

BARNSELY METROPOLITAN BOROUGH COUNCIL

North Area Council:
4th April 2016

Agenda Item: 7

Report of the
North Area Council Manager

NAC Opportunities for Young People – Social Return On Investment Evaluation Results and Project Options Discussion

1.0 Purpose of Report

1.1 The purpose of this report is to update the North Area Council on the Social Return on Investment assessment that has been completed on the Summer Internship project and generate a discussion on how the North Area Council wishes to address the Opportunities for Young People priority moving forward.

2.0 Recommendation

That the North Area Council received the Social Return On Investment (SROI) evaluation results for the Summer Internship and discuss if they wish to consider an alternative project to meet this priority.

3.0 Background – what is Social Return On Investment

3.1 The North Area Council agreed the Opportunities for Young People in priority in 2014. As a result the Summer Internship project was developed and has been commissioned to run over 3 consecutive years. It became the focus of a Social Return on Investment evaluation.

3.2 Social Return on Investment (SROI) is defined as ‘a framework for measuring and accounting for the value’ of activities. It looks to measure how the activity brings about change and impact to the people who take part in it or who benefit from it, by **capturing the value of economic, social and environmental outcomes** which are often missed when focusing only on the unit cost of an activity – the usual way in which value for money is assessed

3.3 SROI uses a **monetary value** to represent these changes or impacts which have occurred because money is widely accepted way of understanding and conveying value – so an SROI return would describe something as providing (for example) £3 for every £1 invested.

3.4 The SROI model uses around 120 financial ‘proxies’ to place a monetary value on a particular type of activity or impact. Some of these proxies also provide a value for something having been prevented – for example, the prevention of someone becoming homeless. These proxy figures are not a guess, and each proxy is heavily backed by research from a range of bodies which have assessed the impact of the

activity in another place and allocated it a financial value. For example, research work done by the Women and Equalities Unit (Government Equalities Office) found that the value of preventing a person from committing suicide was on average £9,190. This means that any project or activity which can prove that it helped to prevent someone from killing themselves can allocate this a SROI of this amount.

3.5 The 120 financial proxies are then grouped together into headings which demonstrate impact against the 8 Indicators for the Sustainable Development of communities created by Sir John Egan in 2003; still recognised as the most thorough set of indicators to describe a sustainable community, which are:

- Active, inclusive and safe
- Well served
- Well run
- Environmentally sensitive
- Well designed and built
- Well connected
- Fair for everyone
- Thriving

By putting the proxies into these groups, it is easier to see where a project or activity is making the most impact. For example, you would expect a project to encourage people to take more exercise to have most impact under 'active, inclusive and safe' but it may also have value under other headings which would otherwise be missed.

3.6 The SROI model adds up all of the proxies which a project can show clear **evidence** of meeting. It then looks at how much the project has cost and compares the two to provide a ratio of social value against the original investment. For example, a project costing £30,000 which generated SROI outcomes of £90,000 would have a return of £3 for every £1 invested.

3.7 The model then takes into account other issues which will affect the final level of SROI return, including:

- Leakage – did people benefit from a project or activity who were not originally intended to? For example, a project supporting young people aged 16-19 which also worked with some people who were 20 and over
- Drop-off – did the long term impact of the project fade over time? For example, did someone going on a healthy eating programme alter their diet in the longer term, or did they go back to unhealthy foods?
- Attribution – who or what else may be able to claim some credit for the impact that happened? For example, did a young person do better in their exams as a result of taking part in our Summer Internship Programme or did they start attending a school homework club which helped them?
- Deadweight – how much of the impact would have happened anyway? For example, if 100 people attending a diet class lost weight, how many of them would have lost weight through their own efforts, without attending the class?

3.8 A formula to weight these extra issues is then applied to make the final figure more accurate, and a final SROI outcome of £X for every £1 invested is calculated. This outcome is a measure of the impact and social value the project provided to those affected by it.

4.0 Using Social Return on Investment to assess the impact of Area Governance activities

4.1 Rocket Science Regeneration & Rose Regeneration have been working with Stronger Communities staff (including the Area Teams) since December 2015 to help staff to analyse the Social Return on Investment levels on Area Council funded projects and activities, with one project per Area Council being analysed in detail. Training for staff provided by Rocket Science in February 2016 will then allow Area Team staff to conduct further SROI analysis on other Area Council, Ward Alliance, Neighbourhood Network and Love Where You Live activities.

4.2 This future analysis will be vital in helping to demonstrate the impact and effectiveness of the localised work commissioned by Area Councils and the localised project and volunteering work done by Ward Alliances and their associated community groups. This type of impact assessment will help us to evidence the case for the effectiveness of work developed with a thorough understanding of the local area, its issues and its people.

4.3 Incorporating this method of working into Area Council evaluation processes would help to evidence the impact of the commissioned projects. Any members of the Area Council interested in participating in this work should approach the Area Manager.

4.4 In addition to the training provided to staff, Rocket Science/Rose have also worked alongside the six Area Council Managers to undertake a full SROI analysis for one project in each Area Council. The project chosen for analysis for the North Area has been the Summer Internship, and details of the SROI outcomes for this project are outline later in this report.

5.0 Draft SROI analysis for the Summer Internship project

5.1 The SROI analysis for the Summer Internship Project found that **the project produced an SROI return of £5.30 for every £1.00 invested**. This is very respectable rate of return and reflects the positive social impact that this project has on the beneficiaries.

5.2 The table below shows the proxy calculations used for the analysis. The full analysis is attached at Appendix 1 of this report.

6.0 Initial Options Appraisal

6.1 An initial options appraisal of alternative projects that would address the Opportunities for Young people has been conducted. The Area Manager met with

David Benbow and Helen Shaw on the 18th February and Jeff Townend on the 22nd February to discuss existing projects and projects which are

6.2 The following programmes were suggested as possible options.

6.2.1 Get on Track

Sport England have invested £6.9million into the Get on Track programme run by the Dame Kelly Homes Trust. The aim is to engage with more than 3,000 vulnerable young people aged between 16 and 25 and provide them with a stepping stone into community sport and access employment, education, training and volunteering opportunities. Get On Track is a mentoring programme led by world-class athletes. During the project the focus is on communication, teamwork, confidence, health and well-being. The Dame Kelly Holmes Trust has advised that their social return on investment evaluation shows that for every £1 invested in Get on Track £3.70 of value is created for society.

For further details please refer to Appendix 2.

6.2.2 Enterprise Advisors

The Enterprising Young People project was an ERDF funded start-up project that supported entrepreneurial young people between the ages of 14 and 24 to develop their business ideas into fully fledged enterprises. The young people were supported by Enterprise Champions who were employed by BMBC.

Please refer to Appendix 3 for further information.

6.2.3 Go higher, Go further

The University of Sheffield, Sheffield Hallam University and Aimhigher have teamed up to provide young people in care information and guidance on how to make the most of post-16 education opportunities.

Sheffield University and Sheffield Hallam University run transition events for care leavers. They also proactively work with Local Authorities and Trusts to help young people and their advisors and carers to find out about HE and about the events that they run.

Examples of events include:

- Routes into FE – Y11
- 3 Day summer school – Y10
- Titans Community Foundation Programme (A collaboration between The University of Sheffield and Rotherham Titans Rugby Club) – Y6 – Y9
- 12 week literacy and numeracy homework club – Y6
- They also deliver outreach workshops

It has been suggested by BMBC's Young People's Skills and Enterprise Strategy & Service that the Area Council could approach the universities to see if they are

interested in delivering a more universal offer to young people in the Barnsley North Area.

6.3 Elements of project design which require consideration

6.3.1 A key consideration for the Area Council will be to decide who the beneficiaries would be and how they will be identified. If the provision will be Universal or Targeted – perhaps the offer would only be made available to students who are eligible for the Pupil Premium Grant for example (awarded based upon the parents situation).

6.3.2 Additional considerations that will have a significant impact on the identification of a potential new project

- Size of the cohort
- Contract Length and duration of project
- Contract Value
- Additional support that will be required to realise a new project.

6.4 Next steps

It is recommended that the North Area Council consider the potential benefits and negative aspects of investing in a new project rather than the tried and tested Summer Holiday Internship which has now entered its third year of delivery and demonstrated a very positive social return on investment figure.

The points in 6.3 are key considerations that will help to determine the preferred option. **It would be advisable to meet for a workshop with specialist officers to explore these options further.**

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22nd March 2016

Appendix 1. Draft SROI Analysis Summer Holiday Internship (*Prepared by Rose Regeneration and Rocket Science*)

Background

A programme focusing on employability skills for under 16s. Two-week blocks are offered to children in year 10 (aged 14-15 years) in the North Area, to provide them with a greater understanding of the work environment and to offer them a work experience placement.

The issue

Barnsley has a higher number of NEETs (young people aged 16-24 Not in Education, Employment or Training) than the national average. The North Area Council is comprised of four Wards: Old Town, Darton East, St Helens and Darton West – where NEETs comprise 8.6%, 8.2%, 6% and 3.9% respectively. 20.7% of children in the North Area Council are living in low income families.

Discussions between the North Area Council and BMBCs Children and Young People Service, education and the business sector revealed that:

- Employers felt young people were not prepared for the workplace by educational establishments and frequently failed to meet the standards of potential employers.
- Business representatives felt young people needed to be taught interview skills and how to perform in a formal work environment.
- For young people to reach the destination of their choice they need more careers information and guidance.

The North Area Council recognised that young people's attainment and their ability to positively contribute to the economy was important and wanted to develop a programme that would help address these issues.

The response

The North Area Council worked with an employability champion from the 'I Know I Can programme' to develop an internship programme that would:

- Motivate and inspire young people to achieve their potential.
- Ensure that young people are provided with the skills they need to access the world of work so that they have an improved chance of being economically active.
- Prevent young people becoming NEET by engaging them in striving for a positive destination.

The programme was therefore designed to:

- Develop an offer for young people from employers (sourcing placements) – these should take into account the needs and aspirations of young people and prepare the provider.
- Ensure risk assessments are carried out for the work placements.

- Work with schools to advertise the programme and recruit young people to participate.
- Carry out an interview with each young person before the end of term to check their placement choices/ideas and see where they were in their career thinking.
- Visit each young person during their placement.
- Produce an individual plan for each young person during their time on the programme and a five-year plan that will help them secure employment in the future.

The programme takes place over a two-week block. Week one includes employability skills and coaching such as CV writing and application forms, interview skills, understanding the workplace, personal goals and objective setting. Week one takes place at 'The Core', a professional business environment in order to give young people some real-life experience of the world of work.

Week two provides the young people with an internship/work placement in industry.

The programme was commissioned by the North Area Council in February 2014 to run during the 2014 school summer holidays.

Due to its success, the programme was rolled out in 2015.

In 2014 and 2015 the project was delivered by C&K Careers in the North Area.

Inputs

In 2014 the programme received £39,410 from the North Area Council. This figure includes all of C&K Careers costs for initiating, delivering and evaluating the programme. The programme also received in-kind contributions of £1,658 from businesses (i.e., volunteering time to support young people on their placement).

Outputs

In 2014, 50 young people participated in the programme.

C&K Careers engaged over 50 businesses to provide work placements, approximately 130 placements were available and 40 employers were finally used.

50 five-year plans were produced (tailored to the needs of young people) and 50 CVs produced by the young people and sent to them electronically so they can update them as required.

Outcomes

The project has collected evidence on its outcomes from five sources: (i) monitoring and reporting as part of the contract process, (ii) baseline assessments undertaken at the start and end of the programme with each young person, (iii) employer feedback through a questionnaire and face-to-face during placement visits, (iv) video interviews with young people and employers; and (v) parent feedback collected during a celebration event at the end of the 2014 programme.

The following outcomes can therefore be attributed to the programme during the 2014 summer holidays:

Bristol Accord Domain	Outcome	Proxy	Value	Leakage	Deadweight	Attribution	Drop Off	Net Value
Active Inclusive & Safe	Increased Volunteering & Potential For Greater Community Participation & Development	Cost of Supporting A Young Person In A Job Readiness Programme	50*£943.38 £47,168.75	0%	30%	0%	10%	28,301
Thriving	Increased Employability Of Local People	Employer Employment Incentive Costs	47*£4,000 £188,000	0%	65%	0%	0%	65,800

Well Served	Greater Sense of Cohesion And Cooperation Across Different Sectors	Average Costs Of Achieving Life Goals	50*£5,380 £269,000	0%	30%	0%	33%	99,530
	Improved Performance Of Local Schools & Educational Institutions	Average Salary Of A Modern Apprentice	5*£12,948 £64,740	0%	30%	0%	33%	23,953
Total inc Deadweight, Leakage Attribution, Drop Off £217,584								
Input Costs Core Funding £39,410 In Kind £1,658								

The sources for each financial proxy are as follows:

Cost of Supporting a Young Person in a Job Readiness Programme

<https://www.gov.uk/government/publications/social-value-act-information-and-resources/social-value-act-information-and-resources>

Employer, Employment Incentive Costs

SROI Wiki Vois Database - The Work programme, DWP. <http://www.dwp.gov.uk/docs/the-work-programme.pdf>

Average Cost of Achieving Life Goals

<http://www.lloydsbankinggroup.com/Media/Press-Releases/2014/lloyds-bank/877000-the-cost-of-meeting-life-goals-for-the-average-uk-couple/>

Average Salary of A Modern Apprentice

<http://www.myworldofwork.co.uk/what-is-a-modern-apprenticeship>

A more sustainable Community...

The programme, in helping young people aim for a positive destination (education, employment or training) fits with the following characteristics from the Bristol Accord:

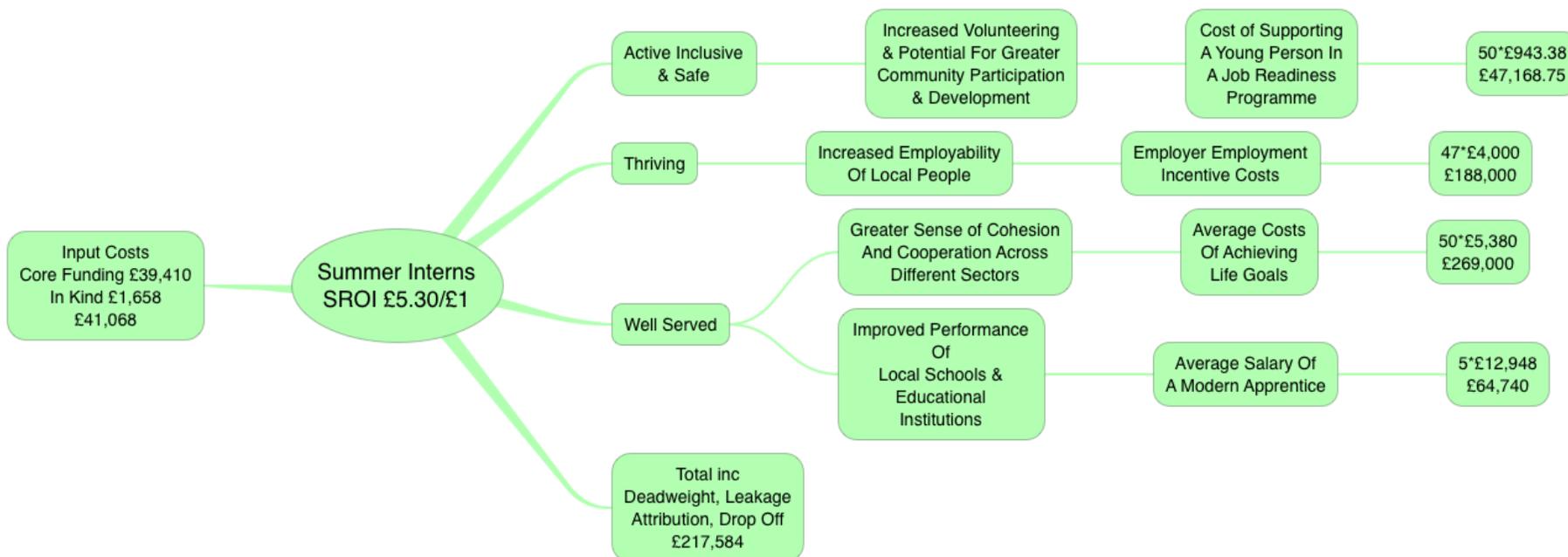
- Social inclusion, equality of opportunity and good life chances for all (active, inclusive and safe domain).
- Opportunities for lifelong learning (well served domain).
- A wide range of training opportunities (thriving domain).

Social Return

The overall value of the social impacts delivered by the programme comes out at: £181,984

This gives a Social Return on Investment of: $\text{£}217,582/\text{£}41,068 = \text{£}5.30$ for every £1.00 invested.

This is shown in the visualisation below:



Appendix 2: Get on Track

Background

Sport England have invested £6.9million into the Get on Track programme run by the Dame Kelly Homes Trust. The aim is to engage with more than 3,000 vulnerable young people aged between 16 and 25 and provide them with a stepping stone into community sport and access employment, education, training and volunteering opportunities. Get On Track is a mentoring programme led by world-class athletes. During the project the focus is on communication, teamwork, confidence, health and well-being.

The Dame Kelly Holmes Trust has advised that their social return on investment evaluation shows that for every £1 invested in Get on Track £3.70 of value is created for society.

Barnsley 2015

Last year (2015) the Really NEET Project Ltd, Sheffield delivered the project in Barnsley on behalf of the Dame Kelly Holmes Trust. The young people were mentored by Jenna Downing, the World Champion Inline Skater who was born in Barnsley. This was run as a very targeted project and the young people who attended were from the Dearne and Athersley communities. All of whom were consider to be 'hard to reach' young people.

Duration	8 weeks (plus a planning and staying in touch period, totalling 14 months)
Places available	20
Beneficiaries	10 x NEET, 10 x RONI - Identified by the Barnsley TIAG Service
Funding:	BMBC Input - £2,500 Dame Kelly Holmes Trust £10,000

Barnsley 2016

Economic Regeneration, Place Directorate have been contacted by the Dame Kelly Holmes Trust who have provided marketing information and a quoted a price for delivery of £36,615.

They are looking at other options and hope to run a mini version of the Get on Track provision for 16 young people who will receive intervention over 11days, at a cost of approximately £8,000. This includes a range of outdoor activities, first aid qualifications and cookery.

For further information, please refer to the following websites:

<https://www.damekellyholmestrust.org/young-people/get-on-track/?gclid=CNHpi5391ssCFWQq0wodIIIgkQ>

<http://www.sportengland.org/our-work/children-and-young-people/get-on-track/>

Appendix 3: Enterprising Young People

Background

The Enterprising Young People project was an ERDF funded start-up project that supported entrepreneurial young people between the ages of 14 and 24 to develop their business ideas into fully fledged enterprises. Enterprise education was also delivered into the ALC's across the borough to attempt to instil an enterprising culture within young people. The project was part funded by the Yorkshire & Humber ERDF programme Priority 3. The team consisted of 6 Enterprise Champions where responsible for delivery.

Key Stats

- During the lifetime of the project we engaged with approximately 1500, 14 - 24 year olds in the Borough.
- We delivered Enterprise Education to 1 in 5 14 - 16 year olds in secondary education.
- 114 individuals were supported by a grant to assist with start-up costs up to £2,000
- 81 business starts
- 89 FTE Jobs created
- 44 businesses had been trading for 12 months by September 2015
- 56% male clients
- 44% female clients
- 28% 14 - 18 year old clients
- 72% 19 - 24 year old clients
- 28 Trading Opportunities were provided throughout the duration of the project including pop-up shops and specialised markets
- 22 Specialist Support Workshops were delivered in the period
- 3 Start Up Weekends were delivered in the project lifetime with 48 attendees and 65% of these went on to start their own business