



**THE  
POPPY  
FACTORY**

getting you back to work

# Social Return on Investment

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*Evaluation of the Getting You Back to Work  
Programme: Period between October 2012 and  
September 2013*

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*October 2014*

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## 1. Executive Summary

This report uses Social Return on Investment (SROI) methodology to evaluate The Poppy Factory's Getting You Back to Work (GYBTW) programme, in terms of who is affected by the service and what changes for each stakeholder for the period October 2012 to September 2013. It combines both soft and hard outcome data using both qualitative and quantitative research methods to provide a holistic picture of the programme across all stakeholders.

This SROI evaluation demonstrates that for the period under review, for every £1 invested in the Getting You Back to Work programme, £2.23 is returned in social value and demonstrates that added value is generated from improvements in the personal wellbeing of the wounded, injured and sick ex-Service men and women, but also the reduction of benefits paid by the state and reliance on the NHS. This is based on a variety of data sources, namely questionnaires, interviews and information provided by The Poppy Factory.

Examples of key findings were:

- Client employment sustainability rates after 12 months are at 76%, which far exceed a comparable government provision - Work Choice, a government employability programme for disabled individuals which has a 28% sustainment rate at 26 weeks.<sup>1</sup>
- 75% of respondents found work within 6 months of leaving the military, which mirrors the Career Transition Partnerships figure of 76%.<sup>2</sup>
- 70% of respondents in employment stated that The Poppy Factory helped them find a job.
- 94% of respondents said that they had good awareness of the options available to them after initial consultation with The Poppy Factory.
- 71% of respondents said they felt more positive about their future after receiving support from The Poppy Factory.
- 69% of respondents experienced an increase in self-esteem, life satisfaction and wellbeing.
- The state and the wounded, injured and sick ex-Service men and women are the key benefactors of the Getting You Back to Work service.

The findings of this report demonstrate that the Getting You Back to Work programme benefits are being delivered in a cost effective way and should continue to deliver support to its service users. The following recommendations can also be made to ensure the programme continues to positively impact on those who rely on the services that The Poppy Factory provides:

- Embed the indicators from this report into business as usual to inform and review the value of the Getting You Back to Work programme.
- Continue to use the data and user feedback to inform service provision and enhance the outcomes.

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<sup>1</sup> (Gifford, 2013)

<sup>2</sup> (MOD, CTP, 2013)

## Case Study 1 – Jack (2013)

### **Jack Served with the Royal Regiment of Fusiliers - Studied for a degree in counselling and worked as a support worker with the Finchale Training College**

Jack joined the TA straight from school and progressed into the regular forces. He served in the 1<sup>st</sup> Battalion of the Royal Regiment of Fusiliers, during which time he served in Bosnia, Londonderry, south Armagh and Iraq. He was one of the “Desert Rats” involved in the liberation of Basra. After about 10 years Jack left the Forces, partly in order to care for his then wife, who was struggling with mental health problems, and partly because after his time in Iraq he wanted more from life. As he puts it, “I saw the world in a different way.”

He describes his own transition into civilian life as “hell”. Although at first all was well – “it was like being on leave”, after a couple of years he began to encounter problems and was diagnosed with Post Traumatic Stress Disorder (PTSD). His life began to spiral downwards. He got divorced and had a lengthy court battle to get access to his children.

“I was bankrupt, homeless, suicidal, jobless and I lost my only family and my friends. I needed to learn who I was and what I wanted to be. I didn’t know who to ask or what to do. I had closed down; I was in survival mode.”

Eventually Jack learned how to manage his PTSD. He worked for six years as a taxi driver, but wanted to keep his brain challenged and to learn about himself and who he was. He applied to college and decided to do a counselling course.

He heard about The Poppy Factory when he was volunteering for the charity, Norcare. At the time he had sourced a job with a computer shop, and approached The Poppy Factory to help him facilitate this.

Three months into that job, however, he realised it was not what he wanted to do. “It was missing the passion that helps me to manage,” he says. On the point of walking away from the job, he contacted his Poppy Factory Employability Consultant, (Giles) again and asked for further help. Giles persuaded him to stay in the job until he found something else – advice for which he is now very grateful. “If it hadn’t been for him I would have left the computer shop unmanned,” he says. “It would have been a stupid move and I would have been classed as unemployable and unreliable. With The Poppy Factory’s help, Jack then went on to find work with North East Counselling Services. It was whilst doing this job, which involved networking that he secured his current job with the Finchale Training College, a step which he describes as “the end of my rebuild” – and which marked the end of his support from The Poppy Factory. His role is a support worker with veteran reservists, helping them with both military and civilian issues.

“Whatever their needs are – employment issues, managing PTSD – I’m there to support them so they can crack on with life,” he says.

His own difficult experiences, he says, are vital in this role. “I’ve got the T-shirt. It helps when there’s someone who knows what it’s like to be there.”

Jack says that The Poppy Factory was “massively helpful” in getting him where he is now. “It goes back to your identity,” he says. “When you meet someone for the first time, the first thing they ask is what you do. When I wasn’t proud of what I was doing, I wasn’t willing to share that information. When I was in the army, if someone asked what I did, I’d put my chest out – I was proud of what I was doing. Now I’m able to be proud of what I’m doing again.”

This, he says, is where job centres go wrong. “You’ve got to be passionate about what you’re doing. Your job makes up a large part of who you are. That give you aims and objectives and then everything else fits in.”

Jack had a lot of individual support from Giles, whom he now regards as more of a colleague since he himself works with veterans.

“He was brilliant,” he says. “He’s taught me a lot. I argued points with him sometimes, but he was extremely supportive and always at the end of the phone when I needed it. I couldn’t ask for anyone better.”

## 2. Aims and Objectives of this Report

The aim of this report is to use the principles of Social Return on Investment (SROI) to evaluate The Poppy Factory's Getting You Back to Work programme in terms of the support it provides to wounded, injured and sick ex-Service men and women in getting them into meaningful sustained employment. Social Return on Investment is an evaluation tool that demonstrates the value of investment by considering a range of outcomes for all stakeholders affected by the programme. It attempts to put a monetary value on a range of social outcomes, both intended and unintended, so they can be included in measuring the impact of a programme, while also taking into account who else may have contributed towards outcomes and what would have happened without the activity.

SROI is based on seven principles:

1. Involve stakeholders
2. Understand what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result

The evaluation will estimate the social return on investment of supporting wounded, injured and sick ex-Service men and women over a 12-month period. Limitations of the SROI process will be considered throughout the report to ensure that conclusions are not overstated and any judgements are transparent.

## 3. SROI Scope

The scope of this SROI evaluation is to identify and value the activities of the Employability Consultants, Volunteer Mentors and employers for the financial year October 2012 to September 2013. Its objective is to find suitable indicators that would enable The Poppy Factory to measure outcomes and social impact for disabled ex-Service men and women and produce a working document that can be used to demonstrate the social value of investing in the Getting You Back to Work programme.

During the 12 months under review, The Poppy Factory provided support to 239 individuals and helped 143 individuals into employment/education.

## 4. Background to The Poppy Factory and Getting You Back to Work

Since the First World War, veterans' charities have played an important role in the provision of health and welfare services for former military personnel and their families.

They help amplify the visibility and the importance of the contribution our Armed Forces have made to society in the past and the present, and help those leaving to make a successful transition to civilian life.

The Poppy Factory is an independent charity and was established in 1922 by Major George Howson, who with a sum of £2,000 and the support of The Royal British Legion, wanted to create meaningful civilian employment for injured service men returning from the First World War. For more than 90 years The Poppy Factory has employed disabled veterans to make poppies, crosses and wreaths for The Royal British Legion and wreaths for the Royal Family at their factory in Richmond.

Getting You Back to Work is The Poppy Factory's employability programme and was set up in 2010 to help more ex-Service men and women with physical disabilities and mental health conditions into sustained employment and make the transition into civilian life a smoother one.

A team of skilled and dedicated Employability Consultants and Volunteer Mentors located across England and Wales offer a comprehensive career management support package to accommodate the professional aspirations of the wounded, injured and sick ex-Service personnel. They provide an invaluable lifeline to those veterans who are the furthest removed from the employment market.

"I feel that I am becoming more of a "civvy" with the help and guidance that I've received. I don't feel alone and I'm aware that there is help out there if needed. The Poppy Factory personnel that have dealt with me have never been judgemental and have always listened."

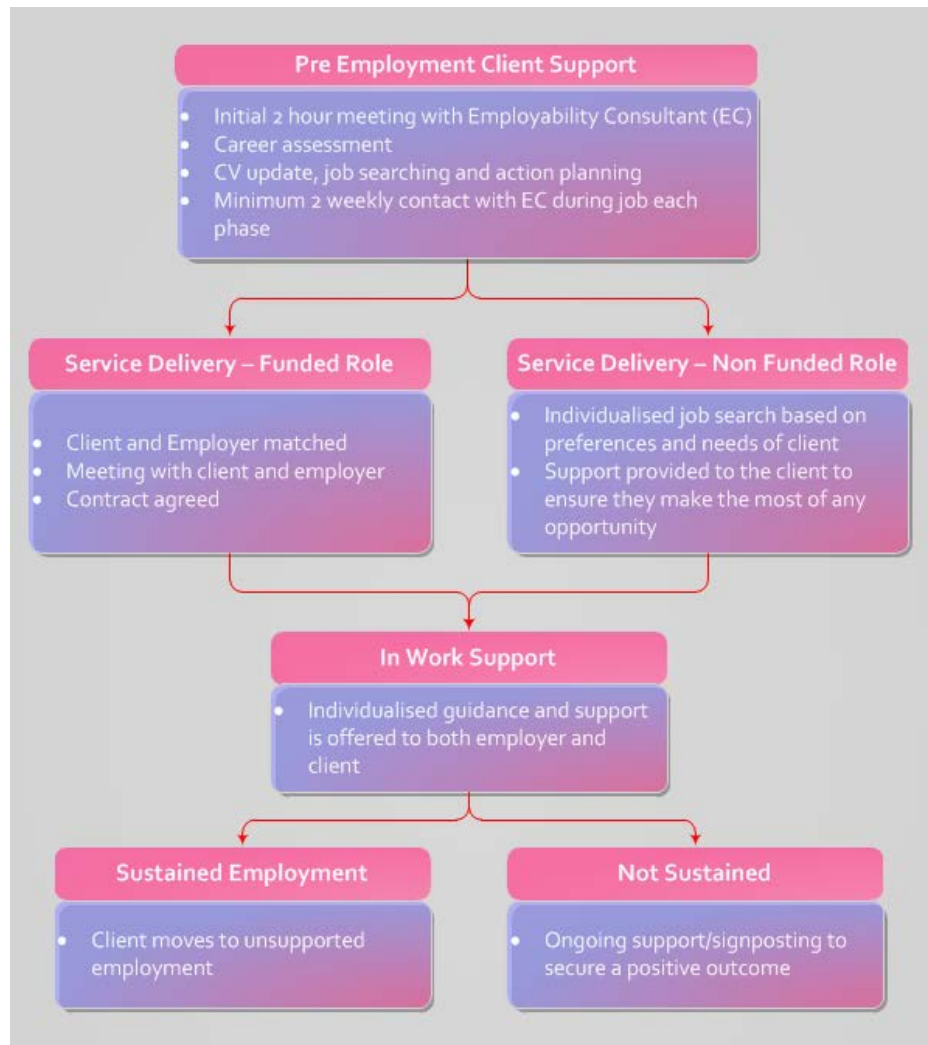
"My case worker at The Poppy Factory was out of this world! She was just fantastic. I have a proper job and a good wage, hopefully a career for the future. Life is looking good again."

"The Poppy Factory helped me greatly to get out of the army when I was absolutely desperate. I was worried about my injuries as to which job I could get."

"My life has turned around again - I fully endorse the brilliant work The Poppy Factory does on behalf of its clients."

*Quotes from The Poppy Factory clients in response to the question: How have you benefited from the support you have received?*

## i. Getting You Back to Work Client Journey



“Before I registered with The Poppy Factory I was angry, frustrated and depressed, could not get a job and was misunderstood.”

“I felt lost and had no direction. At times I would walk around London aimlessly. I had no confidence and felt really low. Being homeless in London is no fun.”

“Life before registering with The Poppy Factory was filled with uncertainty for me; I was confused and didn't know where to turn. After countless job applications and rejections from employers it was very frustrating.”

“I felt low and of little worth. I was doing everything I could to better myself and get employment, coupled with doing as many courses as I could, and volunteering. “

*Quotes from The Poppy Factory clients in response to the question: Can you remember what your life was like before registering with The Poppy Factory?*



## 5. Getting You Back to Work Stakeholder Engagement

### All Identified Stakeholders



Table 1 – Stakeholders included in the analysis and calculations

Stakeholder	Quantity Engaged	Method of Engagement
The Poppy Factory	1	Face to face and teleconference meetings
Getting You Back to Work Staff	8	Face to face meetings/Questionnaires
Wounded, injured and sick ex-Service men & women	48	Face to face meetings/Questionnaires
Volunteer Mentors	7	Telephone interviews/Questionnaires
Employers	17	Telephone interviews/Questionnaires
NHS	1	Research/Publications
Families	2	Telephone interviews
The State	1	Research/Publications

## i. Clients – (Wounded, Injured and Sick Ex-Service Men and Women)

### Client Demographics

Moving from military status to civilian status is a major transition for all who have served in the Armed Forces, who go through a process of reintegration into civilian life. Whilst most personnel have successful transitions back to civilian life, there are many individuals who experience poor outcomes after discharge. Johnson et al. (2008)<sup>3</sup>, suggests that there are four main categories of ex-Service personnel: those who report vulnerabilities prior to joining the Forces; those who experience difficulties during service (such as trauma); those who were successful in the Armed Forces but are unable to re-settle into the civilian employment sector; and those who initially succeed in the transition to civilian life but encounter problems later in life, such as divorce, bereavement or financial difficulty. Although the work of Johnson et al. looks at homeless ex-Service personnel exclusively, such categorisation offers insight into many of the issues faced by a range of Service leavers and mirror The Poppy Factory cohort.

When looking at the respondents' demographic of why they initially joined the Armed Forces and their varying experiences of transitioning back into civilian life, it echoes a myriad of research studies into the somewhat complex journey of an individual leaving the Armed Forces.

Upon looking at why individuals initially joined the Armed Forces, the biggest reason at 44% (21) was because it offered them a career. This percentage increased substantially when taking into account the age of the individual when leaving education. 64% (31) of the 48 respondents left education between the ages of 15-17, of which 61% (19) joined the military because they felt it offered them a career with opportunities to travel and gain new skills and qualifications. However 21% (10) joined to get away from problems and the lack of employment opportunities on offer to them, and lastly 17% (8) came from a military family background.

When reviewing respondents' view on their experience of their time in the military, 88% (42) of respondents stated they had a positive experience during their time in the military, however 17% (7) of this cohort did say that their experience changed once they were injured or were about to be medically discharged. Overall 27% (13) of all respondents had a negative experience of the military or towards the end of their tenure of which 85% (11) were diagnosed with "Post Traumatic Stress Disorder" (PTSD) or other mental health problems.

Although PTSD rates are relatively low amongst British forces, ranging between 4%-6%<sup>4</sup>, 54% (26) of respondents stated that they were either suffering from PTSD or a mental health condition. While substantially higher than national averages, this is representative of the very individuals The Poppy Factory aims to support.

29% (14) of respondents stated they were diagnosed with PTSD, of which only 8% (4) were medically diagnosed with the condition whilst still in service and were subsequently discharged, and 21% (10) had the condition diagnosed after leaving the military, which mirrors research by Laura Goodwin<sup>5</sup> who suggests that a significant proportion of ex-Service

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<sup>3</sup> (Johnson et al. 2008)

<sup>4</sup> (Hunt et al. 2014)

<sup>5</sup> (Goodwin. 2012)

personnel develop delayed-onset PTSD and this is more common than previously believed. A further 23% (11) of respondents stated they suffer from depression. The delayed diagnosis of any mental health problems or psychological distress may also be down to the fact that individuals do not like to talk about their mental wellbeing,<sup>6</sup> which could in turn be linked to the stigma of having mental health problems and how individuals would be perceived by others if they became ill.<sup>7</sup>

Knowing the demographics of the respondents, it was encouraging to see that 54% (26) of respondents stated they managed to adjust to civilian life, however 73% (35) of them did not find the transition a smooth one. Collectively this amounted to 77% (37) either not adjusting or finding the transition to civilian life a smooth one. This finding is not surprising, as all service leavers have to navigate new and changing civilian and military social experiences, resources and networks, which can lead to some experiencing mental health related problems.<sup>8</sup>

“I didn’t adjust to civilian life, I felt isolated and helpless. Veterans and forces personnel find it extremely hard to accept help and assistance so the problems mount up and eventually the person reaches saturation point.”

“I have found adjustment very hard. I miss military jargon and comradeship.”

“I was like a fish out of water. No routine, a lost soul trying to make sense of all the madness that I encountered on a daily basis.”

“I lost everything, wife, kids, family, friends, job, became homeless and bankrupt and suicidal.”

“Although I adjusted to civilian life, the transition was very difficult and I struggled a lot. I had become institutionalised. Not having an idea on career direction and what to do next, as I didn’t want to go back into nursing.”

*Quotes from The Poppy Factory clients in response to the question: Did you adjust to civilian life?*

## Client Results

There is plenty of research that states that work is the most effective way to improve the health and wellbeing of an individual. Not surprisingly, the results of this study confirmed just that. The biggest progressive impact of positive thinking about the future, self-esteem, resilience and life satisfaction was experienced by individuals who moved into employment, after receiving support from The Poppy Factory.

When reviewing how the clients felt pre and post Poppy Factory intervention, 84% (32 respondents) of individuals who had moved into employment felt more positive about the future. 82% (31 respondents) stated they felt better about themselves, had improved self-esteem and felt more satisfied with life. 79% (30 respondents) felt they had better awareness of options that were available to them and better career prospects.

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<sup>6</sup> (Greenberg et al., 2003)

<sup>7</sup> (Iverson et al. 2011)

<sup>8</sup> (Iverson et al. 2011)

This contrasted significantly with those who had not moved into employment – albeit a smaller proportion of individuals. When comparing the same outcomes as those moving into employment only 20% (2 respondents) felt more positive about the future, had improved self-esteem and felt more satisfied with life, with 70% (7) of respondents feeling the same pre and post intervention of service provided by The Poppy Factory. 30% (3) of unemployed respondents stated they had better awareness of available options and job searching skills, with the majority experiencing no change. When considering why there had been so little positive impact with those still seeking employment, a high proportion (70%) were suffering from PTSD/depression, suggesting that the mental wellbeing of the individual is potentially disrupting and interfering with their everyday activities in terms of getting work and relationships; (30% of whom stated their relationships with family and friends had deteriorated.) In addition to this, another factor to consider may be the respondents' age; 40% (4) were in their 40's and 50's and 20% (2) were in their 60's. Whilst it is illegal for employers to discriminate on age, research suggests 64% of older workers aged 45 – 74 say they have either seen or experienced age discrimination in the workplace.<sup>9</sup> One outcome that did have a greater positive impact with this cohort, however, was that of gaining better knowledge of the welfare system (60% of respondents) and respondents feeling they had better career options available to them (50%). This suggests the welfare system is complicated, individuals find it difficult to navigate around, and that being better informed with regards to the availability of options gives the respondents choices that may not have seemed possible before.

“The supported employment scheme helped me a great deal, it made me realise that I had transferrable skills and that I could work in different job sectors. My Employment Consultant was very supportive and knowing that I had a point of contact really helped me. My life has been completely turned around. Before The Poppy Factory I was beginning to believe that maybe I was unemployable. I cannot thank The Poppy Factory enough for the help that I received. Without it, I wouldn't be where I am today; in full time, suitable, sustainable employment, in a job that I love.”

“I have learned how to integrate with the civilian population and now have a better understanding of employment outside the military. I now feel much more confident in applying for and attending interviews and employment in the civilian sector.”

“My health and state of mind is much improved and I have a clearer idea of the life I want. There's also an increased awareness that I'm the only person who can change things.”

“I'm now a qualified Youth Support worker, with vast experience in this field. I'm employed and work with a charity; I'm not as frustrated as I used to be before registering with The Poppy Factory and a huge thanks to Mrs Kirsty Morgan who supported me very well throughout my training and support with job applications. All these made a huge difference to my life and career.”

*Quotes from The Poppy Factory clients in response to the question: Has anything changed in your life since registering with The Poppy Factory?*

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<sup>9</sup> (AARP, 2013)

## ii. The Poppy Factory

Getting You Back to Work is an independently run programme funded by The Poppy Factory and its mission is “to help disabled veterans find meaningful, rewarding and sustainable employment – either directly as an employee (in the Factory) or indirectly (by supporting them into employment elsewhere).” Its vision is “Zero Tolerance- no disabled veteran who wants to work should be out of work.”

There were no material outcome changes that were relevant, beyond input of the budget and delivering its mission in being a quality provider of employment services for wounded, injured and sick ex-Service men and women.

## iii. Getting You Back to Work Staff

The Employability Consultant role is integral to the success of the Getting You Back to Work programme. They provide career management support to the wounded, injured and sick ex-Service men and women, in a variety of ways ranging from advice and guidance on CVs, job searching and interview skills, job matching clients to vacancies, in-work support to clients and employers with regards to reasonable adjustments and signposting to other support agencies. Their primary objective is to provide a structured support programme that will lead to meaningful and sustainable employment for all of its clients.

A total of 9.3 FTE (full time equivalent) Getting You Back to Work staff help deliver the programme of which 83% (8) completed a questionnaire. The results painted a picture of a team that is highly skilled, motivated, dedicated and extremely proud of The Poppy Factory and the work that they do.

The Poppy Factory recognises the value of having highly skilled and trained staff and the positive impact this has on the quality of service that is delivered. 75% (6) of the staff who responded had participated in training in the last twelve months ranging from mental health first aid, drug and alcohol awareness and Career Guidance & Development Level 6 Diploma. This has given them the skills and understanding to help their clients achieve their full potential. The 2 respondents that had not completed any training have been with The Poppy Factory for less than 12 months.

“Mental health training has enabled me to signpost and manage my clients more effectively. The IAG has enhanced my already proven knowledge base and re-enforced professional practice for dealing with our diverse client base.”

“The training has given me a better understanding of mental health and how best to manage this when working with people”

“Undertaking these courses and other non-funded related courses has developed my existing skills to make them more applicable to the needs of the charity’s goals, as well as making my knowledge, skills and overall self more adaptable and stronger to cope with the increasing needs.”

*Quotes from The Poppy Factory staff in response to the question: What new skills has the training given you and what does having these new skills mean to you?*

#### iv. Volunteer Mentors

Volunteer Mentors are a relatively new addition to the Getting You Back to Work programme and are considered a stakeholder as they enable The Poppy Factory to reach and support more wounded, injured and sick ex-Service men and women into employment and work towards achieving its mission.

It is well known that volunteering can have many benefits ranging from connecting with the community and giving something back, to enhancing skills and career opportunities.<sup>10</sup> This is reaffirmed by the 7 Volunteer Mentors who completed the questionnaire, when reviewing their motivations as to why they wanted to volunteer as a mentor for The Poppy Factory.

“Many of my family were in the armed services, I often hear and read about mental conditions affecting members of the Armed Forces and wanted to help as much as I can. I live very close to The Poppy Factory and heard about their support for members of the armed services wanting to get back to work.”

“I liked the thought of being able to assist in the development of individuals in the ex-service community, following a successful career in the military myself.”

“My motivations for volunteering were to help others and give something back, staying connected to the service community and to gain experience and my own personal development”

*Quotes from The Poppy Factory Volunteer Mentors in response to the question: What attracted you to becoming a mentor for The Poppy Factory? What were your motivations for volunteering?*

The type of support provided by the Volunteer Mentors is very much in line with the Employability Consultants in terms of career management, informing and inspiring ex-Service personnel. With the Volunteer Mentors being a newly established addition to The Poppy Factory, only 5 respondents had had the opportunity to mentor on average 2 individuals, with support lasting on average around 5 months. All the Volunteer Mentors mentioned they saw a positive change in their mentees, which reaffirmed that their time spent mentoring, was worthwhile and contributing to their mentees journey back into civilian life.

“I saw small changes in their appreciation of what was important to employers and what was not. They started thinking like a civilian, putting military experience into civilian words”

“I saw positive body language - greater concentration when looking for work”

“My client seems to be glad that someone has taken 'charge' and is prepared to give him personal time”

“My client had better focus on objectives that we set”

*Quotes from The Poppy Factory Volunteer Mentors in response to the question: What changes did you see in your client after you supported them?*

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<sup>10</sup> (Hamp, 2014)

## v. Employers

The Poppy Factory established relationships with 40 likeminded employers during the period under review in this report, of which many employed more than one ex-Service veteran supported by The Poppy Factory, of which 17 responded to a survey questionnaire.

From the organisations that did respond, there were varied responses as to their views on the recruitment and the quality of work of the individuals they had recruited. The Poppy Factory in some instances financially supports individuals during some or all of the first 12 months of employment. This of course incentivises employers to recruit an additional headcount. When looking at the responses from the employers, 88% of responding employers stated they had recruited individuals that were financially supported, of which 62% stated they would not have employed the individual if financial support was not available, primarily due to not having the funding to do so. However, 50% of companies stated that the quality of work carried out by the ex-Service individual met their expectations, with a further 31% of companies stating they exceeded their expectations.

When comparing the differences between the individuals supported by The Poppy Factory and those employed through the organisations' usual recruitment methods, 35% of responding employers saw no difference, however 30% stated they saw a positive difference in terms of attitude, commitment and respect. The remaining 35% of organisations stated that they needed to provide more support in terms of training, but were happy to do so.

"I feel that following an obviously low period in their lives, compared to people that have come from our 'usual' route to recruitment, there is a definite difference in attitude and a more positive approach to the job."

"I see a commitment to learn and 'muck in', as well passion to help others learn."

"They are hardworking, dependable and use their common sense to get the job done! They also think outside of the box and are always looking to bring new ideas to the table."

"Ex-Service personnel have required more training on specific skills that we would normally expect, but we are happy to provide this."

*Quotes from employers in response to the question: What differences, if any, do you see between the wounded, injured and sick ex-service personnel you have employed via The Poppy Factory and those employed through your usual recruitment methods?*

## vi. Client Families

For many ex-Service personnel and their families, the transition to and from military life can be challenging due to the significant changes in their circumstances, which often includes disconnection from existing support networks such as family and friends. The needs of military families range from finding ways for veterans to employ their skills at home to ensuring someone is caring for the caregivers of wounded, injured or sick ex-service personnel and helping children deal with the absence of a mother or father.

Families are therefore a significant stakeholder, however due to the lack of access to this stakeholder, materials outcomes were not used in this SROI calculation. Despite this it was

possible to establish a theory of change with input from 2 contributing families, which reconfirmed that the outcomes that are most likely experienced, are relevant and need to be considered for future studies.

### **vii. The NHS**

The NHS is a key stakeholder of this SROI and is the fourth largest beneficiary of the Getting You Back to Work service delivery, as all the responding ex-Service men and women were receiving support from the NHS from a variety of services ranging from the GP, community psychiatric nurse, councillor, occupational therapist, physiotherapist and psychiatrist and many demonstrated a lesser reliance post The Poppy Factory intervention. The NHS were not directly consulted, however a reduction on the reliance on the NHS was established via a questionnaire completed by the responding ex-Service men and women, where frequency of support levels on the varying NHS professionals pre and post The Poppy Factory intervention was established.

### **viii. The State**

The State is included as a stakeholder because by getting people into sustainable employment, it will reduce the amount of benefits claimed and welfare costs associated with being out of work and increase revenue contribution to the treasury. A measure by the Department for Work and Pensions of £10,025<sup>11</sup> has been calculated to demonstrate wider gains to the Exchequer from a reduction of benefits being claimed and an increase of tax paid to the State.

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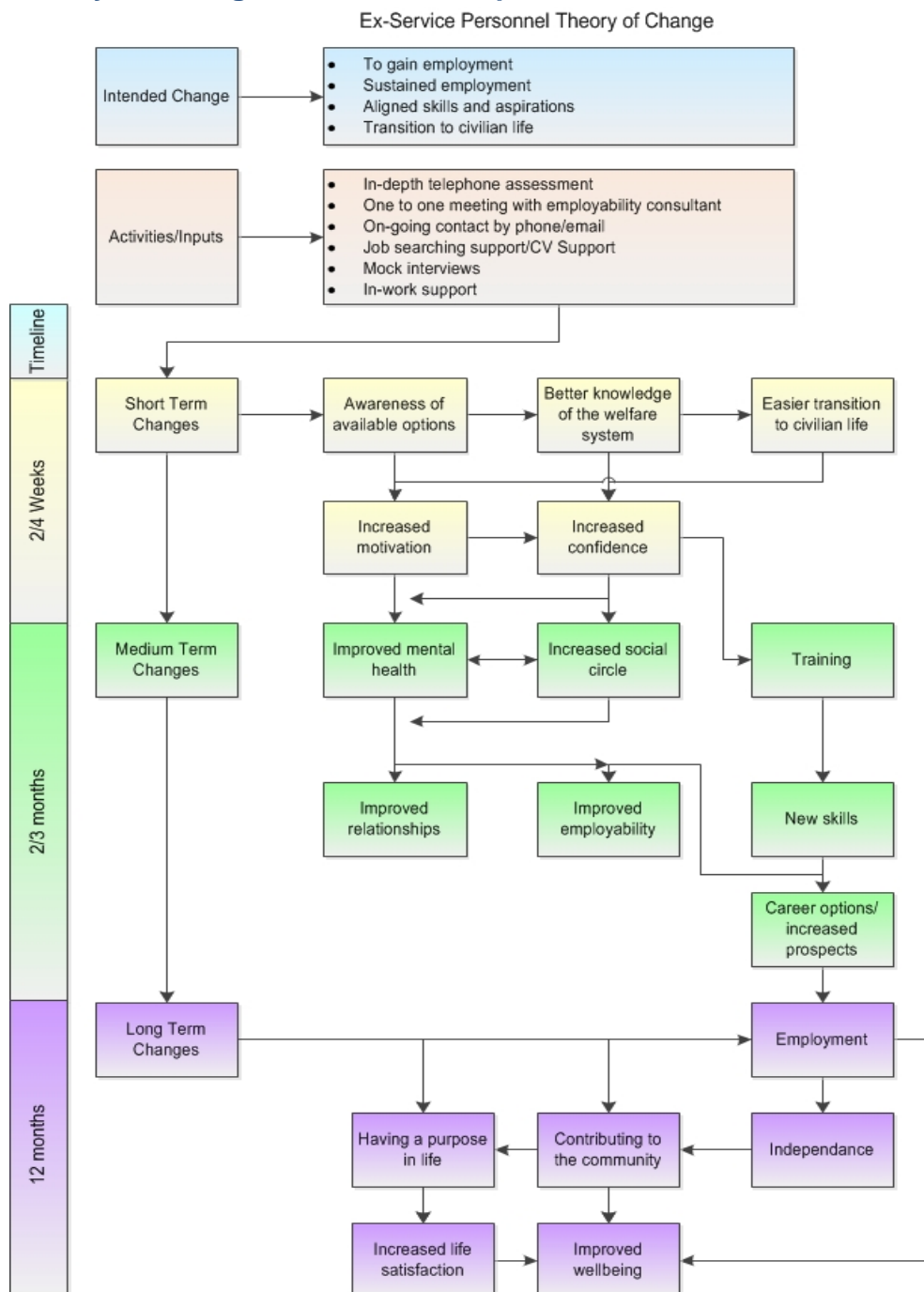
<sup>11</sup> (Fujiwara, 2010)



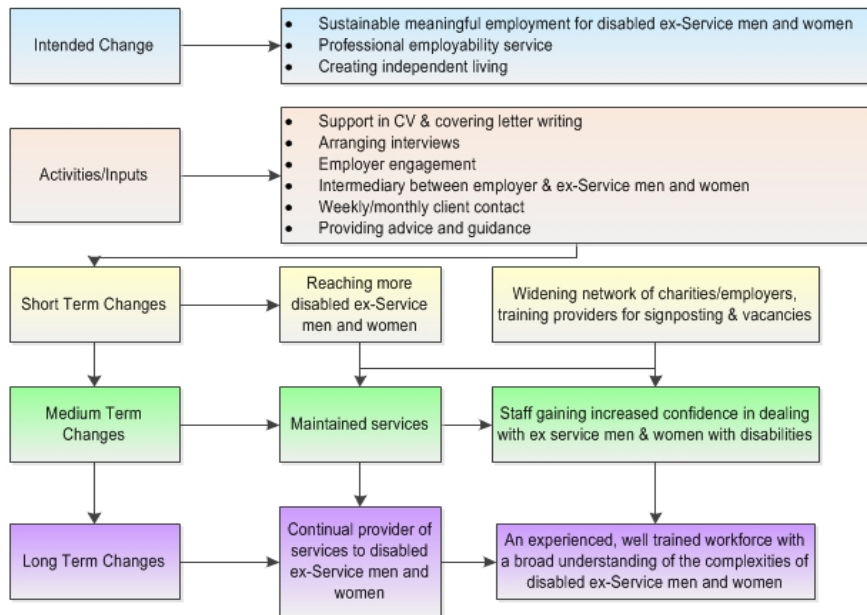
## 6. The Theory of Change

The Theory of Change describes the journey the stakeholders in this analysis take, that links the activities of the Getting You Back to Work programme and the short to long term outcomes they experience. It illustrates that providing individualised support and guidance can result in creating meaningful employment opportunities in addition to improved health and wellbeing of individuals. It provides The Poppy Factory with a clearer understanding of how the Getting You Back to Work programme changes the lives of the wounded injured and sick ex-Service men and women, who would ordinarily find it more challenging to find meaningful employment.

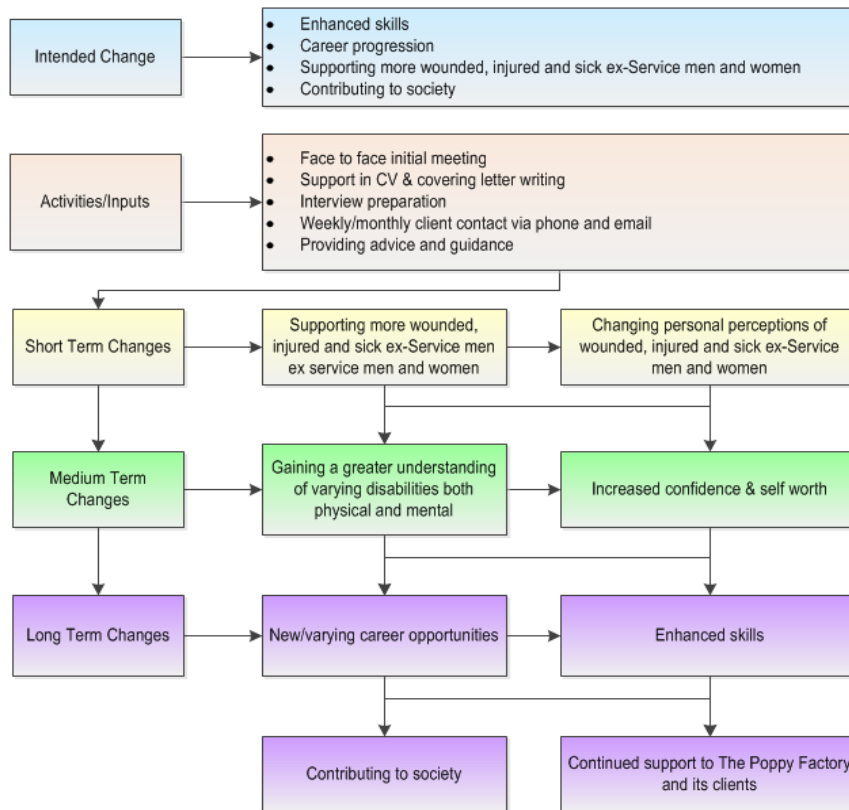
### Theory of Change Stakeholder Maps



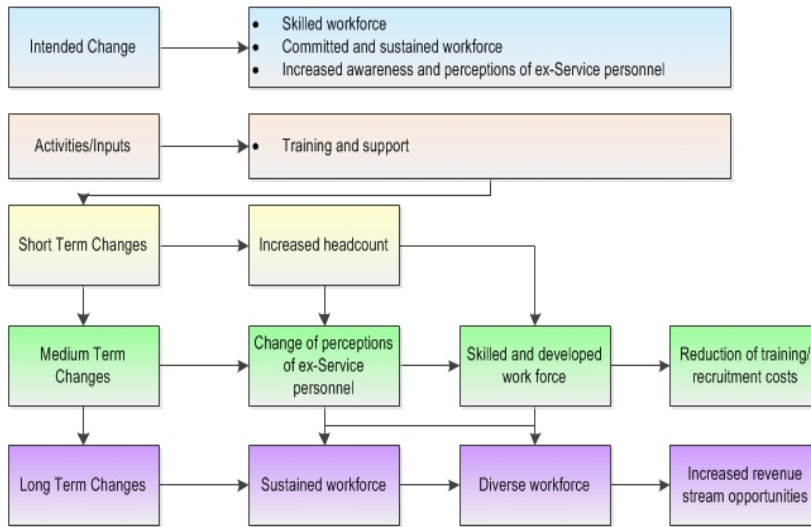
### The Poppy Factory Staff Theory of Change



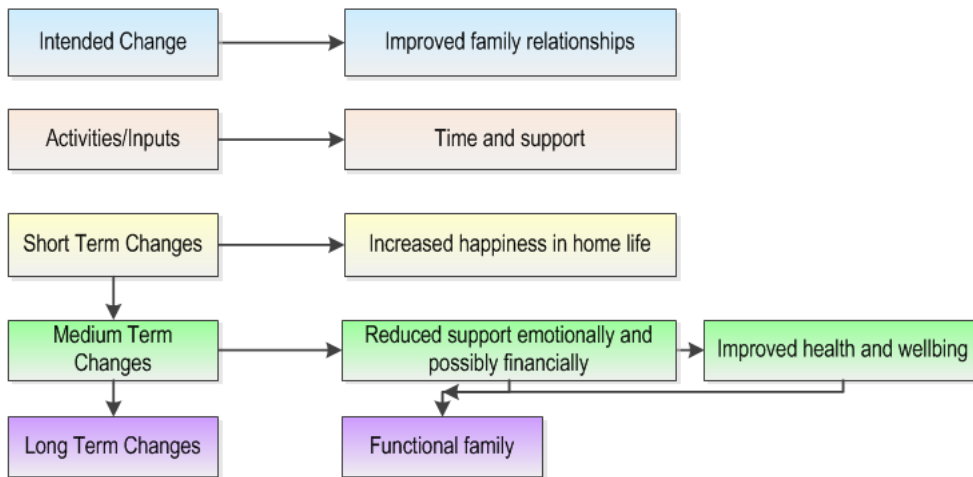
### Mentors Theory of Change



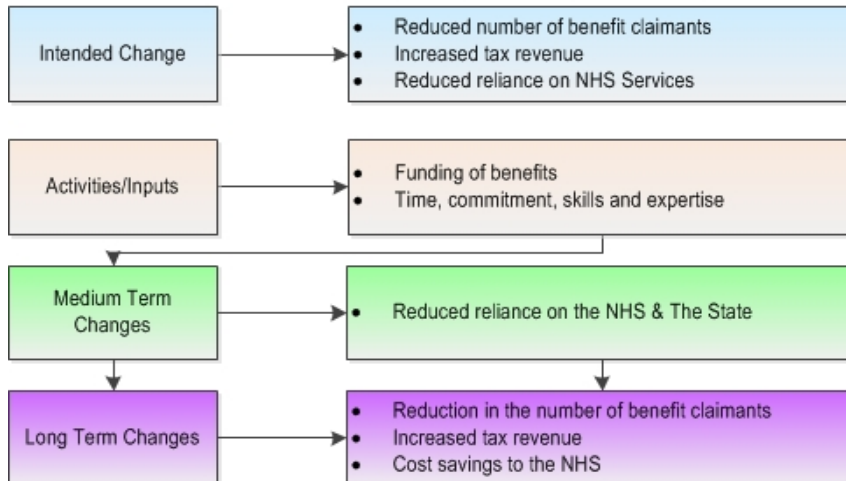
### Employers Theory of Change



### Families Theory of Change



### The State & NHS Theory of Change



## i. Materiality

One of the principles of SROI is to only include what is material. The principle states: “Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.”

The definition of materiality in financial statements is: “Information is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial statements”.

The first filter is Relevance. If an outcome is relevant then the significance of the issue needs to be considered. According to the SROI Guide on Materiality<sup>12</sup>, testing for relevance is therefore looking at whether the outcome is relevant, because there are:

- Policies that require it or perversely block it and the intervention can deliver it;
- Stakeholders who express need for it and the intervention can deliver it;
- Peers who do it already and have demonstrated the value of it and the intervention can deliver it;
- Social norms that demand it and the intervention can deliver it;
- Financial impacts that make it desirable and the intervention can deliver it;

The outcomes in the Theory of Change can be tested for relevance by judging each outcome against the above criteria.

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<sup>12</sup> The SROI Network (2011)

## ii. Materiality and Relevance Check

Stakeholder	Material Outcomes	Relevance Check
The Poppy Factory	<ul style="list-style-type: none"> <li>Job satisfaction</li> <li>New skills</li> </ul>	<ul style="list-style-type: none"> <li><b>Yes</b> – Whilst staff are more than likely to receive job satisfaction delivering another service – satisfaction was demonstrated through the additional unpaid hours the staff volunteer monthly to deliver the service</li> <li><b>Yes</b> - The training received is job specific</li> </ul>
Clients (ex-Service personnel)	<ul style="list-style-type: none"> <li>Increased resilience &amp; self esteem</li> <li>Feeling healthier</li> <li>Updated employment skills</li> <li>Improved relationships with friends and family</li> <li>Improved emotional wellbeing</li> <li>Improved life satisfaction</li> <li></li> <li>Paid employment</li> <li>Reduction in substance abuse</li> <li>Reduction in offending</li> </ul>	<ul style="list-style-type: none"> <li><b>Yes</b> - These were deemed relevant as the client is the primary stakeholder and the outcomes experienced are all relevant and part of the client journey</li> <li><b>Yes</b> - As this is the main aim of the Getting You Back to Work programme</li> <li><b>No</b> – No tangible evidence to suggest that this was experienced as a result of the services provided by The Poppy Factory</li> </ul>
Volunteer Mentors	<ul style="list-style-type: none"> <li>Increased confidence in dealing with ex-Service men and women with disabilities</li> <li>Changed perception of wounded, injured and sick ex-Service personnel</li> <li>Enhanced career option</li> <li>Community wellbeing</li> </ul>	<ul style="list-style-type: none"> <li><b>Yes</b> – The mentors related to all the outcomes. They felt The Poppy Factory was a good cause and they wanted to give something back, alongside enhancing their skills</li> </ul>
Families	<ul style="list-style-type: none"> <li>Improved family relationships</li> <li>Functional family</li> </ul>	<ul style="list-style-type: none"> <li><b>No</b> - Unable to speak to sufficient numbers of families to establish sufficient outcomes of long term improvement to families and relationships.</li> </ul>
Employers	<ul style="list-style-type: none"> <li>Reduced training &amp; recruitment costs</li> <li>Reduced staff turnover and better productivity</li> <li>Increased awareness in disabilities</li> <li>Increased business opportunities</li> </ul>	<ul style="list-style-type: none"> <li><b>No</b> - No tangible evidence to suggest that this was a direct benefit to the employer</li> <li><b>Yes</b> - Employers mentioned they have a more diverse workforce and have said that working with The Poppy Factory has increased their revenue opportunities</li> </ul>
NHS	<ul style="list-style-type: none"> <li>Reduced dependency on the NHS - cost saving to the NHS</li> </ul>	<ul style="list-style-type: none"> <li><b>Yes</b> - There was a reduction in support provided by a number of NHS professionals individuals</li> </ul>
The State	<ul style="list-style-type: none"> <li>Reduced number of benefit claimants</li> <li>Increased taxes</li> </ul>	<ul style="list-style-type: none"> <li><b>Yes</b> - This is directly linked to the individuals who were placed in employment and no longer claiming benefits and paying taxes</li> </ul>

### iii. Change as Experienced by the Clients

Wounded, injured and sick ex-Service men and women continue to face barriers when seeking employment, however the changes they experience when support and guidance is provided in addition to gaining paid employment can be life changing for them. 75% of those moving into employment and 45% of those yet to gain employment, stated that their life had changed after receiving support from The Poppy Factory. Finding a new civilian identity and having a sense of purpose was a common theme amongst the respondents, to which Getting You Back to Work seemed to contribute to. Research suggests that when an individual enters the military they are systematically stripped of their individuality, as they become part of a larger collective. So not surprisingly adjusting to civilian life and a new sense of autonomy can be overwhelming and uncertain.<sup>13</sup>

"I now have a sense of pride that after the events I've been through, I've been able to come through to the other side. I feel better about myself generally. I'm indebted to The Poppy Factory."

"I have a more positive outlook, self-belief and self-confidence has improved dramatically due to gaining employment, funded by The Poppy Factory. Being able to provide for my family has been hugely rewarding."

"I now have a reason to live, to get up for and meet new people."

"It has helped me get a job which has helped me find my identity."

"I love my job and now I look forward instead of dwelling on the past."

"By funding my post I was able to be employed in a role which allowed me assist other veterans, many of who were extremely needy. I found the job to be very satisfying and I was allowed to work with the minimum of supervision and use the knowledge from my military background to assist me to solve problems, be motivated, use my organisational skills and be a key component with the Welfare Department. I was also very fortunate that when my Poppy Scheme ended I was able to remain in post as my employer was able to secure additional funding. Had I never been successful with The Poppy Factory scheme in the first instance I may never have had the opportunity to remain in the same employment."

*Quotes from Clients in response to the question: Has anything changed in your life since registering with The Poppy Factory?*

Clients overall reported that they were in a better place after receiving support from The Poppy Factory. Many felt desperate and had hit rock bottom in their lives. When asked where they think they may be with their lives, if they had not received the support and guidance from The Poppy Factory, the most common answer was "I dread to think!"; with some stating they thought they may not be alive now, be drinking heavily or be homeless. These responses demonstrate how anxious and low they were feeling prior to receiving any support.

Many clients also professed to feel healthier, which was reaffirmed by the reduced reliance on the NHS in terms of medical and psychological support.

<sup>13</sup> (R.Tyson Smith, G. True, 2014)

## Case Study 2 – Chris (2013)

### Centre Director and Principal Trainer, Hanover Training and Professional Development

Chris is the first to admit that he did not find the transition to civilian life easy.

“My veteran journey has certainly been a rollercoaster,” he says. “As a serviceman who’d done all the right preparation before his exit from the services, my transition was challenging to say the least.”

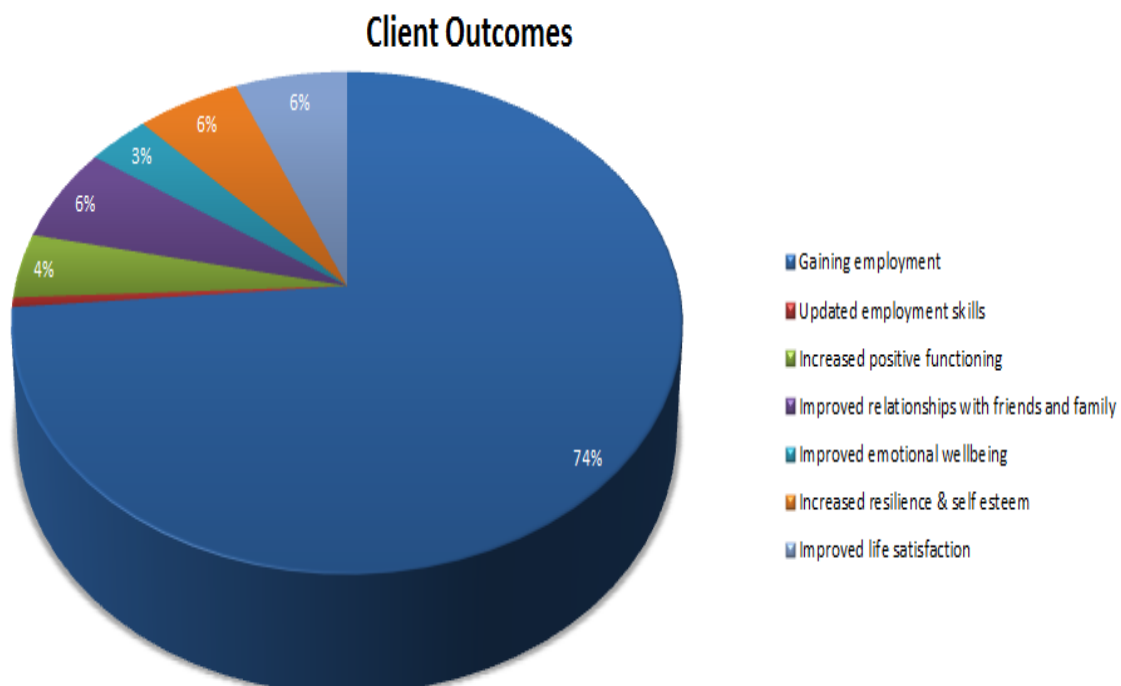
It is perhaps not surprising, then, that the job he gained through the Poppy Factory involved helping others to make the same transition. With the Poppy Factory’s help, Chris took a position with Remount Charity – a charity that helps Armed Forces veterans of all ranks with their return to civilian life. It runs free courses to help them to manage the change in culture on resuming civilian life and to achieve their full potential.

Chris became Course Director of the Remount 2 course, developing professional development courses for UK Armed Forces veterans. His role involved setting up and running social media for the charity, starting a blog, using feedback from previous Remount course delegates to formulate the Remount 2 course, and liaising with local agencies and veteran support agencies to support the charity’s aim.

Chris’s position was funded by the Poppy Factory, but he ended up only needing three months’ worth of the funding, as he was head-hunted by Hanover Training and Professional Development, which offered him a full time role as Centre Director and Principal Trainer. Chris is grateful for the support he received from The Poppy Factory.

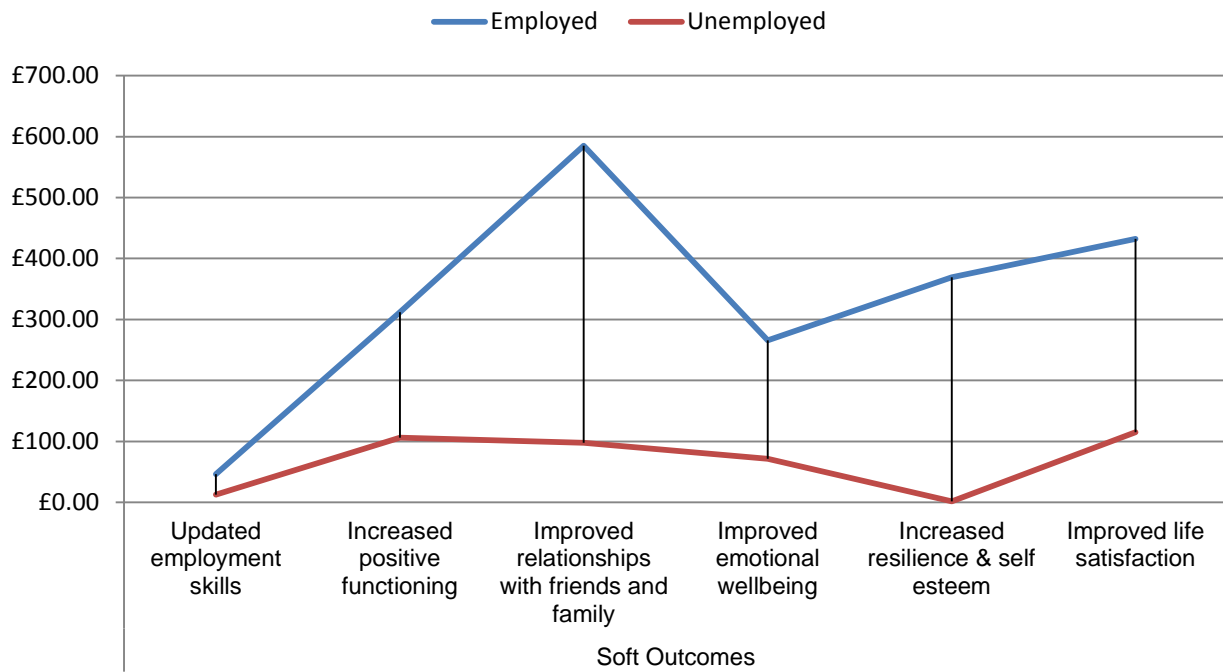
“I was fortunate enough to work with Lee Griffiths over the last twelve months, resulting in a life-changing outcome due to Lee’s intervention and his cross-agency support ethos.

“No matter how robust I felt I was, to be supported by Lee was the final part of my career development jigsaw.”



When comparing the varying degrees of value created by clients in employment and those still seeking work, the trends were very similar for both cohorts; however those in employment travelled further in distance and created more value.

### Single Proxy Value of Client Soft Outcomes (distance travelled applied)



#### iv. Change as Experienced by The Poppy Factory Staff

The Poppy Factory’s success depends very much on the people who work for it and deliver its services. The team that deliver the Getting You Back to Work programme is an engaged and motivated one. Job satisfaction plays a large part in this, as the team has the autonomy, flexibility and independence to plan their time, in addition to the organisational values being akin to the individual’s desires and career aspirations. When reviewing why individuals wanted to work for The Poppy Factory, the responses were very similar in terms of career and skills development, contribution to a social cause and being a good match with personal and organisational values.

So not surprisingly the changes experienced by the staff, which were directly attributable to The Poppy Factory, were gaining new skills through training, increased confidence and understanding of working with individuals with disabilities and generally feeling happier in life in addition to having the opportunity to contribute to a great cause.



"I now feel proud to explain to people what I do & that includes my children! I feel I have a positive career ahead of me with ample opportunities to develop & grow. I feel more motivated about my professional life generally, which is having a knock-on positive effect on my life outside work. I feel I have greater work flexibility due to implicit trust from senior colleagues & peers, so able to manage work/life balance a bit better."

"I am far more aware of the difficulties faced in the workplace due to disabilities which has made me more conscious that we should do what we can to help people. It has also made my family more aware of the various difficulties faced and we do talk about these at a general level. It has improved my confidence in a work aspect in managing people. I have gained many experiences that would not have been gained in a corporate environment and feel proud to do what we do."

"I have greater awareness of the challenges that people really face in life around poor mental health and disability. What living on the bread line really means for people. I am far more reflective."

"I have a real reason to come to work every day. I work with likeminded individuals who all have the same vision and for the first time since leaving the Army I am content in my career."

"I have increased confidence and a realisation that we are a modern organisation because of the people that we employ and assist. With this in mind, I have become a more open minded, focused and healthy person as a result."

*Quotes from The Poppy Factory staff in response to the question: Has doing your job at The Poppy Factory changed your life in anyway?*

## **v. Change as Experienced by the Volunteer Mentors**

Though still in relative infancy, the addition of Volunteer Mentors to the Getting You Back to Work programme has made a difference to the volunteers. Not only do the Volunteer Mentors feel that it has enhanced their skills and career options, but it has changed their perceptions of wounded, injured and sick ex-Service personnel, by giving them a greater understanding of the challenges an individual leaving the military with a disability faces, and helping them feel more connected with this cohort. This in turn has created a greater empathy towards other individuals and has helped the Volunteer Mentors feel as they are giving something back to society and in turn helping make a difference.

"Being a mentor has given me a greater understanding of the personal challenges faced by clients who have never known civilian life and/or experiencing mental health issues."

"I have a much more positive outlook on life and have adopted a greater learning culture in the company I work for."

"As I have retired early mentoring has given me a reason to get out of bed and a purpose and I personally feel fulfilled."

"I have increased my empathy to others and have gained respect from work colleagues for what I provide and in turn I have greater work satisfaction and pride in what I do."

*Quotes from the Volunteer Mentors in response to the question: What changes if any, have you experienced personally or in a professional capacity since becoming a mentor?*

## vi. Change as experienced by the Employers

When considering what has changed for employers, the two main outcomes that presented themselves were increased business opportunities and awareness of disabilities and the perceptions of recruiting a wounded, injured or sick ex-Service individual.

Whilst exploring the idea of perceptual changes, there were several indicators that were posed to the employer, which gave a general consensus that in the instances where an employer had a negative perception about a particular indicator, this was changed to a positive view. There were some instances however, where perceptions were over estimated.

When looking at some of the positive perceptual indicators from the 4 employers who thought the ex-Service men/women would be too rigid pre recruitment, all of them changed their mind after recruitment. 8 employers stated that they thought that ex-Service personnel were adaptable before recruiting them and an additional 4 whilst not having any preference to this indicator pre recruitment, changed their mind post recruitment. 5 employers stated that before recruitment ex-Service men/women would not have the relevant skills, however 3 (60%) changed their minds post recruitment and an additional employer who had no preference to this indicator pre recruitment changed their mind after recruiting.

Interestingly, however, where perception versus reality was over estimated by employers was in the case of ex-Service personnel having strong leadership skills. From the 9 employers who had this perception pre recruitment, 2 of them did not think the same post recruitment.

In summary 94% (16) of responding employers stated they have a more diverse, skilled and developed workforce and 70% (12) stated they saw an increase in their revenue stream to which they felt that The Poppy Factory was able to positively contribute towards.

“We now have access to a sector of potentially high quality employees.”

“We have more understanding about the needs of working with ex-Service men with mental health injuries”

“We have become a referral agency for veterans and their families therefore developing our services, giving the organisation the opportunity to publicise its services and work with other relevant agencies. Staff members have been able to access training in relation to veterans which has increased their skills and knowledge. We are now able to offer a Veterans Support Service for those who are struggling with mental health and wellbeing issues.”

“It has enabled our staff and volunteers to learn from experiences and understand sick, injured and wounded Service personnel and what they have to go through”

“We have been able to help more wounded, injured and sick individuals. Our links with the Military have improved and our revenues have increased.”

*Quotes from the employers in response to the question: How has your organisation benefited since working with The Poppy Factory?*

## vii. Change as Experienced by the Families

Whilst not having any definitive outcomes within this study, the 2 families that were engaged with when establishing the theory of change were able to articulate their story with regards to how things have changed for them and what this means.

### Family 1

"I met my husband 19 years ago after he had left the military. He was to me a typical army man, regimented, abrupt and showed very little emotion.

After we had been together for a while, he started to get distant and not very communicative, which was followed by excessive drinking, which nearly resulted in him dying. This of course impacted on our relationship, which deteriorated dramatically and affected my health both physically and mentally. My husband was subsequently diagnosed with PTSD.

I found help after speaking to The Royal British Legion, who referred my husband to a charity who were in turn able to provide him the relevant treatment to help him get back on track to recovery. It was this charity that offered my husband a job to fund raise and they applied to The Poppy Factory for the funding of his position for 12 months.

The Poppy Factory were brilliant throughout the first 12 months and afterwards, when the funding came to an end and my husband needed support in getting another position. Kirsty was always there for him. She had a great way of picking my husband up and supporting him. She was a great listener and our safety net and lifeline. My husband was able to secure work with Kirsty's help and is now a different person.

As a result my life has changed dramatically. Before I was my husband's carer and had to look after him like he was a small child. Whilst I still support my husband, I feel it is now appreciated. He is now a new man and completely different to when we first met. He is more caring, warmer and more emotional. Our relationship has improved and we do a lot more together. My health has also improved and I'm a lot less stressed. I also have more time for myself, which enables me to spend some more time with my dad, get out and about on my bike and some gardening. I am a lot happier now. Life is good and I feel great!"

### Family 2

"My husband was diagnosed with PTSD quite some time after leaving the military. Life was hard, as he had a drinking problem and couldn't really hold down a job. This put a lot of pressure on the relationship, which nearly broke down.

He was referred to The Poppy Factory through Combat Stress and life changed quite significantly. My husband stopped drinking and he is now working. We are now more financially stable and feel more secure. Our relationship has changed too. We talk a lot more, go out for walks and generally get on better.

For me, I have now been able to retire. Beforehand I had to work and also keep my health problems to myself as I suffer from arthritis. But now life is really good. I have a lot more leisure time and am able to take the dog for long walks."

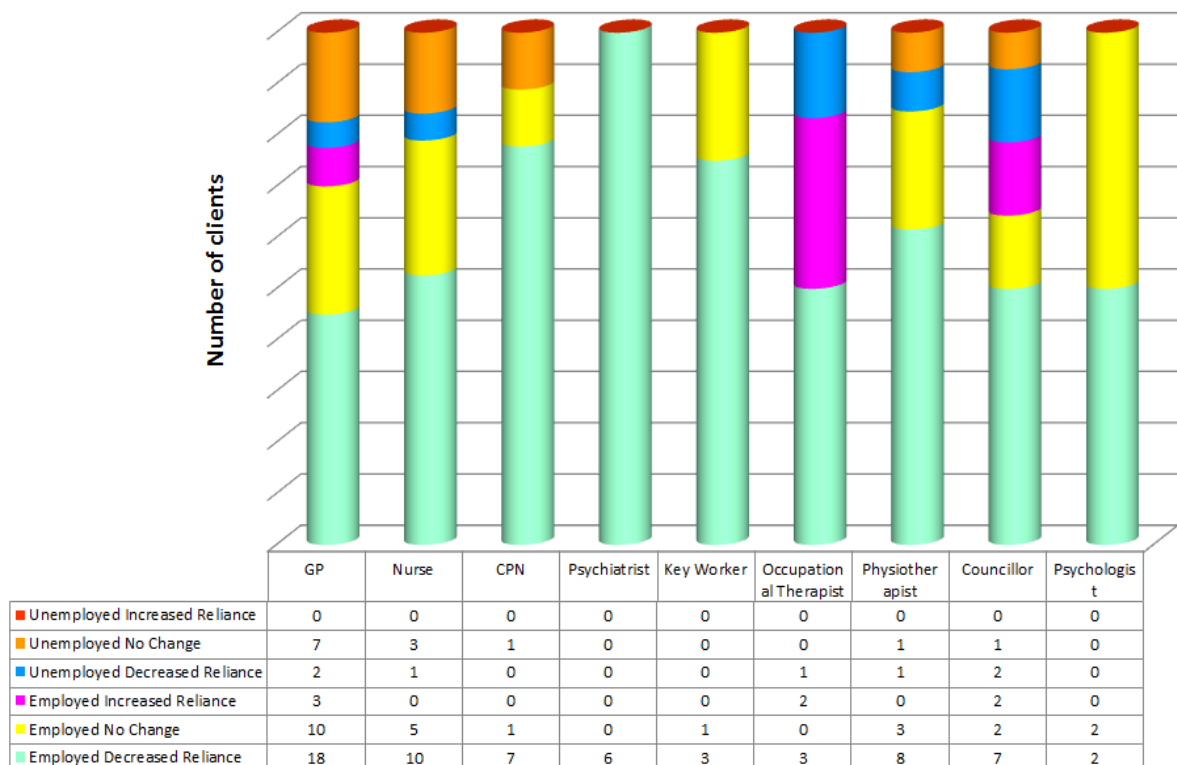
### viii. Change as experienced by the NHS

Whilst directly liaising with the NHS, there were direct benefits that have been attributed to this stakeholder, as this SROI clearly illustrates a reduction of support provided to The Poppy Factory clients post intervention by the Getting You Back to Work programme. Whilst levels of support varied from client to client, information was gathered establishing the type of support that was being received from the NHS, coupled with the frequency levels before and after The Poppy Factory intervention and an average was taken in each grouping. For example the total amount of employed clients that were receiving support across a number of services was reduced by 70% and by 40% for unemployed clients. When breaking this down to NHS professional and the total number of visits per annum the biggest reduction in the total number of annual visits by employed clients was to the Physiotherapist which was reduced from 398 visits to 78, seeing a reduction of 80%, followed by visits to the Community Psychiatric Nurse (CPN) of 235 reducing to 58, a reduction on 75%, and a 99% reduction of visits to a Psychiatrist (134 to 1). There were 2 clients who experienced a substantial step back in their health and consequently needed more intensive support from a number of health professionals (GP, Counsellor and Occupational Therapist). Had it not been for the health regression of 2 individuals, then the reduction of visits collectively across all the health professions would probably be nearer 69% as opposed to the actual result of 57%.

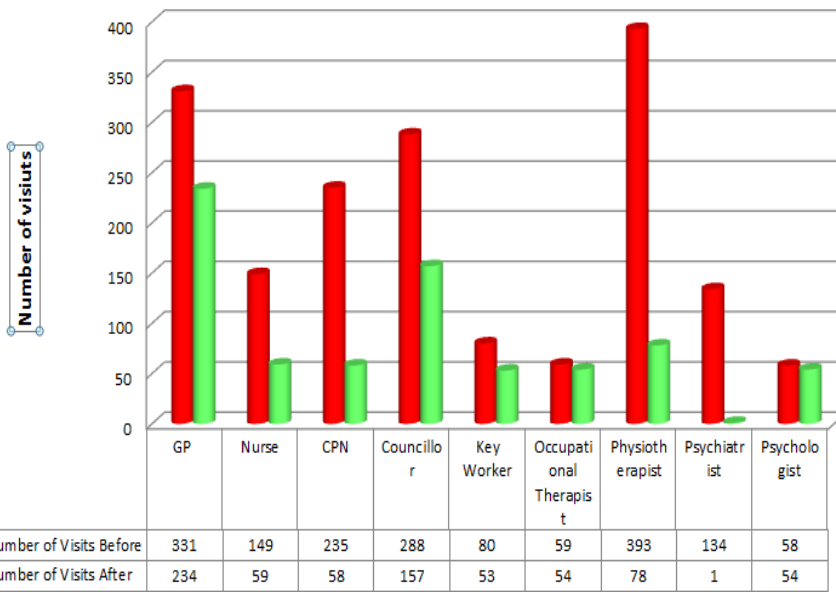
When looking at unemployed clients, due to the smaller sample size of this cohort, fewer health professionals across a number of disciplines were seen by this cohort, however the reduction in the number of visits was still significant at 68%, higher than the employed clients, namely because there was no individual that had experienced a setback in their health, needing more intensive support.

Despite the health setback of 2 individuals, the NHS was the 4<sup>th</sup> largest benefactor in this analysis.

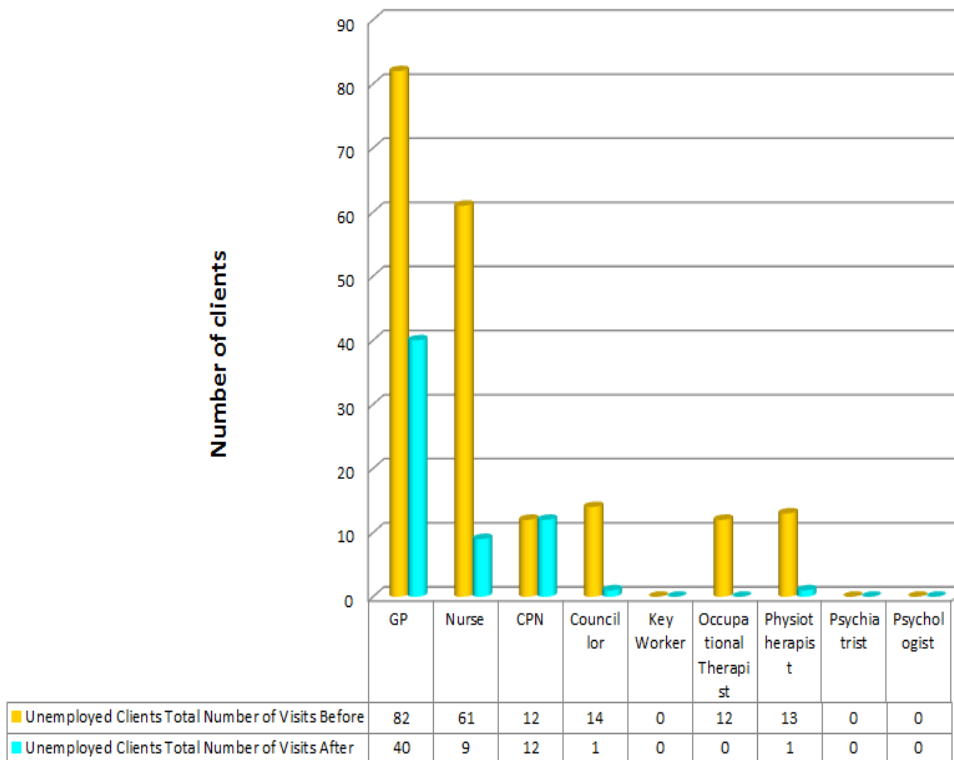
**Increased/Decreased Reliance on NHS by Number of Clients versus their employment status**



### Number of visits to NHS per annum for employed clients



### Number of visits to NHS per annum for unemployed clients



### ix. Change as Experienced by the State

Whilst not directly liaising with the DWP and HMRC, medium to long term outcomes were directly linked to the individuals that have successfully moved into employment, reducing the amount of benefits being claimed and increasing taxes to the Exchequer and contributions to the Exchequer through training and the additional qualifications acquired by The Poppy Factory staff.

## 7. Inputs, Outputs and Outcomes

The following section describes the inputs, outputs and outcomes for each stakeholder.

### i. Inputs

Stakeholder groups were identified as to their financial contribution to the SROI. The *only* financial contributor to the Getting You Back to Work programme was The Poppy Factory, producing a total input value of £1,366, 471. They were removed from the output evaluation as it was felt there was no material outcome as a stakeholder beyond delivering The Poppy Factory mission and its objectives.

*Table 1 – Input Table*

Stakeholder	Method of Engagement
The Poppy Factory	Annual budget for Getting You Back to Work £1,366,471

### ii. Outputs and Outcomes

Outputs are a quantitative summary of an activity (refer to *Table 2* Output and Outcome Table) and an outcome is identifying what has changed for the stakeholder as a result of the project. With SROI being a stakeholder informed process, the stakeholders were consulted in varying ways from workshops, one to one interviews and questionnaires.

It was decided not to use any outputs associated with The Poppy Factory as the outcome was not material beyond the input of the budget and to deliver its vision of “Zero Tolerance” and getting every disabled veteran who wants to work in to work.

*Table 2 – Output and Outcome Table*

Stakeholder	Intended Changes (Outputs)	Outcome	Indicator Description	Source
The Poppy Factory Staff	<ul style="list-style-type: none"> <li>* Sustainable meaningful employment for disabled ex-Service men and women</li> <li>* Professional employability service</li> <li>* Creating independent living</li> </ul>	Supporting more clients through mentoring	The number of additional ex-Service men and woman supported	Questionnaire
		Staff satisfaction	The cost of the number of hours staff stated they would volunteer per month	Questionnaire
		Increased confidence in dealing with ex-Service men and women with disabilities	I am extremely confident in dealing with ex-Service men & women with disabilities	Questionnaire

Table 2 continued

Stakeholder	Intended Changes (Outputs)	Outcome	Indicator Description	Source		
Clients (Ex-Service men and women) - <u>Employed/In Education</u>	* To gain employment * Sustained employment * Aligned skills and aspirations * Transition to civilian life	Gaining full time employment	Clients that have moved into employment	Questionnaire		
		Gaining part time employment	Clients that have moved into part time employment	Questionnaire		
		Updated employment skills	I have good job searching skills	Questionnaire		
		Increased positive functioning	I have good awareness of the options available to me I have good knowledge of the welfare system My transition to civilian life was easy I have good career prospects/options I have a purpose in life I felt I was contributing to the community I was independent and did not have to rely on too many people	Questionnaire		
		Improved relationships with friends and family	I have a great relationship with my family and friends I have a good social circle of friends around me	Questionnaire		
		Improved emotional wellbeing	My mental health is good I have high motivation to find a job I have confidence in myself	Questionnaire		
		Increased resilience & self esteem	I feel I am employable I am positive about the future I have good self-esteem and feel good about myself	Questionnaire		
		Improved life satisfaction	I am satisfied with my life and have good wellbeing	Questionnaire		
		Clients (Ex-Service men and women) – <u>Unemployed</u>	* To gain employment * Sustained employment * Aligned skills and aspirations * Transition to civilian life	Updated employment skills	I have good job searching skills	Questionnaire
				Increased positive functioning	I have good awareness of the options available to me I have good knowledge of the welfare system My transition to civilian life was easy I have good career prospects/options I have a purpose in life I felt I was contributing to the community I was independent and did not have to rely on too many people	Questionnaire
Improved relationships with friends and family	I have a great relationship with my family have friend I have a good social circle of friends around me			Questionnaire		
Improved emotional wellbeing	My mental health is good I have high motivation to find a job I have confidence in myself			Questionnaire		
Increased resilience & self esteem	I feel I am employable I am positive about the future I have good self-esteem and feel good about myself			Questionnaire		
Improved life satisfaction	I am satisfied with my life and have good wellbeing			Questionnaire		

Table 2 continued

Stakeholder	Intended Changes (Outputs)	Outcome	Indicator Description	Source
NHS for <u>employed clients</u>	Improved health less reliance on the services	Less reliance on a GP without prescription	Reduction in consultations	Questionnaire
		Less reliance on a GP with prescription		Questionnaire
		Less reliance on a Nurse		Questionnaire
		Less reliance on a CPN		Questionnaire
		Less reliance on a Psychiatrist		Questionnaire
		Less reliance on a Key Worker		Questionnaire
		Less reliance on an Occupational Therapist		Questionnaire
		Less reliance on a Physiotherapist		Questionnaire
		Less reliance on a Counsellor		Questionnaire
		Less reliance on a Psychologist		Questionnaire
NHS for <u>Unemployed clients</u>		Less reliance on a GP with prescription		Questionnaire
		Less reliance on a Nurse		Questionnaire
		Less reliance on an Occupational Therapist		Questionnaire
		Less reliance on a Physiotherapist		Questionnaire
		Less reliance on a Counsellor		Questionnaire
Volunteer Mentors	<ul style="list-style-type: none"> <li>* Enhanced skills</li> <li>* Career progression</li> <li>* Supporting more sick, wounded and disabled ex-Service men and women</li> <li>* Contributing to society</li> </ul>	Changed perception of wounded, injured and sick ex-Service personnel/increased confidence in dealing with ex-Service men and women with disabilities	I have more patience and understanding of other people Changed my perception of wounded, injured and sick ex-Service personnel	Questionnaire
		Enhanced career options	Has improved my communication skills Has increased my confidence Has enhanced my career opportunities	Questionnaire
		Community well-being	Has enabled me to help others by providing advice and guidance based on my previous experiences Made a difference to someone else's life	Questionnaire
Employers	<ul style="list-style-type: none"> <li>* Skilled workforce</li> <li>* Committed and sustained workforce</li> <li>* Increased awareness and perceptions of ex-Service personnel</li> </ul>	Increased business opportunities	Has your organisation increased its revenue opportunities since working with The Poppy Factory and wounded, injured or sick ex-Service personnel?	Questionnaire
		Increased awareness of disabilities	Has given me a diverse workforce	Questionnaire
The State	Reduction in benefits paid	Reduction in benefits paid	Savings made by the state for keeping individuals off benefits when retaining them in employment and gaining employment	Research
		Increased contributions to the Exchequer through career enhancement and increased earnings, through training and gaining a qualification of staff.	Professional IAG training	Research



## 8. Social Impact of Getting You Back to Work

To get the most accurate picture possible of the predicted social impact of the Getting You Back to Work programme and not over claiming the findings, the deadweight, attribution and drop off have also been estimated. These terms are explained below:

### i. Deadweight

This is a measure of the social benefits that would have been created anyway without the intervention of The Poppy Factory and the Getting You Back to Work programme. The estimations against the financial proxies for each stakeholder are listed in the table below:

Stakeholder	Deadweight Discount	Rationale
Clients & NHS	40%	60% of respondents stated that they would not be in a good place in their life, had it not been for The Poppy Factory. As the data for the NHS outcomes came directly from the clients with regards to a reduction on the reliance of the NHS, the same discount was awarded to this stakeholder also. Data taken from the survey questionnaire.
Employers	41%	This discount was based on the assumption that 59% of employers who responded stated that they would not have recruited someone from The Poppy Factory had the client not been supported.
Volunteer Mentors	43%	This discount was based on an assumption made from questionnaire. 4 out of the 7 respondents had links to the military/Poppy Factory and wanted to help contribute specifically to the cause. The remainder became mentors for development and to help people. An assumption was therefore made that these 3 would probably have done mentoring elsewhere.
The Poppy Factory	5%	The Poppy Factory Estimate
DWP	46%	Based on government statistics only 46.3% of disabled people of working age are in employment. This statistic was applied as deadweight as it is closest to The Poppy Factory cohort. <sup>14</sup>

### ii. Displacement

This is an assessment of how much of the Getting You Back to Work benefits are at the expense of others. An example of this would be if a disabled veteran gains employment, it prevents someone else from getting work. We felt that this was something that realistically could not be measured and quantified, as this argument could be placed against anyone getting a job, irrespective of their life's situation and circumstance. We did not feel that this was relevant to this SROI as it is unlikely that the activities of The Poppy Factory are displacing outcomes for any of our stakeholders.

<sup>14</sup> (Disability facts and figures, 2014)

### iii. Attribution

A proportion of some of the outcomes will be attributable to the activities of other people or organisations, not all the outcomes will be entirely due to the Getting You Back to Work programme. The questionnaires for all the stakeholders had attributable questions built in, to ascertain directly from the stakeholder how much they felt The Poppy Factory was directly responsible for the change. Interestingly the employed clients felt The Poppy Factory had substantially more influence across all of their outcomes than those who were still seeking employment. The discounted rates that have been applied are averages of the replies and are listed in the table below.

Stakeholder	Outcome	Attribution Discount
The Poppy Factory Staff	Staff satisfaction	27%
	Increased confidence in dealing with ex-Service men and women with disabilities	19%
Clients - Employed/In Education	Gaining employment	42%
	Updated employment skills	47%
	Increased positive functioning	45%
	Improved relationships with friends and family	57%
	Improved emotional wellbeing	47%
	Increased resilience & self esteem	37%
	Improved life satisfaction	41%
Unemployed Clients	Updated employment skills	79%
	Increased positive functioning	75%
	Improved relationships with friends and family	84%
	Improved emotional wellbeing	69%
	Increased resilience & self esteem	72%
NHS	Improved life satisfaction	70%
	Less reliance on the NHS for employed clients (taken from the client questionnaire)	41%
Volunteer Mentors	Less reliance on the NHS for back to work clients (taken from the client questionnaire)	70%
	Changed perception of wounded, injured and sick ex-Service personnel/increased confidence in dealing with ex-Service men and women with disabilities	30%
	Enhanced career options	67%
Employers	Community well-being	12%
	Increased business opportunities	53%
The State	Increased awareness of disabilities	34%
	Reduction in benefits paid (Taken from the client questionnaire)	42%
	Contributions to the Exchequer through training and gaining a qualification of staff. (taken from the staff questionnaire)	42%

#### iv. Drop Off

Drop off refers to the deterioration of an outcome objective over time, such as the number of clients each year who lose their self-belief or confidence gained as a result of an intervention. This is not relevant if the duration is just one year, however in the sensitivity analysis a number of different durations were tested, which is where drop off becomes important. Some outcomes last more than one year, for example clients securing employment and qualifications and skills gained through training.

Whilst we do not have data going back 5 years, based on current employment sustainability rates of clients that have gained employment, 76% were still employed after 12 months, therefore a 24% drop off was applied for year 1 and increasing to 60% by year 5. The rest of the drop off rates were estimated.

#### v. Duration

The duration for each outcome is estimated to be 5 years for most outcomes, apart from the outcomes experienced by individuals that were not in employment, where we estimated 1 year (with the exception of candidates gaining new skills with regards to finding suitable employment and those who have returned to education, as it was felt that these skills are learnt and would not be forgotten.) The duration was also tested in the sensitivity analysis to understand the impact of the longer term outcomes.

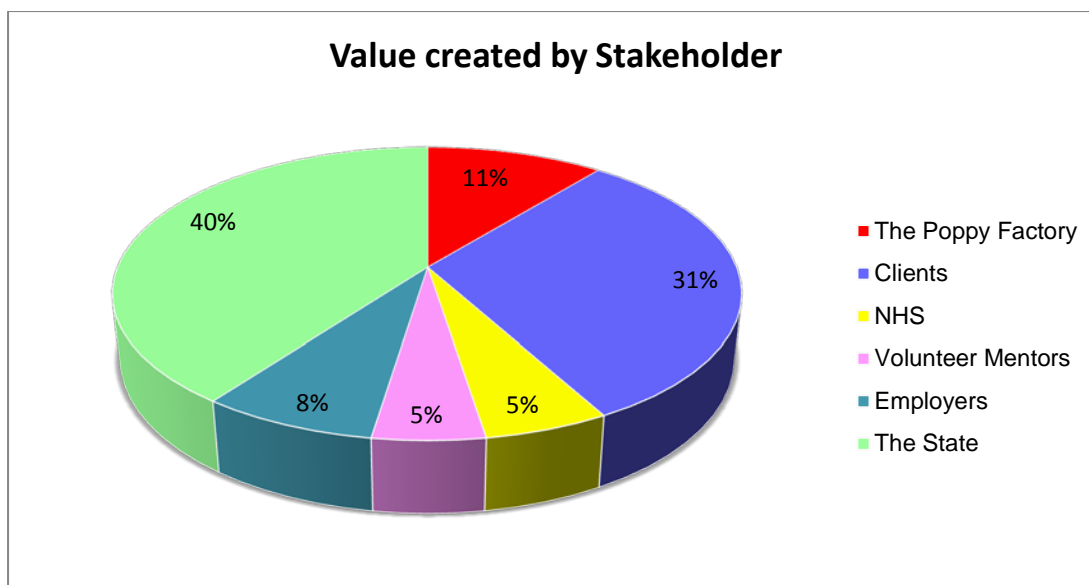
A full list of the outcomes with the corresponding duration, deadweight, attribution and drop off is available to view in Appendix 1.

### 9. Calculating SROI

The SROI has been calculated in the impact map (Appendix 1). To calculate the SROI of the Getting You Back to Work programme, the overall Impact Value to the identified stakeholders (6 groups) is divided by the total input value.

#### *Value by Stakeholder*

<b>Value Created By Stakeholder Group</b>		<b>% of Value</b>
The Poppy Factory	£327,831	10.8%
Clients	£952,681	31.3%
NHS	£165,882	5.4%
Volunteer Mentors	£148,310	4.9%
Employers	£233,523	7.7%
The State	£1,215,343	39.9%



However before the calculation, the Impact Value is adjusted to reflect the Present Value of the Impact. This is to reflect the present day value of benefits projected into the future. Net Present Value (NPV) is applied to those values here that have been projected for longer than one year. The interest used to discount the value of future benefits in this case is 3.5% as determined in the Government Green Book – recommended discount rate for public funds.

	<b>Total</b>
Present value of each year (before discounting) NPV	£3,326,167
Present value of each year (after discounting) NPV	£3,044,666

The calculation of the SROI rational is:

- The total present value (PV) of Getting You Back to Work for 2012/2013 is valued at £3,044,666
- The total investment figure in the same period to generate this value is £1,366,471.
- Total present value less total investment figure (NPV) is £1,678,195
- The SROI index is the total present value divided by the total investment, taking into account net present value, which means there is a SROI of £2.23 for every £1 invested in Getting You Back to Work.

## i. Proxy Valuations

Outcome Proxies e.g. results from each indicator per outcome	Value	Source/Notes
<b>Client Outcomes</b>		
Move into <i>full time</i> employment	£6,323	Data taken from the survey Questionnaire. The difference between the net increase of disposable income, including tax credit in employment compared to benefits with an average salary of £16,348 and being on benefits. Proxy taken from benefits calculation average from <a href="#">DWP rates for incapacity benefit, income support and JSA. The Department for Work and Pensions Social Cost-Benefit Analysis framework (Working Paper 86) / response to parliamentary questions (HC Deb 6 February 2013, vol 558, col 352W)</a>
Move into <i>part time</i> employment	£2,052	Data taken from the survey Questionnaire. The difference between the net increase of disposable income, including tax credit in employment compared to benefits with an average salary of £12,077 and being on benefits. Proxy taken from benefits calculation average from <a href="#">DWP rates for incapacity benefit, income support and JSA. The Department for Work and Pensions Social Cost-Benefit Analysis framework (Working Paper 86) / response to parliamentary questions (HC Deb 6 February 2013, vol 558, col 352W)</a>
Updated Employment Skills	£195	Cost of employability training <a href="http://www.asdan.org.uk/training/employability">http://www.asdan.org.uk/training/employability</a>
Increased positive functioning	£1,056	Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework ( <a href="#">described as positive feelings</a> ) (refer to diagram 1, illustrating the framework) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of $0.352 \times £30,000 = £10,560$ . <i>This was made up of the following indicators:</i> <i>I had good awareness of the options available to me</i> <i>I had good knowledge of the welfare system</i> <i>My transition to civilian life was easy</i> <i>I had good career prospects/options</i> <i>I had a purpose in life</i> <i>I felt I was contributing to the community</i> <i>I was independent and did not have to rely on too many people</i>

Outcome Proxies e.g. results from each indicator per outcome	Value	Source/Notes
<b>Client Outcomes</b>		
Improved relationships with friends and family	£2,640	<p>Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework (<a href="#">described as supportive relationship</a>) (refer to diagram 1, illustrating the framework) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of <math>0.352 \times £30,000 = £10,560</math>.  <i>This was made up of the following indicators:</i>  <i>I had a great relationship with my family have friends</i>  <i>I had a good social circle of friends around me</i></p>
Improved emotional wellbeing	£1,056	<p>Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework (<a href="#">described as emotional well-being</a>) (refer to diagram 1, illustrating the framework) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of <math>0.352 \times £30,000 = £10,560</math>.  <i>This was made up of the following indicators:</i>  <i>My mental health was good</i>  <i>I had high motivation to find a job</i>  <i>I had confidence in myself</i></p>
Increased resilience & self esteem	£1,056	<p>Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework (<a href="#">described as resilience and self-esteem</a>) (refer to diagram 1, illustrating the framework) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of <math>0.352 \times £30,000 = £10,560</math>.  <i>This was made up of the following indicators:</i>  <i>Felt I was employable</i>  <i>I was positive about the future</i>  <i>I had good self-esteem and feel good about myself</i></p>
Improved life satisfaction	£1,056	<p>Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework (<a href="#">described as satisfying life</a>) (refer to diagram 1, illustrating the framework) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of <math>0.352 \times £30,000 = £10,560</math>.  <i>This was made up of the following indicator:</i>  <i>I was satisfied with my life and had good wellbeing</i></p>

<b>Outcome Proxies e.g. results from each indicator per outcome</b>	<b>Value</b>	<b>Source/Notes</b>
<b>NHS Outcomes</b>		
Less reliance on a GP without prescription	£45	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 11.7 minutes spent with the client without prescription. <a href="#">PSSRU 2013. Page 191</a>
Less reliance on a GP with prescription	£86	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 11.7 minutes spent with the client with prescription. <a href="#">PSSRU 2013. Page 191</a>
Less reliance on a Nurse	£52	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 15.5 minutes spent with the client. <a href="#">PSSRU 2013. Page 188</a>
Less reliance on a CPN	£74	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 20 minutes spent with the client. <a href="#">PSSRU 2013. Page 184</a>
Less reliance on a Psychiatrist	£105	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 45 minutes spent with the client. <a href="#">PSSRU 2013. Page 247. (Consultation length of 45 mints taken from <a href="https://www.med.upenn.edu/cct/faq.html#long">https://www.med.upenn.edu/cct/faq.html#long</a>)</a>
Less reliance on a Key Worker	£24	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 30 minutes spent with the client. <a href="#">PSSRU 2013. Page 203</a>
Less reliance on a Occupational Therapist	£17	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 30 minutes spent with the client. <a href="#">PSSRU 2013. Page 176</a>
Less reliance on a Physiotherapist	£17	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 30 minutes spent with the client. <a href="#">PSSRU 2013. Page 175</a>
Less reliance on a Councillor	£58	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 55 minutes spent with the client. <a href="#">PSSRU 2013. Page 54</a>
Less reliance on a Psychologist	£101	Data taken from Survey Questionnaire. The difference between the level of frequency of consultations with the medical professional and client before and after intervention. The proxy used is the cost of an individual consultation lasting 45 minutes spent with the client. <a href="#">PSSRU 2013. Page 179. (Consultation length of 45 mints taken from <a href="https://www.med.upenn.edu/cct/faq.html#long">https://www.med.upenn.edu/cct/faq.html#long</a>)</a>

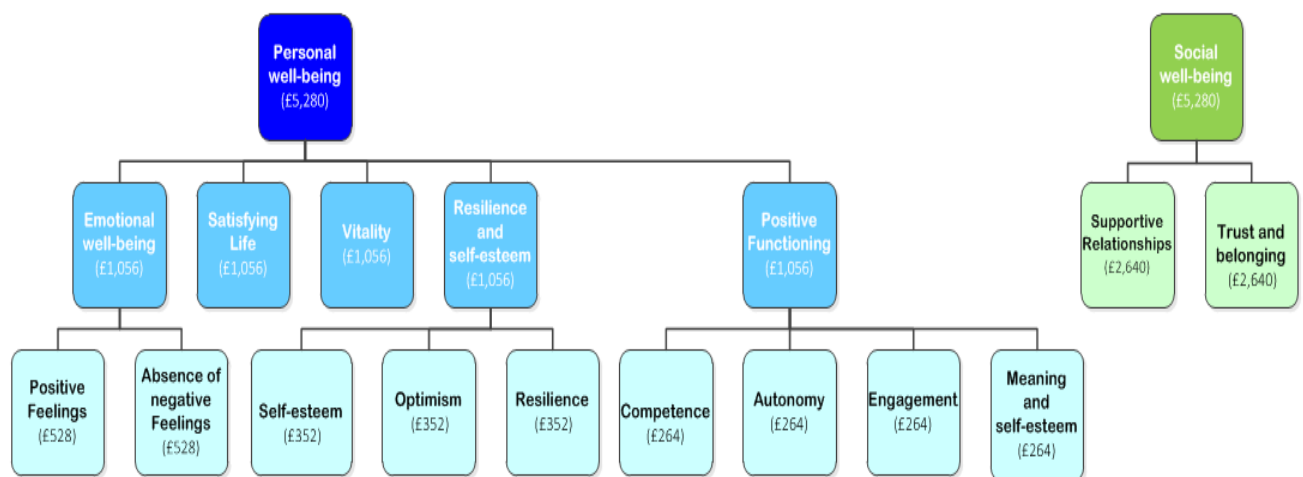
<b>Outcome Proxies e.g. results from each indicator per outcome</b>	<b>Value</b>	<b>Source/Notes</b>
<b>Poppy Factory Outcomes</b>		
<b>Supporting more clients through mentoring</b>	£1,147	Data taken from questionnaire survey and telephone interviews. Cost saving from mentors volunteering hours. Average hours spend with client was 2 hours per week. The average number of clients supported in 1 year is 2. The average time supporting clients is around 5 months. The average hours donated pa is 86 per mentor. The proxy is based on an average hourly rate of an employability consultant
<b>Staff satisfaction</b>	£4,871	The Poppy Factory questionnaire. The cost of the number of hours staff stated they would volunteer per month via a questionnaire, which equated to an average of 33.
<b>Increased confidence in dealing with ex-service men and women with disabilities</b>	£7,536	The median compensation awarded by Tribunals – cases with Disability Discrimination jurisdictions from 2012/13. The assumption being that there is less likely chance of disability discrimination occurring, with more awareness and confidence in dealing with people with disabilities. <a href="https://www.google.co.uk/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;frm=1&amp;source=web&amp;cd=2&amp;ved=0CEEQFjAB&amp;url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F239303%2Ftribunal-statistics-tables-april-june-2013.xls&amp;ei=pVxrU9D9AYb7PKWGGPAD&amp;usq=AFQjCNHGGmsGO1rH_NmS806FN3lztq6xiQ&amp;bvm=bv.66330100,d.ZWU">https://www.google.co.uk/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;frm=1&amp;source=web&amp;cd=2&amp;ved=0CEEQFjAB&amp;url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F239303%2Ftribunal-statistics-tables-april-june-2013.xls&amp;ei=pVxrU9D9AYb7PKWGGPAD&amp;usq=AFQjCNHGGmsGO1rH_NmS806FN3lztq6xiQ&amp;bvm=bv.66330100,d.ZWU</a>
<b>Mentor Outcomes</b>		
<b>Changed perception and increased confidence in dealing with ex-service men and women with disabilities</b>	£100	The cost of disability confidence training delivered by Remploy
<b>Enhanced career options</b>	£960	The cost of leadership and management training <a href="http://corporatecoachgroup.com/courses/leadership-and-management-training">http://corporatecoachgroup.com/courses/leadership-and-management-training</a>
<b>Community well-being</b>	£2,640	Data taken from the survey Questionnaire. Drawn from NEF's National Accounts Framework (described as trust and belonging) and applying The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality Adjusted Life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE (National institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of 0.352 x £30,000 = £10,560.
<b>Employer Outcomes</b>		
<b>Increased business opportunities</b>	£1,457	Data taken from survey questionnaire. Value is calculated based on a mean calculation of the total worth of new business generated.
<b>Increased awareness of disabilities</b>	£7,536	The median compensation awarded by Tribunals – cases with Disability Discrimination jurisdictions from 2012/13. The assumption being that there is less likely chance of disability discrimination occurring, with more awareness and confidence in dealing with people with disabilities. <a href="https://www.google.co.uk/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;frm=1&amp;source=web&amp;cd=2&amp;ved=0CEEQFjAB&amp;url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F239303%2Ftribunal-statistics-tables-april-june-2013.xls&amp;ei=pVxrU9D9AYb7PKWGGPAD&amp;usq=AFQjCNHGGmsGO1rH_NmS806FN3lztq6xiQ&amp;bvm=bv.66330100,d.ZWU">https://www.google.co.uk/url?sa=t&amp;rct=j&amp;q=&amp;esrc=s&amp;frm=1&amp;source=web&amp;cd=2&amp;ved=0CEEQFjAB&amp;url=https%3A%2F%2Fwww.gov.uk%2Fgovernment%2Fuploads%2Fsystem%2Fuploads%2Fattachment_data%2Ffile%2F239303%2Ftribunal-statistics-tables-april-june-2013.xls&amp;ei=pVxrU9D9AYb7PKWGGPAD&amp;usq=AFQjCNHGGmsGO1rH_NmS806FN3lztq6xiQ&amp;bvm=bv.66330100,d.ZWU</a>



State Outcomes		
<b>Retaining people in employment and keeping them off benefits</b>	£10,025	<a href="#">DWP rates for incapacity benefit, income support and JSA. The Department for Work and Pensions Social Cost-Benefit Analysis framework (Working Paper 86) / response to parliamentary questions (HC Deb 6 February 2013, vol 558, col 352W)</a>
<b>Contributions to the Exchequer through training and gaining a qualification of staff.</b>	£545	Unit cost database. Calculated using the up-front costs of supporting qualification attainment, and the change in tax revenues associated with qualification attainment. The source quotes the benefit over an average working lifetime of 40 years, from which an average annual benefit, has been calculated by dividing by 40 (multiply by 40 to return to the working lifetime figure). Deadweight considerations see BIS (2013): The Impact of Further Education Learning pg13. (Increase in Tax Revenues = Increase in Income Tax and NICs + Increase in VAT)

Diagram 1

### Structure of the National Accounts of Well-being Framework



Source: new economics foundation (2009) National Accounts of Well-being, page 21

The Centre of Mental Health cost on mental health illness through the use of QALY's (Quality adjusted life years) and the average loss of health status from a level 3 mental health status (0.352 QALY's) with values used by NICE's (National Institute of Health and Clinical Excellence) of £30,000 for cost effectiveness per QALY. Valuing well-being of 0.352 x £30,000 = £10,560. This calculation has been applied to the National Accounts of Well-being Framework to provide well-being proxies.

## ii. Sensitivity Analysis

The purpose of undertaking a sensitivity analysis is to vary the main assumptions that have been made during the evaluation and to test which assumptions have had the greatest effect in the calculations.

The recommended approach is to calculate how much change is needed in order to make the social return investment of £1:£1 and explore if these changes are credible. In general the greater the change that you need to make in order for the SROI to become £1 to every £1 invested; the more likely the result is not sensitive.

This SROI evaluation is based on actual data collected so the ratio for every pound invested is **£2.23**. This is well supported by evidence from the analysis and is realistic, robust and justifiable.

Sensitivity Scenarios	Return on Investment	Rationale
Changing candidate quantities to just the ones that were sampled	£1 : £0.98	This is an unrealistic scenario, as the financial inputs have not been adjusted to accommodate the small numbers
Changing the duration of all client, NHS and State outcomes to 1 year	£1 : £0.98	This is an unrealistic scenario as 76% of clients that gained employment have sustained beyond 12 months, which will impact on the state and the NHS
Increasing deadweight to 50% across all stakeholder outcomes	£1 : £1.87	This is not likely, as the drop off figures for clients and mentors were self-reported from the questionnaire and it is unlikely that the staff would have done the specific training outside the realm of The Poppy Factory.
Increasing drop off for clients and the state to 50% in Yr. 1, 60% in Yr. 2, 70% in Yr. 3, 80% Yr4 and 90% Yr5	£1 : £1.40	Whilst the return on investment has been reduced, this again is unrealistic, as 76% of clients that gained employment have sustained beyond 12 months. Even if the drop off was adjusted to reflect the sustained 76% for the 1st 12 months and then the enhanced drop off was applied, this would still give a return of £1.24
Excluding all employer, The Poppy Factory staff and mentors outcomes	£1 : £1.71	This is unlikely, as it would not be a full SROI, without these stakeholders in addition to testing the proxy valuations given against the outcomes experienced by these stakeholders
Reducing all client soft outcome proxy valuations to £100	£1 : £2.06	This sensitivity test challenges the proxy valuations given against the outcomes experienced by this stakeholder

## iii. Verification of Findings

Draft findings of outcomes, were shared with The Poppy Factory staff, Volunteer Mentors, clients and employers to check any assumptions. The final model was reviewed and agreed by The Poppy Factory.

## 10. Conclusion

Individuals leaving the military face a number of challenges when integrating back into civilian life, but when you add a disability or multiple disabilities into the equation, the journey of reintegration has a steeper and more complex climb.

The Poppy Factory's mission is "to help disabled veterans find meaningful, rewarding and sustainable employment – either directly as an employee (in the Factory) or indirectly (by supporting them into employment elsewhere)."

This SROI suggests that The Poppy Factory, in delivering the Getting You Back to Work programme, is transforming the lives of disabled veterans, but it also demonstrates that it is doing it in a cost effective way that benefits its stakeholders as well as society as a whole.

The clients supported by the Getting You Back to Work programme are the second largest stakeholder in terms of value created in this SROI (the State being the first), showing improvement in a variety of outcomes ranging from the obvious one of moving into employment to improving emotional wellbeing and life satisfaction.

Not surprisingly the clients moving into employment experienced the largest changes when it came to the softer outcomes, which just reconfirms the myriad of benefits that are gained from being employed.

The limitations of this SROI are the limited period of time over which costs and benefits are measured. It is plausible that the benefits gained by the stakeholders may extend over many years, but without historical data to track impact changes, assumptions have been made that many outcomes will last at least 5 years.

The small sample size of engaged clients was also a shortcoming of this analysis, especially those that were still seeking employment. The outcomes identified and which were reported on, have been aggregated up to reflect all the individuals supported by The Poppy Factory, which may have shown different trends, had a larger sample been attained. The sensitivity analysis however, demonstrates that there would still be a positive return on investment had the evaluation been based purely on the respondents.

Not being able to gather any outcome data from families is the final limitation of this evaluation, as it is certain that this stakeholder benefits directly as a result of the service provided to their family member, in terms of family/relationship unity and wellbeing.

## **11. Recommendations**

This evaluation and its methodology can be used to inform the design and implementation of future projects and services. The Theory of Change will help identify the short, medium and long term changes experienced by a particular stakeholder, which will in turn highlight informed outcomes to monitor and measure. Another recommendation would be to implement and embed outcomes and indicators identified in this evaluation into business as usual to consistently inform and review the value of the Getting You Back to Work programme.

In conclusion, a successful transition to civilian life appears to be multidimensional, so the Getting You Back to Work programme is a much needed, highly beneficial and effective service that assists wounded, injured and sick ex-Service men and women to mitigate difficult transitions.

## Appendix 1 – Impact Map

SROI Model The Poppy Factory											
Stakeholder	Intended Changes	No. of Stakeholders	Input €	Duration Benefit period: how long do outcomes last for?	Outcome	Indicator Description	Proxy Value (single unit)	Total Value Produced	Deadweight Proportion (keep amount) (What would have happened without the activity?)	Attribution proportion (keep amount) (Who else would contribute to the change?)	Displacement (keep amount) (What activity would we displace?)
The Poppy Factory	* Sustainable meaningful employment for disabled ex service men and women	1	€1,366,471.00								
The Poppy Factory Staff	* Professional employability service	15	Time and Commitment from staff delivering the programme	5	Supporting more clients through mentoring	The number of additional ex service men and woman supported	€1,147	€17,205.00	0.95	1.00	1
	* Creating independent living	9.3			Staff satisfaction	The cost of the number of hours staff stated they would volunteer per month	€4,725	€43,939.49	0.95	0.73	1
					Increased confidence in dealing with ex-service men and women with disabilities	I am extremely confident in dealing with Ex-Service men & women with disabilities	€6,971	€64,828	0.95	0.81	1
Clients (Ex service men and women) - Employed/In Education Poppy Factory	* To gain employment * Sustained employment * Aligned skills and aspirations	106	Time and Commitment	5	Gaining full time employment	Clients that have moved into employment	€6,323	€669,100	0.60	0.58	1
		37			Gaining part time employment	Clients that have moved into part time employment	€2,052	€76,293	0.60	0.58	1
		143			Updated employment skills	I have good job searching skills	€46	€6,590	0.60	0.53	1
					Increased positive functioning	I have good awareness of the options available to me I have good knowledge of the welfare system My transition to civilian life was easy I have good career prospects/options I have a purpose in life I felt I was contributing to the community I was independent and did not have to rely on too many people	€312	€44,587	0.60	0.55	1
					Improved relationships with friends and family	I have a great relationship with my family and friends I have a good social circle of friends around	€585	€83,700.16	0.60	0.43	1
					Improved emotional wellbeing	My mental health is good I have high motivation to find a job I have confidence in myself	€266	€38,030.17	0.60	0.53	1
					Increased resilience & self esteem	I feel I am employable I am positive about the future I have good self-esteem and feel good about myself	€369	€52,813.06	0.60	0.63	1
					Improved life satisfaction	I am satisfied with my life and have good wellbeing	€432	€61,833.80	0.60	0.59	1
Clients (Ex service men and women) - Unemployed	* Transition to civilian life	53	Time and Commitment	1	Updated employment skills	I have good job searching skills	€13	€667	0.60	0.21	1
					Increased positive functioning	I have good awareness of the options available to me I have good knowledge of the welfare system My transition to civilian life was easy I have good career prospects/options I have a purpose in life I felt I was contributing to the community I was independent and did not have to rely on too many people	€106	€5,621	0.60	0.25	1
					Improved relationships with friends and family	I have a great relationship with my family have friend I have a good social circle of friends around	€98	€5,177.04	0.60	0.16	1
					Improved emotional wellbeing	My mental health is good I have high motivation to find a job I have confidence in myself	€71	€3,787.17	0.60	0.31	1
					Increased resilience & self esteem	I feel I am employable I am positive about the future I have good self-esteem and feel good about myself	€2	€93.28	0.60	0.28	1
					Improved life satisfaction	I am satisfied with my life and have good wellbeing	€115	€6,100.51	0.60	0.30	1

SROI Model The Poppy Factory

Stakeholder	Intended Changes	No. of Stakeholders	Input £	Duration Benefit period: how long do outcomes last for?	Outcome	Indicator Description	Proxy Value (single unit)	Total Value Produced	Deadweight Proportion (keep amount) (What would have happened without the activity?)	Attribution proportion (keep amount) (Who else would contribute to the change?)	Displacement (keep amount) (What activity would we displace?)				
NHS for <u>employed clients</u>	Improved health less reliance on the services	54	Time and Commitment	5	Less reliance on a GP without prescription	Reduction in consultations	£310	£16,725	0.60	0.59	1				
		39			Less reliance on a GP with prescription		£443	£17,303	0.60	0.59	1				
		53			Less reliance on a Nurse		£312	£16,508	0.60	0.59	1				
		24			Less reliance on a CPN		£1,637	£39,146	0.60	0.59	1				
		19			Less reliance on a Psychiatrist		£2,328	£43,268	0.60	0.59	1				
		11			Less reliance on a Key Worker		£162	£1,853	0.60	0.59	1				
		15			Less reliance on a Occupational Therapist		£17	£262	0.60	0.59	1				
		33			Less reliance on a Physiotherapist		£487	£15,977	0.60	0.59	1				
		30			Less reliance on a Councillor		£760	£22,589	0.60	0.59	1				
		11			Less reliance on a Psychologist		£101	£1,155	0.60	0.59	1				
		NHS for <u>back to work clients</u>					4	1	Less reliance on a GP with prescription		£903	£4,001	0.60	0.30	1
							4		Less reliance on a Nurse		£676	£3,010	0.60	0.30	1
							1		Less reliance on a Occupational Therapist		£204	£239	0.60	0.30	1
2	Less reliance on a Physiotherapist		£102	£219		0.60	0.30		1						
3	Less reliance on a Councillor		£251	£827		0.60	0.30		1						
Mentors	* Enhanced skills * Career progression * Supporting more sick, wounded and disabled ex service men and women * Contributing to society	32	Time and Commitment	5	Changed perception of wounded, injured and sick ex-service personnel/increased confidence in dealing with ex-service men and	I have more patience and understanding of other people Changed my perception of wounded, injured and sick ex-service personnel	£92	£2,944	0.57	0.70	1				
					Enhanced career options	Has improved my communication skills Has increased my confidence Has enhanced my career opportunities	£640	£20,480	0.57	0.33	1				
					Community well-being	Has enabled me to help others by providing advice and guidance based on my previous experiences Made a difference to someone else's life	£2,323	£74,342	0.57	0.88	1				
Employers	* Skilled workforce * Committed and sustained workforce * Increased awareness and perceptions of ex	40	Training and support	2	Increased business opportunities	Has your organisation increased it's revenue opportunities since working with The Poppy Factory and wounded, injured or sick ex-service personnel?	£1,457	£58,280.00	0.59	0.47	1				
				2	Increased awareness of disabilities	Has given me a diverse workforce	£7,536	£301,440.00	0.59	0.66	1				
The State	Reduction in benefits paid	143	Benefits	5	Reduction in benefits paid	Savings made by the state for keeping individuals off benefits when retaining them in employment and gaining employment	£10,025	£1,433,575	0.54	0.58	1				
		9.3	Contributions to exchequer		Contributions to the exchequer through training and gaining a qualification of staff.	Professional IAG training	£545	£5,068.50	0.95	0.56	1				
<b>Totals</b>			<b>£1,366,471.00</b>					<b>£3,259,577</b>							

SROI Model The I								
Stakeholder	Value after attribution, deadweight & displacement	Value Year 1	Value Year 2	Value Year 3	Value Year 4	Value Year 5	Total Value	NPV 3.5%
The Poppy Factory								
The Poppy Factory Staff	£16,345	£15,528	£14,710	£12,259	£9,807	£8,172	£60,476	£55,218
	£30,655	£29,122	£27,589	£22,991	£18,393	£15,327	£113,422	£103,562
	£50,039	£47,537	£45,036	£37,530	£30,024	£25,020	£185,146	£169,050
Clients (Ex service men and women) - Employed/ <u>In Education Poppy Factory</u>	£232,847	£176,964	£162,993	£139,708	£116,423	£93,139	£689,226	£629,020
	£26,550	£20,178	£18,585	£15,930	£13,275	£10,620	£78,588	£71,723
	£2,110	£1,603	£1,477	£1,266	£1,055	£844	£6,244	£5,699
	£14,618	£11,110	£10,233	£8,771	£7,309	£5,847	£43,270	£39,490
	£21,674	£16,472	£15,172	£13,004	£10,837	£8,670	£64,155	£58,551
	£12,120	£9,211	£8,484	£7,272	£6,060	£4,848	£35,874	£32,740
	£20,083	£15,263	£14,058	£12,050	£10,041	£8,033	£59,445	£54,253
	£21,723	£16,510	£15,206	£13,034	£10,862	£8,689	£64,301	£58,684
Clients (Ex service men and women) - Unemployed	£83	£63	£58	£50	£41	£33	£246	£224
	£829	£630	£0	£0	£0	£0	£630	£608
	£489	£372	£0	£0	£0	£0	£372	£359
	£697	£530	£0	£0	£0	£0	£530	£512
	£15	£12	£0	£0	£0	£0	£12	£11
	£1,098	£835	£0	£0	£0	£0	£835	£806

SROI Model The 1								
Stakeholder	Value after attribution, deadweight & displacement	Value Year 1	Value Year 2	Value Year 3	Value Year 4	Value Year 5	Total Value	NPV 3.5%
NHS for <u>employed clients</u>	£5,876	£4,465	£4,113	£3,525	£2,938	£2,350	£17,392	£15,873
	£6,079	£4,620	£4,255	£3,647	£3,039	£2,432	£17,994	£16,422
	£5,799	£4,408	£4,060	£3,480	£2,900	£2,320	£17,166	£15,667
	£13,753	£10,452	£9,627	£8,252	£6,876	£5,501	£40,708	£37,152
	£15,201	£11,553	£10,641	£9,120	£7,600	£6,080	£44,994	£41,064
	£651	£495	£456	£391	£326	£260	£1,927	£1,759
	£92	£70	£65	£55	£46	£37	£273	£249
	£5,613	£4,266	£3,929	£3,368	£2,806	£2,245	£16,614	£15,163
	£7,936	£6,031	£5,555	£4,761	£3,968	£3,174	£23,490	£21,438
£406	£309	£284	£244	£203	£162	£1,202	£1,097	
NHS for <u>back to work clients</u>	£720	£547	£0	£0	£0	£0	£547	£529
	£542	£412	£0	£0	£0	£0	£412	£398
	£43	£33	£0	£0	£0	£0	£33	£32
	£39	£30	£0	£0	£0	£0	£30	£29
	£149	£113	£0	£0	£0	£0	£113	£109
Mentors	£1,175	£1,081	£998	£940	£822	£705	£4,546	£4,134
	£3,891	£3,580	£3,308	£3,113	£2,724	£2,335	£15,059	£13,694
	£37,078	£34,112	£31,517	£29,663	£25,955	£22,247	£143,493	£130,483
Employers	£16,118	£15,312	£14,506	£0	£0	£0	£29,818	£28,336
	£116,714	£110,878	£105,042	£0	£0	£0	£215,921	£205,187
The State	£446,501	£339,341	£312,551	£267,901	£223,251	£178,601	£1,321,644	£1,206,193
	£2,708	£2,573	£2,438	£2,031	£1,625	£1,354	£10,021	£9,150
<b>Totals</b>	<b>£1,139,058</b>	<b>£916,618</b>	<b>£846,943</b>	<b>£624,354</b>	<b>£519,206</b>	<b>£419,046</b>	<b>£3,326,167</b>	<b>£3,044,666</b>
							<b>Total Benefits</b>	<b>£3,044,666</b>
							<b>Total Inputs</b>	<b>£1,366,471</b>
							<b>Social Return £ per £</b>	<b>£2.23</b>



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