

Supported Apprenticeship Programme

Evaluation of Social Return on Investment created through The Supported Apprenticeship Programme (September 2009 – March 2011)

**Trish Dodds
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The SROI Network Accounting for value

The SROI Network, (14) 7th Floor Gostins Building
Hanover Street, Liverpool, L1 4LN

“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”.

Author: Trish Dodds
Title: The Supported Apprenticeship Programme

Executive Summary

This report presents an evaluation of the social return created by the Supported Apprenticeship programme, a partnership programme delivered by Gentoo Living, Springboard and Connexions.

The Supported Apprenticeship Programme began in September 2009 and ended in March 2011, the programme was one part of a large programme named Helping U Be (HUB) which was funded by Working Neighbourhood Fund (WNF), organized through Springboard and available only to young people who fell into the 'NEET' category (14-19 year olds who are not in education, employment or training).

On my first day on the Supported Apprentice Programme I was quite shy and didn't feel like I fitted into the team, I didn't really participate into group conversations and lacked in confidence and self belief. As the weeks went on and the more I learned about the team I found it a lot easier to join in and soon felt like I had a place there.

Since starting I have completed my NVQL2 in Business Administration and now onto my Level 3. I have had a lot of various training and was enrolled onto the Choices Programme. I got a Supported Trainee contract for 1 year but recently was successful in getting the role of Admin Assistant in Gentoo Living and I'm now training another member of staff in the admin team.

I am most proud of how far I have come from when I first started, and the acknowledgment I get for the things I do for people. I have completed almost 2 NVQ's, the Choices Programme and spoke at different events. I have had 4 interviews since starting and been successful in all except one.

My aspirations are now to work with young people and to make even the slightest bit difference to something or someone.

This study focuses on Gentoo Living's involvement and intervention in the programme. This Supported Apprenticeship Programme enabled them to contribute to their commitment to their 'focused neighbourhoods'. Gentoo Living takes a targeted approach to those areas where deep-rooted and long-standing problems are evident where physical investment cannot solve without social and economic investment too.

These neighbourhoods were identified using a Neighbourhood Assessment Matrix and are in areas where employment activity is very low and poverty levels are very high. When Gentoo Living became involved in this programme a filter was applied to the recruitment phase where only those who resided within their focussed neighbourhoods would be eligible to apply.

In addition to the Supported Apprenticeship programme Gentoo Living develop and deliver a number of other similar projects with an aim ***'to inspire and empower enriched ways of living'***.

Gentoo Living has chosen SROI (Social Return on Investment) as a methodology for measuring the impact it has created to the 10 young people on the Supported Apprenticeship Programme. SROI is a framework for measuring and accounting for value created by a project, organisation or policy.

This report will show a journey of understanding the impact created from the perspective of each stakeholder, the outcomes identified for each will be measured and valued and recorded on an impact map. All findings, positive and negative, and intended and unintended will be taken into account as will the amount of change that might have happened anyway/and/ or is down to others.

This analysis explores the impact generated by Gentoo under the H U B programme – there were several other 'employers' offering work placements to 77 young people of which Gentoo offered 10.

This report will highlight some key outcomes for the young people involved on the programme including;

- better opportunities for obtaining work
- more confidence knowing they have obtained work skills that will enable them to apply for jobs
- improved aspirations, and say they want to work and are able to identify what potential career they are interested in
- more money
- obtaining temporary employment

Outcomes experienced by other important stakeholders include;

- better opportunities available for clients (the young people)
- a reduction to the number of those young people re-engaging with the connexions service
- saved resource time in the workplace
- reduced reliance and need for financial support from government agencies
- increased local economic activity

This analysis estimates that for every £1 invested in the Supported Apprenticeship programme there is social value created in the range of £1.06-£2.06.

Acknowledgments

Many people have taken part in identifying the impact discussed in this report such as; the apprentices, 4 individuals from 2 partner organisations and the mentors of the apprentices, the author thanks them for their contribution and input.

1.0 Scope and Stakeholders

1.1 *The Activities of the H U B*

Gentoo's involvement in the H U B relied on two other critical partners;

- **Springboard** – The lead on the partnership programme, they sourced appropriate employers and delivered the key skills and NVQ training.
- **Connexions** – The key engagement partner, the role of Connexions was to identify potentially eligible beneficiaries and refer into the project. Connexions were aware of Gentoo's commitment to their focus neighbourhood areas.

The H U B encompassed three layers of targeted intervention;

- 1 Engagement and provision of employability training – individuals would receive 3 days training for 6 weeks, a number of these would progress onto ILM
- 2 ILM program – work based learning where 'work experience' would be gained over a 26 week period.

Gentoo became involved at the third layer;

- 3 Supported Apprenticeship – 77 individuals were selected to enter onto a 49 week program (after a 6 weeks induction training period). Local employers took on a number of apprentices, one of which was **Gentoo**.

1.2 *The role of Gentoo within 'The H U B'*

Gentoo took on 5 apprentices from the first tranche (September 2009) and 5 from the second (January 2010). The role of the employer included provision of a 49 week work placement in an allocated discipline area and access to a Gentoo mentor, their mentor would be a Gentoo employee who would prepare the

young person for the world of work. During their time they would complete an NVQ L2. The outcomes and outputs identified by The H U B were in synergy with Gentoo Livings aims and objectives, particularly AIM 1 and 3 detailed overleaf;

The H U B

Intended Outcomes	Intended Outputs
Improved self discipline	Key skills training
Improved confidence	NVQ L2
Commitment	Technical certificate
Self Awareness	Employment Opportunity
Social Awareness	

Gentoo Living

AIM 1 Objectives	AIM 3 Objectives
To support people to recognise their ambitions	To ensure the services we provide respond better to the needs of individuals and communities
To support people to increase their motivation, confidence, skills and knowledge	To ensure that social and economic benefits are generated from the groups investment programmes
To support people to make informed decisions about their lives	To promote the Groups prospects for business growth and improvement
To provide support so that people can live independent lives	To ensure that Gentoo Living is fit for purpose to deliver its aims and objectives

1.3 The Planned Intervention

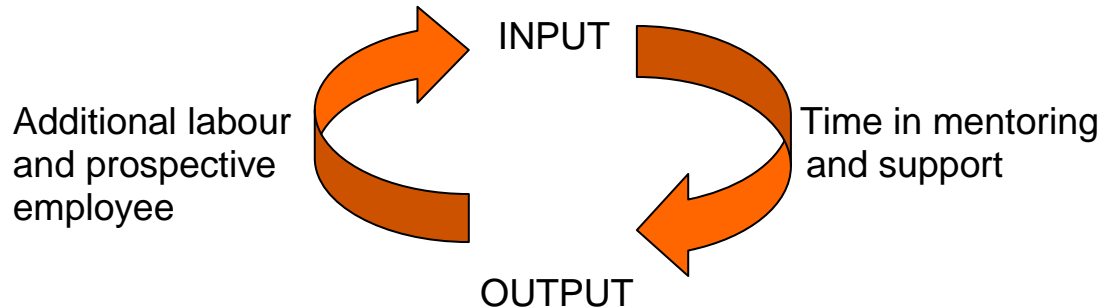
The following table represents the typical intervention experienced by the apprentices prior to recruitment through to the end of their programme;

Time frame	Stakeholder Involvement		
	Gentoo	Connexions	Springboard
Prior to programme commencement	Gentoo met with Springboard to outline the criteria for the possible candidates – it was agreed that they must not only be NEET but from the focussed neighbourhoods.	Engagement began with a selection of possible candidates who, once interest was generated were asked to attend an interview with Gentoo.	
	Interviews were carried out with possible candidates – many of which were given feedback and asked to return for second or third time. All candidates selected and appointed were from Gentoo focussed neighbourhoods and classified as NEET.		
Weeks 1-8			<p>The induction programme began where apprentices first carried out outdoor team building exercises such as raft building.</p> <p>All apprentices attended a 6 week intensive induction programme where they began building their NVQ portfolio and commenced key skills training. In addition they carried out more team building exercises and learnt about the work environment; what to expect and how to act.</p> <p>Apprentices got to know their NVQ assessors, those would be taking them through their qualification</p>
First 8-16 weeks	<p>Apprentices met with their Gentoo mentor who they worked with very closely on a day to day basis.</p> <p>1:1 meetings with their Gentoo mentor took place every week</p>		<p>Apprentices attended a variety of additional sessions depending on individual requirements; i.e. some attended additional key skills sessions.</p> <p>All apprentices met together once a week to</p>

	<p>All apprentices met once a week with the Gentoo programme manager, this allowed them to share experiences and talk openly about concerns</p>		<p>progress their NVQ</p> <p>Individuals met regularly with their NVQ assessor</p>
4 – 10 months	<p>1:1 meetings with their Gentoo mentor continued but varied according to individual job roles and development, some still met weekly, others had reduced to monthly.</p> <p>Full apprentice meetings continued to take place but were less frequent.</p> <p>All apprentices commenced a 6 months 'CHOICES' programme organised through Gentoo – some referred to this experience as very worthwhile and a large contribution to their success</p>		<p>Some apprentices continued to attend key skills sessions.</p> <p>NVQ assessors continued to meet on an individual basis with their apprentice.</p>
10 months onwards	<p>All apprentices began applying for internal vacancies within Gentoo</p> <p>At the end of the programme the Gentoo agency was borne and 9 apprentices were placed on this (2 have since left), 1 apprentice left to attend pursue an environmental science degree (this young apprentice returns to Gentoo in holidays to carry out seasonal work)</p>		<p>Some progressed onto an NVQ level 3</p>

1.4 Why Social Return on Investment?

The input and output from the point of view of Gentoo as a stakeholder is simple, shown in the diagram below;



The input and outputs have value to Gentoo Living, they can be easily captured, monitored and managed, however Gentoo Living knew the *value* created needed to be explored further and understood in order to truly live up to and deliver successfully on our overall aim;

‘To inspire and empower enriched ways of living’

For this reason Gentoo Living has chosen to implement SROI and measure *‘the changes’* relevant to each person or organisation who have had the experience of working on The Supported Apprenticeship programme.

This SROI report will demonstrate the story of the journey made by the young people and the impact the programme has had on them and others involved. Value will be placed on these impacts though the use of financial proxies and a monetary ratio will indicate the number of £’s social value created for every £1 invested.

The methodology applied to this process involves adherence to a set of principles;

- Involve Stakeholders
- Understand what changes
- Value the things that matter
- Only include what is material
- Do not over-claim
- Be transparent
- Verify the result

Throughout this report the journey of change will be explained and summarise how each of the principles have been applied.

1.5 Scope

This SROI is an evaluation study and represents the journey experienced by all stakeholders and the impact created from commencement of the apprenticeship programme in September 2009 through to when the programme ended in March 2011, (5 commenced Sept 2009, 5 commenced March 2010). However, because 8 of the apprentices were still in employment with Gentoo beyond the length of the programme some actual quantities and length of outcome duration has been applied.

This study has been carried out for 2 key reasons;

- Gentoo Living support partnership working and are keen to promote its benefits. This study is a clear demonstration of how effective and authentic partnership working, where experienced partners who are experts in their field can deliver results with great impact. This report will promote programmes which involve such intensive support, and aims to influence funding bodies locally, regionally and nationally.
- The author of this report wishes to become an accredited practitioner and has used this study as a vehicle to obtain that.

1.6 Stakeholders – Primary Beneficiaries

Gentoo Living is the 'social investment' arm of Gentoo, a registered social landlord in North East England. Gentoo Living is passionate about enriching the lives of local people – both individuals and communities and aim to enable people to fulfil their aspirations by providing a range of support services to help people make informed decisions about their lives and to live independently.

From this statement it is fair to assume that the success of Gentoo Living remains firmly with the success of its residents, neighbourhoods and communities.

The primary beneficiary within this project, from the perspective of Gentoo is the young person about to step into a journey involving training, development and experiencing the world of work.

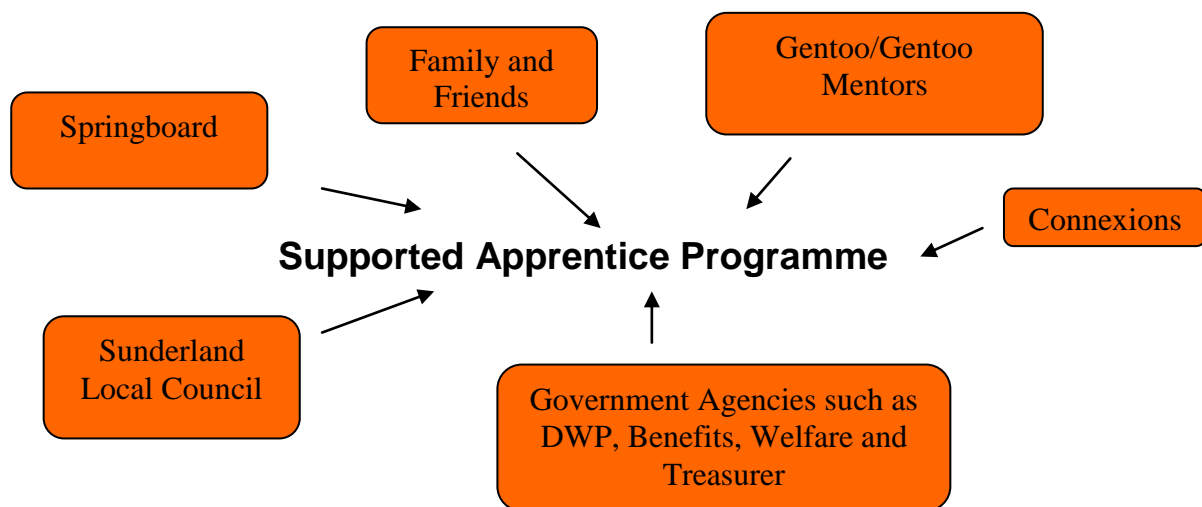
Before I started at Gentoo I was unemployed and wasn't sure what career path I wanted to take. I'm now an employee at Gentoo and I love the job I am doing.

Since working at Gentoo my confidence has grown greatly, I'm motivated and feel more grown up.

I'm very proud of myself for learning my role so well, even the difficult tasks I now fully understand. Also when I leave work on a night I feel proud knowing that I give everything I've got when at work.

Looking at my future, I want to be successful business women and hopefully I will pursue this at Gentoo.

1.7 Stakeholders – others involved in this study



The above diagram highlights all material stakeholders involved in this study, for a full list of stakeholders considered please go to Appendix 2.

1.8 Stakeholder Involvement and Sources of Data

The study involved consultation with a number of stakeholders material to this programme;

1.8.1 The apprentices

9 Supported apprentices took part in the final consultation, the other apprentice left at the end of the programme to pursue an environmental degree.

A focus group session was held with the remaining 9 apprentices to discover the outcomes experienced by them. The focus group session involved apprentices being asked to share what changes they had experienced as a result of the apprenticeship programme. A number of outcomes began to emerge through open discussions and the apprentices were asked to use “post it notes” and “flip chart paper” to note their own personal experiences. When asked what was next for them now that the programme had finished, a lot of career aspirations began to emerge. Guided discussion questions used for obtaining this are detailed below:

- Describe how your life has changed since you became involved in the Supported apprenticeship programme?
- What is next for you – what are your intentions for the future or what plans have already been made?

Discussion around valuation was then opened up to assist with valuing the outcomes, guided questions used were;

- How valuable are these changes to you?
- How/ where else might you have achieve this, purchase this, access this?

The final part of the session attempted to understand what deductions might be applied, the questions asked were;

- What would have happened without our intervention?
- Who else has helped you arrive at this place – think about other agencies, families, peers?

A pie chart exercise was carried by each apprentice to facilitate indentifying attribution, they were asked to colour in what

contribution others in their life had made to their success on the programme.

N.B.

Baseline data was collected with the first cohort of apprentices (5), and focussed on measuring the intended key soft outcomes and an exercise was completed with the 4 who remained at the end of the programme to measure the distance travelled. This data has not been included in this study as it revealed outcomes which appeared to be part of the chain of events which led to the outcomes discovered at the end. For details of this exercise please go to appendix 2.

1.8.2 The Gentoo Mentors

Consultation with 9 Gentoo mentors was carried out using a questionnaire. 9 Gentoo mentors were sent a questionnaire and 7 were returned. This stakeholder group was considered to be very material as they would be able to offer a valuable insight into how the journey progressed for both the apprentices and the service areas within Gentoo, the questions asked are detailed below;

- Upon becoming a mentor on this program what were your own personal aims and objectives? (*What did you hope to achieve*)
- To what extent did you achieve your aims and objectives?
- How much time did you spend supporting your apprentice? Per week/month please indicate
- Did mentoring the apprentice affect your role and duties, if so please describe both negative and positive effects
- Is your apprentice still employed within Gentoo - if not are you aware of what has happened to them since they left?
- In your opinion has the apprentices work prospects improved during their time spent on the programme? - (*how 'work ready' were they when they first joined and how 'work ready' are they now*)
- What else has 'changed' for the apprentice - what has the programme enabled the apprentice to achieve or overcome both personally and professionally?
- Are you aware of any other support received by the apprentice while they were on the programme that was key to them being successful in their achieving their goals i.e. family etc..? Please explain

- In your opinion do you think the apprentice would be where they are now without the intervention of Gentoo on this programme?
- Over the course of time how many hours was your apprentice able to work and carry out duties unaided (*i.e. you were happy to trust them to carry out an instruction and deliver a task like any other employee*)
 Number of hours in their first month =
 Number of hours in their final month =
- In your opinion what does the supported apprenticeship programme do well?
- What would you suggest the supported apprenticeship programme can improve on?

1.8.3 The Partner Organisations

There was 2 other partner organisations involved in this programme, both are deemed as material because of their involvement in the apprentices both prior to and during their journey. Consultation with them would facilitate verification of impact expressed by the apprentices and aid discovery of other potential outcomes. An interview was conducted with these stakeholders, detailed below are the questions used as a guide;

- Upon becoming a partner in this program what were your aims and objectives? (Vision, Mission, Values, Objectives – aims – outcomes – outputs)
- What did you invest/input into the programme i.e. resources or finance?
- Now the programme has come to an end, please comment on how your organisations aims and objectives have been met:
- Other than those listed above - are there any other outcomes/outputs occurred as a result of the programme that you did not expect? - Please explain:
- Of what value are these additional outcomes to your organisation, are you able to financially quantify the value of this outcome i.e. *it has saved you resource time or it has saved a cost*
- Would these outcomes have been achieved without the intervention of Gentoo Living?

- Did you receive any practical support/help from other agencies? If 'yes' what % contribution did this agency give?
- Where positive outcomes were gained for stakeholders were they at the expense of negative outcomes for other stakeholders?
- Do you expect the impact of the outcomes to drop off over time? Drop off is the value of the benefits not sustained.
- Are you aware of any statistics relating the trainees sustaining employment - how does the success of the supported apprenticeship programme compare with
 - similar programmes
 - other organisations involved in this programme
- Upon referring the young person onto the supported apprenticeship programme what did you mainly want/expect them to gain?
- To what extent do you feel they achieved their expectation?
- To what extent has their involvement in this programme helped to reduce reliance on or needs of your organisation and services?
- What do you think Gentoo offered this programme that other similar programmes haven't?
- During your experience with the supported apprenticeship programme are there any suggestions for improvements or additions to the service that you would like to see?

1.8.4 Family and Friends

The family and friends of the apprentices were deemed very material stakeholders as it would have been likely that they will have experienced first hand the impacts from the programme.

Apprentices were given the option to take friends and family questionnaires home with them with no obligation for completion, 6 apprentices took the evaluation home with them but unfortunately none was returned. There maybe a number of reasons for this, most of which can be attributed to the neighbourhood and culture in which they live, but when chasing up the missing evaluations two key reasons emerged; they had forgotten or had lost the evaluation, it soon became apparent that they were unlikely to be returned.

The questions asked are listed below;

- Before your friend or family member became involved in The Supported Apprenticeship Programme, how did their issues or needs for attending this programme affect your life?
- Have you noticed any changes in them since they became involved with The Supported Apprenticeship Programme?
- Has this made your relationship/friendship with them better or had any effect on your life as a result?
- Is there anything else you would like to tell us about the impact of The Supported Apprenticeship Programme on your friend or family member?
- Given your experience with someone involved in one of our programmes do you have any suggestions for improvements or additions to the service?

1.8.5 Other stakeholders included

The Sunderland City Council – this stakeholder group was not directly involved however they provided a large amount of inputs through payment for the apprentice’s wages and experienced economic outcomes.

DWP, Welfare and Benefits and Treasurer – this stakeholder group was not directly consulted with but also experienced economic outcomes.

1.8.6 Other sources of data used

Other information regarding data and statistics was taken from a number of internal departments within Gentoo, specifically relating to Human Resources department.

Information was also taken from Government agency website such as Job Centre Plus and Welfare and Benefits.

A number of other economic reports and research papers were used to understand the scale of the problems relating to young adults who are NEET and the potential long term affects this has on society.

Copies of interview and evaluation tools used and a list of reports are included in appendix 3.

2.0 Outcomes and Evidence

2.1 Impact Map

The story of change for each stakeholder has been recorded on an impact map, throughout the report each stage of the map will be shown and the story of change discussed, however the impact map is better read and understood as one full document – which will be shown in appendix 1.

2.2 The activities (input and outputs)

The activities carried out by the apprentices when their intervention began with Gentoo involved;

- 6 weeks Key skills training (*Education Maintenance Allowance would be paid for the first 6 weeks of the key skills training and a further 7 weeks into their placement*)
- 49 weeks of work experience in a relevant discipline
- An NVQ L2 in the relevant discipline would be achieved
- 1 to 1 sessions with their work placement mentor

Over and above the general activities on the programme Gentoo involved them in a number of other in-house training (some are mandatory for new Gentoo employees others were offered for career enhancement) such as;

- The Choices Programme
- Equality and diversity
- Customer Involvement Awareness
- Manual Handling
- Environmental induction training
- Customer Service Excellence
- Minute taking training
- Financial Inclusion training
- Hays Career Progression Training Workshop

2.2.1 Inputs

In order to deliver the above activities, the programme required a number of inputs; these are listed below in order of investment;

Sunderland WNF funding – pays £95 wages to the 10 apprentices for 42 weeks = **£39,900**

Gentoo – invested 49 weeks of support and coaching into the apprenticeship programme and in addition a number of internal training courses were delivered, therefore, calculating the input presented many complex issues, mainly because the level of intervention and support varied greatly from one apprentice to another. Therefore the input was calculated using “*A cost benefit analysis of Apprenticeship and other vocational qualifications. Steve McIntosh, Department of Economics, University of Sheffield. RR 834 (2007)*”, which highlighted the resource cost for a level 2 apprenticeship was £5719 per apprentice for a typical 71 week programme, excluding payment of wages. This supported apprenticeship programme covered a 49 week period therefore when apportionment is applied the unit cost totalled £3944, this multiplied by 10 apprentices revealed the input from Gentoo to be **£39,440**.

Springboard – was responsible for sourcing the employers and delivery of the training, a unit cost of £817 was given by the programme manager = **£8170**.

Friends and Families – supported their children financially in the early weeks (13 weeks, prior to them receiving £95 per week) with bus fares and general costs, £15 per week per apprentice was identified and included as an input = **£2850**.

Connexions - assigned a worker to co-ordinate the full H U B programme, a unit cost of £130 was calculated per person using 18 months salary £39,000 divided by approximate number of individuals involved in the H U B (300), when apportioned to Gentoo’s 10 apprentices the value of their input totalled **£1300**

DWP, Benefits and Welfare agency and treasurer – the £30 EMA allowance received by the apprentice in the first 13 weeks has been used as this stakeholders input, totalling **£3900**.

Input total = **£94,660.00**

2.2.2 Outputs

From the activities and inputs listed above a number of outputs were generated;

10 young people achieve;

- NVQ Level 2 in relevant discipline
- Key skills training
- Technical certificates
- Opportunity to have 42 weeks work experience with support from an assigned mentor

10 Families have the opportunity for increased income into the household

Springboard has 10 secure and reputable work placements for their trainees

Connexions have new and appealing work experience options for 10 of their customers

Gentoo gain;

- 42 weeks of additional labour from 10 apprentices, equivalent to 420 weeks.
- 10 people removed from worklessness in their focussed neighbourhood, with the view to securing sustainable employment

Sunderland City Council remove 10 young people from the NEET category for a minimum of 42 weeks

10 people are prevented from engaging with DWP, Benefits and Welfare agency and treasurer.

2.3 Theory of Change – Outcomes

2.3.1 The Apprentices

The objectives of the programme encompassed a number of soft outcomes

- self discipline

- confidence
- commitment
- self awareness
- social awareness

When the focus group consultation event took place at the end of the programme it was clear these soft outcomes had not only been achieved but led to a number of other outcomes, the outcomes discovered from the focus group are listed below and evidenced with statements taken from post it notes;

People have better opportunities for obtaining work - using the statements made by the apprentices it emerged that 9 apprentices experienced this outcome;

More qualifications and better CV (3)
 More confident with interviews (2)
 I can prepare a CV better (3) and apply for jobs
 I can apply for more jobs now as I'm more confident in interview
 More education - gain more knowledge

People obtain vital work skills that will enable them to apply for jobs - using the statements made by the apprentices it emerged that 9 apprentices experienced this outcome;

Better organised (3)
 Apply for more jobs in person(2)
 Better time keeping (2)
 I can work on my own initiative
 Can prepare for job interviews better
 I work better as part of a team (3)

People have improved life skills - using the statements made by the apprentices it emerged that 9 apprentices experienced this outcome;

More structured life (routine, stability, structure)
 More responsible (4)
 Better relationships
 I see things differently for the best
 I've let me wall down
 The choices programme really helped (3)
 Understanding towards different people better
 more mature
 More confident (6)
 More motivated (4)

People have improved aspirations and say they want to work and are able to identify what career they are interested in - using the statements made by the apprentices it emerged that 7 apprentices experienced this outcome,; *N.B. only 7 people provided indicators for this outcome*

I want to study ICT
 Earn enough money to buy a car
 I want to work and enjoy work
 I want a full time job in admin
 I now know what I want
 I want a different job out of admin - work with YP
 I've been looking at college courses
 I've more career aspirations and drive

These outcomes were further verified by consultation carried out with other key stakeholders such as; Gentoo Mentors and Partners.

People have improved aspirations and decide to progress to university to obtain a degree

Consultation with a mentor revealed that one of the apprentices had left the programme when it ended to pursue an environmental degree. This apprentice had spent her apprenticeship in the Gentoo “green” department and had therefore been inspired to pursue a career in this industry.

People have more money

All 10 apprentices were NEET prior to commencement of the programme and during discussion agreed that although they were “better off” financially now it was very difficult for them in the early weeks as they had to get financial support from their family to get to and from work, therefore the financial proxy used for this outcomes does not commence until the £95 a week wage starts.

2.3.2 Outcomes experienced by others

In addition to those outcomes achieved by the apprentices a number of other outcomes were identified for other stakeholders themselves, these included;

Mentors -

Mentor consultation revealed that the apprentices were eventually providing work unaided; calculations revealed that the amount of work carried out unaided rose from 19% at the beginning of the programme to 77% at the end.

The wages for the apprentices were paid through the WNF, therefore this was no financial cost to Gentoo.

2 of the mentors indicated that this role had assisted with their personal development and the skills obtained from the mentoring had helped them in their role

Partners –

Connexions stated that it would have been likely that the young people would have re-engaged with the service, thus reducing their re-attendance rate of NEET young people into Connexions services. The Connexions advisor stated that many NEET young people re-engage with the Connexions service 3-4 times before they reach 18.

During the interview held with **Springboard** no outcomes other than those achieved by the young people emerged, therefore no material outcomes for Springboard have been detailed, however during discussions with others it became apparent that some of the young apprentices have since progressed onto pursuing an NVQ Level 3, which may have resulted in potential outcomes for them such as; *“an increase to their number of customers”* or *“an improved success rate for their customers”*. However there is not enough substantial data to include outcomes such as these in the study.

Family and Friends –

Outside of the focus group a representative of the apprentices were asked about contribution to the household income, this revealed that board wasn't paid until £95 per week earnings began and although a contribution was made it was only small, as little as £30 per month.

Sunderland City Council –

Increased money in the economy was identified as an outcome for this stakeholder

DWP, Benefits and Welfare agency and treasurer –

Less NEET young people claiming JSA, Less NEET young people re-engaging in government initiatives and more people Tax and NI were identified as potential outcomes for this stakeholder

2.4 Indicators

The key elements of this programme was designed to address some of the most difficult barriers faced by NEET children, 22% of which are undecided of what they want to do, over half of these will start courses but not complete them, 38% will be sustained NEET and *'unlikely to re-engage in short term without interventions. Often have negative school experience and achieve low levels of qualifications.....face multiple barriers to progressing to EET.....require high-cost targeted support'*¹.

It emerged from the interviews with the partners involved that they were a group who slipped through the net, although they may have had the capability to carry out an apprenticeship some lacked the entry level qualifications and others would be unlikely to be successful during an interview, they were not however 'needy' enough to qualify for more intensive additional support.

With this set of circumstances in mind it would be easy to assume what some of the indicators for change may include 'I feel more confident and motivated' or 'I have learnt more about the world of work' however much more was identified when consultation was carried out with the apprentices and a full list of these can be seen in appendix 4.

Some examples of indicators for change have been detailed in 2.3 or used throughout the report to demonstrate the change however, below shows more examples and quotations taken from case studies and evaluations which further substantiates the change;

¹ Audit Commission - 'Against the odds' - Re-engaging young people in education, employment and training. July 2010

The apprentices

When I first started Gentoo as an apprentice I didn't know what to expect, because I had never worked before.....When I first starting working in the office I am in I loved it because it was totally different I met lots of different and lovely people. I also had a different experience outside of work because I had money which I could spend on myself which I had earned myself. I could socialise a bit more with friends and my boyfriend..... I have been successful and moved from an apprentice to a trainee..... Since starting here I have learned a lot of different ways to work and a lot of things I didn't know existed, I have also passed my NVQ L2 Business Admin qualification and I am now working towards my NVQ L3..... Financially I have a life now and can do things I have never done before such as: I have started my driving lessons I have a holiday to pay for and I can go shopping when ever I want.....I am most proud of myself for actually sticking at my apprenticeship because I used to hate working when I was at school and I had never experienced anything but my work experience which I not the same. It was totally different when the months went on..... My aspirations are to move higher up in my job role get to the highest point ever possible and meet everyone's standard level of work to learn the different types of work and also experience different parts of the company.

When I first started the Supported Apprentice programme I had no confidence and was really shy. I started with HR and I felt as if I was not part of the team and I would never fit in.....I have completed my NVQ Level 2 and now in the middle of doing my NVQ Level 3. I have been in a number of different departments including HR, Learning and Development, Customer experience and I have now started in Gentoo Living. Now that I have the experience across the group I feel a lot more confident and feel as if I fit in with the group a lot more. I am most proud of the things I have completed in my time at Gentoo. I have completed my NVQ, the choices programme and a number of different training courses. My aspirations are to have a permanent job with Gentoo in a department I enjoy working in.

Life when I started was pretty nerve racking because it was my first time in employment, but it helped me gain a lot of confidence being on reception.....I am enjoying learning new things.....I am proud of completing a skills audit for HR and completing rolling out new terminals and monitors across different sections of Gentoo.My aspirations are now gaining full time employment.....

The Mentors

Apprentice was voted Springboard Customer Services apprentice of the year award, which was a huge achievement.....

I was asked to mentor our apprentice, with the addition of stepping up as Office Manager. This brought extra stress to my current jobs which I was then able to pass onto our apprentice who grew into these jobs very well. Taking on one particular job which needed (and still does) a lot of training in the beginning as this was a very important part of our business. Although it is time taking training in these jobs, the whole mentoring process has been enjoyable and we have a great individual who is a valued member of the team.....In the beginning our apprentice was shy and reserved, obviously as it is a new experience and environment. Attending sessions and training courses has improved their knowledge of working for Gentoo but also being involved in the daily jobs of our team, I believe has made a huge improvement on them personally as well as professionally. I am able to leave jobs for my (now) trainee to complete without my help and they carry out their daily duties without any problems..... Valued member of the team.

Once the apprentice was trained up in aspects of admin I could pass on tasks to do without supervision, this was of great achievement as it met my aims and objectives.....the time spent training and showing the apprentice my role and duties does take time but it was time well spent to see the apprentice develop and grow and achieve their goal.

xxx has become much more confident and mature in her outlook. She is aware of the importance of projecting a professional image and team work.....on the negative side it was finding the time but it was a pleasure to watch her blossom.

I think xxxxx now has more of a work ethic and she is aware of what is expected of her in an administration role. As she has learnt new skills, I think she has felt more part of the team and this has resulted in increased enthusiasm to tackle new tasks..... xxx attended the Choices Programme which provided a range of advice, for example finances issues, and she indicated to me that it was extremely beneficial..... It provides young people with an invaluable opportunity to get on the career ladder. Some of these young people have not achieved top academic results but if they are given some one to one training they can excel in their chosen field.

I believe I have learnt a lot from the experience and definitely improved my management skills including carrying out 1-2-1s, allocating work etc.....Mentoring the apprentice gave me more skills and improved my confidence. I am now in a new role and manage a small team and feel this experience has helped me adapt.

2.5 Negative and unintended change

There have been no negative or unintended changes identified during this study. Although one comment made from a partner indicated that there was a possibility that a small number of Gentoo residents who did not live in the 'focussed neighbourhoods' might have missed out on the opportunity to take part in the programme as this was a criteria set for Gentoo. This comment was put to the other partner who did not agree therefore it was not justifiable to include as 'negative/unintended' changes. However to ensure this comment was not dismissed displacement has been applied as detailed in section 3.1.

2.6 Duration of Change

The duration of change differs from outcome to outcome mainly because some of the activities will only last the length of the programme, i.e. reducing the re-attendance rate of NEET people, this will only last the duration of the programme, as with the outcomes related to claiming Job Seekers Allowance and the services it provides.

The outcomes related to the primary stakeholder, i.e. the young person, may have longer and lasting effect. Outcomes such as;

- *Having better opportunities for obtaining work and improved aspirations and career direction* have an allocated duration of 2 years – the reason this is that apprentices from the first cohort have begun to further strengthen their C.V. with additional qualifications obtained since the programme finished. Some still on the agency have begun to apply for a variety of permanent jobs within Gentoo and because of this their have begun to explore different roles and areas of work, this will improve their aspirations and open up their mind to a variety of other careers.
- Regarding the outcomes *gaining work skills and improved life skills*, duration of 3 years has been applied. Although some from the first cohort have now secured full time positions they are still developing and perfecting both their work and life skills. It is appropriate to assume however that the progression they experience beyond the 3 years maybe attributed to both themselves and their current working environment.

- Where the outcome is listed for the apprentice who went onto university, duration of 5 years has been applied because, if successful the increased earning potential should continue. The article used to assume the financial proxy which identified an earnings gap of £12,000 per year for graduates also noted that this could be as much as £100,000 over a lifetime.

To substantiate the duration assumptions made for the longer term outcomes, such as 5 years; a research study into 'work based training', completed by DfES for LSC² was taken into account, this suggests *"that just over 70 per cent of trainees were in a job 6 months after completing their training with 12 per cent unemployed"* proving the first 6 months are critical to sustaining employment. Coupled with this is the very nature that being employed increases someone's chances of remaining in employment, the WOLF report confirms this, *"A large volume of research confirms that the best predictor of being employed in the future is being employed now: and also temporary and part-time jobs can play a significant and important role as stepping-stones to longer-term and more permanent employment"*³

Outcomes which are linked to the treasurer will have a much longer duration, far beyond the 5 years expressed in the impact map. *"A Young person NEET in 2008 will cost an average of £56,000 in public finance costs before retirement age (for example, welfare payments, costs to health and criminal justice services, and loss of tax and national insurance revenue). There will also be £104,000 in opportunity costs (loss to the economy, welfare loss to individuals and their families, and the impact of these costs to the rest of society)."*⁴. However it must be acknowledged that, 'drop off' may occur over time. Drop off will be accounted for and explained later in this document.

2.7 Financial Proxies and Sources

Every effort has been made to select financial proxies using opinions and views from the stakeholders themselves, government

² Coles, Hutton, Bradshaw, Craig, Godfrey and Johnson - Literature review of the costs of being 'Not in Education, Employment or Training' at age 16-18, 2002

³ Review of Vocational Education – The Wolf Report – Alison Wolf 2011

⁴ Coles, Hutton, Bradshaw, Craig, Godfrey and Johnson - Literature review of the costs of being 'Not in Education, Employment or Training' at age 16-18, 2002

documents and websites and research papers have also served as a good source of information.

The focus group held with young people identified a number of potential financial proxies – most indicated that they may have needed to volunteer for some time to obtain the level of experience they have received, other ways of obtaining this would have proved difficult as this apprenticeship programme (H U B) paid them £95 per week (after their initial 13 week probationary period, £30 per week EMA was paid up until then), other mainstream training and apprenticeship programmes require the employer to pay the wages and given either their lack of entry qualifications or lack of interviews skills securing other apprenticeships would have been unlikely.

Other suggestions for “*How/ where else might they have achieve this, purchase this, access this?*” was;

- purchase in services such as ‘life coach’
- college and university placements

In relation to the proxies used for Gentoo, significant detail was obtained from the mentors to identify the productivity provided by the apprentice over time. The results showed that initially on average only 18% of work unaided was produced, at the end of their 49 week programme this had increased to 77%. Resulting in ‘*minimum*’ value created of £5973 per 49 weeks per apprentice. This proxy has been described as a ‘*minimum*’ because it is much lower than a suggested value shown from a cost benefit analysis of apprenticeships conducted by University of Sheffield which describes ‘the value of the product’ to be £14106 (71 weeks).⁵The value of the change would alter to £9735 for this 49 week programme when apportionment is applied. A difference of - £3762.

Connexions suggested that on average a NEET young person may re-engage up to 4 times before they reach ‘Job Seeking’ age. The proxy used for this of £2400 is taken from a NEET report produced by the audit commission, however the full public finance costs of supporting NEET young peoples programmes which involve

⁵ A cost benefit analysis of Apprenticeship and other vocational qualifications. Steve McIntosh, Department of Economics, University of Sheffield. RR 834 (2007)

improved skills on employability and prospects was much higher at £5500 (2002 prices)⁶.

Other proxies where a change in income or cost has occurred, actual rates of pay, income, welfare and benefits have been taken from the government websites. The rates of pay have been taken from Gentoos lowest level rates of pay, this may also be described as the lowest proxy, particularly where duration lasts 5 years, as research shows that apprentices earn, on average over £100,000 more throughout their lifetime than other employees⁷.

Each financial proxy and its source are referenced on the map.

⁶ *A cost benefit analysis of Apprenticeship and other vocational qualifications.* Steve McIntosh, Department of Economics, University of Sheffield. RR 834 (2007).

⁷ www.apprenticeships.org.uk

3.0 Impact

3.1 *Deadweight, attribution and displacement*

Other considerations need to be made before full impact can be valued as the change that occurs for each stakeholder may have experienced;

- Deadweight – Would the change have happened anyway
- Attribution – Is any of the change down to others
- Displacement – Has this activity just moved something rather than changing it?

All percentages are detailed on the map and an explanation of how this was determined is detailed below;

Deadweight: (*what would have happened without the programme?*)

In this current economic climate one would suggest that obtaining employment is very difficult even for those with a strong employment background. A recent article (Oct 2011) published by the mail online highlighted the magnitude of this problem faced by young people;

*“One in five 16- to 24-year-olds is jobless and searching for work at a time when five unemployed people are chasing every vacancy”.*⁸

The problem appears to be even larger throughout the North East, the same article reported that the North East saw the 3rd highest quarterly changes in numbers of unemployed, with a staggering 13,000 joining the list of unemployed people. These figures put North East with the highest % of jobless rate at 10.2%.

When asked about the achievement of these outcomes without the programme, all apprentices indicated that they would not have been in the position they were in right now if it wasn't for the programme and the support of Gentoo and the Gentoo mentors.

⁸ <http://www.dailymail.co.uk/news/article-1357512/A-record-20-young-people-unemployed-1m-people-looking-work-forced-time-jobs.html>

The Gentoo mentors were also asked this question and all indicated that it would have been unlikely that they would have achieved so much if it wasn't for the support from Gentoo.

Connexions felt that the apprentices were given more opportunity and stated: *"They would not have achieved this without Gentoo intervention - in valuable"*

Springboard said the £95 per week was the critical element to the success of the whole programme and expressed their commitment to only using employers who were prepared to give more one to one intervention, however an acknowledgment of Gentoo internal resources and capacity was made where more time and scope for trying the young person in different areas and with different mentors was made available. A comment was also made regarding the Choices programme in that it enhanced the apprentices personal development, the Choices programme was organised internally through Gentoo and the apprentices and mentors made comments regarding the advantages this had brought to the programme during consultation.

As a result of the programme Gentoo is in the process of building the 'Gentoo Living Agency concept', an idea which will improve efficiencies across the Group through 'loaning' out administration support when 'one off' tasks or events are occurring; this will avoid recruiting temporary employees and in the long term save on recruitment costs. To ensure deadweight has not been dismissed or overlooked, 10% has been applied to those outcomes where deadweight may have occurred.

Displacement: *(what activity was displaced?)*

This question was asked predominantly to the partners on the programme, their historic knowledge and experience of programmes such as this is both invaluable and more likely to be accurate, both suggested that this programme was very unique therefore displacement of other services or programmes was highly unlikely, however.....one comment made from a partner indicated that there was a possibility that a small number, possibly 1 or 2, of Gentoo residents who did not live in the 'focussed neighbourhoods' might have missed out on the opportunity to take part in the programme as this was a criteria set for Gentoo. This comment was put to the other partner who did not agree therefore

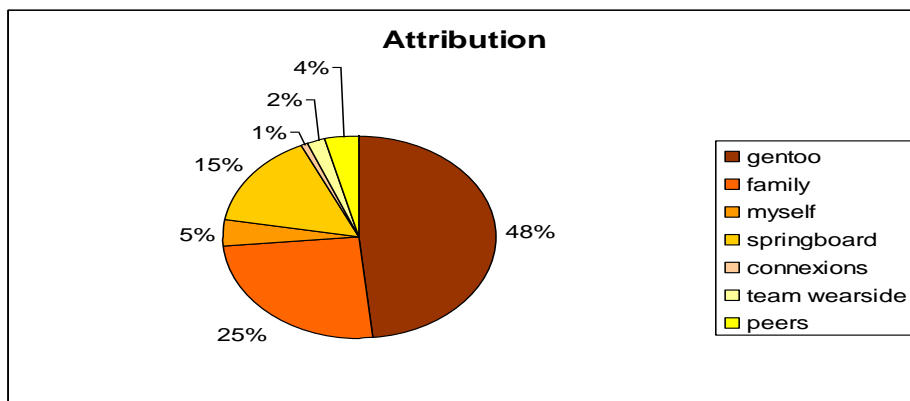
it was not justifiable to include as ‘negative/unintended’ changes. To ensure this comment was not dismissed a 25% displacement has been applied to the primary stakeholder group, the 25% takes in account more than the 1 or 2 mentioned during the consultation as it represents 2-3 of the total 10 involved.

Displacement has also been applied to the Sunderland City Council, the investment made to this programme has proved to show positive social return however it is unknown whether other alternative programmes may have shown greater social return and needs to be acknowledged. However, this programme was aimed at generating wealth amongst some of the most deprived areas in the city; where employment activity is very low and poverty very high, in most areas like these, activities that successfully ‘break the cycle’ or ‘break the mould’ should offer very prosperous, long term results, especially if the impact can be sustained and better still grow. Taking these circumstances into consideration 25% displacement has been applied.

Displacement has not been applied for other stakeholder groups however these assumptions are tested within the sensitivity analysis section 4.4.

Attribution: (*who else contributed to the change?*)

The apprentices were asked to complete a ‘pie chart’ detailing the support they had received from others. An average was calculated and revealed that 48% of the changes identified could be put down to Gentoo and the mentors. This attribution % has been applied to all outcomes as there were other people and organisations attributable to all outcomes.



3.2 Drop off

Many of the outcomes achieved should result in life long changes, both personally and financially and these has been illustrated in the 'duration' section, however acknowledgement that some 'drop off' may occur is essential especially given the statistics from 'Literature review of the costs of being 'Not in Education, Employment or Training' at age 16-18' surrounding the primary stakeholder as detailed below;

“Young people living in the social rented sector are considerably more likely (25% compared to 7% of young people from the owner occupier sector) to be NEET”

“Being outside education, employment or training at age 16, 17 and 18 has further consequences for the individual and society. It is a major predictor of later unemployment. By age of 18 only a little over a third of those without jobs and less than a quarter of those looking after have reached L2 qualification. This lack of education is associated with higher levels of unemployment at age 20-24 and 25-29”..

“Being outside education, employment or training is also associated with early motherhood for women.....at age 21 nearly 40% of women who had been NEET at the age 16-18 had two or more children compared with less than 5% of those in education, employment and training at that age”.

The quantities in this study a relatively low therefore a 10% drop off percentage has been applied.

3.3 Calculation of impact

To calculate the Social Return on Investment the financial proxy is multiplied by the quantity of the outcome, less any deadweight, attribution and displacement.

Each row will show the impact, this is then totalled at the bottom to reveal the total impact, in the case of the supported apprenticeship programme the total impact is £103,176.07

4.0 Social return calculation

4.1 *The future value of change*

This study has demonstrated that the value of some of the outcomes will continue to have an impact beyond one year. However an acknowledgement that the impact may drop off over years has been made.

Overtime the value of money decreases and the basic rate recommended for the public sector in HM Treasury's Green Book is 3.5%, therefore, the final % drop off also allows for a decrease in monetary value at a rate of 3.5%.

When calculating the social return over a period of 5 years this study shows the total impact value of the Supported Apprenticeship Programme to be £194,766.07

4.2 *Inputs*

This programme has a number of inputs; these are detailed in section 2.2.1, the value of the inputs total £94,660.00

4.3 *Social Return*

The social return is expressed as a ratio of present value divided by the value of input, as seen below;

$$\frac{\underline{£194,766}}{£94,660} = £2.06: 1$$

This can be explained as for every £1 invested in the programme £2.06 of social value has been created.

However, if the initial investment was deducted the total impact figure the true net return would be revealed, as detailed below;

$$\frac{(\underline{£194,766 - £94,660})}{£94,660} = £1.06: 1$$

4.4 Sensitivity Analysis

This is an evaluation report which has involved a large extent of direct and focussed consultation; therefore the majority of the information used to compile the impact map can be seen to be a true reflection of the results. However to inspire confidence in this study it is appropriate to acknowledge and recognise that there maybe some level of inaccuracies.

The numbers of people involved in the outcomes are nearing accuracy, the only uncertainties lie with predictions for the future, i.e. the number of those who 'may' continue in employment. Once the programme passed its 2nd anniversary (Oct 11) 7 young people remained employed in Gentoo, 4 have been recruited into full time positions and 3 who have spent an average of 7 months on the Gentoo agency. The remaining 3 are applying for vacancies both internally and externally, 2 of them have up to 2 months to secure full time posts to fulfil the prediction in the impact map which is based on research taken from a statistical study conducted by LSC regarding 'work based training programmes'.

However if the quantities were to remain as they are now where **4 apprentices** are in full time employment as oppose to 6 and **3** remain on the agency as oppose to **1**, the SROI ration would **decrease from £2.06 to £1.99**. And, if displacement is considered and 25% applied to all outcomes for DWP, benefits and welfare and treasurer stakeholder group, the SROI ration would **decrease further to £1.91**.

Both scenarios still represent a significant social return on investment.

The % applied for 'attribution' was based on firm data collected from the young people themselves, partners and evidence based research, therefore it can be assumed that the attribution % is as near to accuracy as possible.

Deadweight however, despite carrying a strong suggestion regarding the unlikelihood of the outcomes being achieved without the programme still holds a level of doubt therefore this has been included within the sensitivity analysis. If 20% deadweight was applied to all outcomes (with the exception of the outcome with

25% already applied) the social value created would reduce to **£1.76**.

‘Duration’ and ‘Drop off’ also present a level of uncertainty, therefore understanding true longevity is not as convincing. The table below shows how the SROI ratio would change if ‘duration’ was decreased and ‘drop off’ was increased’;

Outcome	Duration	Drop off	SROI ratio
People have improved aspirations and decide to progress to university to obtain a degree	3 yrs	20%	£1.82
People have improved life skills	2 yrs	20%	
People obtain vital work skills that will enable them to apply for jobs	2 yrs	20%	

The above examples showing increased drop off, reduced duration and lower quantities are very useful in demonstrating the implications these changes have to the value of the impact. However it is important to point out at that some of the proxies used in the map represented the minimum amount. The table below represents how the impact would change if the higher proxies identified were used;

Outcome	Proxy Used	Higher Proxy	SROI ratio
Saved resource time in the workplace	£5973	£9735	£2.38
People feel more confident knowing they have obtained work skills that will enable them to apply for jobs	£2400	£5500	

N.B. The information used in this table is fully explained in section 2.7.

The results of this sensitivity analysis has shown that the level of change may fluctuate to as low as **£1.76** (decrease of 15%) but may have risen to as much as **£2.38** (increase of 15%). These fluctuations indicate that the Social Return in Investment stated in this report of **£2.06** shows a fair representative of the value created by Gentoo through the Supported Apprenticeship programme.

Reflections and Recommendations

Reflections:

Time spent evaluating this Supported Apprenticeship Programme has proven useful in understanding the full impact of the programme, particularly those experienced by the young people themselves.

Gentoo is a peoples and property business that exist to generate and deliver enduring opportunities and solutions. With a vision that encompasses more than property alone, Gentoo aim to have tangible, positive effects on the way people and communities live, develop and improve. All these investments made into the young people throughout the neighbourhoods now will no doubt prove fruitful and have a ripple effect for many years to come, the impact of which could be potentially extensive and unfortunately to vast to measure. The impact presented in this study is only a very small representation of the potential long term advantages of this programme.

Recommendations:

A number of issues were identified as a result of the consultation, issues that are very easy to address;

Some common suggestions from the mentors are summarised below;

- More time in the workplace for the apprentices, sometimes the number of courses and events they need to attend affect the productivity in the offices
- Regular meetings for the mentors or mentor support mechanisms would be beneficial
- Matching up the apprentice to the correct person is really important for both the mentor and the apprentice, it would avoid unsettlement should they need to be moved

These are very useful comments and with additional planning for future programmes such as this, improved results and productivity will evident.

Consultation with 5 of the apprentices took place after only a few weeks into the programme and some unique outcomes were emerging, such as:

I am eating healthier and now even eat with my family which is something I have not done for a while. I am not sleeping all morning and staying up late at night. I am not smoking as much I have gone from 20 to 10 a day. I now only go out once a week because I know I need to be up for work. I have made new friends. My weekends now don't run into weekdays, I now get up in the morning and eating at proper times.

These outcomes would suggest number of health and social outcomes however because they did not emerge at the final consultation they have not been included. The potential reason for this may due to the length of time between consultation periods and the change in habits may have been short term, therefore impact may not have occurred, or the effect of it may have been forgotten.

To ensure this is avoided in the future programmes, especially where periodic outcomes may be evident, more frequent consultation would be beneficial. Gentoo are however currently devising and embedding systems that will track and log the journey and changes that occur to people involved in their programmes.

SROI Network		Supported Apprenticeship							
Stakeholders	Stakeholders' Objectives	Inputs		Outputs	The Outcomes				
Who do we have an effect on? - Who has an effect on us?	What do you think will change for them?	What do they invest (description)	What they invest (value £)	Summary of activity (quantified)	Description	Indicator	Source	Quantity	Duration
Young People aged (16-19)	apprentices will be given the opportunity to gain valuable work experience	Time and commitment	0	10 young people achieve; - NVQ Level 2 in relevant discipline -key skills training -Technical certificates -opportunity to have 42 weeks work experience with support from an assigned mentor	People have better opportunities for obtaining work	Apprentices who report they would feel more confident when applying for jobs	Focus group session	9	2
						Apprentices who say they have a stronger and appealing CV through gaining qualifications			
					People obtain vital work skills that will enable them to apply for jobs	The number of people who report now having the relevant basic work skills required for an employer	Focus group session	9	3
						Mentors noted how over a period of time they were able to increasingly assign tasks to the apprentice knowing they were capable of achieving it			
					People have improved aspirations and decide to progress to university to obtain a degree	The number of people who move to university	Mentor consultation	1	5
	People have improved aspirations and say they want to work and are able to identify what potential career they are interested in				The number of people who say they now motivated and have direction and know what they want to	Focus group session (7)	7	2	
	apprentices have the opportunity to learn new skills and gain knowledge				People have improved life skills	Apprentices who say they feel more responsible/mature (5)	Focus group session	9	3
						Apprentices who say they have better relationships (1)			
						Apprentices who say they act and respond to things differently (2)			
						Apprentices who say they have a better understanding of different people (1)			
People have more money	The number of apprentices who earned £95 per week for 42 weeks as oppose to £30 EMA	Database	10	1					
	The number of apprentices who say they feel financially better off	Focus group session							

			Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Calculating Social Return					
Financial Proxy Description	Value	Source	What would have happened without us?	What activity did you displace?	Who else contributed to the change	Does the outcome drop off in future years?	Outcomes times proxy less attribution and deadweight	Discount rate (%)		3.5%			
Cost of CV preparation (£271). - Some training providers deliver L2NVQ from £1000 - £1500	£1,471.00	www.cvconsultants.co.uk - http://www.emagister.co.uk/ business_administration_nvq_level_2_courses-ec170006539.htm	10%	25%	52%	10%	£4,289.44	£4,289.44	£3,860.49	£0.00	£0.00	£0.00	
cost of volunteering for the same amount of time	£5,503.00	internal calculations - the number of hours worked (36) x number of weeks (42) x by £3.64 per hour (the minimum rate of pay for under 18's	0%	25%	52%	10%	£17,829.72	£17,829.72	£16,046.75	£14,442.07	£0.00	£0.00	
cost of an environmental degree	£12,000.00	http://www.which.co.uk/news/2011/04/graduate-degrees-pay-off-claims-ons-250361/	25%	25%	52%	0%	£3,240.00	£3,240.00	£3,240.00	£3,240.00	£3,240.00	£3,240.00	
Life coaching costs from £70 per hour - a minimum 6 sessions is recommended	£420.00	http://www.uklifecoaching.org/prices.htm	10%	25%	52%	10%	£952.56	£952.56	£857.30	£0.00	£0.00	£0.00	
"Possibility place" course delivered by Gentoo Living is designed to address improving relationships and promote self responsibility. Internal calculations show individual cost to be £340	£340.00	internal calculations - 5 week course for 2 hours per week (3.5 hours, inc prep time for 2 deliverers + 1.5 day prep time for deliverers @£20 per hour = £295) + individual registration fee of £45 = £340	0%	25%	52%	10%	£1,101.60	£1,101.60	£991.44	£892.30	£0.00	£0.00	
The difference between £95 per week earnings and standard EMA of £30	£2,730.00	internal calculations using standard government guidelines for EMA	10%	25%	52%	0%	£8,845.20	£8,845.20	£0.00	£0.00	£0.00	£0.00	

Their Families/friends	Inspired siblings, family members and friends. Changes to household financial circumstances	Initial financial support prior to the apprentice starting the program (10 apprentices @ an average of £15 per week for duration first 13 weeks whilst only EMA was received) 10 * 15 * 13 = £1950	£1,950	10 Young family members are given opportunity to gain work experience which may eventually bring money into the household	This apprentices were given an evaluation to take away to give to friends and family (none obligatory) but nil returns were received		3	1	
					Temporary increase in family household income - apprentices will start to contribute to household costs	The number of apprentices who gained temporary employment beyond the length of the programme			internal data gathering systems
					Increased family household income secured - Eventually 'board' will be paid to the householder.	The number of apprentices who might be likely to secure additional employment beyond initial 9 months extension			estimation taken from statistics from DFES survey conducted from LSC (70% of trainees are still employed after 6 months)
Gentoo/Gentoo Mentors	Support Mission, Vision and Values. Getting young people into employment in focus areas, where employment is low and poverty is high. Generate movement within the residents through providing employment and giving them the finances to move on thus allowing more availability for new tenants	Resource costs taken from "A cost benefit analysis of Apprenticeship and other vocational qualifications". Steve McIntosh, Department of Economics, University of Sheffield. RR 834 (2007) indicates £3944 per apprentice when apportionment is applied.	£39,440	. 42 weeks of additional labour from 10 apprentices who are from the focussed neighbourhood location. . Opportunity to set up the Gentoo Agency . a pool of admin workers who can be used in various service areas within Gentoo, increasing efficiencies through not recruiting short term contracts.	Young people, especially those from Focussed neighbourhoods recognise their ambitions, have increased motivation, confidence, skills and knowledge and have moved closer to living independent lives.	The number of people who state they have achieved these outcomes	one to one consultation		
					staff management skills have improved and have assisted them in the workplace	The number of mentors who report an improvement in the management skills which has helped them in their role	mentor consultation	2	3
					saved resource time in the workplace	the number of valuable hours the apprentice has provided independently and unaided	Mentor consultation	10	1
Connexions	More opportunities for their borderline clients - those whom are unable to secure a mainstream apprentice but not enough barriers to obtain additional intensive support.	Admin charges and resource - a personal advisor 18 month salary of £39,000 divided by approx number of young people involved in HUB (300), unit cost = £130 x 10 apprentices	£1,300	10 young people offered a new and appealing work experience opportunity.	Reduced reattendance rate of NEET Young People into Connexions services allowing reallocation of resources for other NEET young people	Connexions advisor stated many NEET young people re-engage with the Connexions service 3-4 times before they reach 18. 43% of young people are NEET for 6 months or more	one to one interview with Connexions advisor working on the HUB project	6	1
					Improved opportunities for their clients to obtain professional work placements where they would get the chance to experience the world of work - get some career direction and something for their CV	These outcomes have previously been demonstrated in other stakeholder outcomes		0	0

								£0.00	£0.00	£0.00	£0.00	£0.00
£270.00	One off discussion with an apprentice to gauge potential board paid. Assumption made up of minimum potential 'board' paid once the apprentice earnings increased - nothing paid when £95 per week was earned	10%	0%	52%	0%	£349.92	£349.92	£0.00	£0.00	£0.00	£0.00	£0.00
£1,875.00	15% of lowest annual salary paid by Gentoo £12500 = £1875. Estimation taken from http://uk.answers.yahoo.com/question/index?qid=20100204022042AAP3odP	10%	0%	52%	10%	£4,050.00	£4,050.00	£3,645.00	£3,280.50	£2,952.45	£2,657.21	
								£0.00	£0.00	£0.00	£0.00	£0.00
£837.00	Research on the costs for management course - standard employers NVQ cost = £750 - 2 day managing people and performance seminar £925 - the average being £837 www.proseminar.co.uk . www.ocr.co.uk	0%	0%	52%	0%	£803.52	£803.52	£803.52	£803.52	£0.00	£0.00	£0.00
£5,973.00	Internal calculations using Gentoo salary file	0%	0%	52%	0%	£28,670.40	£28,670.40	£0.00	£0.00	£0.00	£0.00	£0.00
£504.00	Audit Commission - 'Against the odds' - Re-engaging young people in education, employment and training. July 2010	0%	0%	52%	0%	£1,451.52	£1,451.52	£0.00	£0.00	£0.00	£0.00	£0.00

Springboard	Reduce the number of people who are NEET	Sought employers to partake in the programme and delivered the NVQ and key skills training	£8,170	10 work placements for their trainees	Improved work ethics, especially communication and listening skills and achieved qualifications	These outcomes have previously been demonstrated in other stakeholder outcomes		0	0	
Sunderland City Council	Contributing to their 'Assisting People into work Theme'.	Money to pay the apprentices' wages	£39,900	10 young people taken out of the NEET category for a minimum of 42 weeks and given opportunities for contributing to local economy through earnings	Increased money in the local economy	The number who may remain in employment beyond the programme	estimation taken from statistics from DFES survey conducted from LSC (70% of trainees are still employed after 6 months)	7	5	The average increase in income available for the young person to spend locally. Estimated at 40% of their income after tax.
DWP, Benefits and Welfare agency and treasurer	Less number of people claiming a benefit	The service to administer claims and £30 per week EMA allowance for first 13 weeks per apprentice	£3,900	10 less people re-engaging with government initiatives of which leads to 8 less people claiming JSA but instead contributing to society	Less NEET young people claiming JSA.	The number of people who have continued to be employed within Gentoo. The average length being 9 months.	internal data gathering systems	8	1	Average JSA cost for someone their age x 9 months
					Less NEET young people re-engaging in government initiatives.	The number of people who have avoided re-engaging with government initiatives such as connexions	one to one interview with Connexions advisor working on the HUB project	10	1	Average cost per person receiving targeted and NEET transition support is £800 - a cost of £2400 would be
					More people paying Tax and NI temporarily	The number of people who were offered temporary employment beyond the programme	internal data gathering systems	2	1	Average Tax and NI paid on current salary (£178) for 9 months
					More people paying Tax and NI more permanently	The number of people who maybe likely to continue in employment beyond their time spent within Gentoo	estimation taken from statistics from DFES survey conducted from LSC (70% of trainees are still employed after 6 months)	6	5	Average Tax and NI paid on average administration salary (£12500)
Total			£94,660.00							

						£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
£3,519.00	Annual take home income from a typical administration assistant salary of £12,500 - £2067 (tax and NI) = £10433 - JSA for 1 year of £2613 = take home income of £7820. 45% of this to be spent in local economy, the other 55% to be spent on purchases made to National organisations such as High St retailers, mobile phone companies, internet sites and board/housekeeping costs. 45% is an estimation based on discussions with two of the apprentices.	10%	25%	52%	10%	£7,981.09	£7,981.09	£7,182.98	£6,464.68	£5,818.22	£5,236.39	
£1,987.00	http://www.jobseekers-allowance.com	0%	0%	52%	0%	£7,630.08	£7,630.08	£0.00	£0.00	£0.00	£0.00	
£2,400.00	Audit Commission - 'Against the odds' - Re-engaging young people in education, employment and training. July 2010	10%	0%	52%	0%	£10,368.00	£10,368.00	£0.00	£0.00	£0.00	£0.00	
£266.00	www.worksmart.org.uk/tools/tax_calc.php	0%	0%	52%	0%	£255.36	£255.36	£0.00	£0.00	£0.00	£0.00	
£2,067.00	www.worksmart.org.uk/tools/tax_calc.php	10%	0%	52%	10%	£5,357.66	£5,357.66	£4,821.90	£4,339.71	£3,905.74	£3,515.16	
		0%	0%	0%	0%	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
						£103,176.07	£103,176.07	£41,449.38	£33,462.78	£15,916.40	£14,648.76	
							Total Present Value (PV)				£194,766.07	
							Net Present Value				£100,106.07	
							Social Return £ per £				2.06	
							Present value of each year	£99,687.03	£38,693.44	£30,181.51	£13,870.23	£12,333.87
							Total Present Value	£194,766.07				

Appendix 2 Audit trail

1. Stakeholders included in the analysis

<p>The Young People – The young people who were placed within the NEET services were given the opportunity to gain work experience with the potential to obtain secure employment, something that would have otherwise not have obtained. Other outcomes such as learning about the world of work and gaining qualifications through work based training would be achieved.</p>
<p>Springboard – Enabled access to reliable employers for the apprentices, with solid work placements and commitment to the young person’s success. Springboard was the NVQ deliverer on the programme. We interviewed representatives from Springboard to identify the changes and impact to both themselves and the young people from their perspective.</p>
<p>Connexions – Having a variety of programmes to suit individual needs increased connexions opportunities for moving NEET young people to better prospects, often looking for work, taking up training or volunteering opportunities are not appealing in isolation – especially if they have no cash incentive to offer. Connexions used measures to select the most appropriate person for an interview. A representative from Connexions was interviewed to identify the changes and impact to both themselves and the young people from their perspective.</p>
<p>Family and Friends – Often the pressure of an unemployed/unengaged friend or child may put pressure on relationships, both financially and emotionally. A survey was given to the apprentices and they were asked to give them to family members or friends to complete (none obligatory), unfortunately none was returned. Other outcomes such as increased household income was identified.</p>
<p>Gentoo: Gentoo – various departments across the Gentoo group would have access to free labour, however this maybe counteracted by the time and resource spent on mentoring and developing the young person. Long term benefits may occur through recruitment and induction cost savings should the apprentices find permanent employment in Gentoo. Gentoo Living – improving people’s well-being in their neighbourhoods and fulfilling their aims and objectives. This has initiated a possible concept to be named – Gentoo Living Agency, a pool of workers will be made available to assist a range of departments across the organisation when work demand is temporarily high; improving efficiencies without investing in recruiting new staff members. Gentoo Mentors – these formed an integral part of the apprentices’ development and they had an interest in their success, the apprentices heavily relied on the mentors throughout the programme therefore consultation was carried out with them also.</p>
<p>Local Council – The project was financed through the Working Neighbourhood Fund Strategy from Sunderland City Council and was funded to contribute to the Assisting People into work Theme.</p>
<p>Government agencies – the key criteria for entry onto this programme were those individuals classified as ‘NEET’ (People aged 14-19 who are not in education, employment or training), potential savings to welfare and benefits for a minimum of 42 weeks and beyond would occur.</p>

2. Stakeholders not included in analysis

Other referral agencies – as with connexions – referral agencies such as those from the core employability service could make referrals into the project. These include Job Centre Plus, E2E, City of Sunderland College and other community based projects. Connexions were critical in the recruitment for Gentoo therefore other referral agencies were not consulted with for this impact assessment.

Local Businesses – may have benefitted from access to fully qualified, trained and experienced workers if the assigned employer could not offer them a position. However the majority of apprentices remained employed within Gentoo either on temporary or permanent contracts.

3. Outcomes not included in the analysis

The following outcomes identified were not included/valued as additional outcomes. They were considered part of the chain of events which led to the final outcomes identified in this study.

Baseline data was collected with the first cohort of apprentices (5), and focussed on measuring the intended key soft outcomes and an exercise was completed with the 4 who remained at the end of the programme to measure the distance travelled. The objectives of the programme encompassed a number of soft outcomes and the initial intake of the first 5 apprentices was asked to indicate on a scale of 1-10 (10 being high) where they felt they were in each, as listed below;

- self discipline
- confidence
- commitment
- self awareness
- social awareness

They were also asked;

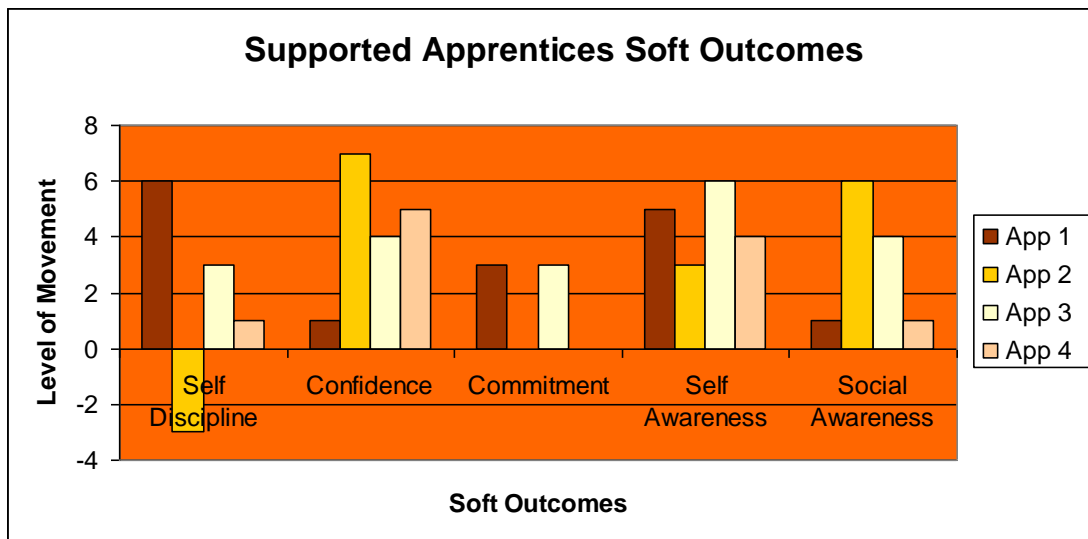
- What was your motivation for applying to go onto the apprenticeship programme
- What do you hope to achieve from your time spent on the program
- What support have you had from others? i.e. family and friends
- What do you think your employment prospects would have been had you not entered onto the program

- What was your financial status before you joined the program i.e. benefits claims
- What has changed for you so far?

When Gentoo embarked on this programme each apprentice was asked to complete an assessment which indicated on a scale of 1-10 (10 being high) where they felt they were using the 5 key five soft outcomes as identified in the original bid;

- self discipline
- confidence
- commitment
- self awareness
- social awareness

There was a varying degree of levels of each of the soft outcomes and each was individual to them, an analysis was carried out at the end of the programme and results are revealed in the table below;



N.B. only 4 apprentices from the original five remained with Gentoo – the other went onto study for an environmental degree when their programme was over.

They were also asked of their motivations for joining the programme and expectations from the opportunity and after a few weeks they were asked what had changed for them in the early weeks;

- In summary, the common key motivations included;
- lack of qualifications

- no work experience
- wanted employment opportunities

In summary, the common key expectations included;

- job opportunity and prospects
- training and qualifications
- confidence

In summary, some early changes other than those listed in the soft outcomes included;

- *“it has put routine into my life, it has opened my eyes to what I can achieve giving me a sense of achievement”*
- *“given routine to my life, I am eating healthier and now even eat with my family which is something I have not done for a while. I am not sleeping all morning and staying up late at night. I am not smoking as much I have gone from 20 to 10 a day. I now only go out once a week because I know I need to be up for work. I have made new friends”.*
- *“my weekends now don’t run into weekdays, I now get up in the morning and eating at proper times. I have more confidence, the initial weeks spent with Springboard helped me to break my shyness. I have gained experience in meeting and working with new people”*
- *“It has helped my body clock, in getting up in the morning”.*

Appendix 3. Sample Evaluation/Questionnaires



Group Focus Session (Service User)

COVER SHEET

Programme	Supported	Apprenticeship
Programme		
Consultation Date	March 2011	

Was this consultation carried out with a representative from Gentoo?

YES

NO

You have been selected as an important stakeholder to provide feedback on your experience with Gentoo Living. Your feedback will assist Gentoo Living to carry out SROI (Social Return on Investment) and SAA (Social Accounting and Audit), both of which are just two of the methodologies Gentoo Living use to demonstrate the impact of their services.

We appreciate your agreement to take part and assure you of Gentoo Living commitment to continuous improvement. This framework facilitates and informs our internal strategic planning process, and aids our contribution to the groups Vision, Mission and Values;

Vision: to improve the art of living beyond our Imagination

Mission: We generate wealth by improving the lives of our customers and re-invest it through passionate people to create a climate for personal and collective opportunity

Values:

- Believe nothing is impossible
- Re-imagine the future
- We cultivate and learning curiosity
- Live authentic relationships
- Give us all you've got

Materials Required

Post its

Coloured Dots

Prepared Posters
Flip Chart Paper
Copies of Handout 1.

Task 1.

Using the post-its please describe 'what has changed for you' as a result of the time spent on your programme with Gentoo Living.

Task 2.

Ask the participants what is next for them –

- either their intentions for the future
- action they have already taken

Facilitator - Open up discussion to identify the impact of the outcomes achieved – use flip chart paper to capture information or if participants prefer their feedback to remain anonymous they may use posts its – this will however restrict open discussion when discussing the next Task

Task 3.

Discuss the impact of outcomes achieved to identify '*what value they would place on this change – how/ where else might they achieve it, purchase it, access it*'.

Task 4.

Discuss '*would this have happened without our intervention*'? How many of you would have arrived at this place if it wasn't for the assistance of Gentoo Living? – How many had an intention to change, had taken action to change etc..... and how many needed an extra push/motivation

Task 5.

Discuss '*Attribution*' and ask '*who else has helped you arrive at this place – think about other agencies, families, peers*'.

Handout 1. Attribution Pie
Handout 2. My story
Handout 3. Friends and Family evaluation

Facilitator - Ask participants to use the shape below to demonstrate support from others in % format

End of Consultation –

- thank the participants
- ask how they would like to receive information regarding their input
- ask for volunteers who would like to remain in contact with Gentoo Living

Handout 1.

Indicate in the table below other areas where you have received support

e.g.My best friend.....

.....

.....

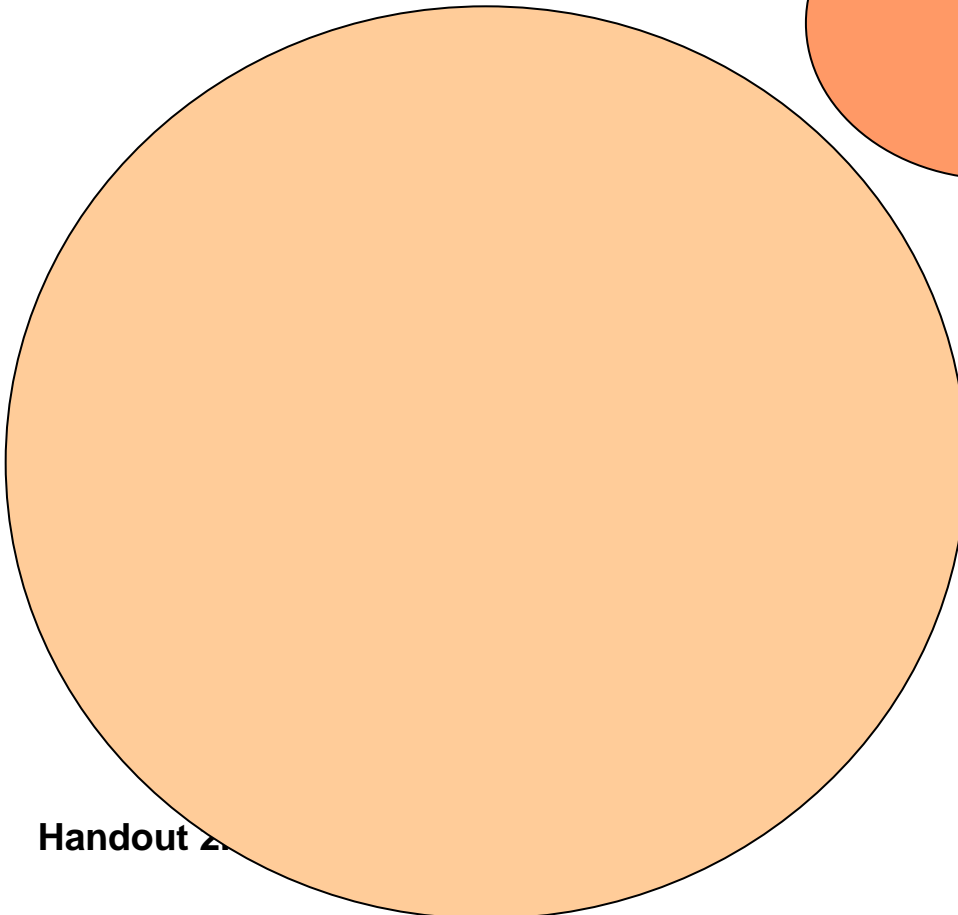
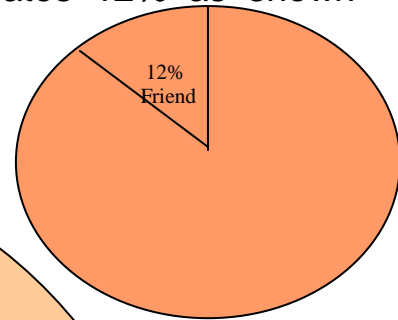
.....

.....

.....

Now use the pie chart below to indicate what percentage of support each of them have offered i.e. if you have received 100 hours of support in total and your best friend has spent 12 hours helping you draw a piece of pie that indicates 12% as shown below;

e.g.



Handout 2.

We like to use actual case study material throughout our reports to show how individual journeys evolve – it helps the reader to understand the changes people encounter and may inspire others to take part in future programmes. If you'd like to inspire others and be happy for us to include your story we'd be grateful for a paragraph about your journey - (about 3 to 4 sentences). You are free to write what you want but if you need some guidance on what to include the questions below should help and give you an idea of where to start

- how life was for you when you started
- where you are now
- what problems you encountered
- what you are most proud of
- what your aspirations are now?



Stakeholder Consultation (Partner)

Programme

Consultation Method

Consultation Date

Consultation Interval

SROI (Social Return on Investment) is just one of the ways Gentoo Living demonstrates the impact of their services. The process lends itself very well to our organisation as it permits application to specific programmes.

One stage in the process is 'Stakeholder Engagement', this sets out to **'understand what changes for them'** and, if carried out effectively paves the way for the critical part of the process **'to value the things that matter'**.

You have been selected as an important stakeholder and we appreciate your commitment to take part. Our findings from this will assist Gentoo Living to produce an impact map that will demonstrate the **'the full story of change'**.

When completed the impact map and an accompanying report will go through an assurance process laid out by SROI UK network, this will give Gentoo Living and those whom we serve confidence to know that our work is scrutinised and verified by an external source.

Gentoo Living is committed to continuous improvement and this framework facilitates and informs our internal strategic planning process which aids us to contribute to the groups Vision, Mission and Values;

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- Live authentic relationships
- Give us all you've got

ABOUT YOUR ORGANISATION.....

Q1. Upon becoming a partner in this programme what were your aims and objectives? (V,M,V,O – aims – outcomes – outputs)

Q2. What did you invest/input into the programme i.e. resources or finance?

Q3. Now the programme has come to an end, please comment on how your organisations aims and objectives have been met:

Outcomes/Aim	Exceeded expectations	Met expectations	Only partly achieved expectation	Not met expectations at all

Q4. Other than those listed above - are there any other outcomes/outputs occurred as a result of the programme that you did not expect? - Please explain:

Q5. Of what value are these additional outcomes to your organisation, are you able to financially quantify the value of this outcome i.e. *it has saved you resource time or it has saved a cost*

Q6. Would these outcomes have been achieved without the intervention of Gentoo Living?

Yes No in part (please explain)

Q7. Did you receive any practical support/help from other agencies? If 'yes' what % contribution did this agency give?

Yes No

Agency/Organisation	% Contribution

Q8. Where positive outcomes were gained for stakeholders were they at the expense of negative outcomes for other stakeholders?

Yes No *Please explain below;*

Q9. Do you expect the impact of the outcomes to drop off over time? Drop off is the value of the benefits not sustained.

Yes No *Please explain below;*

Q10. Are you aware of any statistics relating the trainees sustaining employment - how does the success of the supported apprenticeship programme compare with
- similar programmes
- other organisations involved in this programme

ABOUT THE SUPPORTED APPRENTICES.....

Q11. Upon referring the young person onto the supported apprenticeship programme what did you mainly want/expect them to gain.

Q12. To what extent do you feel they achieved their expectation?

Q13. To what extent has their involvement in this programme helped to reduce reliance on or needs of your organisation and services? (*do you find clients are more likely to move forward with their life*)

Q14. What do you think Gentoo offered this programme that other similar programmes haven't?

Q15. During your experience with the supported apprenticeship programme are there any suggestions for improvements or additions to the service that you would like to see?

Thank you for your time, this information will greatly assist Gentoo Living to improve its services



**Stakeholder Consultation (Mentor)
Supported Apprenticeship Consultation**

Programme

Method

Evaluation Questionnaire - unaided

Consultation Date

March 2011

Consultation Interval

Programme end

SROI (Social Return on Investment) is just one of the ways Gentoo Living demonstrates the impact of their services. The process lends itself very well to our organisation as it permits application to specific programmes.

One stage in the process is 'Stakeholder Engagement', this sets out to '**understand what changes for them**' and, if carried out effectively paves the way for the critical part of the process '**to value the things that matter**'.

You have been selected as an important stakeholder and we appreciate your commitment to take part. Our findings from this will assist Gentoo Living to produce an impact map that will demonstrate the '**the full story of change**'.

When completed the impact map and an accompanying report will go through an assurance process laid out by SROI UK network, this will give Gentoo Living and those whom we serve confidence to know that our work is scrutinised and verified by an external source.

Gentoo Living is committed to continuous improvement and this framework facilitates and informs our internal strategic planning process which aids us to contribute to the groups Vision, Mission and Values;

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- Give us all you've got

About you.....

Q1. Upon becoming a mentor on this program what were your own personal aims and objectives? (*What did you hope to achieve*)

Q2. To what extent did you achieve your aims and objectives?

Q3. How much time did you spend supporting your apprentice?

Per week/month (*please circle which*)

Q4. Did mentoring the apprentice affect your role and duties, if so please describe both negative and positive effects

About the apprentice.....

Q5. Is your apprentice still employed within Gentoo - if not are you aware of what has happened to them since they left?

Yes No, please explain

Q6. In your opinion has the apprentices work prospects improved during their time spent on the programme? - (*how 'work ready' were they when they first joined and how 'work ready' are they now*)

Q7. What else has 'changed' for the apprentice - what has the programme enabled the apprentice to achieve or overcome both personally and professionally?

Q8. Are you aware of any other support received by the apprentice while they were on the programme that was key to them being successful in their achieving their goals i.e. family etc..? Please explain

Q9. In your opinion do you think the apprentice would be where they are now without the intervention of Gentoo on this programme?

Yes No In part (please explain below)

Q10. Over the course of time how many hours was your apprentice able to work and carry out duties unaided (*i.e. you were happy to trust them to carry out an instruction and deliver a task like any other employee*)

Number of hours in the first month
Number of hours in their final month

Q11. In your opinion what does the supported apprenticeship programme do well?

Q12. What would you suggest the supported apprenticeship programme can improve on?

Thank you very much for your time, this information will greatly assist Gentoo Living to improve its services

Appendix 4 Statements from Consultation

Whats changed	Indicators	Valuation
Supported Apprentices		
Better job prospects	More qualifications and better CV (3) More confident with interviews (2) I can prepare a CV better (3) and and apply for jobs I can apply for more jobs now as I'm more confident in interview More education - gain more knowlegde	Work experience - training
Improved Aspirations	I want to study ICT (1) earn enough money to buy a car (1) I want to work and enjoy work I want a full time job in admin (1) I now know what I want I want a different job out of admin - work with YP (1) I've been looking at college courses (1) I've more career aspirations and drive (2)	volunteerrig - work placement - uni
More money	I have more money by having a job Better social life Financially now I have more money to do different things	value of earnings
Improved life skills	More structured life (routine, stability, structure) More responsible (4) better reationships I see things differently for the best I've let me wall down the choices programme really helped (3) understanding towards different people better more mature More confident (6) More motivated (4)	buy in services to help
Work Skills	Better organised (3) Apply for more jobs in person(2) Better time keeping (2) I can work on my own initiative can prepare for job interviews better work better as part of a team (3)	volunteering - work placement - training

Connexions

	This programme that Gentoo was involved in allowed some of our group who would normally slip through the net a chance to get some mentoring from a professional organisation	They would not have achieved this without Gentoo intervention - in valuable
Improved opportunities for there NEET group	2 of the girls were on an activity agreement with 20 wks work support	
Reduced the reattendance rate	Some kids would normally come back up to four times before they could sign on for JSA and attend various courses - maybe 12 wks foundation course or PT course	In some cases the young girls turn into young mams - this may have happened

Connexions expectations was to allow those group of people who were capable of undertaking an apprenticeship programme but did not have the expected qualifications or for one reason or another were unable to impress at interview stage. These young people were not 'needy' enough to qualify for additional support but not qualified or impressive enough to be taken on by a mainstream apprenticeship/training provider - **this expectation was exceeded**

Connexions felt that this activity did not totally displace any other because if the opportunity was to be opened up wider than the focussed neighbourhoods then there would have been more choice however - the impact to this small group has been far greater than it would have been to the wider population

Admin charges and resource - a personal advisor 18 month salary of £39,000 divided by approx number of young people involved in HUB (300), unit cost = £130 x 10 apprentices

Springboard

Whats changed	Indicators	Valuation
Reduce the number of people who are NEET	This programme met the expectations in relation to Gentoo as being an 'employer' on the HUB programme	They would not have achieved this without the HUB programme the critical element of

		the programme was the £95 per week wage that the YP received
--	--	--

Opportunities for additional training	The YP attended the CHOICES programme through Youth at Risk Andrea said how this really made a difference with them - was this organised through Gentoo
--	---

Young people gain work experience, learn about work ethics, gain qualifications and improve personal skills specifically communication skills	The springboard assessor said they had all achieved this to some degree but noticed most of all how their communication skills vastly improved i.e. not talking over one and other and listening to others point of view
--	--

When asked if these outcomes would have been achieved without Gentoo intervention Springboard said it varies from employer to employer and person to person - they only use employers who are prepared to give more one to one intervention however an acknowledgment of Gentoos internal resources and capacity was made which allowed more time and more scope for trying YP in different areas and with different mentors.
input staff time was calculated using unit cost for delivery of the service - £817 x 10 = £8170
Springboard felt that this programme did not displace any other activity as it was unique due to the payment of £95 being funded and that the chances of these YP being involved in such apprenticeships was very unlikely as they had been NEET for quite some time and tried other routes prior
one other referral agency was the NEET panel who met once every 2 weeks they referred some of the young people onto the programme although a number cannot be identified

Mentors		
Whats changed	Indicators	Valuation
Apprentice improves both professionally and personally	Apprentice can now confidently apply for administrative posts	already valued
	Has more work ethic and is aware of what is expected	
	Increased enthusiasm to tackle new tasks	
	Much more confident and mature in her outlook	
	Is now aware of the importance of projecting a professional image and team work	
	Is studying an environmental degree and I feel working with the green team helped her achieve this	

	<p>xx confidence has improved throughout the time with Gentoo and she also improved her admin and computer skills</p> <p>The apprentice is comfortable and confident working in the team</p> <p>In the beginning xx was she and reserved</p> <p>improved knowledge of Gentoo</p> <p>improvement on them both personally and professionally</p> <p>I would comfortably say xxx is ready for any admin role</p> <p>comfortable around people and communicates well, always keen to learn and get involved - very confident</p> <p>confident now, admin skills have developed and capable of carrying out tasks without any help and support</p> <p>xx was not confident answering the telephone but with time and patience this has been overcome and is comfortable answering them, taking messages within the groups standards in professional manner</p> <p>Absolutely unready for commercial environment - before joining us, left college before finishing because could not be bothered to go - prospects now - full time job within company</p> <p>what has changed - personal discipline, structure to achieve goals, personal responsibility to see task through to conclusion. Development into a team and the importance there in</p>	
Mentors develop their own skills	Learnt about my personal flexibility and adaptability	managing people course
	<p>I believe I have learnt a lot from the experience and definitely improved my management skills including carrying out 121's, allocating work</p> <p>gave me more skills and improved my knowledge. I am now in a new role and manage a small team and feel this experience has helped me a lot</p>	
Saved time in the workplace	<p>on average the apprentices could produce 18% of tasks in the workplace unaided, by the time the programme ended this had risen to an average 77%. Sliding scale increase in number of unaided hours for all 10 apprentices 901 hours per apprentice @ lowest rate per hour £6.63</p>	
	<p>The average number of unaided hours worked by each apprentice (901) over the 49 week period x lowest rate per hour paid by Gentoo (£6.63)</p>	