



The Value of Shoreditch Trust's Blue Marble Training: An SROI Analysis

Contents

Executive Summary	4
Assurance statement	6
Stage 1: Establish scope and identify stakeholders.....	7
Introduction and background.....	7
About Shoreditch Trust.....	7
About Blue Marble Training.....	8
SROI analysis.....	10
Terminology	11
Scope	
.....122	
Purpose.....	
.....122	
Audience	12
Activities.....	
.....122	
Time period	12
Materiality.....	12
Stakeholders.....	13
Data collection.....	14
Trainees.....	
.....144	
NEETS	15
Virtual School (Learning Trust / Hackney Care Services- Commissioner).....	16
Recruitment network.....	17
Warehouse restaurants.....	
.....177	
Stage 2: Map Outcome.....	188
.....188	
Inputs	
.....188	
Outputs.....	19
Trainees.....	19
NEETs	
.....199	

Virtual School.....	199
Outcomes.....	20
Trainees.....	20
NEET	25
Virtual School.....	266
Waterhouse restaurant.....	277
State.....	28
Negative and unexpected changes	29
Impact Map.....	30
Stage 3: Evidence outcomes and give them a value.....	32
Indicators.....	32
Quantity.....	32
Duration.....	32
Financial proxies.....	34
Stage 4: Establish Impact	41
Deadweight.....	41
Displacement.....	42
Attribution.....	42
Drop-off.....	42
Stage 5: Calculate the SROI.....	48
Social return ratio.....	48
Sensitivity Analysis.....	499
Financial Proxy for improved home life.....	49
Financial proxy for improved long term prospects.....	49
Quantity.....	50
Deadweight.....	50
Attribution.....	50
Increasing duration for trainees	50
Decreasing duration for trainees.....	50
Decreasing duration of outcomes	51
Decreasing duration - virtual school	51
Drop-off.....	51

Stage 6: Report, use results and embed.....	
.....533	
Conclusion.....	53
Recommendations.....	54
Response from Shoreditch Trust/BMT.....	55
Review and Dissemination	56
Appendix A: Outcomes not included.....	57
Appendix B: Young People – interview questions	58
Appendix C: Questionnaire for Trainees	59
Appendix D: Questionnaire for NEET Group.....	63
Appendix E: Case Studies.....	66
Appendix F: Full Impact Map.....	69

Executive summary

Shoreditch Trust was established in 2000 under the Government's New Deal for Communities programme, to work to address severe disadvantage in the Shoreditch neighbourhood, south Hackney. It aims to help individuals, families and communities improve their quality of life by focussing on programmes that identify and address the root causes of exclusion and inequality.

Since 2000 the Trust has delivered over 400 projects. In its commitment to deliver meaningful change it established Blue Marble Training (BMT) as a food training programme. BMT seeks to address worklessness and adult skills deficiencies by offering various learning programmes including the delivery of an industry specific work based training programme. This programme targets individuals that are marginalised in society to provide them with a platform to develop careers in the catering and hospitality industries.

A Social Return on Investment (SROI) analysis has been conducted to evaluate the social value that was created by BMT between 1 March 2010 and 31 July 2011. The analysis evaluates the social return created for the young people (trainees) who benefited from the work based training programme and the young people (NEETs) who attended the Appetite for Life programme. Moreover, the analysis measures the social return created for the Waterhouse Restaurant, Virtual School and State Departments. The SROI analysis was carried out to the standard approach to SROI as documented in the Cabinet Office sponsored Guide to SROI (The SROI Network, 2009).

The analysis showed that the activities of BMT resulted in a number of immediate and tangible changes for the trainees, including; improved skills and improved financial stability; increased confidence. In turn, these changes led to other outcomes, which result in longer terms gains such as staying out of trouble and improved long term prospects. For the young people attending the Appetite for Life programme a number of changes occurred including; increased career aspiration; improved food and knowledge skills as well as perceptions of feeling more positive and self motivated. For the State, the main changes were decreases in spending as a result of the outcomes achieved for young people.

The SROI calculates that, for every pound invested in BMT, the likely social value created through these outcomes is about £3.42. This is based on the information currently available. The social value is divided up between the trainees, for whom 51% of the social value is created, NEET group 13%, State Departments 29%, Waterhouse Restaurant 4% and the Virtual School 3%.

As in all SROI analyses, this calculation was based upon estimates and assumption. The sensitivity of the social return ratio to change in a number of these was tested. As a result, the social return for each pound invested ranged from £2.39 to £3.72.

A number of recommendations were made as a result of the analysis, which may help shape data collection and improve the quality of future social impact assessment of BMT. The recommendations included; ensuring BMT has in place a system that can measure the outcomes identified in this analysis are being achieved; reviewing the content of the Appetite for Life programme to achieve stronger outcomes and starting to gather longitudinal data and data from families when possible.

Assurance statement

“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”.

Stage 1: Establish scope and identify stakeholders

Introduction and background

About Shoreditch Trust

Shoreditch Trust was established in 2000 under the national New Deal for Communities programme, to work to address severe disadvantage in the Shoreditch neighbourhood, south Hackney. It aims to help individuals, families and communities improve their quality of life by focussing on programmes that identify and address the root causes of exclusion and inequality.

The Trust has delivered over 400 projects. It has a long term commitment to deliver meaningful change. The Trust has extensive experience of delivering effective, innovative and community led programmes, across Hackney and East London.

Shoreditch Trust is committed to delivering demonstrable socio-economic impact, by delivering programmes that respond directly to community need and that are genuinely additional to those services available through mainstream statutory service provision. Its current Community Wellbeing Strategy delivers across 5 interlinked areas;

- Health Inequalities - a programme of activity that targets practical ways to reduce health inequalities. The Trust's programmes adopt a person centred approach that enables individuals to become more confident, informed, and resilient, in order to make constructive personal life choices and actively improve health and wellbeing.
- Skills for Life - working with target groups that face severe marginalisation from labour market opportunities such as ex-offenders and care leavers to support their transition to independent living and access work opportunities in the catering industry.
- Enriched Learning and Living – the Trust aims not only to improve quality of life through social and economic transformation but also address enjoyment, enrichment, and aspiration. These outcomes are achieved through the provision of positive activities with young people and encourage creative and critical learning as well as stimulating social inclusion through a broader appreciation of 'culture'.
- Financial Inclusion –widening access to appropriate financial services and improve financial capability amongst vulnerable households. The Trust is involved in partnership led activity that empowers people to be more informed users of community finance institutions and mainstream financial services.

- Enterprise Support – developing award winning social enterprise activity and providing affordable workspace for entrepreneurs and growing Small and Medium sized Enterprises in the creative industry.

About Blue Marble Training

Blue Marble Training (BMT), Shoreditch Trust's food training programme, is a primary contributor to Shoreditch Trust's programme activity seeking to address worklessness and adult skills deficiencies. BMT offers a variety of learning programmes which provide beneficiaries with an ability to develop knowledge of food, drink and catering and to utilise this knowledge as a catalyst for lifestyle change and positive engagement in society.

A core focus of BMT's activity is the delivery of an industry specific work based training programme to provide individuals with the platform to develop careers in the catering and hospitality industries. The work based training programme is delivered across both Acorn House and Water House restaurants.

The training programme targets work with some of the most marginalised individuals in society. The programme currently works exclusively with ex-offenders, care leavers and local people with experience of homelessness. These groups often face multiple barriers when seeking to move into learning or employment opportunities, yet our experience is that when this group are given the required bridging support they represent a significant talent pool which includes many individuals with the competencies and abilities that provide a high degree of match with the demands of the catering and hospitality industry. The 12 month training course covers a variety of industry disciplines and has purposefully been designed to go beyond the rather basic standards expected of NVQ Level 2 accreditation.

The programme is built around a focus on 'environmental sustainability' which gives participants knowledge of the industry from 'field to fork' and an exposure to working in a restaurant with high ethical standards. In completing the training programme beneficiaries are able to enhance their chances of progressing into sustained employment, a career, in an industry which is experiencing significant growth.

Complementary to the work based training programme is the delivery of other bespoke learning programmes designed to work with a variety of individuals, entering periods of transition in their lives, with the aim of building awareness and aspiration around food and careers in food. This programme known as 'Appetite for Life' complements the objectives of the work based training placements, ensuring that beneficiaries develop a wide range of life skills through experiencing and enjoying good food. 'Appetite for Life' has already worked successfully with a variety of stakeholder groups and the core

philosophy lends itself well to being applied to meet a variety of learning objectives, assisting beneficiaries through the transition to independent living and in a smaller number of cases steering them towards labour market opportunities in the future. Two case studies illustrating the work of BMT can be found in Appendix E.

SROI analysis

This report evaluates the social return on investment of Shoreditch Trust's BMT programme. Measuring the social value of the service allows us to demonstrate much more of the impact the service has on its stakeholders. When only economic measures, such as cost savings, are used to assess services this does not capture the additional social outcomes, which are often of greater value to stakeholders. In order to capture a broader picture of the impact and value of BMT, therefore, Shoreditch Trust chose to use the Social Return on Investment (SROI) methodology to assess the project.

The SROI model provides a method for understanding, measuring and reporting on the social and environmental value that is created by an organisation or project, as well as the economic. It examines the impacts that are achieved through the project's work and attributes financial values to these based on common accounting and investment appraisal methods. However, SROI is about much more than just the monetary value of the impacts created. It tells a story of what the organisation does and how this creates change for a number of different groups involved and, in so doing, it reflects their ideas about what is important.

The practice of SROI is guided by a set of principles and is conducted according to a six-stage process. These principles and stages are listed below:

SROI Principles

1. Involve stakeholders
2. Understand what changes
3. Value what matters
4. Include only what is material
5. Avoid over-claiming
6. Be transparent
7. Verify the result

SROI Stages

1. Establish scope and identify stakeholders
2. Map outcomes
3. Evidence outcomes and give them a value
4. Establish impact
5. Calculate the SROI
6. Report, use results and embed

Terminology

There are some terms used in this report which it may be useful to explain. All definitions are sourced from the Guide to Social Return on Investment (The SROI Network, 2009) (unless otherwise stated) which lays out the standard approach to SROI and was sponsored by the UK Government, Cabinet Office. The terms listed are highlighted in bold throughout the report to indicate that their definition can be found in this section.

Attribution	An assessment of how much of the outcome was caused by the contribution of other organisations and people.
Deadweight	A measure of the amount of outcome that would have happened even in the activity had not taken place.
Displacement	An assessment of how much of the outcome has displaced other outcomes.
Drop-off	The deterioration of an outcome over time.
Impact	The difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.
Indicator	Information that allows performance to be measured. This usually takes the form of a statistical value which links an organisation's activities to its outputs and outcomes (Lawlor et al., 2008).
Materiality	Information is material if its omission has the potential to affect the readers' or stakeholders' decisions.
Outputs	A way of describing the activity in relation to each stakeholders inputs in quantitative terms.
Outcomes	The changes resulting from an activity. The main types of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change.
Proxy	An approximation of value where an exact measure is impossible to obtain.
Stakeholders	People, organisations or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.

Scope

Purpose

The primary purpose of this SROI analysis is to demonstrate the social value created by Blue Marble Training (BMT) for the purposes of commissioning, funding applications and future business planning. The report will also be reflected on internally and used for learning and improvement where appropriate.

Audience

The target audience for whom this SROI has been prepared is, therefore, BMT staff, Shoreditch Trust staff and trustees, commissioners and funders.

Activities

This SROI analysis will measure the impact of BMT's delivery of catering industry specific work based training programme together with the Appetite for Life programme.

BMT undertakes other foundation level work supporting CV development and providing work experience placements for those of school leaving age. This is not included within the scope of this SROI analysis because of its ad hoc and disparate nature. BMT acknowledges that this work has a social value and will consider measuring the impact of this work in the future.

Time period

This analysis evaluates the impacts of all activity (outlined above) in the period from 1 March 2010 to 31 July 2011. The period was chosen to allow a full analysis of the operation following a re-focus of the activities and delivery mechanism of Blue Marble Training which came into effect in March 2010. As the period covers more than one financial year, care has been taken to ensure all inputs related to the outcomes during the period are included within the analysis.

Materiality

The nature of measuring change among organisations and individuals is such that there are potentially as many different stories, views and perspectives as there are stakeholders engaged. For this reason, throughout the process, decisions have been made about what to include in and exclude from the analysis. In each case, we have sought to focus on the stakeholders and outcomes that are material (relevant and significant) and fit within the scope of the analysis. We have also tried to be transparent in each decision by explaining the reasons for it in the report.

Stakeholders

The views of stakeholders were gathered and used to shape what was measured and to provide feedback on the impacts BMT achieved. All the stakeholders of BMT were identified and those for whom material outcomes occurred were selected for involvement in the analysis. A plan for engaging the selected stakeholders was then developed, shown in figure 1. Those excluded from the analysis are listed, with reasons for exclusion in figure 2.

Stakeholder group	Reason for inclusion	Size of group	Method of engagement and number involved
Trainees	Main beneficiary of service – experiencing significant outcomes as a result.	16	<ul style="list-style-type: none"> • 1-1 interviews to define outcomes and relative importance of outcomes with 2 trainees • 1-1 interviews to quantify outcomes with 7 trainees • Checked assumptions with 2 trainees.
NEETS Appetite for Life	Direct beneficiary of service- material outcomes occur.	29	<ul style="list-style-type: none"> • Focus group to define outcomes – 5 participants • Telephone or face to face interviews with 9 NEETs to quantify outcomes and ascertain attribution and deadweight.
Virtual School	Material outcomes occur	1	<ul style="list-style-type: none"> • Telephone interview to define outcomes, relative importance and value of outcomes. • Follow up interview to agree value of outcomes and check assumptions. Several email exchanges.
Waterhouse Restaurant	Material outcomes occur	1	<ul style="list-style-type: none"> • 1-1 interviews to define and quantify outcomes – 3 members of staff Checked financial proxies with BMT Programme Manager.
State	Cost implications for state as outcomes occur for trainees and care leavers	n/a	<ul style="list-style-type: none"> • No consultation required

Figure 1: Stakeholder engagement plan

Stakeholder group	Reason for exclusion
BMT programme Staff	Employed to contribute to the aims and objectives of the organisation and therefore desire same outputs and outcomes as service users.
Shoreditch Trust staff and trustees	Included in impact map for inputs made but excluded from outcomes analysis. Only one member of Shoreditch Trust staff has an active role in this project and this is only a small part of Shoreditch Trust the impact on this group is considered as not material.
Partner /recruitment network (those that refer potential trainees to them but haven't commissioned them)	Desired outcomes are the same as those for the trainees
Equitable Charity Trust	No material change has happened as a result of this project for the stakeholder group.
Catering Industry	Although there are clear outcomes for the catering industry it has not been possible to include them in this analysis due to limited resources and time constraints.
School leavers that benefit from CV support and work experience	Falls outside the scope of this SROI
Families	Although there are clear outcomes for families, it has not been possible to include them in this analysis due to limited resources and time constraints. It is recommended that regular engagement with this group is started in order that they can be included in any future SROI.

Figure 2: Excluded stakeholders

Data collection

Data collection was conducted as follows with each stakeholder group:

Trainees

“The experience has been hugely positive and has changed my outlook on what is important”

“This is my first proper employment and you can never take that away from me”

One to one interviews with two trainees were held to gather views on the changes they experienced. See Appendix B for interview questions. This helped shape the questions for further interviews to quantify the outcome that had occurred for them. These interviews using the questionnaire in Appendix C were carried out by Ben Smith, Shoreditch Trust’s Community Investment Manager and 7 young people discussed the

outcomes occurring for them. In order for the sample to be representative of the 7 trainees interviewed 4 were former trainees and 3 are current.

With regards to their work based training experience 2 were front of house and 5 were back of house representing the ratio of trainees working either back or front of house. Moreover, one of the trainees interviewed failed to complete the programme.

BMT also provided records of participants showing when they started and completed the work based training and a review of where they were after 6 months after completion and in some case after 12 months.

The Community Investment Manager was able to capture and quantify the outcomes for the group representing trainees who undertake different roles and the stages they are at in the programme. However, as the training programme has a rolling start date it proved in some cases to be a challenge to contact the individuals that have moved on and therefore, the sample is seven students out of a possible sixteen (44%) reflects the time that Ben Smith was able to dedicate to this part of the analysis. A recommendation of this report outlined on page 54 is to review the data collection and incorporating it into induction and assessments with the trainees throughout their work based training. A further recommendation is to introduce the capture of longitudinal data to gain a better understanding of the long term benefits for trainees.

Additionally, two telephone interviews were conducted with two industry professionals (Daniel Jeffries from Just Chefs and Tom Hutchinson from Change UK) who have placed trainees following their completion of the programme into full time employment. The qualitative information captured has been used to substantiate and further evidence outcomes for the trainees particularly those outcomes relating to employability.

NEETS

“I’ve never worked in a kitchen before but am starting to think I would be well suited to that type of job.”

“I’ll be looking out for new things when I go shopping and I like to buy market fresh.”

A focus group with young people taking part in Appetite for Life programme was held to gather views on the changes they experienced. This helped inform the development of questions for further interviews to quantify the outcomes that had occurred for them. See Appendix D for interview questions. Andy Gold from the Shoreditch Trust, Programme Manager for BMT carried out 9 one to one interviews which accounts for 31% of individuals benefiting from this programme.

The Programme Manager asserted that one to one interviews were the best way to capture soft outcomes for this group. However, as is resource intensive the number of individuals interviewed was only nine. To try and capture the information in any other way would have impacted on the quality of information captured and would have been challenging to encourage participants to complete a questionnaire after they had finished the programme. A recommendation included on page 54 is to capture soft outcomes immediately after the programme finishes and to introduce an incentive for participants to ensure a good rate of return. It is also recommended that Blue Marble Training work with the Virtual School to establish social impact measurements for the Appetite for Life programme as a whole.

Virtual School (Learning Trust / Hackney Care Services– Commissioner)

The Virtual School commissioned BMT to run the Appetite for Life as part of their Care Services programme.

The Virtual School for LAC works to raise educational attainment and improve the life chances of Hackney's looked after children and care leavers. It aims to be at the forefront of innovative and engaging additional learning activities that will improve the academic performance of looked after children and increase their potential in the world of work. They work alongside external providers to give care leavers the opportunity to engage in further educational study, take part in apprenticeships and work placements, and enable young people to participate in meaningful activities.

The Virtual School is the lead organisation and commissioner for the Appetite for Life Programme and therefore the NEET group discussed above (consultation with this group can be found on page 24) are directly involved with Blue Marble training as a result of the service level agreement with the Virtual School.

A telephone interview with the key contact was held and the changes for the virtual School identified. A second interview was conducted with Nick Corker, Deputy Head, to check outcomes and to value them for the Virtual School. Additionally this second interview enabled Nick Corker to substantiate outcomes for the target NEET group attending drawing from observations made by case workers. Several email exchanges have also taken place to confirm outcomes, consider displacement and attribution and to agree on financial proxies.

Recruitment network

“Absolutely fantastic, changed the life of one of our clients that no one else would have been able to do.”

There a number of agencies who work with ex-offenders and care leavers that refers potential trainees to BMT. Telephone interviews were conducted with these partner agencies to identify the outcomes that occurred for them. Many of the outcomes discussed were the same as the outcomes for the trainees themselves. It was clear that these agencies valued the input of BMT to their respective work and partnership working enabled them to meet their organisations objectives and outcomes as these outcomes related to the clients it was felt including this as part of the analysis would potentially lead to double counting.

Waterhouse restaurant

Face to face interviews were conducted with three members of staff that have a responsibility of supporting and training the trainees on a day to day basis in order to discuss the inputs and outcomes that occur for the Waterhouse Restaurant.

Stage 2: Map Outcomes

Inputs

All inputs which contribute to the activities of BMT project are listed in the impact map. All figures relate to the 18 month period of this SROI Analysis. Some of these have been given values and this is explained below:

The inputs of trainees and young people have not been given a financial value in line with standard practice for SROI.

BMT receives a **£32,034** allocation from the Shoreditch Trust; this funding is awarded by the board and originates from Trust income and reserves.

Equitable Charity Trust gave a donation of **£15,000** during the evaluation period and the London Borough of Hackney contributed **£76,421** this funding originates from the Future Jobs Fund.

The above funding incorporates funding for an apportioned cost of the BMT Programme Manager. The Programme Manager is dedicated to working with and supporting the trainees and participants on the Appetite for Life programme. Additionally, 10% of the Community Investment Manager post from the Shoreditch Trust is funded to oversee the outcomes of this project.

BMT receives **£17,000** funding from the Virtual School to deliver the Appetite for Life programme as part of the School's wider programme of support.

In spite of the fact that a member of Waterhouse staff felt that their 'disproportionate' investment in the supervising and duty managing trainees from the BMT programme should be recognised in monetary terms, this has not been given a value as part of the input analysis. Several members of Shoreditch Trust staff argued strongly that the training of junior staff for entry level positions is something that any successful restaurant should invest a disproportionate amount of time doing. Therefore the investment of time and resources in training and duty management was seen as being equivalent to any other restaurant staffing model. Waterhouse Restaurant pays the trainees salary for 6 months of the training programme amounting to £66,393. It is acknowledged that staff members of Waterhouse Restaurant input is significant in terms of their energy, patience and providing a pleasant working and learning environment for the trainees.

BMT works closely with a number of partner organisations such as Switch Back and Rathbone to make referrals to the Food training programme. However these inputs are not additional to existing costs as staff incorporates working with BMT within their existing workload.

The BMT project has no volunteers supporting any aspect of their work that fall within the scope of this SROI assessment.

Outputs

These are the activities that occur between 1 March 2010 and 31 July 2011 (18 months) using the inputs, which in turn contribute to the outcomes. These are listed in the impact map. The outputs for the service users were:

Trainees

- 324 training sessions delivered as each trainee benefits from 2 formal sessions a month whilst on the programme (including sessions delivered to those trainees who left the programme early)
- 27,272 Hours work based training undertaken
- 207 One to one meetings to provide pastoral support
- 16 trainees supported with peer support
- 9 trainees supported into employment beyond BMT partner restaurants.

NEETs

- 21 workshops delivered
- 6 visits to food suppliers and learning venues
- 29 young people learning about the catering industry
- 29 young people actively engaged in the Appetite for Life programme.

Virtual School

- 21 workshops delivered
- 6 visits to food suppliers and learning venues
- 29 young people learning about the catering industry
- 29 young people actively engaged in the Appetite for Life programme
- 18+ partnership meetings
- 6 monitoring reports

Outcomes

Trainees

BMT outlines¹ a rationale for concentrating their efforts on working with ex-offenders and care leavers during the time period that this analysis covers as follows:

- Firstly, it is known that ex-offenders and care leavers are disproportionately affected by a lack of access to the labour market, this exacerbates their social exclusion².
- Secondly ex-offenders and care leavers share many characteristics and often face multiple barriers that hinder their transition to independent living. The risk amongst both groups of offending or re-offending is high as a result³.

Ex-offenders participating in the Blue Marble Training programme will, in the vast majority of cases, have spent less than four years in prison. The average sentence served by trainees is around 2 years.

Following the consultation with trainees it has been identified that the services provided by BMT result directly in seven changes (illustrated in Figure 3) for the ex-offenders and care leavers it chooses to work with:

- Improved skills
- Improved financial stability
- Better independent living skills
- Increased confidence
- Improved long term prospects
- Staying out of trouble
- Better peer support

Each of these changes then causes others in turn:

“I wasn’t expecting to learn so much and take on so much responsibility so early. Very early on within our training we were asked to take charge of a station and shadowed head chefs”

BMT offers the trainees the opportunity to learn new skills through ‘work based training’. Each trainee if successful will be awarded a food hygiene certificate and for those wanting to be assessed can achieve NVQ level2 accreditation. The learning

¹ Ben Smith and Andrew Gold for Shoreditch Trust (July 2010)Blue Marble Training Developed by Shoreditch Trust

² Chartered Institute for Personal Development (2004) Employers and offenders; Reducing Crime through Work and Rehabilitation.

³ Chartered Institute for Personal Development (2004) Employers and offenders; Reducing Crime through Work and Rehabilitation.

experience enables the trainee to learn in a professional catering environment where the trainees have to take on responsibility quite early on. The trainees acquire the skills and competencies to gain future further employment. These new skills not only increase the wages which individuals earn in employment, but they could also increase the probability of being in employment over the course of their lifetime. This was believed to be the case of the majority of respondents.

One of the Chef's at Waterhouse commented that as the trainees are supported to cook straightway they gain skills much quicker than in other kitchens where juniors would spend a large percentage of their first year not cooking but washing spinach or peeling vegetables.

“I'm a bread winner from my family and I assist my family in paying bills and we have settled any outstanding debts we had”

BMT is based on a work based training model and therefore each trainee is paid a wage and often this is the first real wage they have received. Having more money can help the young people to stay out of trouble, therefore preventing returning to prison, as they do not need to resort to crime for the money they need. Moreover it has been reported to improve family situations as financial problems have resulted in family difficulties and tensions. Furthermore trainees as a result of the skills and work experience expressed that they felt they were more likely to secure long term employment and thus a future income than if they had not attended this training experience with BMT.

“I had difficulties at home, my mother has thrown me out of the house and I have had periods of homelessness as a result. I couldn't hold down a steady job and had some money issues.....I have moved out of my family home now to gain more independence”

Trainees have expressed how they have felt more independent as a positive change. This reflects the new skills and knowledge they have gained directly from the training about food that can be translated into their home situations. In some cases trainees have moved out of their family home for the first time and are financially stable. The BMT Programme Manager provides both practical and emotional support to the trainees helping them improve their life situations. Moreover, BMT gives trainees a new peer group and new friends that support and nurture this independence.

“I've been surprised how much more confident I am now. I work with lots of loud opinionated people and it has brought me out of my shell”

Moving into work; for most of the trainees this is their first experience of a work environment, becoming financially stable, working surrounded by a new and positive peer group all contribute to an improvement in the trainees confidence. The project

manager builds trusting relationships with the young people and can therefore help them address their issues and help them through this period of change.

Observations sought from the restaurant staff regarding the changes in trainees included the young people's confidence and self belief improved.

“It sounds arrogant but I believe I will always be employable”

“this is a career for me - a trade”

The trainees are given the training and work experience within a professional catering environment offering a clear career path. BMT ensure that trainees are 'matched' at the end of their work based training with employers that have an emphasis on sustainability and seasonality in fact 67% of trainees have remained in the catering industry. On some occasions trainees have returned after graduating from the programme to work in the Waterhouse Kitchen. This has added to the programmes ability to mentor and inspire using firsthand experience.

Those that choose not to continue within the catering field still leave the programme with good employability skills such as time keeping, discipline, motivation and a positive outlook. Monitoring of trainees shows that 92% of trainees are still in employment after 6 months after the leaving the programme whether they have completed the programme or not.

The catering skills will be something that trainees can always fall back onto as the level of skills that they acquire are always in demand 'the catering and hospitality industry suffers from one of the most acute skills gaps of any industry in London.'⁴

Work based training is known to increase the individual's chances of obtaining and maintain employment and also increase their ability to command higher salaries⁵. Evidence gathered by BMT to track progress of trainees once they complete the one year programme shows that the majority of participants go on to secure jobs within the catering and hospitality sector- evidence is collected by BMT after 6 and then 12 months after leaving the programme.

Telephone interviews with the industry professional substantiated the claims from both BMT and the trainees themselves that by the end of the programme participants are significantly more employable .

“I was blown away by their knowledge- very, very impressive”

“Both candidates came in with a good attitude and were eager to learn”

⁴ London Borough of Hackney (2009) Hackney Skills for Employment Strategy.

⁵ London Borough of Hackney (2009) Hackney Skills for Employment Strategy.

Both professional's commented positively about the knowledge, attitude of the trainees and on their keenness to learn. As a result of this transformation trainee CVs were forwarded to high profile clients and were eventually employed by Rosette Standard Restaurants.

“The experience has been hugely positive and has changed my outlook on what is important. Take the riots for example a few years ago I might have been involved, some of my old mates were, but I knew I had too much to lose if I went down that road.”

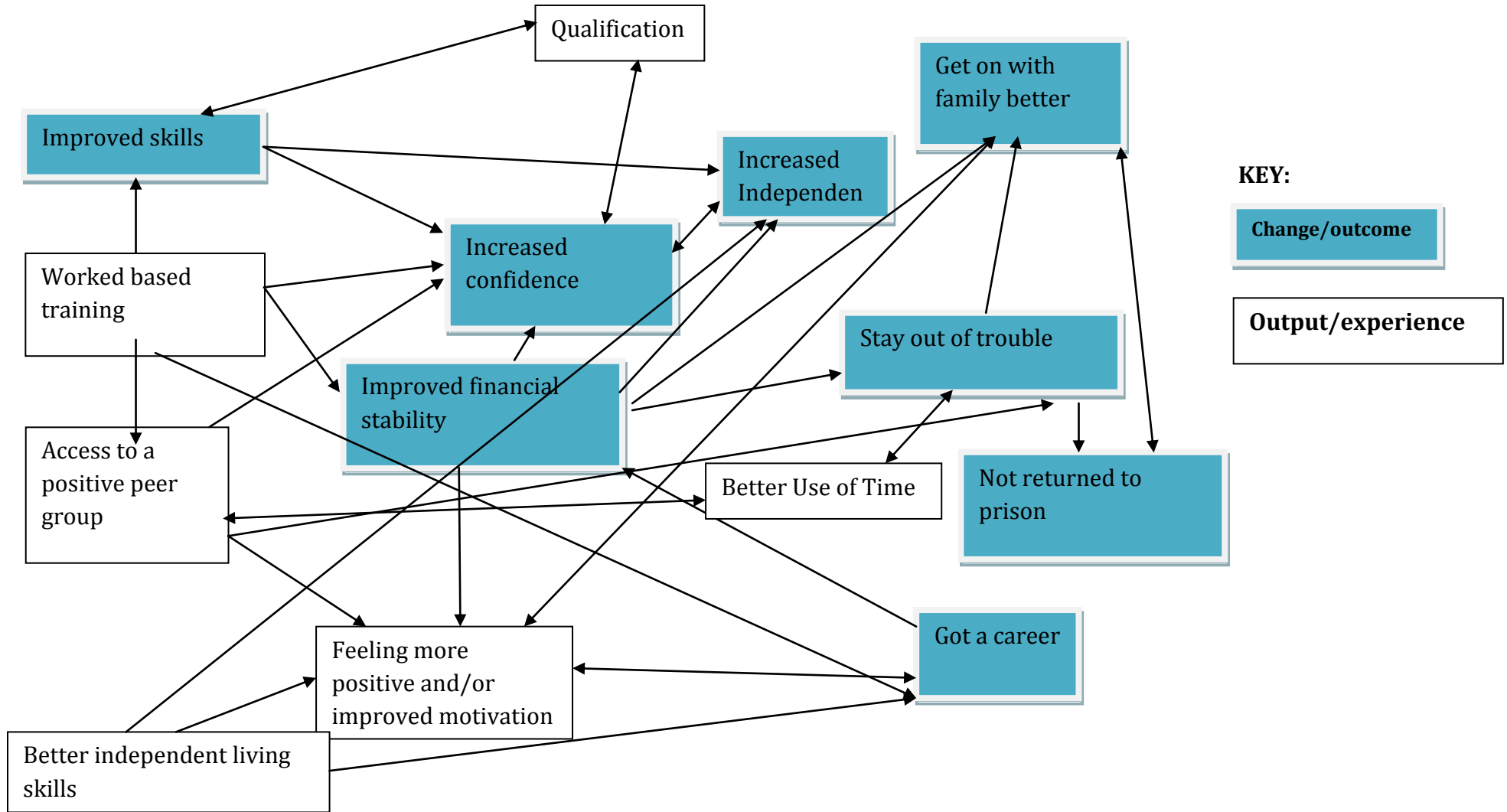
Influences from their peers are much more positive and this can help them to stay out of trouble and therefore avoid returning to prison.

In addition, BMT's Programme Manager together with other professionals increases the trainees' motivation and supports them to make positive changes in their life. Part of this support is ensuring that trainees adhere to licence conditions and keep out of trouble with the authorities and as a result avoid returning to custody.

A negative outcome identified by some of the trainees was the reduced leisure time they enjoyed as a result of working long hours. Conversely, however, this reduction in leisure time was seen by others as a positive and an unexpected change as it prevented trainees from being with old friends and getting into trouble and they have now gone on to make new friends thus improving their overall personal circumstances.

It is a recommendation that for any future SROI undertaken by BMT should endeavour to consider ways of capturing the outcomes for the families of trainees that have been missed by this analysis. Limited time and resources together with no current basis for data capture has prevented this from happening for this SROI analysis.

Figure 3: Flow diagram showing Theory of Change for Trainees



NEET

The intervention from BMT is part of a wider programme of activities that the care leavers benefit from. The initial focus group with 5 care leavers highlighted 3 main changes for this group.

- Improved career aspirations
- I have more skills and knowledge about food
- Better relationship with case worker

A further change was identified as being important during the one to one interviews (second stage consultation) and this is that all participants specified that they felt more positive and motivated as a result of the intervention.

“I’ve attended both sessions, I particularly liked the first session as seeing what a commercial kitchen looks like and talking to the chefs was a good chance to ask them about working in kitchens.....I think it will help me find work -it has confirmed for me that I want to work in a kitchen”

BMT provides a positive and enjoyable environment to enable care leavers to experience firsthand what it is like to work in a professional kitchen. For some this experience helped them to consider their future work/career.

“When we shop I’m definitely thinking more about what I buy and where the produce comes from, I have also bought a food mixer (processor) and made my own soup similar to that which we ate at the restaurant. It was great”

The care leavers interviewed have recently or were about to live independently outside of care for the first time. One of the aims of this programme is to enable the group to have a positive and interesting experience focused on encouraging them to engage positively with food. It was clear from the focus group that all the individuals enjoyed the sessions gained more knowledge about food and where it comes from. Some of the care leavers have used their new skills and knowledge at home and this has supported their new independence. Whilst this is a positive outcome it was only discovered late on in the process and therefore not measured in this analysis. However, it is considered as valuable to participants and therefore would be included in any future analysis. Moreover, this is an area that both BMT and Virtual School would like to strengthen by changing aspects of the Appetite for Life Programme to enhance this benefit for participants.

One of the main aims for the Virtual School, commissioner of this work is to support participant’s transition to independent living. Whilst BMT makes a positive contribution to this support it is acknowledged that this contribution could be enhanced. It is recommended that the content of the Appetite for Life programme is

reviewed collaboratively with the Virtual School to enhance the outcomes for participants particularly to assist with their transition to independence.

“I’m going to attend more activities and I think I will have a closer relationship with my care worker, it’s nice to see them relax and enjoy themselves.”

Participation in Appetite for Life has enabled participants to gain trust of institutions and is therefore more likely to engage with other support services as a result.

It should be noted however that the Virtual School that runs the wider programme felt that the input from BMT enhanced the whole programme as it successfully engaged with the care leavers, provided a positive and fun experience which resulted in the care leavers continuing to participate in the rest of the programme with further outcomes and improved their relationship with their case workers. This is an additional outcome for the Virtual School.

“Being able to compare my level with other people made me think ‘yeah’ I can do this!”

The inspiring and fun programme appears to provide an experience that motivates and make participants feel more positive about the future.

Virtual School

The Virtual School has been working closely with BMT for two years. The Virtual School has overwhelmingly reported positive changes that have occurred as a result of this partnership.

Four key changes have been identified for this group.

- Improved partnership working
- More creative and innovative
- Improved reputation
- Increased funding

“as a team we now recognise that even the hardest to engage children can be engaged if the activity is right for them”

Working in partnership with BMT has enabled the Virtual School to broaden their offer to young people under their care. Moreover, this partnership has made them more creative and innovative in their approach to achieve positive outcomes for the young people. Without BMT outputs there would be less to offer young people and their team would be less creative. It was suggested that there has been a reduction of NEET young people and that some of this can be attributed to this working with BMT.

“Provided a new model of working which can be replicated with other partner organisations”

“Improved partnership working”

The Virtual School as a result of working with BMT now realise that they can commission others to meet recognised gaps in provision and to deliver a variety of activities for young people and this makes them feel like they have better control, and can improve outcomes for young people. For example BMT provide feedback about successful outcomes and this is something that they now ask of other partner organisations for similar outcome data. The partnership working has led to improved partnership working skills across the teams and this is evidenced by a number of similar arrangements being set up with other partner organisations

“Improved our reputation”

“Didn’t realise the scale of success that would be achieved”

The Virtual School’s reputation has been enhanced as a result of working with BMT. They are now seen as innovative and creative, this has led to positive feedback from lead members of the council and further funding as secured to use in developing new opportunities for the young people.

Waterhouse restaurant

Following interviews with three key members of staff at the Waterhouse Restaurant it was clear that two changes occur as a result of the collaboration with BMT.

- Better atmosphere – working environment
- Reduced wages bill.

“Brings the team closer together and enhances the communications of the team”

“You will not get a more dedicated team as here and they are all happy.”

“Nice vibe in training kitchen, everyone working towards same goals this is different to other restaurants.”

It was apparent the members of staff interviewed (including one member that has been in the hospitality industry over 15 years) that their jobs were much more rewarding and they gained personal satisfaction as a result of the training element of the restaurant. As one member of staff said ‘rather than just cook I prefer training and knowing that through this I am making someone’s life better’.

“Working with trainees to fill entry level posts instead of already trained commis-chefs makes economic sense as a staffing model”

The Waterhouse Restaurant benefits from 12 months of work from a trainee but only pays for six months of their salary. This funding model recognises that the trainees capability to perform entry level Commis chef tasks grows as their time on the programme evolves. All those interviewed stated that without the trainees the restaurant would have to employ alternative staff in order for the Restaurant to operate effectively. This therefore keeps the wage costs down. The aforementioned experienced member of staff also stated that turnover of staff would normally be much higher. She would expect turnover to be 60-70% but in Waterhouse Restaurant (and Acorn Restaurant) the retention level is 98%. Again this has a cost implication for the Restaurant.

All of those interviewed also highlighted that customers also benefit from the BMT collaboration as they enjoy eating out knowing the money is being used for social good. This also benefits the restaurant as it is a 'pull' factor for repeat business. This has not been included as an outcome as this was only highlighted as a possible outcome towards the end of this SROI analysis and there was no basis for data capture.

During the interviews members of staff were asked about any possible negative changes. The following comments were made:

- Harder to keep an eye on food quality and may result in more food wastage
- On occasion trainees don't turn up and it is difficult to provide a full service as the restaurant is reliant on them we then have to deliver a small menu which is not good for business.
- Disappointment when someone doesn't make it to the end of programme.
- There is nothing negative it is motivating. We lift each other it is the joy of it.

The above changes highlighted are not considered significant enough to incorporate into the SROI analysis especially as these changes are likely to occur in all restaurants as there is a need for all restaurants to invest in staff training.

State

A number of government departments are involved in the theory of change for Blue Marble Training. In some instances they input into BMT by providing financial support (outlined in the section on Inputs). Government departments will benefit from the reduced demand on public services thus freeing up capacity.

The Home Office is likely to see value creation (reduced demand and freeing capacity) as the support offered to trainees and improved stability gained as a result of the intervention with BMT, help the young people to reduce their risk of re-offending or offending for the first time.

The work based training described above, will create savings for the Department of Work and Pensions (DWP) as service users are supported into employment. When trainees are in the work based training and in subsequent employment they are no longer entitled to a number of benefits they receive and so the DWP will see a reduction in the amount it pays to these young people.

HM Revenue and Customs (HMRC) will benefit from the increased tax and national insurance contributions that both trainees and those who employ them will pay during the work based training and once the trainees' access new jobs on completion.

Negative and unexpected changes

All stakeholders interviewed were asked whether any unexpected or negative changes had occurred.

No negative or unexpected changes were identified for the care leavers participating on the Appetite for Life programme. As mentioned above however, a negative outcome and was identified by a small number of trainees. One trainees during the first stage consultation expressed that a reduction in leisure time was a negative change that has occurred as a result of participating in the work based training. However, this was also highlighted as a positive outcome and indeed unexpected outcome for others as this resulted in them having less time to get into trouble and therefore improving their personal circumstances. On balance we have therefore considered this outcome as immaterial.

When trainees are in work based training and in subsequent employment they are no longer entitled to a number of benefits they receive this could be perceived as a negative outcomes of having less income. However this was not raised by any trainees and most trainees felt that their career/future was more financially secure as a result of this programme.

Member of Staff at the Waterhouse also highlighted some negative changes and this has been discussed on page 26.

Impact Map

An impact map was created to capture the information above and show how BMT uses its resources to provide activities, which result in outcomes for its stakeholders. The impact map is shown in figure 4

Stakeholder	Inputs	Outputs	Outcomes
Trainees	None	324 training session delivered as each trainee benefits from 2 formal sessions a month whilst on the programme 27,272 Hours work based training undertaken 207 One to one meetings to provide pastoral 16 trainees supported with peer support 9 supported into jobs	Improved skills Improve financial stability Increased confidence Improved long term prospects Improved home life Staying out of trouble/not returned to prison
NEETS	None	21 workshops delivered 6 visits to food suppliers and learning venues 29 young people learning about the catering industry 29 young people actively engaged in the Appetite for Life programme	Career aspirations Food knowledge and skills Better relationship with case worker Feel more positive and motivated
Virtual School	£17,000	21 workshops delivered 6 visits to food suppliers and learning venues	More creative and innovative Improve skills in partnership working

Stakeholder	Inputs	Outputs	Outcomes
		29 young people learning about the catering industry 29 young people actively engaged in the Appetite for Life programme 18+ partnership meetings 6 monitoring reports	Improved reputation Increased funding available
Partner Restaurants	Wages of trainees £66,393	As above for trainees	Improved staff morale Reduced staff turnover
Shoreditch Trust	£32,034	As above	None Same as for trainees and NEETS
London Borough of Hackney	£76,421	As above	As for trainees
Equitable Charity Trust	£15,000	n/a	n/a
Home office	None	As above	Cost savings through reduced custody as a result of reduced re-offending
DWP	None	As above	Reduced benefit claims
HM revenue	None	As above	Increase in Tax and NI

Figure 4 Impact Map

Stage 3: Evidence outcomes and give them a value

Indicators, quantity, duration and financial values for each outcome were established (as explained below) and are shown in Figure 5.

Indicators

An indicator was chosen for each outcome to provide a way of demonstrating whether the change has happened. The most appropriate indicators were chosen using information gathered in the interviews conducted with each stakeholder group.

Quantity

The number of trainees or care leavers for which each an outcome has occurred was calculated based on the interview results. It was assumed that the percentage of those interviewed for which outcome occurred was equal to the percentage of the total population for whom the outcome occurred. This is based on a sample size of 43% (7 from a possible number of 16) and 31% (9 from a possible sample size of 29) for the trainees and care leavers respectively.

The trainees included within this assessment are different stages of their work based training; a number of trainees have started and completed the programme, other were near the end of the programme and a few have only just started. We believe that by interviewing 7 trainees all at different stages that we have captured information to represent the outcomes of all trainees. The sample included 4 former trainees and 3 current trainees, one of the trainees had failed to complete the course.

With regards to the quantity for 'providing work based training,' 'reduced benefit claims' and 'increase in tax and NI' has been calculated based on the actual total number of months that trainees have been on the programme. The calculation is based by combining the number of months that each trainee has spent on the programme. This will range from 12 months for someone who has completed the programme to 6 months for someone half way through the programme. The total trainee months within the scope of this SROI analysis amounts to 115 months.

Duration

Some changes caused by BMT are likely to last longer than others; some will only last for as long as the service and support is provided (assumed 1 year) but in other cases

the outcomes may be sustained for many years. The duration of the outcomes therefore needs to be considered in order to calculate the social impact of BMT more accurately.

Duration given for outcomes for the trainees and NEETs are the average (mean) value given by the young people through the questionnaires. These were checked by the SROI Practitioner and BMT Programme Manager and seemed reasonable in all cases. In some cases the young person perceived the changes to last for a long period, using words such as “career”, “lifetime” and “always”. In these cases we have estimated that this was equivalent duration of 10 years when finding this mean. In the impact map we have capped the duration of all outcomes at 4 years because these are estimation only and no longitudinal data about the duration of outcomes has been collected.

Duration for outcome ‘better relationship with caseworker’ has been kept at 1 year only as the young person’s social worker can change at any point.

As no response was given by any trainee relating to the duration of the outcome ‘staying out of trouble’ it has therefore been conservatively estimated as 2 years by the SROI Practitioner and the Programme Manager. Reducing this outcome to only 1 year has been tested in the sensitivity analysis.

Durations for outcomes for the State were based on those occurring for the young people, because the outcomes for the State are closely tied to those which occur for young people. However, these were also capped at 4 years due to the lack of any longitudinal data. As discussed above the outcome for the state relating to ‘staying out of trouble’ is 2 years and reducing this outcome to only 1 year has been tested in the sensitivity analysis.

Duration for all stakeholders were checked and approved by at least one members of the appropriate stakeholder group after these initial decisions had been made and have been considered and agreed by BMT Programme Manager and a representative of the Shoreditch Trust.

Data provided by BMT tracking the progress of trainees 6 months and then 12 months after leaving the programme showed that 15 out of 16 trainees that have finished the programme since BMT started in September 07 are in employment after 12 months and the majority of trainees remained in the catering and hospitality industry.

Duration for outcomes for the Virtual School was based on discussions with Nick Corker. It would appear fair to suggest that some of the outcomes duration would last longer than the project as they have been able to gain new skills, expertise and knowledge that they can apply to new working partnerships. However, reducing the duration to 1 year for outcomes has been tested in the sensitivity analysis.

Financial proxies

Financial proxies, as discussed above, have been used here to increase and promote wider understanding of the importance of the changes BMT causes for its stakeholders. This can allow these changes to hold greater influence in decision making processes both inside and outside BMT and the Shoreditch Trust.

Financial proxies were selected by the SROI Practitioner and a member of staff from both Blue Marble Training and Shoreditch Trust before being checked and agreed upon by representatives of the appropriate stakeholder group. Details and sources for all financial proxies are given in the impact map showing Figure 5. Most of the financial proxies used were chosen because they were felt to represent the cost of alternative means through which a very similar outcome could be achieved. It should be noted that these are not cost savings but represent the value of the outcome to the stakeholder. Most of the financial proxies are self explanatory however a few need further explanation as follows:

- **Improved employability skills** for trainees and **increased career aspirations** for NEETS.
The value of this outcome was estimated using the financial proxy of the cost of a place on the Prince's Trust 'Team' Programme. This is a 12 week programme specifically for unemployed young people to help improve their confidence, develop interpersonal skills and improve long term prospects.
- **Receiving work based training** for trainees. The value of this financial proxy has been determined by taking the actual amount of wages received by participants over the 18 month period. This has been calculated by multiplying the number of months each participant was working with BMT (115 months in total) by the wage received minus what the participant would have received in JSA had he/she not been working. Each participant earns £1016 per month and we have subtracted JSA of £231.50 per month.
- **Improved long term prospects** for trainees -The financial proxy used to represent this outcomes is the increased earnings of trainees calculated using the average earnings of trainees leaving the programme of £19,000 provided by the BMT Project Manager. The proxy of £8,786 used, takes into consideration minimum wage.

The financial proxies for the State are, in most cases, cost savings as a result of the outcomes for the service user. These financial proxies were investigated by the SROI Practitioner and discussed the BMT Programme Manager and Shoreditch Trust's Community Investment Manager.

Details and sources for all financial proxies are given in the impact map shown in Figure 5 below.

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
Trainees	Improved skills-catering	Trainees that have achieved an NVQ or food hygiene qualification	BMT records	13 6 out of 7 (85%)	4	Cost of Hygiene certificate at local college	£249	www.cieh.org/training/level_2_food_safety.html Alternative and most relevant course identified by Andy Gold
	Improved skills employability	Trainees reporting that they can now get to work on time, can follow orders, can speak confidently to peers and customers. Checked by restaurant manager	Interviews	13 6 out of 7 (85%)	4	Payment made by the Young People Learning Agency to providers for each person on the Princes trust 'Team' Programme	£2,300	Young Peoples Learning Agency's payment made to local providers to deliver the programme Source: Provider in London - Central Eltham Youth Project – phone conversation
	Providing work based training	Attendance	BMT data	115 months	1	Trainee earnings minus JSA.	£785 per month	BMT accounts (12200) www.direct.gov.uk (£2779) £9420 per year
	Improved financial stability	Trainees reporting that they are positive about the future and are earning wage and paying bills	Interviews	16 7 out of 7 (100%)	4	Cost of income protection	£276	www.confused.com 2010 prices
	Increased confidence	Trainees reporting that they are more confident and that they are taking	Interviews	13	4	Cost of 2 day training course delivered in London	£795	http://www.emagister.co.uk/improving_personal_effectiveness_courses-ec170369030.htm

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
		responsibility front of house or in kitchen. Checked by restaurant manager		6 out of 7 (85%)				
	Improved long term prospects	Trainees reporting that they believe that they have long term prospects And checked by BMT project manager	Interview and BMT data.	11 5 out of 7 (71%)	4	Increased earnings potential Net increase in income compared to a salary on minimum wage based on £19k per year	£8786	BMT Project data – average income of trainees after leaving programme.
	Improved home life	Trainees reporting they have an improved home life	Interviews	6 3 out of 7 (42%)	4	Average family spend on recreation and culture in a year	£57.90 * 52 weeks £3010	Family spending 2010 Edition Report on the living cost and food survey 2009.
	Staying out of trouble not returned to prison	Trainees reporting that they have not returned to prison.	Interviews	11 5 out of 7 (71%)	2	Forgone wages due to time spent in prison	£5107	6 month custodial sentences (171 days) are the average handed down by Courts for 'Miscellaneous Offences' such as common assault,

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
						Multiplying the National Minimum Wage for 35 hours per week for 24 weeks		breach of the peace and drunkenness, from Statistical Bulletin: Crime and Justice Series: Criminal Proceedings in Scotland, 2009-10, Scottish Government, at http://www.scotland.gov.uk/Publications/2011/01/20092640/21
NEETS	Increased career aspirations	NEETs reporting they have improved career aspirations	Interviews	19 6 out of 9 (66%)	4	Payment made by the Young People Learning Agency to providers for each person on the Princes trust 'Team' Programme	£2,300	Princes Trust Team Project as above (attribution will be 75% for this outcome)
	Improved food knowledge and skills	NEETs reporting	Interviews	29 9 out of 9 (100%)	4	Cost of short cookery course	£356	London school of coffee two day course http://www.londonschoolofcoffee.com/courses.php
	Feel positive and motivated	NEETs reporting	Interviews	29 9 out of 9 (100%) 5 small groups	2	Cost of alternative course to motivate a group of young people – cost for 4 sessions	£1180	www.alteregocoaching.co.uk/m-power-steps-to-sucess/ 4 sessions @ £295 5 groups to cater for 29 individuals

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
	Better relationship with case worker	NEETs reporting	Interviews	19 6 out of 9 (66%)	1	Hourly cost of life coach multiplied by 6 sessions	£360	£60 per hour is average price charged for life coach, from various websites and discussed with Alterego www.alteregocoaching.co.uk
Virtual School	Improved partnership working	<i>Reported that they are now working with many more partners</i>	Interview and subsequent emails	3	3	Cost of 1 day course and cost of member of staff attending course	£350 (230 course costs £120 staff attendance)	Directory of Social Change and staff figure provided by Nick Corker, Deputy Head, Virtual School.
	More creative and innovative	Reporting that they have developed a new way of working	Interview and subsequent emails	2	3	Cost of 1 day course Using Creativity to Facilitate Change	£350 (230 course costs £120 staff attendance)	Directory of Social Change http://www.dsc.org.uk/Training/Managementandgovernance/@113573 and staff figure provided by Nick Corker, Deputy Head, Virtual School.
	Improved our reputation	Reporting positive feedback in particular from local politicians	Interview and subsequent emails	1	1	Cost of 2 quarter page ads in local newspaper	£2060	Hackney Today Advertisement charges 2011(listed on pdf found on www.hackney.gov.uk) two ½ page ads with design (£970 * 2 +£120)

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
	Secured more funding	Reporting additional funding secured	Interview and subsequent emails	1	1	Actual additional funding secured	£40,000	Virtual School accounts
Waterhouse restaurant	Better atmosphere	Reported by senior staff members	Interviews	1	1	Cost of team building	£2,000	http://www.teambuildevents.co.uk Starting cost without venue is £1200 up to and beyond £3,000 speaking with one of the event managers a rate of £2,000 was suggested
	Reduced staff bill	Reported by senior staff	Interviews	1	1	Actual savings	£30,307	Shoreditch Trust calculation
Home office	Cost savings through reduced custody	Number of young people not re-offending	Interview and BMT data	11	2	Cost of Young Offender Institution for 6 months	£30,186	Foyer Federation (2009) Young Offender found on the SROI database. 6 month custodial sentences (171 days) are the average handed down by Courts for 'Miscellaneous Offences' such as common assault, breach of the peace and drunkenness, from Statistical Bulletin: Crime and Justice Series: Criminal Proceedings in Scotland, 2009-10, Scottish Government, at http://www.scotland.gov.uk/Publications/2011/01/20092640/21

Stakeholder	Outcomes	Indicator	Source	Quantity	Duration	Description	Value	Source
DWP	Reduced ⁶ benefit claims	Number of young people no longer claiming benefits	BMT data	115	4	Value of JSA	£231.58 Per month (£2779 per year)	www.direct.gov.uk 2779 JSA for one year 231.58 per month
HM Revenue	Increase in tax and NI	Number of young people now receiving a wage	BMT data	115	4	Tax and NI paid through new employment based on trainees salary	£172.33 per month (£2067.96 per year)	http://www.is4profit.com/business-advice/finance-and-money/tax-and-ni/national-insurance.html?gclid=CPejjvm26wCFY00fAod33f22w Employees tax £945 NI £519 Employers tax £604 £2068 per year - £172.33 per month

Figure 5: Indicators, duration and proxies

⁶ Reduction of housing benefit claimed also.

Stage 4: Establish Impact

Deadweight

“BMT was my big break”

“I was drifting”

Deadweight is the proportion of outcomes that would have been achieved anyway, which in the case of this analysis relates to the positive outcomes of employment and employability without the intervention of BMT. The deadweight was based on a report⁷ by the Chartered Institute of Personnel (CIPD). A study of 1000 offenders under probation supervision found that only 21% were in employment compared to over 60% of the general population.

The deadweight for ‘not returned for prison’ was not based on the responses from the trainees, but on national statistics. These show that 37.3% of young offenders re-offend in the first 12 months after their release, so 62.7% has been used as the deadweight representing those that would not have returned to prison anyway (Ministry of Justice, 2010).

Deadweight for each outcome for the NEET group was estimated based on the responses of the young people during data collection. Young people were asked, ‘if BMT had not been around, would this changed have happened for you?’ The SROI Practitioner allocated a deadweight value of 80% to yes, 50% to maybe and 20% to no and, using these values, calculated the mean deadweight for each outcome. The fact that the values range only between 20% and 80% ensures that no extreme deadweight values are estimated, which is appropriate in light of the lack of statistical data available.

The Virtual School commented that if they had not worked with BMT the possibility is that they would have tried to continue to provide all resources for young people in-house. As a result they would not have been looking to expand their opportunities Deadweight for the State and local Authority outcomes were based on the deadweight values given by trainees for their closely related outcomes.

⁷ *Chartered Institute For Personnel Development (2004) Employers and offenders: reducing Crime through work and rehabilitation*

Displacement

Displacement is where positive outcomes are gained at the expense of negative outcomes for others. Displacement has not been identified for any outcomes in this analysis. Almost all of the trainees during the evaluation period are ex-offenders and are often long term unemployed and homeless supporting these individuals no other group is being deprived of anything from which they would otherwise have benefited. The only consideration here is in terms of employment; the service users could potentially get a job that others may have been able to obtain. However, because ex-offenders and the long term unemployed are so disadvantaged in the labour market, it is considered unlikely that the service users will displace other local people from gaining employment. The effect of this decision is tested in the sensitivity analysis.

Attribution

Attribution is where other organisations help create the social outcomes measured in this analysis.

BMT does work in partnership with organisations such as Rathbone, Job Centre Plus and All4Recruitment to identify and recruit trainees, they may receive support from families and friends and the programmes receives funding from a number of organisations (see section on inputs). However, without the input of BMT it is clear that the outcomes for stakeholders would not occur. It is difficult to estimate the impact of these other organisations of the users lives and therefore we consulted with stakeholders.

Attribution was based on the responses from the trainees and NEETs during data collection. In this case the trainees were asked, how much (in %) of the change has been due to people outside of BMT, e.g other services, family or friends? The SROI practitioner calculated the mean of the value given (unless otherwise stated in figure 6) and this was used to estimate attribution for each outcome.

These estimations were then checked by BMT staff and, in all cases, were agreed.

Drop-off

Drop off is used to measure the impacts that are not sustained. Stakeholders felt that many of the outcomes achieved would be long lasting. For all outcomes for which the duration was greater than 1 year, the drop-off was estimated at 20% by the SROI Practitioner.

The impact of using a different figure is explored in the sensitivity analysis.

Figure 6 shows the percentages used for deadweight and attribution for all outcomes. The full impact map can be found in Appendix F.

Stakeholder	Outcomes	Deadweight What would have happened anyway?	Attribution Who else creates these outcomes
Trainees	Improved skills	It is assumed that no trainees would've gained these skills outside Waterhouse Interviews suggested that food skills would not have been gained without BMT -0%	BMT creates this opportunity and outcome. Interviews with trainees highlighted that the referral agencies/recruitment organisations such as Skylight café have also played a part. The average percentage given -23%
	Improved Skills	Only 21% of those under a probation supervision were in employment ⁸ Improved skills are unlikely to result to the same extent from other jobs compared to a wbt scheme Moreover trainees reported their skills may have been improved eventually but much slower if no BMT -21%	BMT creates this opportunity and outcome. Interviews with trainees highlighted that the referral agencies/recruitment organisations such as Skylight café have also played a part. The average percentage given -23%
	Provision of work based training	Only 21% of those under a probation supervision were in employment ⁹	BMT creates this opportunity and outcome. Interviews with trainees highlighted that the referral agencies/recruitment

⁸ *Chartered Institute For Personnel Development (2004) Employers and offenders: reducing Crime through work and rehabilitation.*

⁹ *Chartered Institute For Personnel Development (2004) Employers and offenders: reducing Crime through work and rehabilitation.*

Stakeholder	Outcomes	Deadweight What would have happened anyway?	Attribution Who else creates these outcomes
		Improved financial stability would be provided by other jobs in the same way. -21%	organisations such as Skylight café have also played a part. The average percentage given -23%
	Improved financial stability	Only 21% of those under a probation supervision were in employment ¹⁰ Improved financial stability would be provided by other jobs in the same way -21%	BMT provides a wage for trainees. Trainees stated that it was this income that improved their financial stability. One person stated that they were still on benefits. The average percentage given by trainees -18%
	Increased confidence	21% would be estimated to get a job anyway. However the evidence from interviews showed that it was the peer support, work based training that contributed to the increased confidence and that is unlikely to result to the same extent from other jobs -21%	It is recognised that there are factors other than employment and training that affect confidence however in the interviews it was clear that it was the WBT and peer support that improved their self confidence. The average percentage given -14%
	Improved long term prospects	21% would be estimated to get a job anyway. However the evidence from showed that it was the new skills in the catering industry together with increase in confidence that leads them to believe that they have a good future ahead of them -21%	BMT creates this opportunity and outcome. Interviews with trainees highlighted that the referral agencies/recruitment organisations such as Skylight café have also played a part. The average percentage given -12.5%

¹⁰ Chartered Institute For Personnel Development (2004) *Employers and offenders: reducing Crime through work and rehabilitation.*

Stakeholder	Outcomes	Deadweight What would have happened anyway?	Attribution Who else creates these outcomes
	Improved home life	21% could be estimated to get a job without BMT according the national employment rate and it is assumed that they would receive the same increased improved family life through increase outcome -21%	It is recognised that there are factors other than employment and staying out of trouble that affect family relationships, but in this study it was clear that trainees family relations were improved significantly due to the wbt and improved financial stability. Three out of four responses given for this question was 50% and one answer was 20% to remain conservative. -50%
	Not return to prison	National statistics show that 37.3 of young offenders re-offend in the first 12 months after their release ¹¹ . -63%	It is recognised that other factors such as improved home life, own personal decision (YP need to be determined to change) and support from other agencies that will also contribute to this outcomes. -50%
NEETs	Career aspiration	Evidence collated at the interviews provided the average percentage -35%	Other agencies contribute to this outcome. The average percentage given -17.5%
	Food knowledge and skills	Evidence collated at the interviews provided the average percentage -33%	The experience with BMT is where this stakeholder gains this outcome. The average percentage given. -7%
	Feel positive and motivated	Evidence collated at the interviews provided the average percentage -42.5%	Other agencies contribute to this outcome. The average percentage given - 17.5%

¹¹ Ministry of Justice, 2010.

Stakeholder	Outcomes	Deadweight What would have happened anyway?	Attribution Who else creates these outcomes
	Better relationship with case worker	Evidence collated at the interviews provided the average percentage -40%	The average percentage given -14%
Virtual School	Improved skills in partnership working	Deputy Head of virtual school believe that they would still not be working in partnership in this way without the experience gained by working with BMT - 0%	Deputy Head state that BMT can take the credit for how to work with external 'private' providers - 0%
	More innovative and creative	Deputy Head of the Virtual School believe that they would still be providing all resources in house and would therefore not be looking to expand the opportunities we offer and have a more closed and insular mentality - 0%	Deputy Head stated that BMT can take credit for how to work with external 'private' provider. This in fact provided the template on which we have been able to replicate the model -0%
	Improve reputation	New way of working that has improved their reputation -0%	VS willingness to work in new ways and then replicate it will contribute to this outcome -50%
	Secure new funding	New way of working and demonstrable results that has created new funding opportunities - 0%	VS willingness to work in new ways and then replicate it will contribute to this outcome -50%
Waterhouse restaurant	Better atmosphere	Those interviewed implies that this is a result of the BMT element of the restaurant - 0%	It is acknowledged that the positive attitude of staff members contribute to this outcome - 30%
	Reduced staff bill	This would not happen if WH operated as a restaurant only without the training aspect -0%	Solely due to the input from BMT - 0%

Stakeholder	Outcomes	Deadweight What would have happened anyway?	Attribution Who else creates these outcomes
Home Office	Cost saving through reduced custody	National statistics show that 37.3 of young offenders re-offend in the first 12 months after their release ¹² -63%	It is recognised that other factors such as improved home life, own personal decision (YP need to be determined to change) and support from other agencies that will also contribute to this outcomes -50%
DWP	Reduced benefit claims	Only 21% of those under a probation supervision were in employment -21%	Employment at BMT is the only cause -0%
HM Revenue	Number of young people receiving a wage	Only 21% of those under a probation supervision were in employment -21%	Employment at BMT is the only cause -0%

Figure 6: Deadweight and Attribution

¹² Ministry of Justice, 2010.

Stage 5: Calculate the SROI

Social return ratio

The social return ratio is calculated in a number of steps. First, the value of the each outcome is calculated using the following equation: financial proxy multiplied by quantity minus deadweight and attribution. These values are then summed, giving the total special value created by the end of the period of analysis.

As discussed above, however, all outcomes in this analysis are expected to last beyond the activities. The value of the change in future years is projected using the estimation of duration and drop-off. The value over all the projected years is then totalled and discounted to take account of the fact that the monetary value used may be worth less in the future. A discount rate of 3.5% (as recommended for the public sector by HM Treasury) was used to estimate the present value.

The social return can then be expressed as a ratio of present value divided by inputs.

A summary of the SROI calculation is below:

Total social value created year 1	£358,728.55
Total social value created	£707,546.73
Total present value (discounted)	£500,698.73
Investment	£206,848
Social Return	3.42:1

This means that this analysis estimates that for every £1 invested in BMT activities covered by this scope, £3.42 of social value will be created for the young people who receive the service, Waterhouse Restaurant, Virtual School and the State. The distribution of the social value created between these stakeholders is shown in Figure 7.

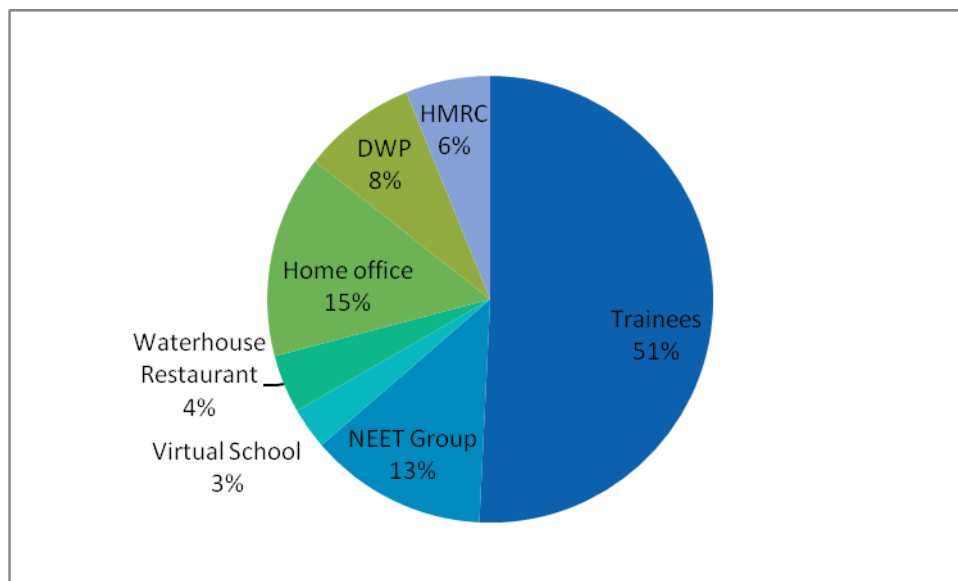


Figure 7: Distribution of value between stakeholders

Sensitivity Analysis

Throughout this analysis estimations and assumptions have been made and it is important to assess whether these decision have had a significant effect on the social return ratio that has been calculated.

We will test the sensitivity of the social return ratio to changes in a number of estimation and assumptions. The reason for choosing each is given below before the effect of the change is described.

Financial proxy for improved home life

The financial proxy from the SROI index has used the cost of Average family spend on recreation and culture in a year from the family spending review. An alternative financial proxy that could have been chosen is the cost of a family counselling session at £360. The effect of this decision on the SROI ratio is tested by substituting the other proxy.

Financial proxy for improved long term prospects

The value of the financial proxy used in the analysis is based on the net average earnings anticipated for trainees on leaving the programme calculated by BMT's Programme Manager. An alternative proxy could be used by citing evidence noted in the Department of Business, Innovation and Skills research report¹³ on Measuring the Economic Impact of Further Education which cites,

¹³ Department of Business Innovation and Skills (March 2011) Research Paper Number 38 Measuring the Economic Impact of FE, page 23.

"The available evidence shows that obtaining a vocational qualification through one's employer is the most valuable acquisition route. An individual with an NVQ2 held as a highest qualification and obtained through work earns on average around 10% more than an individual with no or low level qualifications." McIntosh (2010) cited in BIS 2011)

The actual positive impact this would appear based on this evidence is estimated to be 9%. This wage premium has therefore been adopted for this research for equivalent L2 NVQ undertaken in a workplace setting.

The alternative proxy tested is £919 this represents a 9% increase above minimum wage annual salary.

Quantity

The quantity used for most outcomes for young people were based on interviews; this was based on a sample. The effect of reducing these quantities by 20% and also increasing the quantity by 20% is tested in the sensitivity analysis. If by increasing quantities the number of outcomes exceeds the number of participants the number of participants will be used.

Deadweight

In the social return calculation, deadweight for trainees was calculated based on research for ex offenders. The barriers to employment faced by the trainees are enormously complex including homelessness and care leavers. So arguably the deadweight could be lower. However we will test the effect on the ratio of increasing deadweight to 60% in the sensitivity analysis to replace where a deadweight of 21% is used in the analysis,

Attribution

Estimations of attribution for all outcomes were based on information provided during interviews. The effect of changing the attribution to 30% for all outcomes for trainees for which the current attribution was below this is tested in the sensitivity analysis.

Increasing duration for trainees

Duration was conservatively capped at 4 years for all outcomes for all stakeholders because there is no longitudinal data on which higher estimation of duration can be based. However, young people felt that the outcomes would last much longer than this. The effect of removing the cap and using a revised cap of 5 years instead was tested.

Decreasing duration for trainees

The sensitivity analysis tests the impact of reducing outcomes for trainees to 2 years.

Decreasing duration of outcomes

Duration for the relating outcomes 'staying out of trouble/not returned to prison' and 'number of young people not re-offending' for the trainee and state respectively have been reduced to 1 year to test the impact on the ratio.

Decreasing duration – virtual school

Reducing the duration for outcomes to 1 year and the impact this has is tested in the sensitivity analysis.

Drop off

For all outcomes for which the duration was predicted to be greater than 1 year, the drop off was estimated at 20%. The effect of changing this to 50% for those outcomes was tested in the sensitivity analysis.

Indicator	Figure used in calculation	New figure	New SROI ratio
Financial proxy for improved home life	£7133	853	3.34
Financial proxy for improved long term prospects	£66806	£6269	2.62
Quantity			
Increase by 20%	£707546.73	£767353.58	3.71
Decrease by 20%	£707546.73	£620859.16	3.00
Deadweight	£707546.73	£493980.29	2.39
Attribution	£707546.73	£656,297.55	3.17
Duration – increase to 5 years	£707546.73	£768605.71	3.72
Duration – decrease to 2 years	£707546.73	£600599.16	2.90

Indicator	Figure used in calculation	New figure	New SROI ratio
Duration – decrease for reduce re-offending to 1 year for both trainee and state	£707546.73	£653910.94	3.16
Duration –Virtual school	£707546.73	705,229.64	3.41
Drop off	£707546.73	£519,742.37	2.51

Figure 8: Sensitivity Analysis

This sensitivity analysis shows that when a number of assumptions on which the SROI calculation is based are varied, the resultant social return ranges from £2.39 to £3.72 for every £1 invested in Blue Marble Training. This shows that even with decreases in the quantity and impact of the outcomes achieved, BMT creates social value of at least 2.39 times the value of investment.

Stage 6: Report, use results and embed.

Conclusion

This SROI analysis of the Shoreditch Trust's Blue Marble Training Programme established that the social return produced through the activities as a result of the £206,848 investment is £707,546. This means that for every pound invested in BMT, about £3.42 is created for the trainees benefiting from the work based training (51%), the NEETs who participate on the Appetite for Life Programme (13%), the Virtual School that commission the Appetite for Life Programme (3%), The Waterhouse Restaurant (4%), and the state (29%). The range of stakeholders illustrates the impact that BMT has above and beyond supporting ex-offenders and care leavers into a career within the catering sector.

This analysis suggests that Shoreditch Trust and Blue Marble Training are meeting the aims, objectives and outcomes expected of it by its stakeholders and funders. Working closely with ex-offender and care leavers it is creating many outcomes including those that are not being invested in and this should be celebrated and disseminated.

There are a range of outcomes for trainees and the NEET group which the evaluation has provided information on. This includes 'soft' outcomes for service users trainees and NEET group such as increased confidence, improved home life, feeling more positive and motivated these have all been captured in the SROI analysis.

It is evident that BMT enhances successful upskill and improves the prospect of their service users through the work based training and pastoral support to ensure the movement into employment and in most cases this is within the Catering sector. BMT demonstrates a successful model of work based training, supportive peer group and pastoral care that enables individuals to overcome their barriers to employment that should be recognised, and continued funding should be made available to continue the success.

It is likely that the impact of BMT extends beyond the stakeholders groups outlined above, for example, the families of the trainees and the catering industry. While it was not possible for these stakeholders to be included in this analysis, it should be borne in mind that this may have resulted in a higher SROI ratio.

Recommendations

The SROI analysis was conducted as an evaluation for the period 1 March 2010 to 31 July 2011. The outcomes for stakeholders and the number of stakeholders for which outcomes were achieved were determined through interviews conducted in 2011 by BMT.

This analysis suggests that Shoreditch Trust and Blue Marble Training are meeting the aims, objectives and outcomes expected of it by its stakeholders and funders. Working closely with ex-offender and care leavers it is creating many outcomes including those that are not being invested in and this should be celebrated and disseminated.

SROI analyses can provide useful information about the services and project they evaluate and, as such, should be reflected upon and learned from.

- **Review data collection**

- To include data on all outcomes identified in this analysis
- Introduce soft outcomes (outcomes identified in this analysis) data capture
 - Induction and within the assessment process for trainees on the training programme.
 - Evaluative questionnaire at the end of the Appetite for life- Consider an incentive to complete.
- Young people are given the opportunity to discuss unexpected or negative outcomes that occur for them on a regular basis
- Capture more in depth information on trainees' barriers and issues when they join to demonstrate distance to be travelled towards employment for each participant.

- **Longitudinal data about the duration**

- Capture more detailed information from trainees once they have left BMT to reflect the outcomes analysed in this SROI.
- Follow up interviews 2, 3 and 4 years after leaving programme. This will assist with ascertaining the duration of outcomes more accurately.

It is a recommendation that for any future SROI undertaken by BMT the analyst should endeavour to consider ways of capturing the outcomes for the families of trainees that have been missed by this analysis. Limited time and resources together with no current basis for data capture has prevented this from happening for this SROI analysis. A structured discussion with a few parents would help to identify outcomes and a simple questionnaire to parents would help provide a basis for determining the extent to which outcomes occur for families.

One of the main aims for the Virtual School (the commissioner of this work) is to support participant's transition to independent living. Whilst BMT makes a positive contribution to this support it is acknowledged that this contribution could be enhanced. It is recommended that the content of the Appetite for Life programme is reviewed collaboratively with the Virtual School to enhance the outcomes for participants particularly to assist with their transition to independence. It is recommended that BMT consider testing different activities to allow NEETS to achieve desired outcomes.

Potential outcomes for customers of the Waterhouse restaurant as perceived by staff members. It is recommended that a system is put in place to capture any outcomes for customers as a result of BMT's work with the Restaurant to test this hypothesis.

Response from Shoreditch Trust/BMT

This Social Return on Investment Report acts as a positive endorsement of the Blue Marble Training programme and its effectiveness in producing positive outcomes for some of the most marginalised individuals in our society. The report reflects positively on the hard work and effort of all stakeholders involved in delivering the project not least the trainees themselves.

Shoreditch Trust is pleased to be able to report an incredibly strong social return ratio, particularly when we can clearly see that this return is generated not only on behalf of beneficiaries, but on behalf of the restaurant partners we work with, the wider catering industry and the state, in the forms of fiscal savings. We have worked closely with the author to ensure that she has been able to utilise robust monitoring data and has access to other primary data sources in order to substantiate our own internal reports. Where value judgements have been made, we have taken care to be conservative in our approach and to be appreciative of the role of other external parties in the delivery of positive outcomes for all Blue Marble Training beneficiaries.

We welcome the recommendation to supplement our monitoring systems and in particular extend the timescales for tracking the progress of trainees over a longer time horizon. Indeed we expect that this longer term monitoring will enable us to be less conservative in future attempts at estimating the duration of positive outcomes for beneficiaries, as many of these outcomes can genuinely last a lifetime or a full working career.

We have already reviewed our 'Appetite for Life' raising aspirations work and have consulted with commissioners to reshape this area of the Blue Marble model. In 2012-13 Blue Marble will be offering a range of interventions at Foundation, Intermediate and Advanced level. Each stage of this delivery hierarchy will offer the opportunity for beneficiaries to enjoy fulfilling and structured work experience and accredited skills development. Much more importantly though it gives Shoreditch Trust the ability to

work with many more young people and adults than the programme currently allows, leading to much more significant returns for beneficiaries partners, government and society as a whole.

Above statement from Jacqui Roberts (Chief Executive Officer) and Simone Bowen (Chair)

Review and Dissemination

In order to ensure the robustness, accuracy and completeness of the report, it has been reviewed by Jacqui Roberts (Chief Executive Officer) and Simone Bowen (Chair). As well as being reviewed, SROI analyses must be reported back to the stakeholders who were involved in their production, as well as being more widely available. It is planned to circulate copies of this report to the stakeholders consulted and funders in order that the full range of stakeholders will be able to examine, and be informed by, the information it contains.

Appendix A: Outcomes not included

The outcomes identified but not included in the analysis for stakeholders and the reasons for exclusion.

Stakeholders	Outcome	Reason for exclusion
NEET	Increased independence	Not considered significant enough by stakeholder group
Waterhouse Restaurant	Improved customer perception due to social enterprise element.	Considered difficult to capture evidence – require consultation with customers
Trainees/state	Reduced drug taking improved mental health and physical wellbeing	BMT – not enough capacity to capture this information
Family	Impact on the family of having a young person with improved life chances	Possible duplication of outcomes with trainees and limited resources to capture data.
State	Reduction in housing benefit claimed	Data not available.

Appendix B: Young People – interview questions

Please explain that these questions are being asked as part of an evaluation of Blue Marble Training. The results are to inform the evaluation only and will not be used for any other purposes. Names will be not recorded with answers and you would welcome honest and open feedback.

1. What sessions run by Blue Marble Training have you taken part in?
2. What has changed for you as a result of what we have done with you?
3. Supplementary question, if required (only use this if you don't gain a response to 2): What have you gained from taking part in the session(s)?
4. Do you think there will be more change for you in the future as a result of what we have done with you? If yes, what?
5. Have all the changes been positive? If not then ask them to explain what has not been positive.
6. Has anything changed that you weren't expecting?
7. How long do you think the change will last?
8. What could we show someone (for each change) that would prove that these changes have taken place?
9. If they give more than one change ask: Which change is most important to you/least important?

Appendix C: Questionnaire for Trainees

FEEDBACK FORM FOR TRAINEES

Shoreditch Trust is looking at the impact of Blue Marble Trust's Food Training Programme between 1 March 2010 and 31 July 2011.

This questionnaire is designed to help us find out what has happened as a result of you being supported by this project and what you think of our ideas about how important these things are. Please be honest because this will help us be accurate in our conclusions. Your name won't be recorded with the answers you give. A report on the impact of BMT Food Training Programme and will be made widely available to tell people about the benefits of Blue Marble Training and Shoreditch Trust, to raise awareness of the services/activities and to improve and develop the organisation.

About you

How has Blue Marble Training helped you?

What would happen if you didn't get the help from Blue Marble Training?

Changes for you

Please complete the table below to tell us about the changes that have happened for you because of the support and advice provided by Catch 22. Work across from left to right and to follow the instructions in the top row. All columns only need to be completed for the changes that you have ticked.

Change	Please tick those major changes that have happened for you and the reason why	Please put the changes you have ticked in order of importance for you. 1 will be the most important, 2 the next most important and so on	We have used other financial values to estimate the worth of each outcome to you. Please can you tell us whether you think the value listed below captures how important this change is to you? If not, tell us approximately what you think the change is worth.	If BMT had not been around, would this change have happened for you?	How much (in %) of the change has been due to people outside BMT, e.g. other services, family or friends?	How long (in years) do you guess this change will last after you have stopped seeing BMT?
Improved Skills			Cost of food hygiene course at a local college Cost of employability course ?			
<ul style="list-style-type: none"> Obtained the food hygiene qualification 						
<ul style="list-style-type: none"> Awarded NVQ level 2 						
<ul style="list-style-type: none"> Can get to work on time 						
<ul style="list-style-type: none"> Can follow orders 						
<ul style="list-style-type: none"> Can speak confidently to my peers and customers 						
<ul style="list-style-type: none"> Got a job 						
<ul style="list-style-type: none"> Other (please explain) 						
Improved financial stability:			Actual wage coming in			
<ul style="list-style-type: none"> Earn a wage 						

• I can pay my bills						
• More positive about the future						
• Other (please explain)						
Increased confidence			Place on Princes Trust Team Programme			
• Got a work based training opportunity						
• Positive peer group						
• Got a job						
• Taking responsibility in the kitchen or front of house						
• Other (please explain)						
Improved long term prospects			Long term income			
• Have new skills						
• Gained work experience						
• Increased in confidence						
Feel positive and motivated						
• Other (please explain)						
Improved home life			Family day out Group counselling sessions			
• Feel financially stable						
• Feel happier						
• Am staying out of trouble						
• Other (please explain)						

Staying out of trouble						
• Not returned to prison						
• More disciplined						
• New friends						
• Other (please explain)						
Less leisure time						
• Working longer hours						
• Lost friends						
• Made new friends						
• Keeping me out of trouble						
• Other						

Final Questions

Is there anything else you would like to say about Blue Marble Training, its impact or anything else in this questionnaire <positive or negative>?

Thank you so much for your help

We really appreciate the time you have taken to complete this questionnaire. We will make sure that you are able to see how we used the information, and what we found out, when the impact assessment is complete.

Appendix D: Questionnaire for NEET Group

FEEDBACK FORM FOR NEET GROUP

Shoreditch Trust is looking at the impact of Blue Marble Training between 1 March 2010 and 31 July 2011.

This questionnaire is designed to help us find out what has happened as a result of you being supported by this project and what you think of our ideas about how important these things are. Please be honest because this will help us be accurate in our conclusions. Your name won't be recorded with the answers you give. A report on the impact of BMT and will be made widely available to tell people about the benefits of Blue Marble Training and Shoreditch Trust, to raise awareness of the services/activities and to improve and develop the organisation.

About you

How has Blue Marble Training helped you?

What would happen if you didn't get the help from Blue Marble Training?

Changes for you

Please complete the table below to tell us about the changes that have happened for you because of the support and advice provided by Catch 22. Work across from left to right and to follow the instructions in the top row. All columns only need to be completed for the changes that you have ticked.

Change	Please tick those major changes that have happened for you and the reason why	Please put the changes you have ticked in order of importance for you. 1 will be the most important, 2 the next most important and so on	We have used other financial values to estimate the worth of each outcome to you. Please can you tell us whether you think the value listed below captures how important this change is to you? If not, tell us approximately what you think the change is worth.	If BMT had not been around, would this change have happened for you?	How much (in %) of the change has been due to people outside BMT, e.g. other services, family or friends?	How long (in years) do you guess this change will last after you have stopped seeing BMT?
I have made a decision about future career/job			Cost of careers advice session? or Cost of work experience/ placement week organised by Inspire			
<ul style="list-style-type: none"> • Would like a job/training in a kitchen 						
<ul style="list-style-type: none"> • Would like a job/training in a restaurant 						
<ul style="list-style-type: none"> • I know that a job in catering is not for me 						
<ul style="list-style-type: none"> • Other (please explain) 						
I have more knowledge and skills about food			Cost of short cooking course			
<ul style="list-style-type: none"> • I can cook better now 						

• I know about which food to buy						
• I buy different foods than before						
• I'm more interested in food						
• Other (please explain)						
I have a better relationship with my case worker			Cost of team building session?			
• I can talk to her/him better						
• I feel I know them better						
• I enjoyed my experiences						
• I have attended other sessions						
Feel positive and motivated						
• Other (please explain)						

Final Questions Is there anything else you would like to say about Blue Marble Training, its impact or anything else in this questionnaire (positive or negative)?

Appendix E: Case Studies

Case study: Young Offender 'A'

At 15 years old, 'A' was convicted of wounding with intent and was given a custodial sentence and was released in 2009. Prior to his offence 'A' had been a victim of knife crime. Prior to starting the WBT key workers in his resettlement teams said A at the age of 19 "still carries scars both physical and mental from this incident".

'A' had previously demonstrated an interest and an aptitude for working with food during a two month spell working as a volunteer at the Skylight Café and also during a 3 month spell as a kitchen orderly in the final months of his sentence at a Young Offenders Institute.

BMT offered 'A' an opportunity to gain WBT at Acorn restaurant. At this time a number of observations were made about 'A'. 'A' was nervous around travel at night and through several London postcodes, his confidence was fragile, he was regarded as needing considerable encouragement and emotional support especially as this was first experience of a paid work place.

'A' very quickly became a member of the team, and with strong peer support and through the training provision demonstrated that he had gained employability skills such a punctuality, reliability and was well dressed. As a result 'A' was awarded by being given increasing opportunities to work evening shifts and participate in the full a la carte service.

Despite continued strong progress 'A' after 2 months in the work place passed through a period of noticeably low spirits with a number of colleagues expressing concern at a suddenly distracted disposition. It became apparent that he was becoming anxious and worried about his ability to work at the speed required to meet the demands of a pressured service on the a la carte section.

His second formal appraisal was brought forward and BMT management in conjunction with Acorn House's Head Chef formally re-emphasised the positive feedback he had received and assured him that if he continued to apply himself he would undoubtedly continue to surpass expectations. In addition he was encouraged to take some of the holiday he had now accrued and attend a professional development opportunity offered by Hugh Fearnley Whittingstall's River Cottage in Dorset. 'A' returned with renewed confidence and enthusiasm and continued to develop ahead of expectations in his remaining four months of WBT.

By the end of the programme 'A' had developed the skills and professional routines to be able to meet the standards required of a commis-chef in a professional kitchen. Described by Acorn House's Head Chef as "a great all rounder." He had also completed

his Level 2 Food Hygiene & Safety Certificate. It was also observed and noted that there was a clear improvement in 'A's communicative skills and the confident and calm manner he now habitually shows when under pressure during service.

Upon the completion of his WBT training at Acorn House 'A' applied for a number of posts offering further responsibility, different challenges and considerably enhanced remuneration. He accepted a post as a 'senior commis chef' in a renowned West London Restaurant and Gastropub.

BMT staff retain an ongoing relationship with 'A' and all indicators show he is adapting well to his new environment.

Case study 2: Offender 'C'

After leaving school early with no qualifications and then years working in what she describes as a 'series of jobs without any particular direction' 'C' was arrested and sentenced for Importation into the UK and in 2005 was sentenced to 7 years imprisonment.

On release in January 200 she was unable to secure employment of any kind. Her resettlement broker said she had "circulated 443 job applications and had heard nothing." Her only significant near miss came when applying for admin work on a major East London building project. 'C' said that having gone through three successful rounds of interviews to reach the final round after giving disclosure on her past. Talking about the experience she said "After the disclosure, I never heard anything more from them. May be with a record like mine no one will ever take you on."

BMT came into contact with 'C' in conjunction with partners All4Recruitment Company and Job Centre Plus. At this time partners were concerned that despite attempts to remain positive her confidence was now 'chronically low' and coupled with her financial situation this statistically points to an increased risk of 're-offending.' Discussions with those working to support 'C's resettlement team supported BMT's assessment as someone ready to take on WBT opportunity with BMT.

A number of challenges faced 'C' during her first six months in the work place including; living in temporary accommodation and probation commitments.

'C' showed herself quickly to be kitchen aware and performed successfully in her initial few weeks working 5 'day' day shifts each week (beginning at 8am each morning) as a 'prep' chef. Colleagues found 'C' to be a capable communicator and an integrated very likeable team member. She has show herself to be a flexible and willing team member working evenings for events as required. 'C' continued to work across a range of the restaurants 'Hots 1' sections working with meat and fish dishes, pasta and pastry sections. Head Chefs she had served under consistently highlighting the same positive qualities. Her attendance, punctuality and reliability remained exemplary.

BMT staff repeatedly expressed their concerns to 'C' about her reluctance to attend CV building sessions and workshops. In addition it was noted that she had missed two seminar sessions through badly scheduled commitments. 'C' admitted that she was "scared of moving on and that the sessions made it all feel a bit too real." Additionally she admitted feeling pessimistic about the future "I've loved it here and done well because of how people have treated me but maybe away from here I can't get a nice job in a place where they don't shout and scream at you all the time. If I want a job it'll have to be somewhere horrible that I don't really like."

However after a successful fieldtrip to see the catering department of a major city law firm 'C' completed the application process. In addition a lunch for 'C' was organised at the type of 'day venue' where she is keen to work to try to encourage her to believe that the right opportunities are out there.

During C time with BMT she developed the skills and professional routines to be able to meet the standards required of a commis-chef in a professional kitchen. She has shown the ability to organise the brigade during service when asked to do so.

Although some fragility of confidence and pessimism remain a part of 'C's thinking she has begun articulating clear ambitions for her future. She states that "I'd like to stay in food and work in a place where I can do nice fresh food. One day maybe I'll be able to help others starting out. I'd love to teach other offenders."

Upon leaving BMT 'C' is now living with her long term partner and states that she is 'seeking to build a family life'. As such she had specific requirements for her next employer including day shifts, stability and long term security.

'C' attended several trials, and despite reports of good performance, did not see in any of these workplaces somewhere she would be happy. A subsequent trial with a major in house corporate catering operation in the Square Mile led to a job offer. £19K + overtime + benefits.

BMT staff retain an ongoing relationship with 'C' and all indicators show he is adapting well to his new environment several months on.

Appendix F: Full Impact Map

Attached

