



**Report on  
Social Value created  
by Offplay  
in 2023**



**MAY 2024**



# SOCIAL VALUE

---

## INTERNATIONAL

### Statement of Report Assurance

Social Value International certifies that the report

### Social Value created by Offplay in 2023

satisfies the requirements of the assurance process.

The assurance process seeks to assess whether or not a report demonstrates a satisfactory understanding of, and is consistent with, the Principles of Social Value. Reports are independently reviewed by qualified assessors and must demonstrate compliance with the Social Value report assurance standard in order to be certified. The Social Value report assurance standard can be downloaded from the website [socialvalueint.org](https://socialvalueint.org).

Assurance here is against the Principles of Social Value only and does not include verification of stakeholder engagement, report data and calculations.

Awarded 24/05/2024



Signed

Mr Ben Carpenter  
Chief Executive Officer  
Social Value International



Social Value UK carries out the assurance service on behalf of Social Value International. Social Value International is the global network focused on social impact and social value. We are the global network for those with a professional interest in social impact and social value. We work with our members to increase the accounting, measuring and managing of social value from the perspective of those affected by an organisation's activities, through the standardised application of the Principles of Social Value. We believe in a world where a broader definition of value will change decision making and ultimately decrease inequality and environmental degradation.

Disclaimer: Social Value International will not be responsible for any actions that an organisation takes based upon a report that has been submitted for assurance. An assured report does not grant Accredited Practitioner status to the author/authors of the report unless it is part of a full application for Accredited Practitioner status.



## Table of Contents

EXECUTIVE SUMMARY .....	5
ACKNOWLEDGEMENTS .....	6
INTRODUCTION .....	7
ABOUT OFFPLOY .....	8
SCOPE OF THIS RESEARCH AND REPORT .....	9
<i>Our Research Process</i> .....	9
THE SCOPE OF THE SOCIAL RETURN ON INVESTMENT ANALYSIS.....	10
THE CONTEXT .....	11
<i>The Challenge</i> .....	11
<i>The Seven Pathways of Reducing Reoffending</i> .....	12
HOW OFFPLOY’S ACTIVITIES SEEK TO ADDRESS THE CHALLENGES.....	14
STAKEHOLDERS .....	17
STAKEHOLDER MAPPING PROCESS.....	17
UNDERSTANDING THE DECISIONING ON STAKEHOLDERS TO INFORM THE RESEARCH.....	18
STAKEHOLDER SUBGROUPS AND CHARACTERISTICS.....	22
SAMPLING AND ENGAGEMENT CONSIDERATIONS .....	23
UNDERSTANDING OUTCOMES.....	25
UNDERSTANDING VALUE CREATION AT OFFPLOY – BUILDING A THEORY OF CHANGE .....	25
OUTCOMES CONSULTATIONS .....	26
<i>Workshop with Offploy Colleagues</i> .....	26
INTERVIEWS WITH CANDIDATES .....	30
<i>Knowledge</i> .....	31
<i>Attitudes</i> .....	32
<i>Behaviours</i> .....	33
DECIDING ON RELEVANT OUTCOMES TO INCLUDE.....	35
OUTCOMES MATRIX .....	38
MEASURING OUTCOMES .....	39
DATA COLLECTION .....	41
INDICATORS .....	41
UNINTENDED/NEGATIVE .....	42
QUANTITATIVE RESEARCH RESULTS: 2023.....	43
VALUE OF OUTCOMES.....	44
<i>Knowledge</i> .....	45
<i>Health &amp; Wellbeing</i> .....	46
<i>Progression</i> .....	47
CAUSALITY OF OUTCOMES .....	51
DURATION OF OUTCOMES .....	52
<i>Knowledge</i> .....	54
<i>Health &amp; Wellbeing</i> .....	57
<i>Progression</i> .....	58
INPUTS.....	63
SENSITIVITY ANALYSIS .....	64
VERIFICATION .....	67
BE RESPONSIVE.....	70



<b>APPENDICES</b> .....	<b>72</b>
<i>Appendix A: Further details on the Seven Pathways to Reduce Reoffending</i> .....	73
<i>Appendix B: Outcomes exercise from Offploy Workshop</i> .....	74
<i>Appendix C: Offploy Interview Discussion Guide for Candidates</i> .....	75
<i>Appendix D: Quantitative Data Collection, Indicators and Measures.</i> .....	76
<i>Appendix E: Warwick-Edinburgh Mental Wellbeing Scales</i> .....	78
<i>Appendix F: Offploy's SMART Goals</i> .....	80



## Executive Summary

This research was commissioned by Offploy CIC and conducted by Bean Research. It forms part of a project to understand how the organisation creates social value, what its social return on investment is, and the development of a toolkit to support the wider rehabilitation sector in measuring and reporting the difference it makes.

Offploy supports people at risk of offending and re-offending, empowering them to access greater opportunities and achieve their full potential. They focus on tangible opportunities, such as skills development and access to resources, alongside tackling the mindset and self-belief challenges that individuals face.

This project was conducted through quantitative and qualitative research, using the Social Value International (SVI) Principles as a guide to make decisions and to take into account the broader definition of value. The specific focus of the social valuation was on the Candidates who participated in the programme. Offploy Candidates were actively involved as those affected by the programme, so their experiences have been respected, and their voices influence the process.

This research project and report show that Offploy creates significant value to society through its work with Candidates, generating outcomes based on the development of financial capability, employability and vocational skills, a more positive mindset, and employment opportunities.

Overall, the research shows that Offploy has generated just over £7 million of social value through their activities in 2023. When factoring in the investment required, this means the Social Return on Investment (SROI) ratio is £1: £12.09, although based on further sensitivity analysis, this should be more truly shown as a range between £1: £9.20-£15.30.

Our analysis shows that the largest contribution to social value is the increased positive mindset of Candidates created through working with Offploy, measured by an increase in scores of wellbeing. This accounts for 37% of the overall social value.

Offploy is keen to use the research to provide greater insight into how to better support its Candidates and create the most social value for them. Through this research, Offploy has been working with the researchers to not just understand how and how much social value is created but to develop the tools, systems and understanding to conduct future social value measurement themselves.

In addition, Offploy is keen to go one step further and share these systems and processes with the rest of the sector, as well as the details behind the valuations, causality, and sensitivity assumptions made. Our joint hope is that this report is the first step in the journey.



## **Acknowledgements**

Thank you to all the Colleagues and Candidates at Offploy who shared their experiences, insights, and personal journeys with the research team. It is their experience, and the Offploy's team's dedication to these individual successes, which has generated such value for society.

The analysis, primary research, value map and report that forms the SROI report within here was conducted and authored by Charlotte Turner and Bethan Lloyd, Bean Research. The researchers are both Social Value International Accredited Practitioners.

Thank you also to Social Value International for their guidance, driving principles and assurance process.



# Introduction

This report focuses on the social value created by Offploy through its peer mentoring and support services. The scope of the work was framed in terms of being a distinct piece of work, seeking to understand the social value created by Offploy for the people immediately affected by the programme and for whom the organisation was set up.

Offploy has been operating for eight years with a vision of a world where people are safe from crime. The research undertaken for this report is its first deep dive into understanding how it creates value for its stakeholders and focuses on its activities over the course of one year - 2023. This report has been guided by the Social Value International (SVI) Principles, which have driven the research to ensure an independent and balanced measurement and reporting of social value.

Building an account of social value is a story about the changes experienced by people, through qualitative, quantitative, and comparative information. The type of social value analysis carried out in this report is Social Return on Investment (SROI), which calculates and communicates the social value created by Offploy in financial terms, using the common nominator of money while adhering to the Principles illustrated in Figure 1 below. Further details on Social Value International can be found at [www.socialvalueint.org](http://www.socialvalueint.org)

These principles are:

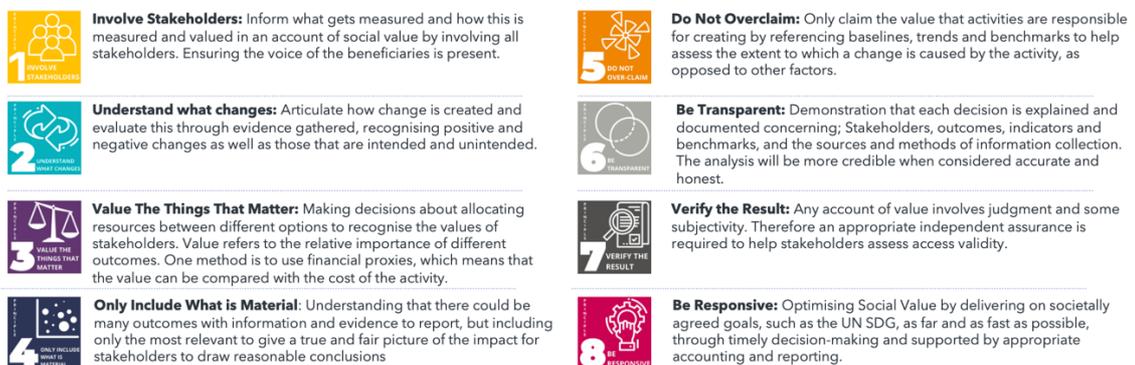


Fig 1. SVI Principles, 2024



## About Offploy

Offploy is a Community Interest Company (CIC). Offploy supports people at risk of offending, empowering them to access greater opportunities and achieve their full potential.

To accomplish this, they are committed to addressing both practical and psychological aspects of social exclusion and aim to transform how society perceives affected individuals. They focus on tangible opportunities, such as skill development and access to resources, and tackle the mindset and self-belief challenges that individuals face.

Offploy runs peer-mentoring and support services commissioned by private funders, the Department of Work Pensions, and the Ministry of Justice. It also provides HR consultancy services to employers to help them actively hire people with convictions.

Offploy's Vision is a world where every person is safe from crime, and its mission is to make the world a safer place by supporting people at risk of offending to access greater opportunities and achieve their full potential. Offploy's goal by May 2027 is to be a global leader in reducing reoffending.



Fig 2. Offploy's Vision and Mission, 2024 <sup>1</sup>

For transparency purposes, it should be noted that Jacob Hill, the founder, and CEO of Offploy, is currently a Director of Social Value UK, joining the Board of Social Value UK in 2023 during this research project.

<sup>1</sup> <https://www.offploy.org/about>



## Scope of this research and report

This section outlines the scope of the organisation, our research, as well as the research methodology and the scope of the evaluative Social Return on Investment Analysis for this report.

### Our Research Process

Bean Research was commissioned in December 2022 to explore the social value of Offploy's delivery, using the principles and practice of Social Return on Investment. This work was conducted across a number of phases detailed below:

- Phase 1: Review the overall context, aim and objects in which Offploy operates, using desk research to frame a landscape review.
- Phase 2: Understand and conduct research among stakeholders to understand the social value from the perspective of Offploy stakeholders.
- Phase 3: Work with Offploy to develop a draft Theory of Change bringing together the programmes to test the projected difference made collectively and to focus the researchers across different programmes Offploy deliver.
- Phase 4: Conduct research with participants throughout 2023. As part of this, system updates took place from December 2022 to January 2023 to enable Offploy to capture the data about Candidates and establish quantitative measurement of outcomes.
- Phase 5: In-depth interviews were conducted by researchers to capture the stakeholders' weighting and assumptions, attribution and drop-off, and priority of values. This phase was conducted between January and March 2024
- Phase 6: Assign weightings and values to calculate the Social Value and complete this report.

Conducting Phase 4 also allowed Offploy to update its systems to ensure that future tracking of social value is hard-wired into the organisation. Also a result, Offploy will be less reliant on external research to quantify change among its Candidates. In addition, the insights gained from, and the results of this research are being fed into Offploy's Future Strategy.



## **The Scope of the Social Return on Investment Analysis**

Offploy commissioned the project, outlining the need to establish social value through an independent research consultancy, develop a Theory of Change, calculate the Social Return on Investment, and embed it within the organisation, with an eye towards marking Offploy's 8th anniversary.

The research programme was therefore developed by Bean Research with Offploy to conduct a robust SROI evaluation of the programme, with a clear determination of the social value of its work with Candidates.

The scope of the work was framed in terms of seeking to understand the social value created by Offploy for the people immediately affected by the programme. Expanding the scope to focus on stakeholders beyond the people who are intended to primarily and directly benefit from Offploy's services is not feasible for this research study due to resource constraints and the need for a more focused analysis.

Therefore, there is a potential risk of material outcomes being excluded. It is a discrete piece of consultancy with a limited budget and hence was driven by understanding social value for primary beneficiaries—to that end, wider stakeholder groups such as government, commissioning bodies, and families, friends and partners of Candidates are not in scope (and hence not material). These will be reviewed as part of the stakeholder mapping process to inform the engagement with the Candidates and to be able to understand the wider influences.

From the start, Offploy was keen to seek independent assurance of the report. The researchers adhered closely to the principles and standards developed by Social Value International in their overall approach and sought Social Value UK assurance.

The additional aim, as Principle 8: Be Responsive encourages, was to identify areas for improvement in both processes and outcomes that could be actioned by Offploy which would help deepen Offploy's understanding of the value created, how best to measure this in the future – and ultimately, how to increase that value in the future.

This analysis evaluates Offploy's delivery for one year, from January 2023 to December 2023.



# The Context

## The Challenge

Offploy supports people with experience of the criminal justice system and/or at risk of offending, empowering them to access greater opportunities and achieve their full potential.

The UK prison population has risen 70% over the last 20 years. In 2022, 26% of offenders reoffended within six months of release, and only 17% of those leaving the prison system were in PAYE employment a year later<sup>2</sup>. The annual total economic and social cost of reoffending is estimated at £18.1bn every year<sup>3</sup>.

With an identified gap in in-prison services, there is increasing evidence that engagement with skills and education can significantly reduce reoffending and increase the prospect of employment. The Prisons White Paper<sup>4</sup> set out the then Deputy Prime Minister's strategy to reduce reoffending, putting a laser-sharp focus on getting prisoners into work within prison and on release—with an overhaul of targets for employment.

Yet, at the same time, the need has increased further. 2 in 5 prisoners, serve a prison sentence of six months or less, with 63% receiving a prison sentence of less than 12 months. Prison Reform Trust data shows that these short prison sentences are less effective than community sentences at reducing reoffending<sup>5</sup>. Many young adult prisoners are reported to come into custody with previous negative experiences of education and few formal qualifications. For this group, education, work, and other activities can provide the greatest opportunity, but this group is also most likely to spend the most time in isolation or cells.

Despite the pandemic starting four years ago, its impact is still being felt throughout the entire criminal justice system. The courts are facing a severe backlog, with a record high of 65,077 outstanding cases in the Crown Court as of November 2023<sup>6</sup>. In June 2023, 61% of prisons were officially overcrowded, which means some cells had more prisoners than their intended capacity. The prison estate is operating at around 99% of its Usable Operational Capacity<sup>7</sup>.

---

<sup>2</sup> <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2022/proven-reoffending-statistics-january-to-march-2022>

<sup>3</sup> <https://assets.publishing.service.gov.uk/media/5d1de7a4e5274a08d13a684e/economic-social-costs-reoffending.pdf>

<sup>4</sup> <https://www.gov.uk/government/publications/prisons-strategy-white-paper>

<sup>5</sup> <https://prisonreformtrust.org.uk/wp-content/uploads/2023/06/prison-the-facts-2023.pdf>

<sup>6</sup> <https://researchbriefings.files.parliament.uk/documents/POST-PB-0058/POST-PB-0058.pdf>

<sup>7</sup> <https://www.lawsociety.org.uk/contact-or-visit-us/press-office/press-releases/record-crown-court-backlog-as-long-wait-for-justice-continues>



For almost two years from March 2020, almost everyone in prison in the UK spent 23 hours or more a day locked in a cell. The Prison Reform Trust's Project CAPPTIVE<sup>8</sup> reported that nearly all rehabilitative work had stopped, and prisoners had limited access to the library, workshops, and exercise.

Despite the loosening of community regulations, prisons only emerged from a 2-year lockdown in the Spring of 2022, which has impacted the prison population who have been released with reduced access to skill and employability opportunities and experience.

To quote the government report<sup>9</sup>, "Some people's mental health has taken a harder, longer-lasting hit during the pandemic." Groups who had the highest risk of mental ill-health before COVID-19, including those living with pre-existing conditions, seem to have been worst affected (and this includes those with experience of the justice system). Clinks<sup>10</sup> research across the justice system's third sector has shown that, as a result, mental health has taken its toll, and more work has been needed to support wellbeing than before COVID-19.

## **The Seven Pathways of Reducing Reoffending**

It is in this context that Offploy supports Candidates – both those who have experience of the justice system, and those at risk of offending.

While their funding/commissioning focus on outcomes such as employment and employability skills, it is useful to consider the outcomes based on academic and government literature which shows seven crucial underlying paths to reduce reoffending and capture the broader wellbeing outcomes that contribute to those goals.

In 2004, the Government published its *Reducing Reoffending National Action Plan*, and the Government's Social Exclusion Unit developed the Seven Pathways for Reducing Reoffending, which researched the reasons for reoffending after release from prison<sup>11</sup>.

Its findings revealed the Seven Pathways (and key steps to reducing reoffending) to be:

1. Accommodation and Homelessness
2. Attitudes, Thinking and Behaviour
3. Family Links and Social Support
4. Drugs and Alcohol

---

<sup>8</sup> <https://prisonreformtrust.org.uk/publication/captive-prisoners-health-during-the-covid-19-pandemic/>

<sup>9</sup> <https://www.gov.uk/government/publications/covid-19-mental-health-and-wellbeing-recovery-action-plan#:~:text=However%2C%20we%20know%20that%20some,to%20have%20been%20worst%20affected.>

<sup>10</sup> [https://www.clinks.org/sites/default/files/2020-12/The%20impact%20of%20Covid-19%20on%20the%20voluntary%20sector%20in%20criminal%20justice\\_0.pdf](https://www.clinks.org/sites/default/files/2020-12/The%20impact%20of%20Covid-19%20on%20the%20voluntary%20sector%20in%20criminal%20justice_0.pdf)

<sup>11</sup> <https://publications.parliament.uk/pa/cm200405/cmselect/cmhaff/193/19306.htm>



5. Education, Training and Employment
6. Finance, Benefits and Debt
7. Health (Physical and Mental)

A rehabilitative and resettlement culture developed based on the pathways has led to many successes at a national, regional, and local level, with progress in skills and employment in custody and the community.

Effective offender management is characterised by a holistic approach where interventions are matched to identified risks and needs. The needed resources are provided by prison and probation, as well as increasingly through commissioning, joint commissioning, and partnership arrangements. The seven pathways to reduce reoffending were designed to support offender management by making it easier to identify and focus on an offender's particular needs. The pathways have also been used to prevent offending by reducing the causes that lead to convictions.

There is significant evidence that supports the seven levers to reduce reoffending and the positive pathways, such as:

- Only 8% of people are in PAYE employment six weeks after leaving prison. After a year, the figure rises to just 17%. Prison Reform Trust report that reoffending is almost twice as likely if ex-prisoners are unemployed<sup>12</sup>.
- A report on accommodation and support for adults leaving prison found that in the year to February 2020, 65% of those without settled accommodation had reoffended compared with 44% of those with settled housing<sup>13</sup>.
- Engagement with education and training has been shown to considerably reduce reoffending. According to a 2020 study, the one-year reoffending rate among prison learners was 34%, compared to 43% for those who did not engage in any form of learning<sup>14</sup>. The need for education, training, and employment support as part of rehabilitation is important. Evidence shows that adult prisoners have typically had a negative experience of education, training and employment compared to the general population. 13% of those who have offended never had a job compared to 3.9% general population<sup>15</sup>. With 47% of the prison population lacking any qualifications and 68% being unemployed in the weeks preceding custody, while 7.7% of the

---

<sup>12</sup> [https://prisonreformtrust.org.uk/wp-content/uploads/2023/06/prison\\_the\\_facts\\_2023.pdf](https://prisonreformtrust.org.uk/wp-content/uploads/2023/06/prison_the_facts_2023.pdf)

<sup>13</sup> <https://www.justiceinspectorates.gov.uk/hmiprobation/wp-content/uploads/sites/5/2020/07/FINAL-Accommodation-Thematic-inspection-report-v1.0.pdf>

<sup>14</sup> [https://committees.parliament.uk/writtenevidence/9597/html#:~:text=The%20proven%20on%20year%20reoffending,children\)%20and%20to%20the%20community.](https://committees.parliament.uk/writtenevidence/9597/html#:~:text=The%20proven%20on%20year%20reoffending,children)%20and%20to%20the%20community.)

<sup>15</sup> <https://committees.parliament.uk/writtenevidence/59403/html/>



economically active population are unemployed, there is a considerable lack of job-readiness<sup>16</sup>.

However, despite evidence that engagement with skills and education reduces reoffending rates, there remains a gap in high-quality skills and education programmes and support.

### **How Offploy’s activities seek to address the challenges**

Offploy's activity is supporting people with barriers to work, mainly those with experience of the criminal justice system, with mentoring and support services. Offploy participants are called Candidates, and the candidate's journey is how they progress through their nine-step process, which they see as essential for personal growth and thriving long-term change. Their approach incorporates skill-building courses, employment opportunities, practical workshops, personalised mentorship, and comprehensive guidance.

Through its nine-step process, Offploy addresses the practical and emotional aspects of reintegration to empower them to unlock their true potential and foster positive growth. Their comprehensive framework lays the foundation for increased opportunities and a lasting impact on individuals, communities, and society.

Figure 3 below shows the process.



Fig 3. Offploy’s nine step process, 2023

<sup>16</sup> <https://researchbriefings.files.parliament.uk/documents/SN06385/SN06385.pdf>



Below, is a detailed description of Offploy's standard nine-step programme, with each stage of the candidate's journey clearly explained.

As part of the reporting process, the researchers advised Offploy on how to frame the candidate's journey, incorporating how it is tracked and measured, making the step as inclusive of the range of the programmes offered as possible. The steps have been named by Offploy in terminology Offploy Colleagues and Candidates feel comfortable with.

### **1. Referral**

Once a candidate has been referred to Offploy, they are contacted by a mentor within a few working days. The mentor introduces Offploy's services and share the stages of the candidate's journey. If the candidate feels this is the right opportunity for them, an information-sharing agreement will be signed.

### **2. Welcome Pack**

The mentor will complete an assessment with the candidate to establish eligibility for the programme and gather further information on their current situation. This allows Offploy to discover any additional barriers or support required for the candidate to move towards their vision for success and ensures that its service is representative of the people supported regarding Equity, Diversity, and Inclusion.

### **3. Goal Setting**

Step 3 is about setting targets, creating a programme plan for the candidate, and setting aspirations. The mentor will support the candidate in defining a vision for the future and their 'Big Why' for achieving this vision. They support Candidates in setting goals, ranging from skills-based, such as achieving a qualification or employability for creating a CV, to wellbeing to prioritise and manage their health. This should be achieved by the time they complete the service in the candidate's skills-based Action Plan, which will focus on their support needs and move them closer to success.

### **4. Foundation Support**

Candidates need to have a stable foundation before moving forward. This step in the journey is to ensure the candidate has the right foundation from which to achieve success and is where the outputs of the intervention start to be seen. It is for this reason, that those receiving at least Foundation support are the key stakeholder group identified for this research. During this step, the mentor will support the candidate with any initial pastoral needs, particularly around the 7 pathways of reducing reoffending such as, but not limited to, mental health, accommodation, money management, substance misuse, family and community links and their physical health.

### **5. Enhanced Support**

Once progress has been made towards building a strong foundation with the candidate, Offploy will support them in achieving their vision of success. This is where some Candidates join additional programmes and



training (such as Money Management mentioned below) either provided by Offploy or an external service.

### **6. Independence**

In the programme, the candidate has shown the desire and ability to apply for opportunities through their own efforts; they can accept challenges and pick themselves up. This is not about personal independence but instead about working towards independence from mentoring and support.

### **7. Success**

For Offploy, step 7 success is when the candidate has achieved what they set out to do on Offploy's programme, which could be anything from accepting a job offer or training opportunity to securing accommodation.

### **8. Sustained Success (Short term monitoring and evaluation)**

For Offploy, when a candidate has been able to sustain their success, this will differ from outcome to outcome but may include keeping a tenancy, maintaining employment, or completing a qualification.

### **9. Meaningful Impact (Longitudinal monitoring and evaluation)**

For a year after the candidate completes their mentoring programme with Offploy, they will follow up every three months to understand how their life is going, if they need any extra support and what difference they feel Offploy has made to their life. This feedback will be used to continually improve the service to ensure they are making a meaningful impact on society and in people's lives.

All Candidates will go through the nine steps process on their journey with Offploy, and the time this takes will vary depending on the commissioner or programme. Some Candidates will also enter specific programmes at the Enhanced Support Step, such as Money Management or Homeless Provision.



# Stakeholders

Social Value calculation is centred on how stakeholders think and feel about an intervention and what has happened as a result, following Principle 1: Involving Stakeholders<sup>17</sup>, to ensure the voices of those receiving an impact are included in the research. As this research has a focused scope, the primary target group of the study will be on the Candidates as the main stakeholder group.

The report's scope focused the analysis to the specific group of individuals who are directly targeted to benefit from the activity - people receiving the intervention - and does not include engagement with wider stakeholders.

It is recognised that by not expanding to include other stakeholders then not all the material outcomes have been analysed and some social value may not be captured. Within the stakeholder mapping, the broader stakeholder groups were identified and steps to address the above limitation are discussed in the concluding chapter of this research report.

## Stakeholder Mapping Process

A stakeholder mapping process was conducted in December 2022. The senior leadership team and Colleagues with lived experience at Offplay worked together to develop an informed understanding of the stakeholders engaged in the process. The resulting map centres on Candidates as they are the intended recipients of the support delivered and the purpose of the organisation's existence. This map was used to develop the engagement approach and as the basis of the stakeholder engagement process in the research.

The stakeholders identified were:



Fig 4. Stakeholder Mapping, 2022

<sup>17</sup> <https://www.socialvalueint.org/principle-1-involve-stakeholders>



## Understanding the decisioning on Stakeholders to inform the research

The following table details the various stakeholder groups and why they were included or excluded from the research. This is not to say that Offploy doesn't create outcomes for a variety of stakeholders. However, for this social value assessment, we have focussed on outcomes for the stakeholders directly affected by Offploy interventions, reflecting the scope and limitations of the research project. In this decision-making process we assessed Offploy's wider potential stakeholder groups to inform the research.

### Included Stakeholder Group

Stakeholder	Stakeholder Group Definition	Considerations
Candidates	<p>Candidates are those who were active participants in Offploy's programmes in 2023.</p> <p>Candidates is a relatively broad group, as later we define this further in as part of stakeholder sampling.</p> <p>A large proportion of Candidates have experience of the justice system; all Candidates who are referred to the programme are unemployed and looking for work.</p>	<p>Candidates are the primary focus on the research study, and the intended recipient of the intervention. Through the activity they have the most material outcomes.</p>



## Excluded Stakeholder Groups

Stakeholder	Stakeholder Group Definition	Considerations
Offploy Colleagues	Offploy Colleagues in 2023.  Offploy Colleagues includes all the Colleagues at the organisation, for the purpose of this research and the focus is on the Social Employment Advisors who engage with the Candidates.	Due to the scope of the project, they have been excluded as a key stakeholder group. However, Offploy has a high percentage of Colleagues with lived experience of the justice sector, which makes them a valuable stakeholder in this process and their experiences were key to the development of the research; as such they were deeply involved in the process through creating understanding of longer-term impact.  In addition, some of the Offploy Colleagues were previously Candidates, and these will included in the research as a subgroup of Candidates.
Commissioning Bodies	Ministry of Justice and Department of Work and Pension for the purposes of the research have been considered as one group commissioning bodies.	Ministry of Justice and Department of Work and Pension are commissioners, and funders are relevant to the research as part of the investment in the skills and employment agenda and the impact this has on service demand and expenditure, but given the focus of the research the potential outcomes for this stakeholder group were out of scope.
Justice Sector	The Justice Sector include organisations like the Justice Data Lab and HM Prison and Probation Service.	The Justice Sector is an important stakeholder influencing the activities developed for the Candidates, and the outcomes from the intervention solidified the approach.  As a separate activity Offploy has submitted data to the Justice Data Lab to evaluate the impact of their interventions.  However, within this research, the potential outcomes for the wider sector were out of scope.
Referral Organisations	Job Centres, Referral Agencies and Local Authorities for the purposes	Job Centres, Referral Agencies and Local Authorities were helpful from a contextual perspective, but as above these stakeholders were out of scope for the research.



Stakeholder	Stakeholder Group Definition	Considerations
	of the research have been considered as one group as Referral Organisations.	
Additional Support Services	Social Workers, Health Workers, Probation Officers, and other support services for the purposes of the research have been considered as one group as Additional Support Services.	<p>Part of Offploy's interventions is the referral of Candidates to relevant resources and supporting them with advice and advocacy; this is where Social Workers, Health Workers, Probation Officers, and other support services have been identified as stakeholders.</p> <p>While the intervention alleviates or adds to the resources of these groups, the material outcomes from this intervention lie with the Candidates; therefore, no clear outcomes were identified for this group.</p>
Employers	Employers are the organisations that employ candidate and are recipients of Offploy's HR consultancy services.	<p>Offploy's delivery of HR consultancy services to employers to help them actively hire people with convictions was just being established at the time of this research, and the depth of involvement with recruitment was not strong enough to create change in the organisation.</p> <p>As above, this stakeholder group was not in scope for this research but may be worth further study.</p>
Families, friends and partners of Candidates	This stakeholder group comprises of the personal relationships of the candidate.	<p>Candidates' families, friends, and partners were considered early on as a stakeholder group to include. Evidence, such as the seven pathways to reduce reoffending, suggests that programmes such as Offploy affect participants' personal relationships.</p> <p>Although this area is important, as above this stakeholder group was out of scope.</p> <p>The decision to exclude the direct involvement of the stakeholder group in this research was not taken lightly. However, the research team, in collaboration with Offploy, recognised the significant challenges in</p>



Stakeholder	Stakeholder Group Definition	Considerations
		<p>contacting this group due to the sensitive nature of the relationships involved, and the potential negative impact of conducting research into their (often volatile) relationships. Moreover, it was anticipated that the response rate would be low and inherently biased, as the majority of suggested interviewed and respondents would likely come from those with the strongest relationships with the candidate.</p> <p>In the end, it was felt that the outcomes would be clearer to capture from the candidate's point of view – their perception of the changing relationship is ultimately key to any social value creation.</p>



## Stakeholder Subgroups and Characteristics

Having identified the key stakeholders for the research, the next step was to understand the subgroups of the Candidates. To achieve this, the researchers first needed to understand the stakeholders, their existing biases, and challenges with engaging with them, and then plan how to engage with them. We worked with the Offploy team to do that.

It is clear that there is a depth of lived experience of the criminal justice system for both Offploy Candidates and Colleagues, which contributed to the importance of engaging with Colleagues to support the research. 70% of Candidates have experience of the criminal justice system. And mirroring that, 70% of Colleagues have experience of the system. It outlined from the beginning of the project how Offploy Colleagues could be a representative of those communities and advise in the co-production of the research. Reinforcing the overlap further, 13% of Colleagues started as Candidates. The diagram below seeks to illustrate this:

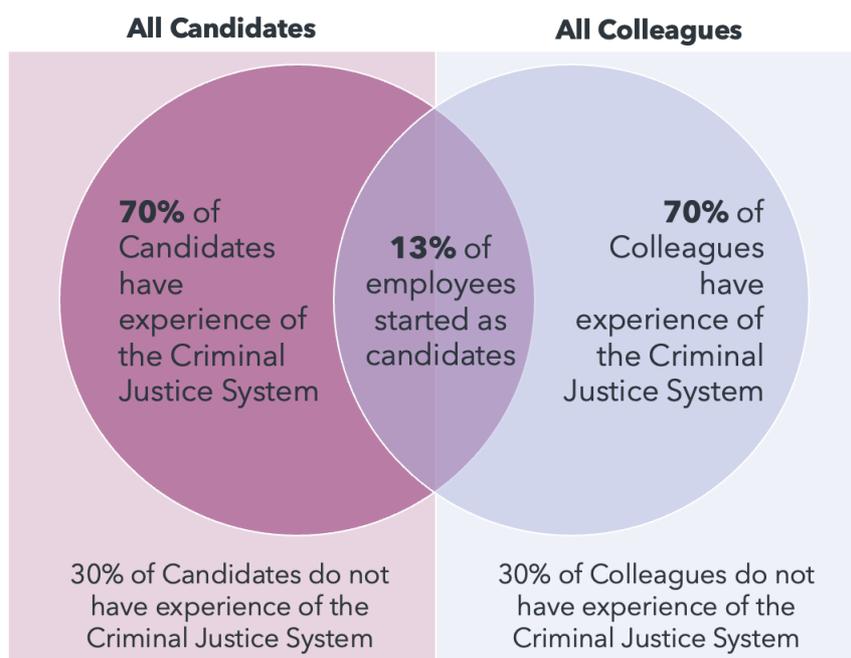


Fig.5 Venn diagram of Candidates and Colleagues, 2024

It is on this basis that the decision was taken to listen to Colleagues to build an understanding of the outcomes for Candidates. As is clear from the diagram above, the vast majority of Colleagues have experience of the criminal justice experience, including some being previously Candidates. They could bring a rich understanding of the outcomes being achieved.

In addition, the 'main' stakeholder group of Candidates can be sub-grouped by provision, with the majority receiving the Foundation 'core' programme, alongside Candidates on the two focussed programmes



delivered in 2023 (the Money Management Programme and Homeless Provision Programme). The diagram below shows the three subgroups for this research:

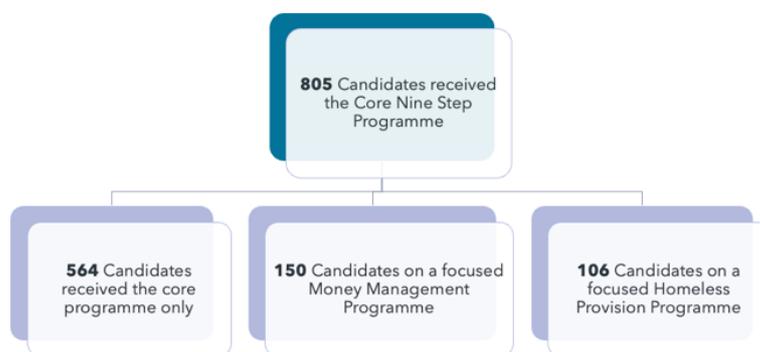


Fig.6 Main stakeholder group and subgroups, 2024

Of course, there are further sub-groups based on outcomes, which were then adopted through the analysis and valuation (see later in this report).

## Sampling and Engagement Considerations

### Offploy Candidates

The existing bias of the Candidates was considered by the researchers.

Candidates might have a negative impression of the programme due to the lack of successful outcomes, such as employment. Alternatively, they might exhibit an overly positive attitude or be reluctant to be honest while still on the programme.

For the Candidates who became Colleagues, there might be a bias as they could feel grateful and indebted to the organisation and despite the best efforts on the researchers to ensure accurate responses, their responses could be more positive based on a reluctance to be honest about their employer.

To ensure a fair and representative sampling of Candidates, the research will focus on those who have completed Foundation Support (see Fig. 6), making the main stakeholder group 805 Candidates. This approach ensures that all voices are heard and considered in the research no matter their outcome and will be involved in the data collection as part of the programme to have a strong data set to analyse. The method of involvement will be monitoring and evaluations, in the form of pre-and post-surveys, conducted throughout the project.

For the in-depth interviews, a sample of 15 Candidates was selected, ensuring a mix of convictions and known outcomes.



## **Offpilot Colleagues**

While Colleagues are not material stakeholders in this process due to the focus of the study, their engagement in planning and sampling were deemed crucial as part of the research process.

The existing bias of the Candidates was that they might be extra positive or reluctant to be honest while working for the company due to anxiety over repercussions. Offpilot has a large proportion of Colleagues with lived experience, and this was taken into consideration for bias.

To ensure a good representative sampling a subcommittee of Senior Management Team was established to support the research and as a way to verify the assumptions of the researchers throughout the process. Alongside we facilitated an all-staff workshop for all 30 Colleagues, working to make it as inclusive and accessible as possible.

Individual interviews were also conducted with different roles within Offpilot to gain a clearer understanding of where the impact was created.



## Understanding Outcomes

Following the initial desk research and consultation with Offploy, a Theory of Change was developed.

The hypothesis of the potential domains/outcomes was not to guide the conversations with stakeholders but to develop themes for the broad delivery of the programme and start to help create an initial language to develop the conversations.

### Understanding Value Creation at Offploy – building a Theory of Change

A Theory of Change is a detailed explanation of how and why a desired change is expected to occur in a specific context. It is based on understanding the relationship between inputs, processes, outputs, and outcomes. Supporting Principle 2: Understand what changes<sup>18</sup>, the Theory of Change was used as a planning tool as part of the initial research to better understand the intended and unintended outcomes of programmes and express what Offploy was 'aiming at' accomplishing.

Offploy had not previously mapped the relationships and dependencies between the inputs, activities, outputs, and outcomes of the programme. Thus, the researchers worked with Offploy to develop a Theory of Change, as illustrated. The resulting Theory of Change was presented to Offploy and used as a basis for developing an understanding of outcomes, as an initial tool to guide the desk and primary research, and discussions with the Senior Management Team at Offploy, and the judgements made by the researchers. This was also used as a base for the project's next step, which is engagement with the stakeholders.

---

<sup>18</sup> <https://www.socialvalueint.org/principle-2-understand-what-changes#:~:text=Standard%20on%20applying%20Principle%202,that%20are%20intended%20and%20unintended>.



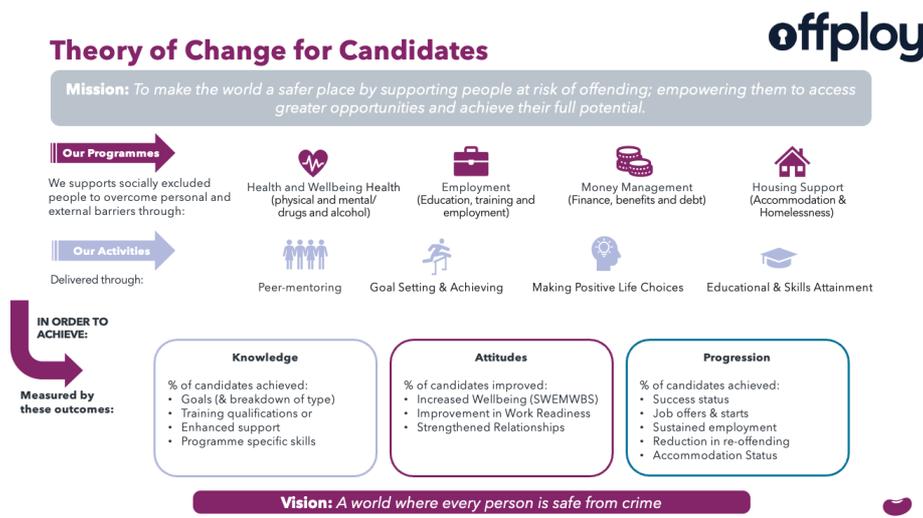


Fig 7. Organisational Theory of Change, 2023

## Outcomes Consultations

After developing the Theory of Change, the researchers worked with Offploy Colleagues and Candidates to understand what changed for Candidates from the programme in their words and views. Guided by Principle 2: Understand What Changes<sup>19</sup>, the researcher looked at how change was created and evaluated this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.

## Workshop with Offploy Colleagues

The researchers conducted a workshop incorporating qualitative research with 30 Colleagues.

A discussion was facilitated by the researchers, focussing on what Colleagues (especially those with lived experience) saw as the key outcomes from their work and thinking about the positive and negative outcomes that can or have happened for Candidates.

Colleagues were encouraged to think about the Candidate's journey through Offploy and through the lens of knowledge, attitudes, and behaviours. What do people know, think and do differently from working with Offploy? The Theory of Change was introduced to support the discussions and to understand what changes lead to what outcomes.

This approach to Knowledge- Attitudes – Behaviour is adapted from Bennett's Hierarchy of Evaluation<sup>20</sup> based on the seven sequential steps (input, activities, participation, reaction, knowledge, skills, opinions,

<sup>19</sup> <https://www.socialvalueint.org/principle-2-understand-what-changes#:~:text=Principle%20%3A%20Understand%20What%20Changes>

<sup>20</sup> [https://archives.joe.org/joe/2010december/tt1.php#:~:text=Bennett's%20hierarchy%20contains%20seven%20sequential,SEEC\)%20\(Figure%201\).](https://archives.joe.org/joe/2010december/tt1.php#:~:text=Bennett's%20hierarchy%20contains%20seven%20sequential,SEEC)%20(Figure%201).)

aspirations, practice change, and impact). The researchers used the hierarchy as a way of workshoping the outcomes of the programme, and later in categorising the different goals.

Asking, "What Knowledge, Attitudes, and Behaviours outcome do you see among Candidates?", the questions helped to prompt discussions, and the responses were then collected using the online tool Slido. As can be seen in the figure below, outcomes entered more than once appear larger, such as for hope, positivity, autonomy, motivation, and empowerment.

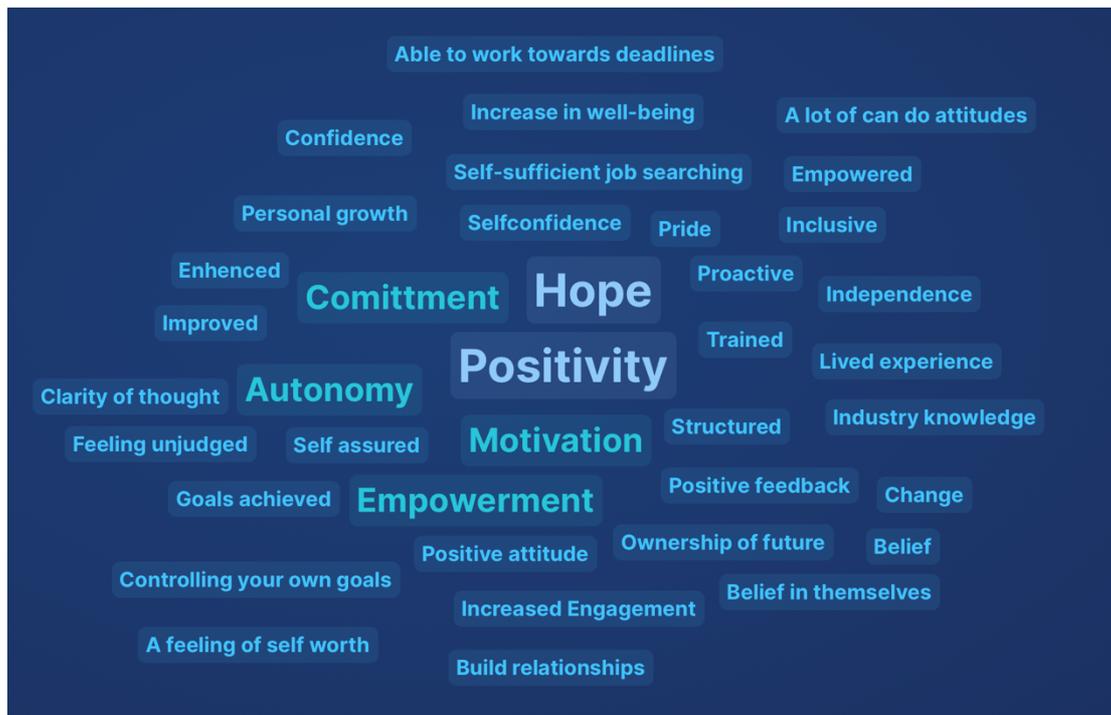


Fig. 8 What outcomes do you see for Candidates?, 2023

Afterwards, we analysed and categorised the outcomes through the same lens of knowledge, attitudes, and behaviours. As is indicated below, the majority of the outcomes were related to changing attitudes of the Candidates as a result of Offploy’s programme.

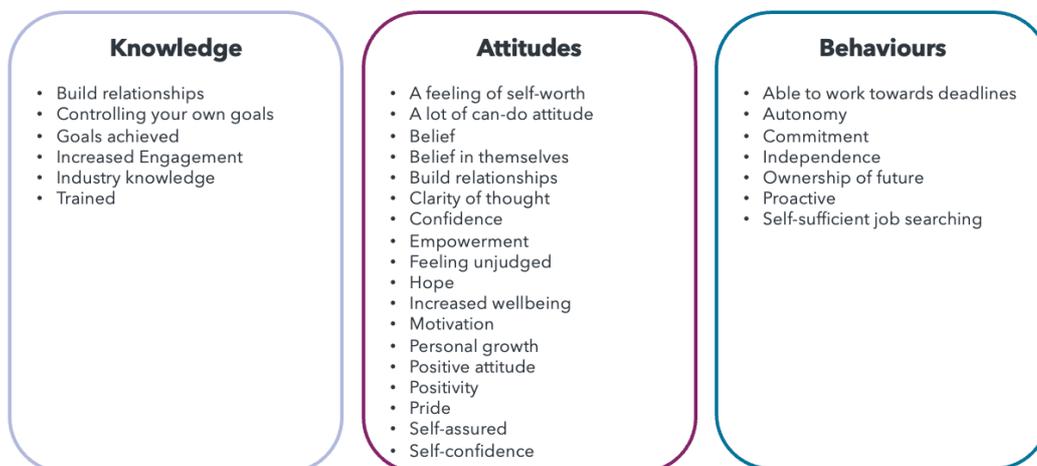


Fig. 9 Categorising Question 1 Responses by Knowledge, Attitudes and Behaviours, 2023

Colleagues were encouraged to have a table-based discussion led by question two - "Thinking about Candidates and Offpoy as a whole, what are the key outcomes?". These were longer-form answers, which were then organised into the same categories by the researchers based on the feedback from the groups.

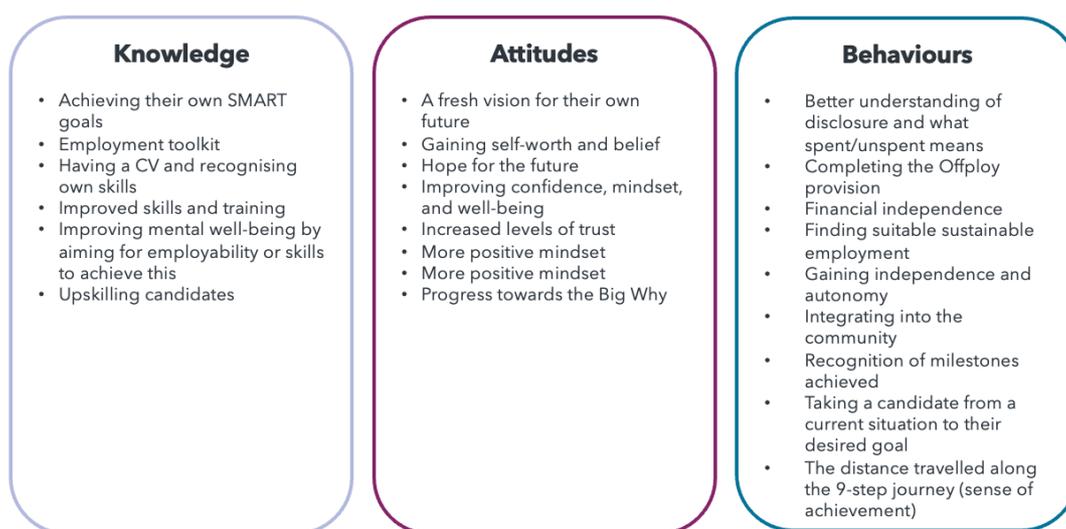


Fig. 10 Categorising Question 2 Responses by Knowledge, Attitudes and Behaviours, 2023

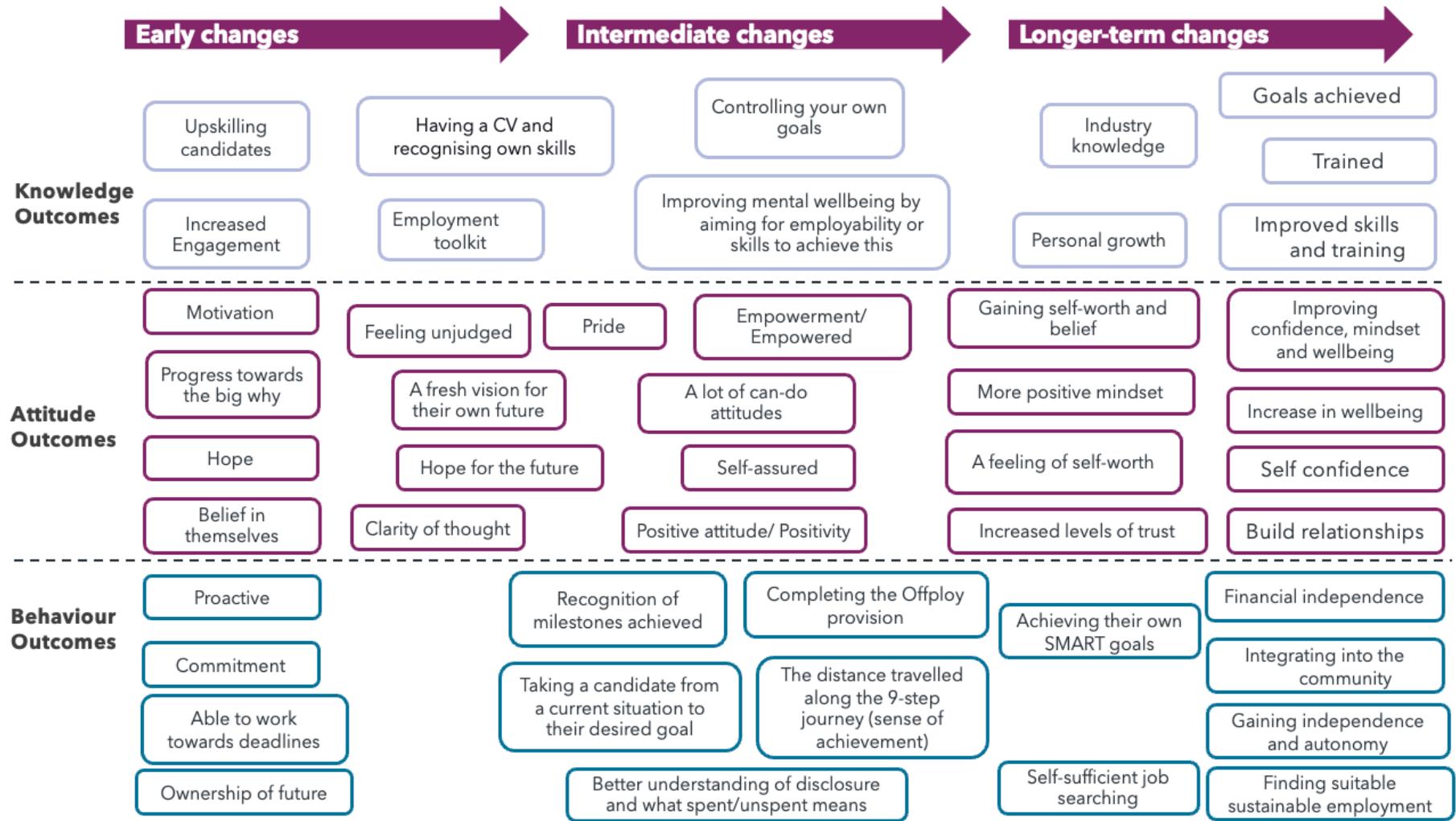
The researchers then asked a third question to the attendees, asking them to plot the outcomes between early, intermediate, and longer-term changes. The Colleagues' wording was kept based on what they saw when working with Candidates. The researchers then used the responses to all three questions to create a Chain of Events, which is a key part of Principle Two. This is also a critical research tool in process evaluation.

They also used the Bennett Hierarchy (Bennett, 2004)<sup>21</sup> approach to break down the changes by Knowledge, Attitudes, and Behaviours while removing any exact duplicates. The researchers analysed the workshop data and found overlaps in the longer-term changes.

<sup>21</sup> Rockwell, K. and Bennett, C., 2004. Targeting outcomes of programs: A hierarchy for targeting outcomes and evaluating their achievement.



# Chain of Events



## Interviews with Candidates

The interviews were conducted online over Microsoft Teams or the phone with Candidates who had been through the programme, which enabled the Candidates to feel more comfortable talking about their experiences with Offploy.

A discussion guide was prepared and appended to the report, which was based on the draft Theory of Change (Fig 7) which is based on Bennett's Hierarchy of Evaluation. To that end, findings below are analysed by these three Knowledge- Attitudes - Behaviour headings. Direct questions on unintended and negative outcomes were included to provide a fairer picture of the true social value created and provide insights to assess and who else they think may be affected. Candidates were asked follow-up questions such as "How does that make you feel?" "Why is that important to you?" and "What happened then?" to obtain further insights.

We heard from 15 Candidates in more depth, as part of the Candidates sample group, of which all but one was male, which is representative of Offploy's candidate base. These individual in-depth interviews are designed to be able to get them to talk more freely. The interview guidance is in Appendix C.

All of them had already gone through the programme and most were still in regular contact with their advisors. One of the Candidates was employed with Offploy, while others were self-employed, employed, ready for work or enrolled in further training. One was in the process of completing DBS checks to return to work.

All the Candidates were very complimentary about their mentors and found they went above and beyond in supporting them, signposting them to relevant services and courses and keeping their morale up.

*"They sort of planted the seed; I think eventually I just wanted to help myself."*

Most received practical and/or legal advice and support that made a huge difference in their understanding of the conviction, what needed to be declared, and what that meant for finding employment.

*"I've been with eight agencies, and no one ever told me about the law and how my conviction ended so I can go and look for a job."*

Specific themes that emerged relating to outcomes were as follows; these have been categorised by Knowledge, Attitudes and Behaviours:



## Knowledge

- **Employability skills**

Employability skills (sometimes referred to as soft or essential skills) are essential to secure and maintain employment. Individuals from less advantaged backgrounds tend to have fewer opportunities to build essential skills and as a result go into lower skilled, lower paid jobs that provide fewer opportunities to build skills. Offploy support Candidates on developing essential skills, especially in applying for employment with convictions.

*"I found the support very helpful and the advice around the types of roles to apply for I will keep using in future when looking for my Better Job. Leah was supportive and didn't judge which helped me to engage".*

A candidate was referred to Offploy after an initial assessment, and an Action Plan was set up, giving him the confidence to approach disclosure effectively when required but also to support him to maintain a positive mindset as he continued his search for employment. He has since found work in catering and has received positive feedback from his employer.

*"Offploy don't just tick box but have a genuine interest in supporting their customers and helping them into employment".*

Another Candidate had previously worked in NHS cancer services for 22 years. After being released from prison, she was applying for a role at supermarkets. Offploy helped her reassess her employment potential with a conviction, created a new CV and disclosure letter and supporting her to reapply for her DBS. She has passed the initial review, and Offploy is helping her prepare for the review board interview.

*"So, they taught me to put together an application, I reapplied, and with the help of Offploy, we've done a cover letter to go with my application. Also, on the application, it says do you have any convictions; if so, elaborate. The previous time I did it, I was ashamed about the situation, I didn't really elaborate very well. This time it has been reviewed, so that is good."*

- **Achieving qualifications**

Another candidate was referred from the Job Centre, which had been unable to help him. Due to bad experiences in prison, he wanted to avoid working in a public-facing or social role. Offploy helped him to work out what sort of role would be suitable and how he could achieve it. They helped him understand the restrictions of his conviction and apply to become a qualified heavy goods vehicle (HGV) driver. He has since passed all of his tests and received his qualification.

*"[My Offploy adviser] was great because he just broke it down to what I would like to do, and we went from there. I had a few bad experiences in prison, and I didn't want to mix with people for work; I wanted to be on*



*my own. He helped me with my CV, my criminal conviction, everything, and got me on a course, which was really helpful to me. I managed to get my HGV licence now."*

## **Attitudes**

- **Improved mindset**

Being heard and not judged emerged as the key underlying change. In fact, it was seen as crucial to the Candidates, for their conviction to be acknowledged and then able to move forwards from it. 12 of the 15 Candidates interviewed credited Offploy with improving their mental health.

In fact, a number of Candidates expressed how having someone directly supporting you made a difference to morale and a positive mindset, which is needed when you are looking for work and struggling to see a future. This is considered to not be found through the job centre, or other support Candidates had experienced before.

*"Just having someone that's just their step by step, you know, to listen. And that was probably the most valuable thing."*

One candidate was reported to be particularly lacking in self-confidence and self-worth, breaking down in tears in front of the Offploy team and recalled that he had been the same in the job centre. He had the skills to work and move forward with his life but at the time was not ready to progress due to a marriage break-up and the immense stress of being made homeless. To quote the Offploy's Colleagues mentor: *"I suggested that we met a few more times to help boost his confidence and self-esteem, and each time we did meet over coffee, he said he was feeling so much better. He was committed to our appointments and every time I suggested he did something for himself, he did it."*

He is now working full-time again but has maintained keeping in touch with the team weekly to help him maintain his good mental health and his future focus, as well as help with moving from temporary to secure accommodation so he can have somewhere for the children to stay and ensure their relationship stays as tight as it was.

*"I have got so much out of this support than I ever have with anyone else. She has helped me move on with my life."*

- **Improved physical health**

Most of the examples when candidates spoke of improved mindset, it also included an example of improved physical health. By looking after themselves and prioritising their good, if the example is about understanding the need to look after physical health. While some of these were less obvious to the candidates,



This reflects wider evidence that increased wellbeing can contribute to healthy behaviours, higher qualifications and skills, better employment, better mental wellbeing, and a quicker or more successful recovery from illness<sup>22</sup>.

One candidate on the Homeless Provision talked about struggling to look after their health whilst living in their car. He has been able to attend some of his appointments and is in the process of moving into temporary accommodation with a referral for physiotherapy.

Another candidate successfully initiated a self-referral to NHS services and anticipates receiving an email containing appointment details from them soon. This proactive step demonstrates his commitment to seeking the necessary support for his physical health.

*"When you get individual help and morale and support from someone, it makes a big difference."*

## **Behaviours**

- **Specific practical support, especially with housing**

Most of the examples of practical support are included under different outcomes, but it was a theme that emerges time and time again:

*"The advice was practical and easy to implement, resulting in positive changes in my work approach."*

*"Thank you for all the help. Without Offploy I don't think I would have been able to find a place and who knows what would have happened to me on the streets."*

One candidate had been homeless for a few months. He was sofa-surfing and staying a tent at the back of Plymouth Argyle FC. The team at Offploy checked regularly that he was safe and well, built up trust and confidence and referred him to local agencies. As a vulnerable adult with learning disabilities, he is now receiving direct support and is in temporary hostel, is on the waiting list for more secure accommodation in Devon and is receiving support on the Money Management programme.

- **Financial independence**

Offploy Colleagues worked with one Candidate specifically aimed at improving his knowledge and ability to make sound financial decisions, for example, using an income and expenditure sheet to identify opportunities to maximise income and reduce expenditure. Support then shifted to how to increase his income, and with Offploy's support he accepted working a range of shifts, which he took to, and allowed him to balance other responsibilities. He has now set clear goals for personal and professional

---

<sup>22</sup> Public Health England, 2019



development and is actively worked towards achieving them. *"The advice was practical and easy to implement, resulting in positive changes in my work approach".*

Initially Candidate J lacked confidence in finding work. He had major debt issues with his council tax that was leading him to withdraw socially and making him worried he would lose his home. As well as supporting Candidate J's CV and cover letter, it was clear that the main concern was his council arrears as the repayments he was making were leaving him with a huge deficit and affected every area of his life. With Offploy's help, Candidate J submitted CTR/CTS applications, and arrears of over £2,500 for 2021-2023 were written off, along with a reduced debt and revised plan for council tax arrears for the next year.

*'Offploy's advice should be given more widely, I was under so much stress I thought I would need to move and lose my home. I would not have known about my options if not for them. Thank you for changing my entire outlook on my future.'*



## Deciding on Relevant Outcomes to Include

A key consideration for conducting a social value assessment is deciding on the relevant outcomes to include. Principle 4: Only Include What is Material<sup>23</sup> was used to understand that there could be many outcomes with information and evidence to report. However, including only the most relevant outcomes would give stakeholders an accurate and fair picture of the impact to draw reasonable conclusions.

Throughout the consultation with Colleagues and Candidates, the research was framed by using the Bennett Hierarchy - particularly Knowledge, Attitudes and Behaviours. However, through the engagement, it became obvious that the overwhelming outcomes for 'Attitudes' were described by Candidates as health and wellbeing. And in talking about their wellbeing, included their increased physical health. Therefore, changing the categorisation from 'Attitudes' to 'Health & Wellbeing' better reflected what the researchers heard, and how the outcomes were discussed. This was also true when looking at 'Behaviours' as these outcomes seemed to be talked about as a transformational change in status and environment. Therefore, the categorisation has been changed to 'Progression'. This is also more in line with Offploy's 9-step programme.

The researchers acknowledge that redesigning the categories and the corresponding outcomes developed in the Theory of Change moves the framework away from a strict transition of Bennett Hierarchy to one that represents Offploy and in a language that aligns with the Candidate's terminology and Offploy's Candidate journey. These new categories of outcomes are displayed below.

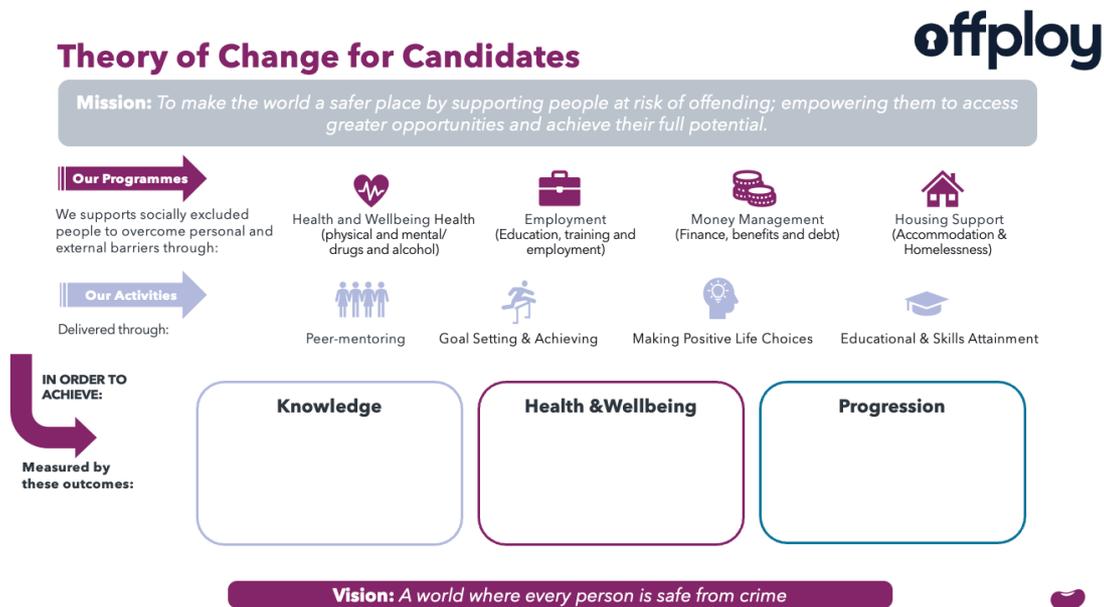


Fig. 11 Reframed the Theory of Change, 2024

<sup>23</sup> <https://www.socialvalueint.org/principle4-only-include-what-is-material>

When looking at the longer-term outcomes articulated in the chain of events and the changes experienced by the Candidates, several key outcomes became clearer. In addition, the language used by the Candidates and Colleagues grouped outcomes together, such as grouping physical and mental health outcomes.

The researchers then analysed the qualitative data from the Offploy Colleagues and Candidates about the outcomes they experienced from the programme intervention to decide on relevant outcomes to include and where they intersect.

### **Knowledge**

- Goals achieved (focusing on specific goals)
- Improved skills and training
- Employability skills
- Achieving qualifications

### **Health & Wellbeing**

- Improved positive mindset
- Improved physical health

In the discussion with Colleagues and Candidates, the terminology around health and wellbeing varied and overlapped depending on who we spoke to and what they perceived to be outcomes; for example, they spoke about confidence, mindset, self-worth, hope and empowerment, to name a few. For the purpose of this report, we will use the term changed mindset, looking at the positive and negative outcomes.

A key area of cross-over within health and wellbeing, was how an improved mindset led to better physical health for the Candidates as they showed "clarity of thought" and a "lot of can-do attitudes" and "a feeling of self-worth" which was clear in the broader conversation meant they were prioritising their physical health and making positive changes. This was evident in the Candidates' advisor's meeting, but also with committing to positive health choices such as medical appointments.

*"He was committed to our appointments, and every time I suggested he did something for himself, he did it."* Offploy's Colleagues mentor on a Candidate

Therefore, while in the health and wellbeing area these were connected outcomes, we feel they should be monitored separately as improved positive mindset and improved physical health.

### **Progression**

- Financial independence
- Integrating into the community (improved accommodation)
- Finding suitable sustainable employment
- Specific practical support, especially with housing
- Financial capability



One of the outcomes that needed greater discussion was whether reoffending as an outcome should be included. While not explicitly discussed in the interviews with Candidates, it was an underlying thread of the conversations, highlighted beyond the statements such as "*A fresh vision for their own future*" and how hard the Candidates work on moving forward with their disclosures and understanding the parameters of their convictions.

Reoffending rates are hard, if not impossible, to measure independently, and published figures almost invariably use reconviction as a proxy measure. But reconviction can be affected by many factors, in particular the ability of the police to detect crime and the priorities they set in doing so. However, for this research, the reduced likelihood of reoffending was agreed to be a key outcome, given Offploy's ambition to be a global leader in reducing reoffending.

For the purpose of this report, the research used self-reporting from Candidates, recorded by Advisors or case workers who have close relationships with the Candidates and are in touch with Probation Officers, where appropriate. Offploy is in the process of understanding the resentenced or recalled data through a submission to the Justice Data Labs. However, given the time lag needed this is not available to use at the time of writing this report. Results, therefore, are just based on the 199 who were contacted to establish any post-programme offending, rather than the 564 Candidates with experience of the criminal justice system. In other works, the impact on reducing re-offending is likely to be substantially higher than indicated in this report.

An area of overlap from the workshop was "*Financial independence*", which came from Offploy Colleagues discussing Candidates achieving employment but also from improved financial capability, and as researchers we have used our judgement to break this into two outcomes. Firstly, financial capability, which correlates with the Candidates' specific goal achievements, including those from the focused Money Management Programme, this outcome was therefore re-categorised as Knowledge in the revised Theory of Change below. The candidate learns and improves a skill, which in some cases leads to a behaviour change.

And secondly, independence through "*finding suitable sustainable employment*" and "*autonomy*." For the purpose of this research, as one of Offploy's 9 steps in the value chain is independence, this outcome will be referred to as sustained employment.

This led to three outcomes in this area:

- Sustained employment
- Reduced crime
- Improved accommodation status



## Outcomes matrix

The qualitative data analysis then allowed researchers to revise the Theory of Change, consolidating the intersecting outcomes and using the categorisation of Knowledge, Health & Wellbeing, and Progression. Eight key outcomes emerged in this report.

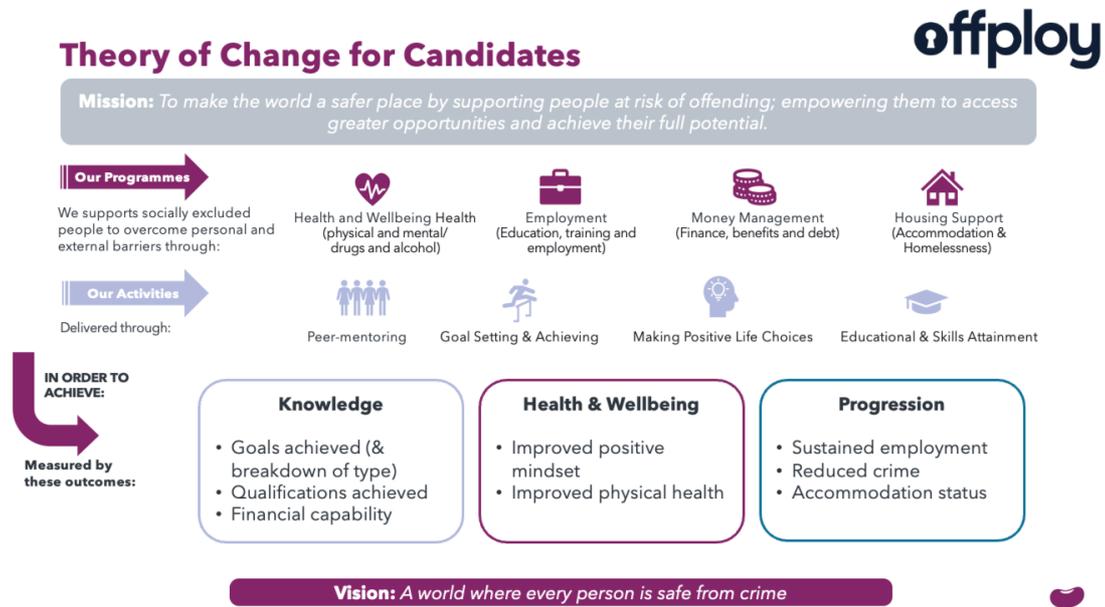


Fig. 12 Revised Theory of Change, 2024

Some of the eight key outcomes, have multiple indicators due to the stakeholder subgroups and the characteristics of the stakeholders, the main one being Candidates with or without convictions. Another example arose when looking at accommodation status, some Candidates achieved an outcome of feeling more secure by making progress in their journey to secure accommodation, while others were supported to move from temporary to secure accommodation. The table below summarises the extension of these outcomes.

Knowledge	
Financial capability	Increased financial capability (from the core programme and focused Money Management Programme)
Increased skills	Increased skills, specifically related to employability and work readiness
Qualifications achieved	Increased skills and achieving a qualification which allows for future employment (with outcomes for Candidates with and without convictions)
Health & Wellbeing	

Improved positive mindset	Changes to Candidates mindsets (some with positive and negative outcomes)
Improved physical health	Improved physical health
<b>Progression</b>	
Sustained employment	Securing a job through the programme (with outcomes for Candidates with and without convictions, and Candidates hired by Offploy)
Reduced crime	Whether a candidate had reoffended within 6 months of the programme
Accommodation status	Supported to feel more secure and integrated into the community (with outcomes for Candidates feeling more secure, moving from rough sleeping to Temporary Accommodation and Temporary Accommodation to Secure Accommodation)

## Measuring Outcomes

The next stage was to oversee the extent of these outcomes through quantitative research. This section presents analysis and findings based on the quantitative data collected. It also demonstrates Principle 6: Be Transparent, as each decision is explained and documented concerning stakeholders, outcomes, and indicators. Based on the qualitative research and the identification of the key outcomes detailed above, the researchers worked with Offploy to develop an impact toolkit that explains which outcomes were being explored and needed to be measured and how they can be collected for Offploy's Colleagues. We also researched the most appropriate methodology and which indicators or questions might be most effective at assessing change, based on ensuring as much rigour as possible and drawing on peer-reviewed documents where possible, details of these are appended. A session was held with Offploy Colleagues on the most appropriate way to ask the questions and how to capture the indicators in the most effective way, through their work with Candidates.

This research approach was agreed for three reasons:

Firstly, it was deemed important to include as many people as possible in this research. In fact, this approach allowed us to conduct research among all 805 Candidates that Offploy worked within 2023 rather than a sample. Furthermore, given the different starting and completion points for Candidates, external research conducted at one point in time would not enable a true reflection of every candidate's journey. By enabling all Candidates to report outcomes at the most appropriate time for them, we are able to report a more realistic change, or social value.



Secondly, it was clear from the qualitative research that many of Offploy's Candidates are vulnerable, and they have established a trusted working relationship with their trained caseworkers.

Bean Research's research policy is to conduct research based on the Government's Social Research Inclusive Research Guidance which states that researchers should take the time to understand the barriers and enablers of different designs, especially when researching seldom heard or marginalised communities, and encourages co-production with organisations and representatives of those communities. With that in mind, discussions with Offploy concluded that the questions would best be posed to Candidates by trusted Offploy Colleagues to ensure both a higher response rate and a more honest and open response. As researchers, we acknowledge there are some limitations with this route for collection, but we can be confident given the scale of the responses and the balance with the in-depth interviews.

Thirdly, a key element of this project was to develop and update Offploy's systems to ensure future measurement of social value is hard-wired into the core systems so that it becomes less reliant on external researchers to quantify change among its Candidates, enabling more of its finding to be spent on supporting Candidates. This is a fundamental value core to Bean Research undertaking the research - to ensure that its clients (such as Offploy) are left not only with insights into how and how much social value is created, but also have the tools, systems and understanding to conduct future social value measurement. Offploy are keen to go one step further and to share these systems and processes with the rest of the sector.

The diagram below is an adaptation of the candidate's journey (previously shown on pg. 13), which we used to signpost when Candidates were surveyed in the nine-step process.



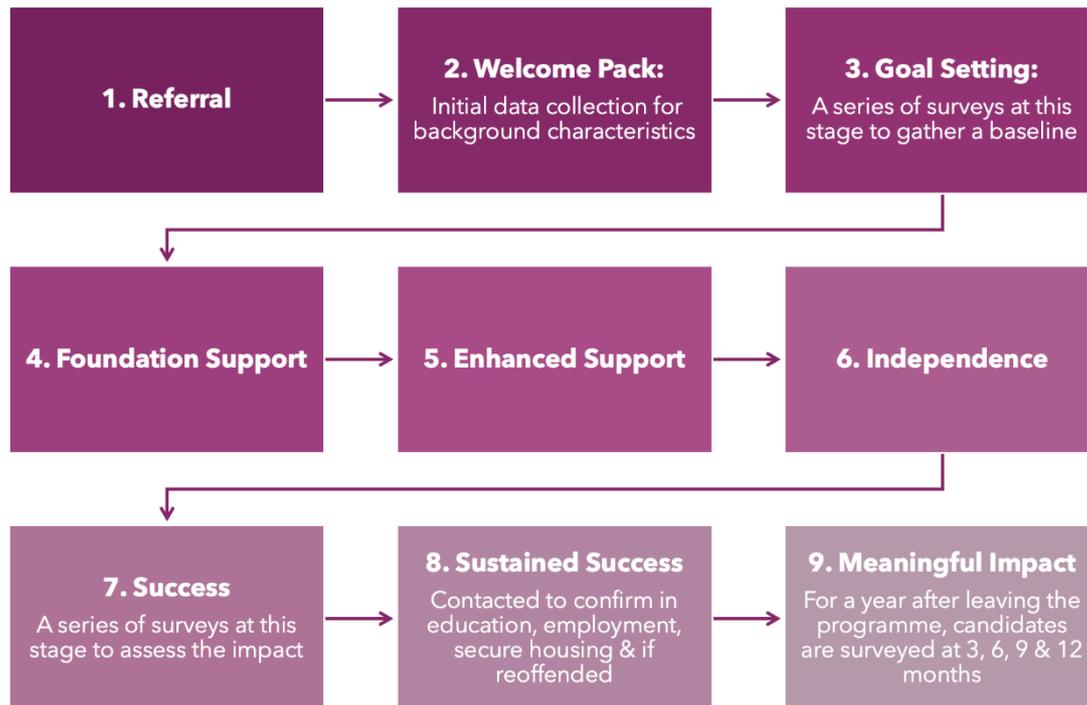


Fig. 13 Offploy's Candidate Journey with Data Collection Points, 2023

## Data Collection

To that end, quantitative research was conducted among all of Offploy's Candidates who reached the Foundation stage. In 2023, this was 805. Since its inception in 2015, Offploy have supported 2,054 people in this way. 499 of these receive Enhanced support, and the majority of outcomes relate those who have had more intensive support, although the research was not restricted to those. 1,299 people have been provided with Enhanced Support by Offploy since 2015.

Our research showed that Candidates increased skills and knowledge, increased wellbeing and progressed into employment and more secure accommodation. The result of these outcomes are behaviour "Indicators".

## Indicators

The outcome indicators in this study were captured working with the case workers, asking the stakeholders themselves to report what outcomes they had experienced.

One of the key outcomes to measure was the increased positive mindset. For this, it was decided to measure Candidates' wellbeing, through the Shortened Warwick Edinburgh Wellbeing Scale (SWEMWEBS) at the beginning and end of support from Offploy. Academic research suggests that the WEMWEBS can detect clinically meaningful change, which is so crucial for rehabilitation and progression for the Offploy Candidates<sup>24</sup>.

<sup>24</sup> Maheswaran, H., Weich, S., Powell, J. and Stewart-Brown, S., 2012. Evaluating the responsiveness of the Warwick Edinburgh Mental Well-Being Scale (WEMWBS): Group and individual level analysis. *Health and Quality of Life Outcomes*, 10, pp.1-8.



Another key source of indicators for this research was the completion of the SMART Goals for Candidates. As part of the programme's journey, Candidates set goals at the induction stage of what they want to work on with the support from their Advisor. The completion of a goal is an important milestone for Candidates, as the goal is set and completed with a caseworker or Offploy Colleague, and each one is discussed in terms of what has been achieved as a result, the impact the activity has had on the candidate, and then each goal is marked complete. Using the goals in this way and linking to outcomes, gives us a clear understanding of the change that accomplishing a goal can achieve. This has given researchers confidence to say that, for example, completing a financial capability goal also shows an increase in confidence in financial capability.

A full list of SMART Goals can be found in Appendix F, and the indicators have been described below.

### **Unintended/negative**

Researchers have observed that there is a tendency among participants to exhibit positive biases or confirmation bias, which means that they may say what they think the researchers want to hear. To account for this, tests were set up to uncover any potential negative outcomes via the engagement with the Colleagues and Candidates with direct questions on unintended and negative outcomes. In addition, Colleagues collected the information from participants with whom they had built a trusted relationship, to reduce the tendency to 'claim' a positive outcome. In addition, space was given in our data collection and qualitative interviews where the questions were worded in a way that allowed the stakeholders to express both positive and negative changes equally.

The clearest example of a negative outcome was (collected through the pre & post WEMWEBS data collection) a negative mindset change, experienced by 45 Candidates through 2023. This outcome has therefore been recorded in the data and values discounted from total social value gain.



## Quantitative Research Results: 2023

Knowledge		
Financial capability	Increased financial capability	<ul style="list-style-type: none"> <li>• 96 Candidates increased financial capability from the focused Money Management Programme</li> <li>• 435 Candidates increased financial capability from the Core Programme</li> </ul>
Increased skills	Increased skills, specifically related to employability and work readiness	<ul style="list-style-type: none"> <li>• 269 Candidates increased skills, specifically related to employability</li> </ul>
Qualifications achieved	Increased skills and achieving a qualification which allows for future employment	<ul style="list-style-type: none"> <li>• 81 Candidates achieved a vocational qualification</li> </ul>
Health & Wellbeing		
Improved positive mindset	Changes to Candidates mindsets	<ul style="list-style-type: none"> <li>• 455 Candidates developed a more positive mindset</li> <li>• 45 Candidates developed more negative mindset</li> </ul>
Improved physical health	Improved physical health	<ul style="list-style-type: none"> <li>• 13 Candidates have shown improvement in the management of their physical health.</li> </ul>
Progression		
Sustained employment	Securing a job through the programme	<ul style="list-style-type: none"> <li>• 35 Candidates with convictions secured and sustained employment</li> <li>• 16 Candidates without convictions secured and sustained employment</li> <li>• 4 Candidates hired by Offploy</li> </ul>
Reduced crime	Whether a candidate had reoffended within 6 months of the programme	<ul style="list-style-type: none"> <li>• 182 Candidates with a conviction have not re-offender or been recalled</li> </ul>
Accommodation status	Supported to feel more secure and integrated into the community (with outcomes for Candidates feeling more secure, moving from rough sleeping to Temporary Accommodation and Temporary Accommodation to Secure Accommodation)	<ul style="list-style-type: none"> <li>• 71 homeless Candidates feel more secure</li> <li>• 11 Candidates moving from rough to temporary</li> <li>• 17 Candidates moving from temporary to secure accommodation</li> </ul>



## Value of Outcomes

To understand the value of the outcomes the researchers focused on Principle 3: Value the Things That Matter<sup>25</sup> to make decisions about allocating resources between different options to recognise the values of stakeholders, and to be able to quantify the relative importance of different outcomes.

For this project, the researchers have used a monetary approach to derive the valuations. To be able to set the financial proxies against the outcomes, it was decided that the most rigorous approach for the study was to use secondary evidence from well-respected and peer-reviewed resources, where these indicators are aligned with the outcomes identified, and base causality on the research conducted among Candidates and academic research.

Due to the focus of the programme, which supports people who have or are at risk of offending, the researchers utilised government databases and reports such as the Ministry of Justice and Department for Levelling Up, Housing and Local Communities alongside well-evidenced data sources such as those from HACT Social Value Bank. To ensure the researchers and Offploy were confident to use these values, each was investigated to ensure there would be no double counting and overlap. Offploy Directors were consulted to ensure the rationale was the most appropriate for the audience and purpose of the analysis.

The stakeholder subgroups were also selected to ensure the stakeholder experience was captured correctly so as to not to overclaim. This is why, for example, further sub-groups emerge through the outcomes. For example, the focused Homeless or Housing Provision generated very similar outcomes with each candidate feeling more secure and greater integration into the community. However, analysis of our research shows that some Candidates moved further in the chain of events than others – and therefore by selecting three different financial proxies, we can be confident we have captured the relative worth of the different changes in people's lives from the perspective of those with direct experience.

The following section outlines how the outcomes have been valued, with outcome description, indicators, financial proxy source and monetary values listed.

---

<sup>25</sup> <https://www.socialvalueint.org/principle-3-value-the-things-that-matter#:~:text=Standard%20on%20applying%20Principle%203andtext=Value%20refers%20to%20the%20relative,Valuing%20the%20things%20that%20matter.>



## **Knowledge**

### **Outcome: Increased financial capability**

**Indicator 1:** Peer mentoring supported Candidates in setting and achieving goals, leading to increased financial capability. Candidates who achieved one or more financial capability goals, showing an increase in confidence with financial capability. The change experienced are in terms of confidence of managing money, including identifying all creditors that money is owed to, completing a money makeover to understand how to maximise income, explore the most effective way of saving, maximising money when food shopping and to engage with finance, benefit, and debt services. A full list of goals is available in the appendix.

**Indicator 2:** A focused Money Management programme supported Candidates with in-depth improvement across their financial capability. The depth for this audience is deeper, and they all reached 3 or more of the following goals in terms of managing money defined above.

**Selection of valuation:** The value taken to show increased financial capabilities is based on the HACT social value bank value of ability to save regularly (moving from time to time). Taking into account the social value bank's person-centred principles, the values are based on how they impact people's lives as they live them of £2,155 per person (before any causality reductions). This was chosen as much of the focus for Candidates' increased financial capabilities is based on identifying creditors, reducing debts and exploring the most effective way of saving. In reality, when Candidates were asked about the value of improved financial capability, more than £2,155 had been saved and is likely to be a lot more over the next two years. While the two indicators use the same value of outcomes, the causality, partially (referred to later on) differs attribution to Offploy.

### **Outcome: Increased skills, specifically related to employability and work readiness**

**Indicator:** Number of Candidates achieving employability provision and employment goals

**Selection of valuation:** Offploy tailor their employability provision to Candidates, spending many days over a period of at least three months with Candidates. 1:2:1 interviews show the importance of the practical tools and help provided through the Offploy programme with participants particularly speaking about the support they had in writing current and relevant CVs. To understand the value of these practical resources, we undertook a review of professional CV writing services available online. While some one-to-one services charge up to £750, online CV services range are more likely to be £99 – £300. In the UK, we looked at the most used services through CVPeopleUK.co.uk, which offers a CV written with a cover letter for £289 with a one-hour consultation. Recruitment agency services often offer external consultancy and deliver the support on an



hourly rate, charging on average £50ph for 1-1s, £250 for a half-day session, and £500 for the full day.

While we know from the in-depth feedback that Offploy provides a much more tailored approach, we have attributed a value halfway between the two services mentioned above of £269.50 per person.

**Outcome: Qualifications achieved, increasing skills and achieving a qualification which allows for future employment.**

**Indicator:** Many of Offploy's Candidates achieve a sector specific qualification for vocational future employment (recorded by case workers) such as HGV driving, CSCS accreditation, forklift driving and Health and Safety food hygiene qualification. Offploy's Candidates describe these qualifications as crucial as, without them, they are unable to enter into or progress through the workforce.

**Selection of valuation:** The key determinant of the value of the outcome is achieving or not achieving a vocational qualification in the last twelve months. HACT Social Value Bank estimate this value as £1,124 per person (before causality) which does not include any provision for wellbeing effects of achieving a qualification.

## **Health & Wellbeing**

**Outcome: Candidates changed mindset**

**Indicator 1:** Peer mentoring supported the Candidates develop a more positive mindset

**Indicator 2:** Peer mentoring supported the Candidates develop a more negative mindset

**Selection of valuation:** Wellbeing was assessed at the beginning of working with Offploy, and at stage 7, 8 & 9, through the 7-set peer reviewed questionnaire Shortened Warwick Edinburgh Mindset Wellbeing Behavioural Scale (SWEMWEBS). We have included people who increased wellbeing, as well as – as a negative outcome – those who reduced their wellbeing through the course of Offploy's provision.

The Warwick Edinburgh Mindset Wellbeing Behavioural Scale was used as it is one of the most used and highly regarded methodology for measuring mindset and wellbeing, developed by academics from the Universities of Warwick, Edinburgh, Anglia Ruskin, Queen Mary of London, and Bristol, as well NHS Scotland and England. Since its development, WEMWBS has been widely adopted and successfully used in a wide range of settings and provides a single score indicating a participants' overall wellbeing, and therefore is often used to measure the effects of interventions to improve mental wellbeing. The Shortened version that was used here is based on 7 rather than 13 peer-reviewed questions and focuses particularly on psychological functioning: optimism, autonomy, agency, curiosity, clarity



of thought and positive relationships. This is made even more rigorous by the fact it is asked of every candidate before any Offploy interventions are started, and at the end of the programme, the process of identifying changes in wellbeing – and therefore be used to assess the impact of the intervention.

In assigning a value to this indicator, we based the value on research conducted by Simetrica Jacobs and HACT<sup>i</sup> conducted in 2017 and used by social value professionals regularly ever since. Their analysis of the different functional forms found that a non-parametric 12-category-model worked best in representing the relationship between life satisfaction and SWEMWBS. This research indicates that a financial proxy for increased positive mindset and wellbeing should be £9,639 per person (before any causality reductions).

In the research, we not only analysed the increase (or occasional decrease) in SWEMWBS scores but also queried the relative value of wellbeing and increased positive mindset. There was consistency among all Candidates interviewed, and indeed, Offploy's Colleagues speaking about Candidates, that this was the most important—and most valuable—indicator

**Outcome: Improved physical health, the candidate improved physical health by prioritising care**

**Indicator:** Candidates were assessed through setting and achieving the goals related to health, specifically, 'to prioritise and manage my health, by attending GP and other health appointments.'

**Financial Proxy:** Therefore, this outcome is looking at Candidates who didn't waste NHS time and resources by booking and attending a medical appointment. While it is likely that more than one appointment would be missed or needed as a result of not prioritising one's own care, the financial proxy chosen is based on one appointment. £136 is the cost per hour of a GP appointment, according to the Unit Costs of Health and Social Care 2021 (Jones, 2021). This is the average cost for a GP per hour of General Medical Services activity; it includes costs relating to direct care staff (practice nurses) but excludes qualification costs. The costs are derived from practice salary costs, including administrative and clerical staff (and including on-costs such as national insurance and pension contributions), premises costs and business overheads, and training and capital costs<sup>26</sup>.

**Progression**

**Outcome: Sustained employment, candidate securing a job through Offploy introductions and support**

For each indicator, employment is defined by not just securing a job, but also sustaining that job for at least 12 weeks. This is based on the fact

---

<sup>26</sup> <https://www.pssru.ac.uk/project-pages/unit-costs/> - Page 111, with related data & commentary on pages 110 & 112.



that 1 in 5 people who leave benefits and enter work return within 13 weeks, and 40% are back on benefits within six months. (DWP, 2011) National Audit Office analysis of Department for Work and Pensions data<sup>27</sup> on Net fiscal benefit (cost) shows only when an individual has been in employment for more than 3 months it is of net benefit to society. Some Candidates are recorded as sustaining employment for over 6 months.

This indicator is dependent on an individual Candidate's previous offences, given that 50% of employers are less likely to employ someone with a conviction.<sup>28</sup>

**Indicator 1:** Candidates **with** a conviction securing a job through Offploy introductions and support. Candidates who have been referred to Offploy are registered as long-term unemployed and have a conviction. For this indicator, we used the National TOMs Framework Full Time Equivalent (FTE) employment measure recommended for social value calculations, for those who have been unemployed for a year or more, with a conviction of £24,269.

**Indicator 2:** Candidate **without** a conviction securing a job through Offploy introductions and support. In this case, Candidates that have been referred to Offploy (often by the JobCentre) are registered as long-term unemployed. Again, researchers used the National TOMs Framework 2022 with a value for FTE employment for those who have been unemployed for a year or more is £20,429.

### **Outcome: Reduced crime, whether a candidate had reoffended within 6 months of the programme**

The underlying principle of measuring reoffending (or recidivism, which is the most commonly used term internationally) is that someone who has received some form of criminal justice sanction (such as a conviction or a caution) goes on to commit another offence within a set time period.

In 2016, the Ministry of Justice redefined<sup>29</sup> its definition of a **proven reoffence** as any offence committed in a one-year follow-up period that resulted in a court conviction, caution, reprimand or warning in the one-year follow-up. Measuring true reoffending is difficult. Official records are taken from either the police or courts, but they will underestimate the true level of reoffending because only a proportion of crime is detected and sanctioned and not all crimes and sanctions are recorded on one central system. Many organisations in the criminal justice system use self-reporting as a methodology, recognising its limitations, but also that where trust has been established and self-reporting is provided to a case

---

<sup>27</sup> <https://www.nao.org.uk/wp-content/uploads/2023/12/Department-for-work-and-pensions-departmental-overview-2022-23.pdf>

<sup>28</sup> <https://www.peoplemanagement.co.uk/article/1742708/employers-overlook-Candidates-criminal-record>

<sup>29</sup> <https://assets.publishing.service.gov.uk/media/5a8083fbed915d74e33fae03/proven-reoffending-definitions-measurement-Oct16.pdf>



worker who has supported them over the last year, the reporting is as accurate as is possible.

In this case, Offploy supported 564 Candidates who had experience of the justice sector in 2023 to achieve foundation stage and beyond in the journey. A sampling exercise was undertaken to contact Candidates, case workers and probation officers to see who has been recalled or re-offended. Offploy were able to reach 199 Candidates, and of those, 12 Candidates had either re-offended or been recalled and 182 Candidates have not re-offended or been recalled.

While there will be many more who have not re-offended or been recalled among those who were not contacted, value is calculated just on the 199 who were contacted.

While there are many financial proxies for state savings of reducing custodial sentences, it is recognised that we do not know if all of Offploy Candidates with convictions have had custodial sentences. With that in mind, the researchers opted for a more cautious approach based on the costs of dealing with a crime for a non-prison sentence, including victim costs. This figure is based on the UK Ministry of Justice's Economic and social costs of reoffending Analytical report<sup>30</sup>, 2019 which recommends that the social value of not re-offending for people with convictions is £17,684 per annum.

### **Outcome: Accommodation status, Candidates supported to feel more secure and integrated into the community**

**Indicator 1:** Offploy supported Candidates on Specific Homeless Provisions. For those Candidates the final outcome was achieving 3 or more bespoke housing goals. A full list of goals is available in the appendix.

The financial proxy chosen here is £232 is based on the average support costs for accommodation support services by Local Authorities, based on academic analysis of the cost of homelessness<sup>31</sup>. This value itself is the average annual support cost across various levels of intensity for accommodation-based services, based on three pieces of research - two evaluations of Housing First services (one a longitudinal study in Camden, and the other an evaluation of nine services across England), and a large-scale study which tracked the progress towards employment, training, and education of a cohort of homeless people who use the Crisis Skylight programme. Each of these pieces of research independently collated data on the costs of existing service as a benchmark for comparison to new Housing First models. In total, the three studies cover a total of 165 individuals. The quoted figure is for the support cost alone. Support costs are most commonly defined as the staff costs needed to support clients,

---

<sup>30</sup> Ministry of Justice's Economic and social costs of reoffending Analytical report, Alexander Newton, Xenor May, Steven Eames & Maryam Ahmad, 2019

<sup>31</sup> *At what cost? - An estimation of the financial costs of single homelessness in the UK*, (Pleace 2015).



as well as any additional resources this necessitates. It is important to acknowledge that this is an average figure across all types of accommodation-based service and can differ significantly depending on location, the type of support, and the nature of support provided.

**Indicator 2:** A focused Offploit Homeless Provision supported Candidates to feel more secure and integrated into the community, by moving from rough to temporary accommodation. In these cases, the final outcome was Candidates moving from rough sleeping to temporary accommodation. While it is a step up from rough sleeping it is not secure. In the UK, temporary accommodation is a broad term that describes temporary housing for people who are homeless, including Unsupported Temporary Accommodation (UTA). People who are placed here often have little or no tenancy rights. Although intended to be temporary, the acute shortage of truly affordable housing in the UK means that people can wait years for a longer-term home (recent research shows this can be anywhere between 6 months and 36 years) and is often described as the 'hidden homeless'<sup>32</sup>.

In terms of a financial proxy, a Scoping Study for the Department for Levelling Up, Housing and Local Communities calculated the average impact of moving from rough sleeping to temporary accommodation is £16,448 per person<sup>33</sup>.

**Indicator 3:** An Offploit focused Homeless Provision supported Candidates to feel more secure and integrating into the community, by moving from temporary to secure accommodation.

Offploit supported Candidates on Specific Homeless Provisions, for those Candidates that the final outcome was moving from temporary to secure accommodation, showing a substantive change. A full list of goals is available in the appendix.

In the UK, the definition of secure accommodation is based on local authority secure tenancy agreements, where the resident can live in the property for the rest of their life, as long as they don't break the terms of the tenancy. Sometimes this includes the ability to rent the rooms, buy the property through a right to buy scheme, or make improvements. Secure accommodation also includes owning your own home through a mortgage.

The value of moving from temporary accommodation into secure accommodation is derived from the Chartered Institute of Housing (CIH) and the Centre for Homelessness Impact report: *Housing for people on*

---

<sup>32</sup> <https://www.justlife.org.uk/our-work/research-and-policy/lifting-the-lid-on-hidden-homelessness>

<sup>33</sup> Monetising the social benefits of reducing rough sleeping, Ministry of Justice, January 2024.

[https://assets.publishing.service.gov.uk/media/65a7f78094c997000daeb94b/Monetising\\_the\\_social\\_benefits\\_of\\_reducing\\_rough\\_sleeping\\_Jan\\_2024.pdf](https://assets.publishing.service.gov.uk/media/65a7f78094c997000daeb94b/Monetising_the_social_benefits_of_reducing_rough_sleeping_Jan_2024.pdf)



*low incomes – how do we make the best use of government subsidies in England?*<sup>34</sup>

The individual value recommended in this report is £7,760.

## **Causality of Outcomes**

Causality is about understanding how one thing leads to another, but in social value and social return on investment studies, it is also about understanding what outcomes were not caused through the activity the research refers to. This is a crucial step when assessing that we take into consideration the quality of outcomes. For example, Principle Five: Do not Overclaim<sup>35</sup>, was instrumental in making sure that the researchers only claim the value that activities are responsible for creating the referenced baselines, trends and benchmarks to help assess the extent to which a change is caused by the activity, as opposed to other factors.

In the SROI Value Map appended to this report, all the social value calculations show causality that decreases the value (or future value), such as deadweight, attribution, drop-off, and displacement—and these are all covered below.

All causality elements were considered throughout the research, although these were not gathered quantitatively across all Candidates during 2023, as the recommendation from Offploy senior management was to keep the questions as short and easy as possible due to the risk of their increased length and complexity. In addition, there was a risk of the candidate stakeholders misinterpreting the questions on these rates as the stakeholders are members of the general public and many without previous knowledge.

Instead, these percentage values are based on interviews with Candidates and feedback from Offploy Colleagues, quantitative measures from the stakeholders identified, as well as peer reviewed guidance, where provided. This included, for example guidance on deadweight, and what would have happened anyway (such as proportion of prison leavers who, on average, achieve employment) and displacement (such as DWP guidance which estimates that only 20% of jobs created through job-matching are 'additional').

Overall, a strong thread running through the feedback from Candidates and analysis is the importance of Offploy's services, with Candidates sharing that they had not been offered a service like this before through either prison, probation or in job centres – and had not given up any other service or offer by working with Offploy. Offploy Colleagues reinforced this

---

<sup>34</sup> Housing for people on low incomes – how do we make the best use of government subsidies in England?, October 2021.[https://uploads-ssl.webflow.com/59f07e67422cdf0001904c14/616952c88499426e7d779606\\_Centre%20for%20Homelessness%20Impact%20and%20Chartered%20Institute%20of%20Housing%20Policy%20paper.pdf](https://uploads-ssl.webflow.com/59f07e67422cdf0001904c14/616952c88499426e7d779606_Centre%20for%20Homelessness%20Impact%20and%20Chartered%20Institute%20of%20Housing%20Policy%20paper.pdf)

<sup>35</sup> <https://www.socialvalueint.org/principle-5-do-not-overclaim>



view, stating that referring agencies and probation came to Offploy as Candidates were not receiving this level of specialist service elsewhere.

Furthermore, it is clear from contextual research across the criminal justice sector that the voluntary and private sector are operating in an increasingly challenging environment, with demand increasing and government commissioning contracts not covering the increased demand from statutory authorities, probation and other referring agencies<sup>36</sup>. The displacement assumptions reflect these conclusions.

This feedback and wider research is reflected in judgements on displacement. While the researchers, encouraged by Offploy's willingness to share all methodology and data, have shared the exact % used in the value map to calculate social return below, it should be noted that this is not an approach used in other SVI assured reports, and is a valuable addition for the sector to be able to replicate assumptions, where their resources limit the ability to conduct such in-depth research and reporting.

Applying the causality of outcomes ensures that the total value created is a truer reflection of the change that occurred as a result of working with Offploy.

## **Duration of Outcomes**

It was important for the research that the analysis did not overstate the duration of the outcomes. A maximum duration of two years was adopted, based on feedback from Candidates in the interviews, backed up by feedback from Offploy Colleagues. Some outcomes are only experienced during the period of the activity, such as the outcome of Candidates increasing skills, specifically related to employability. While some endure well into the future, such as Candidates achieving a qualification which allows for future employment.

Due to the scope and timeline of the research study, the research took place during 2023, and this report was written in April 2024. Therefore, while a longitudinal study was not available, assumptions were made on outcomes from the experiences of Offploy Colleagues over the last eight years of operation.

Researchers also drew from academic research and evidence, such as from the Department of Work and Pensions<sup>37</sup>, when considering sustained employment, and that people are more likely to maintain their employment long-term after 6-month of employment. Over 1 in 5 people who leave benefits and enter work return within 13 weeks, and 40% are back on benefits within six months, according to the Department of Work

---

<sup>36</sup> State of the Sector, 2023 provided by Clinks, March 2024:  
<https://www.clinks.org/publication/state-sector-2023-executive-summary>

<sup>37</sup> <https://www.nao.org.uk/wp-content/uploads/2007/11/070832.pdf>



and Pensions <sup>38</sup>. National Audit Office 20-12 analysis of Department for Work and Pensions data on Net fiscal benefit (cost) shows only when an individual has been in employment for more than six months, is it of net benefit to society.

The attached value map details the duration across each outcome.

### **Deadweight, Attribution, Displacement and Drop Off**

**Deadweight** is a measure of the amount of outcome that would have happened even if the activity had not taken place, and it is calculated as a percentage based on the question: What would have happened without the activity?

**Attribution** is an assessment of how much of the outcome was caused by the contribution of other organisations or people. It is calculated as a percentage based on the question: Who else contributed to the change?

**Displacement** is an assessment of how much of the outcome displaced other outcomes elsewhere. The qualitative data collection provided insights which have guided the rate of displacement used, shown as a % against the question: What activity did you displace?

**Drop off** is where the outcome reduces its effect over the course of time beyond looking at duration. What % drop off is there in future years

---

<sup>38</sup> <https://assets.publishing.service.gov.uk/media/5a755c1ded915d6faf2b2620/dwp-annual-report-and-accounts-2011-2012.pdf>



Candidates were asked the following to ascertain some of these measures. For example, when discussing increased skills and knowledge:

- Thinking about your increasing skills, what else contributed to this change? Who was it, and to what extent did they contribute?
- And to what extent was this a result of Offploy? What do you think would have happened anyway?
- If you had to give it a number from 1 to 10, where 10 is, all of the change was down to Offploy and zero where none of the change was down to Offploy, which would you say?

The detail below outlines the rationale of causality for each of the outcomes, as well as the actual percentages used – which are also detailed on the value map.

Overall, the research shows that the total value created through the outcomes of Offploy’s activity over 2023 through increased skills, wellbeing and employment of Candidates is £7,006,770.84 over two years.

The largest contribution to social value is the increased positive mindset of Candidates created through working with Offploy, measured by an increase in scores of wellbeing, measured by the established WEMWEBS scoring. This accounts for 37% of the overall social value.

## **Knowledge**

### **Outcome: Increased financial capability**

**Indicator 1:** Candidate who achieved 1 or more financial capability goals, showing an increase in confidence with financial capability.

	<b>%</b>	<b>Rationale</b>
Deadweight:	25	2 in 3 people in prison said they struggled to pay bills, or were in real financial trouble, before coming to prison. Yet, 3 in 4 former prisoners had not been asked about finances, or received any advice. Only 5% of people in prison said they had been asked about how their families would cope financially while they were in custody.
Displacement:	10	Based on assumptions laid out above about the need of Offploy and lack of alternative support.
Attribution:	10	Offploy are not exclusively supporting every candidate, with probation and the job centres also working with Candidates. However, having specifically achieved this financial goal through Offploy, the researchers can be confident (backed up by qualitative research) that there is little other party contributing to this change.



Drop off:	20	Once taught money habits are hard to change. The Money & Pension Service reported that most money habits are fixed by age 7 <sup>xxxix</sup> , but that financial education can bring about long-term change - such as reducing debts and focussing on budgeting & delayed gratification.
-----------	----	---

**Indicator 2:** A focused Money Management programme supported Candidates with in-depth improvement in their financial capability.

	%	Rationale
Deadweight:	25	2 in 3 people in prison said they struggled to pay bills, or were in real financial trouble, before coming to prison. Yet, 3 in 4 former prisoners had not been asked about finances, or received any advice. Only 5% of people in prison said they had been asked about how their families would cope financially while they were in custody.
Displacement:	5	This is a focussed contracted provision by statutory services, as it wasn't available to the Candidates elsewhere.
Drop off:	20	Once taught money habits are hard to change. The Money & Pension Service reported that most money habits are fixed by age 7 <sup>xl</sup> , but that financial education can bring about long-term change - such as reducing debts and focussing on budgeting & delayed gratification.
Attribution:	0	This was a specific Money Management programme, where Candidates expressly reported outcomes exclusively as a result of Offploy's interventions.

**Outcome: Increased skills, specifically related to employability and work readiness**

**Outcome:** Increased skills, specifically related to employability and work readiness.

*"But you know when you get individual help, and morale and support from someone who is invested in you."*

**Indicator:** Number of Candidates achieving employability provision and employment goals

**Causality rationale** (along with % reduction against financial proxy):

<sup>xxxix</sup> <https://www.young-enterprise.org.uk/wp-content/uploads/2021/07/Inquiry-on-primary-school-aged-financial-education-Report.pdf>

<sup>xl</sup> <https://www.young-enterprise.org.uk/wp-content/uploads/2021/07/Inquiry-on-primary-school-aged-financial-education-Report.pdf>



	<b>%</b>	<b>Rationale</b>
Deadweight:	36	Just 36% of people on release from prison go into education or training, leaving most former offenders in need of support. <sup>38</sup> This implied that 36% would have moved into training without Offploy.
Displacement:	10	Based on assumptions laid out above about the need of Offploy and lack of alternative suitable support.
Attribution:	5	The employability skills and capabilities that are achieved by Candidates (& demonstrated through the research) hold a relatively high attribution rate, as they were specific skills delivered to individual Candidates based on preferences declared and discussed with Offploy Colleagues at the start of the programme, and only recorded as achieved when those specific goals were achieved (see appendix for skills goals achieved).
Drop off:	15	The skills and employability goals are a mix of practical tools such as updated CVs, re-framing convictions, and interview techniques which are often learned techniques that can be applied longer term, hence the lower drop off rate.

**Outcome: Qualifications achieved, increasing skills and achieving a qualification which allows for future employment.**

Measured through number achieving vocational qualifications.

**Causality rationale** (along with % reduction against financial proxy):

	<b>%</b>	<b>Rationale</b>
Deadweight:	36	36% of people on release from prison go into education or training, leaving most former offenders in need of support <sup>xii</sup> . Not all of these will achieve qualifications, but we have assumed 36% deadweight.
Displacement:	10	No displacement occurred as there are no limits to these vocational qualifications.
Attribution:	30	Offploy are not exclusively supporting every candidate, with probation and the job centres also working with Candidates. However, it is very clear from interviews with Candidates that Offploy were responsible for matching the Candidate to the qualification, although asking Candidates

<sup>xii</sup> Prison Reform Trust, 2022



		who else contributed to the change, the average response was 3 out of 10.
Drop off:	0	Qualification lasts for 3 years, so there is no drop off in outcomes.

## **Health & Wellbeing**

### **Outcome: Candidates changed mindset**

**Indicator 1:** Peer mentoring supported the Candidates develop a more positive mindset

**Indicator 2:** Peer mentoring supported the Candidates develop a more negative mindset

Assessed through measuring changes to the Shortened Warwick Edinburgh Mindset Wellbeing Behavioural Scale.

*"I just kind of stopped. But you know, when you get individual help and morale and support from someone, it makes a big difference."*

*"I was really miserable. Oh, I'd had enough. I don't even want her talking to me. I just want to be left alone. And she cheered me up, picked me up and encouraged me."*

	<b>%</b>	<b>Rationale</b>
Deadweight:	27	Contextual evidence shows that pre-post changes tend to overstate the impact of an intervention and to redress this we followed HACT recommendation to use a deadweight of 27% based on the Housing and Communities Agency (HCA) guidelines on a deadweight for health (Dancer, 2014).
Displacement:	10	Based on assumptions laid out above about the need of Offploy and lack of alternative support, and the interview focus on the lack of support elsewhere for Candidates' wellbeing and resulting mindset change.
Attribution:	10	Given the focus on increased mindset and well-being throughout the research – in the quantitative research analysis and through the qualitative interview process it is considered by Candidates to be a key part of their offer. So that end attribution remains high.
Drop off:	30	There is surprisingly little academic data about a sustained change in wellbeing – or how long an increase in positive mindset likely to last. Researchers have selected a cautious drop off calculation on the basis that while Candidates



		told us that changes would be sustained and were life-changing, there is a relatively high proportion of Candidates with past anxiety or depression issues which would make drop off more likely.
--	--	---

**Outcome: Improved physical health, the candidate improved physical health by prioritising care**

**Indicator:** Candidates were assessed through setting and achieving the goals related to health, specifically, 'to prioritise and manage my health, by attending GP and other health appointments.'

	%	Rationale
Deadweight:	27	Housing and Communities Agency (HCA) guidelines on a deadweight for health – as above (Dancer, 2014).
Displacement:	10	Based on assumptions laid out above about the need of Offploy and lack of alternative support.
Attribution:	10	Evidence is based on achievement of specific health goals with Offploy provision, and being supported in achieving those goals of prioritising healthcare, attending GP appointments and reviewing medications, with Offploy Colleagues, which are led to changed health behaviours
Drop off:	50	The parameters of the research did not allow for evidencing sustained change, and therefore have been cautious, estimating that only half would continue positive health achievements over a year.

**Progression**

**Outcome: Sustained employment, candidate securing a job through Offploy introductions and support**

*"I wouldn't have come this far without Offploy, the Job Centre is not qualified for things like this."*

**Indicator 1:** Candidate **without** a conviction securing a job through Offploy introductions and support.

	%	Rationale
Deadweight:	20	Joseph Rowntree Foundation latest figures find that the proportion of unemployed benefit claimants who move into work each year is 20% in 2021-2022 (fallen from 30% in 2014-2015) <sup>xliii</sup> . We can therefore assume 20% would have achieved employment without Offploy.

<sup>xliii</sup> 'Work first can work better' Joseph Rowntree Foundation, January 2024



Displacement:	80	This is in line with guidance from the Department of Work and Pensions, which estimates that only 20% of jobs created through job-matching are 'additional'. <sup>xliii</sup>
Attribution:	25	Researchers asked Candidates who else contributed to them securing a job. The vast majority of Candidates attributed all the change to Offploy, although as other agencies have access to the Candidates (such as Job Centres), professional opinion based on similar programmes, suggests that it would be more realistic to suggest other parties contribute 25% to this outcome.
Drop off:	60	As we haven't achieved a year after the start date of most of the Candidates' jobs, this calculation is based on those from previous years that we know have sustained a job for over a year. Offploy have submitted data to Ministry of Justice Data lab, which provides the most robust evidence in the sector, comparing Offploy Candidates with a treatment group, although there has to be an additional time lag for another year, before this analysis will be able to be completed. When it is, we will be able to have even more robust data for sustained employment <sup>xliv</sup> .

**Indicator 2:** Candidate **with** a conviction securing a job through Offploy introductions and support.

	%	Rationale
Deadweight:	17	MOJ report that on average 17% of offenders gain employment within a year. We can therefore assume 17% would have achieved employment without Offploy. <sup>xlv</sup>
Displacement:	80	This is in line with guidance from the Department of Work and Pensions, which estimates that only 20% of jobs created through job-matching are 'additional'. <sup>xlvi</sup>
Attribution:	25	Researchers asked Candidates who else contributed to them securing a job. The vast majority of Candidates attributed all the change to Offploy, although as other agencies have access to the Candidates (such as Job Centres), professional opinion based on similar programmes, suggests

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

<sup>xliv</sup> Ministry of Justice Data Lab, User Guide.

[https://assets.publishing.service.gov.uk/media/5cadadbee5274a5b4ff72e3c/User\\_Journey\\_Document\\_Update\\_PDF.pdf](https://assets.publishing.service.gov.uk/media/5cadadbee5274a5b4ff72e3c/User_Journey_Document_Update_PDF.pdf)

<sup>xlv</sup> <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2022/proven-reoffending-statistics-january-to-march-2022>

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



		that it would be more realistic to suggest other parties contribute 25% to this outcome.
Drop off:	60	As we haven't achieved a year after the start date of most of the Candidates' jobs, this calculation is based on those from previous years that we know have sustained a job for over a year. Offploy have submitted data to Ministry of Justice data lab, which provides the most robust evidence in the sector, comparing Offploy Candidates with a treatment group, although there has to be an additional time lag for another year, before this analysis will be able to be completed. When it is, we will be able to have even more robust data for sustained employment <sup>xlvii</sup> .

**Indicator 3:** Candidate with a conviction secured a job with Offploy.

	%	Rationale
Deadweight:	17	MOJ report that on average 17% of offenders gain employment within a year. We can therefore assume 17% would have achieved employment without Offploy. <sup>xlviii</sup>
Displacement:	0	Despite DWP recommendations, the roles offered to these Candidates are new roles as Offploy expanded
Attribution:	20	Researchers asked Candidates who else contributed to them securing a job. The vast majority of Candidates attributed all the change to Offploy, although as other agencies have access to the Candidates (such as Job Centres), professional opinion based on similar programmes, suggests that it would be more realistic to suggest other parties contribute 25% to this outcome.
Drop off:	40	As we haven't achieved a year after the start date of most of the Candidates' jobs, this calculation is based on those from previous years that we know have sustained a job for over a year. However, Offploy regularly support people with experience of the justice system, and therefore would expect a lower drop off than in the broader employment market.

**Outcome: Reduced crime, whether a candidate had reoffended within 6 months of the programme**

	%	Rationale
--	---	-----------

<sup>xlvii</sup> Ministry of Justice Data Lb, User Guide.

[https://assets.publishing.service.gov.uk/media/5cadadbee5274a5b4ff72e3c/User\\_Journey\\_Document\\_Update\\_PDF.pdf](https://assets.publishing.service.gov.uk/media/5cadadbee5274a5b4ff72e3c/User_Journey_Document_Update_PDF.pdf)

<sup>xlviii</sup> <https://www.gov.uk/government/statistics/proven-reoffending-statistics-january-to-march-2022/proven-reoffending-statistics-january-to-march-2022>



Deadweight:	26	The national proven re-offending rate, as detailed in the Context section is 26%. Given that Offploy's reoffending rate is much lower, it can be assumed that people would have more negative outcomes without Offploy's support.
Displacement:	10	Based on assumptions laid out above about the need of Offploy and lack of alternative support.
Attribution:	20	Given the outcomes are aligned to the 7 pathways to reduce re-offending, and the feedback from Candidates, we can be confident that Offploy made a significant contribution to a candidate not re-offending.
Drop off:	50	This is the first time that Offploy has measured whether a candidate re-offends as an outcome, we do not at this stage have evidence a year later. However, based on feedback from Colleagues that they keep on touch with more than half their previous Candidates, it is clear that researchers are being cautious to estimate that drop off will follow national MOJ rates. When longer term analysis is complete with MOJ Data Lab, this will be clearer.

**Outcome: Accommodation status, Candidates supported to feel more secure and integrated into the community**

**Indicator 1:** Offploy supported Candidates on Specific Homeless Provisions, for those Candidates the final outcome was achieving 3 or more bespoke housing goals.

*"Without Offploy, I don't think I would have been able to find a place, and who knows what would have happened to me on the streets."*

	%	Rationale
Deadweight:	10	While there is statutory expectation for those leaving prison to be housed, research highlights the lack of universal coverage, hence the need for this specific contract delivery <sup>xlix</sup> .
Attribution:	10	Provision was on a specific contract to provide housing and homelessness support, where Candidates weren't able to access elsewhere. Therefore the attribution is 90%.
Displacement:	5	This is a focussed contracted provision by statutory services, as it wasn't available to the Candidates elsewhere. This is reflected in recent reports pointing to lack of provision for those leaving prison with accommodation. <i>"People often lose accommodation when they enter custody. On release they can struggle to find accommodation with a private landlord or get the</i>

<sup>xlix</sup> <https://www.russellwebster.com/many-prison-leavers-still-homeless-on-release/>



		<i>housing element of Universal Credit quickly enough. Sometimes they can wait up to nine weeks for payment”<sup>i</sup>.</i>
Drop off:	40	Research from Crisis indicates that people with barriers to work, including those with experience of the justice system, are likely to revert to homelessness without secure accommodation, citing that 40% are likely to be at risk from homelessness a year later <sup>ii</sup> .

**Indicator 2:** A focused Homeless Provision supported Candidates to feel more secure and integrating into the community, by moving from rough to temporary accommodation.

	<b>%</b>	<b>Rationale</b>
Deadweight:	10	As above
Attribution:	10	As above
Displacement:	5	As above
Drop off:	40	As above

**Indicator 3:** A focused Homeless Provision supported Candidates to feel more secure and integrating into the community, by moving from temporary to secure accommodation.

	<b>%</b>	<b>Rationale</b>
Deadweight:	10	As above
Attribution:	10	As above
Displacement:	5	As above
Drop off:	10	Given that the outcome for this people was secure accommodation, we can be more confident of sustained outcome, and have reduced drop off as a result.

<sup>i</sup> Crisis: Together we will end homelessness report: Prison Leavers Section, 2022

<sup>ii</sup> <https://www.crisis.org.uk/ending-homelessness/about-homelessness/>



## Inputs

In order to calculate Offploy's social return on investment, the social value needs to be divided by the cost spent creating that value.



Will allow us to understand total social value created through programme & (divided by input £) the social return created based on every £1 invested.

Inputs can come in many forms, including money, time, donations, emotional input, social capital, etc. As the focus of the project is based on Offploy's 2023 activities, the input data is based on Offploy's costs over 2023.

Through the employment of 30 Colleagues and other costs of running the social enterprise as a CIC, the total value of input from Offploy was £932,148.30. However, given the scope of this project is focussed purely on the social value of supporting Candidates, we have just included costs directly relevant to supporting Candidates (and the infrastructure needed to support that). That is £579,740.78.

Taking these calculations, the estimated social return on investment of Offploy's activities is £7,006,770.84 which can be calculated into a ratio of **£12.09 for every £1 invested**. However, before this figure can be used, sensitivity analysis is needed to test its robustness.



## Sensitivity Analysis

Sensitivity analysis was conducted to show the elements which most affect the overall social value. It is suggested in the future; analyse should consider their inclusion in interviews and surveys with Candidates (if a more accessible way to ask these questions can be created).

As stated often throughout this report a combination of desktop data analysis, stakeholder engaged conversations and subjective indicators as well as making a continual series of professional judgements, have been used to create this SROI analysis. However, it is important to assess with a sensitivity analysis the extent to which the results would change if we changed some of the assumptions made in the previous stages.

The following section indicate how that can be affected by changing the researchers' assumptions.

First of all, a sensitivity approach was used to test the impact of the financial proxies chosen. While the rationale for choosing specific financial proxies and the causality assumptions have been outlined in detail, drawing on both academic research, and listening to the people (or stakeholders) involved, there are other financial proxies that could have been chosen which ultimately impacts on the total social value calculation of Offploy supporting its Candidates.

This is particularly important where an outcome is responsible for a significant proportion of the total social value. With that in mind, we researched an alternative financial proxy for three outcomes and re-calculated the total social value on this basis.

**Mindset:** As an alternative approach, we looked at the cost of a clinical Psychologist to improve psychological functioning. One social value methodology is to assess willingness to pay. However, it was clear from the interviews, that many of these Candidates were not in employment and would not have the ability to pay or be in a place to recognise that Psychological support was needed. In retrospect the Candidates recognised how essential it was to their progression, and the majority said that if they had the money at the time they would have been willing to pay even more than the value assigned to wellbeing in the analysis.

Therefore, we looked at what it would cost to provide these services, given it was so important to Candidates. Recent research (Koostra, 2019)<sup>iii</sup> indicates that, on average, 30 sessions are required for patients to recover, as indicated by self-reported symptom measures. Although the research also concludes that in practice, patients and therapists sometimes need to continue treatment over longer periods to achieve

---

<sup>iii</sup> Kooistra, L.C., Wiersma, J.E., Ruwaard, J., Neijenhuijs, K., Lokkerbol, J., van Oppen, P., Smit, F. and Riper, H., 2019. Cost and effectiveness of blended versus standard cognitive behavioural therapy for outpatients with depression in routine specialized mental health care: pilot randomized controlled trial. *Journal of medical Internet research*, 21(10), p.e14261



more complete symptom remission and to feel confident in the skills needed to maintain treatment gains. On average, in the UK, Clinical Psychologists £150-£200. 30 sessions @ average of £175 = equates to £5,250 per person (without any causality reductions).

**Financial Capabilities:** The current proxy used for financial advice is based on a recognised (HACT) calculated social value figure. However, an alternative approach would be to assess the average cost financial advice. According to Which? consumers can expect to pay anything between £30 to £250 an hour for one-to-one advice with a qualified financial adviser, but they conclude that the average cost in 2023 is £196 per hour<sup>liii</sup> (based on information provided by Which? in May 2023). The money management and mentor support of financial capabilities given by Offploy is at least to be given across at least 6 hours, so to that end, an alternative proxy would be £1,176.

**Reduced Crime:** The current proxy used is based on the cost of crime rather than custodial costs, based on the fact that while participants with a conviction supported by Offploy have been in prison, not all have and – understandably – Offploy do not collect this data as standard. However, in reviewing previously assured social value reports with organisations working with people with convictions, the majority of reports<sup>liv</sup> use a unit cost figure provided by Ministry of Justice. So an alternative would be to use this approach, and have therefore selected the latest unit cost of conviction and prison of £37,543 per person who has re-offended<sup>lv</sup>.

Factor Changed	New SROI ratio	Difference
Changed wellbeing financial proxy to use of Clinical Psychologists	£9.20	-2.89
Changed financial capability proxy to use of financial adviser	£11.45	-0.64
Changed re-offending proxy to most used financial proxy	£15.30	+3.21
Did not include re-offending assumptions	£9.23	-2.86

The second element of the sensitivity analysis altered the researchers’ causality assumptions. In this case, the sensitivity analysis was carried out on the chosen proxies altering the causality factors to show what effect the change in the factor would have on the final SROI ratio, and its findings are in the table below. All factors relevant to outcomes were first checked individually to show that no factor had, when individually altered, a significant effect on the SROI ratio. Consequently, the table below

<sup>liii</sup> <https://www.which.co.uk/money/investing/financial-advice/how-much-financial-advice-costs-aODa70J6nYs7>

<sup>liv</sup> <https://socialvalueuk.org/reports-database/>

<sup>lv</sup> Costs per place and costs per prisoner, HM Prison & Probation Service, Annual Report & Accounts 2021-22, published 2023: <https://assets.publishing.service.gov.uk/media/6405f77ae90e0740d2e5a806/costs-per-place-and-costs-per-prisoner-2021-to-2022-summary.pdf>



shows the sensitivity analysis result for when the factor is altered for all outcomes at the same time.

<b>Factor Changed</b>	<b>New SROI ratio</b>	<b>Difference</b>
Deadweight - increase by 10%	£10.46	-1.63
Deadweight - decrease by 10%	£13.71	+1.62
Displacement - doubled	£10.49	-1.60
Displacement - halved	£13.38	+1.29
Attribution - increase by 10%	£10.70	-£1.39
Attribution - decrease by 10%	£13.38	+1.29
Drop off - doubled (bringing 6 of the 11 valued outcomes to 100% which means outcomes only last 1 year)	£9.69	-£2.40
Drop off - halved	£13.28	+1.29

Overall, as would be expected, the analysis did show sensitivity, so it can be concluded that our assumptions around these rates can materially affect the result. However, the sensitivity analysis showed the largest change of ratio to be  $\pm£3.21$ , which illustrates that the findings, while subject to sensitivity, do not disproportionately alter the value of return.

In fact, the sensitivity analysis provides us with a full SROI range of £1: £9.20 - £15.30.

**We can therefore conclude that for every pound (GBP) invested in Offplay's activity, £12.09 of social value is created, which can also be presented in the following range £1: £9.20-£15.30.**



## Verification

Verification of the results of this analysis is also important to test assumptions, conclusions, and values, and has been undertaken using a number of approaches, with Offploy Colleagues and Candidates regularly providing feedback during the process of the research and creating the report, as well as on its findings.

In an ideal circumstance, the researchers would have gone back to all 15 Candidates interviewed and asked them for their reflections on the relative value of outcomes, the proxies used and the resulting ratio. However, due to time constraints, the initial report and its findings were presented to Colleagues across Offploy, including a previous Candidate and the Senior Management Team, to share the resulting relative values, proxies and resulting ratios. In particular, we asked what they felt might come out as the biggest element of the social value created (without prompting) and then (after sharing the findings) asked their reflections on the emerging importance of positive mindset and wellbeing in the total social value assessed.

Each of the interviews said they expected, and hoped, that increasing wellbeing and positive mindsets would be the biggest contribution to social value.

Both the Service Director, Joe, and the previous Candidate we interviewed, Darren, thought the wellbeing element would be greater than our proportioned value, saying they estimated 'around half' and 'just over half' of the total social value.

Their feedback is detailed below in more detail:

*"I think that increasing wellbeing is the biggest thing that we do. I'll be honest, I think people come to us and they're not engaging very well with other services which don't understand their current circumstances. The Candidates have become disinterested in other services because they've gone through the wringer, and no one's actually took the time to listen to them understand their story and what we need to help them. So actually, I think people come to us with a sense of disbelief, and actually leave us with a more positive mindset and that they are a valuable member of society and they can move forward with the life. So yes, I would definitely say that is the biggest impact we have because we hire people with lived experience, and that has got to be the biggest thing for them because they actually see that they can move. I would say that that would be definitely quite high.*

*I think employability skills would also be really high as that's our bread and butter [getting people into sustained employment] and we do that for pretty much every person that comes through the organisation.*

*I think the biggest challenge with Offploy is that we've delivered a lot of different projects and I think that the figures could be slightly stronger if*



*we just recorded the programmes a bit better. If we understood all these new provisions and what good looks like in the first instance, then we would have probably got the stronger outcomes.*

*But I think this year will be a lot stronger because we've established our operating rhythm for all these different projects and know what maximises the best outcome for our Candidates now.*

Joe Prest, Service Director, Offploy

*"The biggest thing we see is confidence and wellbeing – comparing the beginning to end, the score improves nearly every time. That's probably the most significant factor.*

*For me, Offploy taught me that you're not that person with that label; you are a good person who has done wrong. After Offploy, you are ready to take the next steps, and those barriers that you might have seen might be mental and not physical. That was a change in mindset for me.*

*Yes Offploy have provisions and support which provide practical support to help people progress. But essentially, if you don't have the right mindset and confidence, it's never going to happen because this perceived barrier that will stop you from doing what you set out to do. And if we don't help people to see that they actually can overcome that invisible barrier, they'll never progress. The biggest hurdle is the confidence and the mindset. It's also the key to success – we know that people stand more of a chance of succeeding if they have mental wellbeing.*

*I wouldn't be confident enough to do the job that I'm doing now, if it hadn't been for the support of Offploy and the confidence I built as a candidate on the programme."*

Darren T, previous Candidate and now Social Employment Advisor at Offploy.

*"Thank you so much for the meaningful work you've done. It is incredible to see the depth of it. I really like that the extent to which Offploy helps change Candidates' mindsets is being recognised. I am also pleased that we have remained conservative as possible on the figures for "re-imprisonment", to go lower on our 'attribution' to the impact we've had in people's lives. We have no way of knowing if they will be sent to prison and for how long, and currently, this data is only on the people asked and who told the truth. I am pleased we have only counted it with that caveat."*

Jacob Hill, Founder and CEO of Offploy



Of course, the final element of verification is that the report is to be submitted to Social Value International to seek external assurance. Prior to that the draft report has been shared with peer researchers for their comments and allowed us to reflect on the use of Bennett Hierarchy and the changes to the Theory of Change. Their commentary assisted in shaping our professional judgements re the refinement of the final outcomes for social valuation.



## Be Responsive

A key part of this project, as identified in the scope, was to use this research project as a guide for decision-making at strategic, tactical, and operational levels to optimise the impacts on wellbeing that the process has developed and how Offploy will build continuous improvement into future work. This approach reflects Social Value International's Principle 8: Be Responsive<sup>lvi</sup>, the management principle representing the imperative for organisations to respond to impact measurement with action. The following section details how 'being responsive' has been a key element throughout the project and reporting.

Firstly, throughout the process, Bean Research and Offploy have been working closely together to Offploy's systems to ensure future tracking of social value is hard-wired into the organisation, asking Candidates to feed back on the value of the interventions at each stage. Thus, Offploy is less reliant on external research to quantify change among its Candidates. This has included testing peer reviewed approaches to assessing impact and using the qualitative research to test and refine measures.

Secondly, the report itself is viewed as a tool to be more responsible to the sector. The findings of this report will be published in detail with influential stakeholders from across the Criminal Justice Sector, as the organisation wishes to be transparent, self-critical, and open to feedback from the sector. Offploy have been keen from the start that the report should be used as an example of best practice, which can be replicated by others across the sector. The detail in this report will enable this.

Thirdly, the insights gained from the SROI analysis, and the results of this research are not just data points to report impact, but are strategic tools that are shaping Offploy's Future Strategy. They are being used to develop new programmes, with a focus on embedding wellbeing and confidence as key outcomes and setting up robust data capturing mechanisms. This approach ensures that its programmes are continuously improved to optimise social value.

Fourthly, this has identified some research opportunities for future studies:

- The need to pursue Ministry of Justice Data Lab analysis to provide a robust analysis of the impact on employment and re-offending.
- To conduct wider research on the stakeholders initially mapped, to provide a holistic understanding of Offploy's social value creation, wider influence and better understand the impact experienced by the stakeholder groups.
- To investigate looking at a longitudinal study on the candidates with a focus on health and wellbeing, as it such a prominent outcome from this research study.

---

<sup>lvi</sup> <https://www.socialvalueint.org/principle-8-be-responsive>



Finally, looking ahead, a research recommendation is to delve into the impact and success of the Offpoy's vision: A world where every person is safe from crime, as Offpoy strive to understand and measure the effectiveness of its efforts in making society safer.

ENDS



## Appendices

- A. Further details on the seven pathways to reduce reoffending
- B. Outcomes exercise from Offploy Workshop
- C. Offploy Interview Discussion Guide for Candidates
- D. Quantitative Data Collection, with indicators and measures.
- E. Warwick-Edinburgh Mental Wellbeing Scales
- F. Offploy SMART Goals, which are used for tracking candidate's journeys against their own specific goals.



## Appendix A: Further details on the Seven Pathways to Reduce Reoffending

### National Action Plan on Reducing Re-offending (2004): Key Recommendations

#### a) Framework for Reducing Re-offending

- Develop and implement multi-agency regional strategies.
- Develop an effective case management approach.
- Establish processes through which agencies can communicate with each other.
- Respond to the diverse needs of individual offenders.
- Work with juvenile offenders.

#### b) Accommodation

- Short term: Identify offenders' housing needs and increase number of offenders released with known addresses.
- Medium Term: Housing Advice.
- Longer Term: Accommodation Strategy.

#### c) Education, Training and Employment

- Develop a new integrated Learning and Skills Service.
- Devise arrangements for partnership working.
- Publish strategy for working with the voluntary and community sector.
- Develop strategy for a more coherent information and advice service to help plan learning in custody and after release.
- Integrate vocational training into education in prisons.
- Improve standards of learning and training in prison.
- Engage with employers.

#### d) Mental and Physical Health

- Develop service-wide strategy for offenders in the community.
- Issue guidance on improving continuity of care.
- Provide practical advice to prisoners on how to access healthcare.
- Improve healthcare information sharing and develop guidance for healthcare staff.
- Develop NHS Women's Mental Health Strategy and a National Service Framework for the healthcare of women prisoners.

#### e) Drugs and Alcohol

- Review of CARATS [Counselling, Assessment, Referral Advice Throughcare]
- Research relating to women's substance misuse and offending.
- Develop short duration drug programme for short-term prisoners.
- Initiate joint pilot to develop a supportive strategy for short-term prisoners with substance misuse problems.
- Introduce alcohol strategies.

#### f) Finance, Benefit and Debt

- Bridge finance gap between release from prison until first benefit payment.
- Examine possibility of easing access to Social Fund Loans for ex-prisoners.
- Develop strategic approach to increase numbers of long-term prisoners who are able to save money during their time in custody to have sufficient income to cover them on release.
- Improve offenders' access to financial services and advice.

#### g) Children and Families of Offenders

- Implement *Every Child Matters* Green Paper.
- Devise method to capture information regarding a prisoner's family circumstances (at all points from arrest to imprisonment to release).
- Improve quality and quantity of education on parent craft, family relationships, healthy living, life skills and sex education.

#### h) Attitudes, thinking and behaviour

- Develop strategies to enhance the effectiveness of offending behaviour programmes.
- Develop programmes specifically for women offenders.



## **Appendix B: Outcomes exercise from Offploy Workshop**

- More positive mindset
- Having a CV and recognising own skills
- Gaining independence and autonomy
- Gaining self-worth and belief
- Improved skills and training
- Better engagement and communication
- A fresh vision for their own future
- Financial independence
- Increased levels of trust
- Recognition of milestones achieved
- Taking a candidate from a current situation to their desired goal
- Improving mental well-being by aiming for employability or skills to achieve this
- Upskilling Candidates
- Improving confidence, mindset, and well-being
- Finding suitable sustainable employment
- Integrating into the community
- Completing the Offploy provision
- The distance travelled along the 9-step journey (sense of achievement)
- Achieving their own SMART goals
- Better understanding of disclosure and what spent/unspent means.
- Progress towards the Big Why
- Hope for the future.
- Employment toolkit



## **Appendix C: Offploy Interview Discussion Guide for Candidates**

- If you were talking with friends, how would you describe how Offploy has supported you and the difference it has made?
- What type of support did you receive, Health and Wellbeing (physical and mental/ Drugs and alcohol), Employment (Education, training, and employment), Money Management (Finance, benefits and debt or Housing Support (Accommodation and Homelessness)

### **Knowledge**

- How did working with Offploy increase your skills and knowledge?
- Thinking about your increasing skills, what else contributed to this change? Who was it, and to what extent did they contribute?
- And to what extent was this a result of Offploy? What do you think would have happened anyway?
- If you had to give it a number from 1 to 10, where 10 is, all of the change was down to Offploy and zero where none of the change was down to Offploy, which would you say?

### **Attitudes**

- How did working with Offploy change your attitudes and how you felt?
- Thinking about your increasing wellbeing, what else contributed to this change? Who was it, and to what extent did they contribute?
- If you had to give it a number from 1 to 10, where 10 is, all of the change was down to Offploy and zero where none of the change was down to Offploy, which would you say?

### **Behaviours**

- How did working with Offploy change your progression?
- Thinking about your progression, what else contributed to this change? Who was it, and to what extent did they contribute?
- And to what extent was this a result of Offploy? What do you think would have happened anyway?
- If you had to give it a number from 1 to 10, where 10 is, all of the change was down to Offploy and zero where none of the change was down to Offploy, which would you say?
- In your own words, what were the top 3 takeaways of your journey with Offploy?
- For the changes you have experienced on your journey, could it be down to something else or someone else contributing to this change?
- Even if nothing or no one else contributed to these changes, do you think they could have happened anyway if there were no Offploy?



## Appendix D: Quantitative Data Collection, Indicators and Measures.

### Demographics & Protected Characteristics

Please note that not all measures from the initial assessment are included below, the following indicators are important for social impact measures.

Indicator	Measure	Explanation	When
Hurdles to work	Ask Candidates which applies to them from a multiple-choice list: Care Experienced, English as a first language, Caring Responsibilities (esp. identifying Young Adult Carers & Lone Parents), Armed Forces, Veteran, Returning to work.	Adding these characteristics as key hurdles to work & tracking them against national indicators to show personal barriers to work: <ul style="list-style-type: none"> <li>Care Experienced</li> <li>Caring Responsibilities</li> <li>Unemployed for more than a year</li> <li>Refugee/ Migrant background</li> </ul>	Initial Assessment
Demographic	Collect gender, disability & ethnicity	As per ONS data, to allow national comparisons esp. on employment data.	Initial Assessment
Demographic	"Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?"	As per ONS question includes neurodiversity. It covers a wider range of health challenges	Initial Assessment
Demographic	Collect Postcodes	Use postcodes to map to IMD (% of intervention in highest 20% IMD) Allows analysis by location against IMD and social mobility cold spots.	Initial Assessment

### Progression & Sustained Employment

Where appropriate:

Indicator	Measure	Definition & Context	When
Reduction in re-offending	Number of ex-offenders participating in the programme have been recalled.	Of those sentenced to less than 12 months in custody, 63% will re-offend within a year of release.  Measure those with in a year of release to be able to compare to available data	Ongoing
Change in Accommodation Status	<ul style="list-style-type: none"> <li>What is your current accommodation status?</li> <li>In Secure Housing - a tenant in a house, flat or bedsit</li> <li>In Temporary housing accommodation - at a hostel, emergency or refuge centre, sofa surfing at a friends</li> <li>Rough sleeping - in a squat of abandoned building/in a car/ on the street/in a park/tent/station or improvised shelter</li> </ul>	Accommodation status change from Rough to Secure has a financial proxy and fitting in the 3 categories will make it smoother.	Initial assessment Ready for Work, can be a continuous dialog with mentor as long as a pre and post status can be recorded.

### Progression & Sustained Employment

Indicator	Measure	Explanation	When
Ready for Work Status	Number of people achieving Ready to Work status	Clear mark of progression towards employment.	Ready for Work
Into Education and Training	Number of people progressing to education and training after the intervention	Candidates going to to HE education, apprenticeships, technical qualifications or other Further Education	Post-intervention
Employment	Number of Job offers Number of Job starts	To understand the journey to sustained employment, measuring job offers and job starts to build an understanding of why candidates don't continue with roles and the hurdles in place, which can be used to improve the programme.	Employment Post-intervention
Sustained Employment	Number of people in work, checked at: <ul style="list-style-type: none"> <li>3 months (12 weeks) for DWP</li> <li>6 months for Offplay as it is best practice</li> </ul>	One of the challenges in this sector is when calculating the proportion achieving sustained employment is continued contact 6 months after the programme. Often this means that organisations report numbers in work as a percentage of those with whom contact had been made, creating an inflated proportion. Please make sure this is a % of the total	Post-intervention



## Increased Resilience & Wellbeing

Indicator	Measure	Explanation	When
Increased Wellbeing	Using the Shortened Warwick Edinburgh Wellbeing Scales: <i>I've been feeling optimistic about the future</i> <ul style="list-style-type: none"> <li><i>I've been feeling useful</i></li> <li><i>I've been feeling relaxed</i></li> <li><i>I'm dealing with problems well</i></li> <li><i>I've been thinking clearly</i></li> <li><i>I've been feeling close to other people</i></li> <li><i>I've been able to make up my mind about things</i></li> </ul> <p>The average increase across participants Number of people showing an increase in wellbeing</p>	Recognised attitudinal change survey. Depending on the length of a programme, the candidate needs to be asked 2/3 times to be able to show a change.	Pre and post needed. Initial Assessment Work Ready In Employment
Increased Work Readiness	Number of candidates to have completed of the Essential work readiness criteria	13 tasks to be completed	Work Ready
Increased Positive Mindset	The number of people who increased their positive mindset 1 question Self-efficacy scale - <i>"I believe I can succeed at most things to which I set my mind".</i> 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).	13 questions are currently asked around looking for a job. Recommend switching to one recognised question.	Pre and Post intervention: Initial Assessment Work Ready In Employment
Strengthened Relationships	ONS measure social capital through 25 validated indicators based on OECD measures. <i>"I have at least one close friend"</i> <i>"I have people who would be there for me if I needed help."</i> <i>"I have somewhere I can call home"</i> 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).	Candidates evaluate the strength and positivity of their relationships, including whether they can count on their family during times of serious problems.	Pre and Post intervention: Initial Assessment Work Ready In Employment

## Increased Knowledge and Skills

Indicator	Measure	Explanation	When
People supported	Number of eligible candidates Number of candidates that completed the initial assessment	Collecting both figures will give us a clear picture of the people supported.	Initial assessment
SMART Goals (& breakdown of type)	Number of Goals set & completed per candidate Total number of Goals set & completed Percentage of KAB Goals set and completed	From the Action Plans, based on the 72 SMART Goals which have been categorised by KAB, see the spreadsheet.	Initial assessment Check at Foundation Success, continuously along the candidate's journey
Training qualifications	Number of people achieving qualifications (& breakdown of type)	Currently, within the SMART Goals. This is for certificated qualifications	Check at Enhance Success continuously along the candidate's journey
Enhanced Success (employability) provision	Number of candidates achieving Enhanced Success (Employability) stage, after completing X% of their SMART Goals	Recognising the skills acquired through achieving a SMART Goal is a means of establishing a clear milestone in the candidate's journey. It's important to acknowledge that employment may not be the ultimate goal for all participants.	Enhanced Success



## Appendix E: Warwick-Edinburgh Mental Wellbeing Scales

<https://warwick.ac.uk/fac/sci/med/research/platform/wemwbs/about/wemwbsvsswemwbs/>

*Would be helpful from transparency point of view to note why this was decided - so that professional judgement can be followed.*

*Also useful to appendix the seven questions (I think they are in one of the appendices but hard to work out) and in that appendix note the seven questions not asked - again from transparency point of view useful to know what wasn't asked and why.*

### The Short Warwick-Edinburgh Mental Well-being Scale (SWEMWBS)

Below are some statements about feelings and thoughts.  
Please tick the box that best describes your experience of  
each over the last 2 weeks

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5

"Short Warwick Edinburgh Mental Well-Being Scale (SWEMWBS)  
© NHS Health Scotland, University of Warwick and University of Edinburgh, 2008, all rights reserved."



## The Warwick-Edinburgh Mental Well-being Scale (WEMWBS)

Below are some statements about feelings and thoughts.

Please tick the box that best describes your experience of each over the last 2 weeks

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been feeling interested in other people	1	2	3	4	5
I've had energy to spare	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling good about myself	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been feeling confident	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5
I've been feeling loved	1	2	3	4	5
I've been interested in new things	1	2	3	4	5
I've been feeling cheerful	1	2	3	4	5

Warwick-Edinburgh Mental Well-Being Scale (WEMWBS)  
© NHS Health Scotland, University of Warwick and University of Edinburgh, 2006, all rights reserved.



## Appendix F: Offploy's SMART Goals

- Understand how to set up a personal email account.
- Understand how to send a basic email.
- Understand how to attach a file to an email.
- Understand how to develop a basic CV.
- Understand how to develop a sector-specific CV.
- Understand how to create a Cover Letter
- Understand how to disclose your conviction to an employer.
- Understand how to develop a disclosure letter.
- Understand how to work out our conviction spent date, and how this affects disclosure of our offence.
- Understand the etiquette of Video Conferencing
- Understand how to answer questions appropriately and confidently in an interview setting.
- Understand how to set up video conferencing on a mobile or computer.
- Understand how to apply for jobs online that comply with your restrictions.
- Understand how to confidently enquire about job roles to a potential employer.
- Understand your own skills and qualities, and how to communicate these effectively to a potential employer.
- Understand how to appropriately handle conflict with Colleagues in the workplace.
- Understand how to manage time effectively.
- Understand how to work as a team in a workplace setting.
- Understand how mindset can impact your ability to find and sustain employment.
- Continue to manage triggers and challenges in daily life so I don't reoffend.
- Understand how to handle having a conviction in the workplace.
- To achieve a sector-specific qualification – CSCS
- To achieve a sector-specific qualification – FLT
- To achieve a sector-specific qualification – COSHH
- To achieve a sector-specific qualification – Food Hygiene
- To achieve a sector-specific qualification – ECDL
- To achieve a sector-specific qualification – Warehouse and Logistics
- To understand how to effectively prepare and plan for a job interview.
- To understand the end-to-end recruitment process
- To understand and deepen your knowledge of recruitment agency processes and current opportunities.
- To understand the current Labour Market and how to develop employment opportunities.
- To take part in Restorative Justice
- To understand and develop your knowledge of establishing a Self-Employment Business Opportunity
- To understand job boards and how to maximise them



- effectively to gain employment opportunities.
- To engage with housing support services
  - To engage with mental health support services
  - To engage with Substance misuse services
  - To engage with healthcare and wellbeing services
  - To engage with finance, benefit, and debt services
  - To understand how to effectively apply for jobs using online job boards such as Indeed, Total Jobs, CV Library etc.
  - To participate in and complete the opt-out course.
  - To achieve a sector-specific qualification – Other
  - Understand what is required to produce evidence of the Right to Live and Work in the UK
  - R1: To consistently ensure I am meeting my basic needs in daily life, and understand actions required to do this.
  - R1: To understand how to identify and engage with services in the community.
  - R1: To understand what makes me happy, which activities I enjoy and why.
  - R1: Develop the tools and knowledge to manage: Housing/ Benefits/money/training/volunteering/work.
  - R1: To be able to understand how to use positive thinking tools and techniques to stay motivated.
  - R1: To set up a bank account.
  - R1: To prioritise and manage my health, i.e.
- Taking medication/ GP and other health appointments.
  - R1: To understand the importance of building and maintaining support networks, i.e. Family/ friends/ groups / community services.
  - New Goals which we are adding this week.
  - To understand how to register on the local housing portal and to use effectively to gain housing opportunities with desired councils and/or Borough.
  - To understand the type of tenancy agreement they have with their landlord, how this affects their rights and support they can access.
  - Duty to refer Housing application to be completed.
  - To understand how to explore the private property rental sector to find accommodation.
  - To apply for a Discretionary Housing Payment / Rent deposit scheme
  - Understand how to arrange emergency accommodation.
  - How to effectively prepare for a property viewing to secure a successful outcome.
  - Understand how to prepare and plan for an eviction and the process involved.
  - To understand how to plan, prepare and move into new accommodation.
  - To identify all creditors that money is owed to.
  - To understand how to write a 'Hold action letter' to send to their creditors.



- To complete a money makeover to understand how to maximise your income.
  - To understand and deepen your knowledge of the support a professional Debt Management Service can provide.
  - To understand and develop your knowledge of how to complete an Income and Expenditure Form
  - Understand how to review utility bills and identify the most competitive rates.
  - Identify grants and funding available and how to apply for them.
- To understand how to effectively save energy and reduce costs Explore the most effective way of saving and maximising your money when food shopping.
  - To understand how to effectively save water and reduce costs.

---

<sup>i</sup> Fujiwara, D., Keohane, K., Clayton, V. and Hotopp, U., 2017. Mental health and life satisfaction: the relationship between the Warwick Edinburgh mental wellbeing scale and life satisfaction a

pilot study. *HACT and Simetrica: London, UK.*  
[https://hact.org.uk/wp-content/uploads/2021/11/MentalHealth\\_and\\_LifeSatisfaction\\_web.pdf](https://hact.org.uk/wp-content/uploads/2021/11/MentalHealth_and_LifeSatisfaction_web.pdf)

