

THE VALUE OF RETURN HOME INTERVIEWS AND FOLLOW-UP SUPPORT WHEN YOUNG PEOPLE GO MISSING

A Social Return on Investment Analysis

RAILWAY CHILDREN FIGHT FOR VULNERABLE CHILDREN WHO LIVE ALONE AND AT RISK ON THE STREETS, WHERE THEY SUFFER ABUSE AND EXPLOITATION.

Real-Improvement

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NSPCC (Croydon)
SAFE@LAST (South Yorkshire)

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**“WHEN A CHILD IS FOUND, THEY
MUST BE OFFERED AN INDEPENDENT
RETURN INTERVIEW.”**

(Statutory guidance, 2014)

EXECUTIVE SUMMARY

This report presents a Social Return on Investment (SROI) analysis commissioned by Railway Children and carried out with four project partners who support young people who run away from home. The project partners are: Action for Children (Liverpool), Missing People (Wiltshire and Swindon), NSPCC (Croydon) and SAFE@LAST (South Yorkshire).

Statutory Guidance on children who run away or go missing from home or care (2014) states: “When a child is found, they must be offered an independent return interview”. Responsibility for ensuring that this happens sits with Local Authorities. The purpose is to identify and deal with any harm the child or young person has suffered, understand and try to address the reasons they ran away, and explore ways they can stay safe in the future. This is separate from a police Safe and Well check. In many cases, issues uncovered during the interview will require some follow-up work with the young person.

All four project partners have delivered Return Home Interviews (RHIs), plus follow-up one-to-one support and advocacy with some or all of the young people they work with. This report focuses on the impact for those young people who received both an RHI and follow-up support work. SROI is a way of measuring an organisation’s overall social, economic and environmental impact. Unlike some previous reports in this field which focus on costs to outside agencies, this approach places a value on outcomes experienced by the young people themselves, and includes this as part of the overall social value achieved.

Evidence for this analysis has been gathered from a range of sources, but principally from interviews with young people who have been supported by project partners, and also with parents or carers. These interviews have been conducted by staff experienced in working with young people, although not by the key worker who supported them, in order to be as objective as possible. Third parties, including the police, Local Authorities, children’s homes and schools have also been interviewed.

The young people interviewed reported reduced episodes of running away and a range of positive outcomes associated with this, including:

- **A SAFER AND HAPPIER PLACE TO LIVE**
- **REDUCED RISK, FOR EXAMPLE IN RELATION TO CSE, DRUGS OR PHYSICAL VIOLENCE**
- **IMPROVED FAMILY RELATIONSHIPS**
- **BETTER EDUCATION PROSPECTS**
- **GREATER CONFIDENCE AND SELF-ESTEEM**
- **A MORE POSITIVE VIEW OF THEIR FUTURE**

The nature and extent of this change varies between individuals, and successful outcomes are not always achieved. The SROI analysis presented here represents the value achieved in an ‘average’, or typical, situation.

The parents of young people who live at home also reported positive outcomes for themselves, including:

- **REDUCED STRESS**
- **BETTER RELATIONSHIPS WITH THEIR SON/DAUGHTER**
- **FEELING STRONGER AND MORE IN CONTROL**

Project partners' work can also assist statutory agencies such as the police, schools, Local Authorities and children's homes to achieve their objectives in terms of safeguarding and supporting young people. As well as benefitting the young people themselves, this can also save time (and hence costs) for these agencies where instances of running away are reduced. The police can also gain where young people disclose information to project partners that they will not tell the police direct. The time-saving effect on Local Authority Children's Services is less evident because in many cases they continue to work with these vulnerable young people.

Analysis also included volunteers for the project partner that uses these. Even though volunteer time is included as a resource in the SROI calculation, it is outweighed by the personal benefits these volunteers gain from their contribution.

THIS ANALYSIS ALLOWS AN OVERALL SROI RATIO TO BE CALCULATED, AS THE TOTAL SOCIAL VALUE ACHIEVED PER £1 INVESTED IN PROVIDING THE SERVICE. THE CONCLUSION IS THAT EACH £1 INVESTED IN THESE SERVICES FOR YOUNG PEOPLE PRODUCES BETWEEN £3.00 AND £7.00 OF SOCIAL VALUE, WITH A 'HEADLINE FIGURE' (USING BEST ASSUMPTIONS) OF £5.27.

SROI analysis also allows some key conclusions to be drawn about how this social value is achieved. Firstly, it shows that more than 70% of the total value comes from outcomes for the young people themselves – the primary beneficiaries of the service. The social value created for other stakeholders, whilst still very significant, is lower.

All of the young people who agreed to be interviewed had benefited from follow-up support after the RHI. We were not able to interview any young people who had had an RHI only, and this gave insufficient evidence to assess the value of this on its own. During interviews, successful outcomes were generally attributed to the follow-up support that was provided, which reflects the value of building a relationship with the young person. Trust and openness need to be developed before the young person will respond to the support and advice she/he is given, and this is rarely achieved in a single interview.

This is not to say that RHIs do not have value, simply that we could not assess this separately. Where a young person may see the police or social workers as figures of authority, they can be more open and willing to engage with someone independent, both at the RHI and follow-up stages. Given time, project partners are often able to build even better relationships with young people and this was where we were able to identify most value.

The main uncertainty in the analysis, and the reason for the SROI range mentioned above, relates to how long the outcomes will last – i.e. whether the positive impact of the intervention will continue to be a protective factor against risk in the future. Some more in-depth research may be needed to give greater assurance here.

Despite this uncertainty, the value of project partners' support for young people is clear. Even taking account of issues such as the contribution of other agencies, the extent of change, and how well the young person might have done without help, project partners achieve social value well in excess of the amount invested in their services – around five times the investment based on best estimates.

Finally, the report also takes account of the changing emphasis of Local Authorities and the police, who are increasingly taking a more systematic approach to missing children and associated criminal activities. Commissioning for Third Sector organisations is changing as part of this, and the role of project partners is considered in this context.

Section 9 of this report captures key conclusions, and Section 10 makes some recommendations for Railway Children and the project partners. In summary these relate to:

1. The role of project partners in the network of agencies that work with young people
2. The need to evidence outcomes
3. Prioritisation of project partners' work
4. Alternative sources of funding
5. The potential for further research
6. Use of volunteers



SECTION 1: INTRODUCTION AND BACKGROUND

1.1 THE PROJECT AND ITS PARTICIPANTS

This evaluation report was commissioned by Railway Children and carried out with four partner organisations. All of these organisations provide support for young people who run away from home in England. This report assesses the value they achieve for these young people and for others through Return Home Interviews (RHIs) and the one-to-one support that follows these for some young people.

Railway Children is an international charity that works with children at risk on the streets in India, East Africa and the UK. In the UK, the work is focused on children and young people who run away or are forced to leave their homes. It operates:

- At street level, through partners who work direct with children and young people themselves
- At community level, to change community perceptions and aid understanding
- At government level, using research, expertise and strong relationships to influence policy

Railway Children also chairs the English Coalition for Runaway Children, a network of organisations across England working with young people who run away from home.

For this project, Railway Children's UK operation has worked with four project partners, all of whom are registered charities:

Action for Children operates the Young Runaways project in Liverpool to support young people aged 7-17 who go missing or run away from home or care. It has worked with young people and their families over the past 10 years, helping to improve relationships, home life, school attendance, health and feelings, and to keep young people safe. Until recently the service was funded by Liverpool City Council; it now uses other sources of funding support.

Missing People runs projects across the country, together with maintaining the national Runaway Helpline. Missing People has provided RHIs in Wiltshire and Swindon since November 2014, and it was this project that took part in the evaluation. Funded by the Police & Crime Commissioner for Wiltshire and Swindon, the service works directly with Swindon and Wiltshire Councils and with the police to carry out RHIs for all returned missing children in the area and to provide ongoing one-to-one support in appropriate cases.

National Society for the Prevention of Cruelty to Children (NSPCC) is a national organisation running many projects with young people. The project partner here is its service in Croydon, where it has worked in partnership with Croydon Council since late 2014 to carry out RHIs for those young people considered most at risk. Appropriate cases are offered further support through Protect & Respect, a service that NSPCC has operated in the area for more than two years.

SAFE@LAST works across the four Local Authority areas that make up South Yorkshire. It offers a range of telephone and web-based support for young people and their families, together with education, prevention and one-to-one work. It also has past experience in delivering detached street work and refuge, and until recently was commissioned by the four Local Authorities to carry out RHIs and follow-up one-to-one support. This situation has now changed, but SAFE@LAST's experience over past years, together with its strong links with police and Local Authorities, means it has been able to make a substantial input to this evaluation.

In all cases, these organisations have a wider role and deliver other support activities for young people. This report focuses solely on RHIs and follow-up support, and the social value that this work achieves.

1.2 THE CONTEXT OF SUPPORT

Every year, thousands of young people in England run away from home. Some are forced out or feel they cannot live at home, others are groomed and sexually exploited or become involved in gang-associated crime.

Many hours of police time are spent searching for young people who go missing in this way. The police also work closely with Local Authorities, who have a statutory duty to arrange for a Return Home Interview to be undertaken when these young people are traced. Department for Education guidance recommends that this interview should not be done by someone 'involved in caring for the child' but does not require this, nor does it stipulate what follow-up action should be taken after the interview.

Many cases involve multiple episodes of running away so some young people will have several RHIs, which in turn means that the number of RHIs conducted is greater than the number of young people involved. Also, RHIs apply in different situations: some are young people who run away from the parental home, some run away from foster carers, and others are reported missing from children's homes or similar residential establishments. This report takes account of all of these situations.

The diagram in Section 5.1 of this report characterises the chain of events in these cases. Essentially, if and when the RHI is successfully completed, further one-to-one counselling/advocacy and support for the young person is one possible means of following it up.

1.3 PURPOSE OF THIS EVALUATION

A good deal of research has been undertaken on the journeys of young people who run away from home, and on the costs that occur when this happens. Almost all of this research however focuses on costs incurred by public bodies – the police, Local Authorities, schools and others – and the benefits of intervention in this context. Very little research has considered the value achieved for young people themselves and their families when this type of support is successful.

This report uses Social Return on Investment (SROI) to redress this balance. SROI – more fully explained in the next section – is a means of measuring an organisation's overall social, economic and environmental impact, hence the value of this support for young people themselves is a key focus. The aim has been to understand 'what works and why' and hence how still greater value might be secured from available resources.

This evaluation has been a relatively small-scale project, intended partly to test the applicability and value of using an SROI approach in this context. Section 9 highlights the potential for this approach to be developed further.

SECTION 2: THE EVALUATION METHOD – SROI

2.1 THE SROI METHODOLOGY

Social Return on Investment (SROI) is a way of measuring an organisation's overall social, economic and environmental impact. The methodology is recognised by UK Government; A Guide to Social Return on Investment was published by the Cabinet Office in 2009 and has been updated since. SROI identifies and measures the changes that are experienced by the organisation's 'stakeholders' – the people and organisations that are affected by it or who contribute to it. It then uses financial proxies to value all significant outcomes for stakeholders, even where these outcomes reflect changes that are not normally considered in financial terms, such as health and emotional wellbeing. This enables a ratio of costs to benefits to be calculated, so that for example, a ratio of 1:4 indicates that an investment of £1 delivers £4 of social value. Full information can be found on the Social Value UK (formerly the SROI Network) web site: www.socialvalueuk.org/

SEVEN GUIDING PRINCIPLES APPLY TO ANY SROI ANALYSIS:

- INVOLVE STAKEHOLDERS
- UNDERSTAND WHAT CHANGES
- VALUE THE THINGS THAT MATTER
- ONLY INCLUDE WHAT IS MATERIAL
- DO NOT OVER CLAIM
- BE TRANSPARENT
- VERIFY THE RESULT

2.2. RELATING SROI TO RAILWAY CHILDREN AND PROJECT PARTNERS

This is a combined evaluation based on the work of the four project partners involved. This has been done partly because it would have been very difficult to get a sufficient number of interviewees from a single organisation, but it also means that the evaluation gives a broader picture for the outcomes achieved, rather than focusing on impact in a particular location.

Evaluation focuses specifically on RHIs and associated one-to-one support work, so these aspects have been separated from the other work that project partners do. Accordingly, the numbers of young people supported and the resources used to do this have been combined across the four organisations, and the SROI ratio is calculated on this basis. Whilst in principle this ratio could be broken down between the four project partners, the sample sizes involved mean that this cannot be done with any degree of reliability.

Analysis covers a 12-month period, which varies slightly between the project partners but essentially runs up to mid-2015. In SROI terms this is an evaluative report; that is, it assesses social value for this retrospective period (although some of this may be long-lasting) rather than projecting potential changes in the future.

2.3. THE EVALUATION PROCESS

The evaluation was undertaken in a number of stages (some of them overlapping), summarised below:

1. Initial review of information: this stage reviewed background information from Railway Children and the project partners. This include either face-to-face meetings or telephone discussions between the consultant and each organisation, together with a review of information from reports they had compiled and from external research.
2. Two workshops were held, led by the consultant with Railway Children and project partners. The first of these explained SROI concepts, developed the Stakeholder Diagram and Theory of Change (see Sections 3 and 5) and agreed the practicalities of later stages of the evaluation. The second workshop discussed how interviews with young people and others would be carried out, the questions to be asked and how this feedback would be collated – including ensuring confidentiality.
3. The main information-collecting stage then comprised two main aspects:
 - Face-to-face interviews with young people, parents and in some cases foster-carers were carried out by Railway Children and the project partners. To make these as unbiased as possible, the interviewer was either from a different organisation, or at least was not the key worker who had worked one-to-one with that young person.
 - Interviews with third parties were undertaken by the consultant. These included representatives from the police, Local Authorities, schools and children's homes; they were mostly conducted by telephone, although one senior police officer was seen in person. One of the project partners also used volunteers to carry out some of its administrative work, and the consultant also interviewed these volunteers.
4. Preliminary analysis was undertaken by the consultant and brought to a further meeting with Railway Children and the project partners. This meeting discussed an outline version of the report, and agreed how the evaluation should address a number of key issues, including the 'success rate' of their work with young people and some important aspects of valuation.
5. The consultant then prepared a full draft version of the report and Impact Map. The Impact Map is an Excel spreadsheet that draws together all of the information needed for SROI calculation, included valuations. These valuations translate outcomes and benefits into financial values, and is done in a number of ways, based on identifying the valuation method which most accurately reflects the situation. Methods include:
 - Actual cost savings, based on the potential cost of handling extra demand, for example for the police or other public services
 - 'Willingness to pay' – what a person might expect to pay for the service. This can include the market cost of securing services by another method that would achieve the same outcome.

- 'Life satisfaction' (wellbeing) valuations: essentially, statistical calculation of the level of financial compensation required to bring someone with a particular disadvantage up to the same overall level of life satisfaction as someone without that issue.

Valuations, and the rationale behind them, are explained in Section 7.

6. The consultant then prepared a full draft version of this report, which was circulated for comment and assurance by Railway Children and partners. This full draft included the Impact Map calculation, which produced the overall SROI ratio – the amount of social value achieved per £1 invested.
7. Following review and revision of the draft, the report was prepared for publication.

At all stages, the consultant worked closely with Railway Children and project partners, discussing emerging findings and reviewing the information collected. Railway Children set up a Huddle web space where all progress and feedback could be shared confidentially.

2.4. LIMITATIONS ON INFORMATION GATHERED

Whilst every effort was made to capture as wide and representative a range of views as possible, there were inevitably some limitations on the information it was possible to gather. For young people, these were mainly around contacting and securing interviews with those whom the project partners had supported; even with the incentive of a voucher, these interviews proved difficult to arrange and a good deal of persistence was required to achieve adequate numbers. It was particularly difficult to get successful interviews with boys, hence the interview sample is biased in favour of girls. All the young people who agreed to be interviewed had had follow-up support from the project after the RHI. As no young people were interviewed who had only had an RHI, it was not possible to assess the social value of an RHI alone.

It was also not easy to engage some other service representatives, as all are very busy professionals with limited time. This was overcome to an extent by having contacts from all four project partners, all of whom contacted these representatives to introduce the consultant. However, within the time available for the project it only proved possible for the consultant to get feedback from around 50% of those with whom contact was attempted.

Confidentiality was not a major issue in that analysis did not rely on identifying individuals by name, and third party representatives were able to talk about their general experience without mentioning specific young people by name. However, it was not always possible to match interviews with young people with those of their parent(s), hence corroboration in this respect was limited.

These factors have been taken into account in the way this analysis has been developed, in that a conservative approach has been taken, to avoid over-claiming. This means that the true SROI ratio may be higher than that quoted.

SECTION 3: KEY STAKEHOLDERS

3.1 IDENTIFYING KEY STAKEHOLDERS

As described in Section 2, SROI takes account of all stakeholders in assessing the impact of a policy or intervention. These stakeholders were initially identified through workshop discussion with Railway Children and project partners, and this resulted in the diagram shown below.

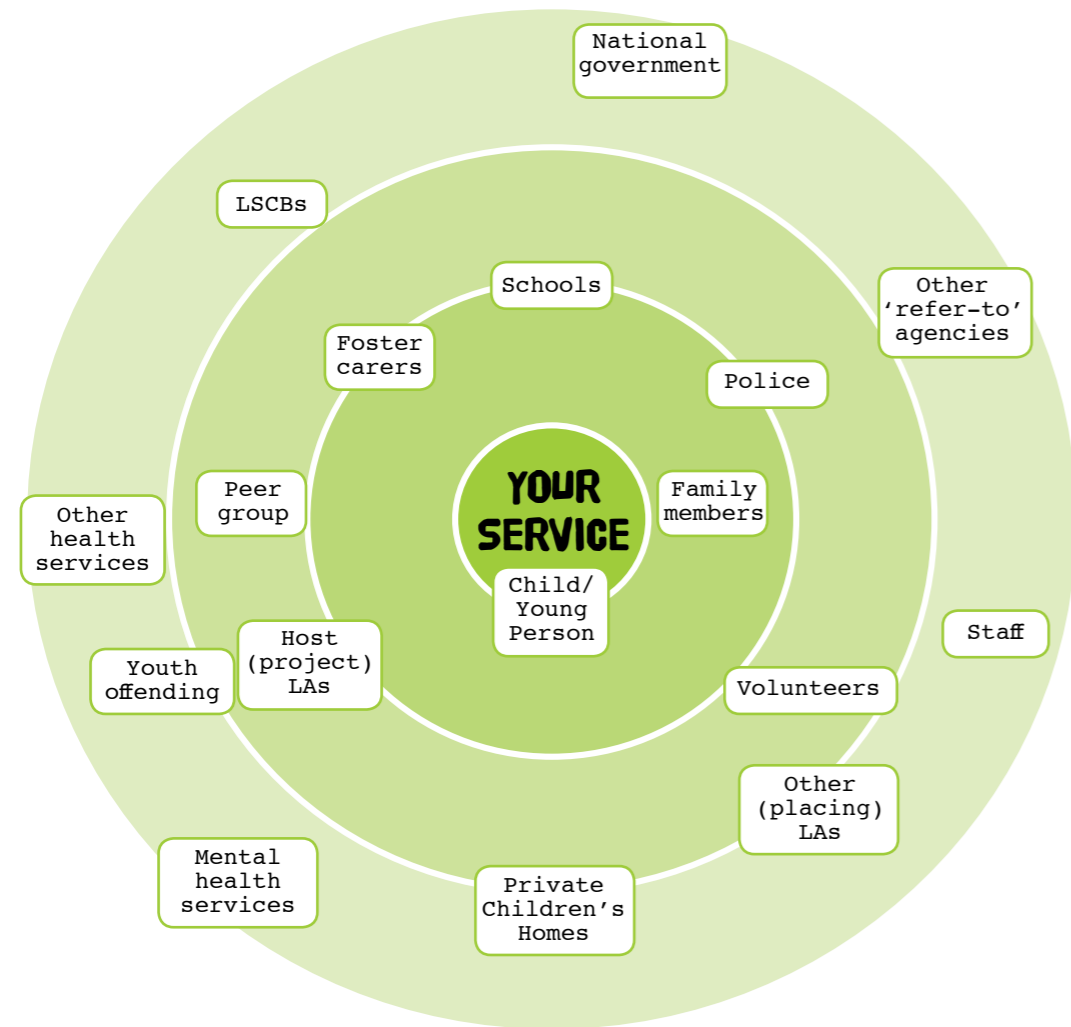


Fig.3.1: Stakeholder diagram

The concentric rings in the diagram highlight the relative importance of these stakeholder groups – the closer to the centre, the more relevant. The relevance of these stakeholders has been reviewed as the evaluation has progressed, and these are reflected in differences between the list above and that on which the Impact Map is based.

Section 6 explains the reasons for these differences more fully, but in summary:

- Local Authority Children’s Services reported that whilst project partners had a positive influence on the young people they worked with, and hence supported their objectives, they made little significant difference to their actual workload
- Peer group, and those in the ‘outer ring’ as illustrated above, were not included as there was insufficient evidence of significant outcomes for them
- Society was added to the list, recognising that project partners’ work could help to reduce criminal activity.

This rationale also takes account of what SROI refers to as ‘materiality’. In essence a stakeholder is material, and hence included in SROI analysis, if the impact that the project partners have on them is both relevant (i.e. it occurs as a result of the project partners’ work) and significant (i.e. there is a noticeable impact which could affect decisions the stakeholder takes). Again, Section 6 explains how this has been applied in practice.

3.2 STAKEHOLDER ENGAGEMENT

The table below lists how many of each key stakeholder group were consulted in this evaluation and summarises how they were consulted.

Stakeholders	No. Involved	How Involved
Young people who have run away	21	Face-to-face interview
Parents	11	Face-to-face or telephone interview
Foster carers	3	Face-to-face or telephone interview
Children’s homes	3	Telephone interview (one face-to-face)
Police	4	Telephone interview (one face-to-face)
Local Authority Children’s Services*	4	Telephone interview
Schools	1	Telephone interview
Volunteers	3	Face-to-face group interview
Society	n/a	Not directly consulted

Table 3.2: Summary of Stakeholder Involvement

*This includes commissioners, service managers and social workers

Of the 21 young people interviewed, 12 (57%) were living in the parental home, 6 (29%) in foster care and 3 (14%) in residential care or supported accommodation. The numbers are aggregated in analysing outcomes for the young people themselves, for two reasons:

- a) The aims of project partners' support are the same irrespective of where the young person is living; and
- b) Many of these young people move between different types of accommodation, so it would be unrealistic to separate them into different sub-groups.

These ratios do matter however when considering other stakeholders, and have been used to determine the number of parents, foster carers and children's homes involved (see Section 6.1).

Police representatives interviewed covered all four of the project partners' areas; Local Authority representatives covered three of the four.

SECTION 4: COSTS AND INPUTS

This section summarises the costs and other resource inputs used by the project partners to achieve the outcomes in Sections 5 and 6. This is the figure that forms the divisor in calculating the SROI ratio.

Costs included are those specific to RHIs and follow-up work for the four project partners. The ratio of these two aspects varies between organisations due to the different ways in which they work, and is not always separated in their budgets. The figures below therefore cover RHIs plus one-to-one support.

Generally, these costs include:

- Staff time (based on gross pay plus employers' national insurance and pension costs)
- Travel, subsistence and other incidental costs – all project partners do a significant amount of travel as part of their work
- Other overheads such as accommodation, facilities and equipment costs
- A proportion of senior management time, estimating the higher-level cost of running the service

Non-recurrent costs such as initial recruitment and training of staff have not been included.

On this basis, financial inputs from the four project partners over a twelve-month period come to a total of £600,107.

In addition, one of the project partners uses volunteers to manage some of its administrative work. This resource input has been included in the calculation, based on an average of 5 hours per week for 44 weeks per year from each of three volunteers. This input has been valued at £8 per hour based on average salary rates for this type of work¹, which comes to a total of £5,280 per year.

Including this resource input gives a total resources figure for all project partners of £605,387.

Consideration has also been given to whether the project partners' work with young people also requires resource input from other agencies (e.g. police, Local Authorities, schools, children's homes). Whilst some liaison time is certainly needed, none of the external agencies interviewed felt this was a significant factor, and in practice, liaison with outside organisations would take place in any event, regardless of the project partners' involvement. For example, multi-agency meetings which project partners participate in would run anyway.

For this reason, time or other resources contributed by other agencies is not considered material, hence has not been included in the SROI calculation.

¹Source: Office for National Statistics, Annual Survey of Hours and Earnings 2014

SECTION 5: CHANGES AND OUTCOMES FOR YOUNG PEOPLE

5.1 CHAIN OF EVENTS

SROI assessment of the outcomes achieved for young people depends on two factors:

1. The number of young people who experience some positive outcomes (explained below); and
2. The extent of improvement in those outcome areas (explained in Sections 5.3 to 5.9)

There is a substantial difference between the number of RHIs initially referred to project partners and the number of young people who experience positive outcomes following one-to-one support, as this diagram illustrates:

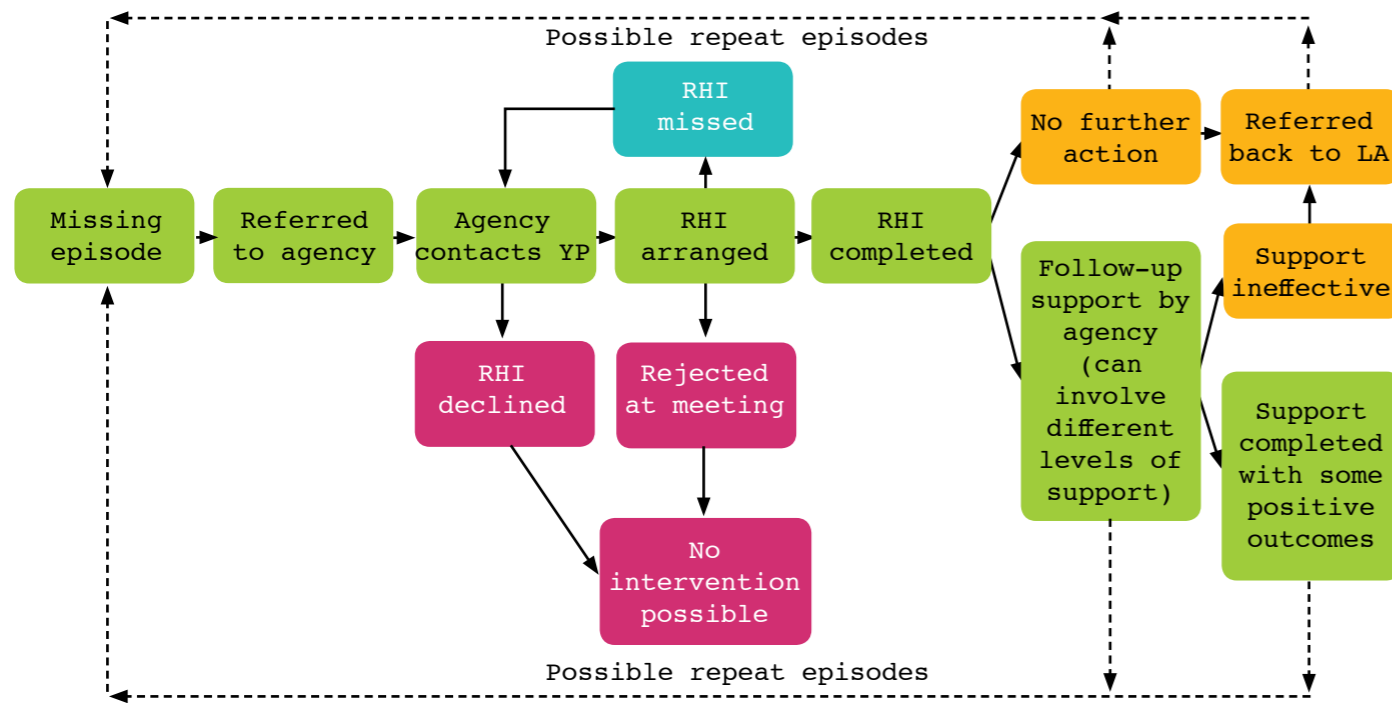


Fig.5.1 Pathway (Chain of Events)

Young people can 'opt out' of the support process at a number of stages if, for example:

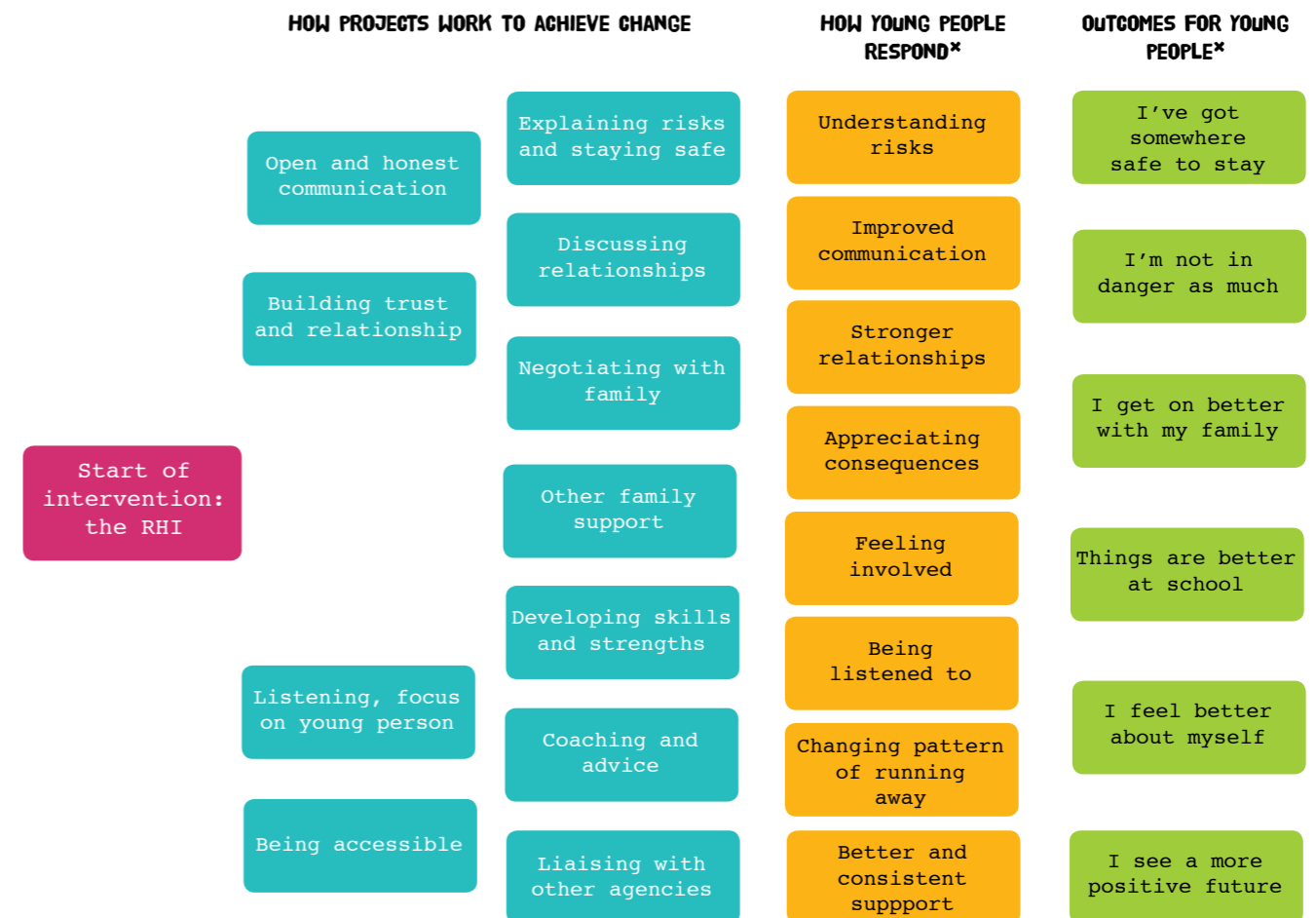
- The RHI never takes place
- The RHI is completed but no further action is taken by the project partner (this includes cases where action is taken by Local Authority Children's Service or another agency)
- The project partner gives some follow-up support, but this is ineffective or the young person does not wish to engage

These alternatives do not necessarily mean that no positive outcome is achieved, rather that this evaluation has not gathered evidence on these aspects. SROI analysis is based on the 'green route' and therefore only counts those young people who reach the final green box in the diagram – "Support completed with at least some positive outcomes".

This has been calculated with estimates from the project partners on the total number of young people they provide one-to-one support for and proportion of these that falls into this category. For the two project partners operating less than a year, figures to date have been extrapolated to give annual equivalents. For the four project partners, 1,012 RHIs are included in the resources quoted in Section 4, and of these a total of 188 young people reached the final green box stage over a twelve-month period.

5.2 THEORY OF CHANGE

The outcomes that young people experience were initially developed at a workshop with Railway Children and project partners in May 2015, and subsequently validated at interviews with young people. The diagram below illustrates the key outcomes identified and how these are achieved, known as the Theory of Change.



*Not all of these will apply to everyone

Fig.5.2: Theory of Change

The diagram illustrates the nature of project partners' support for young people, and the way this achieves successful outcomes. Here, reduced episodes of running away are not taken as a separate outcome; rather, the outcomes are what ultimately results from this and other responses from the young people. (Those interviewed certainly reported a reduction in running away, with most saying they had stopped completely. However, this evaluation has not sought to quantify this aspect.)

The importance of building a relationship with the young person is illustrated by some of the comments below:

“SHE’S MADE ME REALISE THAT LIKE YOU DON’T HAVE TO RUN AWAY TO, I DON’T KNOW HOW TO EXPLAIN IT, LIKE YOU DON’T HAVE TO RUN AWAY, LIKE THERE’S OTHER THINGS YOU CAN DO.” (YOUNG PERSON)

“TALKING TO A SOCIAL WORKER WAS A LOT MORE HARDER TO WORK WITH BECAUSE WE HAD TO GO THROUGH A LOT OF THINGS WITH THEM, THEN TALKING TO [PROJECT WORKER] IT WAS MUCH MORE EASIER BECAUSE SHE JUST EXPLAINED IT IN A QUICK SIMPLE WAY” (YOUNG PERSON)

“SHE GAVE ME SOLUTIONS AND LIKE THAT AND IT WAS JUST, AND I’D GO BACK AND I’D THINK INSTEAD OF BEING TOLD WHAT TO DO” (YOUNG PERSON)

“I DON’T KNOW, SHE JUST SEEMED A LOT NICER, WORKED WITH HER BECAUSE SHE WAS NICE. SHE’S DOWN TO EARTH AND JUST SOME OF THE OTHER WORKERS ARE A BIT ANNOYING.” (YOUNG PERSON)

“I CAN SEND POLICE OFFICERS ALL DAY LONG TO DO INTERVIEWS, WITHOUT SUCCESS” (SENIOR POLICE OFFICER)

Project partners are often able to build relationships where statutory agencies find it harder. Where a young person may see the police or social workers as figures of authority, they can be much more open and willing to engage with someone independent from a charity.

The Theory of Change diagram also highlights the importance of developing a trusting, open and honest relationship with the young person, in order for them respond to the support and advice they are given and hence achieve significant change. This indicates that most of the change can be attributed to follow-up one-to-one support rather than the initial RHI, as it would be rare (although not unknown) for this kind of relationship to be built up in a single interview.

The nature and extent of the support needed varies considerably for individual young people, but in all cases where young people reported significant outcomes, the intervention involved in-depth discussion and support as opposed to any kind of 'check-list' of RHI questions.

“ONE VISIT ISN’T GOING TO MAKE A DIFFERENCE, NOT AT ALL, ONE VISIT IS NOT GOING TO HELP. YOU HAVE TO BUILD A RELATIONSHIP TO SAY IT’S MADE A DIFFERENCE” (CARE HOME MANAGER)

This does not of course make the RHI redundant; some means is needed of understanding why a young person has run away, and what support might help them. The RHI can also begin the process of supporting the young person and indicate how it should continue. It does however suggest that the more project partners can focus on one-to-one support, the better the overall outcomes they will achieve.

5.3 MEASURING CHANGE

As part of the interview, in addition to qualitative feedback, each young person was asked to rate the change they had experienced (how much they felt things were different for them) on the six outcomes identified from the Theory of Change. They were also given the opportunity to highlight any other changes not on this list. The form used is shown at Appendix 3, and uses a 'smiley face' scale with no actual numbers.

All of the young people interviewed reported some improvements to some aspects of their lives. To assess the extent of change, each scale on each rating form was analysed and approximated to intervals of 25% from -100% to +100% (this takes account of the possibility that some aspects could get worse rather than better). These ratings were then amalgamated for all interviewees to give an average figure for the extent of change, shown in the subsections below for each outcome. This extent of change then forms part of the valuation as explained in Section 7.

The subsections below describe the six main outcomes and the average change achieved.

5.4 “I’VE GOT SOMEWHERE SAFE TO STAY”

This relates to where the young person is living, irrespective of what type of accommodation this is, and how secure they feel there. So for example a young person may report improvement if they get on better with their parents at home, as well as if they move somewhere else better suited to their needs. The average improvement score for this change was +50%.

“I KNOW LIKE THAT [CARERS] WOULDN’T LET ANYONE COME HERE THAT I FEEL SCARED BY” (YOUNG PERSON)

“I WENT FROM A CARE HOME TO BACK HOME WITH MY MUM, THEN TO HERE AGAIN, SO CHANGED A LOT OF PLACES AND THAT AND HERE THERE’S MORE LIKE CLOSER SORT OF THING, LIKE HOMELY, SO.” (YOUNG PERSON)

“MY MUM’S HELPING ME, SHE’S HELPING ME GET THROUGH THE STAGE.” (YOUNG PERSON)

5.5 “I’M NOT IN AS MUCH DANGER”

This is the young person’s perception of how safe they feel, based on how their awareness of risk has been raised and how they have responded, or how their situation has changed to reduce that risk. The average improvement score for this change was +55%.

“I FEEL LIKE SO MUCH BETTER NOW BECAUSE LIKE NOW I DON’T DO DRUGS OR ANYTHING LIKE THAT, I STAY COMPLETELY AWAY FROM IT” (YOUNG PERSON)

“SHE’S HELPED ME A LOT WITH LIKE THE ANXIETY PART OF IT” (YOUNG PERSON)

“THE MAIN THING IS TO MAKE SURE I’M OKAY, MAKE SURE I’M SAFE AND DOING THE RIGHT THING” (YOUNG PERSON)

“I’M NOT PUTTING MYSELF AT RISK BY RUNNING OUT AND SHOUTING TO PEOPLE AND THINGS” (YOUNG PERSON)

5.6 “I GET ON BETTER WITH MY FAMILY”

This question was asked to all young people, whether living at home, in foster care or in a children’s home. A few in the latter categories may have little or no contact with their birth parents, but the ratings scales take account of this because the extent of change in such cases will be zero, so the overall average is still valid. The average improvement score for this change was +55%.

“WE ALWAYS USED TO ARGUE WHEN I GOT IN AND LIKE THAT DOESN’T HAPPEN ANYMORE”

“FROM BEING AGGRESSIVE I’M NOW, NOW CALM AND I CAN CONTROL MY BEHAVIOUR EASIER THAN I WERE ABLE TO” (YOUNG PERSON)

5.7 “THINGS ARE BETTER AT SCHOOL”

This is closely linked to school attendance, but also reflects how motivated the young person feels towards their education. In some cases a move to a new school or to college is a significant factor in achieving this change. The average improvement score for this change was +64%, and it applies to all young people as all are of school/college age.

“I HAD TIME JUST TO FOCUS ON THE SCHOOL, LIKE [BEFORE] THERE WAS SO MUCH OTHER THINGS GOING ON THAT I COULDN’T CONCENTRATE ON SCHOOL” (YOUNG PERSON)

“MY LAST SIX MONTHS AT [SCHOOL] WERE NOT VERY GOOD AT ALL, BUT, [I’VE] GOT HIGH HOPES FOR COLLEGE” (YOUNG PERSON)

“YEAH, I’M FLYING AT SCHOOL” (YOUNG PERSON)

5.8 “I FEEL BETTER ABOUT MYSELF”

This fundamentally relates to self-esteem, although the young person may express it as having greater confidence in themselves. It can be seen, as the Theory of Change indicates, as the culmination of other factors, but was asked separately as part of the interviews. The average improvement score for this change was +51%.

“I’M AN INDEPENDENT PERSON AND I DON’T HAVE TO BE FOLLOWING HER [EX-FRIEND] AROUND ANYMORE, SO THAT’S MUCH BETTER AND I FEEL BETTER ABOUT MYSELF” (YOUNG PERSON)

“I BECAME STRONGER, LIKE MY MIND IS MORE MATURE AND I THINK I GOT A DIFFERENT VIEW ON EVERYTHING” (YOUNG PERSON)

“I CAN JUST GO TO ANYONE AND BE MYSELF INSTEAD OF LIKE HIDING AWAY IN A CORNER” (YOUNG PERSON)

5.9 “I SEE A MORE POSITIVE FUTURE”

This considers how the young person views their future, and can include a more positive outlook on life in general. The average improvement score for this change was +70%.

In many cases it was clear from interview that the reason the young person saw a better future was linked to their education – they now saw the prospect of qualifications and a career where before they had not. This is taken into account in the valuations in Section 7, as to count both outcomes separately in these cases would be double-counting.

“I NOW KNOW WHAT I WANT TO DO AND HOW I’M GOING TO ACHIEVE IT” (YOUNG PERSON)

“I FEEL MUCH BETTER, IT’S LIKE I KNOW WHAT I WANT DO AND LIKE I’M GOING TO DO ANYTHING I CAN TO GET TO THAT POINT IN MY LIFE.” (YOUNG PERSON)

“TO BE, KEEP MY HEAD DOWN AT SCHOOL, LEAVE SCHOOL WITH GOOD LEVELS AND BECOME MY DREAM JOB – BE A PARAMEDIC.”

5.10 OTHER OUTCOMES

Only a few young people responded to this question with changes other than those listed above. A couple mentioned reduced use of drugs; however, this has not been taken as a separate outcome as it is captured under the heading of Risk. The same applies to CSE, although this was explicitly mentioned only by two interviewees – both aspects are taken into account in the valuation of risk.

One young person also said that she was now getting on better with her boyfriend. This may reflect the fact that project partner support has helped the young person develop more mature relationships generally, not just with her parents. This is not taken forward to valuation as this one instance gives insufficient evidence of materiality – i.e. we cannot confirm that the project partner’s intervention caused that change.



SECTION 6: CHANGES AND OUTCOMES FOR OTHER STAKEHOLDERS

6.1 OUTCOMES AND NUMBERS

This section covers each stakeholder group (from Section 3) other than young people themselves, explaining the outcomes they experience and the extent of change where this can be measured. It includes some stakeholders for whom outcomes are not taken forward to valuation, for the reasons explained.

Outcomes for parents, foster carers and residential care homes also have to take account of the number of young people in these home situations. This has been calculated from the proportion of young people interviewed who were (a) in the parental home (57%), (b) in foster care (29%), and (c) in residential care or supported accommodation (14%). These percentages have been multiplied by the number of young people involved (188 from Section 5) to arrive at numbers for parents, foster carers and care homes.

6.2 PARENTS

Parents in this category are those with whom the young person is living, or has been living – a total of 107 from the calculation in 6.1 above. Parents of young people who live elsewhere (e.g. with another parent or relative, in foster care or residential placement) are less directly affected, and may be unaware of the project partner's involvement with their child. Evaluation has not gathered sufficient evidence of outcomes for these other parents for this to be included in SROI analysis.

From parent interviews and other third party accounts, parents can benefit in three ways:

- Feeling less stressed, and more able to relax
- Having a better relationship with their son/daughter
- Feeling more in control

Whilst interrelated, these outcomes were expressed differently by different parents, so have been valued separately in Section 7 for those to whom they apply.

“I FELT AT EASE WITH [PROJECT WORKER] STRAIGHT AWAY, IT DIDN'T FEEL LIKE HAVING A STRANGER IN MY HOME. SHE MADE ME FEEL RELAXED WHEN I WAS VERY STRESSED. SHE CALMED ME DOWN.” (PARENT)

“I'VE HAD LOADS OF SUPPORT FROM [PROJECT PARTNER], THEY'VE BEEN TAKING [YOUNG PERSON] OUT, BUILDING A RELATIONSHIP WITH HER AND WITH ME, SOMEONE TO TALK TO, AND BEING VERY HELPFUL” (PARENT)

“WELL IT'S PUT MY MIND AT EASE AND IT'S ENABLED US TO OPEN UP AND TALK ABOUT OUR FEELINGS” (PARENT)

“I FEEL I'M A STRONGER PERSON BECAUSE I CAN HANDLE SITUATIONS NOW” (PARENT)

6.3 FOSTER CARERS

Foster Carers, whilst they are naturally caring, have less emotional attachment to the young people who live with them. This is reflected in feedback from foster carers who felt more supported and listened to when project partners were involved, but otherwise reported no significant outcomes. This outcome, for 54 foster carers as calculated above, is taken forward to valuation in Section 7.

“I FELT LIKE WE WERE WORKING TOGETHER ON THE SITUATION AND WE WERE IN CONTACT A LOT SO THAT WAS GREAT” (FOSTER CARER)

“YOU CAN'T HAVE TOO MUCH SUPPORT. WE CAN'T MANAGE WITHOUT SUPPORT. YOU CAN'T OVERDOSE ON SUPPORT. ACCEPT IT FROM ANYWHERE” (FOSTER CARER)

6.4 CHILDREN'S HOMES

Children's Home staff too are caring, and are also very conscious of their responsibilities for the young people in their care. The main issue identified here is the time involved when a young person goes missing, both in searching for them and completing the required paperwork. This is given a value in Section 7 for 27 placements as calculated above.

“LOTS OF TIME IN TERMS OF SEARCHING FOR HIM, LOTS OF PAPERWORK” (CARE HOME MANAGER)

6.5 POLICE

Several pieces of external research, reviewed as part of this project, found that dealing with missing young people can be a substantial drain on police resources. This was supported by interviews with police representatives, which identified two significant benefits for them of working with project partners:

- The saving in police time if project partners are able to change young people's behaviour so that they no longer run away, or at least do so less often.
- The value to criminal investigations where young people feel able to disclose information that they would not share with authorities such as the police or social services.

In fact, this second category is not an outcome for the police so much as to society, who benefit from reduced crime and reduced threat of crime. For this reason, a separate subsection on society is included below.

6.6 SOCIETY

Linked to feedback from the police, this considers the value to society of assistance that project partners are able to give the police. It addresses community attitudes to serious crime, particularly child sexual exploitation; lesser crimes such as shoplifting and minor theft have less of an impact, and may not necessarily be linked to a young person running away anyway.

This is particularly difficult to measure, as police representatives confirmed that there is no agreed way of assessing the overall effectiveness of their work in combatting child sexual exploitation and other serious crimes. A possible indication is a reduction over time in the number of prosecutions for this offence – although it is recognised that better intelligence might mean this actually rises before it declines. However, this is taken as the best available proxy for society's willingness to combat this offence.

The Crown Prosecution Service reported 3975 convictions for child sexual abuse in 2014-15². A breakdown by different police forces is not available, but a reasonable estimate would be 300 across the four police areas covered (or part-covered) by project partners. A cautious estimate that project partners' work could help reduce these by 10%, or 30 cases per year; this figure is used in the Impact Map, and also tested through sensitivity analysis (Appendix 2).

6.7 LA CHILDREN'S SERVICES

No net time saving is evident: LA's statutory responsibility for RHIs does not necessarily involve extra cost if it is carried out in-house rather than commissioned externally (the benefits of an external RHI are to the young person), and statutory responsibilities do not specify if or how these should be followed up. However, it is reasonable to assume that had the project partners not done the RHIs, someone else would have had to, and cost savings are attributed to the LA in this respect. Two hours per RHI has been assumed for this purpose³ for each of the total of 1,012 RHIs included (see Section 5.1).

It is possible that early interventions by project partners may also create longer-term savings if they reduce the likelihood of LA Children's Services having to become more involved later. This evaluation did not find evidence to support this possibility however. All other outcomes for LAs are covered by other indicators (e.g. for young people themselves and society), so are not counted separately. For this reason, these other outcomes for LAs are not taken forward to the valuation stage.

Feedback from Local Authority representatives also confirmed that they were taking a much more strategic view of problems arising from young people going missing. Whilst still concerned with outcomes for individuals, much of their work now aims to identify trends and tackle problems through targeted prevention and intervention, in conjunction with the police.

One Local Authority Service Manager said that if the project partners was not working in his area the effect on his service would be "negligible" as he had other multi-agency partnership resources available to meet his priorities.

A social worker said that they might have to look for other outside support in the absence of [project partners], but that it would not actually affect her workload.

6.8 SCHOOLS

Although it only proved possible to interview one school representative, she described the project partner as having taken over some of the counselling work that she would otherwise have had to undertake herself – and which may not have been as effective. She was able to give an estimate of the time involved as around eight hours.

6.9 PEER GROUP

Some young people who run away almost certainly influence their peers, either in encouraging them to run away too, or possibly by discouraging them as a result of appreciating the dangers (although this second category is more speculative). The implication is that positive outcomes for one young person could lead indirectly to positive outcomes for others. However, evidence gathered on this is entirely second-hand and anecdotal, and is not strong enough to measure the extent of these effects. This factor is therefore not taken forward to valuation.

6.10 VOLUNTEERS

One of the project partners has used volunteers to support administrative aspects of its work, and these three volunteers were interviewed by the consultant. This highlighted a range of outcomes for them – the personal value that they gained in various ways. Whilst not detailed here for reasons of confidentiality, these outcomes are certainly significant, and are valued in Section 7.

² Source: Violence against Women and Girls Crime Report, Crown Prosecution Service, September 2015

³ Source: Scrutiny Review – Children Missing from Care and from Home (Haringey Council, 2012)

SECTION 7: VALUING THE OUTCOMES

To measure the SROI ratio, each outcome identified in Sections 5 and 6 is given a financial equivalent value. This section explains the valuation methods used, their source, and gives the value figures. These figures are then transferred to the Impact Map, where they may be modified for a number of factors in completing the full SROI calculation (see Section 8).

When considering valuations of this type, various options are available. The three main types used here can be summarised as:

- Actual costs – where these are known. For example, the cost of time saved for the police and some other agencies can be valued.
- Willingness to pay (WTP): This generally gauges what the user would pay for the service – or for another that achieves the same outcome – if they had to. It can include the market value of services whether or not individuals would choose to pay this in reality.
- Wellbeing: best summarised as “what compensation would bring someone in a particular situation to the same level of life satisfaction as someone without that issue?”

In some cases, as well as modifiers explained in Section 8, the Impact Map modifies values to take account of the extent of change (for example, the average improvement young people reported for “somewhere safe to stay” was 50%, so 50% of the valuation figure is applied). The valuations figures used are those considered most appropriate, taking account of the changes described and their relative importance to young people and other stakeholders, as judged from interviews. They are also conservative (i.e. they normally take the lower option where more than one possible valuation is available) in accordance with the SROI principle of not over-claiming.

7.1 YOUNG PEOPLE

Better home situation

This uses a wellbeing valuation based on being in a good place to live – a figure of £1,048⁴ per year.

Not in as much danger

This is split into two to reflect the risk to physical and mental health:

- For mental health, a wellbeing valuation is based on relief from depression/anxiety in young people: £11,819⁵ per year
- For physical health, possible injury is valued based on court compensation orders, and here a figure of £5000 has been used⁶. The best data on the likelihood of physical injury occurring to a child who has run away comes from a Children’s Society report⁷ that quotes around one in nine (11%) of young people saying that they had been hurt or harmed while away from home on the only or most recent occasion. This percentage (and hence a value of £550) has been applied – subject to sensitivity analysis (Appendix 2)

⁴ Source: HACT Social Value Bank v2 (2015): Good neighbourhood, age <25, location not specified

⁵ Source: HACT Social Value Bank v2 (2015): Relief from depression/anxiety (youth), location not specified

⁶ Source: From costs quoted by specialist injury lawyers Bott & Co – example for minor-moderate head injury (mid-point) www.bottonline.co.uk/guides/how-much-can-i-claim-for-personal-injury-compensation

⁷ Source: Still Running 3 Early findings from our third national survey of young runaways, (The Children’s Society, 2011)

These valuations reflect the value to the individual rather than any potential treatment costs.

Getting on better with family

A valuation based on the cost of family therapy is used here: £600⁸ for a course of six sessions.

Things are better at school

As Section 5.9 notes, this outcome overlaps significantly with the outcome of improved future prospects, so to value this separately would count the same benefit twice. Therefore, no separate valuation is given for this outcome, as it is included in the valuation for improved future prospects.

Greater confidence and self-esteem

This is a key outcome, and its value is correspondingly high: a wellbeing valuation for improvements in confidence (youth) is assessed at £9,283⁹ per year.

Improved future prospects

This valuation is an actual cost based on what is known as ‘wage scar’. From analysis, a young person who has been NEET will consequently lose an average of £1,199¹⁰ per year compared to someone of equivalent age who has been in education or training. (In practice of course this does not occur immediately when a young person is of school age, but the annual average figure is used to reflect the value to the young person of remaining in education.)

7.2 PARENTS

Three different valuations are used here; each is applied to the proportion of parents who gave that outcome at interview (NB: the Impact Map applies this percentage to 107 parents, from Section 6):

More relaxed (73%): The proxy used is the typical cost of a private relaxation therapy session once a month for a year – £1,680¹¹

Better relationship with their child (55%): As with young people getting on better with their family, this valuation is based on the cost of family therapy: £600¹² for a course of six sessions. This is applied in addition to the valuation for young people, as the benefit applies to both.

Stronger, more in control (27%): The valuation applied here is the cost of a one-to-one parenting course, intended to achieve a similar outcome. This is quoted as £2,150¹³.

7.3 FOSTER CARERS

The wellbeing valuation used here is that of the ability to obtain advice. This does not come solely from project partners, and attribution (Section 8.2) takes account of this. In addition, feedback indicates that improvement is not absolute (“you can’t have too much support”), so an increase of 50% has been estimated. The valuation before these modifications are applied is £2,457¹⁴.

⁸ Source: Via www.globalvalueexchange.org from Price from national provider my.mind.ie

⁹ Source: HACT Social Value Bank v2 (2015): Improvements in confidence (youth), location not specified

¹⁰ Source: Youth Unemployment: The Crisis We Cannot Afford (ACEVO, 2012)

¹¹ Source: Via www.globalvalueexchange.org, based on actual cost of deluxe pamper day in spa

¹² Source: Via www.globalvalueexchange.org from price from national provider my.mind.ie

¹³ Source: Unit Costs of Health and Social Care 2014 (LSE PSSRU) p105: Parenting programmes for the prevention of persistent conduct disorder, one-to-one delivery, median value

¹⁴ Source: HACT Social Value Bank v2 (2015): Able to obtain advice locally, age and location not specified

7.4 CHILDREN'S HOMES

This is valued based on costs in staff time spent dealing with a young person in residential care who goes missing – reporting, searching where practical, and other “paperwork”. Feedback of the three care homes interviewed varied considerably here, based on their experience with different individuals, but an average of 40 hours per young person has been assumed, costed at £29 per hour¹⁵ – a total of £1,160.

7.5 POLICE

This valuation is based on police time saved in cases where project partners' intervention helps to reduce or eliminate instance of running away. Rather than base this on police time per episode, the valuation comes from analysis of total police time used on a 'real-life' case example typical of the young people that project partners work with. This comes to £2,415.80 per young person¹⁶ for whom project partners' involvement is successful.

7.6 SOCIETY

This deals with the effect of reduced CSE and other serious crime on local communities. It is unrealistic to try to assess an impact on individual members of society for this type of crime. Instead, the proxy considered most realistic is the amount that society invests in tackling it, represented by costs to the criminal justice system. The proxy used here is the average total cost per sexual offence incident brought to court, quoted as £3,820¹⁷.

7.7 LOCAL AUTHORITY (LA) CHILDREN'S SERVICES

The valuation here relates to the cost to the LA of doing an RHI themselves instead of the project partner. This has been costed at two hours of social worker's time, valued at £55 per hour.¹⁸

7.8 SCHOOLS

This is valued as the cost in staff time for the additional counselling and support work that would be needed if project partners were not involved. Based on interviews, this has been assessed as eight hours per young person, costed at £50 per hour¹⁹, making £400.

7.9 VOLUNTEERS

This uses a wellbeing valuation to reflect the personal value that volunteers gain from their involvement with the service. The figure used is £2,357 per year²⁰.

¹⁵ Source: Unit Costs of Health and Social Care 2014 (LSE PSSRU) p208: Social work assistant

¹⁶ Source: Establishing the Cost of Missing Person Investigations (University of Portsmouth, 2012)

¹⁷ Source: Manchester New Economy Unit Costs Database, 2014

¹⁸ Source: Unit Costs of Health and Social Care 2014 (LSE PSSRU) p207 Social worker (children's services)

¹⁹ Source: Unit Costs of Health and Social Care 2014 (LSE PSSRU) p85: School-based children's health core (other) services – one to one

²⁰ Source: HACT Social Value Bank v2 (2015): Regular volunteering, age & location not specified



SECTION 8: ASSESSING IMPACT

This section explains how the impact of the project partners' work contributes to the overall outcomes experienced by young people and others. SROI considers four separate aspects of this, each covered by subsections 8.1 to 8.4 below:

8.1 DEADWEIGHT

This covers the question of what would have happened anyway, without any intervention. Most of the young people interviewed (though not all) felt that the support they had received had helped them to change, and that they would not have achieved these positive outcomes without support. However, this should be balanced with the fact that over time the young people are growing older anyway, and that some greater maturity and understanding is likely to come with this.

To take account of this, a minimum deadweight of 10% was allocated to each interview, and a higher percentage (usually 25% but in a few cases higher) where the interview indicated that the young person would have made some progress without support, for example:

The overall average for deadweight derived from this calculation was 25%, and this is the figure used in the Impact Map.

Deadweight for other stakeholders (except volunteers) uses the same percentage, as the effect of the young person changing anyway would have a corresponding effect for them.

“SOMETHING HAPPENED TO MY FRIEND SO, THEN I JUST LIKE STOPPED RUNNING AWAY” (YOUNG PERSON)

“IT’S BETTER BUT IT’S NOT BECAUSE THERE’S LIKE, [PROJECT PARTNER] OR ANYTHING, IT’S JUST BETTER ANYWAY” (YOUNG PERSON)

8.2 ATTRIBUTION

This is a significant issue for this SROI analysis, as it tests to what extent the changes achieved are due to other organisations' involvement, rather than the work of project partners.

Without exception, all of the young people interviewed mentioned some other people and organisations as having supported them. These were many and varied, and included:

- Family members (parents and others)
- Foster carers or care home staff
- Local Authority social workers

- School counsellors/pastoral workers
- CAMHS (several young people mentioned CAMHS, which suggests that Mental Health issues are a significant factor in their behaviour)
- Other independent agencies, e.g. Barnardo's
- Family counselling services
- Friends – including social media

The extent to which these others were a factor varied. Some young people valued support from project partners very highly, whereas others felt a combination of support had made the difference. In several cases it was clear that a major factor was the young person's move from where they were previously living to their current home or placement. This is something that Children's Services would have arranged, although the project partner may have influenced that decision.

Overall attribution has been assessed by allocating a percentage to each interview (25%, 50% or 75%), based on the extent to which the young person felt the project partner had contributed to the change. The average attribution derived from this is 46% to the project partner, 54% elsewhere.

The same attribution figure has been used for other stakeholders as it is the combination of help for young people that achieves the outcomes described for them. The only exceptions are Local Authorities, where valuation is based on the RHI only, schools, where feedback related solely to the contribution of the project partner, and volunteers, where attribution is not relevant.

“I’M HAPPY I’VE GOT DIFFERENT PEOPLE INVOLVED” (YOUNG PERSON)

“I’VE HAD A COUNSELLOR AND THEN I’VE HAD A SOCIAL WORKER, I’VE HAD CAMHS AND I’VE HAD [PROJECT PARTNER] AND LIKE THEY’VE ALL BEEN THERE FOR ME” (YOUNG PERSON)

“I’VE HAD A BIT OF HELP FROM [PROJECT PARTNER] AND I’VE HAD A BIT OF HELP FROM OTHER PEOPLE AS WELL” (YOUNG PERSON)

8.3 DISPLACEMENT

This asks whether anyone else is worse off as a result of the intervention – for example, does support for one young person mean that another suffers instead? None of the information gathered gives any indication that this has occurred. (Some third parties expressed the wish that project partners could work with more young people, but this is an issue of capacity rather than displacement). Displacement is therefore not a factor, and is assessed at zero for all outcomes.

8.4 DROP-OFF

This is another important factor in the calculation, as it considers how long the outcomes last – whether they are permanent or whether young people may revert to previous patterns of behaviour once support ceases. Many of the outcomes for young people and others will have lasting value, hence the valuations are carried forward into future years as well as the year in which the intervention takes place. However, this has to take account of ‘drop-off’ – the decline in this effect over time.

“HE DID HAVE HOPES AND LIKE HE DID SEEM LIKE HE WANTED TO CHANGE BUT IT DIDN'T LAST LONG” (FAMILY CARER)

Evidence here comes from interviews with young people, and also from parent and third party interviews talking about their experience with the young people they know. Based on this feedback, there is evidence of drop-off from 4 of the 21 young people interviewed (19%). In the absence of more robust evidence from long-term research, this figure has been taken as the annual drop-off rate. Because this estimate is less reliable than some of the other figures quoted in this section, it is subject to particular testing as part of sensitivity analysis (Appendix 2).

The same drop-off rate has been applied to outcomes for parents, for the police and for society, all of whom should experience a lasting effect from the outcomes described. Five other outcomes have a higher level of drop-off because they only occur during the period the activity takes place – the effect does not carry forward to future years. These are the outcomes for foster carers, children’s homes, Local Authorities (in respect of the initial RHI) and schools (whose involvement with the young person is relatively short-term) and for volunteers, where the outcomes are in effect renewed each year. Here 100% of the outcome value is applied for the current year, and none thereafter.

8.5 THE SROI RATIO

The SROI ratio is the total value achieved per £1 invested, and this is calculated on the Impact Map in Appendix 1. This shows a ‘headline’ SROI ratio of £5.27 of social value per £1 invested, although this is further reviewed through sensitivity analysis as explained below.

This SROI ratio is based on outcomes valued over a period of five years: the year of intervention and the four subsequent years. This time span is considered appropriate for a number of reasons:

- It is consistent with common accounting practice in many financial ROI calculations
- The level of drop-off means that benefits beyond this period would be relatively small in value
- It is realistic to expect that, once a young person reaches their early twenties, other life events will make the value of support they have received in years past less significant.

8.6. SENSITIVITY ANALYSIS

Many aspects of this SROI analysis use assumptions or generalisations which of necessity are approximate. This is an inescapable part of SROI, as such calculation can never be an exact science. It is addressed through the sensitivity analysis shown in Appendix 2. This examines significant assumptions and assesses the effect of varying these by plausible amounts – would this increase or decrease the SROI ratio? This results in the SROI ratio being expressed as a range rather than a precise figure. The actual SROI ratio quoted on this basis is between £3.00 and £7.00 of social value delivered per £1 invested.



SECTION 9: KEY CONCLUSIONS

This section summarises key conclusions from this SROI analysis.

Project Partners make a significant difference to the lives of many young people who run away from home. The changes that these young people experience include a range of positive outcomes beyond reduced episodes of running away:

- A safer and happier place to live
- Reduced risk, for example in relation to CSE, drugs or physical violence
- Improved family relationships
- Better education prospects
- Greater confidence and self-esteem
- A more positive view of their future

The nature and extent of this change varies between individuals, and successful outcomes are not always achieved. SROI analysis for this report represents the value achieved in an 'average', or typical, situation.

Of the factors above, the one that shows greatest extent of improvement is the last: a more positive view of their future. In many cases this is linked to the belief that they are doing better at school, and hence pursuing qualifications that will equip them for a future career.

In comparison, the improvements that achieve the greatest value are those related to safety and self-esteem. These are outcomes in terms of young people's mental state – reduced fear and anxiety, greater security – and their overall self-confidence and wellbeing. Although the extent of improvement in percentage terms is not as great, the impact on the young person is both crucially important and enduring.

The critical factor in achieving success is the relationship that the project partner's key worker is able to establish with the young person. If a relationship of trust and respect can be built, the young person is more likely to open up, share their feelings, and respond to the advice he/she receives.

This emphasises the value of one-to-one support in developing that relationship. Whilst a single RHI might achieve this type of trust, it is much more likely to come from longer-term contacts between the young person and their support worker. For SROI analysis, this means that the great majority of the social value achieved is likely to come from one-to-one support rather than from an RHI by itself. (It is not possible for this evaluation to quantify the extent of this difference.)

This does not mean the RHI has no value; it can be an important part of initiating the process of support for a young person and deciding what follow-up is appropriate. Here, project partners are often able to build relationships where statutory agencies find it harder – a young person may see the police or social workers as figures of authority, and may be more open and willing to engage with someone independent.

Project partners work in a multi-agency environment. Without exception, all of the young people interviewed identified other agencies or people (including parents) who also supported them, and some attributed much of the change they experienced to these third parties rather than the project partner. Again, this varied between individuals – from attributing almost all of the change to project partners to attributing almost none.

Alongside this question of attribution, young people were also asked whether they could have achieved the change themselves, without any outside help. In most cases the answer was no (they would not have just 'grown out of it'), although in a few instances young people said that their own determination to change was a factor.

Project partners' work also has a positive effect on the parents of young people who live at home. From interviews with these parents, there are three aspects to this:

- Reduced stress
- Better relationships with their son/daughter
- Feeling stronger and more in control

Again, the extent of these effects varies between individuals.

Project partners' work can also assist statutory agencies such as the police, Local Authorities, schools and children's homes. As well as helping their objectives in terms of safeguarding and supporting young people, it can also save time (and hence costs) where instances of running away are reduced. For the police, there is often added value through the information that project partners are able to provide, for example where young people disclose information that they will not tell the police direct. The time-saving effect on Local Authority Children's Services is less evident because in many cases they continue to work with these vulnerable young people.

Analysis also includes volunteers for the project partner that uses these. Even though volunteer time is included as a resource in the SROI calculation, it is outweighed by the personal benefits these volunteers gain from their contribution.

Overall, this analysis demonstrates that the support provided by project partners achieves between £3.00 and £7.00 of social value for every £1 invested in their service with a 'headline figure' (using best assumptions) of £5.27. This is a substantial benefit, particularly since the calculation takes account of:

- Some interventions being unsuccessful
- The contribution that families and other agencies also make
- The fact that young people are growing older, and hopefully more mature, anyway

This figure is higher than the return on investment indicated by some other studies in this field, and this is largely because SROI places a value on outcomes for the young people themselves. If the SROI was calculated on the value for young people alone, ignoring the value to others, the ratio would be £3.73 per £1 invested (before sensitivity analysis). In other words, more than 70% of the total social value achieved come from these primary beneficiaries of the service. The social value created for other stakeholders, whilst still very significant, is lower.

The main uncertainty in this calculation arise from benefits being assessed over a five-year period. There is a clear rationale for this, and 'drop-off' is factored in to the calculation, but the level of this drop-off is based on just a few examples, hence is uncertain. Some longer-term evaluation would be helpful in ascertaining the extent to which project partners have a permanent effect on changing the lives of young people, and this is picked up in the recommendations.

SECTION 10: RECOMMENDATIONS

This section makes a number of recommendations for Railway Children and project partners, arising from findings in this SROI analysis. A brief explanation of the rationale follows each recommendation.

10.1 THE ROLE OF PROJECT PARTNERS

Recommendation 1: Project Partners should develop meaningful collaboration with the network of agencies (including the police) working with vulnerable young people in their area. For example, this could include:

- Who should undertake which RHIs, and how the referral system should work
- Which organisation(s) should undertake follow-up work with which young people
- How performance and outcomes should be measured, both at a strategic level and for individual young people

The way that statutory agencies work with young people who run away is changing. Commissioning bodies (Local Authorities and the police via PCCs) are increasingly working in a more systemic way in dealing with young people who run away, and with associated issues of CSE and drugs. Whereas project partners tend to focus on individuals' needs, LAs and the police are also tackling issues at a more strategic level – identifying patterns of behaviour, targeting vulnerable groups and problem areas, disrupting criminal activities and so forth.

This more strategic approach is being reflected in the way these bodies commission services from the Third Sector; increasingly, they are seeking services and outcomes that match these wider priorities. Project partners would benefit by recognising this and responding to the implications for the way they work.

10.2 EVIDENCING OUTCOMES

Recommendation 2: Project Partners should collect data that enables them to report both outputs (e.g. RHIs completed, number of young people engaged with follow-up support) and measurable outcomes – what these interventions achieve. Outcomes may be counted through reduced missing episodes, but should also include direct feedback from the young people themselves on what has changed for them.

The intention here is twofold: firstly, the project partners should be better able to demonstrate, to potential funders of all kinds, the difference they make for young people. Secondly, tracking outcomes will enable project partners to measure their own success and improve the way they work in response to this.

Some work is likely to be needed to develop a suitable approach for young people in this situation, recognising the difficulty in engaging with them. A range of options is available here, including the 'smiley face scales' used in this evaluation, although some means of ensuring objectivity would be needed.

10.3 PRIORITISING INTERVENTIONS

Recommendation 3: Project Partners should prioritise their work with young people to target those for whom the intervention is likely to have the greatest impact. This might for example include early interventions where this is believed to be more effective coming from an independent agency. This type of prioritisation, and how it should work in practice, should be discussed between project partners and their local commissioners.

This recommendation is a logical follow-up to the first two. If project partners are working in a commissioning environment, they should be able to prioritise their work to best meet commissioned objectives, as demonstrated through the number and success of their interventions.

NB: This recommendation does not imply that RHIs should only be carried out selectively. Rather, it considers how the RHIs and associated one-to-one work that project partners do (as opposed to what might be done by LAs or commissioned elsewhere) can be targeted at those young people for whom it will deliver most value.

10.4 ALTERNATIVE PRIORITIES

Recommendation 4: If Project Partners consider that their organisation's priorities do not match those of local commissioners, they should pursue alternative funding sources.

The point of this recommendation is that a better SROI ratio is not necessarily the 'be all and end all'. If a project partner believes in the value of their work – beyond the statutory requirement of an RHI – then a cost-benefit comparison may not be the overriding consideration. The financial constraints on commissioners need to be recognised however, hence the suggestion of funding from other sources in this case.

10.5 FURTHER RESEARCH

Recommendation 5: Further analysis should be considered to validate the findings in this report, and this should include tracking long-term outcomes (e.g. five years or more after the intervention) for young people whom project partners have supported.

This picks up on the main unknown that affects the robustness of the SROI ratio: uncertainty over the duration of positive outcomes for the young people. Practical difficulties here are acknowledged – the young people will have moved on in their lives and may be difficult to trace, let alone engage in evaluation. However, there may be different ways of approaching this, and the recommendation is that this should be explored.

It might also be possible to explore further the impact of RHIs by themselves, without follow-up support from the project partners. However, it could be difficult to isolate the effect of a single RHI from other influences on the life of a young person in this situation, so this is not a formal recommendation.

10.6 VOLUNTEERS

Recommendation 6: Project partners should consider using volunteers in appropriate roles to support their work with young people.

This final recommendation notes that volunteers used by one of the project partners, even though their role was an administrative one, reported significant personal value from being involved with the service. Other project partners are understood to be considering this, and this should bring benefits to these organisations as well as to volunteers themselves.



APPENDIX 1: IMPACT MAP

IMPACT MAP: YOUNG RUNAWAYS SROI ANALYSIS

Stage 1		Stage 2		Stage 3									Stage 4					Calculating Social Return							
Stakeholders	Intended/unintended changes	Inputs	The Outcomes (what changes)	Description	Indicator	Source	Quantity	Extent	Duration	Outcomes start	Financial Proxy	Value in currency	Source	Deadweight %	Displacement %	Attribution %	Drop off %	Impact	Discount rate	3.5%					
				How would the stakeholder describe the changes?	How would we measure it?	Where did we get the information from?	How much change was there? (Number of people this change applies to)													Year 0	Year 1	Year 2	Year 3	Year 4	Totals
Commissioners and other funders	(Intended outcomes covered by other stakeholder outcomes listed below)	Project funding	600107	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Young people who run away	Better home situation	(Time only)	0	I feel better about where I'm living	Smiley face rating scale completed by young person	Interview with young person	188	50%	4	1	Being in a good place to live	1,048.00	HACT database	25%	0%	54%	19%	33,986.64	27,529.18	22,298.63	18,061.89	14,630.13	11,850.41	94,370	
	Not in as much danger	(Time only)	0	I feel safer	Smiley face rating scale completed by young person	Interview with young person	188	55%	4	1	Reduced anxiety	11,819.00	HACT database	25%	0%	54%	19%	421,619.19	341,511.54	276,624.35	224,065.72	181,493.24	147,009.52	1,170,704.37	
	Getting on better with family	(Time only)	0	I get on better with my family	Smiley face rating scale completed by young person	Interview with young person	188	64%	4	1	Physically safer	550.00	Compensation costs	25%	0%	54%	19%	19,620.15	15,892.32	12,872.78	10,426.95	8,445.83	6,841.12	54,479.01	
	Better progress at school/college	(Time only)	0	Things are going better for me at school/college	Smiley face rating scale completed by young person	Interview with young person	188	51%	4	1	Improved family relationships	600.00	Cos of family therapy	25%	0%	54%	19%	21,403.80	17,337.08	14,043.03	11,374.86	9,213.63	7,463.04	59,431.65	
	Greater confidence and self-esteem	(Time only)	0	I feel better about myself	Smiley face rating scale completed by young person	Interview with young person	188	70%	4	1	Included in 'better future prospects' below	0.00	Included in 'wage scar' below	25%	0%	54%	19%	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Improved future prospects	(Time only)	0	I feel better about my future	Smiley face rating scale completed by young person	Interview with young person	188	100%	4	1	Improvement in confidence (youth)	9,283.00	HACT database	25%	0%	54%	19%	307,068.64	248,725.60	201,467.74	163,188.87	132,182.98	107,068.22	852,633.40	
Parents/ family members (young person living at home)	More relaxed	n/a	0	Made me feel relaxed when I was stressed	Improvement reported by parent	Interview with parent	78	100%	4	1	Wage scar in later life from lack of qualifications	1,199.00	'Wage scar'	25%	0%	54%	19%	54,437.00	44,093.97	35,716.11	28,930.05	23,422.34	18,981.01	151,154.49	
	Better relationship with child	n/a	0	I get on better with my son/daughter	Improvement reported by parent	Interview with parent	59	100%	4	1	Cost of relaxation therapy	1,680.00	Actual cost of relaxation therapy	25%	0%	54%	19%	45,208.80	36,619.13	29,661.49	24,025.81	19,460.91	15,763.33	125,530.67	
	Stronger, more in control	n/a	0	I'm a stronger person, I can handle situations	Improvement reported by parent	Interview with parent	29	100%	4	1	Improved family relationships	600.00	Cost of family therapy	25%	0%	54%	19%	12,213.00	9,892.52	8,012.95	6,490.49	5,257.30	4,258.41	33,911.67	
Foster carers	Feeling of being supported	n/a	0	Someone will listen to my concerns	Improvement reported by foster carer	Interviews with foster carers	54	50%	4	1	Cost of CBT course	2,150.00	Cost of 1:1 parenting course	25%	0%	54%	19%	21,510.75	17,423.71	14,113.20	11,431.69	9,259.67	7,500.33	59,728.61	
Children's homes	Time saving	n/a	0	Reduction in time spent looking for young person and completing paperwork	Reduction in extra staff time needed because of missing episodes	Interviews with care home managers	27	100%	4	1	Able to obtain advice	2,457.00	HACT database	25%	0%	54%	19%	22,886.96	22,886.96	0.00	0.00	0.00	0.00	22,886.96	
Police	Fewer missing episodes to deal with	n/a	0	Reduction in police time needed to investigate missing episodes	Amount of police time saved	Interviews with police and external research	188	100%	4	1	Cost of staff time	1,160.00	Unit Costs of Health & Social Care	25%	0%	54%	19%	10,805.40	10,805.40	0.00	0.00	0.00	0.00	10,805.40	
Society	Reduced impact of criminal behaviour, including CSE	n/a	0	Reduction in the cost to society of dealing with the consequences of CSE	Amount by which society values this reduction	Third party interviews and external research	30	100%	4	1	Cost of police time	2,415.80	University of Portsmouth	25%	0%	54%	19%	156,688.79	126,917.92	102,803.51	83,270.85	67,449.39	54,634.00	435,075.67	
Local Authority Children's Services	Time saving	n/a	0	Time saved by not having to undertake RHIs that are done by project partners	Amount of time saved for LA social workers	External research	1012	100%	0	1	Costs per CDE prosecution	3,820.00	Manchester New Economy database	25%	0%	54%	19%	39,537.00	32,024.97	25,940.23	21,011.58	17,019.38	13,785.70	109,781.86	
Schools	Time saving	n/a	0	Reduction in time needed for counselling with young person	Amount of extra time they would need to input if project partner not available	Interview with school representative	188	100%	4	1	Cost of staff time	110.00	Unit Costs of Health and Social Care	25%	0%	54%	19%	111,320.00	111,320.00	0.00	0.00	0.00	0.00	111,320.00	
Volunteers	Personal sense of value and achievement	[£15hrs pw at £8 per hour, 44 weeks per year]	5280	Increase in personal satisfaction and sense of achievement	Life satisfaction value of volunteering	Interviews with volunteers	3	100%	0	1	Cost of staff time	400.00	Unit Costs of Health & Social Care	25%	0%	54%	19%	56,400.00	56,400.00	0.00	0.00	0.00	0.00	56,400.00	
Volunteers	Personal sense of value and achievement	[£15hrs pw at £8 per hour, 44 weeks per year]	5280	Increase in personal satisfaction and sense of achievement	Life satisfaction value of volunteering	Interviews with volunteers	3	100%	0	1	Value of volunteering	2,357.00	HACT database	25%	0%	54%	19%	7,071.00	7,071.00	0.00	0.00	0.00	0.00	7,071.00	

Total 605,387.00

Total 1,341,777.11 1,126,451.30 743,554.03 602,278.77 487,845.80 395,155.10 3,355,285.00

Present value of each year	1,126,451.30	718,409.69	562,233.67	440,008.96	344,354.84	
Total Present Value (PV)						3,191,458.47
Net Present Value (PV minus the investment)						2,586,071.47
Social Return Value per amount invested						5.27

APPENDIX 2: SENSITIVITY ANALYSIS

Section 8.5 quotes a 'headline' SROI ratio for the social value generated of £5.27 per £1 invested; Section 8.6 explains the need to test the effect of varying some of the estimates and assumptions on which this is based. This Appendix presents the sensitivity analysis used to test this variation, broadly in order of significance.

'DROP-OFF' – HOW LONG THE OUTCOMES LAST

This is the greatest area of uncertainty in the SROI calculation, because of the limited evidence available and the fact that two of the project partners have been operating for less than a year. The initial drop-off figure used is 19%:

- Halving this drop-off effect to 9.5% would raise the SROI ratio to £6.94/£1
- Doubling the drop-off estimate to 38% decreases the SROI ratio to £3.02/£1

DEADWEIGHT AND ATTRIBUTION

These estimates of 25% and 54% used in the Impact Map are likely to be more robust than that for drop-off, but are tested for sensitivity anyway:

- Reducing deadweight to 20% increases the SROI ratio to £5.61/£1
- Increasing deadweight to 30% decreases the SROI ratio to £4.93/£1
- Reducing attribution to 44% increases the SROI ratio to £6.35/£1
- Increasing attribution to 64% decreases the SROI ratio to £4.19/£1

IMPACT ON SOCIETY

This is recognised as very difficult to measure (Section 6.6), and an assumption has been made using the number of prosecutions for sexual offences that might ultimately be averted.

- If we were to assume that there is no impact on society from assistance that project partners give the police, the SROI ratio would reduce to £5.10/£1
- Doubling the effect (i.e. doubling the number of assumed prosecutions), would increase the SROI ratio to £5.44/£1

RISK OF PHYSICAL INJURY

This too is a broad estimate of the extent of risk involved, although the effect of varying this assumption is less significant:

- Reducing the estimated probability to zero reduces the SROI ratio to £5.19/£1
- Doubling the estimated probability to 22% increases the SROI ratio to £5.36/£1

OTHER FACTORS

A number of other factors could also be tested for sensitivity, such as the amount of time saved to police, care homes and schools, or the extent of improvement reported by foster carers in their ability to obtain advice. However, varying these factors would have only a marginal effect on the overall SROI ratio so they have not been detailed here.

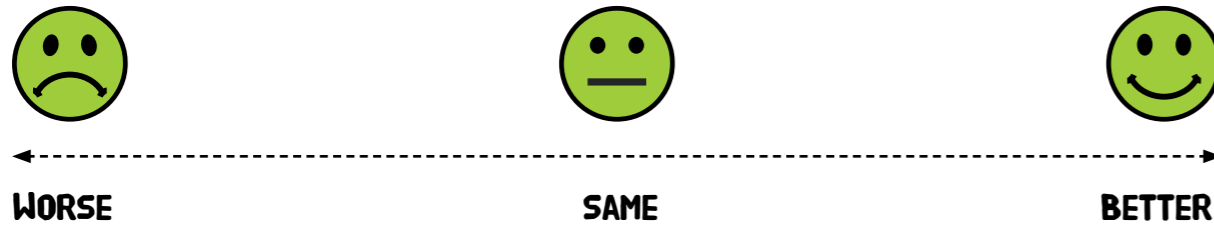
CONCLUSION

Whilst the effect of these variations may be cumulative, it is more likely that their effects will at least partially cancel out, hence overall variation is taken to be broadly within the limits identified above. Allowing for rounding, an SROI ratio of between £3.00 and £7.00 per £1 invested is quoted on this basis.

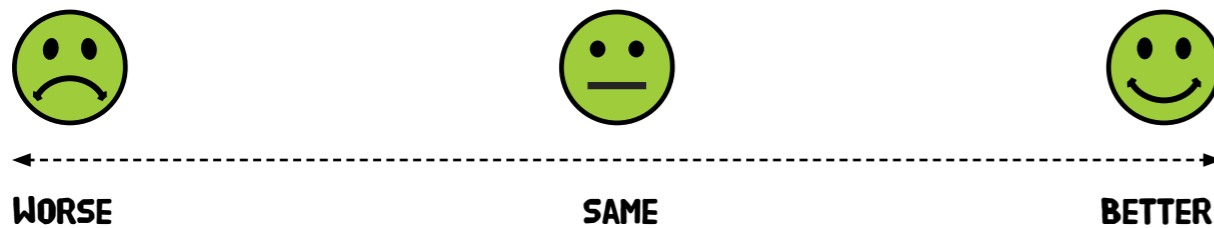
It is also clear that the greatest factor in this variation is how long the outcomes last, particularly for the young people themselves. Even on a pessimistic assumption however, the calculation demonstrates that project partners achieve a social value well in excess of the amount invested.

APPENDIX 3: RATING SCALE USED IN INTERVIEWS WITH YOUNG PEOPLE

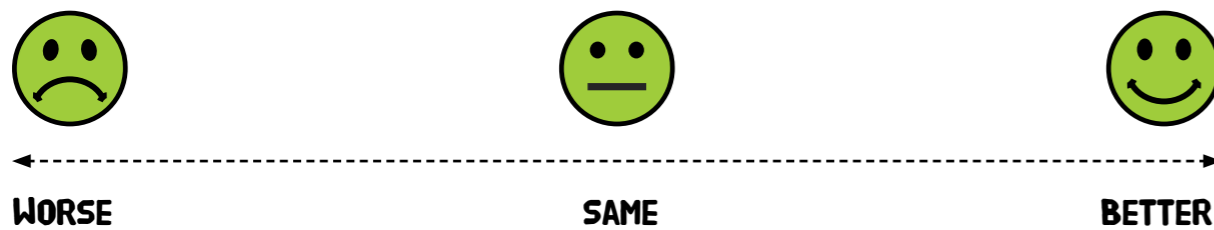
How do you feel now compare to then about: (please mark the scale with a X)



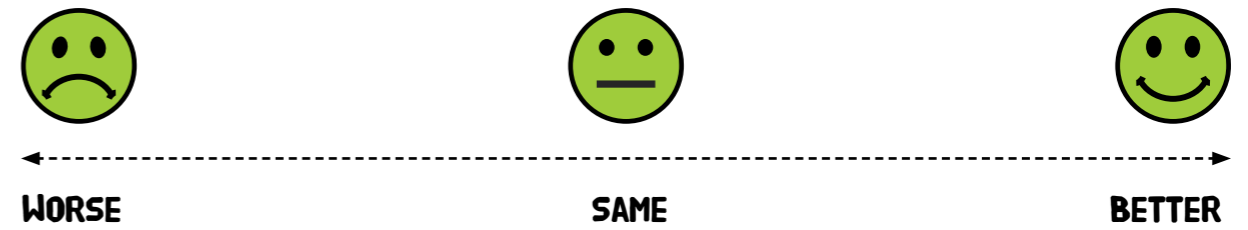
a) Where are you living (or staying)?



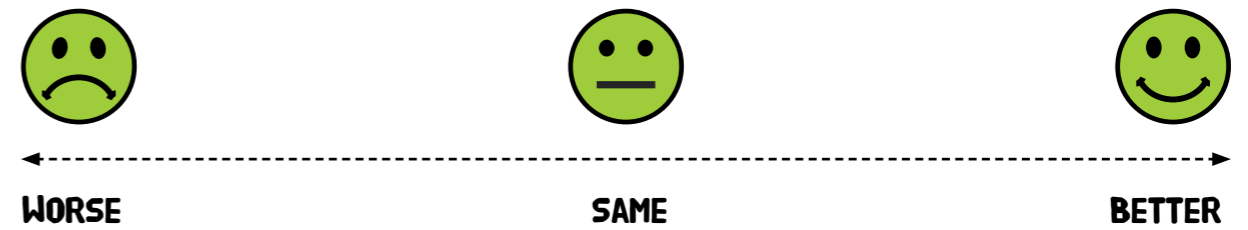
b) How safe you feel?



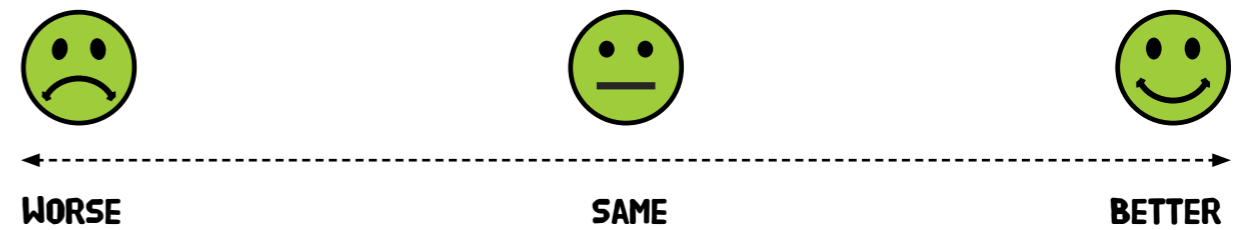
c) Getting on with your family?



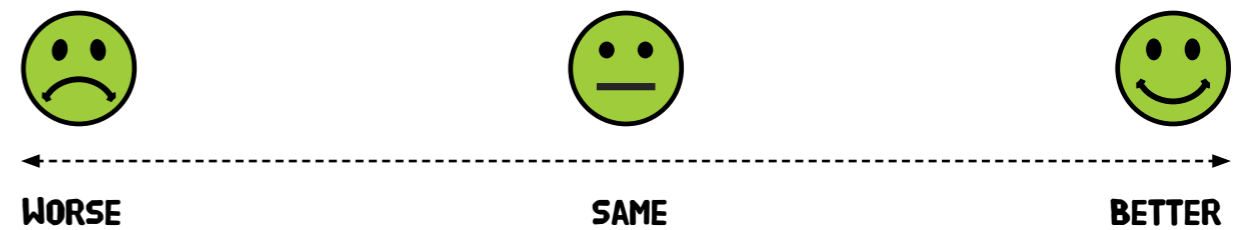
d) How things are going for you at school/college?



e) Yourself as a person (your self-esteem, how you value yourself)?



f) Your future?



g) Anything else I haven't mentioned? (Please say what)

APPENDIX 4: REFERENCE SOURCES CONSULTED

In addition to internal reports and data from Railway Children and the four project partners, the following references sources were consulted in compiling this report:

A National Picture of Child Sexual Exploitation and Specialist Provisions in the UK (National Working Group, 2010)

An Assessment of the Potential Savings from Barnardo's Interventions for Young People who have been Sexually Exploited (Pro-Bono Economics for Barnardo's, September 2011)

Establishing the Cost of Missing Person Investigations (University of Portsmouth, 2012)

Estimating the Costs of Child Sexual Abuse in the UK (NSPCC, 2014)

Global Value Exchange www.globalvalueexchange.org

Government Response to the 9th Report of the Communities and Local Government Select Committee 2014/15 Child Sexual Exploitation in Rotherham: Ofsted and Further Government Issues (HM Government, August 2015)

Grampian Police Return Home Welfare Interview Pilot for Young Runaways: Pilot Evaluation (University of Stirling and Ipsos MORI Scotland, 2010)

High Risk? Attitudes to the Risk Assessment Process in Missing Person Investigations (University of Portsmouth, 2014)

"If Only Someone had Listened": Office of the Children's Commissioner's Inquiry into Child Sexual Exploitation in Gangs and Groups (Children's Commissioner, 2013)

Jigsaw4u Young Runaways Project Evaluation (Jennie Chapman Consultancy and Training Ltd, June 2012)

Make Runaways Safe (The Children's Society, 2011)

Misspent Youth: The Costs of Truancy and Exclusion (New Philanthropy Capital, 2007)

National Specialist Family Service (Phoenix Futures) SROI Forecast (The Social Return Company, 2013)

Reach: A New Model of Intervention for Children Before, During and After they Run Away (Railway Children, 2012)

Reaching Safe Places: Exploring the Journeys of Young People Who Run Away from Home or Care (Railway Children, 2014)

Responding to Young Runaways: An Evaluation of 19 Projects, 2003 to 2004 (The Children's Society/ University of York, 2005)

Returns to Intermediate and Low Level Vocational Qualifications (Department for Business, Innovation & Skills, September 2011)

Scrutiny Review – Children Missing from Care and from Home (Haringey Council, April 2012)

Still Running II: findings from the second national survey of young runaways (The Children's Society, 2005)

Still Running 3 Early findings from our third national survey of young runaways (The Children's Society, 2011)

Social Value Bank (HACT, 2015)

Statutory guidance on children who run away or go missing from home or care (Department for Education, 2014)

The Cost of Domestic Violence (Professor Sylvia Walby, University of Leeds, 2004)

The Cost of Missing Person Investigations: Implications for Current Debates (University of Portsmouth, 2013)

Unit Costs Database (Manchester New Economy, 2014)

Unit Costs of Health and Social Care 2014 (LSE PSSRU, December 2014)

Value of Substance: A Social Return on Investment Evaluation of Turning Point's Substance Misuse Services in Wakefield (Turning Point, 2014)

Violence against Women and Girls Crime Report (Crown Prosecution Service, 2015)

Youth Unemployment: The Crisis We Cannot Afford (ACEVO, 2012)

APPENDIX 5: GLOSSARY OF ABBREVIATIONS

The following abbreviations are used in the text and diagrams:

ACEVO	-	Association of Chief Executives of Voluntary Organisations
CSE	-	Child Sexual Exploitation
HACT	-	Housing Associations' Charitable Trust
LA	-	Local Authority
LSCB	-	Local Safeguarding Children Board
LSE PSSRU	-	London School of Economics Policy and Social Services Research Unit
NSPCC	-	National Society for the Prevention of Cruelty to Children
RHI	-	Return Home Interview
SROI	-	Social Return on Investment
WTP	-	Willingness to Pay
YP	-	Young Person

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