement frameworks for integrated reporting. We also specialise in conducting impact studies to evaluate, value and articulate social outcomes that organisations achieve through their work.

The Hyde Group, 30 Park Street, London SE1 9EQ
0800 3 282 282 | www.hyde-housing.co.uk



If you would like this document in one of Hyde's community languages or another format please contact us.