

# *St Giles Trust*

## Creating social value and building social capital



*St Giles Trust*

Social Return on Investment ratio of

**£1:  
£8.54**



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# Foreword

Very rarely are hard grafting charities like St Giles Trust able to demonstrate their real worth to society. My enormous thanks to PwC for writing such a robust and rigorous 'value added' evaluation of our work. We are not a conventional organisation – and we have no plans to become one. We are at our core a charity, one that fundamentally believes in delivering caring and effective services to the clients we strive to serve.

**We have a simple mantra: that "everyone deserves a second chance".** Through our unique Peer Advisor model, we are able to manifest our belief in putting the service user at the centre of the solution. Our highly trained ex-offender staff bring to their job a profound professionalism, expertise and credibility which drives their deep willing to go the all-important extra mile for our clients. This in turn delivers consistently better results not only for those they support, but crucially those that have faith in purchasing our services.

We want to deliver services where the client's success is at the soul of our delivery. To get this right, we invest in services that will deliver markedly better value for money by far, along with sustainable results. Through this, we are able to offer something truly exceptional for the extra that we put in.

The virtue of this ethos isn't just in the focus on the benefits to our Peer Advisors. It is also within the transformative opportunity presented by their incredible leverage helping many hundreds of others with shared experience to become constructive contributors to society.

The greatest societal benefits are often to be found in lifting the most entrenched individuals out of complex, negative cycles. Cycles that can be damaging and costly in so many ways. St Giles Trust does this at scale – from grit, unique credibility, sheer determination and expertise. We offer our sincere thanks to PwC for bringing this to life for us; for enabling us to qualify our net contribution in striving for a healthier, safer, more prosperous society.

It is our hope that this helps to demonstrate the importance in investing in charities like St Giles Trust that both deliver on their promise and generate a huge multiplier effect on the initial investment.



**Rob Owen**

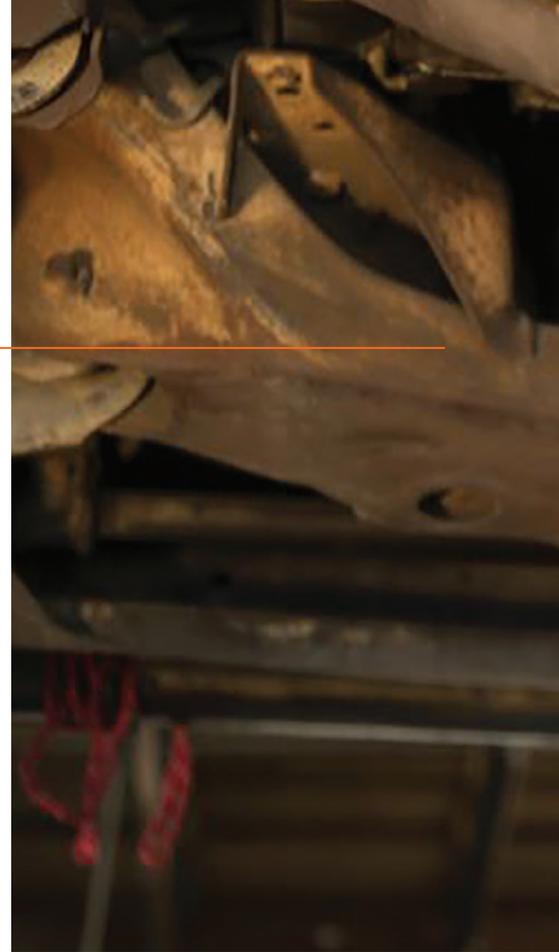
A handwritten signature in blue ink that reads "Rob Owen". The signature is written in a cursive, flowing style.





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## Executive summary

St Giles Trust is a charity which aims to break the cycle of prison, crime and disadvantage. It offers a range of services, both in prison and in the community, which aim to help the 16,000 clients they work with each year overcome any barriers which might be holding them back from moving their lives forward in a positive way. St Giles Trust stands out by placing prisoners and ex-offenders at the heart of the solution, engaging them to advise their peers while simultaneously providing them with training.

Peer Advisors are either prisoners, who provide initial support in custody to other prisoners (clients), or community-based ex-offenders, who provide continued support in the community once clients are released. This model can result in higher upfront costs than other prisoner support programmes but can also deliver potentially superior societal outcomes.<sup>1</sup> Peer Advisors draw upon their own previous experience of navigating issues faced by ex-offenders and can potentially have a deeper impact upon a broader range of stakeholders; a claim supported by our analysis which suggests that St Giles Trust interventions deliver social benefits to ex-offenders as well as the economy and broader society.

One of St Giles Trust's programmes deploying the Peer Advice Model is the Peer to the Future (PttF) programme operating out of HMP Leeds and run by St Giles Trust West Yorkshire. Here, specially trained Peer Advisors provide prison leavers with mentoring and practical support to obtain stable

housing and benefits, provide routes into employment, education and training, and facilitate access to specialist services for those with addiction or mental health needs. Both Peer Advisors and the clients they serve are given the opportunity to obtain an NVQ Level 3 qualification in Advice and Guidance as part of the programme.

This report estimates the impacts felt by individuals, the public purse and wider society as a result of the PttF programme, by valuing them in monetary terms.

We have examined the social impact of the PttF programme arising from its operation from February 2014 until March 2015. To achieve this, we have estimated the social return on investment<sup>2</sup> (SROI) generated by the programme by comparing the financial costs of the programme to the monetary value of the impacts it creates among its stakeholders. To implement the SROI we applied PwC's Total Impact Measurement & Management (TIMM)

framework, which uses economic valuation techniques to measure and value impacts of an organisation's activities and programmes. Whilst the majority of the impacts arose during the period of analysis, impacts could also have occurred after if caused by the programme, for example individuals finding employment after the programme following the advice and training received.

We estimate that **for every £1 spent on the PttF programme, £8.54 in social value has been generated through a mixture of economic contributions, human capital gains, avoided Exchequer costs and wellbeing improvements among individuals.**

The majority of this £8.54 of social return arises from the improved human capital of Peer Advisors and clients gaining an NVQ qualification, emphasising the importance of training and employability in the Peer Advice Model.

<sup>1</sup> As discussed with St Giles Trust

<sup>2</sup> See Appendix 1 for a more detailed explanation of SROI.



Since Peer Advisors are integral to a number of St Giles Trust's programmes, this type of benefit may also arise from other programmes run by St Giles Trust. However, further work would be necessary to substantiate this.

St Giles Trust report that the cost of financing the PttF programme was £165,132; including the training of Peer Advisors. This cost compares well to the £192,635 of benefits experienced by the Peer Advisors. These are benefits that may not be realised in resettlement models which do not utilise Peer Advisors in the way St Giles Trust does. On top of "breaking even" (in social value terms) through benefits to Peer Advisors, additional benefits to clients and society result in **£1.4 million of societal value generated from a £165,132 investment**. The analysis was largely conducted by comparing St Giles Trust's Peer Advisor model with the average level of support provided across the United Kingdom in St Giles Trust's absence.

Overall, the analysis suggests that re-offending interventions generate social value not just through avoiding costs associated with crime such as prison and judicial services, but also through benefits arising from training, wellbeing and volunteering. Furthermore, we found that these interventions generated value for stakeholder groups broader than just the ex-offenders – there are numerous benefits to the economy, the Exchequer and society as a whole. This model of delivering services is at the heart of both St Giles Trust's business model and identity; around one-third of employees are ex-offenders, many of whom are also former Peer Advisors.

- **14% of the total value generated by the PttF programme is associated with Peer Advisors**
- **The social value of these impacts – £192,635 – is greater than the total financial cost of running the programme**
- **The remaining 86% of social value from the programme is associated with the individuals these Peer Advisors support**

### Sensitivity analysis

While our estimation of the social value of the PttF programme is based on established economic valuation techniques and the best data available to us, there were a number of uncertainties in our calculations, including:

- the extent to which impacts were attributable to the PttF programme and additional to what might have happened in its absence; and

- amount of time that individuals participated in particular activities.

The numbers presented in this report represent where we have used average or mid-point estimates, which include a level of uncertainty. We have tested the sensitivity of our results to this uncertainty in Appendix 2.

A photograph of a person sitting on a stone ledge in a prison corridor. The person is wearing a dark hoodie and is looking down. The corridor is made of stone walls and has a concrete floor. The lighting is dim, creating a somber atmosphere.

## Reoffending and St Giles Trust

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*Andrew spent 17 years in a variety of prisons across the country. He started smoking cannabis at aged 7; escalating to cocaine at 10 years old where he also started dealing drugs at raves. Andrew had a difficult upbringing and left school aged 8 where he started offending. Andrew served his first sentence in a young offenders' institution aged 15 for theft. Andrew continued to struggle with addiction and soon became a known as a 'prolific and priority offender' going in and out of prison.*

# Reoffending in the UK

The costs of reoffending are highly complex and cut across society deeper than many might think. For victims of crime, the cost could be physical or emotional; for the offender or re-offender, the cost could be losing an opportunity to start a new life; and for the taxpayer, the cost could be paying to keep somebody in prison who might otherwise have been able to contribute to society. Across these groups, these costs are often borne by the most vulnerable members of society.

The costs of reoffending are significant:<sup>1</sup> in total, the UK government has estimated that the social and economic cost of reoffending is as high as £13 billion annually.<sup>2</sup> 59% of prisoners serving sentences of twelve months or less go on to reoffend, and the cost to the Exchequer of keeping an individual in prison is estimated to be £34,840 per prisoner a year.

With these high social and economic costs affecting people across society, it is crucial to understand the barriers that may make it challenging for offenders to reintegrate back into society. The UK Government, as part of the launch of its Transforming Rehabilitation programme, identified lack of employment, accommodation and social networks as being key barriers. More specifically, a lack of supportive relationships combined with low self-control is seen to exacerbate those other issues and contribute towards reoffending.<sup>3</sup>

Successive reports from the Ministry of Justice and rehabilitation charities have highlighted the importance of stable accommodation and employment to successful resettlement and reintegration.<sup>4</sup> However on average, less than one-third of released prisoners have a job or a place in training or education to which to go. Similarly, one in five prisoners (20%) have explained that they had no accommodation to go to on release from custody and a smaller proportion (15%) reported being homeless shortly after release.<sup>5</sup>

The UK government emphasises that these factors should not be seen in isolation.<sup>6</sup> For instance, if an individual gains housing support, the likelihood of them reoffending may remain high if there are insufficient provisions to help the individual to find employment. This clearly demonstrates the need for comprehensive support to individuals as they leave prison to give them the best chance of a new life.

Additionally, the importance of support networks has long been recognised as crucial, both through formal interventions and informal family support.<sup>7</sup> Nonetheless, more prisoners have reported needing help than those who reported receiving it during custody, on a number of key issues. These issues include accommodation, employment, substance misuse issues and offending behaviour.<sup>8</sup>

Following a 2014 change in legislation, each offender now has a 'responsible officer' overseeing their transition back into the community.<sup>9</sup> This implies institutional recognition of the importance of personal support networks in breaking the cycle of reoffending. Nonetheless, reoffending rates remain high and barriers to reintegration remain. With this in mind, it could be suggested that demand exists for additional and innovative means of providing further support for those leaving prison.

<sup>1</sup> Ministry of Justice (2016), 'Open Justice: Making sense of Justice', available at <http://open.justice.gov.uk/reoffending/prisons/> [accessed 15th February 2016]. 'Offender, Prison: Average cost across all prisons, including central costs (costs per prisoner per annum)' in New Economy Manchester (2015), 'Social Unit Cost Database v.1.4', available at <http://neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database> [accessed 15th February 2016]

<sup>2</sup> Home Office, Ministry of Justice (2015), '2010 to 2015 government policy: reoffending and rehabilitation', available at <https://www.gov.uk/government/publications/2010-to-2015-government-policy-reoffending-and-rehabilitation/2010-to-2015-government-policy-reoffending-and-rehabilitation> [accessed 15th February 2016]

<sup>3</sup> Ministry of Justice (2013), 'Transforming Rehabilitation: a summary of evidence on reducing reoffending' available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/243718/evidence-reduce-reoffending.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/243718/evidence-reduce-reoffending.pdf) [accessed 15th February 2016]

<sup>4</sup> For example: May, C. et al (2009), 'Factors linked to reoffending: A one-year follow-up of prisoners who took part in the Resettlement Surveys, 2001, 2003, 2004', Ministry of Justice, Probation Journal, No. 56, pp. 185-186; Home Affairs Select Committee (2004)

<sup>5</sup> Ministry of Justice (2014), 'Prisoners' experience of prison and outcomes on release: Waves 2 and 3 of SPCR' available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/368164/prisoners-experience-of-prison-and-outcomes-on-release-waves-2-and-3-spcr.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/368164/prisoners-experience-of-prison-and-outcomes-on-release-waves-2-and-3-spcr.pdf) [accessed 15th February 2016] p.3

<sup>6</sup> Ministry of Justice (2013), 'Transforming Rehabilitation: a summary of evidence on reducing reoffending'

<sup>7</sup> Ministry of Justice (2013), 'Transforming Rehabilitation: a summary of evidence on reducing reoffending'

<sup>8</sup> Ministry of Justice (2014), 'Prisoners' experience of prison and outcomes on release: Waves 2 and 3 of SPCR'

<sup>9</sup> Offender Rehabilitation Act, 2014

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# How St Giles Trust approaches the problem

## **St Giles Trust**

St Giles Trust aims to break the cycle of prison, crime and disadvantage; and to create safer communities by supporting ex-offenders to change their lives. The Trust offers a range of services, both in prison and in the community, which aim to help the 16,000 clients they work with each year overcome any barriers which might be holding them back from moving their lives forward in a positive way. All of its programmes place ex-offenders and other disadvantaged individuals at the heart of the solution, training them to use their skills and experience to help others.

## **The Peer Advice Model**

In 2002, St Giles Trust introduced the Peer Advice Model. Initially, this was in response to an abundance of prisoners or clients requiring housing support prior to release. However this model has grown to be at the heart of St Giles Trust's work and how it delivers services. Peer Advisors are either prisoners, who provide initial support in custody to clients, or community-based, ex-offenders who provide continued support in the community once clients are released. Peer Advisors are different from general volunteers because of their own previous experience of navigating the range of issues faced by ex-offenders.

The Peer Advice Model focuses on training, professional development and support for those with a history of offending or facing other disadvantages. This centres on the provision of the Level 3 NVQ Advice and Guidance qualification. Peer Advisors are trained in a number of prisons and community locations across the country.

This model aims to give Peer Advisors the skills, confidence, qualification and access to the right opportunities to move into employment. Alongside this, Peer Advisors are trained in housing solutions, welfare benefits, IT and computing, employment support, so they can use these skills to advise clients to improve their lives and address underlying contributors to offending. The model has gone on to win awards and has been rolled out in prisons and communities across six English regions and in Wales.

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*“When I came out of detox I was living in supported accommodation. At this point I knew nothing about this service or what the NVQ even was. I continued with the NVQ and then I was placed with a family support project called Game Changers as a Peer Advisor. I love the work I do with St Giles Trust and the Game Changers project, and now have my own clients. All the families are different but have similar issues, and it feels really good when you manage to resolve some of these and make there lives a little less chaotic and easier to deal with. My past is my past – it’s there and always will be – but now I can put my negative experiences to good use by giving advice to parents who are struggling through similar issues I eventually resolved. I think that St Giles Trust has had a massive positive impact on my recovery, and on me staying abstinent from drugs. If St Giles hadn’t been there, things might have been different for me.”*

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# Why St Giles Trust uses Peer Advisors

Peer Advisors are currently working or volunteering in the majority of The Trust's front line services including: working with gangs and other disadvantaged young people, offering resettlement support to prisoners leaving custody, supporting families and children at risk, and offering training and employment support to ex-offenders.

St Giles Trust report that using Peer Advisors offers huge benefits to their criminal justice work, but also benefits to the Peer Advisors themselves and the clients they work with:

## **Benefits to St Giles Trust**

The Peer Advisor model provides more diversity across the workforce with a range of experiences, skills and backgrounds that enrich their projects.

## **Benefits to Peer Advisors**

Peer Advisors gain practical skills, knowledge and work experience, and are provided with training and development opportunities. This improves their employability skills and the likelihood of obtaining a job. Peer Advisors can gain experience of working in a professional environment and being part of a team, whilst also obtaining an employer reference. The experience of providing support to clients whilst in custody can also impact upon their own journeys of rehabilitation.

## **Benefits to clients**

Peer Advisors can provide clients with positive role models, visible success stories, accelerated engagement and trust, and credibility. Due to the shared experience between Peer Advisors and clients, they report that there is an ease of communication. The positive example of seeing prisoners involved in ensuring the welfare of fellow prisoners and participating in formal training can increase the aspirations of clients and other prisoners. Peer Advisors can also provide emotional support and strong trust due to their ability to maintain confidentiality.

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*When Alisha was 35, she was convicted of a serious offence and received a long prison sentence. Six years into her sentence, after completing a number of offending behaviour programmes, Alisha was selected to study for a Level 3 NVQ in Advice and Guidance with St Giles Trust and to work in the newly opened St Giles Trust Call Centre at HMP Send. She was trained to give resettlement advice to other women prisoners, seeing clients face to face, and also staffing a resettlement helpline for women calling in from other prisons. As her confidence and experience grew, she took on more responsibility and eventually took on the role of full-time Call Centre Peer Advisor. The work has given her a sense of purpose, and Alisha has since been supporting other women to gain their Level 3 Advice and Guidance and progress with their education. Alisha's clients appreciate the time and patience she offered to them as a peer, as well as her high degree of professionalism as a qualified Assessor. Alisha looks forward to using her skills and qualifications to build a positive future for herself after release.*

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Alternatives to the Peer Advice Model include using individuals to provide advice who may not have offended in the past, or utilising offenders without providing them with training. When compared to these alternative delivery models, the Peer Advice Model shares a base cost and impact. It may have increased initial costs due to its more complex delivery model. However, it also has potential increased social impacts relative to other approaches.

**Base cost**

Some of the costs of the Peer Advisor Model will be similar to other service providers – e.g. payments of staff in prison to deliver advice and support to clients.

**Base impact**

Some of the impacts of the Peer Advice Model may also be broadly consistent with other service providers, primarily the benefits from clients receiving advice and guidance in terms of housing, employment and re-offending outcomes.



**Increased impact #2**

Greater impact upon the client may be achieved by using 'someone who has been there' that understands each client's issues and is more likely to build trust and command their respect.

**Additional resources**

The Peer Advice Model does invoke additional costs that competitors are unlikely to incur, primarily related to the training of Peer Advisors.

**Increased impact #1**

A range of additional benefits relative to other service providers may be delivered through Peer Advisors gaining a qualification and developing skills to move them closer to paid employment. These benefits include improved human capital, wellbeing from training and gains to the economy.

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*The Peer to  
the Future  
programme*



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# *Peer Advisors in action: The Peer to the Future programme*

This quantitative study focuses on the Peer to the Future (PttF) programme – a peer-led service that operated out of HMP Leeds and was run by St Giles Trust West Yorkshire. Unlike other “through the gates” services and in line with St Giles Trust’s overall service delivery mode, PttF used Peer Advisors to deliver advice to clients.

The Trust worked in close collaboration with HMP Leeds to provide a 10-week package of support to clients, starting four weeks prior to a prisoner’s release, intended to provide the necessary stability that prisoners need to move forward and break the cycle of reoffending.

Peer Advisors, who are specially trained by St Giles Trust, both in custody and in the community, provide prison leavers with mentoring and practical support to obtain stable housing and benefits, provide routes into employment, education and training, and to facilitate access to specialist services for those with addiction or mental health needs.

In general, St Giles Trust believes that Peer Advisors play four key roles:

- 1. Front line engagement:** Peer Advisors often act as the first point of contact to promote PttF among fellow prisoners.
- 2. Preparing clients for release:** Peer Advisors provide practical support in preparation for their clients’ release, including assessing their specific needs, doing preliminary referral work to ensure appointments to key agencies are organised, and preparing an action plan for release.
- 3. Role models:** Due to shared experiences between clients and Peer Advisors, work undertaken by Peer Advisors is often seen to set a positive example to others and to contribute to the increased aspirations of clients.
- 4. Emotional support:** Peer Advisors may be thought of as confidants by clients, through the development of their balanced relationship based on empathy and trust.

These services were provided to men who were leaving prison and returning to the Leeds, Bradford and Wakefield areas between February 2014 and March 2015. In total, PttF had 203 clients, and trained 19 Peer Advisors in the community and 9 Peer Advisors in custody.

# How the social impact was identified, measured and valued

This report estimates PttF's social impact and values it in monetary terms. Definitions of social impact vary, but it generally refers to an activity's positive and negative impact and dependence on people and society.<sup>1</sup> To measure this, we designed our approach to follow the principles of SROI.<sup>2</sup>

Although St Giles Trust's runs a number of different programmes, which lead to a variety of impacts, the remit of this study meant that not all of them could be assessed. As a result, a scoping process was undertaken to identify the programme and impact areas on which to focus and, for the chosen programme, which of its impacts should be considered. This comprised:

- 1. Scoping workshop:** A scoping workshop was held and attended by representatives from PwC and St Giles Trust. It was used to validate The Trust's activities, to identify the key processes undertaken and discuss their potential impacts.
- 2. Impact map exercise:** As illustrated on page 13, we mapped the impacts arising from St Giles Trust's activities identified in the workshop in more detail and identified a 'long-list' of impact areas for initial consideration.
- 3. Desk-based research:** Based on the 'long-list' of impact areas identified through the impact map exercise, desk-based research and further discussions with St Giles Trust staff were conducted to identify and define a 'short list' of impact areas for inclusion in the study as well as the data collection requirements for each impact area.

Through this process, potential programmes were included or excluded from the study based on the following factors:

- **Practicability:** the relative availability of data or resources to assess potential impact areas; and
- **Representation of the Peer Advice Model:** How representative the programme and associated impacts were of the St Giles Trust Peer Advice Model.

We determined that the PttF programme would have good data availability relative to other programmes, and that it was a good representative of the wider Peer Advice Model.

We then identified which impacts from the PttF programme should be included on the basis of materiality – whether our research and discussions suggested the impact area was likely to be material to the economy, communities, public Exchequer and to individuals affected by St Giles Trust's activities.

## **PwC's Total Impact Measurement & Management (TIMM) Framework**

PwC's TIMM framework is a tool, which uses robust methodologies to quantify and value in monetary terms the impacts of activities across economic, social, environmental and fiscal dimensions. This framework can be applied at the level of a product, a project, a site or even entire organisation. To implement our SROI, we applied our economic, tax and social TIMM methodologies and models to measure and value the impacts of the PttF programme.

Materiality was assessed in terms of a) the relevance of the impact to stakeholders, and b) the significance of the impact to stakeholders.

Building on the information we gathered during the scoping phase, we collected data for our analysis through the following means:

- 1. Data collected by St Giles Trust:** St Giles Trust provided us with existing data it collects regarding the impacts determined to be in scope.
- 2. Peer Advisor survey:** We conducted a survey with Peer Advisors to validate the impact areas identified and to gain a greater understanding of what individuals would have done in the absence of St Giles Trust support. We received responses from 8 of the 28 Peer Advisors. Due to their lack of availability, it was not possible to survey any clients. Instead, we used the results from the Peer Advisor survey, together with discussions with other St Giles Trust staff, to represent them.
- 3. Desk-based research:** Where St Giles Trust or the survey were unable to provide specific data regarding certain impacts, relevant proxy data was identified from the literature. Desk-based research was also conducted to identify values for each income to drive our estimations of social impact.

<sup>1</sup> WBCSD (2015), 'Redefining Value: Towards a Social Capital Protocol', available at <http://www.wbcsd.org/Pages/Adm/Download.aspx?ID=9127&ObjectTypeld=7> [accessed 22nd February 2016]

<sup>2</sup> The SROI Network (2012) 'A guide to Social Return on Investment', available at [http://socialvalueuk.org/publications/publications/doc\\_download/241-a-guide-to-social-return-on-investment-2012](http://socialvalueuk.org/publications/publications/doc_download/241-a-guide-to-social-return-on-investment-2012)

# St Giles Trust's key stakeholder groups

Through discussions with St Giles Trust and its beneficiaries, we identified three key stakeholder groups who potentially benefit from the organisation's activities:

## **Peer Advisors**

Individuals in custody and in the community who have been trained by St Giles Trust to deliver support and advice to individuals leaving prison.

## **Clients**

Individuals who are either preparing for release, or have been released, from prison and have received support and advice from Peer Advisors trained by St Giles Trust.

## **Society**

People, wider communities and the public Exchequer who also benefit from the actions taken by Peer Advisors and clients as a result of the support received, either in terms of avoided costs or gains to the **exchequer or contributions to the economy**.



# The Peer to the Future programme's impact map

## What is the programme's impact map?

To help to identify and evaluate the different social impacts arising from the programme, we developed an 'impact map', which sets out the relationship between the:

- situation – the problem the programme is trying to address;
- inputs – the investment made to set up and run the programme;
- outputs – the activities undertaken as a result of the investment;
- outcomes – what has changed as a result of the outputs; and
- impacts – what outcomes occurred that would not have happened in the absence of the programme.<sup>1</sup>

PttF's Theory of Change is set out on page 13-14. It was established through discussions with key St Giles Trust staff and a literature review, and further validated through the results of a survey conducted with Peer Advisors. For more information on our approach, please see the Appendix 1.

## Inputs

St Giles Trust reported that the total financial contribution to set up and run PttF from start until finish was approximately £165,132, and that this comprised:

- Cost of delivering NVQ training from AdviceUK;
- Cost of NVQ trainer;
- Travel & subsistence costs;
- Peer Hub co-ordinator salary; and
- Volunteer co-ordinator's time.

Additional indirect costs include:

- Additional HR support;
- Additional management support;
- Increased layers of management and smaller teams than might otherwise be the case.

## Outputs and Outcomes

The programme started on February 2014 and ran until March 2015. In this time, St Giles Trust's data showed that 28 Peer Advisors were recruited and provided with NVQ Level 3 Training. These Peer Advisors provided advice and support on topics such as housing, employment and education to 203 clients.

## Impacts

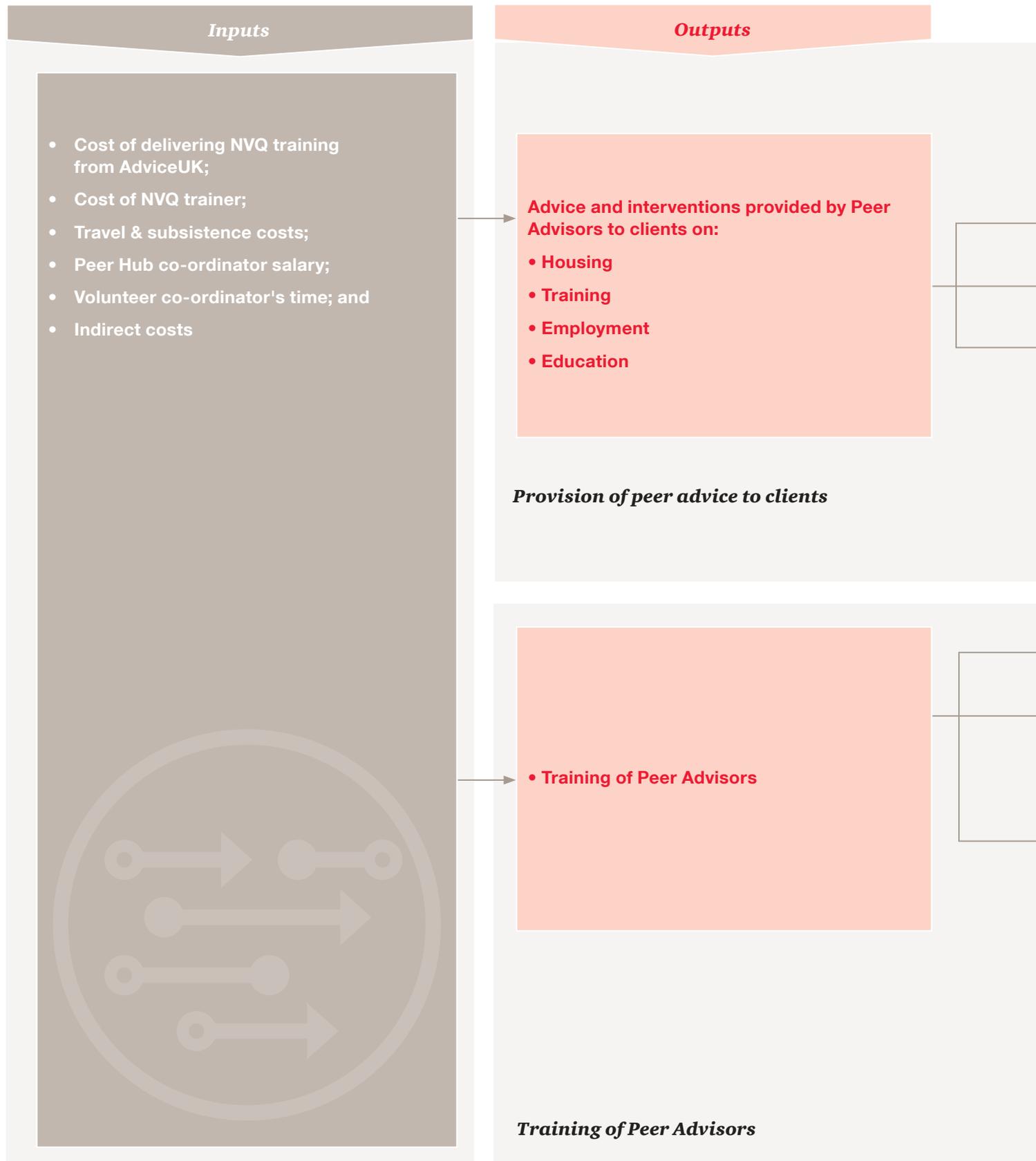
This then led to material impacts upon both the individuals involved and upon society, above what would have happened in the absence of the programme.

The resulting impact map provided an analytical framework for the rest of this study.



<sup>1</sup> The SROI Network (2012) 'A guide to Social Return on Investment', available at [http://socialvalueuk.org/publications/publications/doc\\_download/241-a-guide-to-social-return-on-investment-2012](http://socialvalueuk.org/publications/publications/doc_download/241-a-guide-to-social-return-on-investment-2012) [accessed 22nd February 2016]

# The Peer to the Future programme's impact map



## Outcomes

## Impacts

• Clients move into temporary and sustainable housing

• Clients obtain an NVQ qualification

• Clients move into employment

• Reduction in re-offending among clients

• Increased wellbeing of clients from obtaining longer term housing.

• Exchequer cost from providing clients with social housing

• Increased human capital through earning potential and employability

• Increased wellbeing of clients participating in training

• Economic contribution output from clients in employment

• Avoided benefits payments by government

• Increased wellbeing of clients from moving into jobs

• Avoided costs to government from lower reoffending rates

• Peer Advisors participate in volunteering with St Giles Trust

• Peer Advisors obtain an NVQ qualification

• Peer Advisors move into employment

• Increased wellbeing of Peer Advisors volunteering through the programme

• Increased earning potential and employability of Peer Advisors

• Increased human capital through earning potential and employability of Peer Advisors

• Economic contribution from Peer Advisors in employment

• Avoided benefits payments by government

• Increased wellbeing of Peer Advisors from moving into work

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# *The Social Return on Investment*



# The Social Return on Investment

The Peer to the Future Programme achieved the following outcomes:

- 7 Peer Advisors completed NVQ Level 3 training and went on to find employment
- 19 Peer Advisors gained volunteering placements
- 30 clients completed NVQ Level 3 training and went on to find employment
- We estimate that 41 criminal convictions were avoided<sup>1</sup>
- 38 clients obtained temporary accommodation
- 35 clients obtained secured housing

Based on these outcomes, we estimate that for every £1 that has been invested in PttF, £8.54 in social value has been generated, as summarised below. A more detailed explanation of how this social value breaks down across the different impact areas is provided on the following pages. Further detail about how these values were estimated can be found in our Methodology Annex, which is available on the PwC website.

$$\mathbf{£1:£8.54} = \frac{\mathbf{£1,409,751}}{\text{Total value of impacts}} \div \frac{\mathbf{£165,132}}{\text{Total inputs to PttF}}$$

Impact on Peer Advisors <b>£192,635</b>	Impact on society <b>£49,142</b>	Impact on clients <b>£1,167,974</b>	Cost of running PttF programme <b>£165,132</b>
<p><b>£180,783</b> of increased human capital from Peer Advisors gaining an NVQ Qualification</p> <p><b>£6,751</b> of wellbeing benefits from Peer Advisors volunteering through the programme</p> <p><b>£2,960</b> of wellbeing benefits for Peer Advisors whilst participating in training</p> <p><b>£2,141</b> of wellbeing benefits from Peer Advisors moving into work as a result of the support provided through the programme</p>	<p><b>£25,596</b> of avoided costs from clients not reoffending</p> <p><b>£41,674</b> of economic contribution from Peer Advisors and clients moving into employment, including avoided benefits payments</p> <p><b>-£18,128</b> of Exchequer costs from providing clients with social housing</p>	<p><b>£1,003,820</b> of increased human capital from clients gaining NVQ Qualification</p> <p><b>£140,333</b> of wellbeing benefits from clients obtaining secured housing</p> <p><b>£12,686</b> of wellbeing benefits for clients participating in training</p> <p><b>£11,135</b> of increased wellbeing from clients moving into jobs</p>	

<sup>1</sup> This estimated number of avoided convictions is calculated by comparing re-offending rates amongst individuals who engaged with the PttF programme with a counterfactual group who were approached by The Trust but did not engage with the programme. This analysis suggests that the programme resulted in 41 avoided convictions. For more detail on the methodology, see p.21.

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# Our SROI approach

Over the next five pages, we analyse the social value generated by the PttF programme across each impact area. Our approach followed the principles of SROI, an important part of which is ‘establishing impact’ by accounting for attribution, deadweight, displacement, and drop-off. The following section details how these were addressed:

## **Attribution**

Attribution is how much of any change is due to the activities of PttF, as opposed to other factors. Where possible, we utilised the results of a survey that was conducted with Peer Advisors, where they were asked questions, such as “On a scale of 0-10, if you undertook training, was your decision to take this training due to the PttF programme?” where 0 meant “PttF had no influence” and 10 meant “PttF had extensive influence on the decision not to reoffend”. The average score was used to estimate how much of an impact could be attributed to the advice and training provided by the PttF programme; as opposed to other external influences. As we were not able to survey clients, attribution percentages from the Peer Advisor survey were also applied to clients. It should be noted that the response rate for the survey was 29%, and therefore a recommendation for future SROI analyses is to gather more data of this type for Peer Advisors as well as clients. In response to this potential uncertainty regarding attribution, we conducted sensitivity analysis using alternative assumptions regarding attribution, as summarised in Appendix 2.

For the housing impact area, we could not use results from the Peer Advisor survey as housing advice was offered only to clients, not Peer Advisors, on the programme. Because St Giles Trust were the only organisation providing housing advice to clients, an attribution factor of 100% was applied to the impacts on clients from being in secured housing.

## **Deadweight**

This deadweight accounts for the extent to which the individual would have experienced an outcome anyway in St Giles Trust’s absence. To estimate this, Peer Advisors were asked questions, such as “If you had not participated in the Peer to the Future programme, how likely do you think it is that you would have completed NVQ training, or other training that improves skills and employability, elsewhere?”. Respondents were asked to rate their answer on a scale, where 0 meant “Would not have happened” and 10 meant “Certain to have happened”, and the average of the answers taken to give the deadweight percentage.

For housing, we were unable to find any suitable baseline data on the proportion of ex-offenders leaving prison who received secure housing (outside of the PttF programme), so were unable to estimate the likelihood that ex-offenders would have gained secured accommodation anyway by any empirical means.

Rather than assuming this to be either 100% or 0%, in the absence of any empirical data, we selected an arbitrary midpoint of 50%.

## **Displacement**

Displacement accounts for whether outcomes have simply been displaced from, or to, somewhere else. For the majority of impact areas, we assumed that participation in the PttF programme was not preventing other ex-offenders from experiencing positive impacts; hence displacement was set at zero. However, for employment impacts, displacement was set at 80%. This is in line with guidance from the Department of Work and Pensions, which estimates that only 20% of jobs created through job-matching are ‘additional’.<sup>1</sup>

### ***Duration & Drop-off***

Duration and drop-off accounts for the probability that the impact of an activity will only have a certain overall duration, and that the initial impact experienced may decrease over time. The PttF programme ran from February 2014 to March 2015 and so it was not possible to gather information about long-term impacts. For this reason we had to make assumptions about the duration of future impacts and the extent to which they might ‘drop off’ over time. Because of the lack of data, we deemed it most prudent to assume that impacts only persisted for one year, as this was the time period that most closely matched that of the data we received from St Giles or from the survey. This is equivalent to assuming a 100% drop off after one year. We assumed this in all instances except for the impact of gaining a qualification on future earnings, because there was strong evidence in the literature for this effect persisting for the rest of an individual’s career.

### ***Discounting and inflating values***

For the training impact area where impacts were estimated for future years, a social discount rate was applied to earnings in future years to obtain the present value. A rate of 3.5% was used, as recommended by HM Treasury Green Book guidance.<sup>2</sup> When using values from academic literature and databases, we endeavoured to use the latest year of available data, and where it was needed, updated the values to 2015 prices using annual World Bank inflation rates for the UK.

### ***Double Counting***

Given the nature of the impacts we identified, there is the potential for double-counting when aggregating the values of impacts estimated in isolation to one another. We identified one such cross-over: between training and employment benefits. One of the benefits of training is the increased earnings received as a result of improved skills and knowledge. However these only arise when an individual has gained employment – which we estimated separately. This was addressed by removing the first year of uplifted earnings from the training impacts we estimated.

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<sup>1</sup> Department for Work and Pensions (2011), The introduction of Jobcentre Plus: An evaluation of labour market impacts. Research Report No 7181

<sup>2</sup> HM Treasury: The Green Book (2011), [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220541/green\\_book\\_complete.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf)

# The social return of moving into work

Through training and work experience, Peer Advisors gain skills and access opportunities to move into employment. Of the 28 Peer Advisors involved in the PttF programme, 7 entered into employment either during or after the programme. We estimated values for three key societal impacts relating to gaining employment:

1. Contribution to the economy (measured in terms of GVA less taxes) resulting from Peer Advisors moving into the labour force = **£3,922**
2. Avoided benefits payments and increased tax payments on earnings resulting from Peer Advisors moving into work = **£2,527**
3. Increased wellbeing of Peer Advisors moving into full-time jobs = **£2,141**

A significant additional benefit is that the Peer Advisors are trained in a number of areas, including employment support, and use these skills to advise clients to improve their employability. Of the 203 clients in the PttF programme, 30 also entered into employment after completing the programme. We estimate that this generated the following impacts:

4. Contribution to the economy (measured in terms of GVA less taxes) resulting from clients moving into the labour force = **£20,607**
5. Avoided benefits payments and increased tax payments resulting from clients moving into work = **£14,619**
6. Increased wellbeing of clients moving into full-time jobs = **£11,135**

In total, welfare benefits are estimated at **£17,146** as people who previously claimed benefits such as Jobseekers' Allowance, Employment and Support Allowance, and Income Support, move away from claiming benefits to supporting themselves through income received through their employment.<sup>1</sup> Furthermore, as these individuals enter employment they pay personal taxes to the Exchequer. Further benefits to society are accrued from the remaining increase in GVA from the additional individuals entering the workforce.<sup>2</sup>

There are also wellbeing impacts that are experienced by the individual from simply being in employment. This improvement in life satisfaction comes from a number of sources including increased household earnings and therefore less financial stress, improved access to healthcare, feeling of having a better status in society, increased social contact and feeling useful.<sup>3</sup>

This gives a total social value relating to Peer Advisors and clients finding employment of **£54,951**. The majority of these impacts results from the gaining of employment by clients given the large numbers that found jobs within the period of analysis.

<sup>1</sup> New Economy (2015), Unit Cost Database, available at <http://neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>

<sup>2</sup> Office for National Statistics (2014), available at <http://www.ons.gov.uk/ons/index.html> [accessed 18th December 2015]

<sup>3</sup> Fujiwara, D. (2013), The Social Impact of Housing Providers, available at <http://www.hact.org.uk/sites/default/files/uploads/Archives/2013/02/The%20Social%20Impact%20of%20Housing%20FINAL.pdf>

# The social return of training

As part of the PttF programme, 7 Peer Advisors and 30 clients completed NVQ Level 3 training in Advice, Information and Guidance. The NVQ provides a number of benefits to the participant, mainly by advancing their skills, employability, and prospects for resettlement after prison.

We quantified two benefits to the individual resulting from receiving the qualification:

1. Increased human capital resulting from Peer Advisors and clients gaining an NVQ Level 3 = **£1,184,603**
2. Increased wellbeing of Peer Advisors and clients resulting from participating in training sessions = **£15,646**

The increased human capital relates to the increased earning power that results from the skills improvement gained over the course of the training, and increased employability of the participants. As a result, there is an increase in the lifetime earnings of the individual.<sup>1</sup> The age at which the training is taken determines the length of time that the increase in income is experienced. The average age of Peer Advisors on the PttF programme was 43, whereas the average age of clients was 34. This means that over their lifetime, clients experience a larger total earnings uplift than Peer Advisors, assuming they are earning the same wage. We only estimated the value for individuals who actually went on to get a job.

As increased earnings are captured in the increased GVA from the individual entering employment (see previous page), we removed the first year of uplifted earnings from the earnings curve to avoid double-counting.

In addition to this, those that complete part-time training courses, such as the NVQ, experience an improvement in their life satisfaction resulting from a perceived improvement in job prospects (either by helping people to get a job, or by increasing their skills for work).<sup>2</sup>

This gives a total social benefit of **£1,200,249** that accrues to individuals resulting from completing the NVQ Level 3 Advice and Guidance training as offered on the PttF programme.



<sup>1</sup> Department for Business Innovation & Skills (2011), Measuring the Economic Impact of Further Education, available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/32329/11-816-measuring-economic-impact-further-education.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32329/11-816-measuring-economic-impact-further-education.pdf)

<sup>2</sup> Dolan, P. and D. Fujiwara (2012), Valuing Adult Learning: Comparing Wellbeing Valuation to Contingent Valuation, available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/34598/12-1127-valuing-adult-learning-comparing-wellbeing-to-contingent.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/34598/12-1127-valuing-adult-learning-comparing-wellbeing-to-contingent.pdf) We validated these benefits of training using the results of the Peer Advisor survey.

# The social return of avoided reoffending

Data obtained from West Yorkshire Police showed that there were 683 convictions amongst the 203 clients targeted by the PttF programme, following their release from prison. However, no data was available to indicate what the reoffending rate would be in the absence of the PttF programme among prisoners similar to those targeted by the programme, to serve as a 'control'. National reoffending averages were judged not to represent these individuals, who have a higher risk of reoffending, and so should not be compared with a national average.

Among those initially targeted by the PttF programme, around one third did not engage with the programme after leaving prison<sup>1</sup>. The reoffending data showed a higher average rate of reoffending among these individuals, compared with that of those who did engage with the programme (3.6 versus 3.3 convictions per person).

In the absence of a control group, the reoffending rate among the offenders who did not engage with the PttF programme on leaving prison was used, as a proxy for the reoffending rate among similar offenders who did not receive support from the PttF programme. This was used to estimate a counterfactual scenario of 725 convictions, assuming all 203 clients would have gone on to reoffend 3.6 times on average.

Since the actual number of convictions among those targeted by the programme was 683, it is estimated that the programme led to 41 avoided convictions, a reduction in reoffending of 5.7%.

This estimate should be used with caution. The approach does not consider the likely demographic differences between the proxy group, above, and the group of offenders they are being used to represent (who would not have received support from the PttF programme, but who should be similar in all other characteristics). This may overstate the counterfactual reoffending rate, as offenders who 'choose' not to engage with the programme may be more likely to reoffend than the 'average' offender, leading to an overestimate of the reduction in reoffending.

However, this estimate appears reasonable when compared with estimates from other studies of St Giles Trust's services. The independent report on the Peterborough Social Impact Bond used a demographically matched comparison cohort ten times the size of the sample, together with a much larger data set. The results for the first cohort of 1,000 showed an 8.4% reduction in reoffending<sup>2</sup>. Whilst the PttF project was different from the Peterborough programme,

as the former was delivered solely by Peer Advisors in custody or volunteering in the community, this does suggest that our estimate for the reduced reoffending rate is comparable and relatively conservative.

We identified two categories of cost that relate to these avoided convictions<sup>3</sup>:

1. Avoided Exchequer costs from less time spent in prison, leading to a reduced strain on prison services = £21,385
2. Avoided Exchequer costs from a reduction in policing and prosecution costs = £4,210

This gives a total estimate of the avoided cost, from reduced reoffending, of £25,596. This suggests that those clients who engaged with the PttF programme went on to reoffend less than those who did not engage, resulting in social benefits in the form of avoided costs to the public purse. The value of avoided Exchequer costs was obtained from the New Economy Manchester's Unit Cost Database<sup>4</sup>.

Following discussions with St Giles Trust it was agreed that the social value associated directly with reductions in reoffending among Peer Advisors would be out of scope. This was due to challenges in obtaining reoffending data for Peer Advisors and identifying a comparable demographic to provide a counterfactual scenario.

<sup>1</sup> "Not engaged" refers to clients who engaged with the programme whilst in custody, but did not continue this in the community. This means they, either, did not engage at the gate on release; or had no further contact with the programme after an initial meeting on release.

<sup>2</sup> QinetiQ (2014) <http://www.socialfinance.org.uk/wp-content/uploads/2014/08/Peterborough-First-Cohort-Results.pdf>

<sup>3</sup> GOV.UK (2013), Criminal justice statistics, available at [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/203958/criminal-justicestats-dec-12.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/203958/criminal-justicestats-dec-12.pdf) [accessed on 11th December 2015]

<sup>4</sup> New Economy (2015), Unit Cost Database, available at <http://neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefitanalysis/unit-cost-database>

# The social return of volunteering

Of the 28 Peer Advisors trained in the programme, 19 of them gained volunteering placements as part of their time spent advising on the PttF programme. Participants described the volunteering as delivering services similar to the services they delivered as part of PttF.

All of the surveyed Peer Advisors that gained volunteering placements through the PttF programme explained that volunteering had made them feel better about themselves and their life. Around 75% respondents felt that they had also enjoyed enhanced self-esteem, personal development, as well as receiving work experience, education and learning from volunteering.

This suggests that Peer Advisors may gain increased wellbeing from volunteering activity; which is consistent with a number of other studies examining individual 'willingness to pay'<sup>1</sup> to stay engaged in volunteering activities.<sup>2</sup> We use the results of these studies to estimate the value of this change in wellbeing.

Peer Advisors spent 923 days volunteering as part of their engagement with the PttF programme. We estimate that this contributed £6,751 of social value in the form of increased wellbeing of Peer Advisors participating in volunteering.

<sup>1</sup> 'Willingness to pay' is the amount of money that, after receiving a good (in this case, volunteering), would need to be taken from the individual to leave him just as well-off as before receiving the good.

<sup>2</sup> Fujiwara, D. (2013), The Social Impact of Housing Providers, available at <http://www.hact.org.uk/sites/default/files/uploads/Archives/2013/02/The%20Social%20Impact%20of%20Housing%20FINAL.pdf>



# The social return from housing

As part of the PttF programme, Peer Advisors support clients to obtain housing. Of the 203 clients receiving advice in the programme, 145 received support to obtain housing upon leaving prison. Of the 145 clients receiving support, 38 obtained temporary accommodation while 35 obtained secured housing. 10 of the 35 clients' secured housing was social housing. We understand from St Giles Trust that the remaining 72 clients receiving housing advice stayed with their families and friends upon leaving prison.

In the absence of suitable baseline data to compare PttF's outcomes in this area, it was assumed that all clients would have received temporary housing upon leaving prison in the event they had not received support from Peer Advisors. As such, we estimated the social return from housing for the 35 clients obtaining secured housing only.

We estimated the social return from clients obtaining housing in two ways:

1. Increased wellbeing resulting from clients obtaining secure housing = **£140,333**
2. Increased cost to the Exchequer of providing social housing (in the event the secured housing was social housing) = **-£18,128**

The increased wellbeing relates to the improvement in life satisfaction an individual experiences as a result of obtaining secured housing relative to temporary accommodation.<sup>1</sup> As some of the secured housing was social housing and therefore involved some additional costs to the Exchequer,<sup>2</sup> the increased wellbeing value was offset by this additional cost.

This gives a total social value of **£122,205** resulting from clients obtaining housing after receiving advice provided by Peer Advisors.

<sup>1</sup> Fujiwara, D. and Vine, J. (2015), The Wellbeing Value of Tackling Homelessness, available at <http://www.hact.org.uk/sites/default/files/uploads/Archives/2015/9/Homelessness%20and%20wellbeing%20analysis.pdf>

<sup>2</sup> Homes and Communities Agency (2012), Understanding Unit Costs of Housing Providers – Regression Analysis, available at <https://cfg.homesandcommunities.co.uk/sites/default/files/newsandevents/rat.pdf>



# Conclusions

## Key findings



**Impacts arising from Peer Advisors and clients gaining the NVQ qualification create the most social value**

Individuals experience increased employability and earning power from gaining the NVQ qualification. This suggests that the training element of the Peer Advisor model and, more broadly, of interventions that successfully get ex-offenders back into employment, are key contributors to delivering social value. This is especially important given the links between employability and reoffending outcomes. The NVQ qualification also results in the largest impact per affected individual (£25,826 per Peer Advisor and £33,461 per client).



**Housing outcomes result in the second largest impact per affected individual (£4,010 per client)**

Clients benefit from an improvement in wellbeing arising from obtaining secured housing upon leaving prison; the second largest impact per individual after gaining the NVQ qualification. This helps to emphasise that in addition to the benefits to society associated with securing housing and reducing reoffending, there is also a relatively large impact on the individual too through the improvement in life satisfaction arising from successful housing outcomes.



**Clients are the stakeholder group that experience the highest value of social impact**

Clients experience £1,167,974 of social value relative to Peer Advisors £192,635 and society £49,142. Over 86% of this value for clients is driven by the high number of clients gaining NVQ qualifications. This suggests there is a high leverage effect generated through the Peer Advice Model, as the initial training of Peer Advisors appears to lead to relatively high amounts of social value experienced by another stakeholder group – clients.



**The largest positive impact on society arises from the economic benefit from Peer Advisors and clients moving into employment**

The economic benefit associated with Peer Advisors and clients moving into employment (£41,674) outweighs the benefits arising from clients not reoffending (£25,596). This emphasises the social gains from interventions which improve the employability of ex-offenders.



**The benefits associated with the PttF may be extrapolated to similar programmes**

Given the similarity in the way the Peer Advice Model is utilised in other St Giles Trust schemes, the benefits identified from this study could apply to other Peer Advisor programmes. However, the key differentiators would be the nature of the support and advice provided, and the backgrounds of the individuals being targeted by the programme.



**There may be a number of additional benefits created by St Giles Trust's activities which this study did not examine**

Our study was limited in scope in that it focused on the impacts arising from one of St Giles Trust's programmes. Other programmes and activities could result in different benefits, which could be identified and valued in a similar manner to this study.

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## Lessons learned

Our analysis estimates that the PttF programme generates approximately £8.86 of social value for every £1 spent. The PttF programme has supported numerous individuals to obtain qualifications, find secured housing and gain employment, all of which has contributed towards breaking the cycle of reoffending and positively impacted their lives for the future.

While there is a relatively higher upfront cost to the Peer Advice Model due to the provision of NVQs to Peer Advisors and clients in the programme, our analysis suggests that this cost is offset by the high social value generated in the form of increased human capital among participants – the largest impact area among those in scope of this study. It should also be noted that the impacts arising from the provision of NVQs to Peer Advisors and clients are likely to be additional compared to other similar services, as St Giles Trust believes no other provider uses this delivery model.

This study only looked at one of St Giles Trust's many programmes, and therefore is only a small snapshot of the organisation's overall impact. Further SROI analyses on other programmes could therefore help to build a more representative picture of the different types and scales of impacts generated by St Giles Trust as an organisation.

One of the reasons the PttF programme was chosen for the analysis was the quality and availability of St Giles Trust's data. This presents an opportunity for St Giles Trust to improve the data collected for other programmes, in order to extend the SROI. Even with the PttF database, there were some gaps which were addressed by using proxy data, such as the age of individuals when undertaking NVQ training as well as the length and type of employment obtained by each person. Collecting this additional data would allow St Giles Trust to further its understanding of its impacts.

The data with the greatest amount of uncertainty used in our analysis was from the Peer Advisor survey, where we were only able to gain responses from 8 individuals. Where applicable, the responses of these individuals were extrapolated to represent the views of all Peer Advisors and clients on the programme across a number of impact areas. As the experience of these 8 Peer Advisors might not be representative of the wider PttF participant population, this is a source of uncertainty. This uncertainty could be addressed by collecting more data about outcomes and impacts from participants in the programme, including their additionality and their attribution to the programme.

This type of analysis can also help St Giles Trust to further develop its understanding about what changes result from its programmes, which interventions are likely to result in the most social value generated, and the extent to which these impacts are consistent with the organisation's aims and objectives.

We hope that this analysis provides St Giles Trust with new information about the impacts of its interventions, and which are likely to generate the most social value. We also hope it helps St Giles Trust to communicate its social impact in a new way to a wider group of stakeholders.

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# *Appendix 1: Methodology*

# The impact areas that were measured and valued

Based on this Theory of Change, this study focuses on measuring and valuing the categories of impact listed below occurring as a result of the programme.

More detail can be found in the Methodology Annex which is available on the PwC website.



## Housing

Peer Advisors support clients to obtain housing, in order to provide them with a stable base upon which they can begin to re-integrate into society. The programme's impacts regarding housing were found to manifest themselves in two ways:

- Increased wellbeing of clients from obtaining housing
- Additional cost to the Exchequer of providing social housing



## Training

Peer Advisors receive an NVQ Level 3 qualification in advice and guidance, an externally recognised qualification which was found to contribute to their employability and future earnings. Both Peer Advisors and clients participate in training sessions, which can help to build their confidence, self-esteem and social networks. The programme's impacts regarding training were found to manifest themselves in two ways:

- Increased human capital resulting from Peer Advisors gaining and NVQ Level 3
- Increased wellbeing of Peer Advisors and clients resulting from participating in training sessions



## Reoffending

By tackling the root causes of reoffending, the programme seeks to reduce reoffending rates among prisons to create positive social outcomes. The programme's impacts regarding reduced reoffending were found to manifest themselves in two ways:

- Avoided Exchequer costs related to less time spent in prison
- Avoided economic and social costs associated with the actual criminal acts



## Employment

By providing training and volunteering opportunities, and supporting clients to find employment, the programme helps individuals to build skills and obtain jobs. The programme's impacts regarding employment were found to manifest themselves in three ways:

- Increased output to the economy resulting from Peer Advisors and clients moving into the labour force
- Avoided benefits payments and increase in tax payments resulting from Peer Advisors and clients moving into work
- Increased wellbeing of Peer Advisors and clients moving into full-time jobs



## Volunteering

Peer Advisors are also provided with volunteering opportunities, which have been found to enhance self-esteem, build personal development and provide an opportunity for skills enhancement and learning. The programme's impacts regarding volunteering were found to manifest themselves in the following way:

- Increased wellbeing from Peer Advisors volunteering as a result of the Peer Advisor programme

# Calculating Social Return on Investment

*Social Return on Investment (SROI) is a framework for measuring and accounting for a concept of value that is broader than simply financial, taking into account social, economic and environmental factors. In order to quantify and put a monetary value on the economic, tax and social impacts generated by the PttF programme, we applied PwC's TIMM framework. To estimate economic impacts, we focused on GVA generated and tax contributions in line with our economic and tax TIMM methodologies and models to calculate benefits to Peer Advisors and clients from training.*

The analysis we have carried out compares two types of value:

1. The 'cash' amount invested by St Giles Trust to fund the PttF programme; and
2. The social value of the impacts on those affected by the PttF programme, using the principles of welfare economics to estimate their value in monetary terms.

Once the impact areas for the study had been identified and agreed, we measured and valued each impact area through the following steps:

3. **Stakeholder engagement:** We conducted a focus group with key St Giles Trust stakeholders to validate impact pathways, materiality of impacts, and review the scope according to availability of data and representativeness of other Peer Advisor programmes.
4. **Data collection:** St Giles Trust provided us with existing data it collects regarding the impacts in the scope.
5. **Peer Advisor survey:** We conducted an electronic survey with 8 Peer Advisors. This survey was used to validate the impacts in scope, understand the extent to which individuals experience them and supplement the data provided by St Giles Trust.
6. **Desk-based research:** We also conducted desk-based research to identify values for each outcome which we could use to drive our calculations of social impact.

## **What would have happened without the PttF programme?**

When estimating the impact of the PttF programme, it is important that we understand how much of the benefits would have occurred anyway, regardless of the programme's existence. To do this, we estimated and took into account the following factors:

- **Deadweight** – the proportion of outcomes that, in the absence of the PttF programme, would have happened anyway;
- **Displacement** – whether the outcomes displaced other outcomes;
- **Attribution** – the extent to which other organisations or individuals contributed to the impact;
- **Drop-off** – the duration the outcomes last for, and proportion of impacts that will continue into future years;
- **Discounting** – the present value of any impacts occurring in future years for both the impact estimates and counterfactual scenario.

This allows us to understand the monetary value of the total impact of PttF in monetary metrics that can be directly compared and aggregated.

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## *Appendix 2: Sensitivity analysis*

We tested the sensitivity of the results to some key assumptions made in our estimation process. Our calculations were based on a range of primary and secondary data. However, one source of data we used which had a relatively greater amount of uncertainty was a Peer Advisor survey, which we used to estimate the:

- Attribution and additionality of St Giles Trust to particular outcomes occurring; and
- Duration of time over which individuals participated in particular activities.

We obtained responses to this survey from 8 Peer Advisors. The values presented in the main body of the report represent an ‘average’ estimate, where we used the average responses from the survey as a basis for our calculations. The sensitivity analysis presented in this Annex illustrate where we have tested the results using one standard deviation above and below the average response.

As we only received 8 responses to the Peer Advisor survey, the confidence interval for this test is large. However, given the limited dataset, we took one standard deviation above and below

the mean as a proxy for the variance in responses. This enabled us to test the sensitivity of our results in a manner which was not excessively influenced by the effects of outlying survey responses. Where a standard deviation could not be obtained (i.e. housing – where we were unable to survey clients, and volunteering – where we only received responses from two individuals undertaking volunteering activities) we based the attribution and deadweight estimates on the average attribution and deadweight factors used for all other impact areas. The results of our sensitivity analysis can be found in Table 1 overleaf.

<b>Column</b>	<b>Explanation</b>
Variable	Input or assumption tested for sensitivity analysis
Base value	Value for variable used in the SROI
Flex	Alternative value used in sensitivity analysis
% flex compared to base	How much the alternative value differs from the base value, as a percentage of the base value
% change on total results	How the total impact changes as a result of using the alternative value, as a percentage of the base total impact.
Ratio of change in result to change in base	Ratio of how much the results change relative to how much the base value was changed. The greater the ratio, the higher the sensitivity of the variable.
SROI ratio with flex	What the overall SROI ratio for the study would be if the alternative flex value had been applied instead of the base value

Table 1: Results of sensitivity analysis

<b>Variable</b>	<b>Base value</b>	<b>Flex</b>	<b>% change of flex compared to base</b>	<b>% change on total results</b>	<b>Ratio of change in result to change in base value</b>	<b>SROI ratio with flex</b>
<b>Training</b>						
Attribution	70%	62%	-11%	-10%	0.90	£1: £7.69
Attribution	70%	78%	11%	10%	0.90	£1: £9.38
<b>Employment</b>						
Attribution	50%	31%	-38%	-1%	0.04	£1: £8.41
Attribution	50%	69%	38%	1%	0.04	£1: £8.66
Deadweight	52%	77%	48%	-2%	0.05	£1: £8.34
Deadweight	52%	25%	-48%	2%	0.05	£1: £8.72
Length of employment	1 year	7.9 months	-34%	-2%	0.05	£1: £8.38
Length of employment	1 year	16.1 months	34%	2%	0.05	£1: £8.73
<b>Re-offending</b>						
Attribution	45%	12%	-69%	-1%	0.02	£1: £8.42
Attribution	45%	78%	69%	1%	0.02	£1: £8.65
Deadweight	66%	88%	33%	1%	0.04	£1: £8.44
Deadweight	66%	44%	-33%	-1%	0.04	£1: £8.64
<b>Volunteering</b>						
Attribution	75%	34%	-55%	-0.5%	0.01	£1: £8.50
Attribution	75%	66%	-12%	5%	0.07	£1: £8.93
Deadweight	75%	80%	7%	-0.5%	0.07	£1: £8.50
Deadweight	75%	56%	-25%	10%	0.39	£1: £9.37
<b>Housing</b>						
Attribution	50%	34%	-32%	-2%	0.07	£1: £8.35
Attribution	50%	66%	32%	3%	0.09	£1: £8.78
Deadweight	0%	80%	80%	-7%	0.08	£1: £7.96
Deadweight	0%	56%	56%	-5%	0.08	£1: £8.15

Key

	High sensitivity: One percent change in variable results in a greater than one percent change in the overall net impact
	Medium sensitivity: One percent change in variable results in 0.1 to 0.99 of a percent change in the overall net impact
	Low sensitivity: One percent change in variable results in less than 0.1 of a percent change in the overall net impact

Brief commentary on each variable is provided below:

**Attribution**

For each impact area, we tested the impact of using one standard deviation above and below the average response to attribution survey questions. The sensitivity analysis suggests that the results are most sensitive to this assumption, particularly for the training impact area where a 11% change in attribution results in a 10% change in total impact.

**Deadweight**

In a similar vein, we considered the sensitivity of changing the deadweight percentages drawn from the Peer Advisor survey. The sensitivity analysis shows the re-offending and volunteering impact area are most sensitive to deadweight, though this was only of medium sensitivity. In general, the overall results are not particularly sensitive to the choice of deadweight.

**Length of employment**

All values used to estimate employment impacts assume the individual was in employment for one year, an assumption that was validated through the Peer Advisor survey. When we flexed this assumption, the analysis showed this variable is of low sensitivity where a 34% change in the variable only resulted in a 2% change in total impact.

# Contacts

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**Tom Beagent**

PwC | Director

T: +44 (0)20 7212 3493

M: +44 (0)7973 565380

E: tom.beagent@uk.pwc.com

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**Stuart Jefford**

PwC | Assistant Director

T: +44 (0)20 7804 3499

M: +44 (0)7715 211704

E: stuart.g.jefford@uk.pwc.com

**Authors:** Stuart Jefford, Matthew Johns, Sam Unsworth, Debra Guo and Alisha Kapoor.

**Contributors:** Rob Owen, Maggie Cramb, Evan Jones, Rebecca Wells and Helen Foster.





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