

# WE MIND THE GAP.™

## Social Return on Investment (SROI) Assessment

A Final Report by Hatch Regeneris - July 2020

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# WeMindTheGap



## Social Return on Investment (SROI) Assessment

This report contains the expression of the professional opinion of Hatch Regeneris (the trading name of Hatch Associates UK). It is based upon information available at the time of its preparation. The quality of the information, conclusions and estimates contained in the report is consistent with the intended level of accuracy as set out in this report, as well as the circumstances and constraints under which this report was prepared.

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**July 2020**



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# Executive Summary

- i. WeMindTheGap (WMTG) commissioned Hatch Regeneris to undertake a Social Return on Investment (SROI) assessment to demonstrate the impact of the WMTG programme on the lives of participants to its external audiences, such as local authorities, funders and strategic and delivery partners.
- ii. WMTG is a charity which supports under-served young people aged 18-30 to live independent lives. WMTG was set up by Moneypenny in 2014 (initially as the Moneypenny Foundation) to provide the missing support and opportunities for young women in the organisation's local area of Wrexham. The success of the pilot programme led to the establishment of the charity in 2016 with a new name, WeMindTheGap, which now operates across North Wales and the North West. In 2020/21, WMTG is due to deliver its first programme cohort for young men in the Greater Manchester area. SROI is a methodology that is designed to capture intangible social outcomes, and is now widely recognised in the field of economic evaluation. It represents a form of social cost benefit analysis that aims to identify the impact of an intervention on key stakeholders. Impact is measured by the change in outcomes associated with the intervention. This report presents the findings of the SROI assessment of WMTG, drawing on long-term monitoring data collected by the organisation. In this context, social impact refers to the impact of the WMTG programme on the lives of the young people taking part in the programme. There is also a fiscal element to social impact, which is addressed as public cost savings in this report.
- iii. SROI is a methodology that is designed to capture intangible social outcomes, and is now widely recognised in the field of economic evaluation. It represents a form of social cost benefit analysis that aims to identify the impact of an intervention on key stakeholders. Impact is measured by the change in outcomes associated with the intervention. This report presents the findings of the SROI assessment of WMTG, drawing on long-term monitoring data collected by the organisation. In this context, social impact refers to the impact of the WMTG programme on the lives of the young people taking part in the programme. There is also a fiscal element to social impact, which is addressed as public cost savings in this report.
- iv. This report presents the findings of the SROI assessment of WMTG, drawing on long-term monitoring data collected by the organisation. In this context, social impact refers to the impact of the WMTG programme on the lives of the young people taking part in the programme. There is also a fiscal element to social impact, which is addressed as public cost savings in this report.
- v. The report includes the following:
  - Chapter 1 provides an introduction to WMTG and its unique proposition, and sets out the purpose for this research
  - Chapter 2 explains the WMTG programme in more detail and reflects on how different aspects of the programme contribute to its success in achieving its targeted outcomes
  - Chapter 3 presents a qualitative and quantitative SROI assessment of the programme
  - Chapter 4 concludes on the report findings, and outlines WMTG's ambitious plans to expand to address the needs of populations outside its current reach through to 2024. The SROI assessment has found that over the course of the last six years, WMTG has delivered in the region of:
    - **£5.5 million in social value** – this is made up of the social impact accruing to the young people, or Gappies, during the programme itself related to securing employment, work experience, and targeted social and pastoral care (and including wellbeing and resilience impacts for cohorts 2016-2018), as well as post-programme in terms of improved life chances related to employment, enhanced life choices and improved confidence in the long term
    - **£2.4 million public cost savings** – this is made up of avoided costs related to income support and support for NEETs.
- vi. The SROI assessment has found that over the course of the last six years, WMTG has delivered in the region of:
  - **£5.5 million in social value** – this is made up of the social impact accruing to the young people, or Gappies, during the programme itself related to securing employment, work experience, and targeted social and pastoral care (and including wellbeing and resilience impacts for cohorts 2016-2018), as well as post-programme in terms of improved life chances related to employment, enhanced life choices and improved confidence in the long term
  - **£2.4 million public cost savings** – this is made up of avoided costs related to income support and support for NEETs.

## Social Return on Investment (SROI) Assessment

vii. Based on costs of £15,000 per individual enrolled on the programme, we estimate that WMTG delivers a significant return on investment, in the region of:

- **SROI of £1 : £3.20**, based on the social impacts delivered for the graduates over the last six years<sup>1</sup>. This means that for every £1 invested, the programme has returned over three times as much social value.

- **Public cost savings of £1.40 for every £1 invested over six years**, representing a sound benefit to cost ratio.

viii. Based on our assessment of the last six years of delivery, we estimate that for a single cohort of 10 Gappies costing £150,000, one year after graduation WMTG delivers in the region of:

- **£550,000 in social value**, and an **SROI of over £1 : £3.60** in 18 months<sup>2</sup>

- **£190,000 in public cost savings** within 18 months, representing a sound return on investment

ix. It is important to note that these figures are likely an underestimation of the full impact delivered by WMTG, being limited by the data available. For example, the assessment has not included the impact derived by Gappies that did not complete the programme but did undertake a partial programme, the wellbeing impacts associated with the earlier cohorts, nor those wellbeing impacts that accrue to graduates after the programme ends.

x. However, this assessment does demonstrate the programme has proved concept with reliable and consistent outcomes whether delivered in a rural community, town or major city. Thus, the social and fiscal return is likely to be achieved for every new cohort of ten with the caveat that each programme's delivery is monitored and managed to ensure performance standards are maintained. The infographic below presents a summary of the contribution of WMTG programme per cohort.

xi.

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<sup>1</sup> Note, this is based on outcomes delivered during the 6 month programme of employment, wellbeing outcomes at month 6 for cohorts 2016 to 2018 only due to data availability, and outcomes post-programme across the last six years.

<sup>2</sup> SROI ratio per cohort differs from that across the six years of delivery due to data availability for wellbeing outcomes for previous cohorts.

## The contribution of WMTG, per cohort of 10 enrolled

### Inputs



**£150,000**  
programme  
cost per cohort

...equivalent to  
**£15,000**  
cost per Gappie enrolled



### Outcomes

#### During the programme



#### Wellbeing

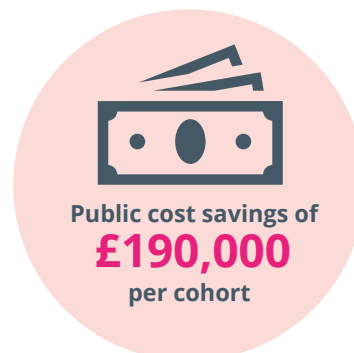


#### After the programme



### Impacts

#### within 1 year of graduation



Source: Hatch Regeneris analysis of WMTG data. Note all annual data adjusted to 2019/20 prices.

# 1. Introduction to WeMindTheGap

1.1 WeMindTheGap (WMTG) is a charity which supports under-served young people to live independent lives. WMTG, (formerly the Moneypenny Foundation) was set up by Moneypenny in 2014 to provide missing support and opportunities for young women in the organisation's local area of Wrexham. The success of the pilot programme led to the establishment of the charity in 2016 with a new name, WeMindTheGap, which now operates across North Wales and the North West. In 2019/20, WMTG delivered its first programme cohort for young men in the Greater Manchester area.

1.2 WMTG addresses three key gaps which reduce the life choices available to young people. These are described by WMTG in Figure 1 1.

## Figure 1 1: Key 'gaps' addressed by WMTG

**We fill the gap** in our gappies' lives with the things that the rest of us take for granted, so that they can then move into the world with real choices in life and work.

**We bridge the gap** between the public and private sector by bringing employers and agencies together to make a difference on their own doorsteps.

**We address the gap** in such provision for young people in our communities so that they can move from being 'prisoners of circumstance' to 'pilots of our own lives'.

**Source:** WMTG brochure

1.3 To address these gaps, WMTG provides young people, or Gappies, with a 12-month holistic programme of work experience, skills training, new experiences and mental and emotional support. The aim of the programme is for them to be equipped to make real choices and live independent lives.

### The gap in services for under-served young people

WMTG recently completed a gap analysis to compare their offer with those of five comparable, UK based schemes for young women supported by The National Lottery Community Fund ("TNLCF"). While the comparator projects have similar aims and offers, WMTG found that only one is open to all 18-25 year old care leavers, meaning that some young women could miss out on support. None of the comparator schemes offer paid work as a direct output of the scheme. This is important not only in terms of providing some financial independence but, from the experience of WMTG, forming a contract represents a key success factor of the programme, as discussed in Chapter 1.12. The gap analysis demonstrates that WMTG are providing a unique and valuable offer, which is not replicated elsewhere at present.

1.4 WMTG's central management team includes a CEO, Head of Learning and Knowhow, and an administration and finance officer, and marketing executive. This central team engages with programme partners, including the programme delivery team, employer partners, funding partners and local authorities.

1.5 The delivery team for each cohort of ten trainees consists of an 'Aunty' and 'Big Sister', five coaches and ten mentors. A group of ten employer partners per cohort provide the five rotational work placements undertaken by each participant. WMTG's organisational structure is presented by Figure 1-2 below.

1.6 Programme delivery is made possible by funding partners which vary across programme geographies. The TNLCF Fund provides funding across all geographies and provides the largest proportion of the programme's total funding. Other funding bodies include Money Penny (who provided the seed funding for the charity in the first place and now provides a physical home), The Neumark Foundation, Procure Plus, St. James's Place Foundation, Albert Gubay Trust, private philanthropists and employer partners such as Redrow Group, Clwyd Alyn Group and Solvay Engineering.<sup>3</sup>

1.7 In each location, the programme also receives a proportion of funding from the respective Local Authority. WMTG takes a partnership approach with local authorities offering a proven programme to reduce reliance on the benefit system and which incorporates their Leaving Care, Children's Services, Employability and Education targets<sup>4</sup>.

1.8 Since its establishment in 2014, the scheme has expanded beyond Wrexham to offer traineeships in Flintshire, Liverpool and Manchester. Going forwards, the scheme is, for the first time, extending its offer to young men at the first Manchester hub in 2020/21. In 2022/23, it is planned for programmes to extend to include new communities across the North West and North Wales. By 2025 WMTG aims to benefit a total of 16 communities across the region creating capacity for 160 participants at that time and will have over 450 successful graduates.

## Purpose of this report

1.9 WMTG commissioned Hatch Regeneris to undertake a Social Return on Investment (SROI) assessment to demonstrate the WMTG programme's impact on the lives of participants to its external audiences, such as local authorities, funders and strategic and delivery partners.

1.10 As an independent, Manchester-based economic and social development consultancy, Hatch Regeneris are leading advisors to a wide range of public and third sector organisations on local economic growth and social impact matters. Hatch Regeneris help organisations to measure their economic and social impact, to develop successful business cases, and to monitor and evaluate their projects and programmes.

## Social Return on Investment (SROI)

1.11 SROI is a methodology that is designed to capture intangible social outcomes, and is now widely recognised in the field of economic evaluation. It represents a form of social cost benefit analysis that aims to identify the impact of an intervention on key stakeholders. Impact is measured by the change in outcomes associated with the intervention, and the outcomes are valued through the use of appropriate financial proxies. The results of the assessment are presented as quantitative and monetised metrics. There is a technical summary of our approach in Appendix A.

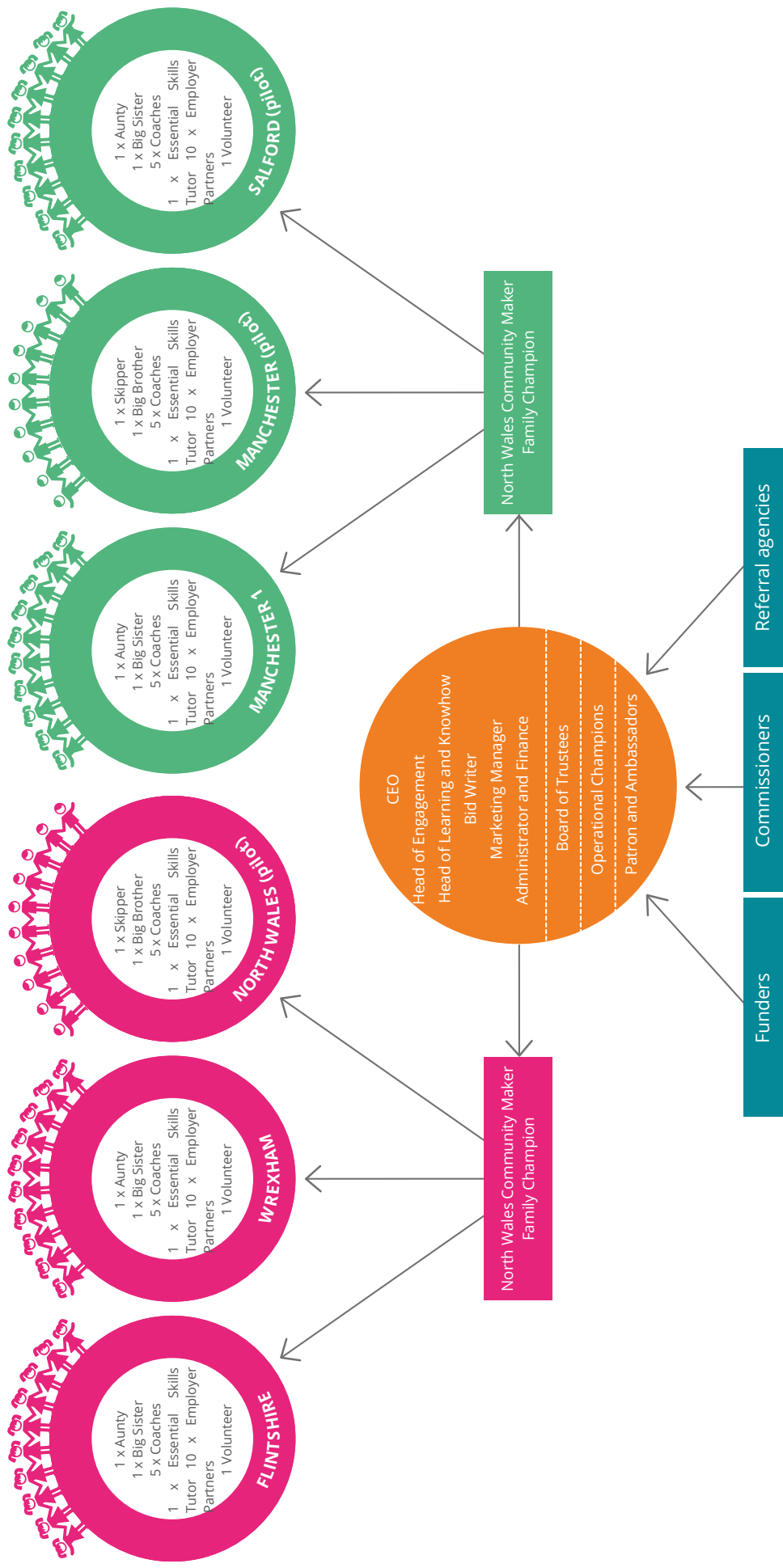
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<sup>3</sup> WMTG Ambitions and Funding Plans, 201

<sup>4</sup> 9 WMTG Commissioners Flyer



**Figure 1-2: Organisational structure 2019/20**





1.12 This report presents the findings of an SROI assessment of WMTG, and it draws on long-term monitoring data collected by the organisation. In this context, social impact refers to the impact of the WMTG programme on the lives of the young people taking part in the programme. There is also a fiscal element to social impact, which is addressed as public cost savings in this report.

1.13 This report is structured as follows:

- Chapter 2 explains the WMTG programme in more detail and reflects on how different aspects of the programme contribute to its success in achieving its targeted outcomes
- Chapter 3 presents a qualitative and quantitative SROI assessment of the programme
- Chapter 4 concludes on the report findings, outlines the programme's plans to expand to address the needs of populations outside its current reach, and provides recommendations going forwards.

## 2. The WMTG Programme

### Strategic rationale

2.1 WeMindTheGap, as the name suggests, aims to fill gaps in young people's toolkits for resilience, bridge gaps in public and private sector communication, and address gaps in provision of effective support for care leavers.

2.2 Care leavers and young people in difficult circumstances are disproportionately likely to not be in education, employment or training. Young people who are not in education, employment or training (NEETs) are shown to be more likely to face a range of difficult circumstances throughout their lives, such as less stable employment patterns and mental and physical health problems<sup>5</sup>. Over the course of their lifetimes, these issues are estimated to amount to an aggregate cost of at least £11.7 million to the public purse, according to University of York research<sup>6</sup>.

2.3 WMTG intervenes to prevent young people from becoming long-term NEETs and encountering the associated issues noted above throughout their lives. To do this, WMTG equips young people, or Gappies, to enter work or further education and to have choices about their lives, education, and work in the future.

2.4 The WMTG programme involves:

- **A six-month paid programme** that includes everything from work experience with five different employers to coaching and mentoring to skills development.
- **A holistic approach** that provides a combination of practical support to 24/7 love and care provided by an Aunty and Big Sister.
- **A further six-month programme of coaching and support** as graduates move into the world of work or education, called BeyondTheGap. This

involves peer-to-peer coaching and mentoring, on-going support from the WMTG team, as well as access to opportunities and events provided by the charity, its partners and its employer partners.

- **Life-long inclusion and involvement with the WMTG family**

2.5 Figure 2-1 below outlines the features of the programme activities and the outcomes it aims to deliver.

2.6 An important catalyst of change in the WMTG approach is the emphasis on Gappies taking part based on their own agency. To undertake the WMTG programme, young people must be assessed as ready to benefit from the programme and sign a contract with WMTG to show that they understand what is required of them and what they can gain in return through the programme. Making this decision demonstrates Gappies' self-motivation to gain independence in their lives.

2.7 This approach is firm but fair, whereby Gappies are treated with respect but required to fulfil their side of the bargain by behaving appropriately. WMTG also takes this approach towards its partners by communicating clearly what is required partners and what they can expect to receive in return.

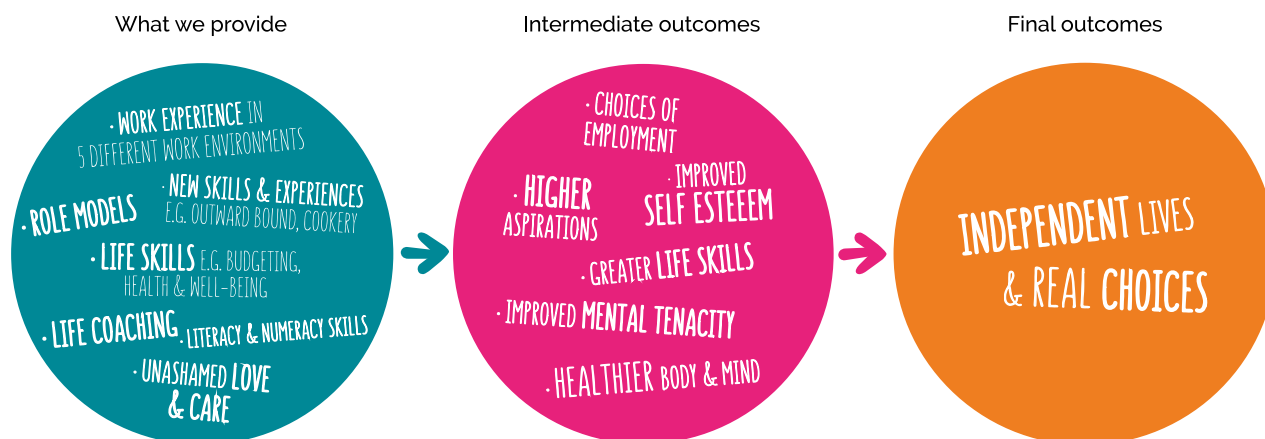
2.8 Although WMTG developed its approach organically through planning and learning from feedback, this approach is supported in psychological theory and evidence. The holistic approach of WMTG helps Gappies to meet every level of human needs for growth<sup>7</sup>, including physiological, safety, belonging, esteem and self-actualisation. The outcomes delivered by WMTG provides further confirmation that this can be a powerful catalyst of change.

<sup>5</sup> University of York research: Bob Coles et al, Estimating the Lifetime Cost of NEET: 18 year olds not in Education, Employment or Training, 2010

<sup>6</sup> As above

<sup>7</sup> Maslow, A. H. (1943). A theory of human motivation. Psychological Review, 50(4), 370-96.

**Figure 2-1:** Cause and effect stages of the WMTG Theory of Change



Source: WMTG

## Programme costs

2.9 A standard WMTG programme for a cohort of 10 Gappies costs c. £150,000 per year, or £15,000 per Gappie. This includes the following support and activities provided each cohort:

- A minimum wage salary for 30 hours of work per week for six months
- Two residential weeks of coaching and challenging activities, followed by a focused get ready for work week One hour of coaching every 1-2 weeks, plus counselling, mentoring and supervision all delivered over six months
- Skills training and new experiences
- A graduation celebration on completion of 26 weeks of the programme
- Transport and insurance to attend programme locations
  - Follow up support (BeyondTheGap programme)
- Programme management, operation and delivery

## Programme partners

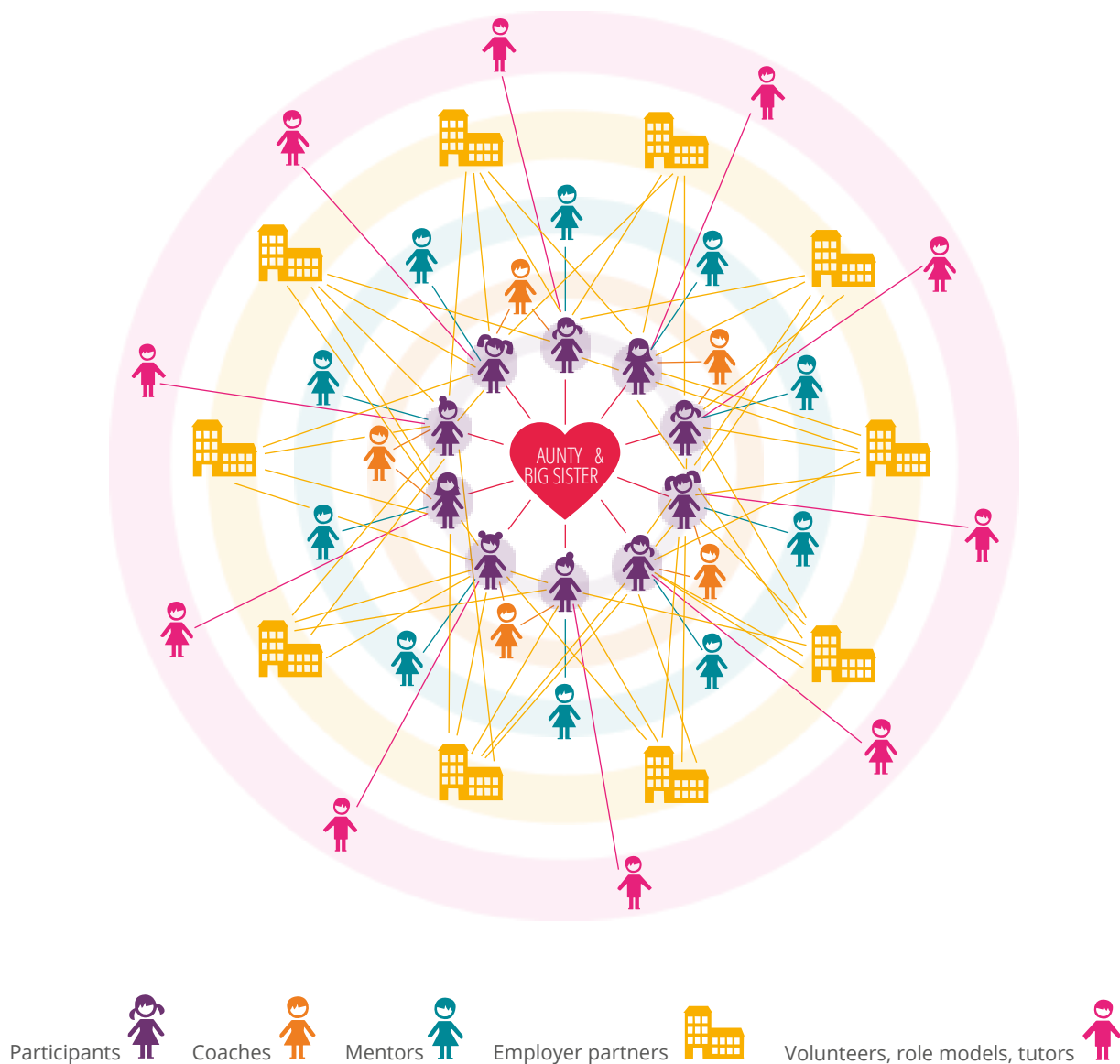
2.10 WMTG involves many partners in programme delivery, practising the belief that ‘it takes a village to raise a child’. WMTG has found this multi-strand structure to supporting Gappies is effective, with different partners taking different roles in supporting Gappies to reach independence, by building real relationships and creating a supportive and inspiring community around each group of ten young people.

2.11 For the women’s programme, the delivery team supporting each cohort fulfil the following roles:

- **Aunties and Big Sisters** provide Gappies with full time support and care as they navigate the challenges of the WMTG programme.
- **Life coaches** work with Gappies to identify barriers to their success and how they might overcome them.
- **Skills tutors** are provided by local FE colleges to build the confidence of trainees in their ability to gain qualifications, as they work towards attainment of GCSE grade C in Maths and English.
- **Employer Partners** offer Gappies work experience across a range of industry sectors to allow Gappies to choose for themselves where their ambitions and talents lie.
  - **Mentors** are people with broad experience in life and work who Gappies can rely on for advice and friendship.

2.12 Figure 2 2 shows how WMTG’s delivery partners operate together to provide a community for Gappies, known as the WMTG Village.

**Figure 2-2:** Support structure in the WMTG programme



Source: WMTG, 2020

2.13 For each UK region offering a WMTG programme, a Community Maker is responsible for growing the community network and holding it together. Community Makers also oversee day-to-day issues faced by delivery teams. All roles, including those of Gappies, are also connected by the WMTG values, which are used and shared actively to focus the team on their joint mission.

**Figure 2-3: WMTG values**



**COMPASSION & CARE**  
The magic ingredients, mixed with a big cupful of love. The encouragement, reassurance and genuine care we extend to every individual is fundamental to them developing the confidence to explore their choices in the world.



**CAN-DO**  
We walk alongside our trainees, take the initiative, make good things happen and always focus on a solution, not a problem.



**COURAGE**  
We do what is right and not what is easy.



**CONNECTIVITY**  
We build positive relationships with and between our trainees and the world, to create their rightful place within a meaningful community.



**CONSTANCY**  
We are always here, and always will be: people and places of safety who keep our promises and provide the support, challenge and care that our trainees deserve.



**COMMITMENT**  
We will go to the ends of the earth to make sure that our trainees have the wherewithal to be 'pilots of our own lives'.



**CONFIDENCE**  
We believe absolutely in our vision, our model and the impact we deliver.



**CURIOSITY**  
We ask why, to keep learning, to help our trainees grow and develop, to grow and develop best practice that others can learn from.



**CAPACITY**  
We have the space, time, resilience and support required to perform our respective roles to the best of our ability.



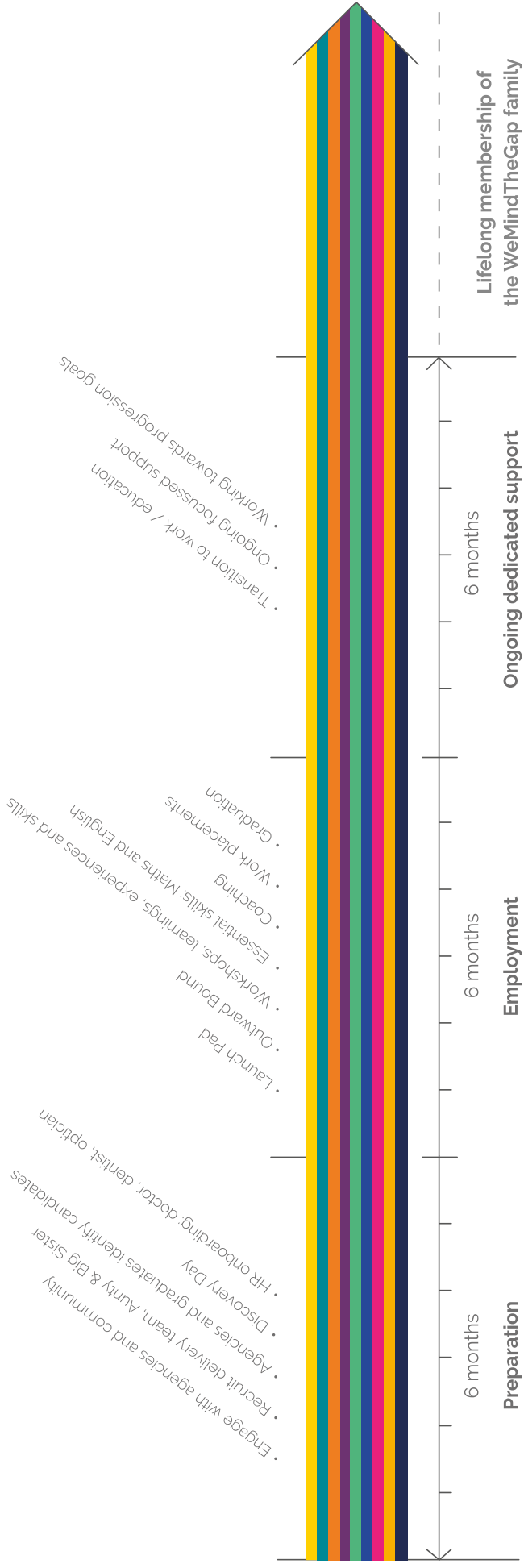
**CELEBRATION**  
We celebrate every success, no matter how big or small.

Source: WMTG

## Dedicated programme

2.14 Each WMTG programme runs over a 12-month schedule for a focused cohort of ten Gappies. After an initial period of preparation by the WMTG team, there is a dedicated recruitment process, followed by an initial training period to embed WMTG values, and for Gappies to reflect on their current point, and learn what is required of them in order to progress through the programme. This is followed by five months of skills training, personal development sessions and work placements, after which point Gappies graduate. During the next six months, the graduates are supported to continue learning and applying lessons from the programme in their daily lives through BeyondTheGap. Figure 2 4 shows the programme schedule.

**Figure 2-4: Programme schedule overview**



Source: WMTG

## Recruitment

2.15 WMTG operates on the understanding that each Gappie must apply for the opportunity to join the programme. An interview process and Discovery Day is used to carefully assess that Gappies have a level of social functioning that means they can fully participate in the programme. It allows us to challenge if they will be able to develop a positive attitude so they can make the most of every opportunity the programme provides. Young people who are not yet considered ready for the programme are encouraged to reapply the following year. This ensures that the programme is not 'done unto' each participant but is undertaken by the Gappie as an active decision.

2.16 The traditional barriers of a criminal record, having young children, being known to social services because of issues looking after those children and being involved in Youth Justice programmes are recognised and not perceived as indicators for not participating on the programme, as can be the case with other programmes. WMTG actively engage with agencies including Youth Justice, probation services, social services' families and young mothers' groups and the leaving care teams to ensure that those with traditional barriers are encouraged to apply.

2.17 Evidence from WMTG shows Gappies from youth justice have not reoffended within 24 months of the programme and in one case not within 6 years. Young mothers have obtained employment, and two are now studying for degrees. Anecdotal evidence shows that WMTG's open recruitment policy and the communication of this to relevant agencies plays a significant factor in the engagement of traditionally restricted participants in the programme.

## Launchpad

2.18 The first three weeks of the programme are spent preparing for the rest of the programme. Gappies reflectively assess what they can gain from the course and are also supported to prepare for a working life, including in terms of their health needs by visiting the dentist and optician. This stage includes two residentials, one focused on coaching and reflection, and the second at an Outward Bound Trust activity centre which gives Gappies an opportunity to assess how they address fears and learn to build their confidence. Gappies are employed from the beginning of Launchpad for six months.

## Health and Wellbeing

2.19 The programme delivers a clear focus on health and wellbeing at the outset, with each Gappie encouraged and supported to ensure they are registered with a GP and Dentist. Each Gappie is then supported and often accompanied to undertake a health check either by the surgery and/or Women's clinic and the dentist. Some Gappies have not attended the dentist for over 5 years and one cohort of ten Gappies alone once required a total of 15 teeth extracted. Female health remains of concern with contraception choices and management a significant factor for many Gappies.

2.20 Choices of where to access medical advice are discussed regularly and decisions to seek advice at the pharmacy or GP rather than A&E are encouraged by WMTG. As a result, WMTG report a shift in visits to the GP rather than hospital over the programme and beyond. It is also found that Gappies become more confident in articulating their health concerns and are more pro-active rather than reactive in seeking help.



## Employment

2.21 Work placements start from week 4, and Gappies spend 2.5 days a week for four weeks at each work experience placement, with 1.5 days per week spent at their local WMTG hub in coaching, workshops and developing functional skills, which can include training for GCSE qualifications.

2.22 Every 8-12 weeks Gappies take part in a review week to reflect on their experiences and progress. During the final programme review week,

Gappies go on a supervised trip to London to add to their new experiences and encourage them to recognise how far they have come, and their work is celebrated with a graduation ceremony.

## BeyondTheGap

2.23 Over the next six months graduates receive continued coaching, community sessions and skills workshop as they embed lessons from the programme into their lives.

## What employer partners think

2.24 For each cohort, approximately ten employer partners are asked to put their trust in young people who may have no work experience and few qualifications. WMTG works with the partners, providing the information and training they request so that they are fully prepared to support the Gappies. WMTG describes employer partners as their 'unsung heroes' of the programme. The case studies below expand on the employer partner experience.

### Employer partner case study: [Solvay Wrexham](#)

Solvay is a manufacturer and developer of composites and adhesives for industries such as aerospace, motorsport and high-performance automotive and was sought as a potential employer partner to provide a very different environment and experience of the world of work.

In early engagements with WMTG, Solvay took care to ensure they could provide a useful experience for Gappies, by identifying members of staff to be trained as mentors as well as organising for a lead mentor to communicate regularly with the WMTG team.

Gappies who visited Solvay described it as their favourite placement because of the care they received, the clear organisational and activity structure, and the opportunity to trial employment in an environment that they would not have previously considered. WMTG notes that the Gappies and mentors established strong bonds during the process, gifts were given to the trainees at the end of the placements, and the Solvay mentors were invited to attend the Graduation.



"My best placement was Solvay because they were so supportive. I thought that I was not getting a job because I was Sri Lankan origin and I had a disability and then I met the training manager at Solvay who was in a wheelchair and his deputy who was Russian. It made me realise that people could see past my heritage and disability".

GAPPIE

The support of Solvay employees transformed the Gappies' views of manufacturing and what working in a team looked like. Likewise, the experience gave Solvay an insight into the challenges faced by a cohort of young women they would not otherwise have worked with. To accommodate the many highly engaged Solvay team members, a 360-degree model was developed for the end of programme feedback session. This has since become WMTG's 'best practice' model for employer partner feedback. Solvay has also extended their offer of support to WMTG by offering placements at the Solvay Manchester site.



"Working with WMTG has allowed us to engage with our overall CSR societal objectives in a meaningful, relevant way ...we have learned that there are barriers to our own apprenticeship offer which have prevented young females from even applying to us. By understanding the WMTG cohorts' issues and barriers we will improve our overall approach for the apprenticeship and in working with the community."

MANAGING DIRECTOR, SOLVAY WREXHAM

### Employer partner case study: **Clwyd Alyn Housing Association**

Clwyd Alyn Housing Association originally supported WMTG with financial support and space to deliver the programme from. Seeing the programme operate first hand, Clwyd Alyn extended their support by coordinating a work placement in Care with Flintshire County Council. This allowed those interested in a career in Care to experience four weeks of meaningful work experience in an environment that was familiar to them, and led to two individuals applying and being offered permanent roles in Extra Care after the programme. Whilst not all Gappies were initially interested in pursuing a career in elderly care, each of them was able to observe and understand best practice in this sector.

Clwyd Alyn later provided further placements, including hospitality in the Old Court House community café, and administration and community engagement with ODEL ('Opening Doors Enhancing Lives'). WMTG report that both opportunities were valuable in providing experience in different sectors, whilst also introducing Gappies to a wealth of different role models.



"It has been an absolute pleasure for our café and Odel Involve teams to have the opportunity to meet, mentor and provide placements to some of your trainees and it has been so lovely to hear about their well-deserved successes, securing jobs, etc after they graduated from the WeMindTheGap programme!

As this partnership has been so mutually beneficial, we really look forward to working with you again in future years and would encourage others to jump at the opportunity to work with WMTG!"

CLWYD ALYN HOUSING ASSOCIATION

### Employer partner case study: **Youth Hostel Association (YHA) Manchester**

YHA, an Investor in People Gold employer with an ethos to create new opportunities for unemployed people, offered a work placement at its Manchester hostel to Kirsty, a Gappie who previously had no work experience.

YHA reflects that during this time, Kirsty undertook a range of tasks with enthusiasm and left with a greater confidence, some practical experience documented with a certificate of achievement and a reference for future employment. YHA have since showcased their work with WMTG in their annual impact report.

### Employer partner case study: **Amey Plc**

Amey Plc have offered Gappies placements at their Matchworks office in Speke, Liverpool. One of the Gappies who undertook a placement with Amey has successfully applied for a role in the team following her graduation.



“I recently visited the charity WeMindTheGap in Wrexham to hear more about their successful partnership working with our Matchworks team. The charity provides traineeships to underserved young women and Matchworks have certainly provided life-changing opportunities to a number of young women in the Speke area. This hard work is only possible because of the hard work of the team at Matchworks.”

DAVID FAWCETT, GROUP HR DIRECTOR OF AMEY PLC

## Reflecting on what works

2.25 WMTG practices a continual process of reflection during the programme, holding feedback sessions with Aunties and Big Sisters, coaches, employer partners and Gappies. From 2016/17 to 2018/19, these conversations have been formalised through Annual Evaluations for the Wrexham, Flintshire, Liverpool and Manchester hubs. Additionally, specialist wellbeing and resilience evaluations undertaken from 2017/18 to 2018/19 assess changes in Gappies' quality of life throughout the programme.

2.26 The lessons learnt as a result of these processes are thoughtfully addressed and re-embedded into future programmes, as shown below.

### Lessons learnt and changes made by WMTG



Based on the 2016 evaluation, WMTG recognised the importance of recruiting young people who are mentally ready to benefit from the programme so it has the best chance of meeting their needs



Following a strategic review to assess support needed for Gappies with complex mental and social needs, WMTG defined a process for Grappies to 'take a break' from the programme for reflection



Conversations with graduates highlighted the needs for continued support in their transition after the scheme. BeyondTheGap was set up as an alumni scheme to ensure graduates retained WMTG support and lessons



Aunties felt that partner agencies could be better engaged to ensure the programme was reaching the young people it could most benefit. Full time staff took responsibility for maintaining strong partner communication



Staff reported that they needed more support in their training. WMTG introduced a more in-depth induction programme and mandatory supervision sessions



Discussions with Aunties highlighted the need to clarify expectations of Gappies education given the differences in abilities of cohorts. A further education framework was agreed with Coleg Cumbria

Source: WMTG evaluations and feedback notes

# 3. Social Return on Investment of WMTG

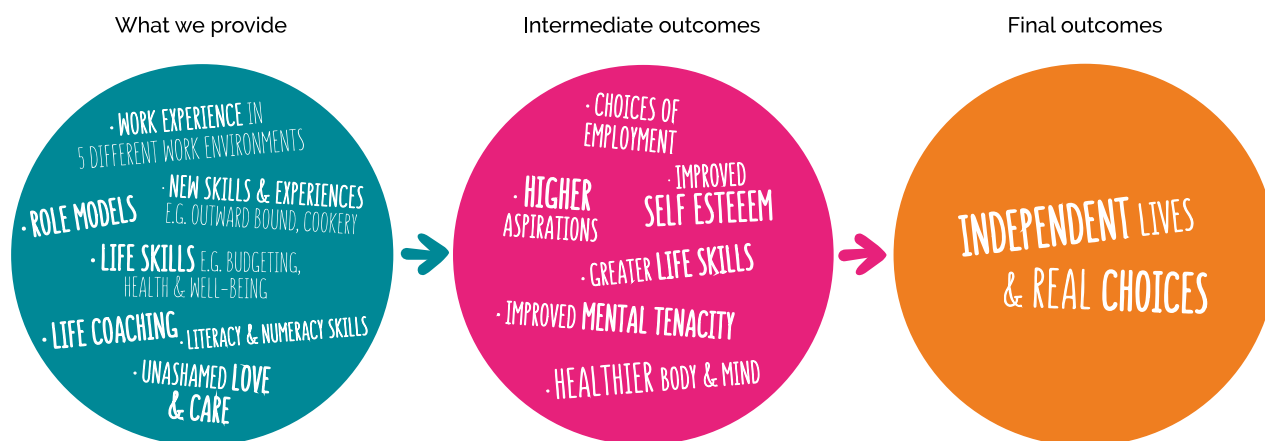
3.1 This section presents a qualitative and quantitative account of how the WMTG programme, from cohorts 2014 to 2019, has generated a series of social outputs and outcomes to deliver a significant impact over that period.

## Theory of change

3.2 WMTG’s theory of change has developed over time to adapt to programme lessons. A key lesson is reflected in the clear focus of the programme on each Gappie developing self-efficacy and resilience. WMTG encourage each Gappie to understand the importance of their own friendship and community group, their choices and their own decisions which is articulated as a ‘self-efficacy’ outcome.

3.3 Figure 3 1 represents the latest WMTG theory of change, including the activities delivered to generate immediate and longer term social outcomes, ultimately leading to Gappies able to lead independent lives and make real choices.

**Figure 3-1: Summary Theory of Change for WMTG**



Source: WMTG

3.4 To assess these outputs and outcomes, we have drawn on a series of key sources of data:

- Longitudinal WMTG data which tracks the outputs and outcomes delivered per cohort since the programme began in 2014
- WMTG commissioned Evaluation Reports, since 2016
- WMTG commissioned Wellbeing and Resilience reports, since 2016
  - WMTG’s personal accounts and narratives of the impact that the programme has had on Gappies’ lives

## Outputs of the programme

Over the six year lifetime of the programme to date, WMTG has delivered a significant set of quantifiable outputs, including the number of young women supported and graduated, employer partners involved and a number of partnerships that have developed into new regions, and workshops delivered, as shown below.

**Figure 3-2:** Headline outputs of WMTG, cohorts 2014-2019



Source: WMTG

3.5 The 109 young women that have been enrolled into the programme have come from a series of disadvantaged backgrounds and adverse situations. The following figure provides an overview of some of the key socio-demographic and personal characteristics across all previous Gappie cohorts.

**Figure 3-3:** Socio-demographic and personal characteristics of Gappies

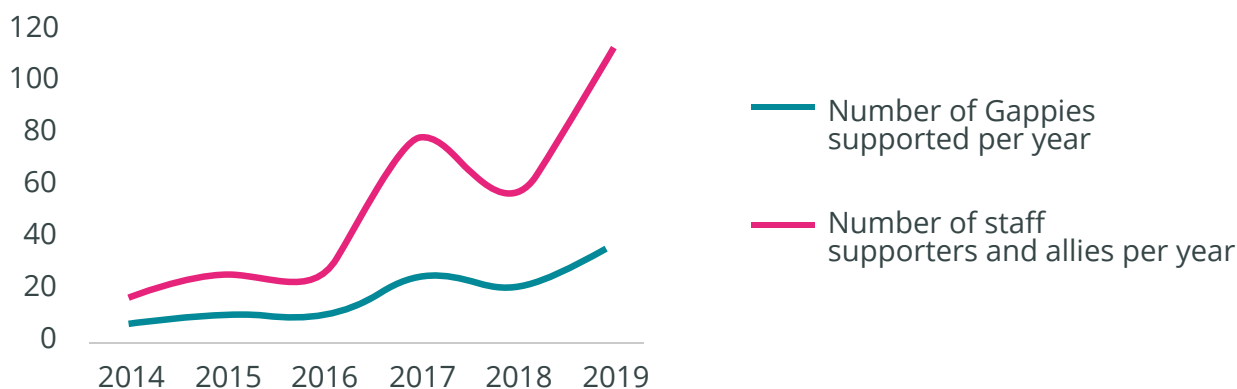


Source: WMTG data

## Growth of the WMTG village

3.6 Over six years of operation, the programme has expanded to benefit a higher number of young women, as shown by Figure 3.4. This is combined with a growing profile of staff, supporters and allies involved in delivering the programme over North Wales and the North West, as outlined below.

**Figure 3-4:** Annual count of Gappies and delivery partners



Source: WMTG data

### Operational team

3.7 Launching in 2014 with one member of staff, eight employer partners and one coach, WMTG has significantly grown its relationships and partnerships both regionally and across the whole organisation. WMTG is now operated by a team of 16 staff including four in the Hub, regional operational teams known as Community Makers and post programme (BeyondTheGap) support teams.

3.8 The WMTG Board oversaw this growth. Over time the board has developed its governance structure and now operates with a chair and five trustees. In 2018, Sir John Timpson joined as Patron. This year a member of the 2014 cohort has been invited to join as a trainee trustee.

### Employer partners

3.9 In 2014, WMTG initially engaged with eight employer partners by leveraging existing relationships with trusted local employers. WMTG continue to develop a mutually beneficial relationship with each employer partner to build inclusive partnerships capable of providing opportunities for Gappies. This approach has proven successful. Of the original eight employer partners, five remain WMTG partners and a total of 14 employer partners have been involved with WMTG since at least 2018.

3.10 WMTG now maintain 30 meaningful employer partnerships to deliver a range of opportunities for work placements and a pipeline for employment. To date, 21 Gappies have transitioned from a work placement to employment with employer partners.

## Coaches, mentors and volunteers

3.11 Growing from just one coach in 2014, WMTG now employ a group of 22 coaches, three lead coaching supervisors and are able to call upon a wider community of coaches, often having been trained by

Barefoot Coaching. WMTG have created their own coaching protocol, based on coaching methods and techniques known to the sector but in the context of attachment theory and neurological developments of the teenage brain. Sessional and coaches engage with Gappies on a one to one basis and are their advocate throughout the programme. WMTG report significant achievement of targeted outcomes as a result of the sessions. WMTG ambition is to work with Barefoot Coaching to create a joint coaching qualification for

WMTG which will ensure sustainable performance for the provision of life coaching to all cohorts.

3.12 Alongside the coaching team, 40 trained mentors across Wrexham and Flintshire deliver voluntary sessions every other week over the course of the programme. For each cohort of Gappies, there are also up to ten volunteers helping to deliver skill sessions and workshops. WMTG has built up strong enthusiasm for volunteering through its external events. As a result, WMTG is developing a volunteer's programme which will ensure volunteer commitment and offer meaningful volunteer opportunities.

## Bespoke support partners

3.13 WMTG works with confidence-building charity Outward Bound Trust to ensure a bespoke programme for WMTG cohorts, which acknowledges the different challenges faced by Gappies compared to Outward Bound Trust's typical school pupil or corporate team building client. Outward Bound Trust have built on this experience to deliver apprenticeship courses for leading UK companies. WMTG was also invited to work with the Outward-Bound Trust evaluation team.

3.14 WMTG are the only charity in Wales to hold a license to deliver Duke of Edinburgh awards. Through the WMTG programme, the Duke of Edinburgh award is offered to a wider demographic of young people who the awards have increasingly targeted as underserved potential participants. Recognising WMTG's ability to reflect and evaluate, Gappies have participated in review, audit and bid sessions and pilot programmes with the Duke of Edinburgh award scheme. The two organisations are now working towards a joint first-time goal for a Gappie to achieve a gold level Duke of Edinburgh award.

## Outcomes of the programme

3.15 The WMTG programme has delivered a wide range of important social outcomes per cohort, both within the 6 month employment period, the 6 month BeyondTheGap period and in the years afterwards due to improved life chances and improved life skills.

3.16 The following sections present a summary of the social outcomes delivered through WMTG, including qualitative case studies, quantitative summaries, and the social value and public cost savings associated as monetized metrics.<sup>8</sup> The analysis distinguishes between outcomes delivered during the 6 month programme (intermediate outcomes), and those delivered after the programme (long term outcomes).

## Intermediate outcomes

3.17 The key intermediate outcomes are related to the Gappies securing 6 months of full-time employment, wide-ranging work experience, and social and pastoral care as a result of regular attendance at the WMTG hub. The social outcomes are quantified based on evidence relating to the 109 individuals enrolled on WMTG between 2014 and 2019.

3.18 Figure 3-5 summarises the outcomes delivered, as well as capturing the estimated social value accruing to the Gappies who graduated the programme and associated public cost savings, across the six year time period.

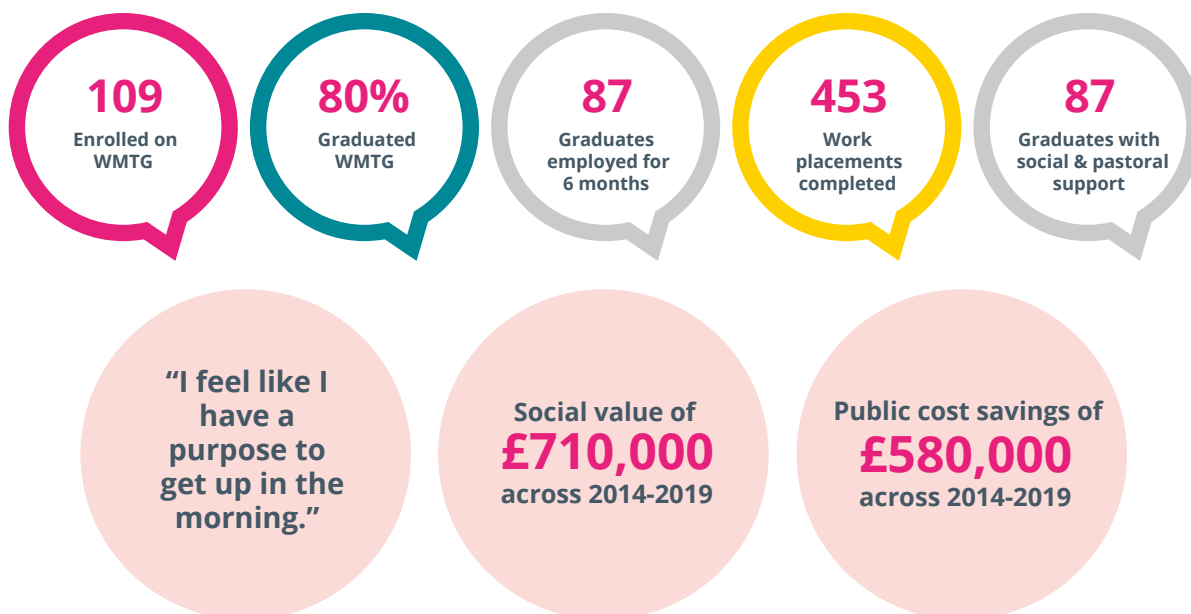
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<sup>8</sup> This is based on wellbeing valuation assessment of the benefit accruing to graduates only, as a result of the social outcomes they experience due to the programme, and an assessment of fiscal impact using public sector benchmarks. A technical method statement is included in Appendix A.



**Figure 3-5:** Outcomes delivered during the 6 month programme, all cohorts 2014-2019

**All cohorts 2014-2019, during 6 month programme**



**Source:** Hatch Regeneris analysis of WMTG data. Note all annual data has been adjusted to 2019/20 prices.

3.19 The case study below demonstrates the value of the programme in delivering genuine employment and opportunities to build skills and confidence.

**Case study: Rachel's story<sup>9</sup>**

When Rachel's family liaison officer suggested she attend a WMTG discovery day, she had a baby son, was experiencing clinical depression and mourning the recent loss of her mother. She attended Discovery Day because she saw it as an opportunity for paid work, but she was afraid of the challenges she would face throughout the programme..

"The first week was a very emotional experience and I seemed to be spending all of my energy trying to hold myself together."

With the encouragement of the WMTG team, Rachel communicated her feelings and drew on support from the team. Over time, she realised she could be a voice of reason and role model to other Gappies.

"I learnt that I could talk about myself in a positive way and receive positive comments from others. I learnt to reframe things in a positive way and that this is a skill for life"

Building on her achievements throughout the work placements, Rachel also improved her literacy and numeracy skills. On completion of the programme, Rachel was successful in applying to Money Penny as a PA in their telephone answering team. The feedback following the 5 stage recruitment process was that she confident, self-assured, and had all the right attitudes the company needed.

<sup>9</sup> Based on WMTG promotional materials

### Wellbeing outcomes

3.20 Gappies in the 2016 to 2018 cohorts were also asked to reflect on the influence of the programme on their wellbeing, resilience and state of mind at the start and the end of the 6 month employment period. Figure 3 6 summarises some of the key wellbeing outcomes, and the associated social value delivered across these three cohorts in the course of the full 12 month WMTG programme<sup>10</sup>.

**Figure 3-6:** Wellbeing outcomes delivered during the 6 month programme, 2016-2018 cohorts only



**Source:** Hatch Regeneris analysis of WMTG data. Note all annual data has been adjusted to 2019/20 prices.

<sup>10</sup> Based on WMTG Wellbeing and Resilience report results. Wellbeing data was collected using the Heimler Scale of Social Functioning (HSSF) resilience and wellbeing questionnaire. Improved mental wellbeing recorded where Gappies had moved up at least two sub-levels on the scale.

3.21 The case study below emphasizes the important contribution that WMTG makes to promoting a resilient and positive state of mind.

### Case study: Lauren's Story<sup>11</sup>

Lauren was in and out of care from the age of 10 when her mother's mental health deteriorated. At 17 she was placed in a flat by herself, with limited support and without many of skills needed to live independently. She was also frustrated with not being able to care for her mother.

"My first meal in the flat was cheese quaver sandwich because I didn't know how to cook anything else. I didn't know that I had to put money on a card to get electric and I didn't know that washing wouldn't dry on a radiator that didn't work"

The first time Lauren applied for the WMTG programme she was advised to get some work or voluntary experience to build her experiences. Taking this advice, she reapplied the following year more mature and with a positive attitude which demonstrated she was ready to benefit from the programme.

Having dyslexia, Lauren found that the practical approach to work experience taken by the programme was more effective for her education than written work. The programme helped her to find out what sort of work she wanted to do.

"As trainees we have supported each other and everyone at teh charity just 'gets it'. They have done so much to help us and given us experiences most people never have."

Lauren started work as an Administrative Assistant for Morton & Jones Fencing in Wrexham and is training in their HR team. She is keen to study Psychology, and has met with the Reaching Wider team at Glyndwr University to look at her financial options. Lauren is also now officially responsible for her mother's care and feels in control.

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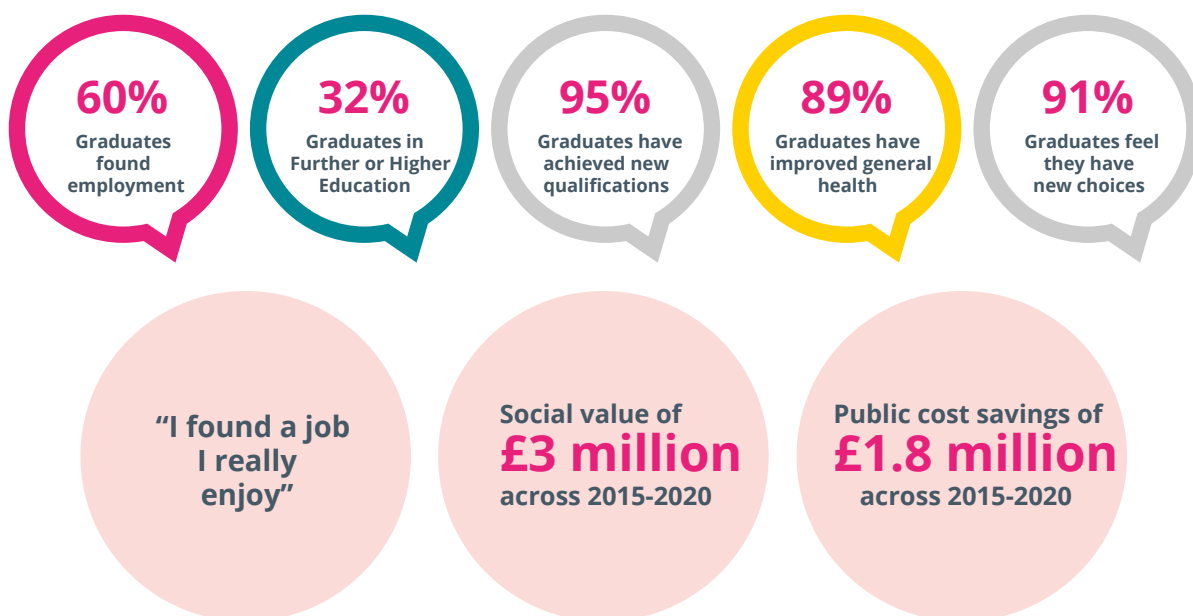
<sup>11</sup> Based on WMTG promotional materials

## Post-programme outcomes

3.22 The WMTG programme continues to deliver significant social outcomes during BeyondTheGap, and after the full 12 month programme is complete, as Gappies set out to live more independent lives. Whilst data is not available to track longitudinal changes in wellbeing and mental health, WMTG does monitor the long-term situation of graduates, including those that secure employment, go on into Further or Higher Education, and other key life events.

3.23 A social value assessment of these post-programme outcomes delivered across all cohorts suggests that since 2014, c. £3 million of social value has been generated for graduates and public cost savings are in the region of £1.8 million, as shown below.

**Figure 3-7:** Outcomes delivered after the 12 month programme period, all cohorts 2014-2019



**Source:** Hatch Regeneris analysis of WMTG data.<sup>12</sup>Note all annual data has been adjusted to 2019/20 prices.

<sup>12</sup> Post-programme outcomes included in assessment from the year following graduation for each cohort through to 2020, based on 20% drop-off each year. Public cost savings based on avoided income support for those with a job, and avoided support for NEETs for those without a job but going into education or training

## SROI summary

**Figure 3-8:** Contribution of WMTG, 2014-2020

### Inputs



**£1.7 million**  
programme cost  
from 2014 to 2019

...equivalent to  
**£15,000**  
cost per Gappie enrolled



### Outcomes

#### During the programme



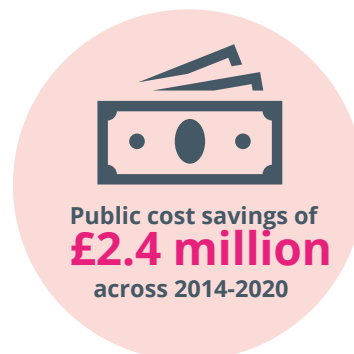
#### Wellbeing



#### After the programme



### Impacts



**Source:** Hatch Regeneris analysis of WMTG data. Note all annual data adjusted to 2019/20 prices.

3.24 The infographic above summarises the inputs, outcomes and monetised impacts of the WMTG programme generated during and after each programme for the 2014 to 2019 cohorts.

## Social Return on Investment (SROI) Assessment

3.25 The full SROI assessment suggests that, as a result of the WMTG programme, an estimated £5.5 million of social value has accrued to graduates since 2014. This equates to a social value return of over £60,000 per individual graduate. This value represents the impact of completing the programme, and of gaining employment, improved confidence, improved general health and wider life choices on graduates' lives. The programme has delivered a social return on investment of £3.20 for every £1 invested.

3.26 The programme also generates significant savings for the public purse in terms of avoided costs associated with employment and support allowance and support for NEETs. It is estimated that since 2014 the programme has produced public cost savings of c. £2.4 million. This return demonstrates sound value for money, as represented by a benefit cost ratio of £1.40 generated for every £1 invested.

### SROI per cohort

Based on our impact assessment of the last six years, we estimate that for a single cohort of 10 Gappies costing £150,000, WMTG delivers one year after graduation in the region of:

- c. £550,000 of social value, representing an SROI of over £1 : £3.60 in 18 months
- c. £190,000 in public cost savings per cohort. This represents a sound benefit cost ratio and suggests the £150,000 investment would be paid back in under 18 months of the start of the WMTG programme.

The impact of WMTG is also presented on a per cohort basis in the infographic below.

3.27 It is important to note that these figures are likely a considerable underestimation of the full impact delivered by WMTG, being limited by the data available. For example, the assessment has not included the impact derived by Gappies that did not complete the programme but did undertake a partial programme, the wellbeing impacts associated with the earlier cohorts, nor those wellbeing impacts that accrue to graduates after the programme ends.

**Figure 3-9:** Contribution of WMTG, per cohort of 10 enrolled

**Inputs**



**Outcomes**

**During the programme**



**Wellbeing**

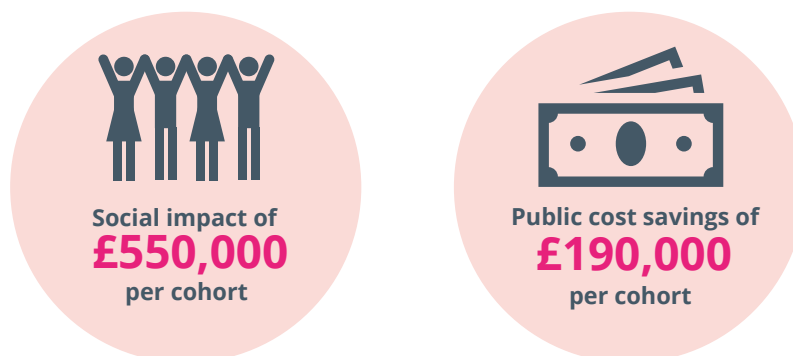


**After the programme**



**Impacts**

**within 1 year of graduation**



Source: Hatch Regeneris analysis of WMTG data. Note all data adjusted to 2019/20 prices for per cohort analysis.

## 4. Conclusions and next steps

### The impact of WMTG

4.1 This report has demonstrated the unique and impactful offer that WMTG has developed and delivered since 2014. This is captured in the qualitative case studies, as well as in the quantitative outputs and outcomes, and in the SROI and public cost saving metrics.

4.2 The SROI assessment has found that over the course of the last six years, WMTG has delivered in the region of:

- £5.5 million in social value – this is made up of the social impact accruing to Gappies during the programme itself related to securing employment, work experience, and targeted social and pastoral care (and including wellbeing and resilience impacts for cohorts 2016-2018), as well as post-programme in terms of improved life chances related to employment, enhanced life choices and improved confidence in the long term

- £2.4 million public cost savings – this is made up of avoided costs related to income support and support for NEETs.

Based on costs of £15,000 per individual enrolled on the programme, WMTG is understood to deliver a significant return on investment, in the region of:

- SROI of £1 : £3.20, based on the social impacts delivered for graduates over the last six years.<sup>13</sup> This means that for every £1 invested, the programme has returned three times as much social value.
- Public cost savings of £1.40 for every £1 invested over six years, representing a sound benefit to cost ratio.

xii. Based on our assessment of the last six years of delivery, we estimate that for a single cohort of 10 Gappies costing £150,000, one year after graduation WMTG delivers in the region of:

- £550,000 in social value, and an SROI of over £1 : £3.60 in 18 months<sup>14</sup>

- £190,000 in public cost savings within 18 months, representing a sound return on investment

4.3 It is important to note that these figures are likely an underestimation of the full impact delivered by WMTG, being limited by the data available. For example, the assessment has not included the impact derived by Gappies that did not complete the programme but did undertake a partial programme, the wellbeing impacts associated with the earlier cohorts, nor those wellbeing impacts that accrue to graduates after the programme ends.

4.4 However, this assessment does demonstrate the programme has proved concept with reliable and consistent outcomes whether delivered in a rural community, town or major city. Thus, the social and fiscal return is likely to be achieved for every new cohort of ten with the caveat that each programme's delivery is monitored and managed to ensure performance standards are maintained.

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<sup>13</sup> Note, this is based on outcomes delivered during the 6 month programme of employment, wellbeing outcomes at month 6 for cohorts 2016 to 2018 only due to data availability, and outcomes post-programme across the last six years.

<sup>14</sup> SROI ratio per cohort differs from that across the six years of delivery due to data availability for wellbeing outcomes for previous cohorts.



## Expanding to meet need elsewhere

4.5 Building on the evident success of the programme, WMTG is continuing to expand into new geographies, and most recently the development of a future programme for young men in Greater Manchester. In every location, WMTG continues to apply its 'evidence based' and bespoke approach to programme delivery, which has been developed over time and drawing on five years of practical experience.

4.6 In 2019/20, WMTG's programme has included the continuation of the women's cohorts in Wrexham, Flintshire and Manchester. It was also due to include the first cohort for young men in Manchester, but this has been postponed to 2020/21 due to Covid-19.

4.7 As a result of the pandemic, WMTG have not been able to complete all aspects of the 2019/20 programmes. Many of the Gappies had new opportunities to move into organised ahead of the end of their WMTG employment, such as an apprenticeship, a job in catering, or an admin role, but unfortunately the majority of these were retracted. WMTG furloughed all Gappies until such time as the programme can be completed, and will support them into the work and education opportunities that were delayed by the pandemic.

4.8 All programmes due to start in 2020 have been postponed to start in March 2021. In the meantime, WMTG are supporting commissioners by mentoring vulnerable young adults aged 16+ who have left school prematurely, have become carers or who are care leavers.

4.9 The charity is also continuing to future plan for the next five years. In 2022/23, it is planned for programmes to extend to include new communities across the North West and North Wales. By 2025 WMTG aims to benefit a total of 16 communities across the region creating capacity for 160 participants at that time and will have over 450 successful graduates.

# Appendix A

## Technical method statement

A.1 This study focuses on the social impact delivered by WMTG. In this context, social impact refers to the impact of the programme on the lives of the young people who completed the programme, from 2014 to 2019.

A.2 We have drawn on monitoring data collected by WMTG for each cohort, as well as commissioned Evaluation Reports and Wellbeing and Resilience Reports, where available.

A.3 Social impact has been monetised, where appropriate, using wellbeing valuation approaches:

**Wellbeing valuation** provides a robust and UK Government recognised methodology for quantifying how people value non-market goods. For example, the value that accrues to an individual as a result of increased confidence or enhanced social interaction. These things are important but are not commonly expressed or measured in monetary values. Our approach uses financial proxies from the HACT community investment values from the Social Value Bank to help determine wellbeing values.

The SVB has been developed based on expert research by LSE and UK Government (initially through DWP) on the subjective wellbeing valuation approach. As a methodology, it is compliant with Treasury Green Book guidance on cost benefit analysis, and features in supplementary guidance .

The methodology means that a specific financial proxy is selected for the wellbeing outcome being

A.4 dTehterrem iisn eadls, o s uac fihs casa li mdipmroevnesdio cno tnofi sdoecnicael iomr pspaceta, kinin gte wrmiths noef ipgu diniff tehriesn stt. uTdhysis. Imn ethainss c tohnatt ethxte, thhigish reesfte irms ptoa cth ies cnost tn seacveisnsgasr ildye alcivh TPhueb mlisce cthoosdt saalsvoin agcsc oauren tess ftoimr daetaeddw beaigsehdt ( io.en. wphuabtl iwshoeudld bheanvec hbme intervention).

A.4 There is also a fiscal dimension to social impact, in terms of public sector cost savings which are included in this study. In this context, this refers to the cost savings delivered as a result of the WMTG programme. Public cost savings are estimated based on published benchmarks and expert research, where available:.

**Cost savings** have been estimated based on public sector benchmarks and research to demonstrate the potential scale of reduced cost to the public purse.

WMTG lessens the requirement for public spending by reducing the need of individuals to rely health, social care and welfare services. For example, where someone who was previously homeless has a secure home, they will no longer require publicly funded temporary accommodation.

Our approach uses benchmarks from Greater Manchester Combined Authority's (GMCA) Unit Cost Database, a tool used in cost benefit analysis across the UK.

A.5 Social impact as assessed using wellbeing valuation, and fiscal impact as assessed using public cost savings are two distinct forms of value. In this case social impact is being measured as the impact on individual levels of wellbeing, and fiscal impact as savings to the public purse.

<sup>15</sup> <https://www.gov.uk/government/publications/valuation-techniques-for-social-cost-benefit-analysis>

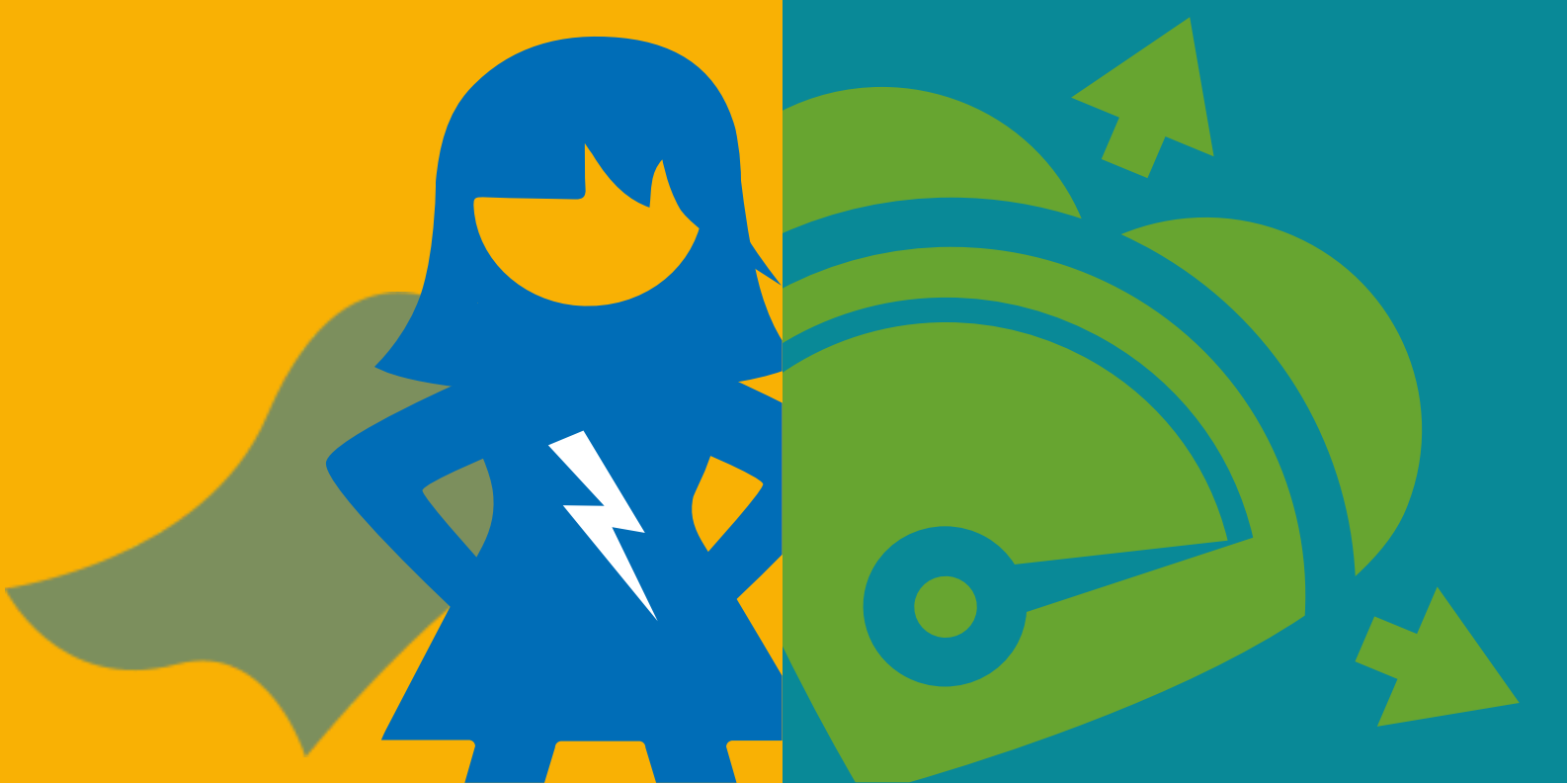
# Appendix B

## Strategic recommendations



B.1 We have set out some strategic recommendations to WMTG based on our reflections on undertaking this work on ways to add value to your impact monitoring and assessment in the future.

- Continue to collect centralised metrics of each cohort – this is a valuable way to be able to look at the value returned over the whole programme over time. It also means you have a readily collated set of information.
- Consider broadening some of the indicators you are collecting, e.g. could you include some more granularity around type of jobs graduates secure, whether they are full or part time etc.
- Continue to commission Evaluation and Wellbeing and Resilience reports – these are an excellent evidence base and mean that the SROI process can be streamlined.
- Consider continuing your resilience and wellbeing tracking during BeyondTheGap.
- Consider doing some more longitudinal tracking of cohorts for 5 years after programme end, to have a fuller picture of the impact of WMTG in the longer term. This could include a final feedback survey after 5 years.
- Consider also collecting monitoring data for your staff, supporters and employer partners – there is a much wider set of benefits you are delivering that can't be accounted for without this evidence.



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