

CREATE SROI FORECAST



## CREATE Potential Academy - Forecast SROI

Liz Riley – January 2012

## CREATE SROI FORECAST

**This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report.**

# CREATE SROI FORECAST

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## Executive Summary

The CREATE Potential Academy opened in June 2010 in order to expand our capacity to help people with a history of homelessness and rough sleeping into work. We were aware that the number of people we could help by providing employment in our own business was limited by the market for our goods and services and the Academy was an opportunity to pilot an alternative approach. The model was to take as trainees, people who, through working with housing providers and other agencies, were in a position (physically and psychologically) to move into work in around 12 weeks.

The overall cost of the project was estimated at £277,000 and it was funded by Homes and Communities Agency (£15,000) and Supporting People, Leeds (£184,000); with training mentors provided by Elmfield Training to the value of £78,000.

We decided to use Social Return on Investment (SROI) to explore, measure and manage the impact of the Academy, because we felt that the approach would enable us to investigate and take account of stakeholder views, systematically building up a picture of the social, environmental and economic impacts. Representing these as notional monetary values was wholly consistent with Create's business focussed, commercial approach. The objectives of this forecast SROI were to:

- Support a focussed and targeted evaluation of the Academy in future years through baselining
- Inform the development of the Academy, ensuring it focuses on the outcomes which are most relevant to stakeholders
- Inform funding proposals to support the Academy
- Provide a model for SROI forecasts/evaluation in the other business areas
- Inform and support the growth of CREATE business clusters in other cities in the UK

Stakeholders groups were identified and a sample of these were asked what changes they expected to see for themselves or their organisation as a result of the Academy programme. Views were sought in group or individual interviews or via questionnaire. Information from the project proposal was also used to describe the model and estimate the cost.

Trainees hoped that the Academy programme would help them achieve outcomes which would change their lives. They anticipated that, as a result of taking part in the Academy:

- *I will have a regular wage so that I can be financially independent and not have to scrounge off the dole*
- *I want to have a job which I enjoy, which challenges me and gives me some status so that I can show what my skills and capabilities are*
- *(I) will improve my self-esteem, and self confidence in my own abilities and decision making*
- *It will mean I have better relationships with family and friends*
- *I will have a better house, in a safe area*

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Their theory of change was that work experience and training would provide them with new skills and be a selling point to potential employers; leading to a job and that succeeding at work would enable them to re-enter and function effectively within society.

Since this initial forecast, subsequent interviews with trainees and ex trainees have confirmed and add detail to this theory of change. They said that:

- 'The Academy gave me the confidence to go after work'
- 'I'm much more confident and outgoing not just keeping myself to myself. Being involved with Create was a great boost'
- 'I get on better with my family and I've made new friends'
- 'I can talk to people about my problems, I feel proud of myself and what I've achieved'
- 'I've been more chilled out myself. Since my mind's been focussed on bigger and better things (it) has improved my mental health'
- 'Starting with Create got me out of bed in the morning and I got back into a routine, so I got a job again.'
- 'It got me my life back'
- 'I learned about work and professional standards; new ideas about capabilities and skills - I'd never thought of doing anything like (catering) before. Now (I'm working) I've so much pride, I've money in the bank. I've more options to go places'
- 'I got the confidence to wait on tables and talk to people. Now I love getting on with people, meeting new people.'
- 'I've made a real effort and I'm proud of myself. I don't want to waste my life in gaol'
- 'I've a new routine I'm not depressed and isolated any more'

In summary, what trainees value about being in employment: is not the work itself but the way that work supports aspirations to home, family and self actualisation.

The outcomes for people working in the Create Businesses and the Create Directors expected were a mixture of benefits for the individuals concerned and benefits to the Business. They anticipated that these would not be entirely positive; working with trainees could potentially lead to a drop in productivity and quality which could reduce profitability. While it would not usually be appropriate to include these types of impacts which are essentially business rather than social impacts in an SROI, and, indeed, the commercial benefits to Elmfield training are excluded in this forecast, the Business Benefits for Create can justifiably be treated differently. Create's theory of change, expressed by the Directors in their interviews and in the organisations' Mission Statement, is that the Businesses exist only to fund its Social Mission and the Academy pilot was the new means by which Create would deliver this in 2010-11. For Create commercial activity has to succeed to fund work experience for trainees, so, the outcomes for businesses directly impact on the organisation's ability to achieve its Social Mission and deliver social change. Excluding the impacts on the Businesses from the forecast would, therefore, result in an incomplete picture of the potential social value.

The impact map shows that Jobcentre Plus also expected to benefit from the Academy as the specialist provision it offered would make their advisers' lives easier. Other organisations working with homeless people had a similar theory of change and hoped that links with Create would enable them to report some progress on their

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targets around employment. CLG and Supporting expected to gain strategic learning and more experience of different ways of working

In accordance with convention, the impact map modelled the value of change over a period of up to 5 years. While some impacts, particularly the impacts positive and negative on the productivity of the Business and on partner organisations, were expected to be short lived, trainees expected that the impacts for them would be long term. For these (and other long term changes which were anticipated) the value of the change is expected to decline over time, as other factors come into play. Adjustments have also been made throughout to acknowledge the extent to which the change which would have been achieved without this project (deadweight); the potentially negative impact of the change on other people (displacement) and the extent to which other people/organisations contributed to the change (attribution). Wherever possible these adjustments have been forecast based on evidence from similar cases, although, in some cases they have been estimated based on the experience of stakeholders and other people running similar projects.

Exploring different volumes of change and proxy values shows a forecast social impact for the CREATE Potential Academy of between £1.39 and £3.75 for every pound invested. The impact map on which this report is based estimates that the social value of the Academy will be at least £1.69 for every pound invested.

A sensitivity analysis tested the different assumptions which underpin this calculation by altering the volume of the impacts, the rate at which the value will decline and the other factors which affect the value of the impacts in subsequent years. This showed that the most sensitive outcomes to changes in the impact data were the anticipated *improvement in self-esteem* to trainees and the *delivering social mission* change for Create as an organisation. The outcomes for trainees are, not surprisingly, especially sensitive when considered together, because the social value of the Academy depends on the results it produces for trainees.

This forecast was originally intended to be a baseline for an evaluative study in summer 2011. This was begun as planned but it quickly became apparent that there were problems with the data which had been collected and that the rapid organisational changes which had taken place over the year (largely as a result of the SROI work) would make it impossible to produce a relevant, meaningful evaluative report. Moreover, the interviews with trainees for both this and the forecast report raised concerns issues about the quality of the data collected from them using traditional group and individual interview methods. In the circumstances I decided that it was more important to remedy these problems rather than attempting an evaluative SROI which was not likely to be useful for Create. However, the information collected for this abortive evaluation has been fed into the Academy redesign process and has already proved immensely valuable, particularly in ensuring that Create's new Academies in Doncaster, Sunderland, and Manchester learn by the experience of the Leeds Academy and don't repeat the same mistakes.

I, therefore, decided to complete and submit this report to document the process by which the forecast was completed and the learning from it applied, despite the time which had elapsed since the original work. This will be valuable for the Create team and, hopefully, useful and of interest to others looking to use SROI to improve the social impacts in the organisations they are working with.

## **Acknowledgments**

Thanks to the trainees, staff and Board members at Create in Leeds and for the help, advice and encouragement from SROI Network colleagues in Yorkshire.

### **The current situation**

Since this forecast was completed (October 2010) there have been changes to the Leeds businesses and CREATE has begun the implementation of a strategic Business Plan which aims to replicate our outside catering and restaurant businesses in other cities in the UK. The Academy programme has also developed, based largely on the research used to compile this report

This forecast was originally intended to be a baseline for an evaluative study in summer 2011. This was started in June 2011 as planned, but it quickly became apparent that there were problems in producing a meaningful or relevant SROI.

- Stakeholder interviews, particularly with ex-trainees were referring back to a delivery model which had already been significantly changed as a result of comments from the forecast and good practise interviews, with the main change being a move away from a formal training/learning initiative to a programme focussed more on work experience.
- The business model had also begun to change significantly as a result of trainee and business manager feedback, with the businesses which produced fewer work experience opportunities or work experience opportunities which were not a good match for our trainee group (the café and shop) being closed to make way for ones which would provide trainees with more opportunities.
- These changes had resulted in significant alterations to the management structure and none of the changes were yet sufficiently well embedded to allow any meaningful impact measurement of the new way of operating.
- Changes to job descriptions resulting from the new ways of working had led/were in the process of leading to significant changes of personnel. This meant that stakeholders interviewed in June – August were commenting on different models of delivery depending on how they had been impacted by the subsequent personnel changes and how long they had been involved with Create.
- Much of the data collected by mentors was to support training outputs (qualifications achieved) and that there was open resistance from some of them to collect data on personal change. There was also a lack of some basic information particularly on trainee contact details and referrers.
- These interviews also raised issues about the quality of the data collected from them in traditional group and individual interviews. Asking them simply to reflect on the changes for them at the end of the Academy programme or sometime after the programme was clearly very difficult for some and it seems likely that the information is skewed by a disproportionate input from those who most are able to self-reflect or most adept at 'people pleasing' and tell us what they think we want to hear.

In these circumstances I decided that it was more important to remedy these problems rather than attempting an evaluative SROI as it was not likely to be useful as the organisation which had undergone such significant change in the period under consideration.

However, the information collected for this abortive evaluation has been fed into the Academy redesign process and has already proved immensely valuable. I, therefore, decided to document the process by which the forecast was completed and the learning from it applied and to use it to apply for accreditation, despite the



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time which had elapsed since the original work. This will be valuable for the Create team and, hopefully, useful and of interest to others looking to use SROI to improve the social impacts in the organisations they are working with.

### Scope and Stakeholders

#### ***The Create Foundation: objectives, values and activities,***

The CREATE Foundation is a social enterprise which started in Leeds September 2007 with the aim of employing people with a background of homelessness and rough sleeping in our own catering businesses. In subsequent years our mission statement and objectives have remained consistent, but we have continually reviewed the effectiveness of the way we work and sought to make improvements, opening (and sometimes closing) new business areas and looking for opportunities to work in other parts of the country.

#### **Mission statement**

Our mission is to provide meaningful activity, training and employment opportunities for people who have been homeless, marginalised or vulnerable.

We are committed to providing opportunities for people to gain real work experience, readjust to the disciplines of work and rebuild their lives.

#### **Values**

Our values are 'Dignity through Work', 'Outcomes not intentions', 'Results through Partnerships', 'Pioneering Enterprise', 'Create a trusted brand'.

#### **Activities**

We run businesses which trade in the local economy, generating income and providing employment opportunities, training places and volunteer opportunities. In June 2010 we ran the following businesses:

- *Outside catering and 3 cafes* where people learnt food hygiene, preparation and presentation skills and gained by the experience of working with our qualified staff.
- *Retail.* People working in our fashion shop/dress agency in the St John Centre in Leeds learnt retail skills, including customer service, visual merchandising, marketing, cash handling and stock control.
- *Warehousing and delivery.* Create held the franchise for FareShare West Yorkshire, redistributing quality surplus food from producers and retailers to the projects in West Yorkshire which needed access to food and good nutrition. People working in this part of our operation learned warehousing, distribution and stock control skills as well as customer service.

All the profits from our businesses are reinvested in our company or in supporting our work with the homeless community.

Prior to June 2010 we sought to achieve our objectives by employing people in the businesses who had been homeless and providing some volunteer places. From April 2009, we had also provided 8 placements a day to offenders on the West Yorkshire Probation Service unpaid work programme.

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In June 2010, at the point at which we opened the Academy, CREATE employed around 25 staff (full and part time) in Leeds, and Bradford and our partners, Elmfield Training, employed the Academy team – initially a Manager and 1 training mentor, although there were plans from the start to recruit another mentor as the programme grew (Annex A).

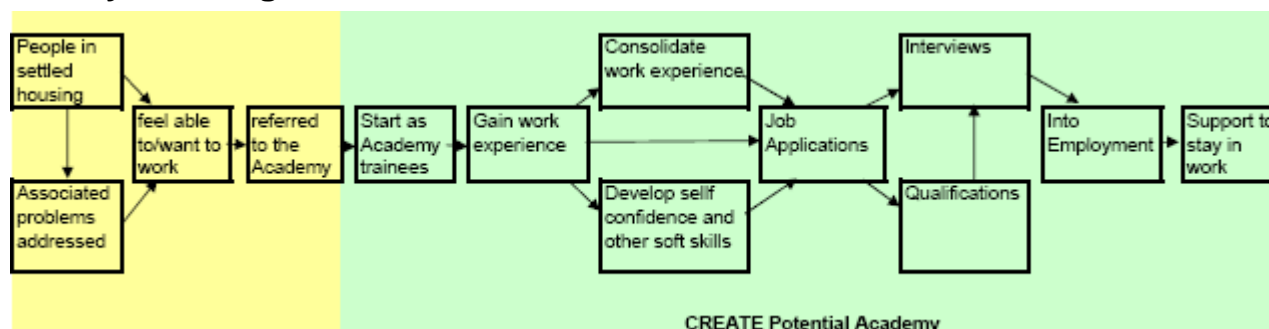
The intention was that the Academy would expand CREATE's capacity to work with our client group. The number of vulnerable people who could be employed within our businesses was limited by the market for our goods and services and we did not want to expand them to the extent that we lost the 'local/personal' touch which we thought made them the ideal places for people with a homeless background to work. However, we recognised that there was a much larger need than our current model would cope with.

The plan was that the CREATE Potential Academy would run alongside the businesses and maximise our impact by moving people who were formerly homeless or rough sleepers into work with other employers, initially with Morrison's plc. who are major supporters of CREATE and who were continuing to expand and recruit despite the recession.

### Capacity

Our original plan (on which this forecast SROI is based) was for the Academy to take 4 groups of about 20 people at quarterly intervals. The first group (15 people) began on 12 June 2010.

### Theory of change



This intervention logic diagram above shows the theory of change on which the Academy was based. People in settled housing, with any other associated problems (debt, substance abuse, offending etc.) either addressed or well on in the process of being addressed, would be referred to the Academy by housing providers. In the Academy they would gain around 21 hours a week work experience in at least 2 of the CREATE businesses (one of which would be customer facing). This would be consolidated, off the job, by 2 days in the training centre, reviewing what they had learnt to put it in the context of what employers want/expect to see. Taken together this would help trainees develop self-confidence and soft skills which would enable them to apply more successfully for jobs and to present themselves more effectively at interview, ultimately moving them into work within the 12 week period of the Academy or shortly afterwards. The plan also included some extra help to stay in work through continued contact with Academy staff by phone and in person. Trainees would remain on benefits throughout, their expenses would be paid and lunch (and in some workplaces breakfast) would be provided

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This is the theory of change which underpins this forecast; developed by CREATE and bought into in various forms by the other stakeholders.

### ***Social return on Investment -SROI***

Every day our actions and activities create and destroy value; they change the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. As a result, things that can be bought and sold take on a greater significance and many important things get left out. Decisions made like this may not be as good as they could be as they are based on incomplete information about full impacts. Social Return on Investment (SROI) is a framework for measuring and accounting for this much broader concept of value.

This framework structures investigation, thinking, understanding and managing the totality of the impacts of a project. Most importantly it measures the change in ways that are relevant to the people or organisations that experience or contribute to it. It tells how change is being created by measuring social, environmental and economic outcomes to these stakeholders and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value.

However, it is much more than just a number it is a story which should explore the whole value created and show how it can be evidenced. SROI seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits

### ***Scope of Analysis: activity, beneficiaries, type, purpose and period***

#### **Strategic context**

This SROI is a forecast of the social impact of the CREATE Potential Academy in its first year (12 June 2010 to 11 June 2011).

The CREATE Foundation Senior Management Team initiated this SROI analysis to forecast the social impact of the CREATE Academy programme. They recognised that, while the headline success of the Academy would be measured in hard data, by the number of people supported into work and remaining in employment, these outcomes would also generate wider social benefits and wished to estimate the value of these and, in the longer term, to measure this value. They agreed the scope, objectives and timescales of this SROI and provided resources and access to team members.

This impact map and report, describes CREATE's businesses and plans for the Academy as at June 2010.

#### **Objectives**

The objectives of this SROI were to provide a dispassionate forecast of the whole social impact of the CREATE Potential academy in order to

- Support a focussed and targeted evaluation of the Academy
- Inform the development of the Academy, ensuring its focus is on the outcomes which are most relevant to key stakeholders
- Inform funding proposals to support the Academy past the end of year 1

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- Provide a model for SROI forecasts/evaluation in the other business areas
- Inform and support the growth of CREATE business clusters in other cities in the UK

### Primary beneficiaries

The CREATE Potential Academy was designed to take as trainees, people with a history of homelessness or rough sleeping who had taken the first steps to rebuild their lives by working with housing providers and other agencies and who are in a position (physically and psychologically) to move into work in roughly 12 weeks. The assumption was that they would:

- Be in settled housing with housing benefits in place
- Be on a recognised pathway through temporary supported housing accommodation
- Have resolved any immediate benefit issues
- Have addressed or are well into the process of addressing chronic health or substance abuse problems
- Have specialist mental health support in place where needed
- Be well motivated to full time work.

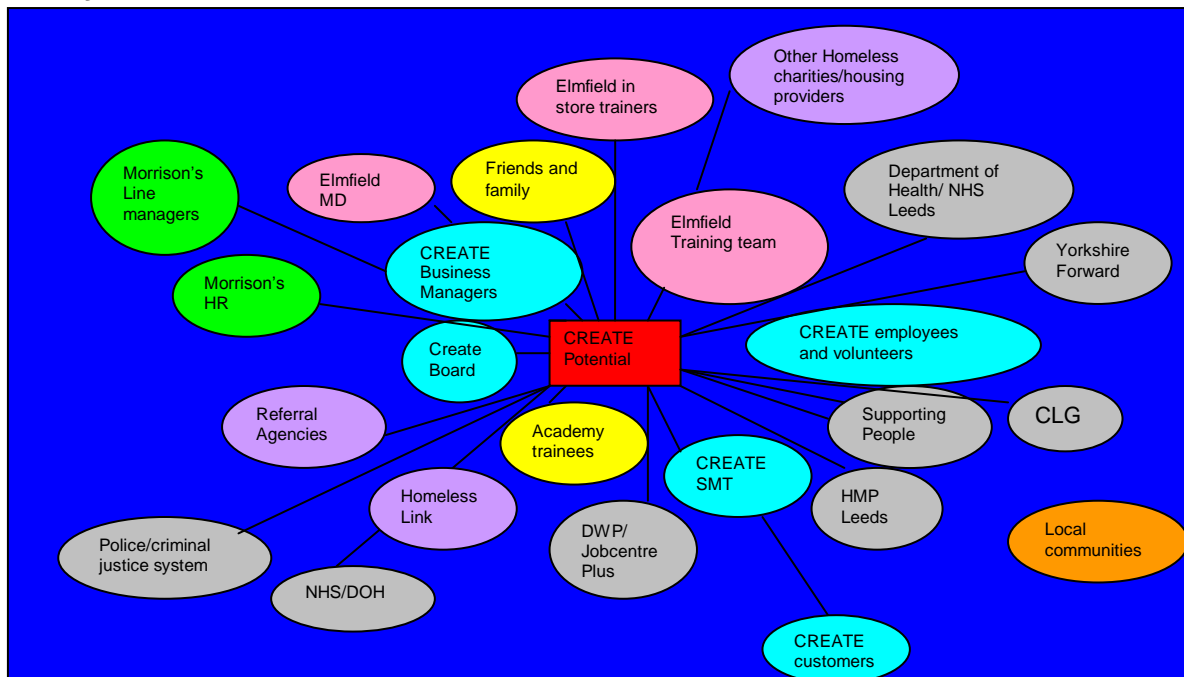
They were, therefore, a very specific subset of the ex homeless/rough sleeping population.

### Plan for the work

Annex B shows the initial plan for the SROI forecast.

### Stakeholders

#### Analysis



Mapping, carried out mainly in discussion with the Create CEO and Deputy Director, Supporting People, Housing Providers and other organisations working with Homeless People produced an extensive list of stakeholders at various distances from the Academy. A full description of each these groups is at Annex C.

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The key stakeholder group is the **Academy Trainees**; the primary beneficiaries described above. They have differing backgrounds and differing experiences, both of homelessness and the circumstances leading up to it as well as different problems to overcome in getting back to work. It would, therefore, be reasonable to assume that they will have different expectations about the changes they will experience through taking part in the Academy. The timing of the interviews meant that the views of the first cohort of trainees were collected towards the end of their time in the Academy (around week 10). Interviews were also carried out, where possible with trainees who had dropped out of the programme before this point.

The introduction of the Academy was a radical change in the way CREATE chose to meet its strategic objectives and might be expected to lead to changes for people already working in CREATE. It was, therefore, important to investigate what changes they anticipated as a result. **CREATE Business managers** would provide work experience placements in the FareShare warehouse, Holy Trinity Café, the catering kitchen and in the shop. They would depend largely on the trainees' reliability and skills to be able to deliver quality products and services and to meet targets for their businesses. The **Operational Manager** was included within the same stakeholder group as his interests in the Academy coincided with that of the business managers: he was responsible for ensuring that all the Businesses operated successfully and profitably and part of his role was to act as the link between Business Managers and the training team. At the point the Academy started there were about 10 other employees and 20 volunteers working in various roles in CREATE– in the cafes which did not take trainees, on deliveries, in the kitchen, warehouse or shop. They were included together as a separate stakeholder group, as while their job roles were not directly affected by having trainees their working environment was potentially be changed by having the introduction of the Academy programme. In the event, 2 of the changes they identified as personal to them (making work harder/ easier) were considered to be more material to the businesses than to the individuals and have, therefore, been presented as changes to Create as an organisation.

In June 2010 the **Create Head Office Team** comprised the Business Development Manager, Operations Manager, Administrator, Partnerships and Contracts Manager, Accountant, Communications Manager. This group would not work directly with the Academy trainees but their responsibilities would bring them into various levels of contact and involvement with them and they would have enough regular contact with the Academy to be able to observe trainees behaviour. While their jobs roles might be changed by the Academy, I anticipated that they would be carrying out the same/similar duties, in a different context, rather than experiencing role changes.

There were also 3 **CREATE Board members** the CEO, Managing Director and the Chairman of the Board. They, jointly, developed the vision for the Academy and brought it into being and are, therefore, key stakeholders who had in that it is their theory of change which underpinned the Academy programme.

The **Elmfield Training Team** were also potentially important and influential stakeholders because they would be the trainee's first point of contact, directly responsible for the trainees and supporting them right through the Academy process and for their first few months in work. One of the Employment Mentors had experience of delivering work based training and employment programmes but the other had a more corporate background. Neither had any experience of the CREATE or of social enterprise in general. Also included in this group was their line

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manager, based in Elmfield training, who had a key role in setting up the team and developing the training programme and training programme. These are included as a single stakeholder group as it seems reasonable to expect they will have a similar expectation of the changes which the Academy might bring to them.

The **Elmfield Training Senior Managers (the Managing Director and Operations Manager)** are included within this analysis because the Managing Director was proactive in ensuring that Elmfield Training provided significant practical support to set up the Academy. He funded the recruitment of the training team and the ongoing costs of their salaries and management. Also included because of their inputs to the Academy are **Supporting People, Leeds**, who made the project possible by allocating upfront funding for the Academy as set out in the Business Plan (Annex D) and **Communities and Local Government (CLG)** who were strong supporters of CREATE and committed some capital funding for the Academy.

There are a set of stakeholders who might reasonably be expected to experience significant change because they work with the same client group and have objectives around moving them into work. As part of the business planning for the Academy we had already identified potential **Referral organisations** including housing providers and others working with the homeless. Foundation, Leeds Women's Aid, Riverside, Big Issue, GIPSIL, St Anne's and Bracken Court, Salvation Army were all invited to refer people to the Academy. **Other Homeless Charities/ Housing providers** who were not originally expected to be referral organisations were originally included as a separate stakeholder group. However, their interviews and questionnaires showed that, where they anticipate any change as a result of the Academy, these were identical to those of referrers (and many have subsequently become referrers). Their responses have, therefore been amalgamated into a single theory of change.

**DWP/Jobcentre Plus** was originally included as stakeholders because of the potential for a negative impact of benefit issues on trainees on the Academy programme. There was, also, a possibility that they might eventually contribute to the cost of the Academy through Work Programme subcontracts. However, their theory of change was illuminating as it showed that they anticipated real benefits from the Academy for their advisers.

At the outset of the Academy, we expected that people in various roles within **Morrison's plc** would be important stakeholders as their Group HR Director was the chair of the CREATE Foundation Board. He was included as a stakeholder in the CREATE Directors group, and **Morrison's HR department** were included as stakeholders in their own right, as part of the original plan was that Morrison's would recruit all those who were job ready and wished to work for them at the end of their time in the Academy. For the first cohort of trainees (interviewed in this SROI) this meant that there was potentially a job for all of them in the new Morrison's store opening in Harehills, Leeds in October 2010. We, therefore, anticipated that **Morrison's line managers** would work with successful trainees on a daily basis and could be expected to have a view on the impact of the Academy programme on their jobs and on the jobs of **Elmfield's in-store training consultants** who are contracted to deliver training to new Morrison's staff. The initial Academy training programme was designed as a NVQ level 1 programme to fit with the in store Level 2 programme, so the trainers were, therefore, stakeholders with a view about how effectively the Academy prepares trainees to take part in the Morrison's own training programme.

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**Homeless Link** Homeless Link is the national charity supporting people and organisations working directly with homeless people in England. They represent homelessness organisations and act as the national collaborative hub for information and debate on homelessness, seeking to improve services for homeless people and advocate policy change. Joe Kent, Homeless Link Acting Director of Practice and Regions was involved in the planning and set up stages of the Academy and was included as a key stakeholder.

**Department of Health/NHS Leeds.** The incidence of chronic ill health, often, but not always, related to substance abuse, is high amongst the homeless/rough sleeping population. The lack of alternative medical facilities for people with no fixed address means that care and treatment for these conditions are often delivered by Accident and Emergency Units at considerable cost to the tax payer. Moving into suitable and supportive work generally brings about improvements to people's health: their self esteem and confidence increase, they socialise more and rebuild their trust in other people, they have purposeful activities to do – all of which combines to help them take better care of their health and manage their chronic problems better<sup>1</sup>. The health service and NHS Leeds do, therefore, have a financial interest in the success of the Academy in moving people into work, A variety of other agencies and organisations had an interest in CREATE or in our trainee group and were also possible stakeholders. Many of our potential trainees have had contact with the **Police and Criminal Justice system** and **HMP Leeds**, for example.

Like CLG, **Yorkshire Forward** had taken an active interest in developments within the CREATE Foundation, although their interest was primarily in what a successful social enterprise can achieve and how it works/ is structured, so the Academy is part of this interest, rather than the focus of it.

**CREATE Customers** were identified as stakeholders as the Academy trainees would be instrumental in helping supply them with products and services. **Local Communities** might also be expected to experience some change as might **Friends and families**. Although the focus of the Academy was primarily on employment, achieving employability requires people to make changes to their behaviour, in their relationships and ways of interacting with other people. Friends and family will be well placed to observe these changes, although they may not always welcome them. However, individual Academy trainees will each have different relationships with their friends and family; some family and friends may have been directly involved in the process of their becoming homeless while for others, they may be part of the support network they use to find solutions to their problems

### **Stakeholder involvement**

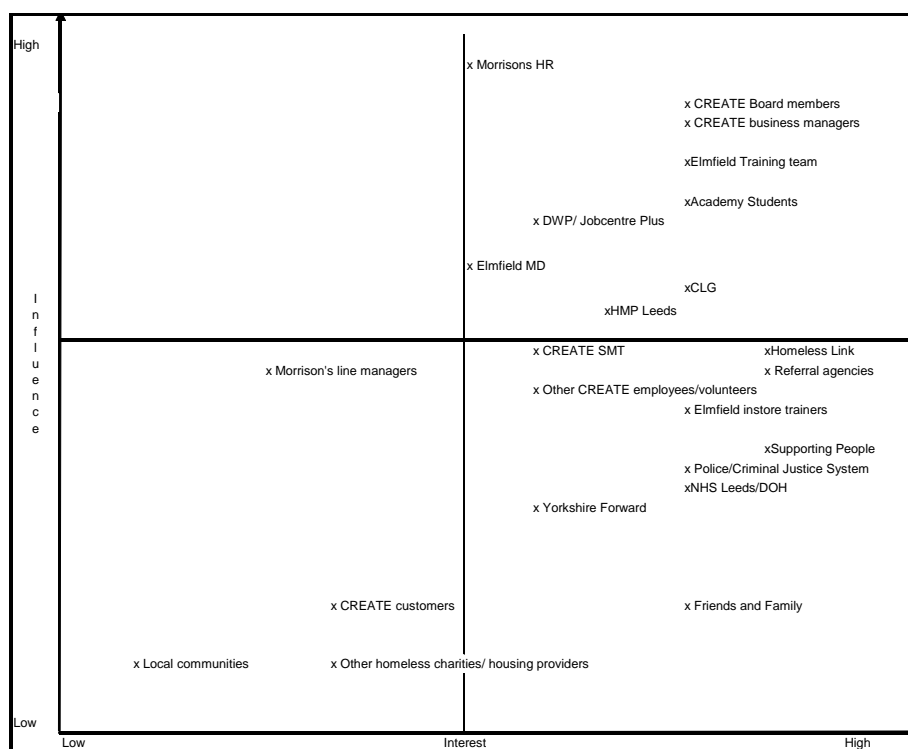
Using the grid below I mapped the interest in and influence on the Academy project for each of the stakeholder groups.

**Table 1 Stakeholder Interest/Influence in the Academy**

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<sup>1</sup> March 2007 David Freud, "Reducing Dependency, Increasing Opportunity"

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I decided to interview representatives of all the stakeholders who lay within the high interest, high influence quadrant and to interview those who had a big interest in the project but very little influence on its design, only where it seemed likely that the outcomes would be material for them. This meant that I excluded Yorkshire Forward, the criminal justice system and health service stakeholders as the changes were not likely to be material in terms of the scale of their organisations. Neither they, nor those who had neither interest nor influence, were scheduled for interview.

Considering the stakeholders in the low influence/low interest quadrant, I was conscious that it might not be possible or desirable for Morrison's line managers to identify former Academy trainees from amongst the many new recruits starting in the new stores. It also seemed reasonable to assume that their views would be congruent with those of the Elmfield in store training team. They were not therefore, consulted as part of this analysis. Similar concerns arose about consulting customers. CREATE trades on the quality of the goods and services it provides, not on the vulnerable backgrounds of the people we work with, and we believe that customers should have the same quality experience whether the buffet they eat is made by an Academy trainee or an employee. It did not, therefore, seem appropriate for customers to take be asked about the impact on them. Local communities would be difficult to define as attendance at the Academy is not based on geography – the only constraint is that people are able to travel to attend the Academy each day. It is, therefore, impossible to select any one community to take part in this exercise, although there is obviously a potential impact on communities too.

### **Data sources**

The plan was that, wherever possible, data for this analysis was collected as part of daily business rather than as a special exercise. So, for example, the interviews with trainees in the Academy formed part of their group work and the data collected from



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referral agencies would as part of the marketing exercise to identify trainees for the next Academy intake. In the event this was possible in nearly all cases as this SROI coincided with an organisational 'Good Practise' review which involved interviewing the same stakeholders.

For stakeholders who also took part in Good Practise interviews (business managers, SMT, board members, volunteers, trainees and employees) the interviews were clearly divided between SROI and Good Practise sections with the questions and responses clearly differentiated. (Annex F).

9 Trainees still taking part in the Academy programme were interviewed as a group in the training centre and the 2 who had left early were interviewed in Create. I was unable to contact 4 other early leavers. While these 11 people were not necessarily representative of everyone who would attend the Academy in the year in question, they came from the same referral agencies and were relatively representative of the more job ready end of their client groups. The group including people with various causes of homelessness and people with drug and alcohol problems, a history of offending, learning disabilities, literacy problems etc.

The information they provided was extrapolated to forecast impacts for a full cohort of 80 people. (See Calculating Impact Section for more on this). For future evaluation reports we would want a high level of engagement in the process from trainees and ex trainees. The June 2011 stakeholder interviews produced a 50% response rate from this group, which we are seeking to raise to almost 100% by collecting data on an on-going basis, rather than at periodic intervals (see Discussion and Recommendations section).

Other stakeholders were contacted by phone or email, the SROI process was explained and they were invited to take part either by phone interview or through a questionnaire. Questionnaires (Annex G) were piloted with 2 or 3 stakeholders in late July and their feedback was used to refine the Questionnaire before issue to the remaining stakeholders.

As this is a forecast SROI and the number of stakeholders involved was relatively small, I was able to interview/send questionnaires to everyone involved, rather than needing to sample responses. For most of the stakeholder groups I achieved 100% response – the exception being Other Organisations Working with Homeless People, where the response rate was about 50% and 2 stakeholder groups where no responses were returned.

Questionnaires were issued to the family and friends of trainees but none were received back and, within the constraints of the subsequent 'graduation event' it was not possible to hold discussions in the depth necessary to elicit answers for the SROI. No data from families has, therefore, been included on the impact map. This is unfortunate as reported information from trainees suggests that there was a positive effect on their relationships with their families (better relationships with parents, more contact with their children, fewer arguments) and it would have been interesting to see if families and friends had had the same appreciation of the change. This means it is likely that omitting the impact on family and friends will lead to an underestimate of the total impact, however, it is more difficult to estimate whether this change is likely to be material. Also, although trainees regarded the changes to their behaviour and self-esteem as positive, they may not have been welcomed equally by families

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and friends. The problems of data collection for this group needs further consideration to discover whether the lack of family involvement was a particular issue for this group of trainees and whether there are opportunities and ways to involve families which would prove more successful (See Discussion and Recommendations Section).

It also proved impossible to collect views from the any of the Morrison's stakeholders. While the impacts for their Group HR Director can reasonably be assumed to be congruent with those of the other CREATE Directors, there is a gap in data about the impact on the other Morrison's' stakeholders. In an attempt to remedy this I consulted the Morrison's website to see whether it would possible to assess from annual reports and CSR statements, how far the CREATE Academy might potential contribute to their social impacts. Research suggested that the Academy is unlikely to impact significantly on the Morrison's stakeholders. In terms of recruiting and training people to work in their businesses the 80 trainees which the Academy could potentially contribute in year pale into insignificance compared to their overall investment in recruitment and training. Their online Corporate Social Responsibility (CSR) report says:

*We've invested heavily in training to support our people and give our customers an even better shopping experience. This year we will be the UK's largest provider of apprenticeships. In addition, over the last year we've trained 48,000 colleagues to a nationally recognised qualification in retail skills.*

The same report also enabled me to place the impact of the CREATE Academy in the context of Morrison's total CSR initiatives. It lists numerous national projects on Responsible Food retailing; Drinking Alcohol responsibly; Promoting Fresh Food; Growing and Cooking; Supporting ethical products and the Environment, which make it unlikely that the CREATE Academy alone would contribute significantly to their CSR. It, therefore, seems inappropriate to pursue impact information from this stakeholder group further, as it is clear that any changes the CREATE Academy make to their ways of working are extremely unlikely to be material to Morrison's plc as a whole.

Other potential sources of data for SROI analysis are the Academy Business Plan, accounts, training plans, trainee records etc. Only the first of these has been used for this forecast analysis because the latter are more applicable as sources of information in the evaluation rather than the forecast stage. The Business Plan has both provided a record of the position at the start of the programme and for our objectives in setting it up which have ensured that the scope of this forecast is not distorted by subsequent changes and events.

A recommendation for future SROI work would to take a more objective and considered approach to estimating the materiality of stakeholders, learning from this forecast, when compiling and managing the initial stakeholder involvement plan.

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### Outcomes and Evidence

This section sets out the rationale used in constructing the Impact Map.

#### ***Describing Activities- Inputs and Outputs***

The input figures explained below are the initial setup costs incurred in May 2010, plus the anticipated costs for the year from June 2010. As full accounts were not available at point of completion of this SROI, all input costs were taken from the original project budget. To be consistent with the forecast report, these have not been updated in the light of actual expenditure.

At the start of the Academy we estimated that the overall cost of the project would be in the region of £277,000 broken down as in the table below.

**Table 2 Monetary Inputs**

Stakeholder	Intended/ Unintended changes	Inputs	Value	Outputs
Communities and Local Government, Homes and Communities agency	Enhanced service to users	Funding for the Academy	15,000	Training suite renovated. Seen to be committed to the project
Supporting People Leeds	Potential enhancement to services	Revenue Funding for first year of the Academy	184,000	Contribution to Supporting People targets for moving people with a history of homelessness and rough sleeping into work. Demonstrate different contract specification and contracting methods
Elmfield Training Senior Managers	Elmfield gain experience of working with a new customer group	Wages for 3 training mentors plus In kind support on renovation and management of Academy staff	78,000	Experience of working with and training new customer group
			<b>277,000</b>	

The input cost to Elmfield Training Senior Managers is the actual training mentor salary as at the start of the programme. This is a slightly higher than the estimate in the original proposal and the real figure has been included here as the actual cost was known at the point at which the interviews were conducted. For consistency, costs for 3 training mentors have been included, as planned in the original proposal, although only 2 were in place at the time the research was conducted.

The funding provided by Supporting People was expected to cover some of the additional salary costs in terms of the extra time taken by existing staff to work with trainees. It included a contribution of 30% of the 4 Business Manager's salaries plus

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a smaller contribution towards management and admin salaries. No contribution towards the running costs of the business (stock, ingredients, transport, utilities etc.) was included because these costs are predicated on demand for goods and services and do not have any relationship to the number of trainees working in the businesses.

Interestingly only 1 of the 3 outputs identified by these stakeholders was in anyway congruent with our ideas about what would change for them and then only partially. Identifying these differences in motivation at this early stage has been very helpful in working with these stakeholders in the past year.

**Table 3 Inputs for Create employees and the Create organisation**

Stakeholder	Intended/ Unintended changes	Inputs	Value	Outputs
<b>CREATE Business managers</b>	Training becomes an integral part of the BM job in each business	30% of time 3 days a week		4 businesses managers train a new group of trainees every 6 weeks
<b>Create Head Office team</b>	Another area for carrying out existing roles and applying my existing skills	1 hour of admin time per week		More and better record keeping and administrative systems
<b>Create organisation</b>	More strategic pathway to meet the organisation's social objectives through a clear plan for helping people (students and volunteers) transition to work,	Management time 12 days (3x4) MD and CEO time in the year		Move away from employing vulnerable people to deliver goods and services; Standardised systems and processes; Better outcomes for trainees
	Students will take the place of volunteers working in the businesses and provide more reliable and consistent staffing			80 students working in the businesses

Table 3 shows 2 groups of stakeholders employed by Create: the Business Managers and the Head Office team. Although the inputs for these groups are both expressed as the time they will spend working with trainees the outputs (and outcomes) are very different for each group. . Inputs for Create as an organisation are expressed as time too. The funding for all these additional hours came from the money from Supporting People, so, to avoid duplication, it has not been included again as a separate input cost on the impact map.

No input value has been added anywhere in this forecast for the cost of the work experience, because, in the CREATE model, the businesses would operate regardless of whether or not they were hosting trainee placements. All 4 businesses were trading prior to the Academy programme.

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**Table 4 Inputs for trainees**

Stakeholders	Intended/unintended changes	Inputs		Outputs
Create Academy trainees	Will have new opportunities and increased chances of finding work	Their time, 5 days a week for 12 weeks		receive 18 hours work experience and 12 hours training for 12 weeks
				A job

According to convention, the impact map does not show any inputs for the trainees although they input their time. Interviews with them included some interesting discussion about what else they would be doing with their time if they were not taking part in the Academy with overwhelming negative views being revealed about what they would be doing instead. This is best summarised by a trainee as *'hanging out and doing nothing with the same old group of friends'*, which would suggest that spending time in the Academy is generally seen as a positive by trainees.

### ***Theory of Change- Outcomes***

**Table 5 Trainee Outcomes**

Have a regular wage so that I can be financially independent and not have to scrounge off the dole
Have a job which I enjoy, which challenges me and gives me some status so that I can show what my skills and capabilities are
Improve my self esteem, and self confidence in my own abilities and decision making
Have better relationships with family and friends
Have improved my housing position, living in a well repaired and decorated house in a safe area

Table 5 lists the outcomes trainees wanted and expected from the Academy programme: Most were interviewed when they had been in the Academy for around 8 weeks and were applying for work. The 2 trainees who had already dropped out when the interviews took place described essentially the same theory of change as those who went on to complete the programme. One of these quickly found a job working in a restaurant in Leeds and is still working there as a valued team member over 18 months on; the other had their move towards work disrupted by a custodial sentence for a previous offence and found it difficult to regain the momentum towards work.

With a job almost in their grasp trainees had begun to think about the possibilities which work would open up for them: financial stability, status, self esteem; more positive relationships and better housing. Trainees said they expected the Academy to *'make a big difference'* and that they wanted to

- *Be happy*
- *Change their lives*
- *Boost their confidence*
- *Become fully independent again*
- *Build a better life*
- *Stop the wife moaning*
- *Be able to save to go back to see my family and go back home for a holiday.*

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Their theory of change: from work experience and training to increased skills and confidence, leading to entering work, succeeding in work and taking up a role in mainstream society is a timely reminder of what getting a job means to people who have not worked for a long time. For them work is not an end in itself, it supports other aspirations to home, family and self actualisation.

Subsequent interviews with trainees and ex trainees confirm and add detail to this theory of change. This may be because the trainees feel more confident within the programme and are giving more considered and accurate answers or because the Academy has increasingly focused on building self-esteem and employability, rather than on training and education and this has increased their ability to articulate what has changed for them. Recent trainees have said that:

- *‘The Academy gave me the confidence to go after work’*
- *‘I’m much more confident and outgoing not just keeping myself to myself. Being involved with Create was a great boost’*
- *‘I get on better with my family and I’ve made new friends’*
- *‘I can talk to people about my problems, I feel proud of myself and what I’ve achieved’*
- *‘I’ve been more chilled out myself. Since my mind’s been focussed on bigger and better things has improved my mental health’*
- *‘Starting with Create got me out of bed in the morning and I got back into a routine, so I got a job again.’*
- *‘It got me my life back’*
- *‘I learned about work and professional standards; new ideas about capabilities and skills - I’d never thought of doing anything like (catering) before. Now (I’m working) I’ve so much pride, I’ve money in the bank. I’ve more options to go places’*
- *‘I got the confidence to wait on tables and talk to people. Now I love getting on with people, meeting new people.’*
- *‘I’ve made a real effort and I’m proud of myself. I don’t want to waste my life in gaol’*
- *‘I’ve a new routine I’m not depressed and isolated any more’*

This SROI, therefore, regards ‘A job’ as an output, a means to an end in the same way as the work experience and training outputs, rather than an end in itself. This means that at no stage does this SROI attempt to assess the value of ‘finding work’. This is particularly relevant because number of new jobs which the Academy will actually create is minimal: although trainees will go into work they will not go into new jobs, rather they will displace other people from the jobs which they find. Considering ‘a job’ as an output, rather than an end in itself for trainees effectively manages this issue within the SROI and eliminates any possible over valuation of these outcomes. This approach is also more consistent with CREATE’s missions statement and core value which include ‘dignity through work’.

**Table 6 Outcomes for Create as an organisation**

Create	Work will be easier and progress more smoothly because there are more people to deploy on tasks and a more systematic way of working
	Work will be more difficult and more time will be taken checking the quality of work. Productivity may suffer as there is not enough time for students to become competent and useful

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We will deliver more effectively against CREATE's social objectives
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The interviews produced a set of outcomes for Business Managers which were ostensibly outcomes for the individuals concerned, but which, when analysed further were predominantly benefits to the business. The *'work will be easier/ more difficult'* changes are personal to them, in that they experience the change in their work lives, but ultimately the outcomes impact on the productivity and quality of the businesses. To prevent double counting they have, therefore been recorded on the impact map as changes to the Create Organisation, not changes to the Business Manager Stakeholder Group.

The Directors identified as an outcome that the Academy would *'deliver more effectively against Create's social objectives'*. The 2 Directors interviewed have a clear personal ownership of the outcome in a way which would not necessarily apply in mainstream businesses: Create originates from their own deeply held personal convictions and their commitment to creating social change. They risked their own personal capital and security to set up the company. This means that the achievement of Create's social outcomes has a strong personal resonance for them.

While it would not usually be appropriate to include these types of essentially business rather than social impacts in an SROI, the Business Benefits for Create can justifiably be treated differently. Create's theory of change, expressed by the Directors in their interviews and in the organisations' Mission Statement, is that the Businesses exist only to fund its Social Mission and the Academy pilot was the new means by which Create would deliver this in 2010-11. For Create commercial activity has to succeed to fund work experience for trainees, so, the outcomes for businesses directly impact on the organisation's ability to achieve its Social Mission and deliver social change. Excluding the impacts on the Businesses from the forecast would, therefore, result in an incomplete picture of the potential social value.

All of these outcomes have to a great extent, been verified by the comments of the Business Managers and Directors in June 2011.

- *'(Working with trainees) can be greatly rewarding but a bit crap as well – it's so hard, very frustrating, hardest job I've done'*
- *'I get a lot of satisfaction from seeing people change but not with everyone, and then you feel 'I've just wasted my time''.*
- *'It takes a lot of time on a personal level – lot of support... at least half an hour talking to only one person'*
- *But it's not the be all and end all.'*
- *'The Academy has already caused changes to Create business's systems and processes which have resulted in a greater focus on moving people into work, improving the ability of Create to deliver positive social change'.*

I considered whether these 3 outcomes should be included within a single overarching, *delivering our social objectives'* outcome. The fact that the business are intended to be the drivers and funders of social change is a good argument for doing this, however the counter argument is that this would not accurately describe the whole scope of the changes for the organisation. To truly represent this, the impact map needs to record the commercial and social benefits and both the potential positive and negative business outcomes. I, therefore, decided to include all 3

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elements of this change on the impact map, but to be cautious about attributing values and proxies to avoid the risk of duplicating or exaggerating the actual value.

**Table 6**

Elmfield Training Senior Managers	Open up new business opportunities by offering employers an end to end pre -employment/ recruitment/training service
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In contrast, the outcomes for Elmfield Training Senior Managers are purely commercial business benefits. Unlike the Create Directors, Elmfield Training senior managers saw their involvement in the Academy solely as a way to increase Business Benefits: an *'opportunity to work with a new customer group'* which might eventually open up new avenues of business. There was no indication from their interviews that their participation in the Academy was intended to achieve anything other than commercial advantage. These outcomes, have, therefore, been included in the Impact Map for completeness to enable Elmfield's inputs to be recorded, but the outcomes for them have not been valued.

**Table 7 Outcomes for people in the Create Businesses**

Business Managers	Job skills increased to include training skills and job satisfaction increased
CREATE Head Office Team	Fewer conflicts and misunderstandings reported within the support team and between the support team, academy staff and BMs. Better and more open communication between support team and directors

Business Managers also identified a personal outcome from the Academy, new opportunities to develop/improve their job skills and to increase their job satisfaction

The Head Office team saw the Academy as a way to achieve better communications within CREATE, because they thought that systems would improve and people would need to talk together more. They did not identify the potential negative of this, that pressure on systems and people would worsen communications instead. This description of the anticipated change has been left in the impact map to preserve the integrity of the original version, but in fact, the single response from the follow up survey in June 2011 identified much more personal changes:

- *'I became even more aware of just how many people were homeless or from vulnerable backgrounds'*
- *'I realised that there was life after redundancy'*
- *'I realised how lucky I was to have a fabulous family even though we had been through bad times we had each other'*

**Table 8 Training Stakeholders Outcomes**

Training team	Professional development and more employable as a result of working with a different client group
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The Elmfield training team saw the Academy as primarily an avenue for professional and career development. A new customer group to work with, better working conditions (and, in most cases, a new employer) were seen as leading to the development of new skills or giving new opportunities to use existing ones. This theory of change was confirmed, and more detail was given about the skills,



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qualifications and experience the mentors had gained in their interviews in June 2011:

- *I've got more qualifications and experience; opportunities for experience in the business. I'm experienced in all work areas. I'm a much more rounded trainer*
- *I enjoy the flexibility, the move away from timetabled provision and I've loads more to put on my cv*
- *It's challenged me personally – I like structure, planning and the way we work means dropping things work with people. It's developing my patience,*
- *I've learnt to set boundaries as a trainer, and not to just do things for (trainees) but to look at a bigger picture and to apply logic and common sense to improve the whole situation*

**Table 9 Outcomes for other organisations working with homeless people**

Communities and Local Government	Model for a successful commercial social enterprise delivering public services
Supporting People Leeds	Model for joint working between local authority, private sector, social enterprises and council departments which demonstrates a different way of working together to achieve social benefits in a time of diminishing resources
Jobcentre Plus	Advisers have a constructive option to offer homeless people to support them into work
Other organisations working with homeless people	More clients move into work Better able to meet targets for getting people into employment
Homeless Link	Enhances credibility in providing advice to other organisations

For CLG and Supporting People who invested in the Academy the expected outcome is strategic learning and more experience of different ways of working. Similarly, Homeless Link gains a strategic advantage from being associated with the Academy. In contrast Jobcentre Plus and 'other organisations working with homeless people' expect to derive tangible benefits from their involvement with the Academy.

Although in proportion to Jobcentre Plus's overall client numbers the number the Academy works with is small, they are key contributors to the success of the Academy (see Stakeholder Section). There is a clear theory of change for them, set out in their SLA with CREATE, which views the Academy as specialist provider aiming to help people who are at a distance from the labour market into work. The outcome for them is that the Academy gives their Advisers something positive to offer their most vulnerable customers. The obvious outcome, for them, that the Academy will contribute towards their own performance in getting people into jobs, has not been included because the number of Academy trainees can never be material to District Jobcentre Plus targets.

Other organisations working with homeless people had a similar theory of change, but were working on a scale which made Create more material to them. They will refer people to the Academy, who will then move into work, enabling them to report some progress on their targets around employment.

DCLG and Jobcentre Plus theory of changes was confirmed by further feedback in June 2011. So were elements of the referring organisations theory of change, although in their case, the low number and poor quality of responses and difficulties

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in tracing referrers meant that it was not fully verified. Supporting People Leeds did not respond to requests for a follow up interview.

Throughout nearly all of the interviews for this forecast, stakeholders assumed what the impacts would be for others: for example, most of the CREATE stakeholders and CLG explained the benefits of the Academy to the trainees and the training team attributed motives to their managers. Where this occurred, only the stakeholders own theory of change has been included on the impact map, although, these attributed views have, in some instances, enabled a degree of cross checking between what stakeholders said and how others interpreted their behaviour. Interestingly, although nearly all of the stakeholders described an assumed theory of change for the trainees, all of their comments focussed on a job as the end goal, rather than the benefits the job would bring which the trainees identified so clearly.

Even as early as the first few months into the Academy the discussions around outcomes already identified:

- The need for a different set of Business Manager Skills, with strong line management and support experience and a good understanding of the client group, as well as business skills.
- The need to sharpen up HR processes to achieve this
- An unintended emphasis on achieving training outcomes stemming from a combination of the lead trainer's background and Elmfield's area of expertise, combined with unclear responsibility for managing the Academy within CREATE.

These, and other, unintended consequences were discussed and addressed as part of the process of continually developing and improving the Academy.

### **Indicators**

In the majority of cases indicators were chosen by the stakeholders in interviews and questionnaire responses to the question *'How would you show me what changed?'*

However, some of the indicators they suggested would have led to problems with attribution because the causal link between the impact and the indicator was unclear or because, on reflection, there was too greater potential for the indicator to be influenced by other factors. I tried to minimise this problem, by proposing a range of indicators, always seeking to incorporate those chosen by the stakeholders themselves if possible. This should also enable the evidence to be triangulated, using a combination of qualitative and quantitative indicators for each outcome. So, for example, I have tried to ensure that 'soft indicators'; often self-reported, can be verified or cross checked for validity against other indicators, such as observations from a third party – mentors, business managers, friends and family.

**Table 10 Measuring the impact of the changes for Trainees**

Outcome	Indicator	Source
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<p>Have a regular wage so that I can be financially independent and not have to scrounge off the dole</p>	<ul style="list-style-type: none"> <li>• Number of trainees not in receipt of out of work benefits 6 months after leaving the Academy -self declared</li> <li>• 50% of trainees who had had previous financial difficulties reporting they are managing their money better.</li> </ul>	<ul style="list-style-type: none"> <li>• Academy Management Information collected from mentors follow up records</li> <li>• telephone survey of ex trainees</li> <li>• Feedback from mentors about the type of financial help/advice ex trainees ask for</li> </ul>
<p>Have a job which I enjoy, which challenges me and gives me some status so that I can show what my skills and capabilities are</p>	<p>75% ex trainees who have moved into work are reporting job satisfaction;</p> <ul style="list-style-type: none"> <li>• 20% ex trainees are considering further training or higher level qualifications;</li> <li>• by the end of year 1 5% ex trainees have moved jobs/employer for more responsible jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone survey of ex trainees.</li> <li>• Records of mentors tracking with trainees</li> </ul>
<p>Improve my self-esteem, and self confidence in my own abilities and decision making</p>	<ul style="list-style-type: none"> <li>• 90% Trainees who start the course are able to describe the differences in behaviours they have displayed in work/stress/conflict situations before and after attending.</li> <li>• 90% of trainees who previously had problems with decision making say that their ability has improved since starting the academy.</li> <li>• 75% of referrers and support workers report examples of improved decision making and self confidence amongst the trainees they have referred</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone survey of ex trainees and referrers</li> <li>• Mentor's observation of changes observed at 1 to 1s, in the workplace and group sessions and recorded in trainee records</li> <li>• records of tracking phone calls</li> </ul>
<p>Have better relationships with family and friends</p>	<ul style="list-style-type: none"> <li>• 75% more trainees than at the start of the course are in regular contact with at least one family member.</li> <li>50% of trainees previously alienated from their families report that they have taken part in at least 1 family occasion in the year.</li> <li>90% trainees report fewer arguments and disagreements with family and friends</li> <li>• 50% family and friends of trainees who report better relationships confirm this</li> </ul>	<ul style="list-style-type: none"> <li>• Telephone survey of trainees</li> <li>• Mentor's records of 1 to 1 interviews and group sessions</li> <li>• Feedback from family and friends at graduation</li> <li>• Feedback from support workers in telephone survey.</li> </ul>
<p>Have improved my housing position, living in a well repaired and decorated house in a safe area</p>	<ul style="list-style-type: none"> <li>• 60% of trainees who were previously in hostels or living in temporary accommodation have a stable tenancy</li> <li>• 90% of all trainees have accommodation which is suitable for their needs in a safe area of the city</li> <li>• 40% more trainees than at the start of the programme say that their home is clean, secure and in good repair</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from trainees in 1 to 1 and tracking interviews.</li> <li>• Feedback from housing providers in phone interviews.</li> <li>• Photos of trainees new homes at graduation or in tracking</li> </ul>

Indicators for these 5 important changes for trainees need to effectively measure both tangible and attitudinal changes. Moreover they need to be sensitive enough to measure impact on a baseline which will be different for each individual trainee. Achieving this will be dependent on accurately and consistently identifying and recording initial information about the trainees. . The work on the June 2011 evaluation showed considerable problems with the accuracy and completeness of trainee records which has resulted a more in depth analysis of trainee's situation at the induction stage and plans for a purpose built trainee database to record the information.

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The indicators for changes to trainees are, therefore, a mix of objective and subjective and include clearly observable, numerical indicators. However, because most of the changes they identified are relatively subtle and subjective, the number of straightforward objective indicators are very few: the numbers of trainees in work after 6 months, the number who have moved to better homes. As none of the trainees identified getting a job as an end in itself, measuring 'numbers into work' on its own does not feature as one of the indicators here.

The more subjective measures (how far self confidence has increased; improved decision making; fewer arguments with family etc) will give an indication of the quality of the outcome, not just its extent. These are, though, much more difficult to measure effectively. The approach proposed here is to measure all of these subjective, attitudinal changes using a mixture of self reporting by the trainees in 12 interviews, assessed against a scale plus follow up phone calls/meetings with mentors. These will be confirmed by conducting follow up interviews with a sample of trainees and using observations from the Mentors (recorded in the Academy records), from colleagues in the businesses (collected by the mentors), from family and friends at graduation and from support workers and housing providers in evaluation. In this way data will record the impact both while the trainee is in the Academy and after they leave to see whether the change is sustained.

In both the initial stakeholder interviews and subsequent formal and informal interviews with trainees it is clear that although they share a common experience of extreme vulnerability, they also enter the Academy with very different levels of confidence, recent work experience, housing need, skills etc. To manage this, the indicators are estimated and expressed as a percentage change for the number of those who entered the Academy with a particular need/disadvantage, with the exception of the '90% of trainees starting the Academy are in suitable housing' indicator (in the final line of the table). This change has been deliberately defined differently because we would expect that many, if not most, of the trainee group would have experienced/been at risk of repeat homelessness. This means that the fact that they are in suitable accommodation at the start of the Academy is relatively meaningless – some, possibly a majority, would be expected to revert to homelessness in a relatively short period. The indicator, therefore, looks to measure stability and quality of housing, rather than just looking at whether or not trainees simply have a roof over their head. This is important, because it measures the added value which the Academy makes by increasing people's ability to retain their homes, rather than just whether they have a roof over their head, which is more likely to be the impact of Housing Providers.

Ideally it would be good practise to cross check the data on the change for trainees by interviewing their families and employers. However, as previously discussed, there are practical difficulties in collecting information from family members and concerns about approaching employers – although we do get very positive feedback and have good connections with some families and employers. At present limited work has been done on this, but it has been noted for future work.

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**Table 11 Measuring the changes for Business Managers**

Outcome	Indicator	Source
My job satisfaction and jobskills will increase and will include new training skills	<ul style="list-style-type: none"> <li>• All BMs report enhanced training, supervisory and support skills</li> <li>• All BMs report increased job satisfaction;</li> <li>• 70% of Business Managers remain working in Create for over 1 year.</li> </ul>	<ul style="list-style-type: none"> <li>• Records of Business Managers</li> <li>• 1 to 1 interviews,</li> <li>• BMs Individual training plans</li> <li>• Feedback from Business centre managers, training mentors and trainees on BM's involvement in training</li> <li>• BM comments on QCF assessment records and references</li> </ul>

The *Improved Jobskills, better job satisfaction*' outcome is primarily self-reported at review and feedback interviews but should be much more straightforward to verify and measure. Individual training records will record the skills gained, feedback from line managers', mentor's and others who regularly observe the Business Managers with the trainees in the work place can validate the *'job satisfaction'* change and, if the Outcome has genuinely been achieved then I would expect that most BMs will be remain working with Create.

**Table 12 Measuring the change for the Head Office Team**

Outcome	Indicator	Source
Improved morale and better team working	<ul style="list-style-type: none"> <li>• The Support team, mentors and BMs work as a team to clearly defined, complementary job descriptions</li> <li>• 100% trainees are supported effectively by the whole team to pre agreed standards</li> <li>• Misunderstandings about the Academy between teams and individuals are reduced by 50%</li> </ul>	<ul style="list-style-type: none"> <li>• Job descriptions</li> <li>• Feedback from support team, senior managers and Academy team</li> <li>• records of team and other meetings</li> <li>• email records</li> </ul>

The apparent simplicity of this change conceals some issues in setting indicators and measuring it. 'Better team working' is essentially subjective it became clear during the interviews, that for several vocal members of this group their definition of 'better' was a more process driven and structured organisation and largely focused on eliminating any form of disagreement and conflict. However, the nature of the Academy programme and the chaotic lives and situations of the trainee group means that there would always need to be a degree of chaos and a considerable degree of flexibility. Also disagreement and conflict can be positive and generate new ideas, if managed properly – although some of these stakeholders felt it was just very uncomfortable, painful and inappropriate.

This list of indicators, therefore, includes all 3 of the key indicators defined by the stakeholder group but slightly rephrased to describe the essence of the answers and to remove some of these highly personal value judgements. These have also been chosen because they related directly to the relationship between the Support Team and the Academy minimising (although not excluding entirely) the chances of attributing the change to the development and improvement of systems more generally. Sources of information are predominantly job descriptions, records of meetings and email records supported by feedback from the support team and the people they work with.

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At the time of the interviews this stakeholder group did not identify that trainee feedback would be appropriate on this, although arguably it may have been. .

**Table 13 Measuring the change for the training team**

Professional development and more employable as a result of working with a different client group	<ul style="list-style-type: none"> <li>• 100% of mentors have gained new skills and are using these on a daily basis</li> <li>• increased confidence with the client group</li> </ul>	<ul style="list-style-type: none"> <li>• Mentor and training manager 1 to 1 interviews</li> <li>• Feedback from mentors and manager giving examples of using new skills in the workplace</li> <li>• Observation and feedback from trainees, colleagues and line manager</li> </ul>
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The challenge in measuring the extent of this change is to measure professional development arising only from engagement in the Academy and to develop a clear link between this and employability.

All the mentors and their manager have different backgrounds and previous experience which makes it difficult to baseline ‘professional development’ in general terms, although it can be done individually using training records and 1 to 1s but care will need to be taken that any change is as a result of their Academy work, not other factors. The ‘*increased confidence*’, indicator, as before, can only really be measured by observation and feedback. However, it is difficult to estimate how much these will impact on people’s employability – particularly since the Academy is new and there is little evidence of the impact of this particular skill set on employability. Given that this is the case, there are no indicators included for employability. This is an area which should be pursued further in future, when it is clearer exactly what skills and experience mentors accumulate in working with the Academy and how saleable these are within the jobs market. As yet there has been no opportunity to do this.

**Table 14 Changes for Department for Communities and Local Government**

Experience of working with and training new customer group	Open up new business opportunities by offering employers an end to end pre - employment/recruitment/training service	Change to Elmfield business structure so that have 3 interdependent business strands working together, including an employment strand which will take people from vulnerable backgrounds and progressing them into work in stages. The employment business has new contracts to deliver this full range of training
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Assessing whether this outcome has been achieved required indicators which measure both the development of new networks and whether these result in improved outcomes and more investment. As DCLG has a national remit the sources of information would also need to be national: a sample of local authority annual reports, job entry statistics etc. supplemented by feedback and anecdotal evidence from a variety of sources. These were slightly modified after the first versions of the impact map were produced because the role of DCLG was significantly changed by the advent of the Coalition Government. The department lost most of its influence over Local Authorities and now has much more of an advisory role. This meant that appropriate measures now rest with Local Authority rather than DCLG, as any change will be evident in the performance of the local Supporting

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People teams in Local Authorities across England which they are working with, not in DCLG itself.

**Table 15 measuring the change for Supporting People, Leeds**

Outcome	Indicator	Source
Model for joint working between local authority, private sector, social enterprises and council departments which demonstrates a different way of working together to achieve social benefits in a time of diminishing resources	<ul style="list-style-type: none"> <li>• Leeds City Council and other local employment initiatives/social enterprises regularly meeting and working together to improve the employment situation of the most vulnerable people</li> <li>• New sources of funding for helping vulnerable people into work</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from Create management team and directors, Supporting People Leeds and other social enterprises</li> <li>• Minutes and records of meetings</li> <li>• Leeds City Council annual report</li> <li>• at least 2 new organisations providing employment services using non-public sector finance</li> </ul>

This outcome for Supporting People Leeds *a model for joint working to maximise the use of resources locally* anticipates a more localised change than that for DCLG. The indicators will show how effective Supporting People are in using the example of Create's model to deliver services and draw in additional funding for services.

The main issue with these indicators will be establishing a clear link between the Create model and any subsequent change. This will inevitably be self assessed and subjective; the probability is that the link will be either under/over stated depending on political will, external circumstances and the audience which is being addressed. The awareness of this problem should go some way to limit these effects, as should the volume of data which should be available from the Local Authority meetings, speeches, annual reports etc. Considering this evidence over time, rather than at a single point in time should also help to manage the difficulties with these indicators.

**Table 16 Measuring the change for other Organisations Working with Homeless People**

Outcome	Indicator	Source
More clients move into work Better able to meet targets for getting people into employment	<ul style="list-style-type: none"> <li>• 10% increase in number of clients moving into employment in each organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Referral organisation records of people moving into work</li> <li>• Feedback from trainees (clients of other organisations)</li> </ul>

This change can be relatively easily measured using the organisations own management information systems, baselining current performance of each organisation in placing people into work at the start of the period and measuring an increase over time.

For most of these organisations this will be relatively straightforward as they already collect this information. This is a relatively crude measure and attribution, deadweight etc. will need to be carefully considered, however, at this stage, it seems to be the best option. It would be relatively straightforward to crosscheck the job outcomes for these organisations by measuring the number of Academy trainees from each who move into work, however, this might possibly underestimate the effect of the Academy by missing part of the impact. Support workers suggested that the

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Academy might also contribute indirectly to achieving better employability results by raising their worker's awareness/interest in employability more generally.

**Table 17 Measuring the change for Jobcentre Plus**

Outcome	Indicator	Source
Advisers have a constructive option to offer homeless people to support them into work	<ul style="list-style-type: none"> <li>• Advisers refer increasing numbers of homeless clients to the Academy over the year</li> <li>• Jobcentre staff actively help trainees to take part in the Academy</li> <li>• Referrals from Jobcentre Plus are appropriate and at least 50% are accepted onto the Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Academy referral records</li> <li>• Practical help from Jobcentre Plus (resolving benefit issues, providing clothing, fares, contacts etc.)</li> <li>• Feedback from Jobcentre advisers and managers,</li> </ul>

This indicator needs to measure the impact for individual advisors rather than for the whole of Jobcentre Plus or for Jobcentre Plus in Leeds.

Indicators have, therefore, been chosen to demonstrate the value that Advisers place on the programme – are they referring the right people, are they impressed with the quality of the programme so that they refer more people. The mixture of anecdotal and statistical data will enable us to measure this change.

**Table 18 Measuring the Impact of Change for Create**

Outcome	Indicator	Source
Work will be easier and progress more smoothly because there are more people to deploy on tasks and a more systematic way of working	<ul style="list-style-type: none"> <li>• 50% Business Centre Manager reports businesses are running more smoothly because of trainees.</li> <li>• Orders are completed to quality standards and dispatched accurately in good time.</li> </ul>	<ul style="list-style-type: none"> <li>• records of BM 1 to 1 reviews, <ul style="list-style-type: none"> <li>• management information collected from each business</li> <li>• 6 monthly interviews</li> </ul> </li> <li>• Business Centre manager's reports</li> </ul>
Work will be more difficult and more time will be taken checking the quality of work. Productivity may suffer as there is not enough time for students to become competent and useful	<ul style="list-style-type: none"> <li>• 50% Business Managers report constant delays, problems and disorganisation in the workplace because of trainees.</li> <li>• frequent mistakes in deliveries and reworking of orders</li> <li>• poor hygiene, stock control and safety standards in one or more of the businesses.</li> <li>• Increase in customer complaints and/or drop in customer numbers</li> </ul>	<ul style="list-style-type: none"> <li>• Records of BM 1 to 1 reviews</li> <li>• management information collected from each business, (order sheets, food hygiene inspections, delivery records etc.)</li> <li>• customer service questionnaires, website comments etc.</li> <li>• Business Centre manager's reports</li> </ul>
Delivering more change and delivering more effectively against CREATE's social objectives	<ul style="list-style-type: none"> <li>• At least 75% of trainees who move into work are still working 6 months later and all trainees report improved life chances</li> <li>• Increased interest in Create's social mission and delivery model</li> </ul>	<ul style="list-style-type: none"> <li>• Create branches in other cities</li> <li>• National and local media coverage and awards approaches from other organisations</li> <li>• Awards</li> <li>• Quantitative and qualitative data from Academy.</li> <li>• Records of Director and senior management meetings with senior influential contacts.</li> </ul>



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As previously discussed, there are elements of Business Benefits within these changes, which are appropriate for inclusion in this analysis of social impacts because they will contribute to Create's social mission. The positive and negative impacts on the Business Manager's work are measured by the effect on these stakeholders and are very subjective. Setting indicators to measure these very subjective changes, baselining them and determining how to measure them in such a way as to discover not just the changes themselves but the extent of each and how much of the changes are attributable to the Academy programme will be very testing, especially as turnover is traditionally high in these sorts of posts, especially within the catering industry.

The most obvious indicators for both of these impacts will be the judgement from each chef/manager about how easy/difficult it is for them working with trainees in their business. However, this will need to be discussed as a comparative statement – 'easier/more difficult than in previous jobs without trainees' because the outcome is impossible to baseline effectively, except on an individual basis.

Using evidence of some of the impacts on the Business to cross check these changes seems appropriate, given that the Business Benefits themselves are intended to feed through to produce social impacts. So, for the '*making my life easier*' change it should be possible, to some extent to validate the subjective data from Business Managers against the quality of the product and the customer service – but only to some extent, because many other factors could contribute to achievement against these indicators (quality of the produce, the chef working longer hours, better planning and organisation). Similarly there would be difficulties in validating the chef/manager's assessment of the negative outcome. Frequent delays in delivery, problems with quality and food safety etc. may not be the result of working with the trainees. However an accumulation of these, over a long period, could be evidence of the impact of trainees on an otherwise high performing professional.

The suggestion at this stage is, therefore, that both of these indicators are, therefore, measured in the same way – a mixture of narrative information collected at 1 to 1 reviews and feedback collected at 6 monthly review interviews, crosschecked by interviews with their line managers. While by no means fool proof, the collection of data over time could also provide evidence of impact, particularly by showing over time the impact of some of the other potentially negative factors being managed out. For this Management Information collected for the businesses (order sheets, food hygiene inspections, delivery records, customer service questionnaires, website comments etc.) could be particularly useful.

The indicators for *delivering more effectively against social objectives* need to show both the qualitative and quantitative changes and changes for trainees and the businesses. The indicators, therefore, inevitably duplicate to some extent those for the trainees. Measuring success inevitably involves measuring success in trainees own terms as well as building thriving businesses. This indicator is relatively straightforwardly measured using the data already collected during the Academy. In terms of the indicators relating to the outcome for the businesses, there will be a plethora of data about business performance, but the difficulty will be in attributing the impact of the Academy accurately. A solution to this needs to be discussed with Business stakeholders in more detail in the next round of interviews.

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Measuring the totality of this outcome will also require us to measure how far the Academy contributes to the visibility and recognition of the organisation, as, for Create, extending the scope of the organisation is an integral part of delivering effectively against social objectives. Again, this will need to be considered carefully to see how far it is possible to separate out the impact of the Academy as against other factors.

In every case I tried to ensure that the majority of the information required to evidence these changes is the information which will be collected anyway in the course of the programme to monitor and manage the programme and support publicity and marketing. There were minimal reporting requirements attached to the CLG money and none for Supporting People Leeds, so in this instance reporting requirements are not an issue.

Since this forecast has been completed much work has been done to try to put in place systems which measure these outcomes both qualitative and quantitative. Because the trainee outcomes are so important, our focus has been on recording these, including, but not limited to: a more detailed trainee record completed at induction; records of 1-1 interviews; a qualitative end of course evaluation with each trainee (even, or maybe especially, those who leave early): feedback at the 3 or 6 month stage after the trainee has left the Academy, whether or not they move into work. There also plans to collect evidence in the more innovative forms– blogs, video clips, real time progress recording and trainee feedback etc. to improve the quality and timeliness of evidence. These are discussed in more detail in the Discussion and Recommendations Section.

Other work on indicators and measures has been to a longer timescale and, in some cases, this is starting to suggest indicators very different from those which were proposed in the forecast report. This is partly some of the stakeholders we identified have proved to be less material than originally assumed, or to be material in very different ways, and for the Create stakeholders, the Academy has become integral to the organisation in a way in which we had not originally planned, meaning that the indicators for them now need to be considered and redefined in a completely different context. I would, therefore, expect that a future evaluative SROI would contain a completely different set of indicators which would better reflect the actuality of the Create Businesses and the Academy programme and the context they operate in.

### ***Financial proxies***

Proxies were generally suggested by stakeholders in response to the question – *'How else could you have achieved the same sort of change?'*

However, perhaps, because the Academy was seen by many as a training programme and because of the past experience of many of the stakeholder groups (trainees, Business Managers, training team, statutory service and homeless sector professionals) training courses were frequently proposed as proxies. This led to a plethora of similar proxies on the first versions of the impact map. While this would not necessarily be a problem, it was evident that there was some possibility of duplication and a probability that training course costs might have a disproportionate influence on values. It also seemed rather inappropriate to use training course costs, considering that one of the unique selling points of the Academy programme is that we offer an alternative to traditional training provision. So, wherever, another proxy

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was offered or can be found which is equally/more appropriate to the change this has been used instead. In some instances these alternative proxies have been checked with stakeholders, but, where this has not been possible, the proxy value has been crosschecked with the training course costs to ensure that they are roughly equivalent. The differences in values caused by these proxies have also been tested in the sensitivity analysis and some of them were discussed with stakeholders as part of the June 2011 SROI interviews.

Where alternatives still remain, the lowest value appropriate proxy has been used to estimate the lowest realistic value of the change.

**Table 19 Values for Trainees**

Change	Quantity	Duration (years)	Financial Proxy	Value £	Source
Have a regular wage ...	64	3	National minimum wage for a 30 hour week	£182.40	National minimum wage <a href="http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201">http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201</a> - (28/4/12)
Have a job which I enjoy, which challenges me ...	32	3	Outward bound/adventure holiday	£450	Adventure holidays in North Wales. Bushcraft and survival 5 day holiday for adults ( <a href="http://www.proadventure.co.uk/activity_booking/Ultimate_Bushcraft_and_Survival_5_day_course.html">http://www.proadventure.co.uk/activity_booking/Ultimate_Bushcraft_and_Survival_5_day_course.html</a> ) (28/4/12)
Improve my self-esteem, and self-confidence ...	75	2	Self esteem and assertiveness training,	£1,052.00	Reed learning <a href="http://www.reedlearning.co.uk/training/course/assertiveness-at-work">http://www.reedlearning.co.uk/training/course/assertiveness-at-work</a> (28/4/12)
Have better relationships with family and friends	60	2	Cost of 6 hours of family reconciliation therapy	£300	<a href="http://www.leedspsychotherapy.co.uk/first.html">http://www.leedspsychotherapy.co.uk/first.html</a> (28/4/12)
Have improved my housing position...	50	3	Cost of 6 tins of paint and security alarm	£144.86	B & Q <a href="http://search.diy.com">http://search.diy.com</a> (28/4/12)

The volumes of change for trainees are all based on those set out in the proposal, which assumes a maximum of 80 trainees going through the programme in the first year. Of these we assumed that 64, (80%) would move into work either during or at the end of the programme. As this forecast was based largely on the proposal I have left these figures unchanged, although the reality for the year was inevitably different – 91 trainees started the programme of which 31 (34%) had moved into work.

The assumption in the impact map is that 50% of those going into work would have a job that they enjoy. This was purely guess work and appears from the June 2011 interviews to be an underestimate: in these at least 90% of those who had found work were enjoying the experience.

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The volumes of trainees experiencing a better relationship with family and better housing are similarly estimates, based on a total cohort of 80. Both are % scaled up from the findings of the original interviews, but this process was by no means robust: each trainee group has been different in its needs and composition. Therefore, it is not possible to judge how representative of the whole cohort this first group really were, and it was not possible to validate these assumptions in the subsequent interviews with trainees because I was unable to contact a large enough number of ex-trainees.

The table also shows the elements used to construct the value of the Academy for trainees. The national minimum wage for workers over 21 has been used – although some of our trainees are younger, the majority are over 21 and attempting to estimate the proportion in different age groups seems to be unnecessarily detailed for this forecast – the exact proportion could, of course, be used in an evaluative SROI. The total value is calculated assuming that they will work a 30 hour a week (£6.08 x 30 hours), although, in reality many in this client group would willingly take fewer hours in order to get a foot on the jobs ladder. However, offsetting this possible over estimate, if the impact sustains as planned, we would expect to see most increase their earnings if not through progression then through additional hours to a full time job in the course of the period which has been modelled. DWP evaluation of their Jobseeker's Regime/Flexible New Deal Programme<sup>2</sup> shows that 63-66% of people who stayed with their employer for 12 months had achieved some degree of progression in terms of additional hours, higher pay or longer term/permanent contracts: around 36% of these had seen their pay increase.

Appropriate confidence and wellbeing proxies for this group proved difficult to find. Proxies considered included data from Office for National Statistics data and the SROI Wiki VOIS database. However, most of these focus on children and young people, older people or people with specific health problems or disabilities and, not only were the client groups totally dissimilar, the proxies were measuring change in a very different context (schools, care homes etc.). Not all reflected the element of overcoming adversity and multiple challenges which trainees identified in their theories of change. Ideally the proxy would also have related more closely to employment as this is central to the change trainees anticipated, but this proved impossible to find. So, ultimately, the training course proxy proposed by the trainee group, seemed the most appropriate. This is the cost of a 5 day course with Proadventure which aims to achieve the change experientially in the same way as the Academy.

[http://www.proadventure.co.uk/activity\\_booking/Ultimate Bushcraft and Survival 5 day course.html](http://www.proadventure.co.uk/activity_booking/Ultimate_Bushcraft_and_Survival_5_day_course.html) - (28/3/12)

This particular course has been chosen because it includes both the elements of this change described by the trainees: overcoming challenges and demonstrating new skills. The value included is for the longest of the training courses which they offer as it relates most closely to the trainees experience on the Academy; a 5 day a week, 12 week course.

The proxy for achieving confidence is also a training course, but this time a more traditional assertiveness/self-awareness training course, using the cost of a

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<sup>2</sup> Jobseeker's Regime and Flexible New Deal Evaluation: Findings from Longitudinal Customer Survey and Qualitative Research. Adams L, Oldfield K, Riley C et al. DWP Research Report No 767 2011.

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mainstream training provider's offer for Assertiveness at Work which has similar objectives to the changes which the trainees anticipated.

<http://www.reedlearning.co.uk/training/course/assertiveness-at-work> (28/3/12)

As before the same limitations apply to possible alternative proxies particularly those using the Wiki VOIS and ONS information. One disadvantage of this proxy is that it is only for part of the total change described and I debated whether to include a second proxy here for some sort of decision making training, perhaps a leadership course or some sort of well being measure. However, using a decision making/leadership course as a proxy seemed to increase the possibility of duplication with the challenges/skills proxy already discussed, although this is probably not significant in that the previous proxy does not entirely value the whole of that change.

Although the Wiki VOIS included a proxy for improved family relationships using data from social services this relates to young people most of whom are in some sort of relationship/contact with their families rather than the mixed age group we work with, some of whom have had little or no contact with their family for years. The proxy I have used is, therefore the value of 6 sessions of family psychotherapy in Leeds <http://www.leedspsychotherapy.co.uk/first.html> (28/3/12).

This replaces a value originally taken from the Relate Leeds website which is no longer current. Arguably this is on the low side – the Wiki VOIS shows a value of £888 (at 2008 prices) for family support for young people, and £13,000 for the average divorce costs and cites these as potential proxies for improved family relationships. However, neither is particularly appropriate to this client group, although some of our trainees do fall into each of these groups. The proxy used is closer to the average costs of a counselling session shown on Wiki VOIS (£2080 across 52 weeks). I have used 6 interventions as the multiplier to calculate the total value based on the assumption that this would result in a similar intensity of intervention as it roughly equates to the length of the Academy programme – 1 session every fortnight for 12 weeks.

The proxy used for 'better housing' was originally the annual cost of household repairs and maintenance from the Annual Household Survey 2010, (£6.70 per week). However, I am no longer able to access the website to verify this data, so I have used, instead the proxy suggested by trainees which was the cost of redecoration (paint and decorating materials). <http://search.diy.com> This produces a slightly higher value than that the example on Wiki Vios (£108.50) which is based on the Nef valuation model but this seems appropriate because the cost for trainees would generally be for improving their new home, while the NEF value is for on-going maintenance expenditure.

**Table 20 Values for Business Managers**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Job skills and job satisfaction increased	8	5	CMI Level 3 certificate in first line management	£435.00	Leeds City College <a href="http://www.leedscitycollege.ac.uk/courses/index.php/5004/cmi-first-line-management-level-3/">http://www.leedscitycollege.ac.uk/courses/index.php/5004/cmi-first-line-management-level-3/</a> (28/3/12)

For this impact, the proxy used is the cost of level 3 supervisory training at the local college. Training costs seem to be appropriate here as the outcome is that they have acquired/ a new skill set and the most usual way to do this would be through some sort of training. This particular course contains all the elements which Business

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Managers thought they would learn or which would improve their skills and the level chosen, the certification seems to reflect an appropriate level: more than just a basic knowledge, but practical rather than theoretical. An alternative might be to use instead the additional cost of employing staff who already have expert supervisory and support skills in addition to trade skills. However, this approach is informed very much by hindsight as this has been one of the unintended consequences of the project, so including it within this forecast could distort the value of the change in any future evaluative work using these same proxies. The average cost of training per head in Leeds was also investigated as a possible alternative to a specific training course, but it seemed artificial and inappropriate to use this notional figure when Leeds City College provides a training course with identical objectives and at exactly the right level where the cost is readily available. In any case the values were very similar. The volumes for this change have been calculated based on business areas which were operational at the time of the forecast.

**Table 21 .Values for CREATE Head Office Team**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Improved morale and better team working	15	5	staff costs for team meeting	£600.00	1 hour of each workers time based on initial costing spread sheet 50 weeks a year

The proxy for the Head Office team's anticipated improvement in morale and team working is the cost of a weekly team meeting for the 50 weeks of the year the admin office is open (this assumes a 2 week Xmas closure). This is costed at £12 per hour using the estimated average salary costs from the original project budget for the Academy. An alternative would be to use national minimum wage but this would undervalue the change, as this group includes several senior managers who earn considerably more than minimum wage. Some sort of team building activity was also considered as an alternative, but the team meeting proxy seems more appropriate as it would impact over the same timescale as the change.

Although this change was specifically identified as an impact by the admin team, it was also mentioned, although less significantly, by other people working in the CREATE businesses so the proxy is multiplied by 8 people employed in the businesses (managers and deputies) 4 HO staff and 3 training mentors; 15 in total. Theoretically there are other people who would benefit by this change too, mainly but not exclusively, the senior managers included as Directors. However, as they did not identify this as a change for them, they are not included in this calculation.

**Table 22 Values for the Training Mentors**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Professional development and more employable ...	3	5	Cost of assessor training plus counselling training plus lost salary costs for volunteering time	£2,277.00	<a href="http://nvqassessorstraining.com/course-details-2.htm">http://nvqassessorstraining.com/course-details-2.htm</a> (28/3/12) <a href="http://www.cpcab.co.uk/qualifications/current/csk-l2.php">http://www.cpcab.co.uk/qualifications/current/csk-l2.php</a> (28/3/12) and 10 hours mentors salary

This change has been valued using a mixture of 3 proxies because although '*increasing employability*' appears to be a relatively straightforward change, the detail of the interviews reveals that for these stakeholders the chain of events leading to it

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actually quite complex comprising 3 elements: the qualifications, the time and resources to offer trainees in depth support and the skills and knowledge to work with homeless people. There is potentially a possibility of overlap between these last 2 elements but there seems to be a clear distinction in the stakeholders' comments between resources and skills so proxies for both have been included. Therefore, the proxy comprises:

the cost for assessor training (£ 699)+ the cost of a Level 2 counselling skills course as a proxy for in depth support (£288) + the cost for the mentors of volunteering with a homeless charity as a proxy for the skills and knowledge element of the change (£1,290) £2,277 in total.

There are several alternative approaches to assessing the final, 'knowledge and skills' element. My preferred approach was to include the cost of volunteer work experience with another organisation. However this proved problematic. The nearest equivalent organisation which works on moving homeless people into work using volunteers is Business Action On Homelessness, where people from industry volunteer to take part in a one day workshop and mentoring with the same customer group. No costs are available for this, but Business Volunteers continue to draw their salaries from their (mostly private sector) companies, so a value could be estimated based on the average professional salary and number of days they donate. Alternatively I considered whether it might be possible to use the staff cost per head from a different type of programme which works with the same groups, such as the CRISIS Smart Skills programme. However, their figures ([http://www.crisis.org.uk/pages/crisis\\_smartskills.html](http://www.crisis.org.uk/pages/crisis_smartskills.html)) are now outdated and are not clearly set out in the report: they can only be roughly calculated from the information given.

Therefore, for simplicity, I used wage costs for 10 days volunteering for each Employment Mentor to achieve the same level of skills and experience, using their actual wage rates as a basis for this part of the calculation. (The 10 days is an estimate, slightly less than 1 day a month for the year).

The volume of change has been calculated based on 3 training mentors throughout. Arguably the 'in depth support'; element could also be included as a change for some of the other stakeholder groups – some of the Head Office team and some Business Managers too. However, it is not so material to these job roles, although some of the individuals interviewed may, individually, have wanted to provide support, so these additional volumes have not been included in calculating the value of this change. This approach also removes any potential for double counting as, for these job roles, the supportive element, where it exists, is more likely to be a stage towards the outcomes already discussed than a separate change.

**Table 23 Value for Communities and Local Government**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Model for a successful commercial social enterprise delivering public services	1	5	Mean cost of buying a social enterprise franchise.	£3,750	Growing Social Enterprise, Research into social replication. Report from Social Enterprise Coalition. January 2011  <a href="http://www.socialenterprise.org.uk/uploads/editor/files/Publications/Gro">http://www.socialenterprise.org.uk/uploads/editor/files/Publications/Gro</a>

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					<a href="#">wing Social Enterprise report.pdf (28/3/12)</a>
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Although CLG contributed a relatively small sum to the Academy, they saw the outcome for them as being a model for other social enterprise, so the proxy used is the cost of buying a social enterprise, a figure which was estimated in recent research. The whole value has been applied to the change, as CLG's strategy for gaining of different ways of working is to invest in a limited number of social enterprises working with the homeless. This training will benefit CLG over a long period of time, as it will form the basis for future policy making as well as supporting CLG in their role of advising others. The quantity of change, the cost of buying a single social enterprise, has been used as it best reflects the outcome – a model for a different way of working.

**Table 24. Value for Supporting People Leeds**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Model for joint working which demonstrates a different way of working	0.05	5	5% Leeds City council budget for partnership working 2010/11	£422,000	<a href="http://www.leeds.gov.uk/files/Internet2007/2010/15/afp%201011.pdf">http://www.leeds.gov.uk/files/Internet2007/2010/15/afp%201011.pdf</a>

Interviews with Supporting People Leeds produced several outputs which could be linked into a single change around better ways of working with partners within and outside the council. When looking to estimate a proxy value, stakeholders suggested two proxies related to cost reduction to the council: one on partnership working and the other on improved contracting processes. Initially, both proxies were included, based on budget and financial planning information available on the Leeds City Council website. Relatively arbitrary percentages were applied to estimate the Academy's contribution with the overall impact value being mitigated to a more a realistic level using high levels of deadweight and attribution.

However, to include both seemed likely to overestimate the value of the impact of this relatively small scale project on Supporting People and Leeds City Council, particularly when external factors, like financial constraints, will be the main driver for change. So a single proxy was chosen (the impact on partnership), because revisiting the interview transcripts made it clear that this was the main impact they anticipated and that they expected that it occur across all council departments and to impact other organisations in the rest of the city. In order to make a realistic forecast of the impact, the volume of change has been estimated as deliberately low – it would be reasonable to assume that other organisations would provide alternative models too and this is also taken into account in estimating attribution.

**Table 25 Value for other organisations working with Homeless People**

Change	Quantity	Duration	Financial Proxy	Value £	Source
More clients move into work Better able to meet targets ...	64	1	Per head cost of voluntary sector homeless support services	£155.00	<a href="http://www.thebiglifegroup.com/the-big-life-group/141/about-us/business-plan">http://www.thebiglifegroup.com/the-big-life-group/141/about-us/business-plan</a> (28/3/12)



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Because the theory of change for other organisations working with Homeless People is relatively clear cut, identifying a proxy *'the per head cost of voluntary sector support services'* was relatively straightforward. However, few of the organisations which work with Homeless People in various capacities are sufficiently transparent in publishing their costs and service user volumes to allow this per head cost to be calculated. Also, of those where financial information is readily available, many are London based, where the costs could reasonably be expected to differ either, because of the greater number of people they deal with or the higher cost of living. Additionally, some have housing provision as their primary activity, which means that capital costs and rents skew their total cost figures. Eventually Big Issue costs were chosen as the proxy as their costs were for their national operation and they have a similar focus on improving employability, rather than on housing. Coincidentally, Big Issue in the North was one of the stakeholder organisations who completed the questionnaire for this analysis.

The volume of change here is predicated on the number of trainees estimated as moving into work, discussed earlier. The rationale being that at the start of the Academy we anticipated that all trainees would be referred to us and would remain supported by another organisation working with Homeless People. In actual fact the evidence is that this is not necessarily the case – the majority of referrals have come from statutory providers, such as Jobcentre Plus or Probation Services. However, some, if not most of these trainees are also in some sort of contact with the providers of Homeless Services, so these volumes of change may not be so unrealistic as they first appear. More work will be needed during a future evaluation to explore this relationship further, but the lack of responses from Homeless Services in June 2011 meant that we were unable to do this at this stage.

**Table 26 Value for Jobcentre Plus**

Change	Quantity	Duration	Financial Proxy	Value £	Source
Advisers have a constructive option to offer homeless people ...	80	1	Price of referral for JSA client to DWP work programme (attachment fee only)	400	<a href="http://www.dwp.gov.uk/docs/work-prog-pricing-guidance.pdf">http://www.dwp.gov.uk/docs/work-prog-pricing-guidance.pdf</a> (28/3/12)

The impact on Jobcentre Plus is a very small scale but their contribution is critical to the programme (See Stakeholder section for a fuller discussion). The challenge, therefore, was to find a reasonable proxy to reflect the value of that impact which did not distort the balance of the impact map as a whole. It did not seem appropriate to use as a proxy the value of the benefit's saved by trainees going into work, as this could not possibly be significant in the light of the benefits bill, even within the city, much less for Jobcentre Plus nationally. Initially the cost of a small number of hours of adviser time was considered as a proxy, as this closely matched the outcome. However, to calculate this involved a series of increasingly tenuous assumptions and generalisations about adviser numbers, the time they would spend with each client and their average wage rate (although some of the basic information was available from the Jobcentre Plus pages of the You Gov website). At the end of December 2010 DWP made the maximum programme costs per head for each client group available as part of their Work Programme tendering exercise, which enabled me to use the value of the attachment fee for JSA clients who can have early access to Work Programme as a proxy. This is for more or less the same customer group –

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homeless is one of a number of criteria which enable early access. There are several other elements of the whole programme fee for this group, but for this exercise the attachment fee only alone has been used because this is the initial payment to the provider and the start of the programme is the point at which the change would be experienced for the adviser.

For ease of calculation I have assumed that all 80 trainees would fall into this group although, in reality some would come into higher Work Programme cost bands, if for example, they claimed sickness benefits.

**Table 27. Value for the Create Board**

Change	Quantity	Duration	Financial Proxy	Value £	Source
My work will be easier...	48	1	Cost of agency workers paid at minimum wages for 3 days a week (21 hours) 48 weeks of the year	£127.69	<a href="http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201_(28/3/12)">http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201_(28/3/12)</a>
My work will be harder...	1920	1	Additional 2 hours' time needed in each business each day 48 weeks of the year	-£12.16	<a href="http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201_(28/3/12)">http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201_(28/3/12)</a>
Deliver more effectively against CREATE's social objectives	1	5	Business improvement manager's salary for 1 year	£40,000.00	<a href="http://jobs.guardian.co.uk/job/4430933/head-of-community-engagement/40-45k">http://jobs.guardian.co.uk/job/4430933/head-of-community-engagement/40-45k</a> <a href="http://jobs.thirdsector.co.uk/job/342739/head-of-business-development/">http://jobs.thirdsector.co.uk/job/342739/head-of-business-development/</a>

As previously discussed the first 2 outcomes are essentially the two sides of the same coin and, therefore the same proxy value is used for both. I explored the possibility of using instead a per capita production figure as a proxy (increase/decrease on a baseline before the start of the Academy). The problem with this is that it could potentially be seriously distorted by externalities: business productivity is predicated just as much by demand as on staff capacity, be it the number of customers in the shop, variances in trading caused by bank holidays or the size of the kitchen/café. It also seemed to measure increase in volume rather than the quality and capacity changes which the Business Managers described. Another option would be to consider the cost of some sort of labour saving equipment; I chose a vegetable preparation machine (a commercial scale food processor) <http://www.nisbets.co.uk/buffalo-continuous-vegetable-prep-machine/G784/ProductDetail.raction> which produced a possible alternative value of £439.99. However this seems to me to only value part of the change (the ease of working rather than the quality) and, value would last longer than the year, while the impact of trainees in the business only lasts as long as they are working. So the most appropriate proxy for both of these outcomes seems to be the value of staff time. The most transparent way of valuing this (and the approach used in the impact map) is to use national minimum wage figures [http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG\\_10027201](http://www.direct.gov.uk/en/Employment/Employees/TheNationalMinimumWage/DG_10027201)

although another possibility would be to use Create wage rates (Create pays a slightly higher minimum wage of £7 per hour to workers).

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Business Managers' estimates of the extent of the positive and negative outcomes on Create as an organisation differed in the original interviews with some being more optimistic than others about the impact of trainees on their working lives, although all did anticipate both the positive and negative changes. Combining their responses, the positive impact '*making my life easier*' has been calculated as 21 hours a week for 48 weeks of the year. (48 weeks of the year takes account of Business Manager's annual leave entitlement). There has been no attempt to apportion this across the 4 businesses. The negative change '*making my life harder*' was originally calculated on the same basis- as an additional 2 hours a day (25% of their time) for 48 weeks of the year for 4 businesses. . This impact map still shows these original calculations for consistency, although further interviews suggest that this may be a slight underestimate as BMs in June 2011 were estimating that at least 30% of their time was being taken up with trainees

To value the final part of the change to Create itself, '*deliver against social objectives*' I explored several different possibilities. Using information from the CREATE accounts seemed inappropriate as this would identify the business changes not social impacts. A better approach could be to use Create wage scales as before and to estimate the additional time which would be required from the staff team to increase social impact by the same amount. Using the same internal staff costs £12 per hour as in the negative outcome for the organisation which the Business Managers identified and the same number of days; this would value the change at £960. However, realistically, we would be unlikely to be able to achieve this degree of change using existing staff, as their involvement within the previous model would make them less likely to identify what changes were necessary or to manage them effectively. If the change was achievable in this way, it would most likely take large amounts of both time and money. A more realistic option would, therefore, be to value this change as the cost for a consultant to achieve the same degree of organisational change. However, although I was able to estimate the number of days this would take reasonably accurately, based on my own and CREATE's previous experience, consultancy costs are not generally available from the major commercial firms. A value based on Social Enterprise Support Centre consultancy charges and our own (lower) consultancy charges for Social Enterprise support for the voluntary sector in 2009-10 would give an estimated value of this change of £7,500.

Ultimately the approach I chose was to calculate the cost of employing a specialist manager to improve delivery against social objectives for 1 year. Although Create employs primarily commercial staff, it seems appropriate to include someone from a third sector background as this outcome is about delivering social benefits. The Guardian and Third Sector websites show a range of salaries for charity professionals in this type of post. The wage range for managers who can roughly be described as Business development specialists extends from around £34,500 <http://jobs.guardian.co.uk/job/4426880/service-improvement-and-agency-management-manager/> to around £55,000 <http://jobs.thirdsector.co.uk/job/342535/chief-executive-officer/> for posts based outside London and the South East with most of the posts advertised offering salaries of around £40-£45,000 a year. At the time of writing a senior Business Development post is advertised for a Social Enterprise in Bromley at a pay range of £43,202-£50,972 per annum. The value of £40,000, therefore, seems reasonable in this context, particularly as the real cost would be higher than this because of employers NI, pension contributions, on costs etc.

## Calculating the Impact

### ***Duration of change***

This SROI assumes that while there are impacts to job roles and partner organisations which have a very limited duration there will also potentially be much more long term benefits for the trainees and for CREATE as a social enterprise

There are very immediate impacts, for the other service delivery organisations who work with Create trainees: Jobcentre Plus, organisations working with Homeless People, Big Issue etc. For these the most direct impact of the Academy will be on their service users and they do not anticipate any long term change to themselves from their own relationship with the Academy. All these outcomes have, therefore been modelled as having short term impacts all falling within the first year of the forecast.

I have assumed that the impacts on the trainees will be long term, but not excessively so, because they will be overlaid by new experiences. For those who find jobs it will be the experience of being in work, taking part in society etc.; those who fail to find jobs may find the learning from the Academy diluted by continuing worklessness. This is, of course, a generalisation: some of those who fail to find work may be able to become to be better housed as a result or more active in their communities, but the assumption seems defensible given that the focus of the Academy is on moving people into work.

The duration of the impacts on other organisations which anticipate organisational benefits from the Academy; Supporting People Leeds, CLG, Homeless Link, are also assumed to be long term and to persist past the end of the first year. The actual duration varies according to the nature of the impact and the policy context in which they are working. A deliberately low realistic duration has been estimated in each of these cases to take into account the rapidly changing economic and political context in which these organisations were working in 2010-11. So, the relatively straightforward impact for Homeless Link only occurs in the relatively short term, while for statutory organisations like CLG or Supporting People Leeds which change slowly and work in a more complex policy environment the change could potentially be influential for longer.

Arguably the longest duration of impacts will be for Create and the people working in it. The outcomes for the Business Managers and the Businesses they manage (*making work easier/harder*) are very short term; they only exist at the time they occur. The impacts on the organisation and job roles which influence Create's ability to deliver its social mission should be more long lasting, so that outcome has been profiled across a much longer period. This is consistent with stakeholders' views of the Academy as something that will shape the way the organisation works for years to come.

### ***Deadweight, Displacement and Attribution***

Deadweight for all the outcomes for trainees and for all the outcomes where the volumes of change are based on trainee numbers are all taken as 5%. This is based on the deadweight figures for JSA early entry clients given in the DWP Work Programme pricing guidance (<http://www.dwp.gov.uk/docs/work-prog-pricing-guidance.pdf>). It is an average deadweight figure for all benefit claimants, and our trainees are generally

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accepted as be amongst the furthest from the labour market, so in reality deadweight could be a much lower figure than this.

The other deadweight figures are all estimated as no other figures were available when the forecast was complete. I have tried to be consistent in these estimations, so, for example the deadweight for Business Managers and Training Mentors learning from the Academy are both set at 10% in recognition that they would be continually learning by experience, even if it was not the experience of working with the Academy. The same rationale holds for the strategic gains anticipated by Supporting People and Communities and Local Government: there are not many other organisations (social enterprises or others) that have a similar operating model to CREATE, but while we are ahead of the game we are not unique and there are others who will contribute to the development of these organisations' strategies. On the other hand, CREATE is generally regarded as a brand leader and listened too, particularly in the homeless sector where these stakeholders operate, so a relatively low deadweight level (10%) seems appropriate.

For other changes the deadweight figures are more unique and dictated by the type of change. For the '*making work easier/more difficult*' change to Create itself, it would be nonsensical to include any deadweight, as the impact would not exist at all without the Academy. A similar argument applies to the '*better able to achieve our Social Mission*' change. While acknowledging that other factors would also have influenced this outcome, discussions with Board Members and the way in which Create has developed over the past 18 months with trainees integrated into the heart of each business supports the argument that the Academy has been crucial.

Displacement is included for most changes. However there is no recognition of the most obvious example of displacement: CREATE trainees moving into jobs and displacing other workers from these, in this impact map, although it will inevitably take place. As previously discussed Create trainees going into work must take jobs which would otherwise have gone to other people. However, none of the trainees actually identified the move into work as an outcome, so there are no values within the impact map simply getting a job. The outcomes they listed are much more personal and it would not appropriate to consider introduce a displacement figure for the displacement of jobs against any of these

A very high (50%) displacement figure has been applied to the '*making work easier.*' impact for Create. The Academy model deliberately sets out to displace some paid workers or volunteers by using trainees within our own businesses. However, this is not a straightforward 1-1 displacement because there needs to be a core staff which enables the businesses to function without trainees when numbers have dwindled towards the end of each groups 12 week programme. Similarly there is a degree of displacement for the increased skills/training impacts for Business Managers and mentors, as there is a likelihood that they would be learning in other ways in any case.

Because very few organisations working with homeless people focus on employment, there is very little prospect for displacement in the impacts for them, although a small element (5%) is included to take account of other employment based initiatives in the sector, such as Business Action on Homelessness and the overlap with Jobcentre Plus work. The displacement level on the impact for Jobcentre Plus is difficult to assess. While the reality is that most if not all of our

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trainees would potentially enter the Work Programme, it is the more appropriate provision and increased effectiveness which Jobcentre Plus stakeholders say they value, rather than simply the placement. The evidence from past programmes is that our trainee group are generally 'parked' by mainstream providers (the minimum level of time and effort is spent on them) and experience tells us that chances of their moving into work are very low. It would seem, therefore, that 100% displacement (if trainees didn't go to us, they would just be helped by another provider) is not appropriate and the assumption that mainstream providers would move our client group into work at the same rate as other clients (about 35% according to Tomorrow's People, a national programme provider) is equally flawed. Based on this, I have estimated a displacement level for the Jobcentre Plus change of 20%.

There is almost certainly some displacement in the impact for CLG, as they will not use the Academy alone in their strategic modelling, so a 20% displacement figure is included here too. Again, this is an estimate, but it is based on the observation that most of the other impacts which would contribute to this strategic change are theoretical or academic rather than the practical example provided by the Academy. The level of displacement for the *effective delivery against social objectives* impact is set at 30% because there is some evidence from anecdotal reports of Board Meetings that Directors were beginning to reshape the business before the Academy was set up, working towards finding a replicable business model and positioning CREATE to attract additional investment. If the Academy had not been set up, it is reasonable to assume that they would have decided on another route to improve the achievement of their Social Mission. Displacement is set at 30% for the change for Homeless Link too, because the reality is that, without the Academy, they would have found other ways to market their training, although these may not have been so impressive or effective.

Some level of attribution is included throughout, because many other agencies and partners work with us and with the Customer Group. However, this is generally set at a low level, as, although other agencies working with homeless people have been effective in other forms of service delivery: moving people into housing, dealing with drug or alcohol abuse etc, they are generally acknowledged as being relatively ineffective in moving people into employment. Despite targets for moving people into work, most have no processes for doing this. The exception to this is the *better housing* outcome for trainees, where housing providers do most of the initial rehousing work and may subsequently be involved in move on housing: their attribution is set at 25%. The subsequent changes in improving the safety and quality of the housing are assumed to result primarily from trainees' involvement in the Academy. A high level of attribution (80%) is applied to the *partnership working* impact for Supporting People Leeds because partnership working, of necessity, implies a high level of input from others into the outcome.

### **Drop off**

The drop off effect will be quite marked for trainees as our intervention will help in the first year and then the impact will tail off steeply. Despite years of work experience programmes in the UK and other countries, there is almost no data on the outcomes for those taking part, let alone any discussion as to how the impact of programmes decays over time. However, a recent DWP research paper<sup>3</sup> found that of the 80% of people who went into work from Jobseeker's Regime and Flexible New

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<sup>3</sup> Ibid.

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Deal stayed in the employment, although only around 88% of these stayed with the same employer or the same type of self-employment. The 20% 'best guess' figure used here is, therefore, well within these margins and takes account of the fact that over time, people's more recent work record and or greater experience of life skills will come to influence their employment status, more than their experience in the Academy. I have assumed that the personal development impacts will persist for a similar length of time, but that they will drop off less steeply as the learning will be overlaid by experience, rather than replaced. The changes which are less internalised, to *family relationships* and *housing* position, have higher drop off rates applied, as, if they persist at all, there could be some overlap with the self-esteem/autonomy impacts: for example, trainees will get on better with their family and have a nicer house because they are more in control of their actions and able to advocate for themselves.

No drop off has been applied to the *increase in job skills* change for Business Managers because it is cumulative, in that while new skills may overlay/complement those gained in this project, they will not replace them. The same rationale holds good for the change for the Training mentors. *The improved morale and better team working* change for the Head Office team has a high drop off rate (20%) applied. Although it is reasonable that the organisational learning is absorbed within CREATE and persists for the whole period of the SROI, I would expect other changes within the structure and personnel to continually dilute the impact of the first year of the Academy in subsequent years. .

The impact for CLG, although expected to be long term, will inevitably be modified by external factors, most likely by changes in policy and in the remit of CLG itself, as a result of changes in government and other priorities. Arguably this might actually increase the relevance of the Academy, as social enterprise has certainly become a higher priority for government. However, the original 25% drop off figure (set based on discussions with officials as part of the stakeholder work) has been retained here for consistency with the original research. In contrast the assumed drop off rates for Supporting People Leeds is much lower, only 5% because the impact on them is more around ways of operating on a local scale and is, therefore, less susceptible to these type of influences.

No drop off has been applied to the '*work will be harder/easier*' change for Create as a whole, as this change will only apply so long as Academy trainees are within the businesses. Some drop off has, been applied to the *meeting social objectives* impact because it seems reasonable that there will be some decay in the impact as the years progress. The Board do, however, hope that this would be relatively minor and that the Academy would continue to support Create in achieving its social mission.

### ***Calculation of impact***

The impact map shows that in year 1 we anticipate impacts to the value of £104,175 for trainees with much of the residual value created being to those working directly with them (£28,282 - 17% of the total). The majority of this is the added value to other organisations working with the same client group; the remainder is expected at a more strategic level.

The interviews revealed a set of benefits best defined as commercial rather than social. As previously discussed the impacts for Elmfield Training are purely commercial and have been excluded. However, the commercial benefits for Create

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as an organisation are integral to their theory of change, rather than existing separately. Arguably the values for CLG and Supporting People (£6,363, 4%) could be regarded as similar because they also see the Academy as a contributing towards the achievement of their own social aims, however, for both these organisations this is at a very strategic level and, despite the claims in the interviews, it is debatable how influential a single small organisation could be in the wider context of their work.

### **Materiality**

In constructing the impact map I have considered the materiality of the outcomes for each of the stakeholders, focussing on those which are relevant and significant, based on the guidance in the Materiality supplement March 11. Materiality is defined as 'determining the issue to an organisation and its stakeholders. A material issue is an issue that will influence the decisions, actions and performance of an organisation and its stakeholders.'<sup>4</sup> In assessing materiality in this SROI analysis, consideration has been given to the relevance of the change and its significance in terms of whether the outcome could potentially influence the actions, decisions and performance of Create and its stakeholders<sup>5</sup>

As expected the outcomes for the trainees are among the most relevant and significant, both to the trainees themselves and to the Create Directors in achieving their social mission. Using the 'what if' test, if these impacts are not created by the Academy it will have failed both the trainees and in its purpose. Similarly the outcome for the Head Office team will also directly influence the behaviour, decisions and performance of Create.

From the interviews *increased job skills*, seemed to be a more material outcome for the training mentors than for the Business Managers: the experience they hoped to learn is more relevant to their future careers. However, for the Business Managers it seems likely that it will be learning those new skills that make the difference between work being harder or easier and very material to Create achieving its social mission. Feedback from trainees is that it is the work experience in the Businesses which really engages them in the Academy and enables them to succeed in rebuilding their lives.

There are some outcomes which are listed on the impact map primarily because the inputs were material to the set up of the Academy. Without the initial set up and running costs being made available from Supporting People Leeds, the Academy would not have been set up – and it was this funding that elicited the cash contribution from CLG towards capital costs and excited the interest of Elmfield Training, which has resulted in the recruitment and payment of salaries for the training mentors. Although these inputs have been immensely valuable to Create, the outcomes on the organisations in terms of impacts on their decision making, performance and actions are unlikely to be material to them. In practise they will have varied dependant on their capacity and involvement and over the course of the year. Supporting People Leeds, despite their initial support, have been relatively uninvolved, while CLG, despite their minimal contribution have been more involved and made more use of the experience they have gained and the opportunities which have been created by the relationship.

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<sup>4</sup> AccountAbility – Materiality Guidance Note, AA1000 Accountability Standards Principles 2008

<sup>5</sup> Supplementary Guidance on Materiality, SROI network November 2012.



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Also material, although in a very different way, is the contribution of Jobcentre Plus. The Academy cannot be material to them in terms of the number of people they work with in Leeds, although, the outcome is very relevant to their core mission and values and highly relevant to their advisers. They have, however, made a significant but unquantifiable contribution to the success of the Academy by agreeing an SLA so that trainees can remain on benefit while taking part. Without this the current Academy model would have fallen at the first hurdle in terms of being able to recruit trainees and would have only been able to work with a very restricted pool of people who were not claiming benefit. They could also be considered as material as their interpretation of the benefit rules have influenced to the design of the Academy programme. Although not originally part of the plan, Jobcentre Plus have also become the biggest and more successful referral agency (sending the right sort of people, at the time when they are beginning to be capable and interested in finding work). Their Advisers are, therefore, also material in the same terms as the other referral agencies.

### ***The future value of change***

As might be expected, the impact map shows that the majority of the value of the change occurs in the first year (36%) with quite a large amount of this persisting into years 2 (30%) and 3 (25%). This then drops steeply in the final 2 years to 9% and 8% respectively. This is partly as a result of the relatively conservative approach applied in the development of the impact map, but seems reasonable when considering how fast CREATE has developed since its beginnings in September 2007. A reasonable supposition is that this speed of change will mean that the impact of the first year of the Academy will decline quite steeply as other initiatives in Create supplant and supplement the learning from this.

The future values of individual changes have already been discussed in terms of duration, drop off etc. However, it is worth noting that for some of the changes which are modelled across the full 5 years, the value might actually be expected to grow, not decline. For example, the value of *increased skills and experience* to both the business managers and the training mentors could potentially be expected to increase their employability across time (as the training mentors anticipated in their interviews).

### **Social Return**

As I have taken the lowest realistic value approach this equates to a forecast social value created of at least £1:1.69 for every pound invested.

### **Sensitivity Analysis**

The impact map was checked for sensitivity to determine the relative importance of each of the outcomes in determining the total estimated social return.

In line with the methodology set out in the Guide to Social Return on Investment, I considered separately each of the outcomes which had generated high values (positive and negative). I looked, in particular, at the first 4 impacts for the trainees: the high value change for Jobcentre Plus and the *delivering social impacts* and negative impacts for Create

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For each of these, I adjusted first the impact data (deadweight, displacement, attribution and drop off) to try to produce a 1:1 ratio between the value of the inputs and the estimated value of the change. In no case did even increasing these to 100% reduce the overall ratio to 1:1. However, it showed that the most sensitive outcomes to changes in the impact data were the anticipated *improvement in self-esteem* to trainees and the *delivering social mission* change for Create. For these this process reduced the ratio to £1:1.13 and £1:1.2 respectively.

I then tested all of these higher value outcomes again by adjusting the values and, in some cases, the volume of each of the impacts. As before, in no case did I succeed in reducing values and volumes to the extent that the ratio fell to 1 to 1 without introducing negative values. In other words in order to approach a 1-1 ratio on any of these changes I needed to assume that value would be destroyed rather than created by that change.

Separately reducing the value of the 4 higher value changes to trainees to a minimal £10 each results in changes as follows:

**Table 28 Sensitivity of major changes for trainees**

Change	% change in value	ratio
Be financially independent ...	-1720	1:1:61
Have a job which I enjoy, which challenges me	-4400	1:1.57
Improve my self-esteem, and self-confidence...	-10420	1:1.13
Better relationships with family and friends...	-2900	1:1;58

Of these the self-esteem comes closest to achieving a 1:1 ratio, but it requires a massive -10,420% change to do this.

In the case of the negative (*my work is harder*) change for Create the 1:1 ratio was only achieved by assuming that the value of the impact changed from -£12.16 to -£146 a 1,101% increase in negative value.

This suggests that none of the assumptions made in this SROI, taken singly, are unduly sensitive. However, the total impacts for both the trainees and Create are each composed of a number of separate changes and that these may be sensitive when taken together. Not surprisingly, removing all the impacts for trainees together reduced the ratio to 1:0.52. The changes to Create are also sensitive when taken together.

## Maximum and minimum values

Assumptions had to be made about trainee numbers and performance as well as about the nature and extent of the impacts and how these impacts were expected to persist in the future. As previously discussed, the Impact map has attempted to use the most conservative, realistic assumptions throughout, ensuring, wherever possible, that they are consistent with current practise elsewhere in the employment and homeless sectors. This combination of estimates and assumptions means that

## CREATE SROI FORECAST

there is inevitably a range of possible values which could be mapped using the same process, depending on the decisions which were made by stakeholders and in the mapping. To estimate the possible variances caused by these assumptions I produced maximum and minimum value maps (Annex I).

The maximum value map shows a value in the first year of £566,705.27, a TPV of £1,038,120.03 and a ratio of £1:3.75. This was produced by:

- attaching a higher value to the trainees' *'regular wages'* outcome, assuming that more go into full time work (40 hours rather than 30) and that the drop off of the impact persists longer than originally modelled;
- using the higher value figures from the Wiki Vois to calculate the value of the outcome on trainees' family relationships
- increasing the level of attribution to Create for the DCLG changes
- Using the higher end salary figures as a proxy value for the change to Create as an organisation
- assuming that the trainees' work has a greater positive impact on the Create Businesses

While all of these values are possible, none seems as likely as the scenario modelled in Annex H.

A minimum value map was also produced by

- Reducing the number of trainees expected to move into work, and the average number of hours they would work
- Reducing the value of *improving self-esteem* to trainees by 50%
- Using the lower value from Wiki Vois to represent the value of better housing to trainees
- Cutting the volume of trainees who produce positive impacts for Jobcentre Plus by 50%
- Increasing the negative impact of trainees in the Create businesses by valuing it at Create wage rates rather than at national minimum wage
- Using the lowest of the salary proxy values to represent the change for the Create Board.

This produces a value in the first year of £140,369.34, a total present value of £384,919.05 and ratio of £1:1.39

I would therefore, expect the results of an eventual evaluative SROI to show impacts somewhere within this range, with the majority of the social impacts being attributed to the trainee stakeholder group and to Create as an organisation. However the scenario modelled in Annex H remains the most realistic, based on the evidence to date.

### Payback period

Assuming the conservative estimate of value which has been applied throughout Impact Map and that the level of impacts will delivered equally across the year, the payback period forecast as calculated as 19.6 months.

Year 1 value	£169,601.35
Value per month	£14133.45
Investment	£277,000

### **Discussion and recommendations**

My original intention was to follow up this forecast with an evaluative study in summer 2011, but a combination of circumstances has meant that this was not possible (The Current Situation, page 6).

However, the forecast has already proved its worth, as stakeholder comments almost immediately began to influence senior managers to make changes. Most significantly, they influenced them to focus much more on delivering, good, high quality work experience because trainee interviews said that this was the help they valued most, and the most effective help. Practically, this led to changes to the types of businesses we ran and to the skill sets of Create employees in order to offer trainees best possible support in the workplace. As a result, the Academy model is now integral to Create, part of everything we do, rather than being one of a number of business activities.

This has been certainly been the most valuable outcome from the SROI process and is already evidenced in the performance of the Create branches in Doncaster, Sunderland and Manchester, all set up in the last year, which have been able to learn from the experience of the Leeds without repeating some of the mistakes. All are already performing to a similar level as the Leeds Academy in terms of supporting people into work. Their mentors' job descriptions, their focus on work experience and the way they work with trainees in the business and on the issues which really concern them have all come about as a direct result of information collected for this forecast.

To prepare for future SROI evaluations, considerable work has been done to improve the quality of data collection. This has been a slow and somewhat frustrating process because of business and staff changes, but the first stage; improving the quality of data collected from trainees is now nearing completion.

This has been prioritised because it is the trainees who experience the programme first hand and generate the majority of the social impact. It includes ways to improve the quality and accuracy of the information about trainees' experience of change. Asking trainees to reflect on the changes for them in traditional group and individual interviews is clearly very difficult for some, while the answers from others seem almost too glib and rehearsed. It seems likely that whole dataset is skewed by a disproportionate input from those who most are able to self reflect or who are most adept at 'people pleasing' and tell us what they think we want to hear. To combat this we plan to introduce a process where we record in depth what has changed for each trainee at their weekly 1 to 1 meetings with their mentor. This will also be an opportunity to explore attribution and deadweight issues in more depth. Although this process is still in development, early signs are that trainees are becoming more adept at really considering and describing the changes which have occurred. Mentors say that it is also a useful process because it enables them to get to the root of trainees' deep seated problems and worries and helps to start to address these. Currently this process is documented in written records but we are working on an IT solution which will collect data more frequently and less formally. This should increase trainees' ownership of the information and cloud hosting will enable us and them to access after they finish the course, making the data more usable by them and us and enabling us to track progress better.

## CREATE SROI FORECAST

Further work is also needed improve the response rate and quality of information from other stakeholders. My original plan was to manage stakeholder involvement by a process of periodic review. In summer 2010 stakeholders were reviewed to make sure that new ones were included where appropriate and others were removed from the analysis as no longer material, so that the stakeholder group did not become unmanageable and the value distorted. I also planned to sample some of the larger stakeholder groups rather than consult them all. This process still holds good, although problems contacting some of the stakeholders prevented it being fully implemented in 2011. The first step to address this has been to instigate more systematic and accurate record keeping by the mentors. The second stage, now in train, is to introduce a better system for statistical collection using a very simple database, designed to include a series of drop down menus. This should be in place by the end of April 2012. Having solved these problems we plan to consult these stakeholders later in the year about the most effective way to collect information from them. This particularly applies to people making referrals, although here the quality of information and the response rate may improve automatically as there is anecdotal evidence and evidence from repeat referrals that strong working relationships are already beginning to develop between referral agencies and Create mentors. Work with Business Managers in Create in June 2011 suggests that they have already begun to understand the concept of SROI and a brief description of SROI and why measuring the impact of Create is important has formed part of all staff inductions in the last year.

More thought needs to be given on how to improve the quality of responses from the remaining stakeholders. Although this may, to some extent, be addressed by continually reviewing the stakeholder list to ensure they are genuinely material, there were a group of stakeholders in both rounds of interviews who are definitely material but whose responses were too general, aspirational and/or woolly. My initial efforts have focussed on encouraging them to articulate their theory of change more thoroughly, so that their judgements about the impact could be seen in context and more direct questions asked. This did improve the quality of some responses, but stakeholders generally found the process too difficult and time consuming and there was generally a lack of reflection, with people resorting again to formulaic answers. Ideas of making this an iterative process, where the change is defined and checked with stakeholders together with an attempt to discuss the value of the change, have also been considered, but have been thwarted by time pressures on stakeholders

Involving trainee's families has been particularly challenging. Ideas considered (and dismissed) for the abortive summer 2011 SROI included involving the families in measuring change at graduation and a children's party. However, none of these quite takes account of the complexity and dynamics of the trainees' actual family relationships. One way proposed to take this forward is to consult trainees about how to involve their families, but even this is problematic: responses in an informal discussion about this varied from *'they won't get involved'* to *'I don't want them involved, this is my safe place'*. Clearly this will be a difficult problem to overcome and requires more thought and input from the mentoring team too, before we get a really workable solution.

Stakeholders also need to be involved in establishing a more rigorous set of indicators, which should be more straightforward to do now that stakeholders are considering actual, rather than potential changes.

## CREATE SROI FORECAST

As a forecast, many assumptions have been made in this SROI in order to arrive at a value. Some will be replaced by real data from the programme: information on numbers of trainees; numbers into work, training etc. are already available, although, as previously discussed, I have decided not to use these here. Information about other initiatives the trainee has been/is involved in will be collected in the database MI system and will provide a good basis for calculating attributions and deadweight. Some of this is already being collected, but is not reliable or easily usable at in its present format. Other assumptions need to be further researched, particularly where really appropriate proxy values were not available for this SROI, as more information is constantly being made available. Research should also uncover more data on attribution, displacement, deadweight and drop off in the future. The DWP Work Programme has similar objectives and issues and initial data should be available on these to support their reporting of outcomes in summer 2012.

More thought also needs to be given to the best way to interest and involve Create team members in discussions about impact in general, particularly the catering professionals who have no experience of evaluation. This is partly to encourage them to become involved in the process, but more importantly to raise their awareness and interest in social impact as an integral part of Create's mission. Initial work on appropriate ways to communicate impact information within the business has been received positively, but more need to be done to regularly communicate which inputs and impacts trainees really value and how the people working in the businesses contribute to these. The most effective method so far has been a combination of regular feedback on impact at the Business Team meetings and through informal emails and discussion where mentors share information about outcomes for trainees directly with chefs and Business Managers.

Most importantly this forecast and the subsequent work last year has prompted continuing, useful discussion within Create about how information on the social impact of the Academy can be used to ensure that the focus of everyone in the organisation is on achieving outcomes which really matter. However, there is still some way to go in integrating SROI fully into business processes, particularly around the idea of attaching values to outcomes. Both the process of arriving at a value and explaining how this has been done and what this means, need to be thought through carefully and worked on in more detail. Plans are try to develop this area of the work with the Create Sunderland team in Spring/summer 2012 as they have expressed an interest in this.

## Conclusion

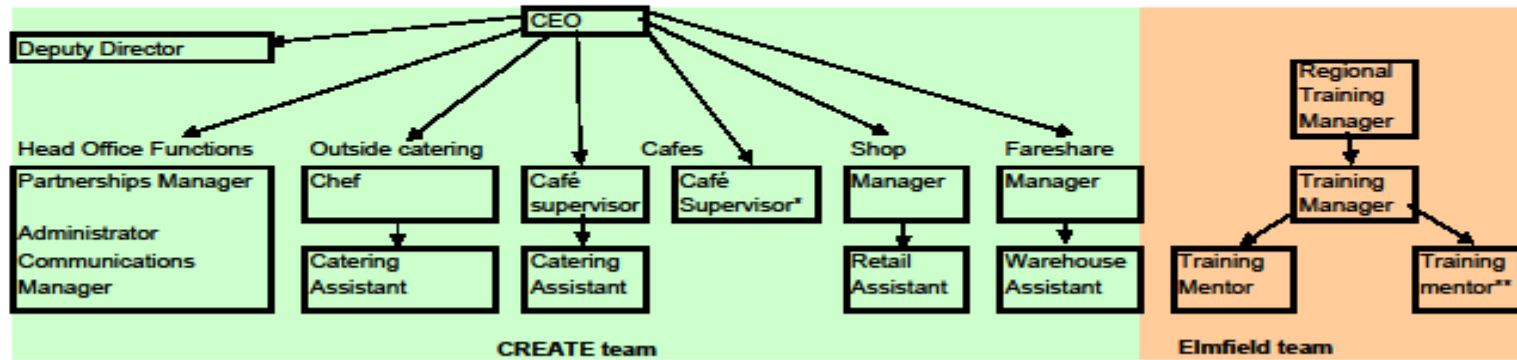
Managing SROI within what are essentially mainstream commercial businesses has required some new and creative thinking, but has become even more essential as Create has expanded, because it differentiates the company from other catering and hospitality businesses trading in the same markets. The social bottom line is constantly under scrutiny and in mind. There is now a common culture and understanding throughout Create that it exists primarily to make an impact on the lives of vulnerable people and the process and results of this forecast have made a significant contribution towards achieving this. The concept of 'impact' is increasingly becoming embedded

## CREATE SROI FORECAST

We plan to continue to use SROI to provide a means by which we can monitor our creation of impact over time as CREATE grows, to ensure that we continue to develop new and better ways of making a difference to the lives of vulnerable people.

# CREATE SROI FORECAST

## Structure to deliver CREATE Potential July 2011



\* Not included as a work placement for CREATE Potential

\*\*Not appointed in June 2010



# CREATE SROI FORECAST

## Initial Action Plan Annex B

Activity	26- Jul	02- Aug	09- Aug	16- Aug	23- Aug	30- Aug	06- Sep	13- Sep	20- Sep	27- Sep	04- Oct	11- Oct	18- Oct	25- Oct	01-Nov
Agree scope	x														
Agree stakeholder plan	x														
Arrange interviews	x	x													
Group and individual interviews group 1 - 6 and group 21		x	x	x	x										
Phone calls groups 7,8, 10,11, 14,16, 16,17,18				x	x										
Follow up questionnaires/interviews with the groups above					x	x	x								
Populate stages 1-3 of impact map										x					
Populate stages 4-5 of impact map											x				
Review, check and additional data collection to complete impact map											x				
First draft report											x	x			
Comments on report													x		
Report completed														x	

### **Detailed Description of Stakeholder Groups**

**Academy Trainees** – As primary beneficiaries Academy Trainees are key stakeholders. Although they are of differing backgrounds and have differing problems to overcome in getting back to work, they will have had similar experiences in their first weeks in the Academy and share common objectives in wishing to get into work.

This research aimed to collect the views of all trainees who joined in the first cohort, whether or not they had left the programme when the interviews were carried out.

**Create Business managers and the Operational Manager-** The 4 Create Business managers who provided work experience placements were also a key stakeholder group. They provided trainees with real workplace experience in the FareShare warehouse, Holy Trinity Café, the catering kitchen and in the shop. Business Managers depend largely on the trainees reliability and skills to be able to deliver quality products and customers service and to meet targets for their part of the business.

The Operational Manager was included within this group as he was responsible for ensuring that all the Businesses operated successfully and profitably and because part of his role was to act as the link between Business Managers and the training team. This role meant he had more frequent and in depth contact with the Academy team than the other SMT members, and shared the Businesses Managers' interest in delivering business objectives through the Academy trainees.

**Create Senior Management Team (SMT).** At the point when the Academy began the SMT comprised the Business Development Manager, Operations Manager, Administrator, Partnerships and Contracts Manager, Accountant, Communications Manager, the Managing Director and Chief Executive. The MD and CEO are also Board Members and, for the purpose of this analysis were included in a separate group of Board Members group, because they take a more strategic role in shaping the future of CREATE and a wider perspective on developments in social policy nationally. As has already been discussed previously, the Operations Manager was included within the Business Managers' group

This group do not work directly with the Academy trainees but their responsibilities bring them into various levels of contact and involvement with them in the course of their work and they have enough regular contact with the Academy to be able to observe trainees behaviour but should have a more distanced view than the Business managers.

**Other CREATE employees/volunteers** There were around another 10 employees and 20 volunteers working in various roles in CREATE in July 2010 – in the cafes which did not take trainees, on deliveries, in the kitchen, warehouse or shop.

Although there was a theoretical difference in status as they are not employees, they stand in the same relation to the Academy and the Academy trainees as paid staff. While their job roles were not directly affected by having trainees working alongside them, the actual work they did, how they did it and their working environment was potentially be changed by having the trainees working alongside them

## CREATE SROI FORECAST

**CREATE Board members** There were 3 CREATE Board members in July 2010, the CEO, MD and the Chairman of the Board. They, jointly, developed the vision for the Academy and brought it into being and are, therefore, key stakeholders<sup>6[1]</sup>.

**Elmfield Training Team** The training team were responsible for the delivery of the off the job training (soft skills, work based training such as Food Hygiene Certificate, team building etc.). The intention was that they would be the trainee's first point of contact in the Academy and support them right through the Academy process and for their first few months in work. One of the training team (which was initially 2 people: 1 training manager and 1 mentor) had some experience of delivered work based training and employment programmes for mainstream training providers, but the other had a more corporate background. Neither, at the beginning of the Academy, had any experience of the CREATE or of social enterprise in general. Also included in the group is their line manager, based in Elmfield training, who had a key role in setting up the team, developing the training programme and setting up processes which met Elmfield standards, because she stood in a similar relationship to CREATE and the Academy as the rest of her team, although more distant from trainees.

**Supporting people, Leeds** As funders for the first year of the Academy, Supporting People made the project possible and are, therefore, important stakeholders. The funding was paid as a lump sum, upfront, for the delivery of the Academy as set out in the Business Plan (Annex C), so at this stage Supporting People has a keen interest in the project, but no role in contract managing delivery.

**Elmfield training – Managing Director-** Elmfield training's Managing Director provided practical support to set up the Academy, recruiting, managing and financing the Academy training team. He is, therefore a key stakeholder in terms of the financial and practical support he currently provides for the Academy.

**Communities and Local Government (CLG)** CLG are strong supporters of the CREATE Foundation and have taken a close interest in the Academy they also committed some capital funding for the Academy.

**Yorkshire Forward** Like CLG, Yorkshire Forward have taken an active interest in developments within the CREATE Foundation, although they are not directly involved in the Academy. Their interest is primarily in what a successful social enterprise can achieve and how it works/ is structured, so the Academy is part of this interest, rather than the focus of it. They were not, therefore included in the interviews for this SROI.

**DWP/Jobcentre Plus** DWP/Jobcentre Plus are crucial stakeholders in this project because of the benefit issues attending the CREATE Academy can involve for trainees.

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<sup>6[1]</sup> When these first 5 stakeholder groups were asked their views, they almost certainly based these on their recent experiences with the Probation Service Unpaid Work contract which the CREATE Foundation ended in May 2010. 8 unpaid workers each day were employed in the CREATE businesses in Leeds (mainly in the kitchen and warehouse) and although results for some individuals were good (they found work in or through CREATE), not being able to select and concentrate on the most keen and motivated people, together with the administrative burden led to us handing back the contract.

## CREATE SROI FORECAST

The sensible, pragmatic approach of the Leeds Partnership team made it possible for trainees to take part without financial worries<sup>7[2]</sup> and they have an interest in moving trainees off I benefits.

In July 2010 there was also a possibility that they might eventually fund the Academy through Work Programme subcontracts, because their objectives aligned so closely with those of the Academy.

**Morrison's HR Department** Morrison's plc.'s Group HR Director is and was the chair of the CREATE Foundation Board and he was included as a stakeholder in the CREATE Directors group. However, his department were included as stakeholders in the Academy in their own right, as the original plan was that Morrison's would recruit all those who were job ready and wished to work for them at the end of their time in the Academy. For the first cohort of trainees (interviewed in this SROI) this meant that there was potentially a job for all of them in the new Morrison's store opening in Harehills, Leeds in October 2010.

In practise it did not prove possible to interview this group, perhaps because Academy trainees would only ever be a tiny proportion of their new recruits.

**Elmfield in store trainers** Elmfield are contracted to deliver Morrison's' in store training, and the Academy training programme was designed by the Academy Training Team as a NVQ level 1 programme to fit with their in store Level 2 retail training. The in store trainers will, therefore, be stakeholders and will have a view about how effectively the preparation gained in the Academy prepares trainees to take part in the Morrison's training programme.

Again it proved impossible to interview in store trainers, probably for the reasons discussed above.

**Morrison's line managers** Line managers in the Morrison's' stores will work on a day to day basis with successful trainees who have completed the Academy programme and the Elmfield/Morrison's programme. They are, therefore, stakeholders but it may not, at the end stage, be possible or desirable for them to identify former Academy trainees from amongst the many new recruits starting in the new stores. It also seemed reasonable to assume that their views would be congruent with those of the Elmfield in store training team. They were not, therefore be consulted as part of this analysis.

**Referral organisations** Housing organisations and others working with the homeless (Foundation, Leeds Women's Aid, Riverside, Big Issue, GIPSIL, St Anne's and Bracken Court, Salvation Army) were invited to refer people to the first group. Although these organisations differ in their objectives and methodology, they stood in a similar relationship to the Academy as they would identify and refer potential Academy trainees from amongst their client group. Their expertise in referring appropriate people to the Academy is crucial to its success and they also have an important role in working alongside CREATE to support people when they are accepted in and start on the Academy.

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<sup>7[2]</sup> Time on the Academy counts as 2 days training plus 3 days volunteering, and the Academy will support people to leave and move into work at any time, if they find work with another employer, so no one's benefit is at risk from attending.

**Other Homeless Charities/ Housing providers** Other charities which work with homeless people and rough sleepers but who are not currently referral organisations were originally included as a separate stakeholder group to reflect their interest in helping this sector of the population. However, as most concentrate on resettlement and housing, not employment they are not regarded as key stakeholders for the purpose of this analysis and the data from their interviews/questionnaires was amalgamated with that of the referral group as the replies were identical.

**Homeless Link** Homeless Link is the national charity supporting people and organisations working directly with homeless people in England. They represent homelessness organisations and act as the national collaborative hub for information and debate on homelessness, seeking to improve services for homeless people and advocate policy change. Joe Kent, Homeless Link Acting Director of Practice and Regions was involved in the planning and set up stages of the Academy and was included as a key stakeholder.

**Department of Health/NHS Leeds** The incidence of chronic ill health, often, but not always, related to substance abuse, is high amongst the homeless/rough sleeping population. The lack of alternative medical facilities for people with no fixed address means that care and treatment for these conditions are often delivered by Accident and Emergency Units at considerable cost to the tax payer. Moving into suitable and supportive work generally brings about improvements to people's health: their self-esteem and confidence increase, they socialise more and rebuild their trust in other people, they have purposeful activities to do – all of which combines to help them take better care of their health and manage their chronic problems better<sup>8[3]</sup>. The health service and NHS Leeds do, therefore, have a financial interest in the success of the Academy in moving people into work,

**Police and Criminal Justice system, HMP Leeds** There is a well-defined link between homelessness and crime. People living on the streets have to stay alive in any way they can – and not all of the ways they chose are legal. They are also very visible to the police because they are present on the streets, either singly or in groups, for the greater part of the day. Whether the police are detaining, arresting or keeping an eye out for them, people living on the streets take up an appreciable amount of police time. Moving the trainee group off the streets and into the Academy: providing them with a structure to their lives and something positive to do during the day therefore reduces the likelihood of their being more involved with the police. Moving them into sustainable, paid work reduces the likelihood further that they will become/remain engaged in street crime and antisocial behaviour.

**Create Customers** Create customers (for outside catering services and in the shop and cafes, food donors and Fareshare member organisations) were identified as stakeholders, as the Academy trainees would be instrumental in helping supply them with products and services.

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<sup>8[3]</sup> David Freud, Reducing dependency, increasing opportunity: options for the future of welfare to work. DWP 2008

## CREATE SROI FORECAST

However, CREATE trades on the quality of the goods and services it provides, not on the vulnerable backgrounds of the people who provide them and we believe that customers should have the same quality experience whether the buffet they eat is made by an Academy trainee or an employee. We do not, therefore, think it appropriate for customers to take part in this SROI exercise as they will have no means of identifying the value generated by the Academy from that of the social enterprise as a whole.

**Local communities** A similar argument applies to including local communities. Attendance at the Academy is not based on geography – the only constraint is that people are able to travel to attend the Academy each day. It is, therefore, impossible to select any one community to take part in this exercise, although there is obviously an impact on communities, in terms of increased community involvement and reduction in antisocial behaviour, crime etc.

**Friends and family** Academy trainees will all have different relationships with their friends and family – friends and family are often part of their problems and part of the support network they use to deal with them. Although the focus of the Academy was primarily on employment, achieving employability requires people to make changes to their behaviour, in their relationships and ways of interacting with other people. Friends and family will be well placed to observe these changes, although they may not always welcome them. They were, therefore, included as stakeholders within this project and we both issued them with questionnaires and invited them to comment (via trainees).

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## **OUR PROPOSAL**

**Create Potential will be an innovative, personalised employment support scheme. It will be targeted at helping people who were formerly homeless or rough sleepers into structured pathways to employment; through a mixture of real work experience, accredited training and support to get a job and stay in work. It will also provide a hub for organisations working with homeless people to help them join up services and together, to produce better outcomes for all homeless people in Leeds.**

## **ABOUT CREATE**

### **Our Mission Statement**

Create's mission is to provide meaningful activity, training and employment opportunities for people who have been homeless, marginalised or vulnerable.

### **Our Team**

We have a team of 22 staff and 20 volunteers who are mostly people who have experienced sleeping rough in the city of Leeds or who are ex-offenders.

They are highly motivated to rebuild their lives and drive our company forward and are all committed to excellence and to growing Create so that other people can benefit too.

### **Where we work**

All our businesses are operated from our base in Leeds, but we have ambitions to develop a network of Create social enterprise organisations across the Yorkshire and the Humber Region, with the intention of eventually developing the network more widely across the North of England.

We have already established Create in Doncaster as a franchise organisation (with M25 Housing and Support Group) and in Bradford as a spin off directly managed by Create Leeds, and have learned a lot from this experience. We have also had preparatory discussions in Hull about establishing Create social enterprises there, so we know that there is a market for Create right across the Region

### **Our Business**

We are an award winning Social Enterprise committed to providing opportunities for people to gain real work experience, readjust to the disciplines of work and to rebuild their lives.

Our core businesses are hospitality, retail & catering as this is where our experience lies, but we offer other work opportunities to suit people with different experiences and interests too. This means that people who work with us have a choice about the sort of work they do and can build on their interests, skills and experiences.

We offer work opportunities in:

## CREATE SROI FORECAST

- *Outside catering.* People working in our outside catering services learn food hygiene, catering and customer service skills and gain by the experience of working with our qualified catering manager. They provide high quality catering from lunch buffets to banquets for individual, corporate, voluntary and faith sector customers throughout the city.
- *Café Create.* Currently we have 3 cafes operating in Leeds and one in Bradford. People working in our cafes learn food hygiene, catering and customer service skills, cash handling, sales of marketing.
- *Retail.* Our shop in the St John Centre, 'Found by Create' features quality high street items, a dress agency and free personal shopping service to help shoppers put outfits together. Team members working there learn retail skills, including customer service, visual merchandising, marketing, cash handling and stock control.
- *Warehousing and delivery.* Create holds the franchise for FareShare West Yorkshire, redistributing hundreds of tons of good quality surplus food from producers and retailers to the projects and places in West Yorkshire which most need access to food and good nutrition. People working in this part of our operation learn warehousing, distribution and stock control skills, as well as customer service.

All the profits from these businesses are reinvested in our company or in supporting our work with the homeless community.

### Our Track Record

Since we began work in September 2007

- We have created 18 full-time permanent jobs for people who were vulnerable or at risk, as CREATE is a supported transitional employment programme these posts equate to 27 individuals supported into full time permanent employment.
- Therefore as part of this scheme 9 people working with us have moved into work with other companies.
- Over 75 people have been supervised to complete West Yorkshire Probation Unpaid Work orders with us.
- We have trained 32 people in food hygiene, 18 in literacy and numeracy and 12 in money skills.
- We supply an average of 50 meals each day to each of our FareShare members, feeding over 1200 vulnerable people each week
- We prevent around 20 tonnes of food each month from going to landfill
- We are The Department of Community and Local Government's Regional Champion for 2009-2010 and 2010-2011.
- We are the Lord Mayor of Leeds Charity of the year 2009-2010.
- We are the holders of numerous voluntary, community and corporate sector awards including:
  - Yorkshire Bank's 150<sup>th</sup> Anniversary Community Award 2009
  - Social Enterprise Yorkshire and the Humber Start Up of the Year 2009
  - The Biz Awards Enterprise in the Community Award 2008
  - Yorkshire Forwards Creating Better Futures Award 2008

## CREATE POTENTIAL

### Why Create Potential?

Our current business model limits the number of people we can help. Because we only offer real jobs to people, we can only increase the number of people we can help by expanding our business, and our businesses can only grow to the extent that there is a market for the services we provide.



## CREATE SROI FORECAST

However, we now have a successful business which could offer a number of supported, high quality work experience places and a core staff with the understanding and skills to help vulnerable people take maximum advantage of the opportunities that working with us can offer. We know that people in a vulnerable situation and with previous experience of exclusion and marginalisation need extra help to adjust to employment, not just training and work experience and we believe that Create Potential can offer this.

### Who will benefit?

Create Potential will operate as a rolling programme offering 3 months' work experience for up to 14 people (12 in placements+ 2 on induction) at any one time. Approximately 50 people in any one year will access the programme.

Places will be offered to people who have a history of homelessness/rough sleeping, according to the criteria agreed between Create Foundation, HCA and Supporting People. Core criteria will ensure trainees:

- Are in settled housing with housing benefits in place
- Are on a recognised pathway through temporary supported housing accommodation
- Have resolved any other immediate benefit issues
- Have addressed or are well into the process of addressing chronic health problems or substance abuse problems
- Have specialist mental health support in place where needed
- Are well motivated to full time work

### Objectives

In each year of Create Potential:

- 50 people with a background of homelessness or rough sleeping will have obtained at least one work related/accredited qualification
- 50 people will have demonstrated that they are aware of and can comply with basic work disciplines – attendance, behaviour, professionalism, customer service standards etc.
- 45 people will move into work (full time/part time) within 3 months of leaving Create Potential.
- 5 people will continue to volunteer with Create or make a positive planned move at the end of their time on Create Potential.

### How it fits with Supporting People

Providing start-up funding for Create Potential offers Supporting People and the HCA the opportunity to develop with us a joined up approach to giving homeless people extra help to rebuild their lives and regain a place in society through employment. Providing employment opportunities for them as part of a structured pathway will substantially strengthen the resettlement outcomes achieved by Supporting People and lessen the likelihood of repeat homelessness Create Potential complement the prevention and sustainment priorities within the Four Tier model of the Leeds Supporting People Strategy 2005-2010.

Research by Lemos and Crane ([www.supportactionnet.org.uk](http://www.supportactionnet.org.uk)) showed that there are five key resettlement needs for homeless people:

1. A positive sense of your own identity
2. A loving one to one relationship
3. A loving family relationship
4. Work
5. A home

## CREATE SROI FORECAST

Therefore CREATE Potential will provide a strategic person centred and holistic approach, providing clear links to Enhanced Housing Options ethos and development, particularly around and worklessness and employment agenda.

This partnership would provide a significant platform for change and development for the PSA16 client groups, specifically focussed on access into employment. CREATE potential will also work with the Local Authority to achieve the Local Area Agreement priorities such as reducing crime, accessing employment and enabling economic inclusion.

### How it will work

The Create Foundation will work with Supporting People funded and other partner agencies to develop informal learning activities for hostel residents in Leeds. This will deliver pre-training programme activities to facilitate higher success rates for the Create Potential proposal.

Firstly it will engage residents in informal learning activities that will enable people to build their confidence and motivation by taking small steps forward including:

- learning to time management and work/life balance
- how to behave in a learning situation
- feeling comfortable in a group
- doing something other than being homeless and on benefits for 100% of the day
- doing something enjoyable that delivers achievements

Secondly it will begin the process of changing a hostel culture that is not familiar with promoting learning and employment opportunities.

In order to achieve the above a new learning and skills network will be developed to build lasting relationships between hostel providers and small learning and skills provider agencies in Leeds. The network will draw in resources from the learning and skills sector to the benefit of homeless people.

The Create Foundation will work with Supporting People and other organisations working with homeless people in Leeds to agree criteria for selecting people to take part in Create Potential.

CREATE Potential will work in partnership with the department heads of the CREATE businesses in Outside Catering, Cafes, Warehouse and Distribution and Retail. Specific CREATE Potential staff will support the trainees in their areas of work. The Project Manager will be responsible for the overall delivery of the training programme, developing the overall programme of accredited training and liaison with corporate employers. The Employment Link Worker will develop a personal mentoring relationship with the trainees and relationships with key employers to facilitate the transition into external employment. The Link Worker will also support the trainee in their new place of employment for a period of two months, with arm's length support for the third month.

The Create Potential Project Manager will list work experience opportunities in each of our businesses and inform Supporting People at least weekly of potential/current vacancies

Supporting People funded providers will identify possible candidates from their tenants who have a background of homelessness and rough sleeping and telephone Create to arrange a meeting.

## CREATE SROI FORECAST

At the meeting, the Create Potential project manager will explain the work experience and training we offer and the standards of behaviour and work we expect from trainees.

Where both the Project Manager and the trainee agree that Create Potential is a suitable option, they will:

- Jointly complete a prestart check, aimed at identifying and addressing any barriers to successfully taking part in Create Potential, such as benefit issues, unresolved health/substance abuse issues, financial problems or transport. The Create Potential Project Manager, Employment Link Worker and Supporting People funded project will work together to help the trainee address these BEFORE they begin their time on the programme
- Sign a trainee agreement, agreeing a start date (by which most of the issues identified in the prestart check should have been resolved), a job description, standards of behaviour, attendance requirements, expenses policy etc.
- Agree a time to visit their workplace and meet their line manager before starting work.

Everyone who joins Create Potential will have a personalised programme, so we can only take a maximum of 2 or 3 new starters each week. This also means that vulnerable people will not have to cope with large groups of new trainees in their first days in the workplace, as well as getting to know Create staff

Trainees will also have an Employment Link Worker who will work with them throughout their time at Create to build their skills; liaise with employers on their behalf; support them into work and help them to adapt successfully to the workplace once they are in a job.

Each trainee will have a full induction explaining what Create does, what our expectations of staff and trainees are and opportunities for training and work experience.

In the first week they will spend some time working in each of our businesses.

Towards the end of this week they will have a personal planning session with the Project Manager or their Employment Link Worker where the trainee will set goals to achieve in their work experience and training.

Daily supervision and on the job training will be carried out by their Create Business Manager. Trainees will meet their Employment Link Worker weekly, to discuss progress in workplace, training needs, future plans and to update their personal plan

Each trainee will have 3 days work experience and 2 days supported training per week. Training needs will be identified and agreed by line managers, the Project Manager and Link Worker through observation and discussion. Training will be provided only when there is a need for it in order for a person to effectively carry out their job and where it will give them a significant advantage in competing in the wider labour market. Create Potential will become an Accredited Training Provider, so that training can be delivered and skills assessed by people with experience of working with vulnerable people.

Training will be a mixture of on the job and more formal learning, working with small groups of no more than 6 people in a relaxed setting, rather than a classroom situation. We will offer people support (including accompaniment or help with reading and writing) to carry out the training they need. Training will usually be carried out in the workplace or at the Create Potential Centre at the St John's Centre in central Leeds. It will include soft skills training (team work, communications,

## CREATE SROI FORECAST

and interpersonal skills) as well as occupational training (Fork Lift Truck, Foundation Food Hygiene).

At the end of their time with us, each trainee will have an individual review with their Employment Link Worker and their line manager, where they will discuss strengths and areas for improvement, achievement, future plans, ideas for references and will agree what future contact the trainees needs to have with Create. Each trainee will be given a copy of their individual plan to show what they have achieved. Therefore each CREATE Potential graduate will leave with:

- A record of their personalised training plan to evidence their achievements.
- A personalised employment resource pack including:
  - a current CV
  - example application letters
  - a record of interview training with feedback from mock interviews
  - a character and skills reference
  - accredited training certificates

Create Potential will provide long term contact and support for everyone who takes part. Trainees will be encouraged to stay in contact with their Employment Link Worker by phone or by calling into our office and they may choose to volunteer with us after their placement ends. As part of this support there will be opportunities to become part of the already establish CREATE peer mentor support scheme.

We will provide in work support for those who move into work within 3 months of leaving us, helping them adjust to their new work situation and to address any issues with their new employer. The link workers will also help employers to support Create Potential graduates who begin work with them.

### Links to Supporting People

Create Potential will maintain regular contact with Supporting People and Supporting People providers to continue to develop our working relationship. As well as regular discussions about how best to support individuals working with us we will host quarterly breakfast meetings, bringing together the Create Potential team, Supporting People staff and other Partners to review progress on Create Potential, collect feedback and suggestions and develop new ideas.

### Links to other agency partners

Create Potential will operate as an employment and enterprise hub, linking together organisations which work with homeless people, so that we can take a cohesive approach to delivering services, each concentrating on doing what we do best, while sharing experience and ideas. For example, Create Potential does not wish to compete with other service providers offering soft skills or employability training within hostels, but we do want to cooperate with them, for example by contributing ideas about the sorts of skills people need in order to be best prepared for employment.

Developing strong links with other partners will also help us to develop a more strategic and joined up approach to all our work.

We will invite organisations such as Archway, PATH, the West Yorkshire Learning Consortium and Leeds City Council Regeneration Department, Jobcentre Plus, Citizen's Advice and Leeds

## CREATE SROI FORECAST

Credit Union to help us develop this project further and our Create Potential Project Manager will seek out new Partnerships with others working in the sector

We will outsource the start-up and facilitation of a learning, skills and hostels network for one year in partnership with Homeless Link, the outputs for this scheme would be,

- Four network meetings (8 days)
- Three newsletters (3 days)
- Directory of providers (1 day plus updates)
- Dedicated Web page on [www.hayh.org.uk](http://www.hayh.org.uk) (regular updates)

### Links to Employers

For this project to be successful it is essential to involve employers closely in this work, both to ensure that we give people skills which are truly valued in the workplace and to source jobs for them at the end of their training period. Create has an agreement with the Board of Directors of Morrison PLC and their subsidiaries, through which we provide a pathway to employment with them for those who choose that employment route. The Create Potential Project Manager will be responsible for developing the same, close working relationships with other employers, to achieve the target of making sure that each graduate from CREATE Potential is empowered to achieve that goal.

### Cost

The cost of this project is £131,632 per year plus £75,000 in start-up capital cost.

A detailed breakdown of costs is in the Spread Sheet attached.

Assuming 50 trainees this equates to £2,633 per person. We estimate that we will need to work with each trainee for approximately 6 months (1 month prestart: 3 months placement; 2 months in work support).

### Measuring the impact

We propose a collaborative approach involving all key stakeholders for this project (Create Foundation, Supporting People, HCA, and Homeless Link to measure the Social Return on Investment (SROI) for this project.

This would involve –

- 2 Initial workshops to identify stakeholders and costs and produce a SROI forecast
- Information and data collection by Create Potential, Supporting People and other stakeholders as identified in the initial workshops.
- Workshop in month 11 to collate information
- A final report to all stakeholders.
- Homeless Link consultancy service could provide a more detailed evaluation report including economic benefits, comparisons to other models, literature research, etc.

## CREATE SROI FORECAST

### The future

Create Potential will be a pilot project to enable us to test the best methods of delivering effective support for a target group of hard to reach adults facing multiple barrier to accessing employment. We plan to use this pilot as a basis for a bid to other funders; possibly the Big Lottery, Reaching Communities Fund to develop this work further in the future.

# CREATE SROI FORECAST

Annex E

## Stakeholder involvement and interview matrix

	<i>Involved</i>	<i>What we think happens to them, positive and negative</i>	<i>Relevant/ Included</i>	<i>Method of involvement</i>	<i>Number included</i>	<i>When</i>
<b>1 Academy Trainees</b>	<i>Direct beneficiaries</i>	<ul style="list-style-type: none"> <li>• <i>Employment</i></li> <li>• <i>Improve social and interpersonal skills</i></li> </ul>	Yes	<i>Discussion as part of training day</i>	<i>All (15)</i>	<i>Aug</i>
<b>2 CREATE Business managers</b>	<i>Manage trainees in the workplace</i>	<ul style="list-style-type: none"> <li>• <i>Trainees help deliver business objectives</i></li> <li>• <i>Trainees need extra management which takes up time in the business and makes achievement of objectives more difficult</i></li> </ul>	Yes	<i>1-1 interviews</i>	<i>All (5)</i>	<i>Aug</i>
<b>3 Create SMT</b>	<i>Deal with trainees issues and help with organisation</i>	<ul style="list-style-type: none"> <li>• <i>Trainees help deliver business objectives</i></li> <li>• <i>Trainees take up time in the business which makes achievement of objectives more difficult</i></li> </ul>	Yes	<i>Group interview</i>	<i>All (6)</i>	<i>Aug</i>
<b>4 Other Create employees and volunteers</b>	<i>Work alongside trainees</i>	<ul style="list-style-type: none"> <li>• <i>Feel pushed out or undervalued because of Academy trainees</i></li> <li>• <i>Increased motivation and feeling of helping other people</i></li> </ul>	Yes	<i>2 Group discussions one for Holbeck site and one for café/shop</i>	<i>Minimum 4</i>	<i>Aug</i>
<b>5 CREATE Board members</b>	<i>Have developed strategy for the Academy</i>	<ul style="list-style-type: none"> <li>• <i>Increased social outcomes/added value for business</i></li> <li>• <i>Model for replication</i></li> <li>• <i>Distraction/decreased profitability of businesses</i></li> </ul>	Yes	<i>1-1 interviews</i>	<i>All (3 )</i>	<i>Aug</i>
<b>6 Elmfield Training Team</b>	<i>Manage the Academy and have overall responsibility for Academy trainees</i>	<ul style="list-style-type: none"> <li>• <i>Gain experience/ track record of working on pre-employment training</i></li> <li>• <i>Can use training to inform in work training which is their core business</i></li> <li>• <i>Sidelined within the Elmfield set up</i></li> </ul>	Yes	<i>1-1 interviews</i>	<i>All (4))</i>	<i>Aug</i>
<b>7 Supporting people</b>	<i>Funders for year 1</i>	<i>Supporting role in a successful Social Enterprise which is moving people into work</i>	Yes	<i>Phone interview/ questionnaire</i>	<i>1</i>	<i>Aug/ Sept</i>
<b>8 CLG</b>	<i>Funders for year 1</i>	<i>Supporting role in a successful Social Enterprise which is moving people into work</i>	Yes	<i>Phone interview/ questionnaire</i>	<i>1</i>	<i>Aug/ Sept</i>
<b>9 Yorkshire Forward</b>	<i>Interested bystanders</i>	<i>Additional example of successful social enterprise</i>	No			
<b>10 DWP/ Jobcentre</b>	<i>Manage benefit</i>	<ul style="list-style-type: none"> <li>• <i>Job outcomes which would otherwise not be achieved</i></li> </ul>	yes	<i>Phone interview/</i>	<i>2 District</i>	<i>Aug/ Sept</i>

## CREATE SROI FORECAST

<b>Plus</b>	<i>issues. Potential funders</i>	<ul style="list-style-type: none"> <li>• Model to move some of the most vulnerable people into work</li> </ul>		questionnaire	partnership team	
<b>11 Morrison's HR Department</b>	<i>Recruit trainees at the end of their time on the Academy</i>	<ul style="list-style-type: none"> <li>• Eases recruitment</li> <li>• Reduces staff turnover in early stages</li> <li>• CSR</li> <li>• <i>Too labour intensive to give special treatment to a small group of new staff</i></li> </ul>	Yes	Questionnaire	1	Aug/Sept
<b>12 Elmfield in store trainers</b>	<i>Will carry out follow on training for Academy Trainees moving into Morrison's</i>	<ul style="list-style-type: none"> <li>• New recruits already have appropriate NVQ 1 training to build on</li> <li>• Used to Elmfield style of working/training</li> <li>• <i>Trainees are ahead of rest of group in in store training and are bored and distracted.</i></li> </ul>	Yes	Questionnaire/ phone interview	4	Aug/Sept
<b>13 Morrison's line managers</b>	<i>Will manage Academy trainees moving into Morrison's</i>	<i>New recruits already prepared for work and used to Elmfield/ Morrison's' way of working</i>	No			
<b>14 Referral Organisations</b>	<i>Refer potential trainees to the Academy</i>	<i>Route into work for people who have carried out soft skills and other training</i>	Yes	Questionnaire	10 at info events	Aug 6 and 9 <sup>th</sup>
<b>15 Other Homeless Charities/ Housing Providers</b>	<i>Work with/have worked with the Academy trainees on life skills, housing etc.</i>	<i>Small reduction in the number of their client group</i>	No			
<b>16 Department of Health/NHS Leeds</b>	<i>Provide health care for Academy group</i>	<i>Improved health of client group through work – especially mental health</i>	Yes	Questionnaire/ phone interview with PCT rep?	2	Sept
<b>17 Police/ Criminal Justice system</b>	<i>Most Academy Trainees have had involvement with Criminal Justice system</i>	<i>Reduction in crime and anti-social behaviour</i>	Yes	Questionnaire/ phone interview –	2 Holbeck Community police team	Sept
<b>18 HMP Armley</b>	<i>Potential Referrer of Academy Trainees</i>	<i>Reduce risk of reoffending by effectively moving exoffenders into work</i>	Yes	Questionnaire/ phone interview	4 Prison employment team	Aug
<b>19 CREATE Customers</b>	<i>Service users</i>	<i>Excellent products and customer service</i>	No			
<b>20 Local communities</b>	<i>Academy trainees are members of/visible in local community</i>	<i>Fewer instances of antisocial behaviour/ street crime</i>	No	<i>Information overlaps with Police info which is easier to collect</i>		
<b>21 Friends</b>	<i>Know/spend</i>	<i>Change in behaviours</i>	Yes	Questionnaires/	15	Aug



## CREATE SROI FORECAST

<b>and Family</b>	<i>time with Academy Trainees.</i>	<i>Improved relationships</i>		<i>Group interviews</i>		
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# CREATE SROI FORECAST

Annex F

# CREATE SROI FORECAST

## Question Schedule

Name

1. How are you involved in the CREATE Potential Academy?
2. Why have you/ your organisation an interest in the Academy?
3. What do you think will change for you/your organisation as a result of your involvement in the Academy?
4. What would you show me to prove to me whether these changes have taken place?
5. How much of a difference would each of these changes make to you and/or your organisation?
6. What would the value of each of these changes be to you/your organisation?
7. What other ways might you/ your organisation achieve the same changes?

Annex G

CREATE POTENTIAL EMPLOYMENT ACADEMY

29 September 2010

## CREATE SROI FORECAST

### **Social Return on Investment (SROI) analysis on the CREATE Academy**

I need your help to carry out a Social Return on Investment (SROI) analysis on the CREATE Academy.

SROI is a way to understand, measure and manage the impact of a project, organisation or policy. Every day our actions and activities create and destroy value; they change the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. As a result, things that can be bought and sold take on a greater significance and many important things get left out. Decisions made like this may not be as good as they could be as they are based on incomplete information about full impacts. Social Return on Investment (SROI) is a framework for measuring and accounting for this much broader concept of value.

It provides a structure for thinking and understanding which produces a story about the impact the project will have on each stakeholder. This incorporates social and environmental costs and benefits, as well as the more usual financial and economic indicators, which means that SROI can measure change in ways that are relevant to all the people or organisations involved in a project. It tells the story of how change is being created, using monetary values to represent social, environmental and economic outcomes. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value.

Please complete the attached questionnaire to show what change you anticipate for your organisation as a result of the CREATE Potential Academy. Please add additional sheets if necessary.

Questionnaires should be returned to me either by email: [liz.riley@createleeds.org](mailto:liz.riley@createleeds.org) or by post to 'The CREATE Foundation, The Mint, Moor View, Holbeck, Leeds, LS11 9NF by 7 October.

If you have any questions or need more information, please email on the address above or phone on 0113 3946120 or on 07920 269270.

Thank you

Liz Riley

## CREATE SROI FORECAST

Name

- How is your organisation involved in the CREATE Potential Academy?
- What do you think will change for your organisation as a result of your involvement in the Academy?
- How much of a difference would each of these changes make to your organisation (positive or negative)?
- If you were looking back at the end of the project, what would you show me to prove to me that these changes have taken place?

## CREATE SROI FORECAST

- What would the value of each of these changes be to you/your organisation?

- How else could you achieve the same changes in your organisation?

- What would it cost your organisation to achieve the same changes?