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# *Making a difference*

## The social impact of Brigade



*“I can see the change in the people I’ve referred. I see massive changes in their confidence, their work behaviours are better... and they’ve got a smile on their face.”*



*“When I see Brigade, I feel proud of what the partnership has achieved.”*



*“I was homeless when I found out about the Beyond Food programme. I came to this country to find a better life. And now here I am, nearly a husband, a dad, and a chef.”*

*“You could give money but you’re not connected. At Brigade you can see the difference and you can’t help but be inspired.”*

*“Before becoming an apprentice I’d been in prison. But everything has changed since I became an apprentice – now I’m a fully-qualified chef in permanent work.”*



*“Brigade is having an impact at policy level. It’s important for the social enterprise movement.”*

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The Fire Station partners:



# Executive summary

“Brigade is a strong, easy to understand example of what social enterprise is all about”

Kieron Boyle – Head of Social Investment, Cabinet Office

“PwC should be applauded for instigating this unique collaboration and on raising the concept of social enterprise in the corporate world. I only hope more corporates replicate this successful model”

Peter Holbrook – Chief Executive, Social Enterprise UK

Brigade is a bar, restaurant and venue, based in central London. It opened in September 2011, thanks to a unique partnership between PwC, De Vere Venues, the Homes and Communities Agency, Big Issue Invest, the charity Beyond Food and the chef Simon Boyle.

As well as being a busy working restaurant, Brigade is the home for a series of programmes that Beyond Food runs with people who are homeless or at risk of homelessness – *Freshlife*, *Get Stuck In* and the *United Kitchen Apprenticeship*. *Freshlife* runs for five days over a number of weeks, and aims to get people interested in food and in taking control of their lives; *Get Stuck In* gives those who’ve completed the *Freshlife* programme three weeks of kitchen experience; the *United Kitchen Apprenticeship* gives the apprentices six months in the kitchens at Brigade, an NVQ Level 2 qualification and a further seven months on a work placement, where they can hone their skills and get ready for a career in the food industry.

This report has been produced by PwC, independently of those involved in the partnership, and looks at the social impact of Brigade over its first three

years. In conducting our analysis, we’ve spoken to those involved in creating and running the partnership, to some of the wider stakeholders and to the apprentices themselves, to see how they’ve been affected by their experiences. We’ve also constructed a model to estimate the social return on investment (SROI) generated by the first three years of the partnership in monetary terms.

Because of the information available to us, we’ve focused only on the benefits of the apprenticeship programme, for the sixty people who took part in it between September 2011 and September 2014 – if we’d been able to include the *Freshlife* and *Get Stuck In* programmes too, it’s likely that the social impact we’ve reported would have been greater.

Our analysis shows that Brigade has had a significant social impact. It’s increased awareness of the problem of homelessness, it’s made an impression on business leaders and policy makers alike and, most importantly, it’s changed people’s lives, as can be seen in the quotes from beneficiaries that are sprinkled throughout the report<sup>1</sup>.



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# 1.57 : 1

The Social Return on Investment  
generated by Brigade in its first three years

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In financial terms, for every £1 that has been invested in Brigade over the period reviewed, £1.57 in social value has been generated, through a mixture of economic benefits, welfare benefits and savings to the public purse. As we've only looked at the apprenticeship programme, we expect this is a conservative estimate of the benefits.

The various partners have learnt valuable lessons from the collaboration which they've shared in this report, for others who may be interested in heading down a similar road. All the partners speak very positively about the benefits of being involved and would encourage others to take similar steps.

This report indicates that diverse, multi-sector partnerships can create real social value if they are committed, determined, patient and, perhaps above all, united in their vision for the change that they want to see.

# Introduction

Brigade is a bar, restaurant and conference venue, located in Southwark, central London and opened in the autumn of 2011. Alongside the food and drink that it serves, it provides opportunities in the food industry for those who are homeless or at risk of homelessness. Brigade gives previously disadvantaged people a chance to change their lives – the chance to gain skills, confidence, employment, to get back on their feet and to become productive members of society.

There are other restaurants with a social mission but Brigade is an unusual, perhaps unique, collaboration between organisations across the private, public and third sectors: charity Beyond Food and its chef founder Simon Boyle, business advisory firm PwC, hospitality company De Vere Venues, the Homes and Communities Agency and the social investors Big Issue Invest.



This report, produced by PwC, looks at how the partnership came together and what it's achieved. Three years on, what has the social impact of Brigade been? What has the social return been on the investment that was made by the partnership? And what lessons would the partners pass on to others who may be interested in replicating this type of partnership?

The rest of this report covers the story of how Brigade came about; the social mission of Brigade; the social outcomes of the collaboration; the analysis undertaken to estimate the financial value of these social outcomes (the social return on investment) and a summary of the results of the partnership. The appendix provides some more technical detail on the analysis conducted.

# A collaboration in the making

Brigade is located in the Fire Station, a Grade II-listed building situated in Tooley Street, central London. The Fire Station was built in 1879, one of many built in London in response to the Great Fire of Tooley Street in 1861. It operated as a working fire station from 1879 until it was decommissioned in 1928. Over the next eighty years the building had a variety of industrial and commercial uses, but it was in a state of relative disrepair when the site next to it was acquired by PwC to build their new More London office in 2009.

When PwC took on the lease for this site, there was much discussion about what to do with the Fire Station building next to it. PwC wanted the Fire Station site but didn't initially have a firm idea of what to do with the space. But PwC has a long history of supporting the communities in which it operates through its Community Affairs programmes, particularly in the London Borough of Southwark, and has spent many years delivering volunteering programmes that support the employability prospects of disadvantaged people. PwC also had established commercial and community relationships with the social enterprise



sector, and it wasn't long before the idea of turning the Fire Station into a social enterprise hub was agreed. But what should go into this four-storey building?

After considerable discussion, the PwC Executive Board decided that in order to be a serious player in the social enterprise world, they needed to support their own social enterprise within the building, as well as providing space for other social enterprises.

Meanwhile, the chef Simon Boyle was working to combine his cookery expertise and passion for social action. Simon had formed the Beyond Food charity and had been developing programmes to provide skills and work experience in the catering industry to those who were homeless or at risk of homelessness. Simon had met PwC through an earlier business challenge programme called Spark, which provided funding to emerging social enterprises, and had also secured grant funding from the Homes and Communities Agency for a building to house his work. The timing was perfect and the idea of creating a restaurant together was born.

So, the Fire Station site was secured, the purpose of the building was clear and the idea of creating a restaurant within it was agreed. But who would run the restaurant? It needed an organisation with the relevant expertise and PwC had a longstanding relationship with De Vere Venues, who host many of PwC's training courses in their venues. De Vere felt the prospect of getting involved in Brigade was a good cultural fit with their organisation's interest in community issues, and they came on board to manage the operational side of the restaurant.

Building and launching a restaurant takes patience, vision and, critically, investment. Big Issue Invest (BII) joined the partnership, providing additional funding from their Social Enterprise Investment Fund. BII had existing relationships with both PwC and Simon Boyle, and the range and nature of the organisations involved encouraged them to join.

With the partnership secured, a Fire Station Operating Committee was established. Chaired by PwC, this has met monthly since it was formed and is the governance forum to discuss ongoing issues of relevance to the partnership.

### **Key partners and their roles in the partnership**

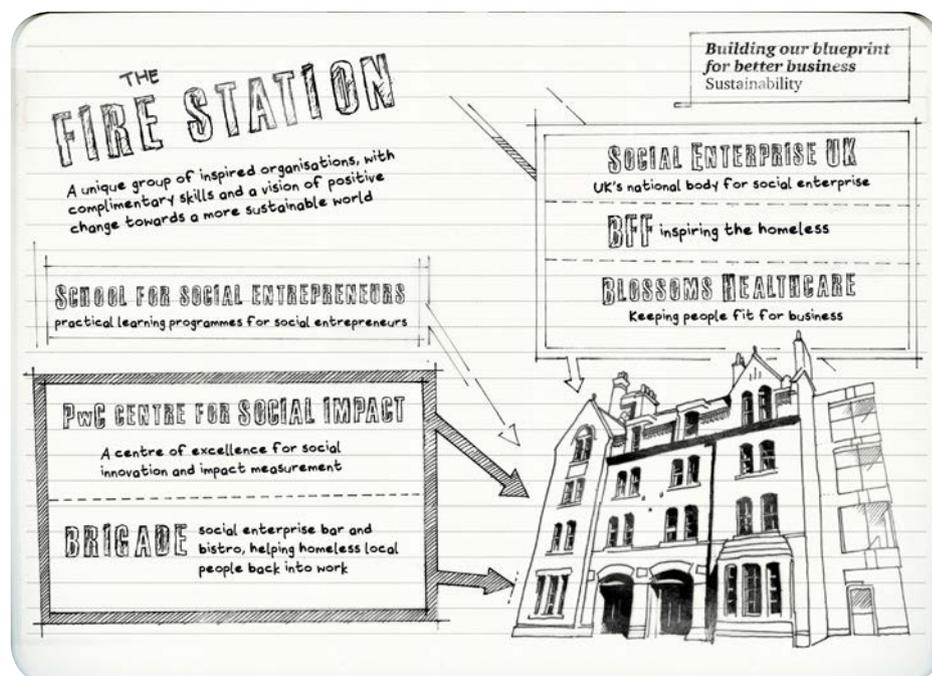
The Fire Station partnership involves a variety of organisations, which have each undertaken a number of roles in the last three years, bringing complementary skills and assets to the collaboration.



## Creating a social enterprise hub

With the partnership in place, renovation of the Fire Station site began in earnest. Over a period of many months, the space was transformed into the social enterprise hub it is today, housing Brigade and other organisations active in creating social change.

The ground floor of the building houses Brigade's bar and bistro, whilst the first floor provides venue space for events and functions, as well as a 'cook school' and private dining rooms. The second floor provides a working space for the School for Social Entrepreneurs (SSE), which offers practical learning for social entrepreneurs looking to start and grow a new venture, as well as PwC's Centre for Social impact – a venue for PwC to deliver community programmes and support social entrepreneurs with coaching, training and events. The third floor is home to Social Enterprise UK (SEUK), the UK's national body for social enterprise, and Blossoms Healthcare, which provides independent healthcare services and also supports the physical and emotional wellbeing of the Brigade apprentices.



PwC believed that bringing together a cluster of organisations with similar interests into a social enterprise 'hub' would encourage cross-fertilisation of ideas and skills and create impacts that are greater than the sum of their parts, as well as support Brigade to be successful.

This evaluation looks solely at the impact of Brigade. There are wider impacts that have been generated as a result of restoring the Fire Station and developing the social enterprise hub, particularly those accruing to SEUK and the SSE, but they are outside the scope of this report<sup>2</sup>.

# Having a social impact

## Freshlife

Five days of interactive workshops that use food as a catalyst to motivate and inspire people who have been at risk of or have experienced homelessness.

Participants cook new dishes, tour and dine at a local market and learn what it takes to prepare and eat nutritious, balanced meals.

## Get Stuck In

A three-week professional work experience course, which gives participants the skills and experience to work in London's catering industry.

## United Kitchen Apprenticeship programme

A fully certified, 13-month apprenticeship programme. Starting twice a year, apprentices spend six months working in the professional kitchen at Brigade and then move into work placements with Brigade's employer partners for the remaining seven months, which can lead to full-time employment.

During the programme, apprentices receive physical and emotional support from Beyond Food and Blossoms Healthcare, and business mentoring from PwC volunteers.

Beyond Food programmes that are run at Brigade



## Brigade's social mission

To the customers it serves, Brigade is a normal bar and restaurant like any other. Behind the counter, however, the team includes a number of people from previously disadvantaged backgrounds. Brigade is central to the delivery of a range of programmes (see box) that are run by Beyond Food, culminating in an apprenticeship that 60 people have undertaken in the first three years of operation. Brigade's social mission is to help vulnerable people to get back on their feet, gain employment and give them the opportunity for a brighter future.

## Why focus on homelessness?

Homelessness is a longstanding issue in the UK. Despite a range of government initiatives over many years, the numbers of homeless people have risen significantly in recent times. Between 2009 and 2013, the number of homeless people in England grew by 26% and the number of rough sleepers in London by 75%. In 2013 over 110,000 people declared themselves homeless to local authorities in England, and there were around 6,500 people sleeping rough on the streets of London<sup>3</sup>.

On top of this, there are tens of thousands of people in hostels and a large number of so-called 'hidden homeless', who live in squats, bed & breakfast accommodation or who sleep on the floors or sofas of friends and family. The Homelessness Monitor, run by the charity *Crisis*, has estimated that there were around 2.5 million 'concealed' households in England in 2013<sup>5</sup>.

Moreover, homeless people often face a range of other issues. According to the homelessness charity *St. Mungo's Broadway*, a significant number of their clients are ex-offenders (45%), have issues with substance abuse (64%) or have other health issues, whether physical (67%) or mental (60%).<sup>6</sup>

Homelessness has physical, mental and financial costs. It has costs to the individual, their families and to the State as a whole. The financial cost of preventing and dealing with homelessness in the UK is estimated to be at least £1 billion a year.<sup>7</sup>

### **Who are Brigade's beneficiaries?**

The three programmes that Beyond Food run at Brigade are targeted at those who have been at risk of, or experienced, homelessness.

The first, *Freshlife*, has the broadest set of eligibility criteria, targeting people who demonstrate "an interest in food, nutrition or cooking"<sup>8</sup>. It starts by trying to engage people about food, to get them interested in preparing and eating good food. As Beyond Food's chef founder Simon Boyle says, "even if all they take from it is a good meal, that's still a positive outcome".

But the hope is that people will take more from it than that, and that they will want to come back. For those that do, and that complete the *Freshlife* programme, *Get Stuck In* is aimed at those who show "a desire to move on to employment, education or training"<sup>9</sup>. Those who complete that programme, and are successful in the recruitment process, are able to undertake the *United Kitchen Apprenticeship*, aimed at those who demonstrate "a commitment to making a long-term life change and to completing the programme"<sup>10</sup>.

The eligibility criteria for the apprenticeship programme are such that the characteristics of the Brigade apprentices are slightly different to those of the homeless population as a whole, although they share many similarities. For the beneficiaries who started the apprenticeship programme between 2011 and 2014:

- 47% were living in hostels when they began the programme;
- 3% were sleeping rough;
- 32% were ex-offenders;
- 43% had issues with substance abuse;
- 53% had family issues.

Brigade apprentices have typically started to begin the journey from homelessness to employment before they begin the apprenticeship programme, and are therefore felt to be more able to commit to the demands of the programme.

Much of that journey has been taken as a result of their successful participation in the *Freshlife* and *Get Stuck In* programmes, as all apprentices have completed those courses before beginning their apprenticeship.

## Social impact and Brigade's Theory of Change

In this report we look at Brigade's social impact. But what does that mean? Although there is no single definition of social impact, it is typically taken to mean the effects that people and activities have on the fabric of society, often in areas such as health, education, employment, crime, community cohesion and wellbeing.

To frame the evaluation of Brigade's impact we developed a 'theory of change', which sets out the relationship between the situation (the problem the initiative is trying to address), the inputs (the investment), the outputs (what has happened) and the outcomes (what has changed), in order to help us understand the impacts (what has changed that would not have happened anyway).

Brigade's theory of change is on the opposite page. The colour coding indicates which outputs are most likely to have contributed to the potential short, medium and longer-term outcomes.

## Inputs

The initial costs for redeveloping the Fire Station building and establishing Brigade were high. The Homes and Communities Agency gave a sizeable grant, which covered a significant amount of the funding requirement, but PwC, De Vere Venues and Big Issue Invest also contributed to the set-up costs. There were some in-kind contributions that the restaurant received, such as the interior design work, kitchen equipment and furniture<sup>11</sup>. And it's hard for new businesses to survive – it is said that 8 out of 10 fail within the first 18 months<sup>12</sup> – so the inputs over the first three years have also included the financial contributions the partners have made to support Brigade on the road to profitability, as well as loan repayments and the costs Beyond Food has incurred in running their activities<sup>13</sup>. In total, the financial contribution to set up and run Brigade in its first three years is approximately £2.3 million.

## Outputs

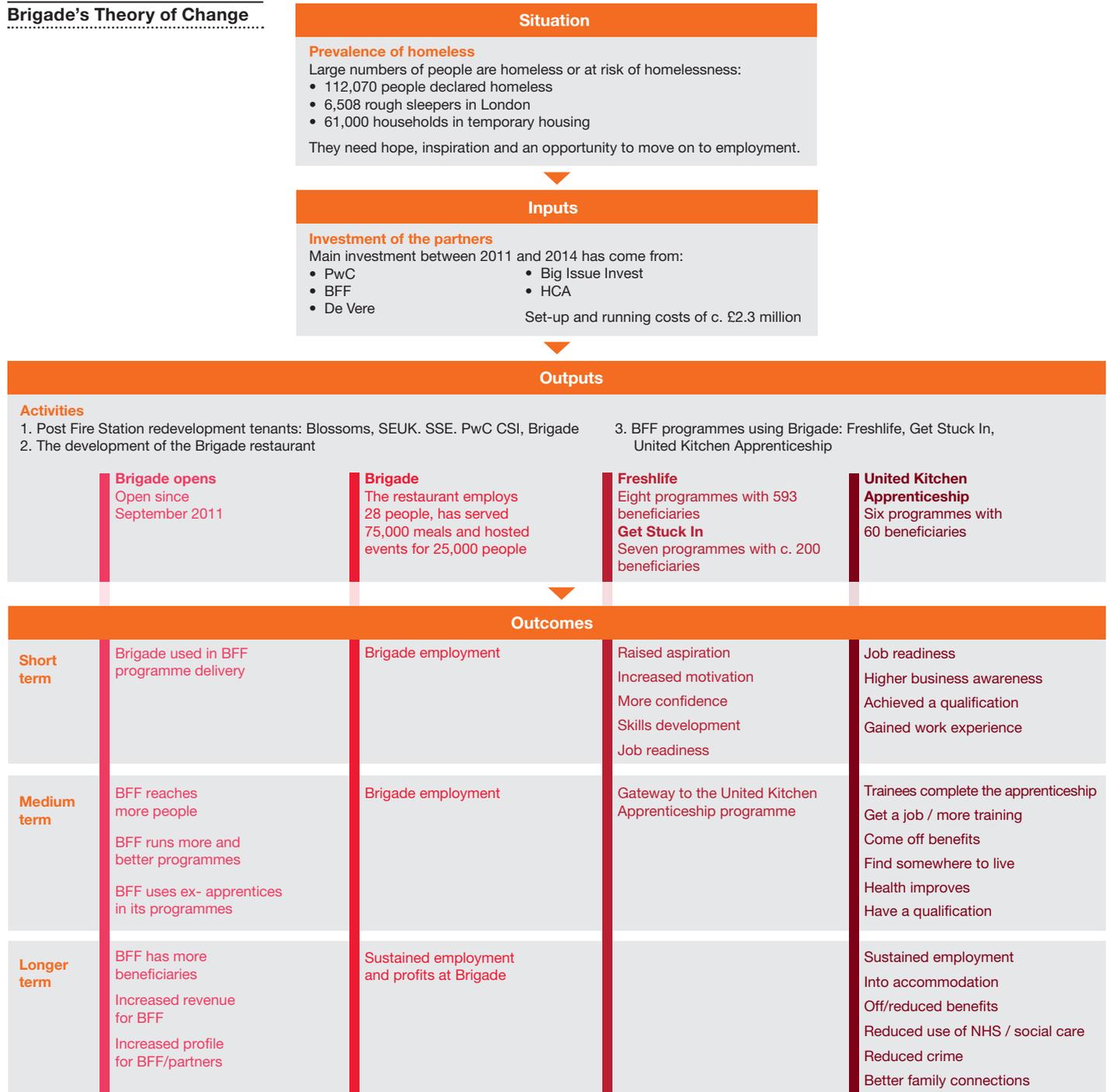
So, what has happened as a result of that investment? Three major activities:

- Firstly, the redevelopment of the Fire Station building – a previously unused site is now home to a range of businesses, as well as housing PwC's own Centre for Social Impact.
- Secondly, the development and operation of the Brigade restaurant.
- And thirdly, Brigade's opening has enabled Beyond Food to run programmes using Brigade – *Freshlife*, *Get Stuck In* and the *United Kitchen Apprenticeship*.

And what has happened as a result of those activities?

- Brigade opened in September 2011 and has been operational since then, employing an average of 28 full-time equivalent staff over that period.
- Beyond Food has run eight *Freshlife* programmes, with a total of 593 beneficiaries, and seven *Get Stuck In* programmes, serving around 200 beneficiaries.
- Six United Kingdom Apprenticeship programmes have run, with a total of 60 beneficiaries.
- The restaurant has served more than 75,000 meals and hosted over 25,000 people in its function rooms and private dining facilities.

## Brigade's Theory of Change



## Beyond Food

In the short term, Brigade enables Beyond Food to deliver its programmes. Over a longer time period, having Brigade should enable Beyond Food to reach more people, run more and better programmes and have more impact, with a resulting increase in profile and revenue for the organisation.

## Target beneficiaries

For the target beneficiaries – those who are homeless or at risk of homelessness – the programmes at Brigade are designed to give them a new purpose in life. The aim is to give people the motivation to succeed; to raise their aspirations about what they can do, give them the confidence and skills to send them on the road to employment and, for those who undertake the apprenticeship, to give them a qualification and work experience that will give them the opportunity to build a career, whether in the food industry or elsewhere.

## Brigade

The restaurant itself provides employment opportunities for Londoners. Over time, as the venture stabilises, it should provide sustained employment for its staff and make profits. The Exchequer should benefit from the increased economic activity, resulting in increased taxes paid by the employees and ultimately by the restaurant itself.

Brigade outcomes

## Outcomes

At the heart of this report are the outcomes – what has changed as a result of Brigade’s existence, who has it changed for, and what would have happened had Brigade not existed?

From the theory of change we can see that there are a range of outcomes that Brigade is likely to have, for different beneficiaries and over different time horizons (see box).

## The impact of Brigade

So, what has the impact of Brigade been? In this report, it is worth noting that the focus is only on Brigade, rather than the whole of the Fire Station, and it is only on the medium and longer-term benefits that have been gained by the United Kitchen apprentices, rather than the benefits gained by anyone that has undertaken the *Freshlife* or *Get Stuck In* programmes.

The figures outlined in this report are therefore likely to underestimate the full impact of Brigade, but they are based on the most reliable evidence that is available. There is currently insufficient evidence to estimate the impact of the *Freshlife* or *Get Stuck In* programmes, and we have not tried to quantify softer outcomes from the apprenticeship programme such as wellbeing or skills development, although these could form part of any subsequent evaluation that is undertaken.

## Short-term impacts

To assess the short-term impacts of the apprenticeship programme, we reviewed beneficiary surveys that PwC undertook with two groups of apprentices that graduated in 2013 and 2014, and we held a focus group in February 2015 with the September 2014 intake of apprentices. The surveys revealed six strong impacts<sup>14</sup>:

Type of impact	Proportion who reported this impact
Job readiness	100%
Increased motivation	100%
Higher confidence	93%
Business awareness	93%
Skills development	85%
Raised aspiration	77%

We used the focus group to test our theory of change model, showing the apprentices the short-term impacts we’d outlined and asking them to place stickers on those they most identified with. We also asked them to let us know if there were any impacts they didn’t agree with or any they thought we had missed.

As you can see from the photo opposite, the three impacts that were most keenly felt by the apprentices related to confidence, motivation and skills development. The group agreed with all the impacts identified and when we asked if there were any other impacts we should include, the response was encapsulated in one simple word – happiness.



Short-term impacts identified by Brigade apprentices

### Medium and longer-term impacts

To assess the medium and longer-term impacts of Brigade, we worked with Beyond Food to identify what had happened to the sixty people that had undertaken the apprenticeship programme between September 2011 and March 2014 (the September 2014 intake have been excluded from this analysis as they have not yet completed the programme). From that, we have been able to build up a picture of each person's progress and, where the information was available, what they were doing as of September 2014.

Here is what we found:

Cohort	Started	Number who started the programme	Number who completed	Number now in employment or training	% known to be in employment or training
One	September 2011	13	10	4	31%
Two	March 2012	11	4	1	9%
Three	September 2012	11	5	5	45%
Four	March 2013	10	2	3	30%
Five	September 2013	8	4	4	50%
Six	March 2014	7	5*	6	86%
<b>Total</b>		<b>60</b>	<b>32</b>	<b>23</b>	<b>38%</b>

\*March 2014 cohort included as completed, because we know in March 2015 they were still in their work placements and approaching overall programme completion

Of the 60 people who started the apprenticeship programme in the first three years, 32 (53%) completed the programme. In September 2014, 23 of those 60 were in employment or training, which equates to 38% of all apprenticeship beneficiaries.

The number of people completing the apprenticeship programme and the number in a positive destination (i.e. in employment or training) has fluctuated over the three years. As the programme has developed, Beyond Food has learnt a great deal about how to choose the most suitable apprentices and how to support them on their journey through and beyond their time at Brigade. As a result, more apprentices now stay the course and more graduate apprentices end up in a positive destination.



# Brigade's social return on investment

## What is Social Return on Investment?

Social Return on Investment (SROI) is a framework for measuring and accounting for a broad concept of value, taking into account social, economic and environmental factors. It allows us to compare the amount invested in Brigade with the value created, by valuing the different outcomes that have occurred.

## How we've measured the SROI of Brigade

Beyond Food told us as much as they could about the apprentices' backgrounds and what has happened to them since they left the programme. We have valued impacts relating to areas such as qualifications gained, employment, welfare, housing, health and crime. Finding appropriate values for these indicators is not easy, and often subjective, but we've used a range of data, from publicly available sources, to estimate the value of the different impacts that have occurred<sup>15</sup>.

"Brigade has given us the WOW factor."

Simon Boyle – Chef  
Founder, Beyond  
Food

"When I first saw Brigade it made me realise this was serious – these people aren't messing about! – and that this was an environment where you work to high standards"

September 2014  
apprentice

"From my perspective, Brigade is one of the few programmes I work with in London where people get such high-quality support and opportunity"

Sean Chapling – Homelessness  
Outreach Adviser, Department  
for Work and Pensions

We've calculated a maximum of three years of impacts for each individual apprentice. For those that started the apprenticeship programme in 2011 and had finished by 2014, we've only looked at the benefits for those three years – we haven't projected any future benefits for those people. For those whose whereabouts are now unknown, we've only calculated benefits for the period where we knew what they were doing – for example, if we knew that someone graduated from the apprenticeship but then moved away, or left after a few months of the apprenticeship, our calculation of benefits covers only the time they were on the programme. For those people who started the programme after 2011, the three-year calculation of benefits includes projections into the future, i.e. through to 2016 for those who started the programme in 2013, with projections based on the experiences of earlier apprentices. The cautious approach we've adopted means that the final total is likely to be a conservative estimate of Brigade's total impact.

### ***What would have happened without Brigade?***

When estimating the net impact of Brigade, we need to understand as far as we can how much of the benefits would have occurred anyway, regardless of Brigade's existence. And, as some of the benefits are projected into the future, we need to discount the future benefits to get to their present value.

To do this, we've estimated factors such as deadweight (the proportion of activity that we think would have happened anyway), attribution (how much of the impacts are down to Brigade, as opposed to anyone else), drop-off (the proportion of benefits that will continue in future years) and discounting (to get the present value of future benefits)<sup>16</sup>.

This allows us to understand what the total, net impact of Brigade has been – the impact that Brigade has had that would not have happened otherwise.



### ***The total impact of Brigade***

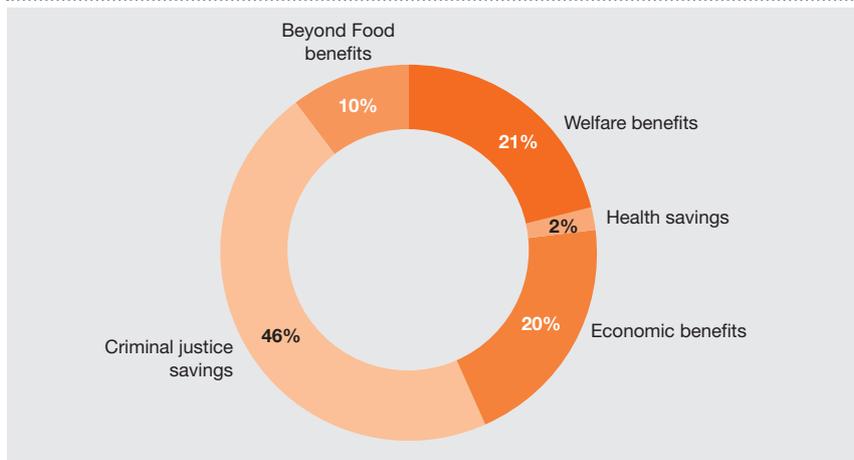
The social value generated in welfare savings, economic benefits, increased revenue for Beyond Food, health savings and criminal justice savings as a direct result of Brigade's activities in its first three years of operation is estimated at **£3.6 million**.

The graph indicates the balance of social value that has been created by Brigade in its first three years of operation. The largest single impact is in savings related to reducing re-offending – there are a range of public costs that are saved (or have the potential to be reallocated) by helping ex-offenders to stay out of the criminal justice system, and these are estimated at £1.6 million across the period, or 46% of the total.

The economic benefits of Brigade are estimated at more than £700,000 over the period, as a result of the increased earning power of the apprentices who have graduated, the taxes paid by Brigade employees and the impact of benefit claimants entering the workforce.

In parallel, Beyond Food’s income has risen significantly in the last three years, with revenue up 279% between 2012 and 2014.

**Balance of social value created by Brigade in its first three years of operation**



Welfare benefits are estimated at £750,000 across the period, as people who had previously claimed benefits such as Jobseekers’ Allowance, Employment and Support Allowance and Housing Benefit move away from claiming benefits to supporting themselves through their employment. There are further public sector savings due to the improved health of those with previous substance abuse and mental health issues.

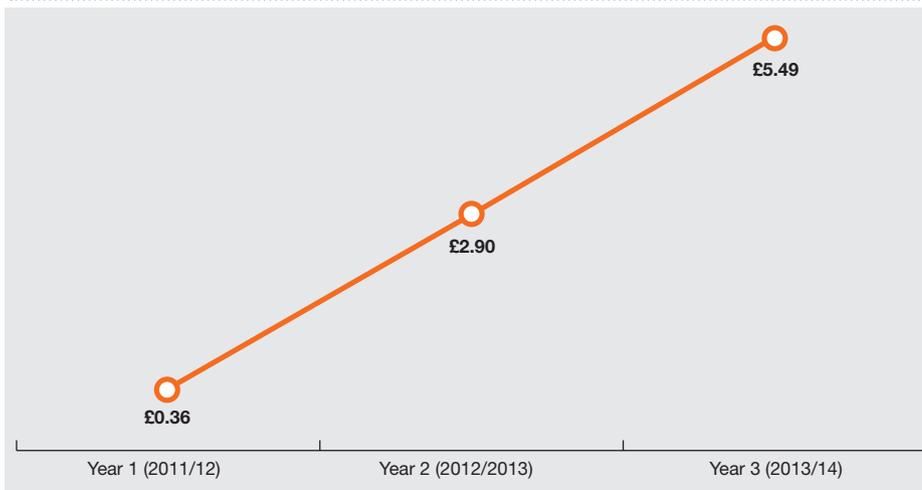
### **Brigade’s Social Return on Investment**

The Social Return on Investment (SROI) ratio is determined by dividing the present value of the total impacts by the total inputs. This gives us an SROI ratio of 1.57 : 1, which means that **every £1 invested in Brigade has generated an estimated £1.57 for society.**

As outlined earlier, it is likely that this figure underestimates the full social value of Brigade, for three reasons: firstly, we didn’t have enough information to estimate the social impact of the *Freshlife* or *Get Stuck In* programmes; secondly, we didn’t quantify any benefits for any apprentices that we didn’t have current information for; and thirdly, we have not tried to quantify any of the softer outcomes generated by the apprenticeship programme in areas like confidence and wellbeing.

Given the high set-up costs involved in Brigade, it is also worth considering what the annual SROI figures are over the first three years of operation.

## Brigade's Net Annual SROI



# 1.57 : 1

The Social Return on Investment generated by Brigade in its first three years

Brigade's annual SROI has grown significantly over the three years. The high initial costs and limited outcomes in the first year resulted in a low SROI figure of £0.36 : 1 for Year 1. However, as costs stabilised and more beneficiaries came through the programme, the social return steadily grew. In year three, the SROI was £5.49 : 1 – every £1 invested generated more than £5 for society. If costs and impacts continue on their current trends, Brigade's overall SROI figure of £1.57 : 1 may well rise in the future.

## Sensitivity analysis

We've based this analysis largely on actual outcomes, with a small amount of projection for the future outcomes of the most recent apprentices. However, we've made a series of assumptions to place values on the different benefits that have been generated, and to estimate how much of the impact would have happened anyway. Undertaking sensitivity analysis allows us to estimate what the impact would have been if we had used different assumptions.

The appendix contains the details of the different permutations used, but the results show that the SROI is positive in every scenario we tested. In the worst case scenario the return is just over break-even (£1.19 : 1), and in the best case scenario there is a more than two-fold (£2.16 : 1) return on investment.

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# *Lessons learned*

## How to make a multi-sector partnership work

Brigade is a partnership of very diverse organisations in the public, private and third sectors. The partnership has had its ups and downs but has survived over several years. We spoke to current members of the partnership, to understand what has helped the collaboration to endure.

For others who are contemplating (or involved in) multi-sector partnerships, what are the lessons that the Brigade partners would pass on? What are the key ingredients in a successful, enduring, diverse partnership? Here are ten lessons from the partners involved in delivering Brigade:



- 1 Get your partners right**  
Do your research before you get into a new relationship
- 2 Have a clear vision of what you want to achieve**  
And make sure that vision is shared and agreed
- 3 Utilise existing relationships where you can**  
You may already know the right people to partner with
- 4 Have a strong, viable business case**  
The partnership will only be as good as the plan
- 5 Manage expectations**  
Important for the partners and beneficiaries
- 6 Let your partners play to their strengths**  
Divide and conquer
- 7 Understand what works**  
Involve people with a relevant track record, where you can
- 8 Be patient**  
It may take time for the partnership to work, and for the vision to be achieved
- 9 Strong, passionate leadership can make a big difference**  
Both within the partnership and across the partner organisations
- 10 Embrace your differences**  
These will allow you to achieve far more than working solo

**"Great partners  
get you through  
difficult days."**

Adrian Osinski – Chief  
Operating Officer,  
De Vere Venues

**"We lean on the  
partners to do what  
they do best – so that we  
can do what we do best."**

Simon Boyle – Chef  
Founder, Beyond Food

# Conclusions

Brigade is a busy restaurant in central London. Over its first three years of operation, it has served tens of thousands of meals, to many thousands of diners. Behind the scenes, the programmes that have been run there have helped hundreds of people who were homeless, or at risk of homelessness, to take some important steps on the road to independence and a better life.

Brigade came together through a combination of vision, existing relationships and good timing. When PwC took control of the Fire Station site, there were enough people, with a similar mindset but differing skillsets, with the ambition and the determination to achieve something with the opportunity that was presented.

The partnership has had its ups and downs. It has not all been plain sailing. It took time to get to know each other – to “feel each other out”, as one of the partners put it. It’s required patience and commitment, as it has taken time for the restaurant to become profitable. But over time, they’ve learnt how to make the partnership work.

Brigade is a physical example of the different partners’ shared commitment to social change. It also shows what can be achieved when partners are in it for the long haul. It’s taken time for the investment to show a return – as evidenced by the annual SROI figures over the three years – but the venture has so far delivered a net social impact of almost £3.6 million, at a ratio of £1.57 for every £1 invested, and with an upward trajectory to deliver more returns in the future. And, if the benefits of the *Freshlife* and *Get Stuck In* programmes were added in, the social return would be even higher.

The partners themselves have also gained business benefits, which we haven’t included in this report. They’ve formed new working relationships, and developed existing ones; they’ve enjoyed a higher profile and reputation for their involvement in the venture; and PwC (which has had over 100 volunteers involved in mentoring the apprentices and working with Beyond Food) will reap the benefits that their volunteers bring back into the business through their skills development, increased engagement, improved networks and heightened social awareness.

Brigade is the first of its kind, and as such has attracted a lot of interest from businesses, politicians and the social enterprise sector over the last few years. What also makes it stand out is that it’s something you can see and experience for yourself – it’s a physical embodiment of the partners’ desire to make a difference in their communities. There are few tangible examples like this, and all the partners would like there to be more.

This report indicates that diverse, multi-sector partnerships can create real social value if they are committed, determined, patient and, perhaps above all, united in their vision for the change that they want to see in the society that they work in.



"The partnership has proved that social enterprise is an effective model to generate positive societal and economic results. It would be great to see more public, private and third sector collaboration to help solve some important societal problems."

Richard Collier-Keywood – Network Vice-Chairman, PwC



# Appendix

## Values used in calculating the SROI of Brigade<sup>i</sup>

Area of impact	Metric	Value used	Applied to	Description
<b>Crime</b>	Cost of re-offending <sup>ii</sup>	£80,825 p.a. (2009)	Relevant apprentices	Annual cost of re-offending, including criminal justice costs, lost earnings to the offender and costs to the victim and community
<b>Employment</b>	Savings from not claiming out-of-work benefits <sup>iii</sup>	£9,800 p.a. (JSA); £8,632 p.a. (ESA) (2012/13)	All apprentices	Annual fiscal benefit of a JSA (Jobseekers Allowance) or ESA (Employment and Support Allowance) claimant entering work (benefits and NHS savings)
	Economic impact of benefit claimant entering work <sup>iv</sup>	£14,044 p.a. (JSA); £12,568 p.a. (ESA) (2012/13)	Relevant apprentices	Annual economic impact of a benefit claimant entering employment, relating to increased earnings
	Average salary for Brigade staff	£21,576 p.a. (fixed staff); £6.50 p.h. (casual staff) (2014/15)	Brigade staff	Fixed staff – annual average salary for waiting and bar staff in London; <sup>v</sup> Casual staff – hourly minimum wage <sup>vi</sup>
<b>Health</b>	Cost of alcohol misuse <sup>vii</sup>	£1,800 p.a. (2009/10)	Relevant apprentices	Annual cost to NHS of alcohol dependency
	Cost of drug abuse	£3,419 p.a. (2010/11)	Relevant apprentices	Annual savings from reductions in drug-related offending and health/social care costs
	Cost of mental health issues	£1,866 p.a. (2007/08)	Relevant apprentices	Average cost of service provision for people suffering from mental health disorders
<b>Housing / homelessness</b>	Housing benefit costs	£89 p.w. (2013/14)	Relevant apprentices	Average weekly housing benefit award
	Rough sleeping costs	£7,900 p.a. (2010/11)	Relevant apprentices	Average annual local authority spend on rough sleepers, per individual
<b>Skills</b>	Benefits of an NVQ Level 2 qualification <sup>viii</sup>	£4,633 p.a. (2014)	Relevant apprentices	Annual increase in productivity and earnings from having an NVQ Level 2 qualification

i All figures quoted here have been adjusted for 2011/12, 2012/13 and 2013/14 using the New Economy Manchester Unit Cost Database's inflation calculator

ii St. Giles Trust's Through the Gates: an analysis of economic impact – Frontier Economics, 2009

iii New Economy Manchester Unit Cost Database – quality assured in co-operation with HM Government (see [http://neweconomymanchester.com/stories/832-unit\\_cost\\_database](http://neweconomymanchester.com/stories/832-unit_cost_database) for more information).

iv As iii

v Average salary for bar and waiting staff from Reed Employment website ([www.reed.co.uk/average-salary/hospitality-catering/waiting-bar-staff](http://www.reed.co.uk/average-salary/hospitality-catering/waiting-bar-staff))

vi Minimum wage information from UK Government website (<https://www.gov.uk/national-minimum-wage-rates>)

vii This and all subsequent costs (except viii) are sourced as iii

viii The economic value of key intermediate qualifications: estimating the returns and lifetime productivity gains to GCSEs, A-Levels and apprenticeships – Department for Education, December 2014

### **Calculating net impact**

To move from our gross to net impact figures, we undertook several calculations. We've estimated deadweight (the proportion of activity that we think would have happened anyway) based on our research interviews with Beyond Food and the members of the partnership. It is clear that Beyond Food was working with the target beneficiary group before Brigade, but there was no apprenticeship programme in place. Having Brigade has enabled the apprenticeship to run and to flourish, and the partnership has supported Brigade in a way that Beyond Food could not have managed alone. We believe deadweight in relation to the benefits of the apprenticeship programme is likely to be low, and have applied a figure of 10%<sup>17</sup>.

We've estimated attribution (how much of the impacts are down to Brigade, as opposed to anyone else) on the basis of the focus group we ran with the apprentices and on our research interview with a JobCentre Plus (JCP) representative. We believe that attribution is high – on the basis that five out of six apprentices (83%) in our focus group reported that they would not be doing anything had they not come to Brigade, and JCP telling us that they believed the Brigade programme was unique in terms of what it offered and how beneficiaries are supported, we've applied an attribution figure of 92% (the average of 83% and 100%).

To estimate drop-off (the proportion of benefits that will continue in future years for relevant apprentices) through to 2016, we've looked at the percentage of each cohort of Brigade apprentices who are still in employment. Beyond Food have refined their recruitment and their programme delivery over the three years, as they've learnt about the type of people who are most suited to their course and about how to most effectively train them while they're on the programme. As a result, more apprentices now stay the course and more graduate apprentices end up in a positive destination. We've applied a short-term (2014/15) drop-off rate of 14%, because 86% of graduates from Cohorts 3 and 4 are still in employment, and a long-term (2015/2016) drop-off rate of 50%, as that is the long-term proportion of all graduate apprentices still in employment.

And finally, to reflect the fact that £1 now is worth more than it would be in a year or two's time, we've discounted the benefits for 2014/15 and 2015/16 by 3.5% a year, in line with HM Treasury Green Book guidance<sup>18</sup>.

### **Details of the sensitivity analysis for the SROI figure**

The SROI figure would be lower if we used a more conservative figure of 20% for deadweight (£1.39:1) or 80% for attribution (£1.35:1), or even lower if we used both together (£1.19:1). However, if we assumed that nothing would have happened without Brigade and applied a deadweight factor of zero, the SROI figure would be higher (£1.76:1).

The valuation of criminal justice benefits is the highest single valuation used in the analysis. If we used a lower valuation of £65,000 a year, as per the Social Exclusion Unit's 2002 report<sup>19</sup> into re-offending, the SROI figure would fall to £1.37:1, but if we used the higher figure of £162,225 a year highlighted in an analysis undertaken of work by the charity St. Giles Trust<sup>20</sup>, the SROI figure would rise to £2.16:1.

If we alter the drop-off figure to 50% across the board, to reflect the long-term employment levels of graduate apprentices, the SROI falls to £1.50:1. But if we assume drop-off is zero, because we know where all the current apprentices and most recent graduates are, then the SROI figure rises to £1.65:1. And finally, if we exclude the effects on Beyond Food, the SROI would be £1.41:1.

So, overall, the SROI for Brigade should be considered to be in a range of £1.19:1 to £2.16:1, with a central estimate of £1.57:1.

## Footnotes

- 1 The November 2014 report “*Brigade: celebrating three years of changing lives*” provides more qualitative and visual information on the people involved and their individual stories
- 2 For more on the social impact of SEUK and SSE, visit ([www.socialenterprise.org.uk/news/social-enterprise-publishes-first-social-impact-report](http://www.socialenterprise.org.uk/news/social-enterprise-publishes-first-social-impact-report)) for SEUK and ([www.the-sse.org/our-impact](http://www.the-sse.org/our-impact)) for SSE
- 3 *The homelessness crisis in England: a perfect storm* – The Guardian, 25 June 2014
- 4 ‘Concealed households’ are defined as family units or single adults living within other households, who may be regarded as potential separate households that may wish to form given appropriate opportunity
- 5 *The homelessness monitor: England 2015* – Crisis, February 2015
- 6 [www.mungosbroadway.org.uk/homelessness/facts/homelessness\\_statistics](http://www.mungosbroadway.org.uk/homelessness/facts/homelessness_statistics)
- 7 *Evidence Review of the Costs of Homelessness*, Department for Communities and Local Government, August 2012
- 8 [www.beyondfood.org.uk/eligibility.html](http://www.beyondfood.org.uk/eligibility.html)
- 9 As 8
- 10 As 8
- 11 With thanks to Anne Machin Architects, John Lewis and PwC
- 12 [www.forbes.com/sites/ericwagner/2013/09/12/five-reasons-8-out-of-10-businesses-fail/](http://www.forbes.com/sites/ericwagner/2013/09/12/five-reasons-8-out-of-10-businesses-fail/)
- 13 We have not included a cost for the time that the partners spent in establishing and supporting the partnership, as no extra staff were recruited for this purpose and the time spent is considered to be within existing roles
- 14 Source: Surveys undertaken with 14 apprentices by PwC in 2013 and 2014
- 15 See the Appendix for a full list of the values and sources used
- 16 The Appendix contains more detail about the figures used for these calculations and their sources
- 17 The small exception to this is the deadweight figures applied to the tax and National Insurance contributions of Brigade employees, where deadweight figures of 90% for fixed staff and 70% for casual staff have been applied, based on employee information received from De Vere Venues (who employ the staff at Brigade)
- 18 <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>
- 19 [webarchive.nationalarchives.gov.uk/+/http://www.cabinetoffice.gov.uk/media/cabinetoffice/social\\_exclusion\\_task\\_force/assets/publications\\_1997\\_to\\_2006/reducing\\_summary.pdf](http://webarchive.nationalarchives.gov.uk/+/http://www.cabinetoffice.gov.uk/media/cabinetoffice/social_exclusion_task_force/assets/publications_1997_to_2006/reducing_summary.pdf)
- 20 St. Giles Trust’s *Through the Gates: an analysis of economic impact* – Frontier Economics, 2009

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