

SROI Evaluative Analysis: Realise Futures Social Businesses



About this report

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Assurance Statement

This report has been assured by Social Value UK. The report shows a good understanding of, and is consistent with, the Social Value process and principles. Assurance here does not include verification of stakeholder engagement, data and calculations.

[Read more about Social Value UK](#)

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Executive Summary

This report evaluates the social return created by Realise Future's social businesses focusing on the social value of four business areas: Realise Futures-fulfilment, Eco-furniture, St Lawrence Café and Growing Places. The analysis focuses on the financial year 2013-2014.

The social businesses work with long term unemployed people, some of whom have disabilities or mental health issues and young people who are struggling in mainstream settings. In the period covered by the Social Return On Investment (SROI) analysis these four social businesses employed 60 disadvantaged and or disabled individuals and offered therapeutic placement for a further 76 individuals with disabilities or mental health issues. Realise Futures supports its enterprise team members and employees on a pathway to learn new skills and get careers advice and at the same time make a positive contribution to the local community by helping people to learn, earn, enjoy and achieve regardless of their circumstances through manufacturing sustainable products.

“Realise Futures is the epitome of a person and customer centred business which provides opportunities for individuals to develop and reach their full potential, while offering excellent products and services to the businesses and people with which we work.

We believe Realise Futures is a great place to work and learn new skills in a supportive environment, offering significant added social value. We are aiming to be a significant player within the social economy and demonstrate the value of the social enterprise model in supporting people who are furthest from the labour market to ‘earn, learn, enjoy and achieve’.

Sarah Charlott (CEO Realise Futures)

SROI is a rigorous analysis where key stakeholders were asked what it is the project delivers for them to understand the wider impact in a quantifiable way. The SROI analysis was carried out to the standard approach to SROI as documented in the Cabinet Office sponsored Guide to SROI (The SROI Network, 2009) This analysis intended to provide information to feed into service development but also to raise the profile of Realise Futures social value and in particular to attract investment from the emerging social investment market.

This analysis shows that Realise Futures social business model delivers a valuable and appreciated service that is perceived by stakeholders as meeting their needs and creates significant and demonstrable social value.

A wealth of positive changes was reported by service users as having resulted for their attending Realise Futures. This included:

For service users attending therapeutic placements:

- learn new skills - more confident - more choice - **feel more independent**
- Happier - less lonely and bored - developed positive relationships - less socially isolated - **more social skills and networks**

- less bored- less stressed - -feel better about themselves - life has improved - **improved wellbeing**
- improved self-esteem- getting out more and more active - **healthier**
- learn new skills - **increased skills**
- feel better about oneself - feel more valued - feel less stressed - **more positive family relationships**

Service users with employment contracts:

- learn new skills - more confident - more disposable income- **feel more independent**
- Happier - less lonely and bored - developed positive relationships - less socially isolated - **more social skills and networks**
- less bored- less stressed - -feel better about themselves - life has improved - **improved wellbeing**
- Given the status of employment (not benefits)-improved self-esteem - getting out more and more active - **healthier**
- learn new skills and gain work experience - increased skills
- Improved financial situation - good pension provision - feel more safe and secure - peace of mind
- more disposable income - **Better off**
- feel better about oneself - feel more valued - feel less stressed - **more positive family relationships**
- **Few brushes with the law**

The analysis demonstrates that the service users are the primary beneficiaries, but a range of additional stakeholder groups are also shown to experience positive change. Relevant and significant outcomes also occur for family/carers, customers and statutory organisations.

The SROI calculates that, based on the information currently available for every pound invested in Realise Futures, the likely social value created through these outcomes is about £2.51. As in all SROI analyses, this calculation was based upon estimates and assumptions. The sensitivity of the social return ratio to change in a number of these assumptions was tested. As a result, the social return for each pound invested ranged from £2.09 to £2.63.

A number of recommendations have been made as a result of this analysis, which may help shape data collection and improve the quality of future social impact measurement of Realise Futures work.

This analysis provides evidence that Realise Futures offers innovative and cost effective services that creates many opportunities for learning and work giving every person they come into contact with the opportunity to achieve their potential and thus improving their wellbeing and their lives. This should be celebrated and disseminated.

Full Report: Introduction and background

About Realise Futures

Realise Futures was launched as a Community Interest Company in November 2012 and is now one of the largest social enterprises in the East of England, with a £16million turnover and employing more than 440 people, 40% of whom have a disability or are disadvantaged. It operates in the six counties of Suffolk, Essex, Bedfordshire, Norfolk, Cambridgeshire and Hertfordshire.

Realise Futures was previously part of the Suffolk County Council's Adult and Community Services and is the result of long journey starting with the bringing together of a number of key services for adults in Suffolk under the banner of Enterprise Employment, Advice and Guidance team. Following on from this there was a move to deliver services outside of the LA as a charitable trust following much work. Cabinet approval for the externalisation of Realise Futures under the Right to Provide Initiative was given in March 2012.

REALISE stands for **R**ea**E**m**P**loyment **A**dvice **L**earning **I**nformation **S**kills **E**nterprise and this encapsulates the operating divisions that provide a range of products and services from careers advice and training to permanent employment in retail, catering, horticulture and manufacturing.

Whilst Realise Futures offers a diverse range of activity, these divisions share a common objective to provide products and services that create opportunities for people to succeed in work, learning and life. Their aim is to help people to find the right job for them, promote choice and independence for people with disabilities and disadvantages in the workplace and provide activities and training to enable people to realise their potential in a work environment.

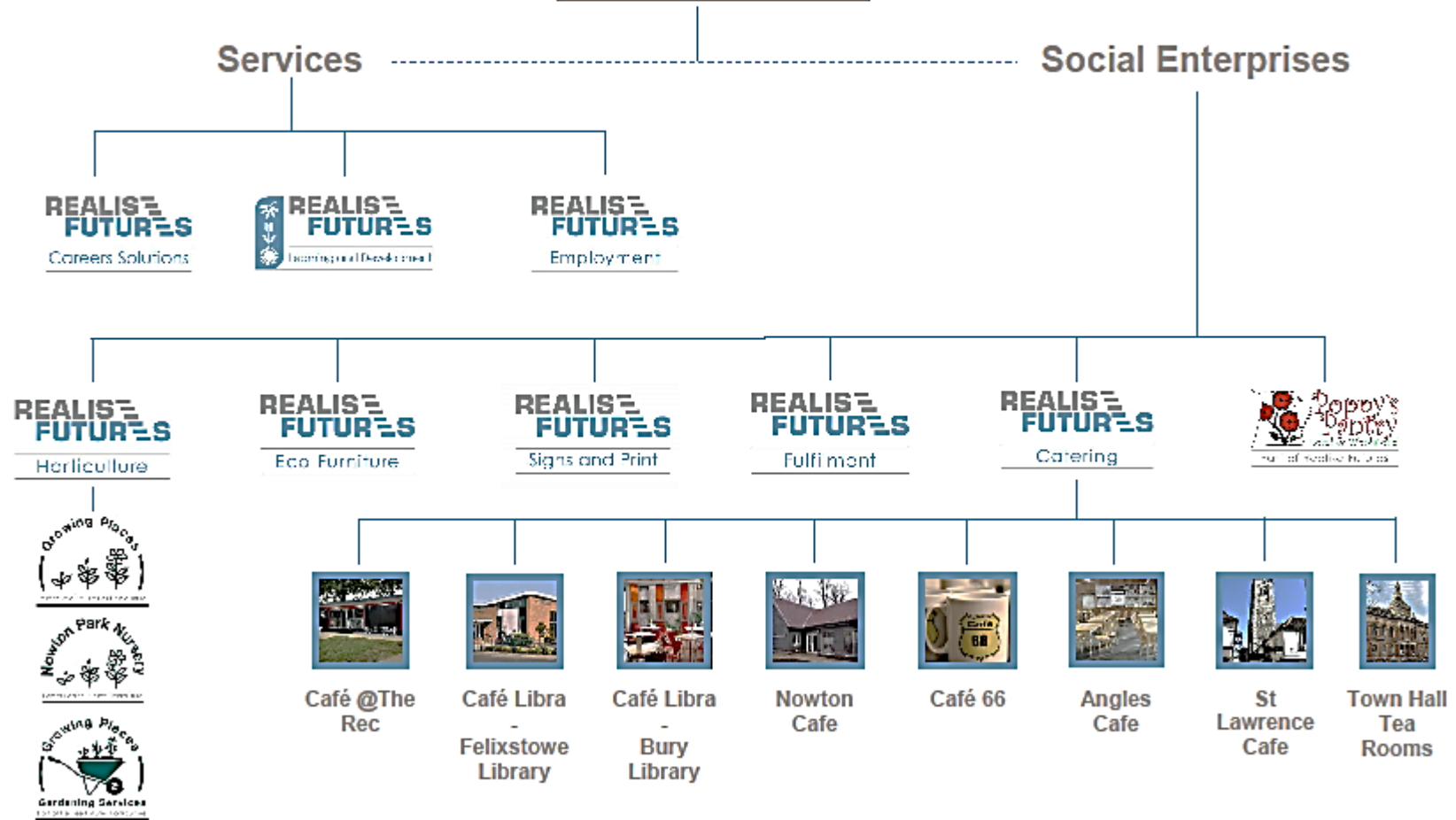
Realise Futures services include:

- Realise Futures Learning and Development
- National Careers Service for the East of England
- Realise Futures Employment
- Realise Future's Enterprises

REALIS FUTURE S

Providing products and services that create opportunities for people to succeed in work, learning and life.

Developing your potential



Realise Futures sets out the following mission, values and aims that underpin all of its activities and services:

- **Mission:** To provide support to individuals by creating opportunities for learning and work underpinned by great careers advice.
- **Values:** Every individual has an opportunity to earn, learn, enjoy and achieve.
- **Aim:** Provide products and services that create opportunities for people to succeed in work, learning and life

Realise Futures has been very ambitious from the outset and has significantly extended its services both in terms of what it delivers and the geography of its services.

Realise Futures is a top 3 provider of the National Careers Service in the country, delivered by Realise Futures Careers Solutions and has been graded as 'good' by Ofsted for its provision of adult education and learning in Suffolk. In 2013 Realise Futures created 128 jobs and helped more than 95,000 people throughout the Eastern region with careers advice.

Realise Futures' success has also been recognised by achieving the following:

- British Chamber of Commerce Eastern Region Sustainability Award – Winner 2013
- British Chamber of Commerce - Finalist Sustainability Award 2013
- SE100 Index Winner - Trailblazing Newcomer Award November 2014
- SEUK Finalist – Employment, Training and Jobs Award 2014
- Anglian Business Green 100 company 2013
- BSI – ISO9001 accreditation
- Matrix – accreditation
- Ofsted – Good - Learning and Development and Careers Service
- Working towards ISO 14001
- Organic Soil Association certificate – Growing Places
- East Anglian Daily Times – Future 50 One to Watch award – finalist
- East Anglian Daily Times – listed Future 50 company

Realise Futures Social Businesses

Realise Futures' run several successful social enterprises in Suffolk. They manage seven cafes and operate a wholefood shop and delivery service, provide outside catering and gardening services, grow seasonable produce and plants and sell organic vegetables, make 100% recycled plastic furniture, and offer print, sign and fulfilment services. The social enterprises are listed below:

- Realise Futures Eco Furniture
- Realise Futures Signs and Print
- Realise Futures Horticulture
- Grounds Maintenance
- Growing Places - Part of Realise Futures Horticulture

- Nowton Park Nursery - Part of Realise Futures Horticulture
Realise Futures Catering
- 6 Community Cafes
Poppy's Pantry

This SROI Analysis will focus on the work of 4 enterprises, namely Realise Futures-Fulfilment, Realise Futures Eco Furniture (formerly known as Eco-services), St Lawrence Café and Growing Places.

Realise Futures – Fulfilment

This business helps to fulfil the packaging requirements of a wide range of businesses – including some who have completely outsourced their packaging requirements to the social enterprise and others that are very well known brands. This enterprise employs around 40 people and offers therapeutic placement and work experience. This enterprise offers a person led, working environment which encourages team work.

Jobs at Fulfilment:

- Packing
- Folding
- Counting
- Assembling Cartons
- Labelling

Realise Futures – Eco Furniture

This enterprise makes outdoor furniture made from 100% recycled plastic waste. The business has won orders for its plastic furniture from leisure venues and attractions including: leading wildlife attraction Colchester Zoo and Jimmy's Farm and is exporting to Ireland.

St Lawrence Café

This enterprise is part of Realise Futures Catering and is based in a town centre location in Ipswich

Jobs at St Lawrence Café

- Cooking
- Waiting
- Washing up
- Operating the till
- Meeting and greeting
- Making drinks

Growing Places

Growing Places is part of Realise Futures Horticulture. The enterprise gives 55 people either jobs, work experience or therapeutic placement, many of whom are disabled and disadvantaged. The team grows fresh produce in the polytunnels and delivers veg boxes to nearly 200 people in and around Ipswich. They also sell produce from a stall at various locations every week.

Jobs at Growing Places:

- Sowing seeds
- Planting vegetables
- Packing vegetables
- Serving Customers
- Delivery
- Working in an outside working environment

These enterprises offer therapeutic work opportunities in a supportive environment for people that are disadvantage or disabled. For others, the enterprises provide immediate paid employment in a range of roles from Catering Assistants to CAD Designers.

The social businesses offer:

- Safe, accessible, supportive settings providing work focussed opportunities in horticulture, catering, packing and production.
- Training to develop skills and build confidence.
- The opportunity to meet new people, build friendships and improve independence and social skills.
- Work with others in a team in a range of jobs
- A stable and positive routine.
- Skilled staff to support communication and specialist needs, are DBS checked and trained regularly in Safeguarding.
- Support to access social care funding if required.
- A supportive and caring environment that focuses on the individual.
- A whole person approach which is why there are social events organised throughout Realise Futures which involve all staff and service users.

The social businesses work with long term unemployed people, some of whom have disabilities or mental health issues. In the period covered by the SROI analysis these four social businesses employed 60 disadvantaged and or disabled individuals and offered therapeutic placement for 76 individuals with disabilities or mental health issues. Realise Futures supports it's enterprise team members and employees on a pathway to learn new skills and get careers advice and at the same time make a positive contribution to the local community by helping people to learn, earn, enjoy and achieve regardless or circumstances and by manufacturing sustainable products.

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Sarah Sharlott CEO January 2015.

Case study

Donna has Irlens Syndrome, Dyslexia, Low mood and anxiety. She lives in supported accommodation and began attending Growing Places, a Realise Futures Social Enterprise, in 2005 on a supported therapeutic placement. Through her placement activities, Donna’s confidence and abilities steadily grew and her capability increased. In 2014, Donna identified that she would like to work. She had been attending Growing Places over a significant period of time and had developed an understanding of what would be needed to undertake paid employment. Donna’s Manager was fully supportive of her progression from therapeutic placement to employee. Donna was referred to Work Choice after a ‘better off in work’ calculation showed that she would be better off in paid employment. The role of Horticultural Assistant was moulded to fit Donna’s abilities through job carving.

Since beginning paid employment Donna’s confidence has soared. She has enjoyed learning new tasks, including how to operate the computerised till and she has received several compliments from customers. During her time at Growing Places, we have also supported Donna to learn to drive, increasing her independence further. Her Manager has noticed that Donna is becoming happier and more confident by the week; she feels a valued employee and is enjoying earning her own money.

Strategic/Policy Context

Improving disabled people’s employment situation remains high up on the political agenda and they remain committed to enabling disabled people to fulfil their potential and have opportunities to play a role in society¹. The Government has chosen to focus on employment because, for those of working age, whether or not a person is in work has a major impact on poverty and social exclusion.

The overarching intention of Realise Future’s work is to empower service users to have greater control over their own lives, giving individuals the opportunity to work by providing an effective, holistic and supportive environment.

¹ DWP (2013) Fulfilling Potential: Building a deeper understanding of disability in the UK today

The Government cite the issue of long-term unemployment as damaging to individuals and communities; linking the affects unemployment has on mental and physical health as well as holding back economic growth.

The Government states, 'we want to help people into work and make sure that work pays. In return, people on out-of-work benefits need to take the opportunities available to them to move off benefits and into work. Older people out of work can find it more difficult to secure employment and they are more likely than younger people to remain unemployed for longer'².

The employment situation for disabled people is deeply challenging with only 46% of working age disabled people in work compared with nearly 80% of the wider workforce³. There are obvious benefits to the UK economy by supporting disabled people into employment. The UK Government is reported to spend in the region of £7 billion on out of work benefits for disabled people (Sayce, 2011, in Equality and Human Rights Commission, 2012⁴). Supporting disabled people into work and off benefits would provide a disproportionately positive impact on the UK's economy. Not only are disabled people more likely to be mentally and physically active by being in paid employment, they are further more likely to be financially independent and socially active as a result which greatly enhances the spending power of the disabled community. Disabled people are also customers with an important contribution to make to the UK economy.

Some disabled people face particular challenges, including those with learning disabilities, mental health conditions and visual impairments⁵. Young disabled people find it particularly challenging accessing support to take their first step on the career ladder⁶. At every qualification level, disabled people are more than three times more likely than non-disabled people to be without a job (Palmer et al, 2005 cited in Equality and Human Rights Commission 2012⁷). This fosters discouragement and disappointment among disabled young people.

Many disabled people feel that the general workplace culture does not allow them to achieve their potential⁸. In response to this the Government has made available the Work Programme and Work Choice Programme for those seeking employment. The Work Programme provides personalised

² DWP. (2013) Helping people to find and stay in work. Retrieved from <https://www.gov.uk/government/policies/helping-people-to-find-and-stay-in-work> on 16 December 2014

³ Labour Force Survey (LFS), Q2, 2012 cited in Trotter, R. (2013) Work in progress: Rethinking employment support for disabled people. Action on Hearing Loss, Mencap, Mind, RNIB, Scope

⁴ Equality and Human Rights Commission Policy report (May 2012) - Working Better, The perfect partnership – workplace solutions for disabled people and business.

⁵ DWP (2013), Fulfilling potential: Building a deeper understanding of disability in the UK today

⁶ Burchardt, T. (2005), The education and employment of disabled young people, Joseph Rowntree Foundation

⁷ Equality and Human Rights Commission Policy report (May 2012) - Working Better, The perfect partnership – workplace solutions for disabled people and business.

⁸ Equality and Human Rights Commission Policy report (May 2012) - Working Better, The perfect partnership – workplace solutions for disabled people and business.

support for claimants who need help to find and stay in work and to challenge views that disabled people can work but don't want to. Work Choice was introduced in October 2010, it is a specialist employment programme for disabled people who need more help to find a job⁹. The programme is run by the Department of Work and Pensions who contract with a number of prime providers to deliver Work Programme and Work Choice. In Suffolk the prime provider of Work Choice is the Shaw Trust who use a number of sub-contractors such as Realise Futures to deliver training and support such as confidence building, job search assistance and developing skills.

A report Work in Progress: Rethinking employment support for disabled people (2014?)¹⁰, compiled by RNIB, Mencap, Mind, Action on Hearing Loss and Scope, highlights the need for reform of the current system within which many people with disabilities removed from the workplace. The report offers recommendations on how to improve and target support for disabled people seeking employment. The report further calls for a personalised, multi-agency approach which focuses on empowering disabled people to pursue their own career journeys. In particular the report highlights that current and previous Governments employment policy has focused on 'supply side' measures. This has meant a focus on building the attributes of the workforce, and increasingly conditionality and the use of sanctions to enforce the movement from benefits and into employment¹¹.

As a result the report states the Government's employment policy fails to sufficiently account for 'demand-side' issues such as a lack of appropriate vacancies or support for employers to better understand how to accommodate the needs of disabled people. This has led to a reduced emphasis on other types of labour market policy that could benefit disabled people, such as a greater focus on job creation in local communities.

Current employment approaches typically focus on the deficit of the labour supply rather than the types and breadth of jobs available to disabled people. As such the report states that there should be a much more tailored service with a renewed focus on funding or creating meaningful, lasting and appropriate work opportunities for disabled people that match their interests and aspirations.

Realise Future is one such organisation that offers a range of meaningful work opportunities in a variety of employment settings that endeavour to meet the different aspirations and requirements of individuals with disabilities who are disadvantaged in the labour market. Realise Futures recognise the barriers that exist to enabling disabled people into employment by offering the necessary support and understanding and flexibility required. Realise Future's focus on job creation across a number of social enterprises is beginning to address these demand side issues. Suffolk County Council has a statutory responsibility to meet the needs of vulnerable people who have their needs assessed and require our support.¹² In the 'Supporting lives, connecting

⁹ DWP. (2013) Helping people to find and stay in work. Retrieved from <https://www.gov.uk/government/policies/helping-people-to-find-and-stay-in-work> on 16 December 2014

¹⁰ Trotter, R. (2013) Work in progress: Rethinking employment support for disabled people. Action on Hearing Loss, Mencap, Mind, RNIB, Scope

¹¹ Riddel, S. et al. (2010), Disability, Skills and Employment, EHRC

¹² Suffolk County Council (2014) Draft Summarised Service Plan

communities' strategy'¹³ the following context was outlined for service delivery that was informed by local people who gave their views of what they wanted the County Council :

- to be active, valued members of their communities
- to live in their own homes, and be supported to do so
- to have independence in their own home if they have a disability
- to be heard when they need help
- to make their own choices, and to be listened to
- to have a trusted source of information and advice
- their families and carers to be supported, so they can lead their own lives too

In a period of austerity local authorities need to consider carefully their spending decision with their focus must be on effective and efficient delivery of services, concentrating resources on what works best in delivering impact. The Public Services (Social Value) Act 2012 requires that a procuring authority must “consider how what is proposed to be procured might improve the economic, social and environmental well-being of the relevant area, and how, in conducting the process of procurement, it might act with a view to securing that improvement.”

At the same time Central Government has promoted the role of spin outs to deliver public services. Suffolk County Council is committed to being a smaller and more effective Council, with a much greater emphasis on commissioning and much lower levels of direct service provision. In order to achieve this strategic objective, the Council implemented a programme of divestment. Between April 2011 and October 2013 the Council divested nine different business units, and in the process transferred 4000 staff out of its direct employment. What was previously directly-employed activity is now managed by organisations outside the Council, through contracts totalling over £75m¹⁴

Realise Futures CIC resulted from this programme of divestment and remains a key provider of Adult Care Services with a specific focus on community learning and skills enterprise, employment, training and advice services.

The benefits of employment and or meaningful experiences are far reaching for Realise Futures service users and their parent/carers. Service users participating at Realise Futures report many positive outcomes, ranging from increased independence, feeling happier to improved well-being. This SROI seeks to define, quantify, and evaluate these benefits to help inform statutory authorities and decision maker as they face the challenges of financial constraints and welfare reform. The report will also contribute to the evidence base of the cost effectiveness of achieving the goals of supporting people into paid employment through a model such as Realise Futures social enterprises.

¹³ Suffolk County Council (2014) Supporting lives, connecting communities

¹⁴ Dunn, A. (2013, Nov) Report to Suffolk County Council Audit Committee: Suffolk County council's approach to divestment.

Stage 1: Establish scope and identify stakeholders

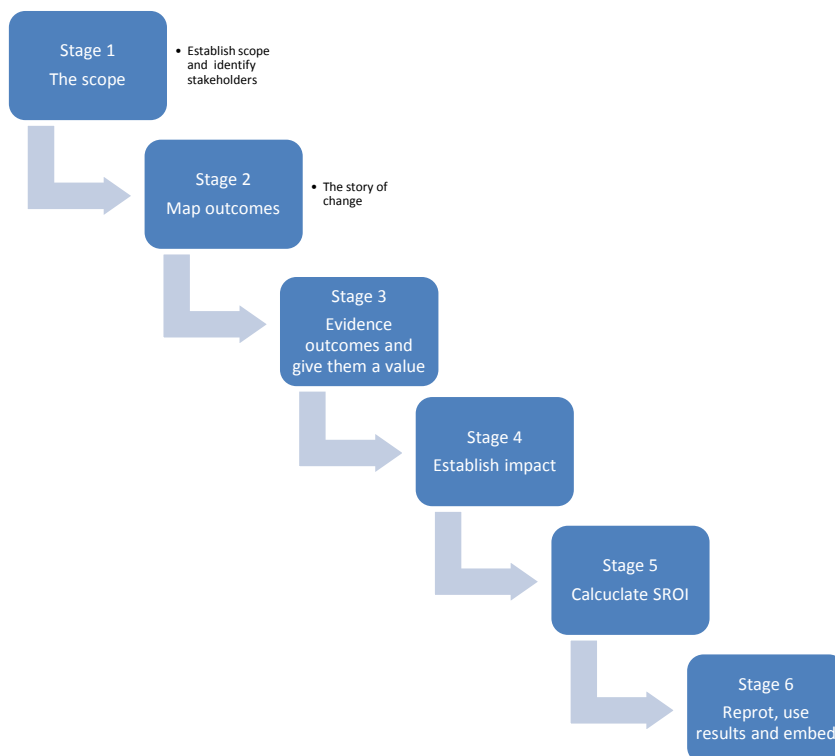
SROI Analysis

This report evaluates the social return on investment of four of Realise Future’s social businesses. Measuring the social value of the service allows them to demonstrate much more of the impact the services has on its stakeholders. When only economic measures, such as cost savings, are used to assess services, this does not capture the additional social outcomes, which are often of greater value to stakeholders than purely economic outcomes.

The SROI model provides a method for understanding, measuring and reporting on the social and environmental value that is created by an organisation or project, as well as the economic value. It examines the impact that is achieved through the organisation’s work, and attributes financial values to these based on common accounting and investment appraisal methods. However, SROI is about much more than the monetary value of the impacts created. It tells a story of what the organisation does and how this creates change for a number of different groups. In doing so, it reflects the experiences and views of users about what is important to them. This is critical as there is a growing requirement to demonstrate to funders activities that also show economic sustainability.

The SROI development in the UK has been driven by organisations such as the New Economics Foundation and the SROI network. There are six stages to SROI and this report follows this structure.

Fig 2: Six stages of SROI



Principles

The SROI Principles are critical to the methodology:

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

Scope

Purpose

Realise Futures is a progressive organisation that has achieved significant growth since starting up in 2012. The organisation has clear social drivers and would like to measure its social impact both to build up evidence to attract social investment in the future but also to engage with stakeholders and ensure services that are delivered are valued by those that they wish to support and in turn to improve service delivery for those users. The report will be reviewed internally, and used to direct resources more effectively to achieve maximum impact. As Sarah Sharlott, Realise Futures CEO said “we know we deliver social outcomes but we need help to quantify them”

Audience

The target audience for whom this SROI has been prepared includes a wide range of stakeholders including funders, potential social investors, commissioners, service users, staff and customers of the social businesses.

Additionally, Realise Futures will share the evidence with Local Enterprise Partnerships within the areas they operate, Supported Business Alliance, Chamber of Commerce, Institute of Directors (to raise awareness among wider Business), Social Enterprise UK and Social Firms UK.

Activities

A decision was made by Sarah Sharlott to concentrate this SROI analysis on the social return created by Realise Future’s businesses focusing on the social value of Realise Futures-fulfilment, Eco Furniture, St Lawrence Café and Growing Places.

Realise Futures’ social businesses provide a safe and happy environment where individuals that are disabled or disadvantaged in the labour market are offered meaningful work experience (therapeutic placements) and or employment. These individuals face multiple issues/barriers to participating in the world of work such as autism, learning difficulties and mental health issues

Realise Futures provide a safe environment, supportive and understanding team, meaningful work and opportunities for social networking. Participating in Realise Futures’ activities changes the lives

of stakeholders in ways that are less tangible such as; increasing individuals' independence, inclusion, confidence and wellbeing.

Activities not included in this SROI, but part of Realise Future's wider portfolio of services are listed in Appendix A. It is anticipated that some of these services will form a separate SROI in the future.

Time period

This analysis evaluates the impacts of the above activity between 1 April 2013 and 31 March 2014.

Materiality

Materiality-SROI Definition: Information is material if its omission has the potential to affect the readers' or stakeholders' decision.

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

In this analysis, what was relevant and significant to be included was judged by considering the following:

- Supporting Lives, Connecting Communities policy
- Where changes were expected by key Realise Futures staff and or feature in a Service Level Agreement held by Realise Futures
- Where there is direct financial impact of the change

Some stakeholders were considered less relevant than others. Some outcomes were considered less significant than others. Excluded stakeholders and outcomes are detail in Appendix A. The section below 'involving stakeholders' makes further reference to materiality.

Involving Stakeholders

Stakeholders-SROI Definition: People, organisations or entities that experience change as a result of the activity that is being analysed.

Initial meetings with a number of staff at Realise Futures who are involved in the day to day running of the social businesses identified the stakeholders beyond the immediate beneficiaries with the most relevant (material) ones being selected for inclusion in the analysis. Stakeholders not included are detailed in Appendix A. It was clear that the service users are the main focus of the social businesses. Some of the service users were employed while others benefitted from therapeutic placements. Some of those on therapeutic placements were recipients of some payment from their respective social businesses in the form of permitted work. Those on therapeutic placements will be referred to as Enterprise Team Members throughout this report.

Observations from staff members illustrate some of the differences that Realise Futures makes to Enterprise Team Members lives

One individual had significant behavioural problems at Otley College where she was given too much free time and limited structure to the day. At Realise Futures she was at first very argumentative but is now able to control her anger and works well in a team environment.

Another individual has been able to buy a cinema pass as a result of increased income earned at Realise Futures. This has enabled her to join in with others through talking about films giving her much more confidence and social interaction.

One young man had a speech impediment often only really saying 'um'. He can now put sentences together and is smiling all the time.

A lady arrived at Realise Futures as a elective mute, now we can describe her as being really cheeky and even answers people back – she is confident and has the desire to speak.

We expected to find that some parent/carers would also benefit from the programme as many of the participants were heavily dependent on the support received by their family members however it was believed that this wouldn't be the case for all service users' families as some lived independently or in supported housing.

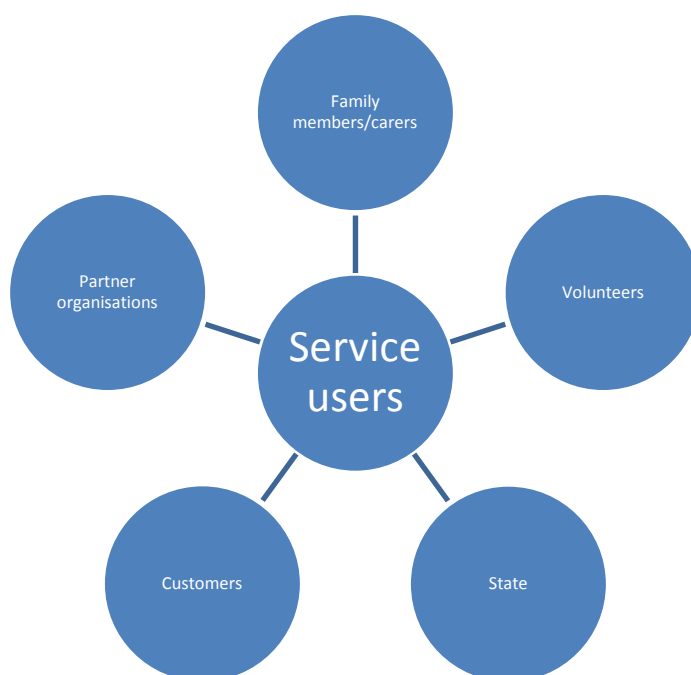
It is also believed that professionals benefit from the activities such as social workers and a number of organisations that work closely with Realise Futures such as the Shaw Trust and Suffolk County Council. Realise Futures help Suffolk County Council to deliver their statutory provision in a cost efficient way and sustainable employment opportunities for Shaw Trust.

As the programme offers participants job opportunities it was suggested that there would be expected savings for the state in terms of welfare costs but also as the businesses offered meaningful placements we also anticipated some savings to the Department of Health as health services were used less by service users. A number of the young people employed by Eco Furniture had previously been in trouble with the law and were considered to be in danger of re-offending before they joined the programme and this could be a resource saving for the state as well.

It was also identified that although small in scale, volunteers supported the social businesses falling into two groups: either individuals who were looking to improve their employability, skills and their CV as a result of volunteering; and those who were retired and wanted to 'put something back in' to society.

It was highlighted by one of the Social Business Managers that customers would potentially benefit from their interaction with the social businesses and this was anticipated on a number of levels in business to business transactions where Realise Futures are helping local businesses to meet their corporate social responsibility (CSR) objectives. On an individual level, some of the customers that St Lawrence Cafe appears to attract really appreciate that the Café offers them an environment where they feel safe and where they do not experience the stigma they may face in other cafes.

Fig 3: Included stakeholders



Through the scoping process we identified these stakeholders and expected outcomes.

Table 1: Included stakeholders

Stakeholders	Expected outcomes
Service Users- Enterprise Team Members	Primary beneficiaries of the service experiencing outcomes such as increased social skills, increased confidence, practical skills, happier, less socially isolated
Service users – Employed	Primary beneficiaries of the service experiencing outcomes such as increased employability skills, increased social skills, independence, improved confidence, for some no more brushes with the law, qualifications such as fork lift driving, food hygiene, taking on more responsibility –feeling valued, happier, less socially isolated, better career prospects
Parent/carers	Changes in service user resulted in them feeling less stressed/ anxious, having more free time, better family relationships
* Volunteers	Employability skills, increased confidence Feel good about oneself, more active
Customers – Business & Individuals	Meeting CSR objectives, reduced social isolation
State	Costs savings
Shaw Trust	Costs savings
Suffolk CC	Cost savings as Realise Futures provides a value for money, holistic service

*removed from analysis following materiality tests at various stages of analysis.

Excluded stakeholders

Stakeholders were kept under review throughout the analysis and stakeholders were removed or brought back in to the analysis during the process if it was felt relevant. For example volunteers were removed as a stakeholder as they were so few in number (only) 4 they would account for less than 2% of the total present value. However, in order to value the role that volunteers have we have incorporated their input within the impact map. See Appendix A for a list of excluded stakeholders.

Stakeholder engagement

A stakeholder engagement plan was developed to identify how relevant stakeholders were to be consulted and to ensure that as many significant stakeholders as possible received the opportunity to contribute to the analysis. This is summarised in the table below.

Table 2: Stakeholder engagement plan

Included stakeholder	What we think changed for them	Size of groups	No. that contributed	Method of involvement How?	Who?
Service User – Enterprise Team Members	<ul style="list-style-type: none"> Increased social skills increased confidence practical skills more happy less socially isolated feeling valued normalisation 	RF-F ¹⁵ :36 EF ¹⁶ : 1 GP ¹⁷ : 39 Total 76	RF-F:32 EF:1 GP: 16 Total 49	<ul style="list-style-type: none"> Review existing data Face to face interviews Questionnaires Distance travelled questionnaire 	<ul style="list-style-type: none"> SROI Practitioner SROI Practitioner SROI Practitioner SROI Practitioner and RF Staff
Service User – Employed	<ul style="list-style-type: none"> Increased employability skills increased social skills independence improved confidence qualifications/skills feeling valued more happy less socially isolated more career prospects 	RF-F: 40 EF:9 GP: 1 SL ¹⁸ 10 Total 60	RF-F:35 EF: 5 GP: 1 SL 10 Total 51	<ul style="list-style-type: none"> Review existing data Face to face interviews Questionnaires Observation of team Distance travelled questionnaire 	<ul style="list-style-type: none"> SROI Practitioner SROI Practitioner SROI Practitioner RF Staff SROI Practitioner and RF Staff

¹⁵ Realise Futures -fulfilment

¹⁶ Eco-Furniture

¹⁷ Growing Places

¹⁸ St Lawrence Cafe

Parent-/carer	<ul style="list-style-type: none"> • Less stress/ worry • more free time • better family relationships 	Total 56 ¹⁹	Total 21	<ul style="list-style-type: none"> • Phone interview • Questionnaire 	<ul style="list-style-type: none"> • SROI Practitioner • SROI Practitioner
Volunteers	<ul style="list-style-type: none"> • Experience • Getting out and about 	GP: 4 Total 4	GP 2 Total 2	<ul style="list-style-type: none"> • Face to face/telephone interviews 	<ul style="list-style-type: none"> • SROI Practitioner
Partner organisations	<ul style="list-style-type: none"> • Cost/resource savings 	3	2	<ul style="list-style-type: none"> • Phone interview • Follow up email • 2nd phone interview 	<ul style="list-style-type: none"> • SROI Practitioner
Customers – business	<ul style="list-style-type: none"> • Meet corporate social responsibility requirements. 	635 Total 635*	32 Total 32	<ul style="list-style-type: none"> • SurveyMonkey 	<ul style="list-style-type: none"> • SROI Practitioner
Customers – individuals	<ul style="list-style-type: none"> • Less socially isolated • Feel good 	Many	26	<ul style="list-style-type: none"> • questionnaire 	<ul style="list-style-type: none"> • SROI and RF staff

*This figure reflects the number of individuals/organisations it was sent to from database and could contain some duplicates where one organisation has more than one contact listed.

Initial stakeholder engagement

The first stage of this consultation involved discussions with a number of key members of staff at Realise Futures to garner initial opinions of who the relevant and significant stakeholders are and the outcomes that occur for them. This phase was then followed by consulting directly with representatives of the key stakeholder groups in order to explore and investigate further what stakeholders themselves considered their respective outcomes to be. Although focus groups can be a useful method of consultation it was decided that in this instance it was better to undertake one to one interviews and that these would be carried out by the SROI Practitioner.

All material stakeholders were asked about their broad perceptions of the services that Realise Futures provides, the changes that have resulted directly from their time at Realise Futures and how they can demonstrate to others that this change has happened. The following questions were used and considered during this initial consultation and the information garnered shaped the questionnaires that followed:

- What has changed as a result of your time with Whitehouse
 - What do you like about coming here?
- Will it change more in the future do you think?
- Have all the changes been positive? If not explain what has not been positive
 - What don't you like about coming here?
- Has anything changed that you weren't expecting?
- How long do you think each change will last?

¹⁹ No. of parents living with enterprise team members

- What could we show someone (for each change) that would prove that these changes have taken place?
 - What would you tell someone about Whitehouse?
- What do you think would have happened without support from Whitehouse
 - What would you do if Whitehouse didn't exist?
 - When you are not at Whitehouse what do you do?
- If there is more than one change – which is the most important to you? Which is least important?
 - What do you like most? What do you like least?
- What other ways might the same change be achieved (for each change)?
- What other services/organisations contribute to the changes? What percentage is down to Whitehouse what percentage is down to others (for each outcome)?
 - Who else helps you?

This initial stage involved consulting with all the key stakeholder groups. There was no systematic approach for sample selection, data was collected from those individuals available during the data collection visits to Realise Futures and the 2 days designated for telephone interviews.

Saturation point was reached within all stakeholder groups where no unique outcomes were verbalised by stakeholders.

Table 3: Number of stakeholders involved at different stages

Included stakeholders	Identifying change		Measuring Change		Distance travelled post pre question naire	Selecting Financial Proxies / impact	Reviewing draft report
	Face to face interview	Telephone interview	Question naire	Parent observation		Interviews	
Service users – Enterprise Team Manager	16	-	48	21	31		
Service users-Employed	14	-	50	-	30		
Parent-/carer	3	3	21	-		3	
Volunteers	1	1	-	-			
Partner organisations	0	2	0	-		2	2
Customers	-	-	32 Business & 26 individuals	-			
Staff	8					8	8
State							
Shaw Trust		1				1	
Suffolk CC		1				1	1

Engagement by stakeholder group

Service users – Enterprise Team Members

As outlined, above 16 enterprise team members were consulted in the first phase of consultation

Staff members for Realise Futures, Sarah Knights, Marina Babic, Louise Woods and Roy Clements all staff members from Realise Futures were then asked to contribute their thoughts to the theory of change and a number of amendments were made. They were also asked the following questions and the responses can found at the end of this report:

- How are outcomes linked? What is the chain of events?
- What are the Realise Futures goals for this stakeholder?
- What outcomes do you consider as the most important?

A questionnaire (Appendix B) was then circulated to all stakeholders in this group in order to quantify and measure the change. 32 Enterprise Team Members from Realise Futures – Fulfilment completed the questionnaire and a further 16 from Growing Places.

- 16 out of 76 (21%) Enterprise Team Members were interviewed
- 49 out of 76 (64%) Enterprise Team Members contributed to the consultation
- 48 out of 76 (63%) Enterprise Team Members completed a questionnaire

An outcomes framework found in Appendix I was completed by 31 enterprise team members to establish the distance travelled for each outcome.

Staff members for Realise Futures, Sarah Sharlott, Sarah Knights, Marina Babic and Louise Woods reviewed the final report and a meeting was held with Sarah Sharlott and Sarah Knights to review all financial proxies. Financial proxies included in this report were heavily influenced by initial conversations with Enterprise Team Members.

Service users - Employed

14 service users were consulted during the first phase of consultation as outlined above

Realise Futures staff members, Sarah Knights, Melanie Hercus and Lee Caraccio were then asked to contribute their thoughts to the theory of change and a number of amendments were made. They were also asked the following questions and the responses can be found at the end of this report:

- How are outcomes linked, what is the chain of events?
- What are the Realise Futures goals for this stakeholder?
- What outcomes do you consider as the most important?

A questionnaire (Appendix C) was then circulated to all stakeholders in this group in order to quantify and measure the change. A good response was received back with 35 responses from Realise Futures - Fulfilment, 10 from St Lawrence Cafe and 5 from Eco Furniture.

- 14 out of 60 (23%) employees were interviewed

- 51 out of 60 (85%) employees contributed to the consultation
- 50 out of 60 (83%) employees complete a questionnaire

An outcomes framework found in Appendix I was completed by 30 service users- employed to establish the distance travelled for each outcome

Staff members for Realise Futures, Sarah Sharlott, Sarah Knights, Melanie Hercus, Lee Caraccio and Kieron Lingard reviewed the final report and a meeting was held with Sarah Sharlott and Sarah Knights to review all financial proxies. Financial proxies included in this report were heavily influenced by initial conversations with Service Users - Employed.

Parent/Carer

It was raised by initial interviews with staff members that families/carers of service users may experience a significant and material change as a result of their family member attending Realise Futures but that the change would only be significant for those parents and carers where the person is reliant on/living with them. Three face to face interviews were carried out with parents of those with a family member on a therapeutic placement at Realise Futures - Fulfilment and three telephone interviews with parents from Growing Places.

A purposive sample of parents was then asked by Marina (staff member at Growing Places) and Louise (staff member at Realise Futures - Fulfilment) to take home a short questionnaire (Appendix D) based on the aforementioned interviews.

1. What has changed for you and your family as a result of x spending time at Realise Futures?
2. Have all the changes been positive? If not explain what has not been positive
3. Has anything changed that you weren't expecting?
4. What do you think would have happened without support from Realise Futures
5. If there is more than one change – which is the most important to you?
6. What other ways might the same change be achieved (for each change)?
7. What other services/organisations contribute to the changes – support you with x?
8. Is there anything else you want to tell us – positive or negative?

- 6 out of 56 parent/carers were interviewed
- 21 out of 56 parent carers completed a questionnaire

Stakeholders were involved in identifying outcomes, quantifying the outcomes that related to them, developing indicators, valuing outcomes and estimating deadweight and attribution during the development of the impact map.

Volunteers

Two volunteers were interviewed during the first phase of this consultation and it was clear for both volunteers that their time spent at Realise Futures is positive. Outcomes such as giving something back to the community could be attributed to their time at Realise Futures. However consideration

was given to the small number of volunteers and it was deemed immaterial to include them any further in the analysis and therefore no second stage consultation was carried out.

Customers

The SROI manager consulted with a number of staff members regarding whether they felt customers benefitted from purchasing from Realise Futures over and above if they were buying from another business. There was a split view on this with one manager suggesting that it was all about quality and price and another expressing that suppliers saw the added value provided by Realise Futures. A short SurveyMonkey questionnaire (Appendix E) was circulated with 32 customers responding.

A short questionnaire was also circulated to individual customers see Appendix F.

Suffolk County Council

A telephone interview was undertaken by the SROI Practitioner with Joanne Powley, Development Manager for Adult Community Learning, Training and Employment, Adult and Community Services, Skills Policy Officer - Skills for the Future - Economy Skills and Environment. The SROI Practitioner forwarded notes from this meeting to Joanne. Joanne indicated strongly that there were cost and resource savings as a result of their working relationship with Realise Futures and she spoke with others in her organisations such as an Area Manager to consider the value of these cost savings. A further discussion with Joanne Powley followed in December 2014 to establish a financial proxy for outcomes for Suffolk County Council. Joanne Powley also reviewed a final draft of the analysis.

Shaw Trust

A telephone interview was undertaken by the SROI Practitioner with Janice Bamber, Regional Supply Chain Manager East/South East and a final draft report was sent to Janice Bamber.

Negative and unintended outcomes

During the consultation with all stakeholders the SROI practitioner endeavoured to investigate both unintended and negative outcomes²⁰ that occur. All stakeholders who were interviewed were asked to comment about unintended or negative outcomes. Furthermore, an open ended question was also included in questionnaires. Responses to this question can be found in appendix E

²⁰ See page 44 for more information on negative and unintended outcomes

Stage 2: Map outcomes – story of change

Inputs

Inputs-SROI Definition: The contributions made by each stakeholder that are necessary for the activity to happen.

The investment in the social businesses over the period considered by this analysis (1 April 2013 to 31 March 2014) was £1,632,333.30 based on figures from the 2013/14 end of year accounts, provided by Adrian Scarratt, Realise Futures' Finance Director.

All relevant inputs by significant stakeholders have been included. The time of service users and their families was included as an input but not given a financial value – in line with the standard approach to SROI.

Many of the Service Users - Enterprise Team Members are allocated personal budget and use this money to purchase therapeutic session from Realise Futures. Other, Enterprise Team Member's therapeutic placements are paid directly by Suffolk County Council as a block payment. The combined amount of £75,729 (direct from ETMs) and the SLA value of £402,007 represents 'public sector' funding for therapeutic placements.

Volunteer input was valued at the cost of the volunteers' time at £6.31 reflecting the minimum wage. The cost of volunteers has been estimated at £5,237 which is based on the number of volunteer hours advised by the manager at Growing Places the only enterprise within this scope that utilises volunteers. See table 4 for the full lists of inputs.

Outputs

Outputs-SROI Definition: a way of describing the activity in relation to each stakeholder's inputs in quantitative terms.

The activities which are delivered using the inputs, and through which outcomes are achieved, are described as outputs in the impact map. The outputs for the period 1 April 2013 to 31 March 2014 are listed below.

Table 4: Inputs and outputs

Stakeholders	Inputs	Value £	Outputs
Who did we have an effect on? Who had an effect on us?	What did they invest?		Summary of activity in numbers
Service Users – Enterprise Team Members	Time, effort and money from personal budget	75,729	<ul style="list-style-type: none"> 76 individuals receiving on average 2 therapeutic placements a week 76 assessment and development plans established 6 social events organised per year 6 dedicated workers
Service Users- Employed	Time and effort	0	<ul style="list-style-type: none"> 60 individuals in employment 1 supported work environment 22 better off in work calculations made 6 social events
Parent carers	Time, emotional and practical support	0	As above
Volunteers	Time and expertise	5,237	As above
Suffolk County Council	Service Level Agreement (block payment)	402,007	As above
Customers	Income from sales	629,146	635 customers have their orders fulfilled
Shaw Trust	Service Level Agreement	187,727	As above
Ingeus	Service Level Agreement	10,230	As above
Realise Futures	Subsidy and Reserves	321,987	As above
Total		1,632,333.30	

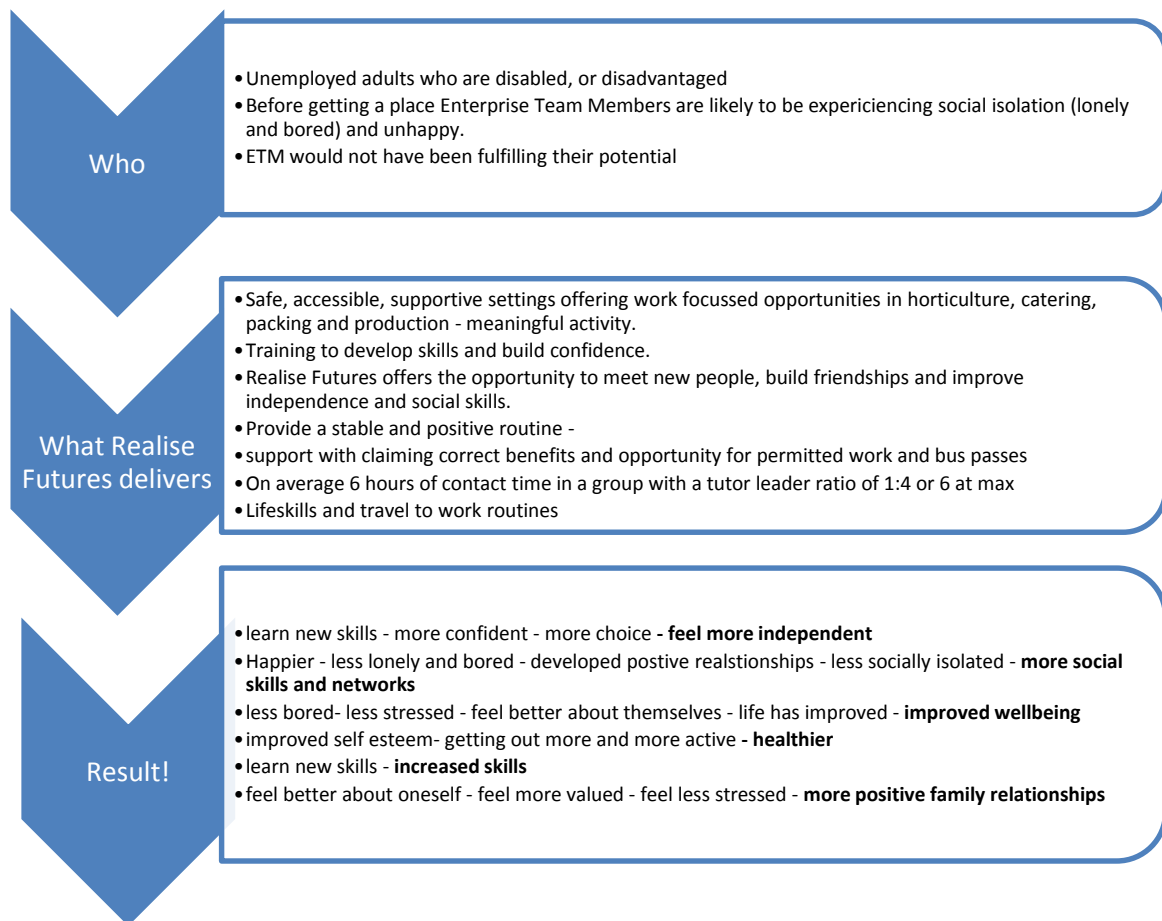
Outcomes – story of change

The outcomes that were achieved for the period 1 April 2013 to 31 March 2014 are broken down by stakeholder group and listed in the section below. Outcomes not included in this analysis are detailed in Appendix A. The diagrams below summarise what the social businesses aim to achieve.

The outcomes occurring for clients were found to be inter-related, with one change influencing and informing another. To understand this further a theory of change was mapped out. This gives the story of change for the service user and helps prevent double counting of the impacts.

Service Users – Enterprise Team members

Fig 4: Diagram showing theory of change



The evidence collected in this first phase identified a plethora of positive changes for participants and it would appear that lives are changing for the better for all participants, as a result of attending Realise Futures.

Those consulted overwhelmingly reported the enjoyment they genuinely experience from attending Realise Futures. This appeared to be as a result of making new friends and spending their time doing something meaningful. Some participants reported if they were not at Realise Futures they would be at home bored or going 'crazy'.

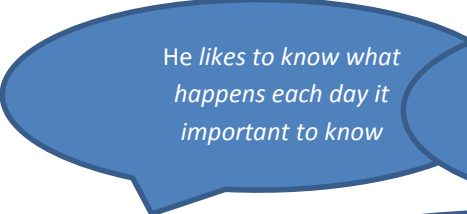
Developing new relationships was reported by most as a key reason why they enjoy their time at Realise Futures and many reported that they were happier. The whole environment at Realise Futures enables individuals to become more confident and more sociable as it offers an environment that feels safe and not pressurised. The day is structured to promote team working which in turn promotes sociability and this is further supported by their breaks and lunch time. Moreover, this safe environment promotes a space where individuals do not feel threatened or seen as the odd one out.

Improved social skills together with increased confidence in relation to their participation at Realise Futures seems to facilitate other benefits such as getting out more, being able to speak to and engage with people (other staff and customers), all contributing to positive changes for individuals including: social inclusion (reducing inequalities,) improved wellbeing and growing independence.


Participants appear to really value the opportunity to participate in 'real work' but at the same time require an environment that isn't pressured. Moreover, the environment provided at Realise Futures is supportive and it would appear that Louise and other members of staff offer a range of support to both participants and their family members to ensure that participants have more independence, choice and control over their lives.

The section below details direct quotes from the consultation.

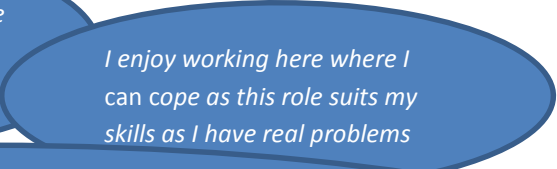
Realise Futures has enabled the development of new skills in a supportive, non-pressured and friendly environment.



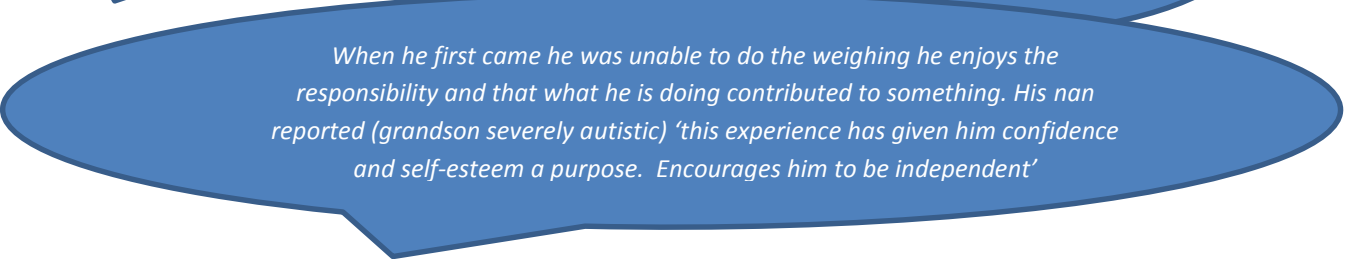
He likes to know what happens each day it important to know



All the people are nice and supportive




I enjoy working here where I can cope as this role suits my skills as I have real problems




When he first came he was unable to do the weighing he enjoys the responsibility and that what he is doing contributed to something. His nan reported (grandson severely autistic) 'this experience has given him confidence and self-esteem a purpose. Encourages him to be independent'


Realise Futures provides a positive and non-threatening environment where individuals can engage with their peers and develop new friendships. Individuals are encouraged to socialise together through the structure of the day and the organisation of events as well as being referred to other groups externally. The environment allows individuals to interact with each other and enhance their social skills



I have lots of new friends



A high majority of respondents stated that seeing their friends was the thing they like most about Realise Futures



I have more friends more confidence and cheeky

Realise Futures supports individuals to claim the right benefits to enable beneficiaries to become more financially stable enabling them to make choices. Moreover, support was given to individuals to secure a bus pass and this supports them to become more independent by being able to travel independently and not rely on others.

I get my correct benefits now I didn't know about a bus pass but now one is in place

I am using the buses on my own can meet my friends outside whereas before I didn't do this

Realise Futures offers a place for individuals to go where alternative provision does not meet their needs. For example attending a day centre, being pressured to find work or sitting at home day after day. A therapeutic placement at Realise Futures offering structure to the day appears to have a positive impact on their outlook and general wellbeing.

I feel good about myself

Likes time with mom but likes to give her a break

Growing Places gives me something to do, lots of works and I like to work. I like to be kept busy makes me feel like doing something worthwhile. I like helping with boxes, filling with potatoes and cabbages etc. on Thursday and Fridays I go on deliveries- I'm happy!

If not here I would go crazy, go mad, drive dad up the wall. Here I have friends around me. Having friends makes me feel happy I like being kept busy feel fed up not working

If not at RF stuck at home make me feel down

If not growing place – go a bit mad drive dad mad – not very happy

Realise Futures enables individuals to undertake real and meaningful activity. Participants are involved in discharging contracts that have a value and support the sustainability of a social business.

I am happier this is much better than a day when I attended a course. Once I visited a day centre and they seemed to only fiddles with beads and colour in. The day centre doesn't cover all capabilities he went on to say that I enjoy it because it is more or less actual work – a day centre would be demeaning

It is a worthwhile days it's productive

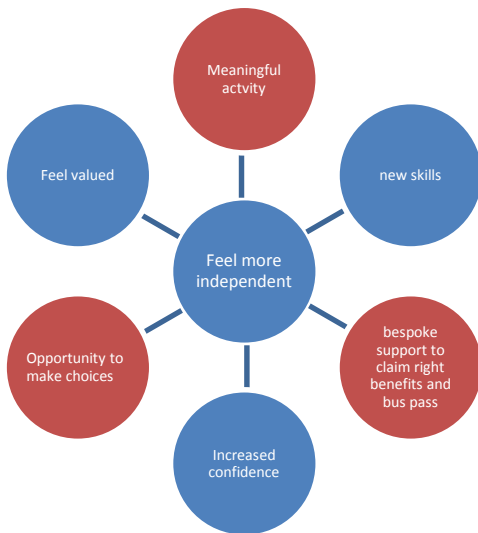


The diagrams below endeavour to show how each outcome occurs through the support of Realise Futures and the achievement of other outcomes:

Fig 5: Inter-related outcomes

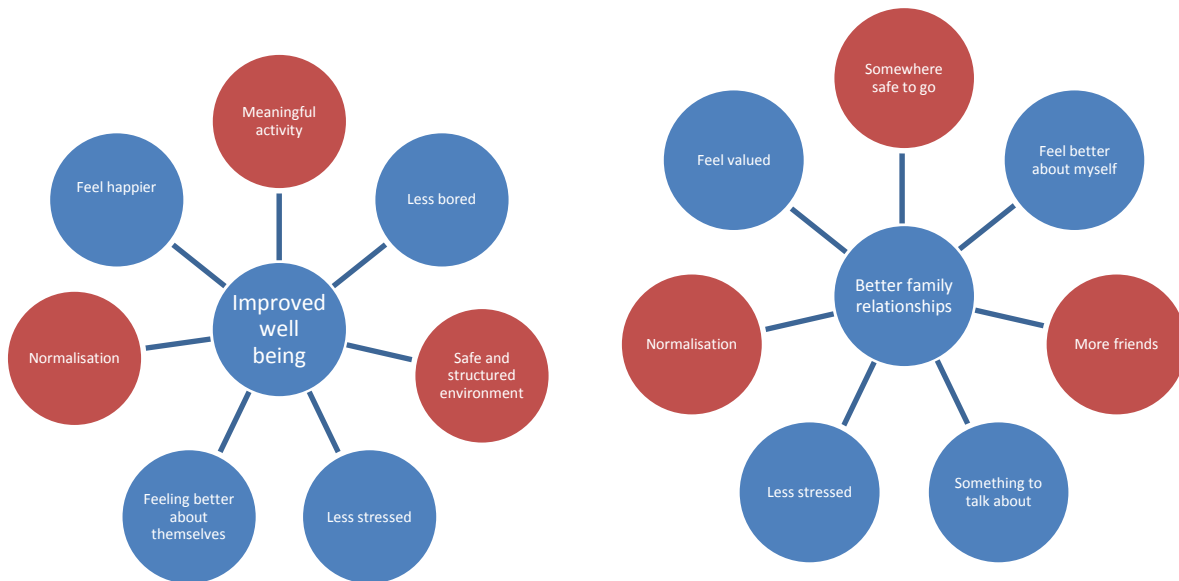
Outcome: Feeling more independent

Outcome: More social skills and networks



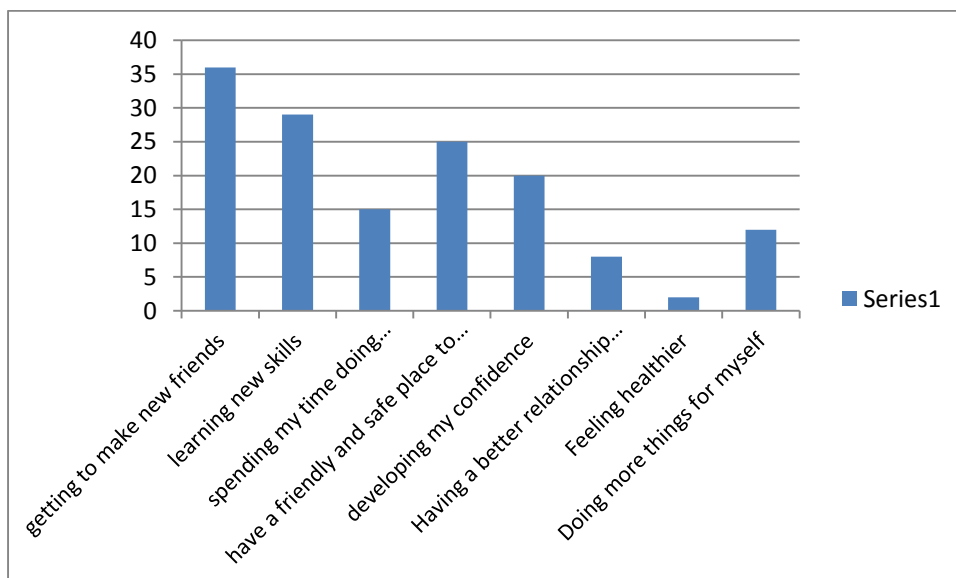
Outcome: Improve well-being

Outcome: better family relationships



During the second stage consultation enterprise team members were given a range of outcomes/benefits and were asked to highlight up to 3 that they deemed as most important.

Fig 6: What enterprise team members’ value about Realise Futures?



More than 50% of enterprise team members stated getting to make new friends (36), learning new skills (29) and having a friendly and safe place to go were key benefits/outcomes that occur when attending Realise Futures.

Service users – employed

Fig 7: Diagram showing theory of change



Key staff members identified that the main goals of the social business with regards employing disadvantaged individuals as:

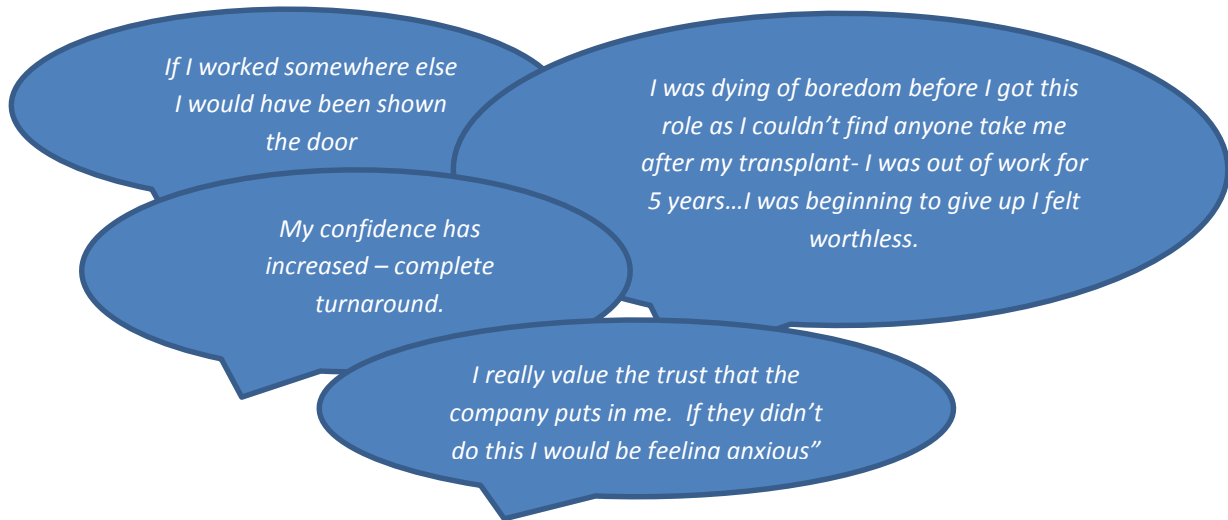
- Steady employment
- Status of employment and not on benefits
- They want a life something to strive for

During the first phase of consultation the interviewees shared their experiences at Realise Futures and, on the whole reported positive changes as a result of their employment experience at Realise Futures. The range of changes/outcomes is illustrated in the table and diagrams below.

Realise Futures offers a supportive working environment where individuals can earn a regular wage and the associated benefits of a secure regular wage. Their improved and more stable financial position enabled individuals to make spending decisions and in some cases individuals speak about longer term decisions they have made such as buying a car or moving in to their own housing provision. Employees talked favourably about staff members and clearly valued their on-going support, hands on help and at times counselling service. This support reinforces the changes that occur for individuals such as increased confidence, improved self-esteem and feeling valued. This is further enhanced by the environment created where peer to peer support is evident and individuals feel comfortable to grow as individuals.

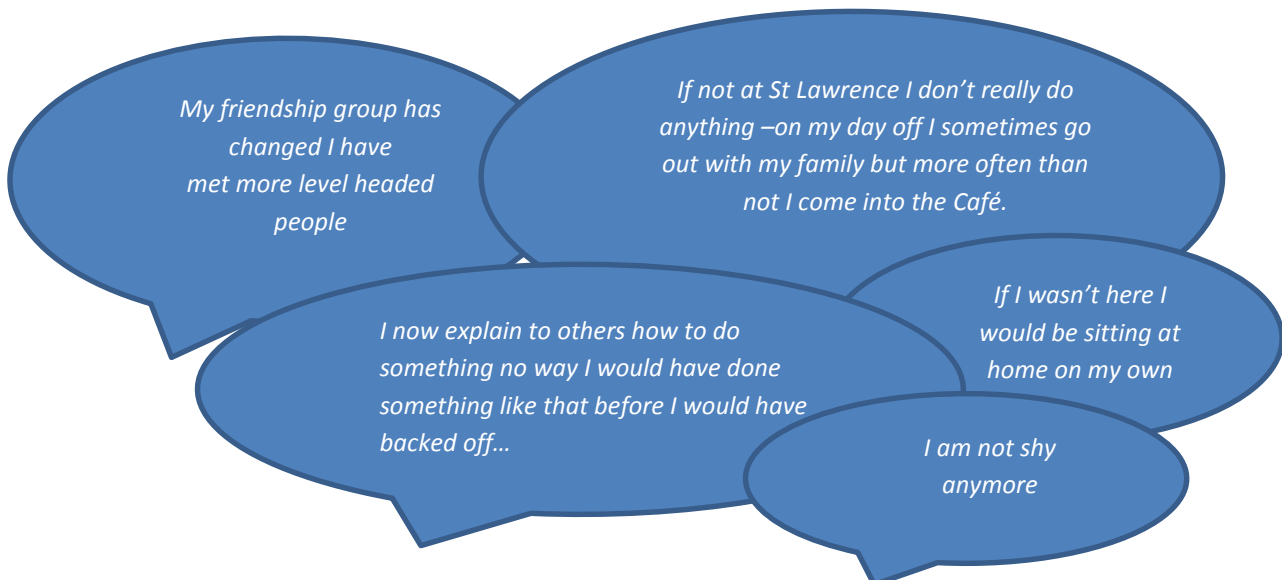
This section details direct quotes from the consultation:

Realise Futures enables the development of skills in a supportive and flexible and friendly environment.

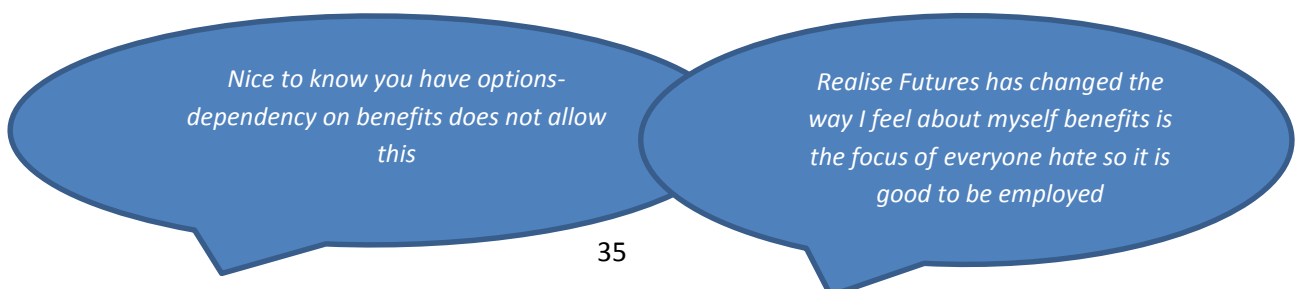


Realise Futures provides a positive environment where individuals can engage with their peers and develop new friendships. Individuals are encouraged to socialise together through the structure of the working day and the organisation of events as well as being referred to other external groups.

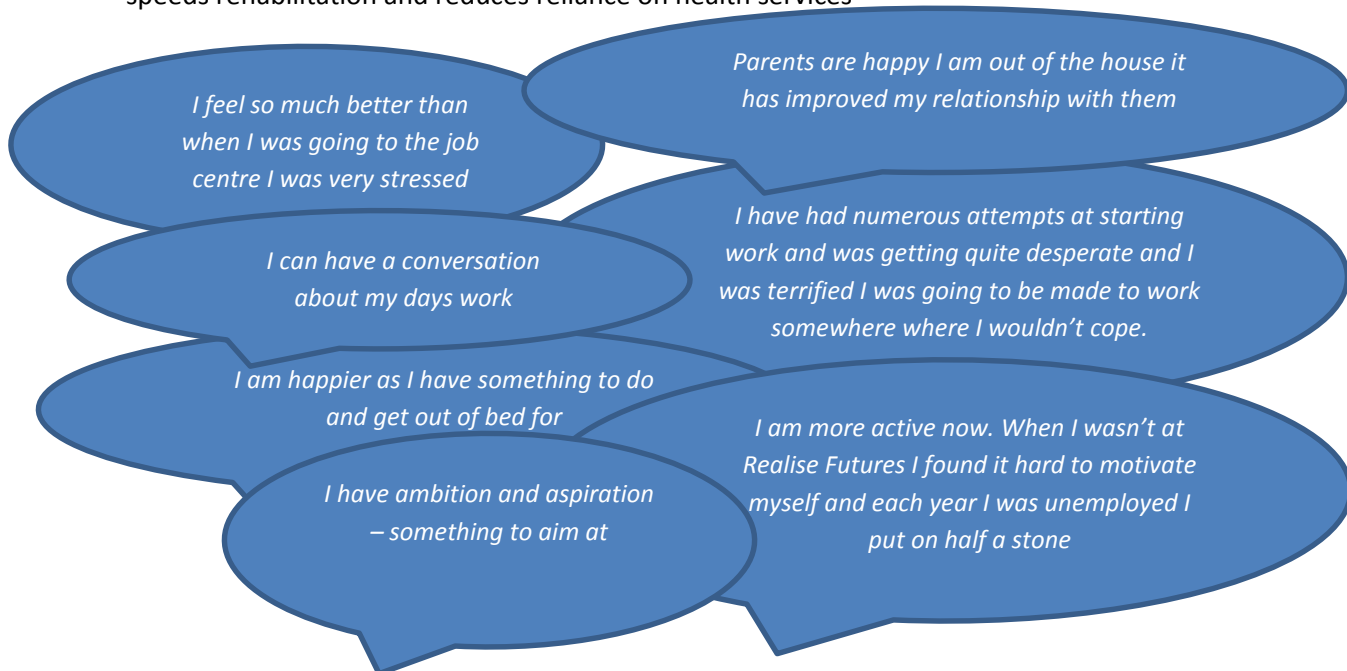
The work environment allows individuals to interact with each other and enhances their social skills



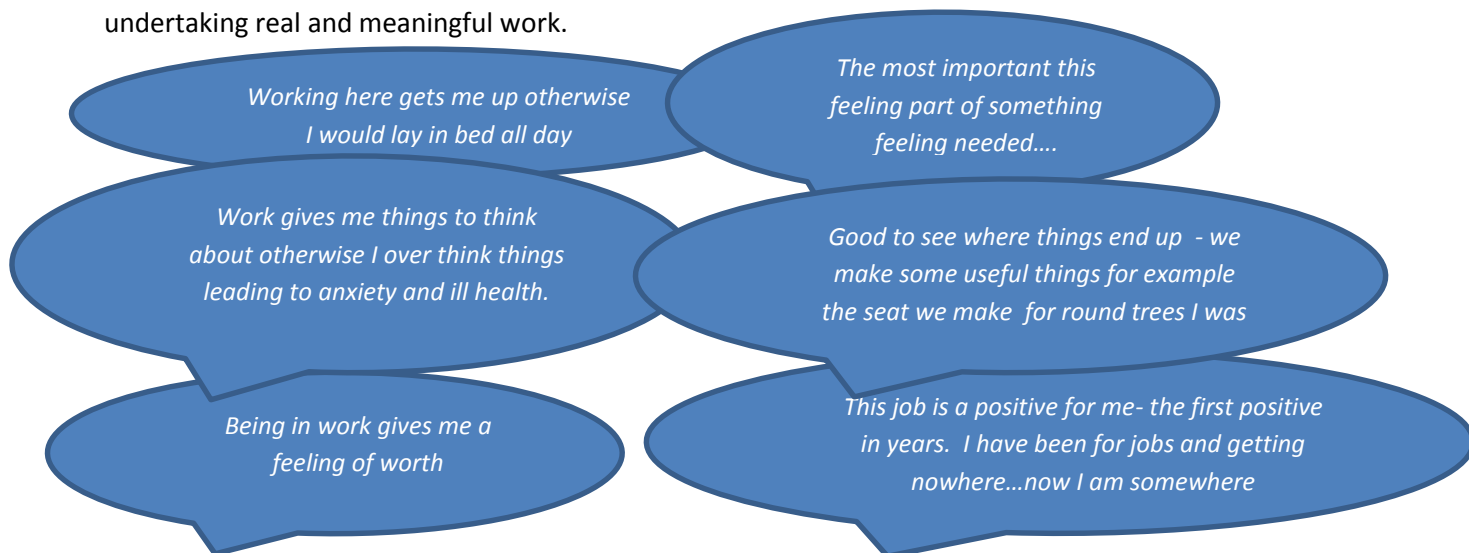
Realise Futures allows individuals to earn a wage and supports them to claim the right benefits this enables beneficiaries to become more financially stable and gives them more disposable income giving them choice and in some case the opportunity to become independent.



Realise Futures offers real employment to those that have previously found it very difficult to find work. Being in employment and the structure of the day appear to have a positive impact on their outlook and general wellbeing. Research shows that work is good for our physical and mental health²¹ and that being in employment and maintaining social contacts improves mental health, speeds rehabilitation and reduces reliance on health services²²



As participants are involved in discharging contracts that support the sustainability of each respective social business they feel valued and appear to really appreciate the opportunity of undertaking real and meaningful work.



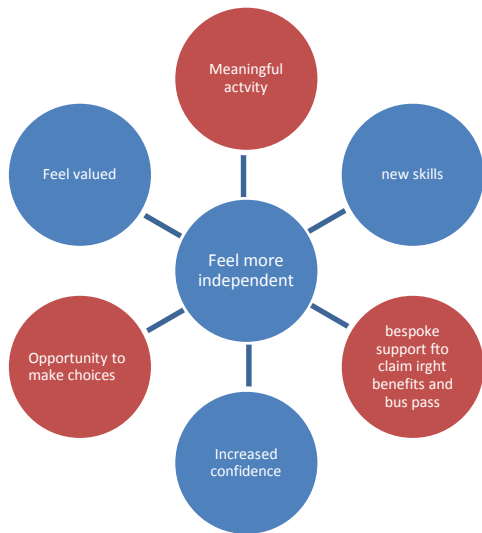
The diagrams below endeavour to show how each outcome occurs through the support of RF and the achievement of other outcomes:

²¹ Black, C. (2008) Work is for a wealthier tomorrow. London: The Stationery Office

²² Waddell, G. and Burton, A.K. (2006) Is Work Good for your Well Being?

Fig 8: Inter-related outcomes

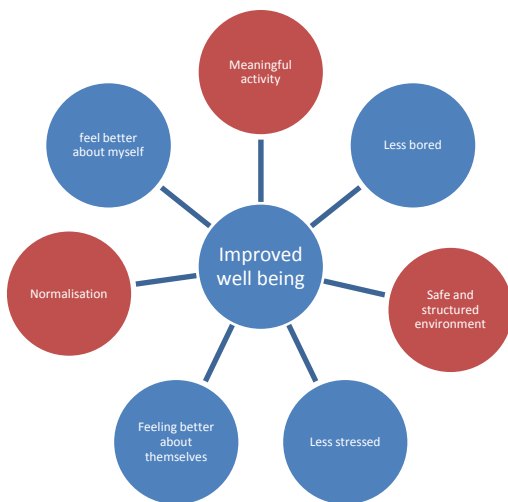
Outcome: Feeling more independent



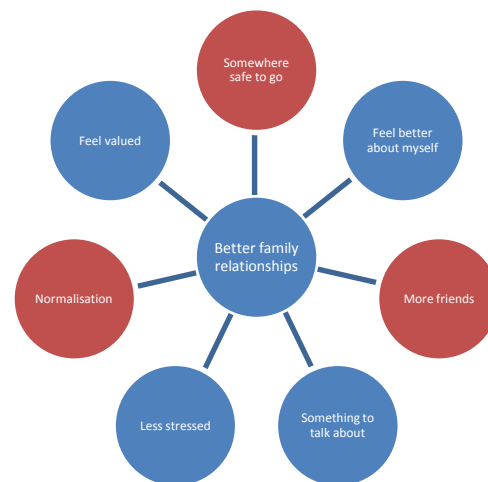
Outcome: More social skills and networks



Outcome: Improve well-being



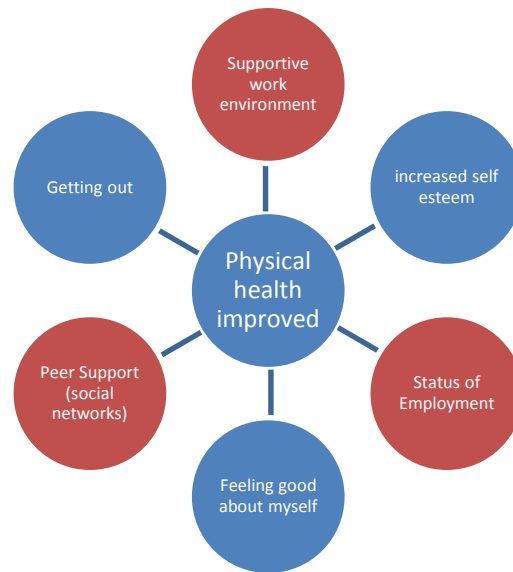
Outcome: better family relationships



Outcome: Peace of mind

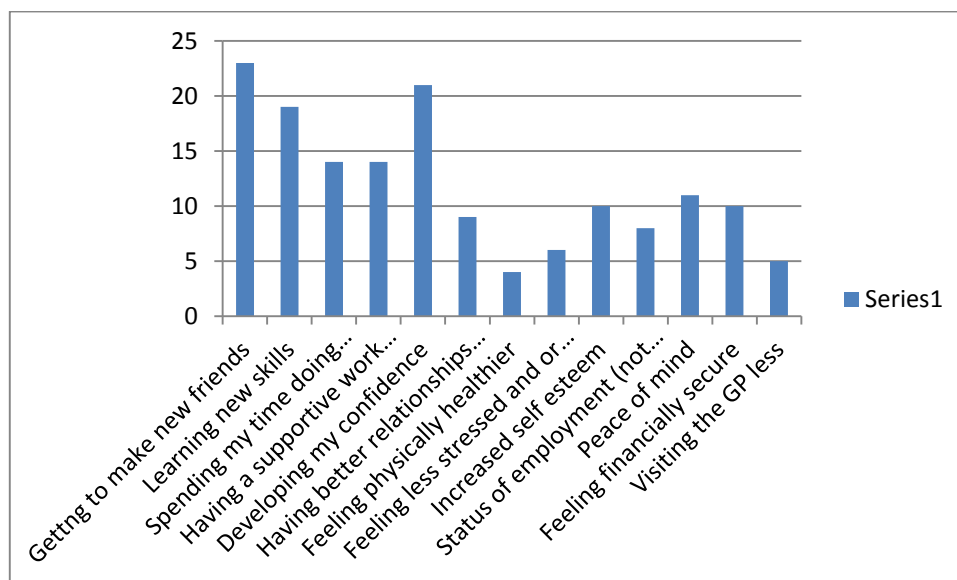


Outcome: better physical health



During the second stage consultation, service users (employed) were given a range of outcomes/benefits and were asked to highlight up to 3 that they deemed as most important.

Fig 9: What service users - employment value about Realise Futures



The reason why Realise Futures appears to be so successful is that it gets people into long term employment, providing with it, ongoing support through a team of dedicated workers. For example,

in some cases Louise is an advocate on behalf of the beneficiary and works closely with them and their families to improve their personal position. This support continues as long as it is required. This is opposed to other employability programmes where short term placements result in no further opportunity of work.

The primary function is to get beneficiaries into employment or to have a meaningful experience through providing a structured and supportive environment. The above section gives demonstrable evidence that many positive outcomes are achieved

Parent/carers

The consultation with parent/carers both corroborated findings about the positive changes that occur for service users but also evidenced that positive outcomes extend to the family and carers.

The following outcomes have been identified:

- Changes in the person's behaviour have a positive impact on home/family life and relationships improved.
- The parent/carer benefits from knowing that the cared for person is in receipt of a positive experience giving the carer more free time and they also report being less worried about the person and the future

The following section outlines the evidence garnered during the consultation.

Case study: Parent X

X's son attends Realise Futures 3 times a week, prior to joining Realise Futures his father described his sons life as being rather chaotic, he was constantly passed from pillar to post. For example he spent 6 weeks at Volvo with the jobcentre but no position ever materialised and therefore just as he was getting used to the routine he had to move on. Unfortunately his son finds it difficult to adjust to change and it makes him agitated and worried.

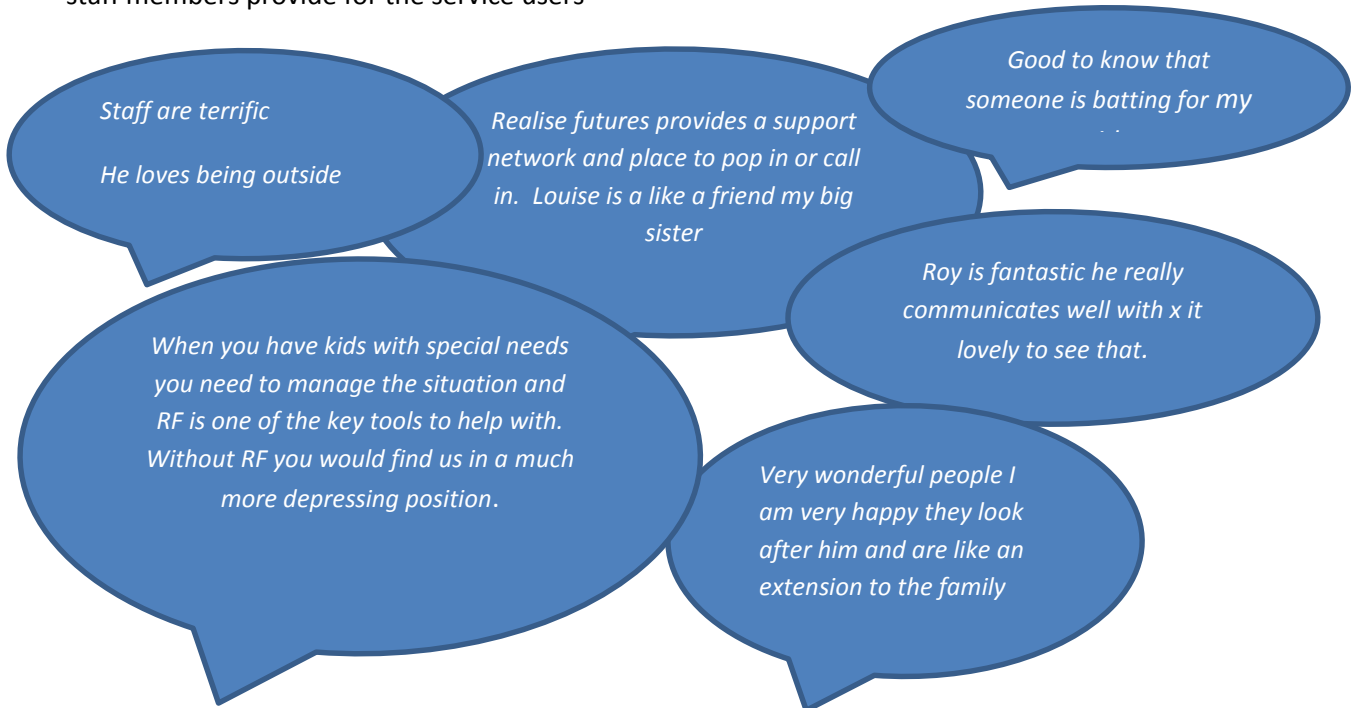
This left the father feeling like his son was being taken advantage of. All that has changed however, when he started with Realise Futures as his son has now got structure to his day and meaningful work. X stated 'this makes my son feel valued and in turn makes me feel more satisfied' he then went on to say 'it is a weight off my mind the last thing you want to feel is that your son is being exploited'. He went on to say 'when you are a parent of someone with special-needs you put yourself in their shoes and before x was at Realise Futures this was depressing. We felt we had no control and we were stuck in a rut and couldn't get out of it – I felt a lot of the burden.' His son's social life has been transformed as a result of the longevity of being at Realise Futures

X's health was suffering as a result of the burden and he felt very isolated but the combination of knowing his son is being cared for and the support that the staff at Realise Futures have given to the family he is now in better health.

As X stated 'Louise Woods the Employment Officer is on the end of a telephone of you can pop in to see her she understands our predicaments and empathises'. Louise has also helped with banks and the phone company as the service user was on the wrong contract and he was running up bills.

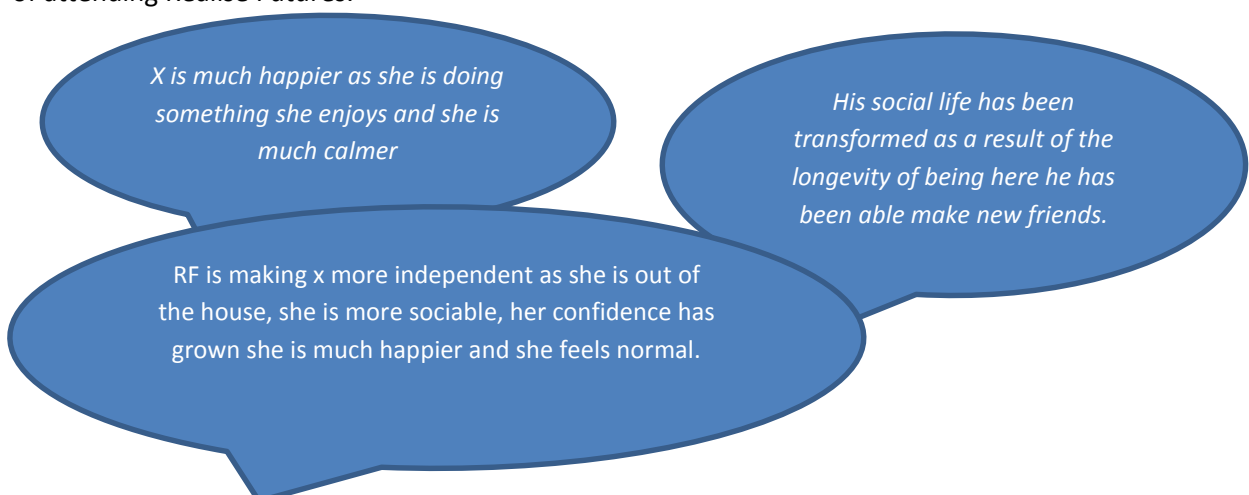
X stated 'without Realise Futures you would find us in a more depressing position when you have kids with special needs you need to manage the situation and Realise Futures is one of the key tools to help with this after all a special needs child is for life'

The parent carers expressed their satisfaction and gratitude for the services that Realise Futures and staff members provide for the service users



Although the interviewees were asked to focus on the changes for themselves-as 'the parent/carer' they all expressed how happy they were with Realise Futures.

Moreover, parent carers spoke about the range of benefits that the service users gained as a result of attending Realise Futures.



It was acknowledged by parent/carers that the benefits articulated above for enterprise team members in turn had a positive impact on their own wellbeing in the knowledge that their relevant person is happier/content enabled them not to worry so much.

It is a weight off my mind

Not worried at the moment – Before I worried

I was feeling isolated and my health was suffering I now feel in better health now he is being cared for.

We feel terrific, happier and contented

I am over the moon that my daughter is doing something with her life, she is mixing with other people and doing something in positive this in turn gives me peace of mind and I am happier that she is happy

If X is happy we are happy He loves coming and considers it as 'real work' environment which indeed it is. Many thanks to staff-volunteers who make it so.

Moreover, all respondents made reference to how their relationship had improved with the relevant enterprise team member and that communication with one another had improved.

X now has an interest so something to talk about and is less moody

If she wasn't at RF her behaviour would change back to how it was. This would cause more stress in the family. When she is not stressed I am not stressed.

It is more fresh when I am then with her

There is also appreciation of the value that they gained as a result of having the opportunity to spend time away from the service users knowing that they are in a safe and caring environment. This enables parent carers to have time to pursue other interests whether it is work or spending time with other members of the family and it helps with personal recuperation. This can only happen if they are not worrying about the service users and know that that they are safe, happy and supported.

Much more flexible and freedom

Before no time for myself but now I feel much happier

The fact that she gets the bus now I have more freedom to do other things and spend time with other members of the family.

RF provides an environment she loves and enjoys. It gives her time away and gives me time away to recharge my batteries as it can get very wearing

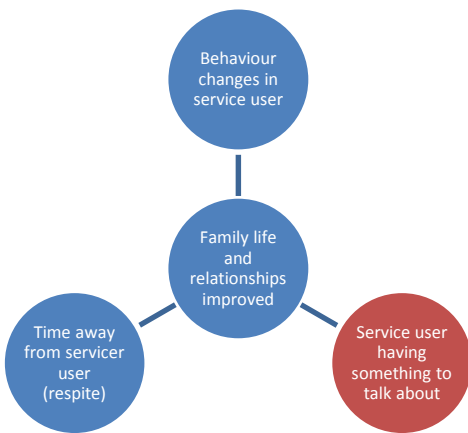
We know he is in good hands and this enables us to do things like spend time with our grandchildren.

Not so much pressure x doesn't like to sit around he wants to be out all the time.

During the second stage consultation we asked parent carers what change had resulted for others in the household of service users since they have been going to Realise Futures. The changes that they were asked about were established through interviews 3 face to face interviews with parents from Whitehouse and 3 telephone interviews with parents from Growing Places. The table below shows the results with over half the parents expressing an improvement in terms of their relationship with relevant person, feeling happier and that they have fewer worries. The diagrams below show the outcomes for parent carers and how they are interlinked

Fig 10: Inter-related outcomes

Outcome: Improved family and relationships



Outcome: Less worried



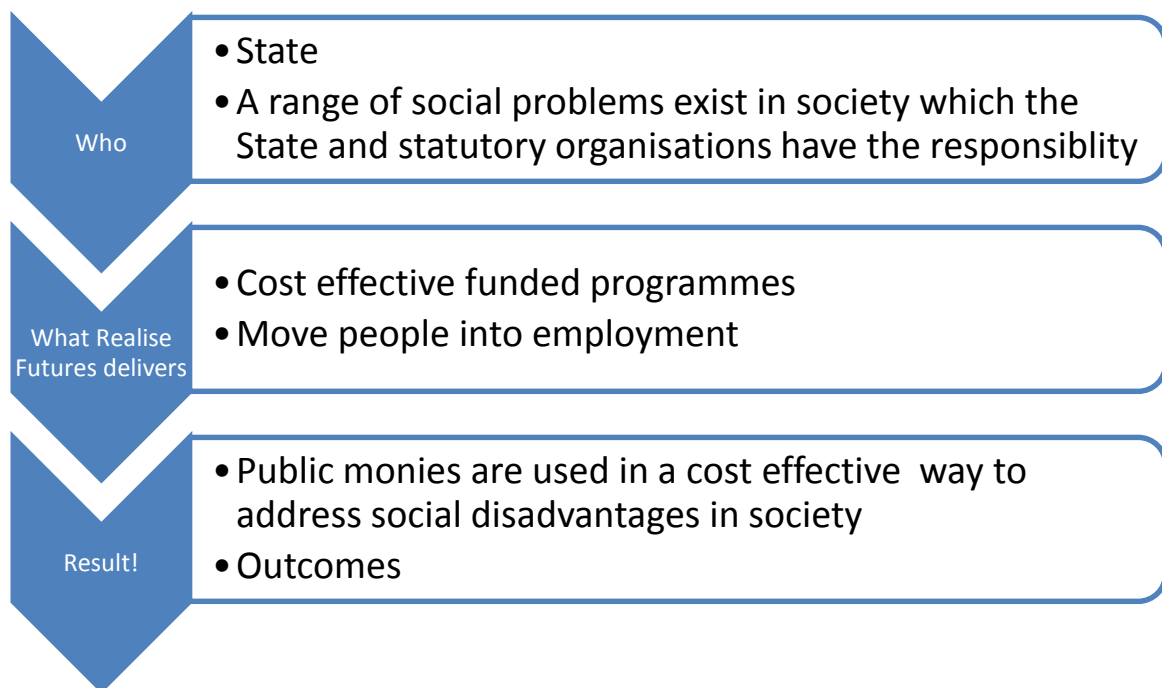
Business Customers

18 out of 32 business customers consulted expressed that doing business with Realise Futures did contribute to their Corporate Social Responsibility objectives citing reasons such as ‘it enhances our reputation buying from another charity organisation’. Other comments included ‘good product’ and ‘pleased to see the social value of production and it being a relatively local enterprise as opposed to big corporation’. However, consideration needs to be given for who the beneficiary is from being more responsible, the business customer or the organisation (in this case Realise Futures) that are treated more responsibly? In order to avoid double counting this outcome for Realise Futures is outcome was not included in this analysis (see Appendix A).

We asked respondents to prioritise the reasons why they decided to purchase their product/service from Realise Futures and 9 out of 32 ranked ‘added social values’ as their number one priority and a further eight ranked environmental reasons. It would appear therefore strong evidence that Realise Futures’ social value is a marketable feature to customers.

State and partner organisations

Fig 11: Theory of Change



Suffolk County Council

Joanne Powley from Suffolk County Council believes that social enterprise offers a great model for service delivery and that the divestment of services into social enterprises (such as Realise Futures) is a good approach for service delivery in most (but not all) cases. Adult Care Services is restricted by Government Funding and legislation (the Care Act).

As Realise Futures is not functioning with the same constraints and can tap into additional resources Joanne suggest that ‘this presents opportunities for ‘our’ customers.

When Suffolk County Council consulted with Realise Futures customers about the movement from block payments to spot payments not one Realise Futures customer chose to change their care package at all. Joanne Powley said:

‘This speaks volumes about the care and support package provided by Realise Futures. The care and attention at Realise Futures gives all customers the opportunity to develop through training and learning and in some case progression and meaningful employment. Realise Futures offer more than just a placement – they describe themselves as a ‘family’ and this is evident in the way that workers/customers feel about Realise Futures’.

It is for this reason that Joanne feels, quite strongly that this is a resource saving for the County Council as a result of their contractual relationship with Realise Futures. Realise Futures offers a value for money service where individuals can buy more support from their personal budget.

A day at Realise Futures which offers this holistic provision, in comparison other day service provision charge £33.33 to £49.72 per day. Moreover, as Realise Futures offers this “family” – holistic provision. Joanne believes by accessing this wrap around support it is less likely that an individual will go into crisis and to need the services of a social worker. This in turn could result in a reassessment of a person’s needs and the provision of one to one support that is substantially more expensive and would require a higher payment by Social Adult Care to meet the individuals support requirements.

Moreover, Joanne explained how Realise Futures can offer flexibility for individuals at a level that the County Council cannot. An example of this is if a customer wants to change part of their package such as pattern of hours with Suffolk County Council it becomes a cumbersome process and could take weeks to process and would involve the engagement of social workers. At Realise Futures they can respond much quicker.

Joanne stated that Realise Futures intervention with individuals supports the County Council’s Supporting Lives, Connecting Communities policy.

Additionally Joanne believes that there are cost savings made to Suffolk County Council for back office and administration.

The only negative that Joanne identified is that currently there is a lack of provision of placements in the north of Suffolk, Realise Futures’ activity is ideal for many of the LDD customers but they may not be able to access it due to location.

Joanne Powley specified that an important metric for the County Council is the happiness scale. This she believes means clear outcomes for those that attend Realise Futures. Joanne stated that she believes that customers are happy at Realise Futures and this is a result of it being so inclusive. Happiness is encapsulated with the outcome ‘improve well-being’ in order to avoid double counting (see appendix A)

Shaw Trust

Shaw Trust is the Prime for the Work Choice programme and has contractual arrangement with Realise Futures to deliver part of this contract (30%) in Suffolk and Cambridgeshire.

Referrals are made from Job Centre plus for unemployed people with disabilities to gain skills and work experience. Success is seen as getting the unemployed person back into work.

It is clear that Janice Bamber, Shaw Trust feels they’re clear advantages gained by working with Realise Futures as they provide work experience but can also offer sustained employment to individuals in a supported environment. Jan said ‘it is much more difficult to go out to the labour market in general and ask them to employ vulnerable adults as there are a number of barriers including employers being negative towards people with disabilities’. She went on to say ‘it is beneficial that Realise Futures can offer this stepping stone’.

The contract that Shaw Trust has with DWP targets them to work with the hardest to help clients. Jan stated 'it is definitely benefits us and our clients to work with Realise Futures as they can offer more opportunities to those further away from the labour market and also offer pre-employment support for those have never had any work experience and may have both learning and physical disabilities'.

Shaw Trust delivers much of their Work Choice contract using a supply chain and this is deemed as a more cost effective option than delivering it all themselves. In particular Jan highlighted that their relationship with Realise Futures brings added value such as strong networks, local knowledge (understand geography), additional benefits to the individuals including the employment opportunities available to the most vulnerable.

Whilst the Shaw Trust has been delivering the Work Choice Programme as Prime Contract since 2010 Realise Futures was only became part of the supply chain in 2012 to replace an underperforming organisation and Janice reflected that Realise 'were able to get up and running very quickly' she went on to say that 'I can't think of another organisation that could do what Realise Futures do on the same scale.'

Jan advised that in other areas Shaw Trust have set up their own businesses (social enterprises) in order to provide employment opportunities for individuals and if Realise Futures didn't offer what they did in terms of sustainable business opportunities this is something they would have to consider. Set up costs and resources required would result in a time lag before seeing any outcomes.

Jan stated that she believed 'Realise Futures ability to provide employment opportunities whether it is work experience or sustained employment is growing as their social enterprises are becoming more successful' and this it would appear stands Realise Futures a part from others in the Supply Chain in Cambridge and Suffolk. A clear advantage that Shaw Trust benefits from by working with Realise Futures under the Work Choice programme

In order to achieve the same level of outcomes and success Shaw Trust would have to embark on a procurement process to identify other providers, establish a new social enterprise in Suffolk or Cambridge or undertake a widespread promotional campaign to encourage mainstream business to employ and support Shaw Trust core client group –vulnerable adults.

NHS

Service users and parents identified some changes that affect the NHS as they pointed out that their health had improved because of Realise Futures. Some highlighted that they felt physically better whilst other expressed how they felt less stressed/anxious and now much happier and positive they are about life – improved wellbeing. The consultation with service users also enquired whether they visited the GP less as a result of Realise Futures and 9% of service users expressed that this was the case.

DWP

The outcomes for DWP were:

- Individuals employed by social businesses if they were not employed at Realise Futures' they would arguably need support from another service to support them into employment.
- 60 individuals moved into employment and are claiming less or no benefits
- Realise Future's offer support to ensure that those who are employed are able to claim the right in-work benefits and enterprise team members support individuals to claim the right benefits. This is a cost to DWP and is a negative outcome

The prison and police service

The outcome for the prison and police services is they have fewer individuals accessing their services as a result of Realise Futures. 7% of service users reported they had not been trouble with the law and less likely to reoffend as a result of their employment with Realise Futures.

Negative and unintended outcomes

As well as looking at and valuing the positive changes that are intended by Realise Futures, the SROI analysis also investigates any unintended and negatives outcomes that occur. All stakeholders who were interviewed were asked whether any unintended or negative outcomes have occurred. Moreover, an open ended question was also included in the questionnaires as follows: 'are there any other changes for you because of coming to Realise Futures? Positive or negative?' Responses to this question can be found in Appendix G.

One of the respondents who work at St Lawrence Café indicated his/her response as 'no/deteriorated' for a number of the outcomes as a result of working at St Lawrence. On closer analysis this same person also specified that they rated their satisfaction with life and their happiness as a 10 on a scale of 1 to 10 (very happy). We therefore ascertain that their time at Realise Futures is not having a significant negative impact. This accounts for a number of the 'no/deteriorated' responses as seen in Figure 13.

The outcomes 'I feel financially better off' and 'I feel safe and secure' received 5 (10%) and 4 (8%) responses stating that it had 'no/deteriorated'. The team at Realise futures calculate a 'better off in work' figure for all individuals joining the workforce and have advised that in all cases individuals should be better off in work. However, if individuals perceive that they are less financially stable and secure this is a negative outcome and therefore this is accounted for in the impact map.

Amongst enterprise team members and parent/carers, only one person indicated the response 'no/deteriorated' for any outcome and therefore it was considered immaterial for this analysis.

A few parent/carers included negative comment during their consultation as follows:

One parent referred to an incident where his daughter was asked to change buses as one of the other service users didn't want her on the same bus. This would mean that she would be home later and the result was a negative impact on family life. However, after further discussion it was clear that this was a temporary situation and was resolved to the satisfaction of everyone. Moreover, he recognised that she was being asked to do this as she was seen as being more capable and that having had more responsibility was a positive thing. Similarly, one father highlighted that he felt

that his son is often given more heavy work than his fair share as he is physically able, however he also commented that his son doesn't seem to mind and that he is a very thoughtful person.

Another parent reported that on one occasion Growing Places was closed for a staff meeting /training and as her son likes routine 'he has OCD' this resulted in him having a temper tantrum. However these appear to be one-off incidences and do not reflect the responses from other parent/carers and are therefore considered immaterial for analysis.

Impact Map

An impact map was created to capture the information above and show how Realise Futures uses its resources to provide activities, which result in outcomes for its stakeholders. The impact map is shown in Table. 5

Table 5: Impact Map – Output and Outcomes

Stakeholders	Inputs		Outputs	Outcomes
Service Users - Enterprise Team Members	Time and payment from personal budget	£75,729	76 individuals receiving on average 2 therapeutic placements a week 76 assessment and development plans 6 social events organised 6 dedicated workers	learn new skills, become more confident and feel more independent
				Service users report they are happier since coming to RF, are less lonely and bored and have developed positive relationships and are less socially isolated and as a result have more social skills and networks
				They are happier, less bored, less stressed and feel better about themselves and express that life has improved – improved well being
				Improved self-esteem, getting out more and more active Healthier
				Learn new skills increased skills
				Feel better about oneself, feel more valued, feel less stressed a more positive family relationship
Service Users- Employment	Time	£0	60 individuals in employment 1 supported work environment 22 better off in work calculations 6 social events	Service users are given a meaningful activity to undertaken in a safe and supportive environment, they learn new skills, did something meaningful in a work environment, become more confident and feel more independent

				<p>Service users report they are happier since coming to RF, are less lonely and bored and have developed positive relationships and as a result have more social skills and networks</p>
				<p>Service users are given an opportunity to spend their time doing something worthwhile and a safe and structured employment opportunity, they are less bored less stressed and feel better about themselves and express that life has improved – improved well being</p>
				<p>Service users work in a supportive environment are given the status of employment and gain increased self-esteem and physical health improved</p>
				<p>Service users earn a wage and a good pension which enables them to feel more safe and secure/peace of mind</p>
				<p>Service users are given time away from their family , they feel better about themselves – feel more valued and have something to talk about and feel less stressed this all result in a more positive family relationship</p>
				<p>Service users learn new skills, gain qualifications experience a work environment enabling them employability</p>
				<p>Increased disposable income, Service users are better off</p>
				<p>Fewer brushes with the law</p>
				<p>Service users feel less safe and secure/peace of mind</p>
				<p>Service users are worse off</p>
Parents	Care	£0	As above	<p>Changes in person’s behaviour that in turn has a positive impact on home family life and relationships improved</p> <p>Parent carer benefitting for knowing their family member is in receipt of a positive experience giving them more free time and they report being less worried about the person and their future</p>
Volunteers		£5,237		

	Time and expertise			
Suffolk County Council	SLA	402,007.00	As above	Resource savings as a result of less people going into crisis
Customer business and individual	As above		Sales	Receipt of product or service
Shaw Trust		187,727.00	As above	Cost efficient delivery of prime contract
Ingeus		10,230.00	As above	Same as servicer users
DWP			As above	Welfare payment savings
NHS			As above	Service users reporting feeling healthier and improved wellbeing
Prison and police service			As above	Avoided trouble with the police
Realise Futures	Subsidy and Reserves	321,987.00	As above	

Stage 3: Evidence outcomes and give them a value

Indicators, quantity, duration and financial values for each outcome were established (as explained below) and are shown in Table 6.

Indicators

At least one indicator was chosen for each outcome. Evidence of each change is sought to best demonstrate and provide the most appropriate indications that the change has happened. The table lists the indicators used for this SROI analysis and were chosen as a result of discussions with key members of staff and following the stage one consultation with each respective stakeholder group.

Duration of change

Duration SROI Definition: How long (usually in years) an outcome lasts after the intervention, such as length of time a participant remains in a new job

Although some of the changes outlined in this SROI analysis will potentially have longevity, many are dependent on the continued provision of the service for each individual person. For most of the individuals in particular enterprise team members who attend Realise Futures, it is the happy and supportive environment and the opportunity to undertake meaningful experiences (together with new social networks) that enables the aforementioned outcomes to occur for service users and related stakeholder groups. It is therefore likely, that benefits experienced will last only whilst they are involved with the service. In recognition of this, and to avoid over-claiming, this analysis considers the duration of most outcomes to last no longer than the year under consideration. In relation to the changes experienced by other closely related stakeholders such as parent/carers and the State the duration of one year is also considered as most appropriate. Some changes such as new skills may extend beyond the reporting period; however it is not felt possible to claim this with any degree of certainty as a high number of users continue using the service for many years. A duration of 2 years is allocated to these outcomes with a drop off of 70%

With regard to service users who gain employment (often long-term employment) as a result of new skills and training and other associated outcomes such as increased confidence and self-esteem it can be considered this will bring about a more sustained change in lifestyle and more long term impact. However, caution has been applied as to the extent of the long term change and influence on participants as relevant longitudinal data was not available. Moreover, high numbers of participants remain in long-term employment with Realise Futures in a stable and supportive environment for many years and therefore continue to have inputs and benefits from the services of Realise Futures. No more than two years duration has been applied to any outcome relating to this group.

Quantities

Service users: Enterprise Team Members (ETM) and employed

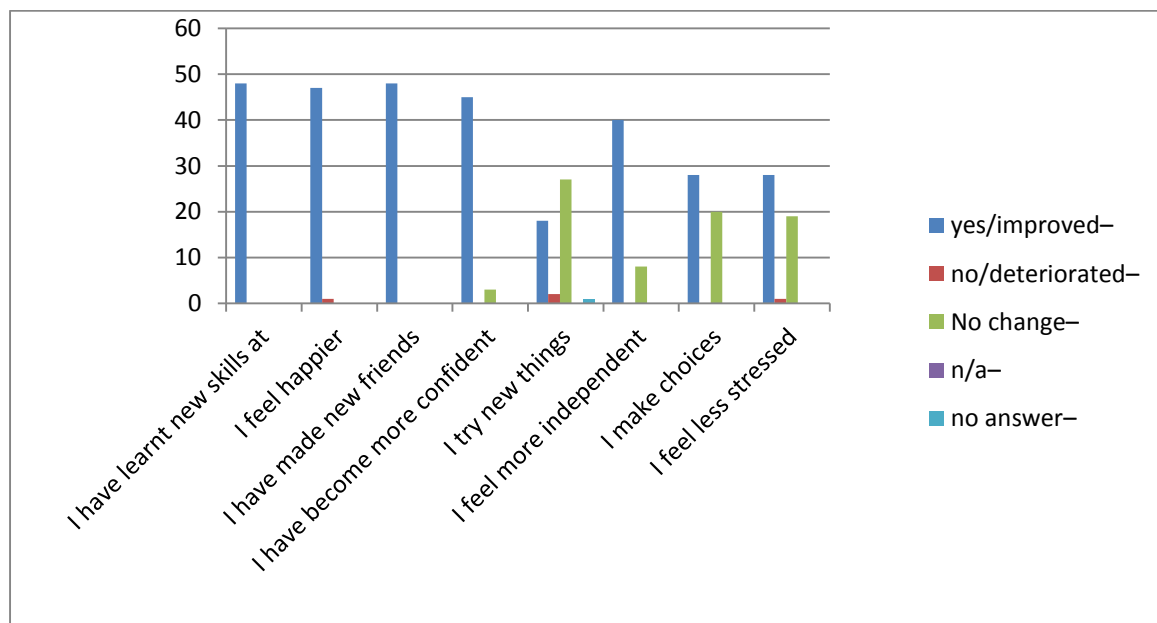
The number of service users for which each outcome occurred was calculated based on the questionnaire results and is presented in table 6. This SROI assumed that the percentage of those answering each respective question in the questionnaire (for which the outcome occurred), is representative of the percentage of the total population for whom the outcomes occurred. For example, the sample of 83% (40 out of 48 questionnaire responses) of ETM service users reported that they feel more independent and at least one of the following indicators, make more choices or have learnt new skills as a result of participating at Realise Futures, this has been shown as 63 (83%) of the total population of 76 ETMs during the analysis period.

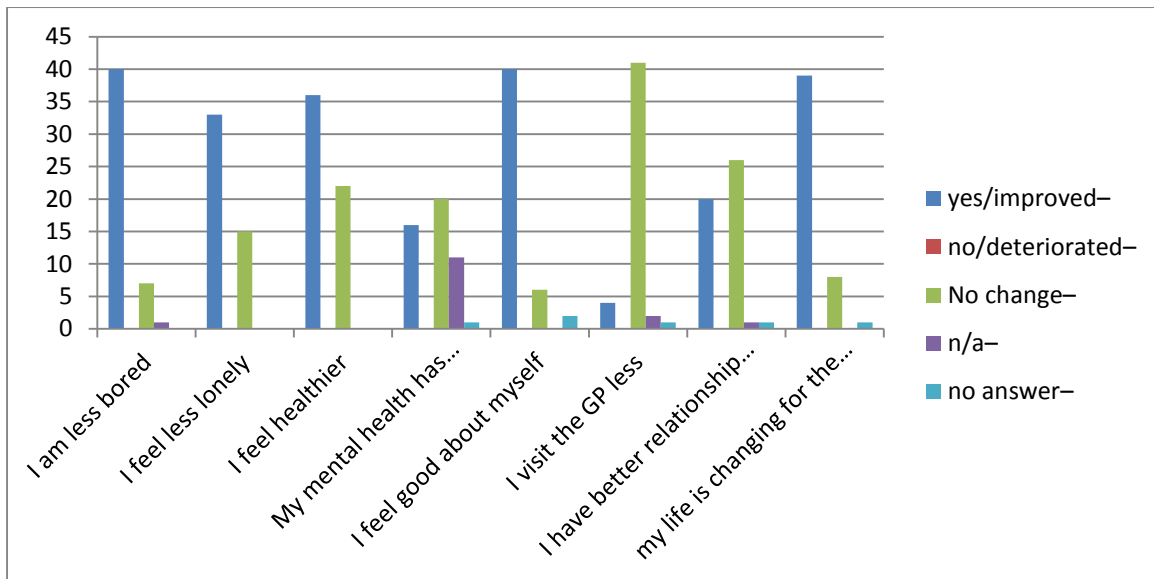
This approach has been used throughout and is based on a sample size for ETM of 63% and for employed 83%. This includes some negative outcomes, such as service user being worse off financially.

For some of the service users outcomes namely, 'more confident', 'socialising more', 'more healthy', 'improved mental health', 'doing more things for ones-self' and 'more independent' family/carers were asked to contribute to the analysis of those outcomes. The findings from family/carers are corroborated by the findings of the consultation with service users.

Listed below is the range of outcomes identified by those consulted, that have resulted from attending therapeutic placements at Realise Futures.

Figure 12: Change experienced by enterprise team members and numbers experiencing change

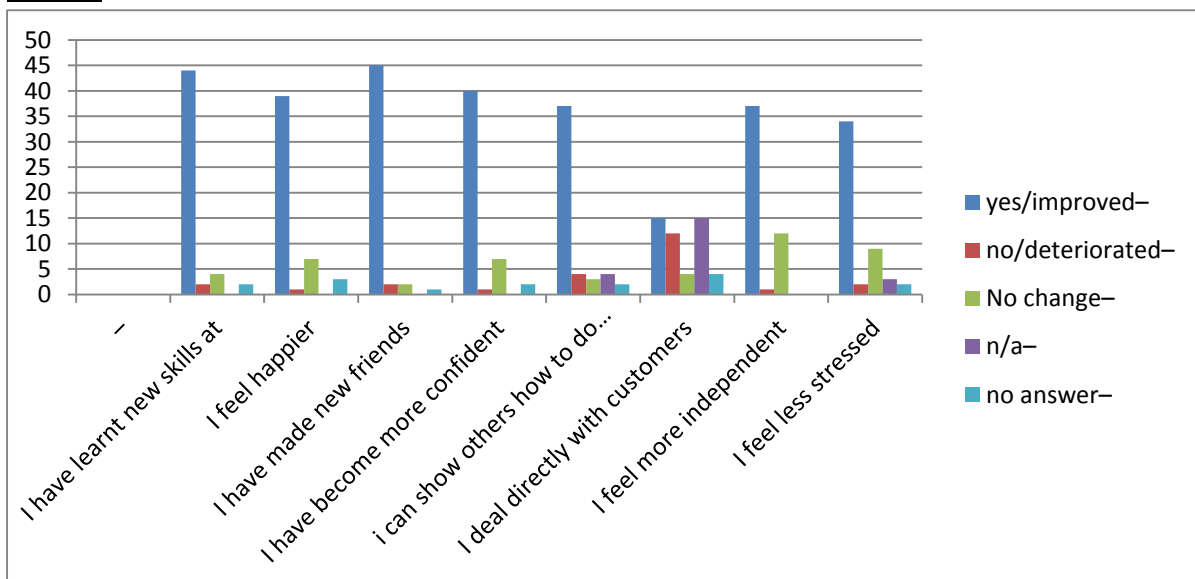


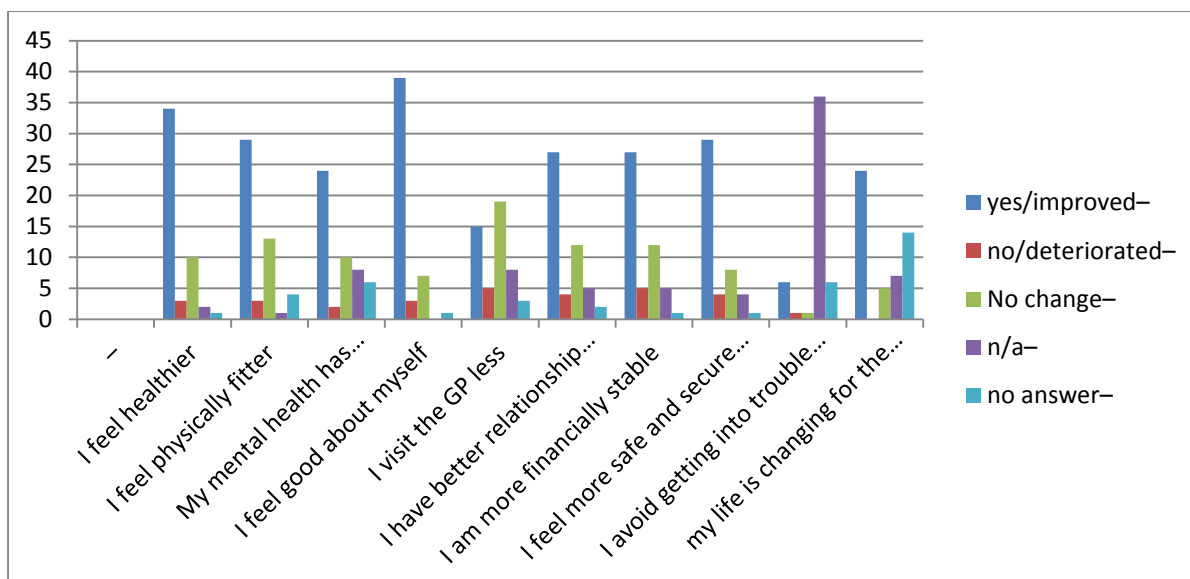


100% (48) of respondents suggested that they had gained new skills and new friends as a result of attending Realise Futures. Over 80% (>38) of respondents reported that they were feeling happier, more confident, more independent, less bored, healthier, feel good about myself and my life is changing for the better. There were three outcomes where less than 50% reported it has a change for them. Only 4 (8%) stated that they 'visit the GP less' as a result of coming to Realise Futures. 16 (33%) enterprise team members shared that their mental health had improved and 18 (37.5%) stated that they 'try new things' as a result of attending Realise Futures.

Listed below is the range of outcomes identified by those consulted, that have resulted from working at Realise Futures.

Figure 13: Change experienced by service users-employed and numbers experiencing change





A number of the outcomes outlined in the table above were deemed relevant to many of the employees. Outcomes such as ‘I feel good about myself’, ‘I feel happier’, ‘I have made new friends’, ‘I have become more confident’, ‘I can show others how to do a job’, ‘I feel more independent’, ‘I have new skills’ were highlighted by at least 70% (35 out of 50) of all respondents as improved. Moreover, at least 40 (75%) respondents stated that they had ‘learnt new skills’, ‘made new friends and have become ‘more confident’.

A number of outcomes appear to be less relevant to the groups as a whole but nonetheless relevant to some of the employees. For example, the outcome ‘I avoid getting into trouble with the police’ was deemed as applicable by only 6 respondents but this reflects that this project isn’t targeted at offenders but works with vulnerable individuals that have a multiple complex barriers to work that may include previous encounters with the law. Nonetheless where these outcomes did occur they do have a positive impact for respective individuals.

Distance travelled

It is important to measure not only *how many* people benefit but *how much* people benefit. The distance travelled questionnaire²³ endeavoured to capture this information for service users. Using this information we have calculated the average percentage impact for the cohort. An assumption has been made that the value of the outcome relates to the journey from the worst point on the scale to the best, i.e. the whole range. For this analysis a 5 point scale was used in the aforementioned distance travelled questionnaire and therefore if someone moved from point 2 to 4 on this 5 point scale, this would have been a distance travelled of 2 points out of the whole range of 4 points. This would then equate to a 50% impact in changing the outcome for the individual.

Table 6 below shows the number of individuals and number of points they travelled for the outcomes: more independent, improved well-being and increased social skills and networking, as a result of the interaction with Realise Futures during the analysis period.

²³ See Appendix I

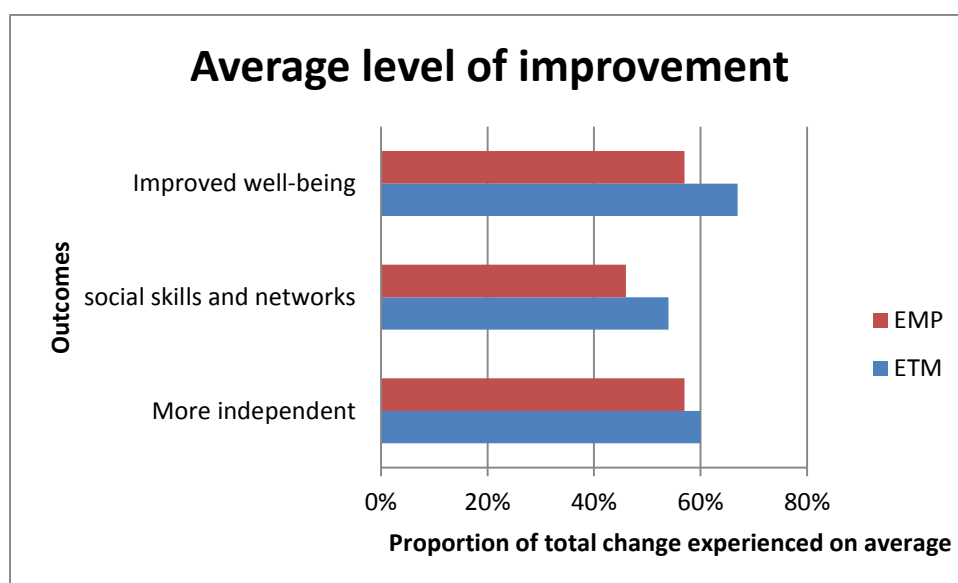
The final column in the table provides a percentage impact for the whole cohort and this has been calculated by taking an average of all the changes in movement on the 5 point scale. Where there was no response or where no distance travelled was recorded, we removed this from the percentage impact as we wanted to measure the average distance travelled only for those where an outcome had occurred and this is why the number of respondents differ for some of the outcomes in the table.

Table 6: Distance travelled by service users

	Movement along a range of 4 points (5 point scale)									
Outcomes	Check	1	2	3	4	5		Total	Average	Percentage change
Enterprise Team Members										
More independent	31	7	8	13	3	0		74	2.39	60%
Social skills and networks	30	7	12	10	1	0		65	2.17	54%
Improved well-being	31	3	10	12	6	0		83	2.68	67%
Service Users - employed										
More independent	24	7	6	8	3	0		55	2.29	57%
Social skills and networks	25	10	9	6	0	0		46	1.84	46%
Improved well-being	24	6	7	9	2	0		55	2.29	57%

Figure 14 below shows the average level of improvement for Enterprise Team Members (ETM) and service users employed (EMP) who access Realise Futures services. These were calculated using primary data collected using the distance travelled questionnaire.

Figure 14: Average level of improvement experienced by service users



This data is used in the calculation of the SROI by applying these percentages to the number (quantity) that we have assumed the outcome has occurred for to make full outcome equivalents.

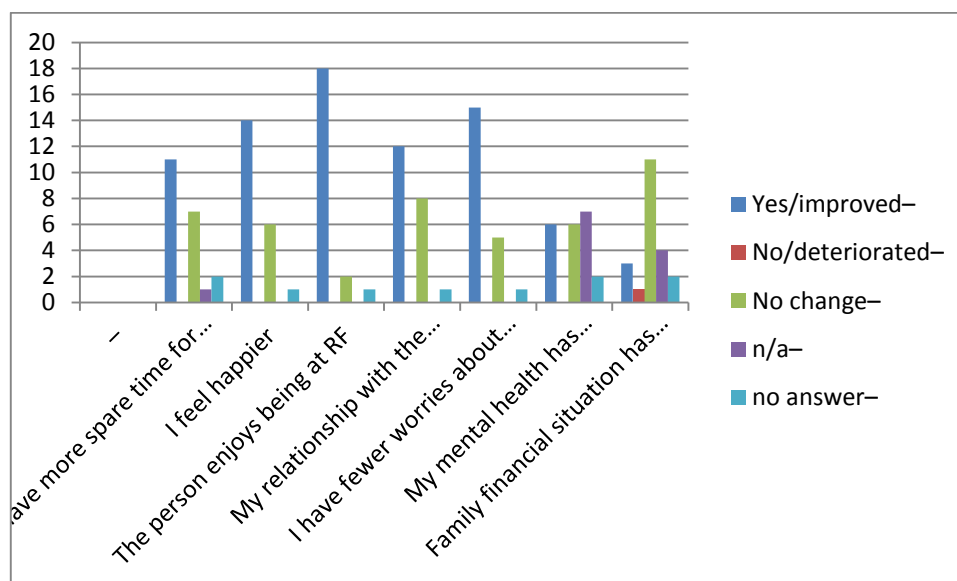
For example we have identified that 63 enterprise team members have become more independent as a result of this project. The distance travelled has been judged to be on average 60% change along the scale and therefore we have multiplied 63 by 60% to get a full outcome equivalent of 38. This is the quantity that is used in the impact map (Table 8).

Family/Carers

The number of family/carers for whom outcomes occurred was calculated based on the questionnaire results. This SROI assumed that the percentage of those answering each respective question in the questionnaire (for which the outcome occurred), is representative of the percentage of the total population for whom the outcomes occurred. This stakeholder group (population) is defined as parent carers of enterprise team members where the enterprise team member lives with them. Parents of service users that live independently of their family carers whether this is in their own accommodation or in a shared supported housing scheme are not included in this calculation.

This is based on a sample size of 37.5%. As this represents a small sample the effect of reducing the quantity by 20%, and also increasing the quantity by 20%, is tested in the sensitivity analysis.

Fig 15: Change experienced by parent/carers and number experiencing change



75% (15) of all responses stated that they have 'fewer worries about the future and the person' with 90% (18) of respondents observed that their person 'enjoys being at Realise Futures. Over 50% of respondents stated that the following positive changes had taken place; 'they have more time for themselves' (55%) and 'feel happier' (70%). It would appear that as a result of some of the aforementioned positive changes has led to a more positive relationship with the person.

Suffolk County Council and Partners

It was assumed that 50% of those enterprise team members that reported that they were less stressed and that they now feel good about themselves could have gone into 'crisis' without the support of Realise Futures.

State

It was assumed that the quantity of outcomes reflects the volume of outcomes for the clients except for the outcome of less call on NHS services. For this outcome, quantities for those who reported improved well-being or improved health were not used but rather number of individuals that stated that they use the GP less (25) in order to estimate this outcome conservatively. This assumption is tested in the sensitivity analysis.

Financial proxies

Financial Proxy SROI Definition: An approximation of value where an exact financial measure is impossible to obtain

Financial proxies were selected by the SROI Practitioner drawing upon the consultation with stakeholders, utilising the global value exchange and in discussion with Realise Futures CEO. Realise Futures staff Sarah Knights, Kieron Lingard, Lee Caraccio, Louise Woods, Melanie Hercus and Marina Babic have reviewed proxies used. All financial proxies have been sourced and referenced.

Some of the financial proxies used were selected because they were felt to represent the cost of alternative means through which a similar outcome could be achieved and these represent the value of the outcome to the stakeholder. During the initial interviews stakeholders were asked 'what else would achieve this result?'

A number of financial proxies have been chosen using the Centre for Mental Health's attempt to put a cost on mental illness through the use of QALYs (Quality Adjusted Life Years)^{24 25} Further details of the use of this as a basis for the financial proxies follows together with discussions of less obvious valuations and where some alternative proxies were available.

Outcome:

- Increased independence
- More social skills and networks
- Improved well-being

Proxy:

The Centre for Mental Health has attempted to put a cost on mental illness through the use of QALYs (Quality Adjusted Life Years) The report looks at the average loss of health status in QALYs from a level 3 mental health problem i.e. Severe problem (0.352 QALY) and values this by using the NIHCe (National Institute for Health and Clinical Excellence) cost effectiveness threshold of £30,000

²⁴ www.nice.org.uk/mewsroom/features/measuringeffectivenessandcosteffectivenesssthequaly.jsp

²⁵ Centre for Mental Health (2010), The economic and social costs of mental illness, June 2003, updated October 2010

per QALY. Equating well-being with mental health, therefore allows a valuation of overall wellbeing of $0.352 \times \text{£}30,000 = \text{£}10,560$ per year. This overall valuation of wellbeing is then divided between different domains of well-being. In this model²⁶ the overall value of well-being is divided evenly into personal and social well-being each taking 50% of the value. Personal well-being is then divided evenly between the five components of personal well-being giving each 10% of the total value; 1- Confidence /self-esteem £1,056. 2 - Positive functioning £1,056. 3- Emotional wellbeing £1,056. 4 - Vitality £1,056. 5 - Satisfying life £1,056. With social well is evenly split between two components of 1.- Improved relationships £2,640 and 2 - Trust and belonging £2,640.

For this analysis the model was applied as follows:

Table 7:

Service User – ETM and employed			
Outcome	Well-being domain	Proportion of overall value	Financial Value
Increased independence	Personal well-being	10%	£1,056
Improved wellbeing	Personal well-being	40%	£4,224
More social skills and networking	Social well-being	50%	£5,280

The section in this report on duration and distance travelled²⁷ discusses how the above financial proxies are apportioned in this analysis to ensure they represent how much an outcome has been achieved by using full outcome equivalents.

Outcome: Peace of mind

Proxy: Service users expressed how they felt secure in their employment at Realise Futures in terms of stability of income as Realise Futures is a supportive and understanding employer. The financial proxy used is the average pension contribution that Realise Futures makes for an individual working 22.5 hours a week £1,650.17. This information was provided by Adrian Scarratt, Finance Director at Realise Futures.

An alternative financial proxy considered appropriate is the cost of income protection. An online quote from Legal and General²⁸ equated to £635.88, this is tested in the sensitivity analysis.

Outcome: Changes in person’s behaviour that in turn has a positive impact on home family life and relationships improved

Proxy: 50% of the price tag of raising a child (Liverpool Victoria, 2010)

²⁶ Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

²⁷ See page 52 Duration and distance travelled.

²⁸ Legal and General (2014, November). Income protection quote. Retrieved from Legal and General <http://www.legalandgeneral.com/life-cover/confused-about-life-cover/articles-and-guides/income-protection/quote> on 20/11/14 for white female aged 43 earning 10,000 per year.

This is what the average household spends (annually) to bring up a child as proxy for having a family. This is what an average household pays to be a family. We have used half of the amount as Realise Futures works with adults²⁹

Outcome: Parent/carer benefitting from knowing their person is in receipt of a positive experience giving them more free time and reporting being less worried about the person and their future.

Proxy: The cost of respite care - value of time not spent 'caring' or worrying Care Assistant wage £14.25ph * 13hrs (2 average sessions)* 50 weeks equates to £9,262.50. £14.25 is based on information provided by Joanne Powley, Suffolk County Council that one to one care costs from £14.25 to £19.75 per hour.

²⁹ Financial Proxy used in mb Associates (2012) Investing in Culture and community The SROI in work based learning at the Museum of East Anglia Life

Table 8: Impact Map

Stakeholder	Outcome	Indicator	Source	Quantity	Duration	Outcomes start	Financial Proxy	Value in currency	Source
Enterprise Team Member	learn new skills, become more confident and feel more independent	Number of service users that report they are more independent and report at least one of the following that they make more choices themselves or have learnt new skills. Together with average movement on 5 point scale for independence reported from distance	Questionnaire ³⁰ and distance travelled questionnaire ³¹	60% x 63 affected 38 full outcome equivalents	2	1	The Centre for Mental Health has attempted to put a cost on mental illness through the use of QALYs (Quality Adjusted Life Years) The report looks at the average loss of health status in QALYs from a level 3 mental health problem i.e. Severe problem (0.352 QALY) and values this by using the NICE (National Institute for Health and Clinical Excellence) cost effectiveness threshold of £30,000 per QALY. Equating well-being with mental health, therefore allows a valuation of overall well being of 0.352	1,056	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

³⁰ Appendix B

³¹ Appendix I

		travelled questionnaire (Appendix I)					x £30,000 = £10,560 per year. This is proportioned to the following: Personal well-being:1- confidence self-esteem £1056. 2 - positive functioning £1056. 3- emotional wellbeing £1056. 4 - vitality £1056. 5 - Satisfying life £1056. Social well-being 6 - improved relationships £2640. 7 - Trust and belonging £2640. For this proxy 1 out of 5 personal well -being.		
Service users report they are happier since coming to RF, are less lonely and bored and have developed positive relationships and are less socially	Number of service users that report they have made new friends and have tried new things since coming to Realise Futures. Together with average	Questionnaire and distance travelled questionnaire	54% x 28 affected	15 Full outcome equivalents	1	1	As above -this outcome is represented the proportion for Social well-being 6 - improved relationships £2640. 7 - Trust and belonging £2640.	5,280	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

	isolated and as a result have more social skills and networks	movement on 5 point scale more social skills and network reported from distance travelled questionnaire (Appendix I).							
	They are less bored less stressed and feel better about themselves and express that life has improved – improved well being	Number of service users reporting less stressed and that they now feel good about themselves and life has improved as a result of RF. Together with average movement on 5 point scale for improved well-being reported from distance travelled	Questionnaire and distance travelled questionnaire	67% x 60 affected 40 Full outcome equivalents	1	1	As above -this outcome is represented the remaining proportion of financial value for personal well-being 4 of the 5 (£1056) well-being domains	4224	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

		questionnaire (Appendix I)							
	Healthier	Reporting they feel healthier	Questionnaire	41	1	1	Cost of annual membership of a gym	420.00	£35 per month for one year commitment of membership http://www.fitnessfirst.co.uk/clubs/ipswich/
	Increased skills	Reporting they have new skills/RF records	Questionnaire/comp any records	76	2	1	Cost of short course at local college	362.00	level 1 part time course at Otley college http://www.eastonotley.ac.uk/our-courses/part-time/adult-learning/Basic-construction-skills/

	a more positive family relationship	Number of service users reporting a better family relationship.	Questionnaire	31	1	1	Cost of spend in restaurants based on the ONS's lowest decile of income (2011)expenditure of £9.80 per week for 1.3 people which equates to £7.53 per individual was used to monetise this outcome	391.00	ONS Living Costs and Food Survey 2012 Table 3.2 http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcM%3A77-267318
Service Users-Employment	Service users are given a meaningful activity to undertaken in a safe and supportive environment, they learn new skills, did something meaningful in a work environment, become more confident and feel more independent	Number of service users that report they are more independent and report they have learnt new skills Together with average movement on 5 point scale for independence on distance travelled questionnaire (Appendix I)	Questionnaire ³² and distance travelled questionnaire	57% x40 affected 23 Full outcome equivalents	2	1	The Centre for Mental Health has attempted to put a cost on mental illness through the use of QALYs (Quality Adjusted Life Years) The report looks at the average loss of health status in QALYs from a level 3 mental health problem i.e. Severe problem (0.352 QALY) and values this by using the NICE (National Institute for Health and Clinical Excellence) cost effectiveness threshold of £30,000 per QALY. Equating well-being with	1056	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

³² Appendix C

							mental health, therefore allows a valuation of overall well being of 0.352 x £30,000 = £10,560 per year. This is proportioned to the following: Personal well-being:1- confidence self-esteem £1056. 2 - positive functioning £1056. 3- emotional wellbeing £1056. 4 - vitality £1056. 5 - Satisfying life £1056. Social well-being 6 - improved relationships £2640. 7 - Trust and belonging £2640. For this proxy 1 out of 5 personal well -being.		
	Service users report they are happier since coming to RF, are less lonely and bored and have developed positive	Number of service users that report they have made new friends and more confident. Together with average	Questionnaire and distance travelled questionnaire	46% x 46 affected 21 Full outcome equivalents	2	1	As above -this outcome is represented the proportion for Social well-being 6 - improved relationships £2640. 7 - Trust and belonging £2640.	5,280	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

	relationships and as a result have more social skills and networks	movement on 5 point scale more social skills and network reported from distance travelled questionnaire (Appendix I)							
	Service users are an opportunity to spend their time doing something worthwhile and a safe and structured employment opportunity, they are less bored less stressed and feel better about themselves and express that life has improved –	Number of service users reporting less stressed or less depressed and that they now feel good about themselves and life has improved as a result of RF. Together with average movement on 5 point scale for improved well-being reported from distance travelled	Questionnaire and distance travelled questionnaire	57% x 37 affected 21 Full outcome equivalents	2	1	As above -this outcome is represented the remaining proportion of financial value for personal well being 4 of the 5 (£1056) well-being domains	4,224,000	Cox J., Bowen M. and Kempton O.(2012) Social Value: Understanding the wider value of public policy interventions. New Economy Working Paper

	improved well being	questionnaire (Appendix I)							
	Service users work in a supportive environment are given the status of employment and gain increased self-esteem and physical health improved	Number of service users reporting feeling physically fitter and feeling good about myself	Questionnaire	34	2	1	Cost of annual membership of a gym	420.00	£35 per month for one year commitment of membership http://www.fitnessfirst.co.uk/clubs/ipswich/
	Service users earn a wage and a good pension which enables them to feel more safe and secure/peace of mind	Reporting more financially secure	Questionnaire	32	2	1	Average pension contribution made by Realise Futures	1,650.17	Adrian Scarrat FD at Realise Futures based on employee working 22.5 hours and hourly rate of £6.31

	Service users are given time away from their family , they feel better about themselves – feel more valued and have something to talk about and feel less stressed this all result in a more positive family relationship	Number of service users reporting a better family relationship.	Questionnaire	32	2	1	Cost of spend in restaurants based on the ONS's lowest decile of income (2011)expenditure of £9.80 per week for 1.3 people which equates to £7.53 per individual was used to monetise this outcome	391.00	ONS Living Costs and Food Survey 2012 Table 3.2 http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tc%3A77-267317
	Service users learn new skills, gain qualifications experience a work environment enabling them employability	Gaining qualifications	Questionnaire	60	2	1	Value of work experience	6,663	Average hours of employment over 1 year times minimum wage https://www.gov.uk/government/news/national-minimum-wage-to-rise-from-1-october-2013 DBIS (2015)

	Service users are better off	Number of workers in employment	RF Records	60	1	1	Net increase in disposable income in employment compared to benefits	2,749	Average figure based on 8 Benefit into Work Calculations provided by Realise Futures.
	Fewer brushes with the law	Number of service users reporting they have avoided getting in trouble with the police again	Questionnaire	7	2	1	Forgone wages due to time spent in prison	4,872	http://www.globalvaluexchange.org/valuations/6-month-custodial-sentence-lost-earnings/ Valuation Source: 6 month custodial sentences (171 days) are the average handed down by Courts for 'Miscellaneous Offences' such as common assault, breach of the peace and drunkenness, from Statistical Bulletin: Crime and Justice Series: Criminal Proceedings in Scotland, 2009-10, Scottish Government, at http://www.scotland.gov.uk/Publications/2011/01/20092640/21
	Service users feel safe and secure/peace of mind	Reporting their financial security has deteriorated	Questionnaire	6	2	1	Average pension contribution made by Realise Futures	-1,650	Adrian Scarratt FD at Realise Futures based on employee working 22.5 hours and hourly rate of £6.31
	Service users are better off	Reporting their financial security has deteriorated	Questionnaire	6	1	1	Average increase in wage	-2,749	Average figure based on 8 Benefit into Work Calculations provided by Realise Futures.

Parents	Changes in person behaviour that in turn has a positive impact on home family life and relationships improved	Number of parent carers/reporting positive behaviours changes of person and reporting a better relationship	Questionnaire	31	1	1	Part cost of bringing up a child	4,805.00	Liverpool Victoria Friendly Society annual survey 2010
	Parent carer benefitting from knowing their person is in receipt of a positive experience giving more free time and report being less worried about the person and their future	Number of carers reporting they have fewer worries and that their person enjoyed their time at RF.	Questionnaire ³³	37	1	1	Cost of a carer @£14.20 per hour for 13hrs a week (respite care)	9,262.50	Joanne Powley Suffolk County Council advised one to one care ranges from £14.20 to £19.75

³³ Appendix D

Suffolk County Council	Resource savings as a result of less people going into crisis	50% of the number of ETMs reporting less stressed and that they now feel good about themselves and life has improved as a result of RF.	Questionnaire with service users and discussion with SCC	30	1	1	Cost of crisis incorporating the cost of 5 hours social work time and the difference in cost between one to one care and a therapeutic placement at RF	4,054.40	cost of 5 hours social workers (£40 per hour) www.globalvalueexchange.org/valuations/cost-of-a-social-worker-in-adult-services-(excluding-qualifications-costs)/ Source of costs for one to one care Suffolk County Council ³⁴
Customers	Customer gained/received service or product	Customers willingness to pay	RF financial accounts	1	1	1	Value of product and service	629,416.00	Realise Futures end of year accounts
Shaw Trust			Discussion with Shaw Trust	1	1	1	Quote from HEART FM: an evening and weekend plus SMS campaign, 12 weeks is £6,200	25,200.00	Rough guide quotes provide by radio companies to Marketing and Communications Manager @ Realise Futures
State	Welfare payment savings		Consultation with service users	50	1	1	Reduced benefit take up (£100.83 per week)	5,243.16	Average figure based on 8 Benefit into Work Calculations provided by Realise Futures.

³⁴ See page 53 for further breakdown of calculation

	Reduction in service users requiring input from health services	Fewer visits to the GP	Questionnaire with service users	25	2	1	Average cost of service provision for adults suffering from depression and/or anxiety disorders (total fiscal cost)	830.00	Figures derived from the New Economy Unit Cost Database: http://neweconomymanchester.com/downloads/2701-140207-Unit-Cost-Database-v1-2-xls Original source from 'Paying the Price: the cost of mental health care in England to 2026 (King's Fund, 2008), p.118'. To see the original source, click the following link - http://www.kingsfund.org.uk/publications/paying-price retrieved from http://www.globalvaluexchange.org/valuations/average-cost-of-service-provision-for-adults-suffering-from-depression-and-or-anxiety-disorders-(total-fiscal-cost)/
	Avoided trouble with the police	Number of service users reporting they have avoided trouble with the police	Questionnaire with service users	7	1	1	Yearly average cost of a first time entrant to the Criminal Justice System	16,257.25	A valuation taken from the "Troubled Families Cost Database" compiled by http://neweconomymanchester.com/ New Economy]] for Greater Manchester City Council (United Kingdom) retrieved from http://www.globalvaluexchange.org/valuations/yearly-average-

Stage 4: Establish Impact

A valuable strength of SROI is that it incorporates procedures to account for the impact of individual organisations in isolation. This is an important recognition that external factors might have exerted influence in relation to the changes for stakeholders.

Impact-SROI definition: the difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others and length of the time the outcome lasts.

What Realise Futures can't take credit for:

Deadweight, displacement and attribution have been taken into consideration for each stakeholder and change in order to calculate the actual change that is caused by the actions and intervention of Realise Futures.

Deadweight (what would have happened anyway)

One Packer Operative told us 'this job is a positive for me, the first positive in years. I have been for jobs and getting nowhere...now I am somewhere' another one said 'I have had numerous attempts at starting work and was getting quite desperate and I was terrified I was going to be made to work somewhere where I wouldn't cope'

One enterprise team member from Whitehouse fulfilment said. 'I am happier this is much better than a day when I attended a course. Once I visited a day centre and they seemed to only fiddle with beads and colour in. The day centre doesn't cover all capabilities' he went on to say that 'I enjoy it because it is more or less actual work –a day centre would be demeaning'

SROI recognises that the outcomes may have been achieved without the input of Realise Futures and this is accounted for. During the first stage consultation with service users a systematic approach was applied to gauge if any of the outcomes would have happened anyway without the intervention with Realise Futures. This was achieved by asking service users two questions: 'What other ways might the same change achieved (for each change) ?' and 'What do you think would have happened without support from Realise Futures?' For the first question in most cases individuals were unable to express an alternative.

Responses from service users employed were:

- If I was somewhere else I feel I would have been shown the door. Whitehouse is very flexible.

- Out of work-possibly. Previously when working in Norwich the company I worked for said I had to resign whilst I was receiving treatment and then they would give me a job back when better.
- Insecure- as jobs wouldn't be so supportive this would affect confidence- low self-esteem.
- Signing on every 3 weeks, back to square one job searching.
- I think it would be very difficult to get a job because of age, my slowness and no computer skills. It would all be a backward step. I would work in a charity shop as I would have to find something to remain social
- I really believe that I would not get a job anywhere else as I am so nervous.
- I don't know. I am not sure if there are other places I could work - I wouldn't feel very good if I didn't work.
- It is friendly and not as stressful. Previously I have had to be self-employed. I was worried about getting work. I can't go back to that I would have a break down it would make me very ill.
- Numerous failed attempts at starting work. Last year I had 2 interviews but didn't get any job. Getting quite desperate – terrified I would be sent to Pound land I wouldn't have coped. - Coming desperate applied for 2 to 300 jobs
- Try and get into some gardening but worried about getting into a similar environment.
- I would be on job seeker allowance- I am quite happy anyway – wouldn't have much money - no phone etc. Bored stay in bed
- Prison or on the dole. I lack motivation. My friendship group has changed I have met more level headed people – this is good
- I was at the point of giving up no one calls back felt worth less really.

Those employed by Realise Future's Social Businesses had previously been long term unemployed or those that have not progressed in other environments. It is clear from responses from service users that they would not have seen such measurable change in their lives without this programme and that on the whole they express they would have found it hard to obtain and sustain a job elsewhere.

Many of the other services available to the Enterprise Team Members would not provide the opportunity for them to feel like they are participating in society and are 'working'; Research shows that 'work is generally good for the physical and mental health and well-being of healthy people, many disabled people and most people with common health problems. Work can be therapeutic for people with common health problems. Work can reverse the adverse health effects of unemployment'³⁵ and therefore outcomes achieved for service users may not be achieved in alternative provision.

Enterprise Team Members made the following responses during the first stage consultation:

- Get anxious -What am I going to do? I would feel downhill. I would need to find another way of keeping busy but would need support. I can't even watch telly for long that is why my flat is so tidy
- A number of respondents said I don't know

³⁵ Waddell, G. and Burton, K. (2006). Is work good for your health and wellbeing? TSO

- Nothing springs to mind
- Every 2 weeks I was signing on. The lady from job centre referred me to Papworth. The job centre experience stressed me out.
- This is so much better than a day centre. I was referred to a centre where they fiddled with beads and colour in. Day centres don't cater for all capabilities I am too clever for Bridge Project course and café. Here it is more or less actual work. A day centre would be demeaning
- sitting at home
- If not at Realise Futures - stuck at home and this makes me feel down

Figures used for deadweight were established following discussions with Realise Future's managers, where we considered information gathered from stakeholders, manager's own observations and expertise together with the requirement to keep to the principles of SROI methodology to not over-claim. This discussion resulted in a deadweight allocation of 15% and 10% for Enterprise Team Members and Service users employed respectively.

Attribution (is any of the change down to others)

Attribution is where other individuals and organisations help create the social outcomes measured in this analysis. Attribution will always vary between individuals and can only be an estimate based on the evidence available. However, it was recognised from the initial interviews with service users that some participants also receive regular support from other organisations.

For example one Enterprise Team Member is involved in amateur dramatics, he is currently rehearsing for a big performance; he has other interests such as a radio station another Enterprise Team Member said 'I go to drop in Tuesday morning and Saturday's at Papworth, I am out quite a lot and like to see rock bands'.

However, it was clear that others relied wholly on the support on offer from Realise Futures. Realise Futures being the only organisation they engaged with and which has been effectively responsible for the identified outcomes.

For example during interviews an Enterprise Team Member's said 'I stay in with my family, I don't go to any clubs at night'.

Employee at St Lawrence said 'If I am not at St Lawrence I don't really do anything – I go out sometimes but often comes into the Café on my day off'.

The questionnaires circulated to the service users and family carers endeavoured to capture how significant Realise Futures' contribution was to some of the outcomes. However in most cases this only captured who else they thought contributed to outcomes rather than by how much and in most cases the individuals and organisations listed were staff and colleagues at Realise Futures.

Enterprise Team Members identified a number of other organisations where they participated in activities such as Cam Support Team, Home Support, Green Bike Project, The Hub Stowmarket and respite care, Leap learning centre, Mencap, Floristry Course, Papworth, Greenways and Recreate Cafe Libra. At the same time a number of individuals expressed that no other organisation or

individual contributed to outcomes and Louise Woods was aware that a number of individuals prior to participating at Realise Futures had no interaction with other organisations and limited support other than from family members.

Those employed at Realise Futures highlighted fewer organisations or individuals outside of Realise Futures that contributed to their outcomes than their enterprise team counterparts. In fact only two external organisations 'Farm staff' and 'Tai Chi' were mentioned together with family and friends who were cited by several individuals.

Instead, those that responded to this questionnaire specified named individuals working at Realise Futures who support them, such as Lee Caraccio and Karen at St Lawrence. Some expressed how their colleagues/co-workers contributed to outcomes, arguably without Realise Futures there would be no colleagues or support offered by the employment team.

33% discount was allocated against outcomes for Enterprise Team Members and 25% discount for those employed representing the contribution of others to the outcomes for each respective stakeholder.

Growing Places has changed my life! I am very blessed to have been able to find Growing Places. I feel that my life is very good at the moment and wouldn't change a thing thank you

Coming to RF has been a positive change in my life. It is still early days but I'm gradually improving in all aspects of my life. My advisor and the senior staff have been very supportive and helped me through challenges I have experienced

Parent/carers of service users indicated that the outcomes were clearly and directly resulted from their cared for person attending Realise Futures and therefore a discount of 10% is applied here to ensure not to over-claim.

Other than the benefits for X, I myself am able to continue to work which enables us to maintain our home life, as I'm the sole provider. X is occupied and happy with his time at RF and this has a knock on effect at home

The staff are excellent. Always ready to help if I have any problems or queries, my life would be a lot worse without them.

If x is happy we are happy. He loves coming and considers it as 'real work' environment which indeed it is. Many thanks to staff-volunteers who make it so

Please note that the SROI norm is to show deadweight and displacement as percentages to be taken off, but attribution as the percentage to be claimed. Our impact map shows all of these percentages to be taken off as this is clearer. The proportion we take off for deadweight and attribution is show in Appendix H.

Displacement (how much of the outcome has displaced other outcomes)

Displacement is where positive outcomes are gained at the expense of negative outcomes for others. Displacement is not applied to most of the outcomes reported in this analysis because Realise Futures works closely with other statutory and third sector organisations to ensure that they complement services and do not duplicate what others do. This was confirmed when speaking with other agencies namely Suffolk County Council and the Shaw Trust. However, displacement has been accounted for the employment outcomes for service users- employed and the related outcome for the state. A displacement estimate of 10% has been applied to employment outcomes in the social impact map with a level of 20% and 0% tested in the sensitivity analysis. It is felt that 10% reflects the entrepreneurial nature of Realise Futures and takes into account that growth at Realise Futures could be at the expense of others or that job skills and increased employment may come at the expense of others.

A displacement estimate³⁶ has been taken from Greenberg et al's³⁷ (2011) Improving DWP assessment of the relative costs and benefits of employment programmes.

Drop off

Drop off is used to measure the impacts that are not sustained. In this SROI analysis no outcome was deemed to last longer than two years and drop off is applied at 70%.

³⁶ Findings based on general equilibrium models, which imply much larger substitution effects, are being ignored.

³⁷ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/214397/WP100.pdf
Greenberg D., Knight G., Speckesser S. and Hevenstone D. (2011) Improving DWP assessment of the relative costs and benefits of employment programmes. DWP.

Stage 5: Calculate the SROI

Social return ratio

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

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

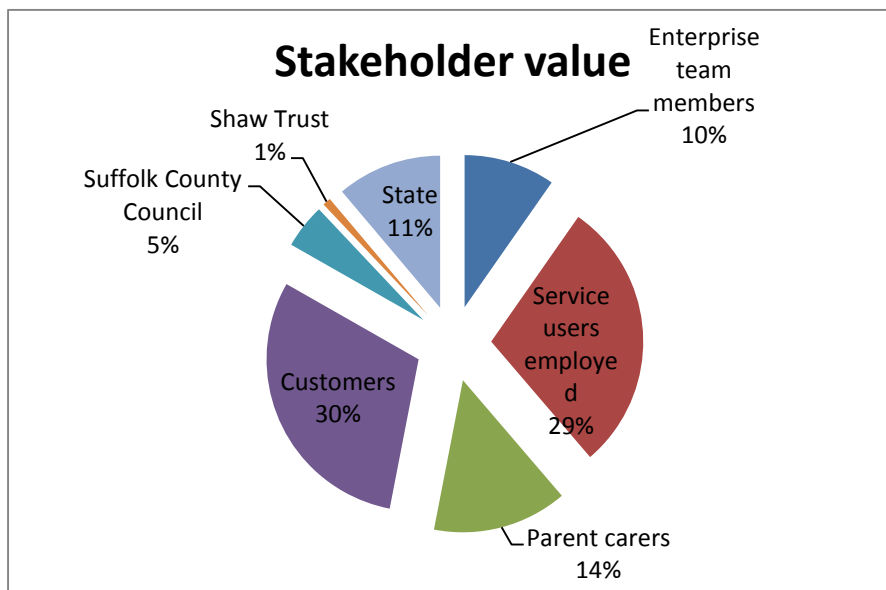
The social return can then be calculated as a ratio of this total value divided by inputs. A summary of the SROI calculation is below:

Total social value created	£4,169,719.04
Total present value (discounted)	£4,091,466.10
Investment	£1,632,333
Social return ratio	£2.51:1

This means that for every £1 invested in Realise Future's Social Enterprises covered by this scope, £2.51 of social value will be created for service users, their parent/carer, Suffolk County Council, Shaw Trust and the State.

The distribution of the social value created between these stakeholders is shown in Figure 15 below

Fig 16: Distribution of value between stakeholders.



Sensitivity Analysis (verifying result)

Throughout this analysis estimations and assumptions have been made and so it is important to assess whether these decisions have had a significant effect on the social return ratio that has been calculated. These are summarised in Table 9.

The reason for choosing each estimation and assumption is given below together with the effect of the change described.

Quantity

The quantity used for family/carers is based on a sample size of 37.5%. An assumption has been made that responses given reflect the populations as a whole. The effect of reducing quantities for this stakeholder group by 20% has been tested in the sensitivity analysis.

The quantity of the outcome for Suffolk County Council is based on estimation that 50% of those ETMs who reported that they were less stressed and now feel good about themselves would have gone into crisis without Realise Futures' intervention. This is estimation as no data was available from Suffolk County Council. The sensitivity analysis looks at the effect of all those who report being less stressed and now feel good about themselves and avoiding crisis (60 individuals) and also at only 25% avoiding crisis.

The quantity for the outcome for the NHS is based on the number of individuals stating that they use the GP less. This assumption is tested in the sensitivity analysis by replacing this assumption with the number of individuals reporting less stress and now feeling good about themselves.

Financial proxy: secure and peace of mind.

The value of the financial proxy used in the analysis is based on the pension payments made per year per person by Realise Futures. An alternative financial proxy considered appropriate is the cost of income protection. An online quote from Legal and General equates this to be £635.88 per year and this is tested in the sensitivity analysis.

Financial proxy: home life and family relationships improved.

The value of the financial proxy used in the analysis is based on 50% of the price tag of raising a child as Realise Futures works with adults. However Realise futures CEO suggested that many of the stakeholders still require the intensive support required by a younger person. The sensitivity analysis tests using 100% of the price tag of raising a child (Liverpool Victoria, 2010)

Financial proxy- resource saving

The value of the financial proxy was based on ETM requiring one day alternative provision. The sensitivity analysis tests the alternative proxy that represents two days.

Deadweight.

In the social return calculation, deadweight for clients was based (unless indicated otherwise) on assumption made by Realise Future's SROI CEO and the SROI Practitioner and tested with Realise Futures managers. The effect of increasing deadweight to 50% in the sensitivity analysis for all outcomes for service users (ETM and employed) has been tested.

Attribution

Estimations of attribution for all outcomes were based on information provided during interviews, questionnaires and discussion with Realise Futures' staff. The effect of changing the attribution to 50% for all outcomes for service users (ETM and employed) is tested in the sensitivity analysis.

Displacement

Estimation for displacement is taken from Greenberg et al (2011) Improving assessment of the relative costs and benefits of employment programmes. The effect of changing displacement value to 20% and 0% for employment outcomes is tested in the sensitivity analysis.

Table 9: Sensitivity analysis.

Indicator	Figure in calculation	New figure	New SROI ratio
Quantity			
Reducing the number of parent/carers for which outcomes apply by 20%	£597,376	£477,900.82	2.43
Increasing the number of outcomes for SCC from 30 to 60 presenting that 100% of the number of ETMs reporting less stressed and that they now feel good about themselves and life has improved as a result of RF.	£197,044	£394,088	2.63
Decreasing the number of outcomes for SCC from 30 to 15 representing 25% of the number of ETMs reporting less stressed and that they now feel good about themselves and life has improved as a result of RF thus avoiding crisis.	£197,044	£98,522	2.45
Increase the number of outcomes from NHS to 60 representing that all of the ETMs reporting less stressed and that they now feel good about themselves and life has improved as a result of RF rather than the number who reported visiting the GP less.	£32,214	£124,891	2.53
Financial proxies (FP)			
Alternative FP for service users employed reporting more financially secure – outcome: peace of mind.	£81,980	£31,591	2.48
Alternative FP for parent/carer reporting a positive impact on family life and relationships improved	£180,980	£361,961	2.62
Alternative FP for Suffolk County Council – reduction in resources.	£197,044	£394,052	2.63
Deadweight			
Increase deadweight to 50% for all outcomes for services users .	15% ETM 10% service users employed	50%	2.09
Attribution			
Increase deadweight to 50% for all outcomes for service users	33% ETM 25% service users-employed	50%	2.22
Displacement			
Increase displacement to 20% for employment outcomes	10%	20%	2.43
	10%	0%	2.58

Decrease displacement to 0% for employment outcomes			
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This sensitivity analysis shows that when a number of assumptions on which the SROI calculations based are varied, the resultant social return ranges from £2.09 to £2.63 for every £1 invested in Realise Futures. This shows that even with decreases in quantity and impact of the outcomes achieved, Realise Futures creates social value of at least 2.09 times the value of the investment.

It is believed that the assumptions applied in this analysis are conservative and if anything under-claim the benefits that Realise Futures bring to its stakeholders. The area that affects the calculation most substantially is revising the deadweight applied.

Stage 6: Report, use results and embed

In this current age of austerity, cost efficient service delivery needs to be provided together with innovative interventions that can reduce the care needs of individuals. At the same time every individual should have the opportunity to make a positive contribution to society

Conclusion and recommendations

Realise Futures' mission is to "provide support to individuals by creating opportunities for learning and work underpinned by great careers advice". Their value statement is that "every individual has an opportunity to earn, learn, enjoy and achieve".

This evaluative SROI suggests Realise Futures creates many opportunities for learning and work, giving every individual that they come in contact with the opportunity to achieve their potential. It also demonstrates Realise Futures delivers this in a cost effective way that benefits both stakeholders as well as society. Realise Futures' social enterprises are striving for a sustainable model of operation that will place less pressure on the public purse as their enterprises grow and become more profitable. The Public Services Social Value Act came into force in January 2013. This law aims to transform the way public services are commissioned requiring public bodies to consider choosing providers based on social value created in an area and not on cost alone. This report illustrates the social value and value for money that Realise Futures offer.

This SROI estimates that for every £1 invested in Realise Futures' social enterprises £2.51 is returned in social value. 42% of the value is achieved through outcomes associated with service users and 12% for parents/carers.

Service users who benefit from Realise Futures have a range of issues and find it a struggle to find employment in mainstream settings and can often become isolated and reliant on close family or social services provision. There is significant evidence showing that employment is good for a person's wellbeing and evidence garnered during this analysis highlights the tangible improvements that engaging with Realise Futures has on individuals' lives, with very little negative impact.

The long term sustainable employment offered to service users' results in them remaining with Realise Futures' for years providing long term security. It is clear this is one of the outcomes that service users value most. The ongoing support although light touch, ensures that individuals have someone to talk when issues arise in the work place and or outside of work. It is the commercial contracts that enable Realise Futures to offer this environment in the long term and not through public subsidies. Realise Futures' commitment to the triple bottom line and reinvesting their profits for social good strengthens their social value. It is important to maintain an ongoing strategic partnership with the local authority delivering their priorities and ensuring a holistic approach to support for individuals in the localities and to continue to offer cost efficiencies and added social value for the public purse.

For service users who are not in work there is a range of 'soft' outcomes such as greater independence, feeling happier, gaining skills and social networks, feeling less isolated and having something meaningful to do. Working with stakeholders during this SROI has enabled a monetary

value to be applied to outcomes and subsequently included in the SROI calculation. It is clear how much individuals value their time at Realise Futures and how available alternative provision would not achieve the same outcomes and possibly not as cost effective for Commissioners.

The SROI highlighted the importance of identifying others affected by the service, such as service users family members and carers, although new ways of collecting information for parent /carers may be necessary to understand this value further and its contribution to wellbeing in the future.

The story of change for Realise Futures' social enterprises affects so many aspects of individuals' lives, and therefore many aspects of public sector service delivery. It suggests much wider societal relevance and applicability of the social value created by Realise Futures than just Suffolk Adults Care services alone.

This analysis clearly demonstrates that Realise Futures' social enterprises help individuals most disadvantaged in the labour market to get into and sustain employment and by changing the lives of people who they engage with. This SROI provides evidence that social enterprise offers an innovative approach to public sector delivery with broad social outcomes for the individual and society as whole.

It is clear that Realise Futures' will need to keep on attracting new commercial contracts in order to grow and continue to offer additional opportunities to new individuals. Evidence suggests that Realise Futures' services and products are attractive to purchasers whether it is a business to business transaction or an individual purchase as customers feel they are competitive on price, quality and some also appreciated the social value gained. Realise Futures is a relatively new organisation and much work has been undertaken to improve its branding and profile which has resulted in a number of nationally recognised awards which shows signs of a growing and successful business model.

Presently, social enterprises are concentrated in Ipswich and Bury St Edmunds therefore the same opportunities are not offered across Suffolk. It is recommended that Realise Futures considers exploring the launch of new enterprises in new locations. Moreover, consideration should be given further afield as other Realise Futures' services are now being offered in Cambridge, Norfolk and Hertfordshire.

It is recommended that Realise Futures' explores the potential for SROI to be used to measure the social impact of their other social enterprises and other areas of activity. This could enhance their offering to secure funding and new business opportunities. The benefits of providing long term sustained employment in a supportive environment and offering long term meaningful placements where individuals feel valued, happy and independent captured in this analysis should also be used to inform future commissioning by Suffolk County Council and has relevance across the health and social care system.

The SROI ratio achieved through this evaluation suggests that Realise Futures' social enterprises generate significant benefits that would not be realised by alternative provision such as day centres. Moreover, this additional value helps prevent individuals from falling into crisis and thus avoids the need for one to one provision which incurs much higher costs.

Further Recommendations

Improve future monitoring and record keeping:

- Focus on what the services users say is important to them.
- Start capturing soft outcomes such as confidence from the outset
- Consider introducing an outcome star type tool to measure distance travelled.
- Stakeholders are given the opportunity to discuss unexpected or negative outcomes that occur for them on a regular basis.
- Capture more information on barriers and issues of service users when they join to demonstrate distance travelled towards employment for each participant
- Consider ways to include deadweight and attribution into the data capture process
- Include parent/cares in monitoring and in particular to understand the value of provision for them and this should include the capturing of distance travelled data.
- Enhance engagement with parents and other stakeholder groups such as social workers.
- Establish a clear procedure to process and adapt services in response to complaint and negative outcomes.

SROI Development:

- Using data captured for this SROI to establish an impact map by each respective social enterprise to compare and contrast impact value
- Establish an annual cycle of data capture to annualise reporting of social impact. Improved record keeping/monitoring (outlined above) will make more accurate data in some areas.
- Apply SROI methodology to other social enterprises in the Realise Futures portfolio and other business areas.

Realise Futures will strive to become a living wage employer and should look at ways that individuals that would like to work more than 22.5 hours and remain financially secure.

It is clear that Realise Futures offers a sustainable business model that generates social value for those involved and that Realise Futures should seek to expand the 'reach' of their services both in Suffolk and regionally.

Dissemination of findings

In order to ensure the robustness, accuracy and completeness of the report, it has been reviewed by Sarah Charlott, Sarah Knights, Melanie Hercus, Louise Wood, Kieron Lingard, Marina Babic and Lee Caraccio from Realise Futures and Joanne Powley from Suffolk County Council and the SROI has been amended according to their comments.

As well as being reviewed by staff and commissioners, the SROI analyses must be reported back to the stakeholders who were involved in its production, as well as being more widely available. It is hoped circulation of this report will enable readers to examine and be informed by the information it contains. Furthermore:

- The findings should be disseminated to those interested in supported employment

- The findings have relevance across the health and social care sectors so should be disseminated more broadly such as to social workers and mental health teams to stimulate joint working and commissioning.
- Share with stakeholders and report back on the SROI process, analysis and report.
- Report to be made available on the Realise Futures website.

Appendices

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Appendix A: Audit Trail

Excluded activities

Realise Futures Services

- Careers Solutions
- Learning and Development
- Employment Services

Excluded social enterprises

- **Horticulture** Nowton Park Nursery and Growing Places Gardening Services
- Realise Futures **Sign and Print**
- **Catering** –Café @ The Rec, Café Libra, Nowton Café, Café 66, Angles Café and Town Hall Team Room
- Poppy’s Pantry

Excluded Stakeholders

Stakeholder	Reason for exclusion
Parents not living with the ‘Enterprise Team Member’	Their person had moved away from home and were independent on the family. They were excluded as considered outside scope of the project as RF has no direct contact with them. Any outcomes for them would be of significant less value and impact than those for included stakeholders
Parents of Service User – employed	In most cases the employed service-users lives independently of the family. They were excluded as considered outside scope of the project as RF has no direct contact with them. Any outcomes for them would be of significant less value and impact than those for included stakeholders
Volunteers	This group was initially identified as there appeared to be clear outcomes for them. However, they have not been included in the analysis as the low number of volunteers involved (4) not significant enough in relation to other outcomes
Social Workers	Incorporated with outcomes for Suffolk County Council to avoid double counting.
Environment	Difficult to quantify and attribution level would be very high

Excluded outcomes

Some outcomes that were identified were judged not to be the most significant ones and so these were not included.

For service users –employed outcomes such as increased energy and fitter, and increased motivation were felt to be encapsulated with other outcomes such as healthier and improved wellbeing

For Enterprise Team members the outcome, financially better off was not included as only a small number of this group had improved their financial position through permitted work and therefore not relevant for a significant number of this stakeholder group. The outcome of improved happiness

was not included as it significantly overlaps with other outcomes such as improved well-being. Inclusion would lead to double counting.

For Parent/ carers the outcome happier, mental health has improved and family financial improved were all reported as outcomes during stage 1 of the consultation. Following a materiality assessment it was felt that they were incorporated by other outcomes and counting them separately could lead to double counting.

For customers this questionnaire highlighted that customers did feel they were giving something back to the community through their purchasing decision and for St Lawrence they appreciated the environment offered however it was felt that these outcomes were difficult to quantify and verify.

Moreover, customers highlighted that transactions with Realise Futures improved their corporate social responsibility. However, after consideration it was deemed that the benefits of a company acting more responsibly go to the people/organisation that are treated more responsibly – in this case Realise Futures. Hence inclusion of this outcome could be seen as double counting.

For the State the cost of support from other services – it is felt that the support offered by RF reduces the demand for other services during the materiality assessment. It is felt that this is partly accounted for in the impact map against NHS and SCC. To keep the ratio conservative this has not been extended to other public service provision.

Appendix B: Enterprise Team Member Questionnaire

We are asking everyone who comes to the Whitehouse Site to please complete a questionnaire.

Your answers will help us to understand what it means to people to have the Whitehouse Site in their community.

Your name will not be kept with the answers you give and will not be shared with anyone without your permission.

Many thanks for your help with this.

Please tick the box next to the answer you choose.

How old are you?

16 to 21	21 to 30
31 to 40	41 to 50
51 to 60	Over 60

How long have you been coming to Realise Futures?

Less than 6 months
6 months to 2 years
2 to 5 years
Over 6 years

How many days of the week are you coming to Realise Futures?

All things considered, how satisfied are you with life at the moment? Please circle

Very dissatisfied.....Very satisfied

0 1 2 3 4 5 6 7 8 9 10

How happy would you say you are?

Very unhappy.....Very happy

0 1 2 3 4 5 6 7 8 9 10

Please tick the box that best describes the changes/differences that you have felt since coming to Whitehouse/

Statement	Yes/	No/	No change	n/a
------------------	-------------	------------	------------------	------------

	Improved	Deteriorated
I have learnt new skills at Whitehouse		
I feel happier since coming to Whitehouse		
I have made new friends at Whitehouse		
I have become more confident since coming to Whitehouse		
I try new things since coming to the Whitehouse for example using the bus or joined a new social club		
I feel more independent		
I now make choices for myself.		
I feel less stressed because of coming to Whitehouse		
I am less bored because of coming to Whitehouse		
I feel less lonely since coming to Whitehouse		
I feel healthier since coming to Whitehouse		
My mental health has improved since coming to Whitehouse		
I feel good about myself since coming to Whitehouse		
I visit the GP less than before I came to Whitehouse		
I have better relationship with my family		
My life is changing for the better because of Whitehouse		

Which of these things are the most important?

Please tick up to 3 boxes

Getting to make new friends		Learning new skills	
Spending my time doing something worthwhile		Having a friendly and safe place to go	
Developing my confidence		Having a better relationship with my family	
Feeling healthier		Doing more things for myself	
Other (please specify)			

Has any other organisation contributed to the following outcomes?

Outcome	Who else has helped? By how much %
---------	------------------------------------

More confident	
Improved skills	
Feeling happier	
Feeling less depressed anxious	
Having a sense off worth and purpose	
More healthier	
Better relationships with the family	
Feeling more independent	

Are there any other changes for you because of coming to Whitehouse? Positive or negative?

Thank you for your help

Please can you return to Louise Woods at Whitehouse by 15th July 2014

Appendix C: Questionnaire for those employed at RF

We are asking everyone who comes to Realise Futures Site to please complete a questionnaire.

Your answers will help us to understand what it means to people to have the Realise Futures in their community.

Your name will not be kept with the answers you give and will not be shared with anyone without your permission.

Many thanks for your help with this.

Please tick the box next to the answer you choose.

How old are you?

<input type="checkbox"/> 16 to 21	<input type="checkbox"/> 21 to 30
<input checked="" type="checkbox"/> 31 to 40	<input type="checkbox"/> 41 to 50
<input type="checkbox"/> 51 to 60	<input type="checkbox"/> Over 60

How long have you been coming to Realise Futures?

<input type="checkbox"/> Less than 6 months
<input checked="" type="checkbox"/> 6 months to 2 years
<input type="checkbox"/> Over 2-5 years
<input checked="" type="checkbox"/> Over 6 years

How many days of the week are you coming to Realise Futures?

All things considered, how satisfied are you with life at the moment?

Very dissatisfied.....Very satisfied

0 1 2 3 4 5 6 7 8 9 10

How happy would you say you are?

Very unhappy.....Very happy

0 1 2 3 4 5 6 7 8 9 10

Please tick the box that best describes the changes/differences that you have felt since coming to Realise Futures

Statement	Yes/ Improved	No/ Deteriorated	No change	n/a
<input checked="" type="checkbox"/> I have learnt new skills at Realise Futures				

I feel happier since coming to Realise Futures

I have made new friends at Realise Futures

I have become more confident since coming to Realise Futures

I can show others how to do a job

I deal directly with customers

I feel more independent

I feel less stressed because of coming to Realise Futures

I am less depressed because of coming to Realise Futures

I feel healthier since coming to Realise Futures

I feel physically fitter since coming to Realise Futures

My mental health has improved since coming to Realise Futures

I feel good about myself since coming to Realise Futures

I visit the GP less than before I came to Realise Futures

I have better relationship with my family

I am more financially stable since joining Realise Futures

I feel more safe and secure since joining Realise Futures

I avoided getting in trouble with the police again

My life is changing for the better because of Realise Futures

Which of these things are the most important?

Please tick up to 3 boxes

Getting to make new friends		Learning new skills	
Spending my time doing something worthwhile		Having a supportive work environment	
Developing my confidence		Feeling less stressed and/or anxious	
Feeling physically healthier		Increased self esteem	
Feeling financially secure		Status of employment (not benefits)	
Having a better relationship with my family		Visiting the GP less	

Peace of mind		
Other (please specify)		

Has any other organisation/person contributed to the following outcomes?

Outcome	Who else has helped? By how much %
More confident	
Improved self esteem	
Improved skills	
Feeling less depressed and or anxious	
Having a sense off worth and purpose	
Feeling healthier	
More sociable	
Better relationships with the family	
Feeling more independent	
Feeling more financially secure	

**Are they any other changes (negative or positive) for you because of coming to Realise Futures?
How has this change happened?**

Thank you for your help

Please can you return questionnaire to Lee Caraccio

by Tuesday 15th July 2014

Appendix D: Questionnaire for parent/carers

We are carrying out a project called 'Social Return on Investment' to help us to understand what the impact Realise futures has on the lives of people who come into contact with and their families.

We are doing this so that we can fully understand what it means to people to have Realise Futures providing their services in their community and to help us ensure that we are doing the right things on the future.

Below is a questionnaire that we would be grateful if you could complete.

Please be assured information given by you will remain anonymous.

Many thanks in advance for taking the time to contribute to this project.

1 What is the name of the service user?

2. What is your relationship to them? (Please tick)

Mother	<input type="checkbox"/>	Sister	<input type="checkbox"/>
Father	<input type="checkbox"/>	Other family member	<input type="checkbox"/>
Brother	<input type="checkbox"/>	Other	<input type="checkbox"/>

3. How long as the service user been attending Realise Futures?

4. What has changed in your life/household since the person has been involved in Realise Futures?

Statement	Yes/ Improved	No/ Deteriorated	No change	n/a
I have more spare time for myself				
I feel happier				
The person enjoys being at Realise Futures				
My relationship with the person has improved				

I have fewer worries about the person and their future

My mental health has improved

Family financial situation has improved

5. How do you think your person has changed since being at Realise Futures?

Statement	Yes/ Improved	No/ Deteriorated	No Change	n/a
He/she is more confident				
He/she is socialising more				
He/she is happier				
He/she is more healthier				
He/she has improved mental health				
He/she is doing more things for herself				
He/she is more independent				

6. Is there any other way that Realise Futures has changed your life or others in your family? Positive or negative.

7. Is there any other person or organisation that helps your organisation or contributes to the following changes

Outcome	Who else has helped? By how much%
I have more spare time for myself	
I feel happier	
The person enjoys being at Realise Futures	
My relationship with the person has improved	
I have fewer worries about the person and their future	
My mental health has improved	
Family financial situation has improved	

8. Is there anything else you'd like to tell us about your experience of having a family member supported by Realise Futures

Thank you

**Please return questionnaire to the White House Office for the attention of Louise Woods by
Tuesday 15th July 2014**

Appendix E: Word version of survey monkey questionnaire sent to customers

When deciding to purchase from Realise Futures - what influenced your buying decision? Please put in order of priority (1 being the most important influencer, 6 being the least important)

	1	2	3	4	5	6	Total
Price							
Quality							
Additional social value							
Locality							
Environmental							
Other							

If you or your organisation purchases from Realise Futures in the future would your decision making priorities change?

Does buying from Realise Futures support your organisation's corporate social responsibility?

Is there anything else you would like to tell us about your relationship with Realise Futures (positive or negative)?

Where did you hear about Realise Futures?

- Word of mouth
- Internet
- Local Press
- Other

Questionnaire for customers –individuals

Appendix F: Questionnaire Individual customers

Customers of St Lawrence Café Questionnaire

We are asking customers of St Lawrence Café to please complete a questionnaire.

Your answers will help us to understand what it means to you as a customer to have the Realise Future businesses in your area.

Many thanks for your help with this

Q1. Please rank in order of priority the reason why you buy from St Lawrence Café (1 is the most important reason 5 is the least important)

Reason	Insert number (1 is the most important reason and 6 is the least important reason)
Price	
Quality of product	
Safe and secure environment	
Organic produce	
Opportunity to give back to community	
Convenience (local)	
Other (please specify)	

Q2 What do you like about visiting St Lawrence Café?

Q3 What don't you like about visiting St Lawrence Cafe?

Q4 What do you see as the benefits to you as a result of buying from St Lawrence's Cafe

Q5 How did you hear about St Lawrence /Growing Places? (Please circle)

Local press Local Advertising Internet Word of Mouth Other (please specify)

Customers of Growing Places Questionnaire

We are asking customers of Growing Places to please complete a questionnaire.

Your answers will help us to understand what it means to you as a customer to have the Realise Future businesses in your area.

Many thanks for your help with this

Q1. Please rank in order of priority the reason why you buy from Growing Places (1 is the most important reason 5 is the least important)

Reason	Insert number (1 is the most important reason and 6 is the least important reason)
Price	
Quality of product	
Organic produce	
Opportunity to give back to community	
Convenience (local)	
Other (please specify)	

Q2 What do you like about buying from Growing Places?

Q3 What don't you like about buying from Growing Places?

Q4 What do you see as the benefits to you and the local community as a result of buying from Growing Places?

Q5 How did you hear about Growing Places? (Please circle)

Local press Local Advertising Internet Word of Mouth Other (please specify)

Thank You

Appendix G: Open ended question responses

Answers during consultation to an open ended question to ascertain if there any other changes both positive or negative that occurs for them because of coming to Realise Future and how this change happened.

Enterprise Team Members

- I enjoy coming to GP but do not have any more spare time at the moment to take on any more time with you but maybe in the future
- I still get angry with people who don't listen to me or understand me Making friends a problem Frustrated with left hand grip still find it difficult Don't think I am getting anywhere with money I would like to do more courses I enjoy going to GP a good working environment and a place where I feel safe
- Getting out of the house and meeting new people as I was feeling down and bored at home also being independent
- YES positive
- New building
- Boyfriends and other people I enjoyed work at Growing Places. I enjoyed new skills Happy
- I felt that has made me trust more people. GP has changed my life! I am very blessed to have been able to find Growing places. I feel that my life is very good at the moment and wouldn't change a thing thank you
- I now use public transport

Service User Employed

- Coming to RF has been a positive change in my life. It is still early days but I'm gradually improving in all aspects of my life. My advisor and the senior staff have been very supportive and helped me through challenges I have experienced
- Make good friends
- No change
- Doing a stand in on the van being a courier and drive van internal post and external post
- Having a great understanding of working class life I'm doing something worthwhile and positive, gaining life skills and confidence to progress outside of work. I would also like to thank Louise my former work support worker for giving me the get up and go for making life that little bit better at work and giving me ambition to sort out personal problems what occurred outside of work.
- Steady income is nice
- Getting out and doing things worthwhile
- I feel supported and ore confident
- I would like to move on and do something different

Parent/carers

- The Financial situation has deteriorated only in as much as we have to pay for service x was very low when he started at RF but since then his mood has improved his appearance has improved in that he is taking ore pride in his appearance
- x seems happier and has made some new friends
- Fewer arguments. More discussion about daily life/happenings. Household quieter

- It has changed x as a person, he feel useful and is always keen to go. His gained in confidence and its helped us as a family
- As x has been having some health problems Growing Places is like a second family they look out for him and keep me informed
- The family unit is happier as x now believes in himself and feels worthwhile as he now has a purpose.
- x is maturing and becoming more independent. Working at Growing Places has improved his confidence and self-esteem. It has also give him purpose
- By having x at 'work' three times a week enables me to spend more time with my husband who is bed ridden. The other days I have to split between the two of them.
- Other than the benefits for x, I myself am able to continue to work which enables us to maintain our home life, as I'm the sole provider. x occupied and happy with his time at RF and this has a knock on effect at home
- Positive
- Since x has been at RF he has re-discovered himself and now has a purpose. He enjoys the routine and the supportive environment
- Gives me more time and gives her an income and more freedom
- RF has made x happier his low moods have started to lift. He is now socialising with other YP and is always enthusiastic to attend RF.
- Working at RF has given him a sense of purpose and reason to get up in the morning
- x has indicated that he would like to try other tasks other than packing (not sure if this is possible)
- More positive future he come home from RF happy and smiling
- x needs supported work, he feel safe and been happier in himself. His learning new skills and making friends
- If x is happy we are happy He loves coming and considers it as 'real work' environment which indeed it is. Many thanks to staff-volunteers who make it so.
- The RF and Growing Places give people like x the chance to achieve, grow, gain confidence and a purpose in life.
- x loves coming to Growing Places and I feel she is treated as more adult whilst making allowances for her problems
- The staff are excellent. Always ready to help if I have any problems or queries, my life would be a lot worse without them.

Customers were asked to comment on the benefits of visiting **St Lawrence** for themselves and the local community. The following responses were received:

- All sorts of things to balance society
- Essentially everyone helping each other in the local community so much more helpful than the big chain places
- Having cared for mentally handicapped people. I know how important it is for them to be accepted by others and what better way than trough food and drink
- Helping the community
- Just a nice place for a quiet break while shopping in town
- very convenient and pleasant staff

- You are helping the people working here
- coming here for a long time
- reasonable prices
- help for people to get employment
- giving opportunities for all people for employment
- good for every walk of life
- giving people worth and a sense of self worth
- meeting new people
- Gives the less advantaged opportunities, social interaction
- I like the fact that it is helping local people that are disadvantage benefiting them
- if visiting keeps this vital cafe open and is very beneficial to those who work here then the cafe must stay open
- Brings activity to town centre Pleasant place to meet and make friends
- a lot of elderly can use as it's easily accessible with helpful staff. Helps provide work for those that may not find employment elsewhere

Customers were asked to comment on the benefits of **Growing Places** for themselves and the local community. The following responses were received:

- Gives people opportunities Greater organic produce
- Fresh produce and general support to individuals
- Spending money locally
- Lower 'food miles' more of a community spirit, raising awareness of our achievements
- Buying local, reduced waste of travel miles, giving back to community
- More people with LD feel worthwhile (they tell me I am their favourite customer but I suspect they say that to everyone!) Hopefully limited delivery less CO2. Very concerned that when I retire I will no longer be able to purchase my veg from GP I live too far away

Appendix H: Stage 2 Understanding changes

Inputs

Inputs included in the social impact map were provided by Adrian Scarratt, Finance Director taken from 2013/14 end of year accounts.

Stakeholder	What do they invest	What is the value
Service User –Enterprise Team Member	Time Payment from personal budget (other ETM payment is made direct for SCC block payment contract)	£75,729
Service User – Employed	Time and Effort	0
Parent/carers	Time, emotional and practical support	0
Volunteers	Time and expertise	£5237
Suffolk County Council	Service Level Agreement (block payment)	402,007
Customers	Payment for services and products received	629,416
Shaw Trust	DWP Work programme SLA	187,727
Ingeus	SLA	10,230
Realise Futures	Subsidy and reserves	321987

Establishing impact

Stakeholder	Outcomes	Deadweight	Attribution
Service Users - Enterprise Team Members	Happier	15%	33%
	learn new skills, become more confident and feel more independent	15%	33%
	Service users report they are happier since coming to RF, are less lonely and bored and have developed positive relationships and are less socially isolated and as a result have more social skills and networks	15%	33%
	they are less bored less stressed and feel better about themselves and express that life has improved – improved well being	15%	33%
	Healthier	15%	33%
	Increased skills	15%	33%
	a more positive family relationship	15%	33%
Service Users- Employment	Service users are given a meaningful activity to undertaken in a safe and supportive environment, they learn new skills, did something meaningful in a work environment, become more confident and feel more independent	10%	25%

	Service users report they are happier since coming to RF, are less lonely and bored and have developed positive relationships and as a result have more social skills and networks	10%	25%
	Service users are an opportunity to spend their time doing something worthwhile and a safe and structured employment opportunity, they are less bored less stressed and feel better about themselves and express that life has improved – improved well being	10%	25%
	Service users work in a supportive environment are given the status of employment and gain increased self-esteem and physical health improved	10%	25%
	Service users earn a wage and a good pension which enables them to feel more safe and secure/peace of mind	10%	25%
	Service users are given time away from their family , they feel better about themselves – feel more valued and have something to talk about and feel less stressed this all result in a more positive family relationship	10%	25%
	Service users learn new skills, gain qualifications experience a work environment enabling them employability	10%	25%
	Service users are better off	10%	25%
	Fewer brushes with the law	74%	25%
	Service users feel safe and secure/peace of mind	10%	25%
	Service users are better off	10%	25%
Parents	Changes in person behaviour that in turn has a positive impact on home family life and relationships improved	10%	10%
	Parent carer benefitting for knowing their person is in receipt of a positive experience giving more free time and report being less worried about the person and their future	10%	10%
Suffolk County Council	Resource savings as a result of less people going into crisis	10%	10%
Customers	Improved corporate responsibility	10%	40%
Customer		0%	0%
Shaw Trust		20%	10%
State	Welfare payment savings	10%	10%
	reduction in service users requiring input from health services	10%	25%
	Avoided trouble with the police	74%	25%

Appendix I: Distance Travelled Questionnaire

We are asking staff members to complete a questionnaire to help us to understand what it means to you to come to Realise Futures.

Your name will not be kept with answers you give and will not be shared with anyone without your permission.

Many thanks for your help with this.

PLEASE TICK ONE BOX FOR HOW YOU FEEL NOW AND ONE BOX FOR HOW YOU FELT BEFORE.

Outcome: Independence

Scale	Indicator	Before	Now
1	I am very dependent on others		
2	I am very dependent on others, but think I could do more for myself.		
3	I am beginning to use other support services (<i>access services from other agencies</i>)		
4	I am starting to make choices for myself I am becoming more confident to try new things		
5	I make my own choices. I don't need as much help from others. I am more confident that I can do things myself such as travel on my own and manage my own money.		

Outcome: More social skills and network

Scale	Indicator	Before	Now
1	I avoid meeting other people I find it hard to leave the house		
2	I am bored and lonely and want to find ways of meeting people I don't have enough money to go out and meet people (benefits only)		
3	I go out more, but still find it hard to talk to people. I am trying new activities, but life could still be better		
4	I am trying new activities I am more able to talk people and make new friends I am less frustrated as I have more things to do		
5	I have lots of friends I enjoy life I have more money to go out and meet people		

	I don't feel lonely anymore		
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Outcome: Improved well being

Scale	Indicator	Before	Now
1	I have no routine to my life I feel fed up most of the time and/or stressed I don't enjoy my life		
2	I can see how I can make my life better and am getting help to do this		
3	I feel a bit happier, but still feel sad and/or stressed a lot of the time. I am feeling happier with life, but things could still be better		
4	I am spending part of my day doing something I enjoy and is meaningful I am feeling good, but still have some negative feelings		
5	I feel valued and feel good about the future I am satisfied with my life I no longer have negative feelings		

Outcome: Healthier

Scale	Indicator	Before	Now
1	I have a health problem and/or mental health issues that I am not getting help with		
2	My health is at risk and I am getting help, but it might stop me from working or learning		
3	Parts of my lifestyle and fitness need improving such as better eating and more exercise I have low self esteem		
4	I get support with my health problems I am making changes to have a healthier lifestyle I am mostly healthy, but there is still room for improvement, such as healthier eating, more exercise, not smoking		
5	My lifestyle is healthy enough. I mostly eat healthy food, sleep well, do not smoke and mostly drink alcohol within safe limits. I feel good about myself I get out and about more, and feel physically healthier		

Outcome: New Skills

Scale	Indicator	Before	Now
1	I don't have any skills or experience There are no opportunities for me to get work or work experience There are too many barriers to me working		
2	I haven't got any particular skills or experience, but I know what I am good at. I am willing to explore what my work possibilities are		
3	I am learning new skills I am developing a positive attitude towards work and/or training opportunities		
4	I have kept my enterprise team member role and normally get to work on time I like to learn new tasks		
5	I can show others how to do the job I want to take on more responsibility I deal with customers easily		

Outcome: more positive family relationships

Scale	Indicator	Before	Now
1	I don't see, or talk to my family		
2	I find it hard to get on well with my family as I feel so unhappy My relationship with my family can be stressful		
3	As I am feeling better about myself, my relationship with my family is improving, but could still be better – it is still stressful some of the time		
4	I feel better about myself Now that I am working/doing activities, I have more to talk to my family about My relationship with my family is good most of the time Time away from my family means I value the time I do spend with them		
5	I enjoy and value the time I have with family members – our relationship is good all of the time		

Appendix H: Bibliography

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