



**Coventry Local Enterprise Growth
Initiative (LEGI) SROI Assessment
Workmates**

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Executive Summary

Introduction

nef consulting were commissioned in October 2008 by Coventry City Council to conduct a Social Return on Investment (SROI) on two strands of their LEGI programme – Workmates and Job Brokers. The objective of the analysis was to better understand and demonstrate the full socio-economic impact these programmes were having on their principal stakeholders.

The SROI methodology captures social value by translating outcomes into financial and non-financial measures.

- Social value is understood by conducting stakeholder engagement.
- This engagement leads to the development of the theory of change of the programme (the demonstration that the activities of an organisation logically lead to the identified outputs and finally the outcomes as identified by stakeholders).
- The magnitude of change is then identified through either an evaluative or predictive approach (dependent on data availability)
- Outcomes are then translated into financial values to create a social return on investment ratio.

Workmates

The Workmates programme is part of the LEGI Inspire & Engage strand and contracted to Voluntary Action Coventry (VAC). The Workmates' role is to engage and provide support to those whose needs are not met by existing employment and enterprise support services, often because they face multiple barriers to employment and enterprise

Principal stakeholders in the Workmates intervention are the clients and their families, the local community, Workmate employees, and the State. Stakeholder engagement identified a diverse range of positive outcomes for Workmate clients, including:

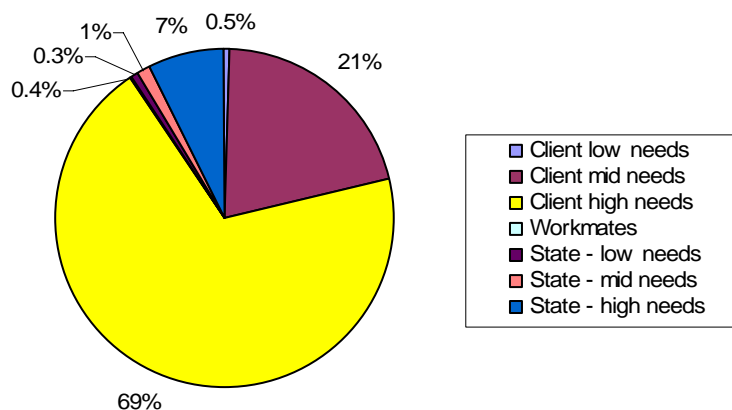
- Increased confidence
- Improved mental and physical health,
- Reduced social isolation.
- Employment and enterprise was identified as a longer term outcomes, with improvements in other domains crucial first steps.

Due to data availability problems, outcomes for clients were forecasted using existing qualitative case summaries prepared by the Workmates. This revealed three categories of clients (low-, mid-, and high-needs), each experiencing positive outcomes across many of the domains identified in stakeholder engagement.

Financialisation of the identified outcomes resulted in a forecasted SROI ratio for the Workmates intervention of 13.7:1 for the period April 2007-December 2008. That is, for every £1 spent on the programme (for the period under review), a social value of £13.7 was created.

Diagram EXEC.1 presents the breakdown of the social value created by the Workmates programme by stakeholder.

Diagram EXEC.1 Breakdown of value by stakeholder - Workmates



Total Value: £8.3M

- The largest share of value was obtained by the high needs clients (69% of total value) and the State also drew the most significant benefit from these clients (7% of total value; 87.5% of all State value). Low needs clients accounted for less than 1% of the total value created.

Recommendations

The SROI ratio is an important indicator of value, but needs to be understood within the context of how a given intervention sets out to make a difference. For this reason, ***a direct comparison between the ratios for Workmates and Job Brokers should be avoided.*** The SROI process enables us, however, to make several policy and measurement recommendations.

Policy recommendations

- We strongly recommend that Workmates continues to focus particularly on the high need clients.
- If Workmates is continued, a long-term commitment should be made to the programme as successful outcomes with mid- and high-needs clients will take time to achieve.
- The interface between the Workmates programme and other parts of LEGI should be investigated and improved.
- Workmates have the potential to play a significant role within communities, if the size of the programme is increased.

- More awareness should be generated of the Workmates.

Measurement recommendations

Recommendations for improvements in existing data collection systems include:

- Full capture of existing demographic client information.

In addition to improving current data collection systems, we would recommend the development of a new measurement tool — such as an outcomes star¹ to track the progress made by clients across the types of outcomes identified in the analysis. This would allow:

- Tracking of clients against multi-dimensional outcomes demonstrating both the magnitude of the impact made, but also (in line with the objectives of SROI) applying a financial value to that impact
- The production of a highly accessible and visually powerful tool to demonstrate the magnitude of change in a number of aspects (outcomes) of a client's life.
- The progress of clients to be tracked as they move between the different programmes of LEGI resulting in better understanding of the impact of each of the LEGI work strands and a better understanding between LEGI work strands of the situation of individual clients.

¹ <http://www.homelessoutcomes.org.uk/resources/1/OutcomesStar/OutcomesStar.pdf>

Section 1 — Introduction and background

Social Return on Investment (SROI) is a measurement approach that helps organisations to understand and manage the social, environmental and economic value that they are creating. It captures social value by translating outcomes into financial and non-financial measures.

nef consulting were commissioned in October 2008 by Coventry City Council to conduct a Social Return on Investment on two strands of their LEGI² (Local Enterprise Growth Initiative) programme – Workmates and Job Brokers³. The Coventry LEGI programme is current and in operation for three years – from 2006 to 2009. The period of review for this analysis is the 18 months between April 2007 and November 2008.

The Coventry LEGI programme comprises five principle strands of work:

- Inspire and Engage
- Employment
- Business Start-Up
- New Business Opportunities
- Business Support

The Workmates programme forms part of the Inspire & Engage strand and is managed by Voluntary Action Coventry. The workmates' role is to engage and provide support to those whose needs are not met by existing employment and enterprise support services, such as Job Centres, Job Brokers and Job Mentors.

² The Local Enterprise Growth Initiative (LEGI), announced in the 2005 UK central government budget, aims to release the economic and productivity potential of the most deprived local areas across the country through enterprise and investment thereby boosting local incomes and employment opportunities, and building sustainable communities

³ For the purposes of this analysis, post-support workers are included within the Job Brokers programme.

Section 2 — SROI methodology

The SROI methodology⁴ employed to analyse the Workmates programme consisted of the following approach.

Phase 1: Setting Parameters and Impact Map

Boundaries

- Create the framework for the analysis — what part of the organisation, or individual project is to be measured — and prepare background information.
- Describe how the project or organisation works and decide the time period for measurement.

Stakeholders

- Identify the stakeholders whose costs and benefits — associated with the investment or organisation — are to be measured.
- Prioritise key stakeholders and objectives. Materiality — the accountancy term for ensuring that all the areas of performance needed to judge an organisation's performance are captured — is used in the selection of stakeholders and objectives.
- Identify common or overriding objectives.

Impact Map

- Conduct stakeholder engagement to assist in the creation of an impact map that describes how the organisation/investment affects key stakeholders.
- An impact map demonstrates how an organisation's inputs and activities are connected to its outputs and how in turn these may affect stakeholders' outcomes. Impacts can then be derived from the identified outcomes.

Phase 2: Data Collection

Indicators

- Identify appropriate indicators to capture outcomes and identify monetised equivalent values for those indicators. Where monetary values for indicators are not obvious, a selection of approaches is used to determine financial proxies for intangible impacts.

Data Collection

- Use tried and tested sources to gather the data — required by the impacts laid out in the impact map — for accurate measurement of identified costs and benefits.

Phase 3: Model and Calculate

Model & Calculate

- Create a cost-benefit model using gathered data and projections:
 - Calculate the present value of benefits and investment, total value added, SROI ratio and payback period.
 - Use sensitivity analysis to identify the relative significance of data.
 - Account for the displacement, attribution and deadweight of the organisation/investment under review.

⁴ The **nef consulting** SROI methodology adheres to both SROI-UK and SROI-Europe principles of SROI.

Phase 4: Report

Report

- Consider and present the SROI produced by the organisation/investment.
- Identify how the benefits are divided between stakeholders.
- Identify the key factors that affect the SROI ratio.

Section 3 outlines how the above methodology was applied in the context of the assessment of the Workmates programme.

Section 3 — Workmates

Introduction

The Workmates programme is a central part of the LEGI Inspire and Engage strand. The objective of the Workmates programme is to engage and support those in the community whose needs are not met by existing enterprise and employment support services, such as Job Centres, Business Mentors, and Job Brokers. The clients of Workmates are sometimes described as 'hard to reach' or 'hard to help' and often present with significant barriers to employment and enterprise.

The Workmates programme is contracted to Voluntary Action Coventry (VAC). VAC employs 7 Workmates. The Workmates are 'hosted' by community organisations in target areas, such as Willenhall (WEETC) and Foleshill (Broad Horizons).

The Workmate interventions are designed to be responsive to the needs of their clients. Workmates deliver a bespoke service that meets clients where they are, both in terms of geography and on their journey into employment and enterprise. The personalised nature of the Workmates service is key to its work with particularly its high needs clients, many of whom have previously had negative experiences of public services.

The Workmates programme is designed to fill a gap in service provision. The forecasted SROI suggests that, if successful, it has the potential to generate significant benefits by reversing long-term – in some cases, inter-generational – worklessness.

Stakeholder engagement

Table 3.1 presents the rationale for selection of material stakeholders. The selection was made in conjunction with core LEGI and Workmate staff. The table also lists the method of engagement adopted and the number of stakeholders engaged.

The stakeholder engagement focused on the outcomes that different stakeholders derive from the Workmates intervention and the activities that lead to these outcomes.

Table 3.1: Stakeholder Audit Trail

Stakeholder	Rationale for inclusion/ exclusion	Method of engagement	No. engaged
Clients	Included - primary beneficiary	Semi-structured interviews at Broad Horizons Community Centre and WEETC	7
Client families	Included - presumption of significant impact via clients	Through clients by asking in the interview about effects on their family	as above
Workmates	Included - initial conversations suggested that the Workmate role was unique and that their might be additional job rewards above and beyond alternative employment	Facilitated Storyboard exercise	4
Local community	Included - suggested role of the Workmate is to be known in the community and contribute to the support infrastructure	Telephone interviews with other community organisations	4
Local employers	Excluded - not likely to experience a significant benefit until clients referred onto Job Brokers		
Partner organisations	Excluded - not likely to experience significant rewards. Attribution dealt with at economic modelling.		
State	Included - savings across a range of service areas	Policy documents	n/a

Impact Maps

The process of engaging with stakeholders enabled a theory of change to be articulated for the Workmates programme. A theory of change demonstrates how the activities of a programme are realised in the form of outputs and outcomes. Table 3.2 uses an impact map to display the Workmate theory of change.

Table 3.2: Impact Map

Stakeholder	Activities ⁵	Outputs ⁶	Outcomes
Clients	<i>Engagement (examples):</i>	Number LEGI engaged	Increased self-confidence and self-esteem
	Job Centre visits	Number referred to Job Brokers	Reduced social isolation
	Job Clubs/Fairs	Number referred to Business Mentors	Improved physical health
	Coffee mornings		Improved mental health
	Community events		Better relationships with partner and children
	Speaking at courses (e.g. Sure Start)		Taking initiative and acting autonomously
	Being in the community' (e.g. local café)		Economic activity
	<i>Client work (examples):</i>		Further education
	Identifying client needs and aspirations		Reduction in alcohol/drug misuse
	Accompanying clients to meetings and other support services		Improved financial management
	Providing support and social interaction		
	Sourcing training and other supports		
	Identifying opportunities (e.g. volunteering)		
Client families			Better relationships Better parent to children
Workmates	Delivering activities as above		Job Satisfaction Stress
Local Community	Engagement activities in the community		Community Development
State			Cost savings to NHS Cost savings to DWP Increased tax revenue Cost savings and tax revenue related to children of clients?

⁵ The activities listed here are a sample only. For the full range of activities, see the Storyboard in Appendix 1

⁶ The impact map only details the outputs currently being collected.

Key points to note from this are:

- The activities undertaken by Workmates are diverse. The engagement activities centre on being out in the community, attending community events, organising Workmate events (e.g. Job Fairs, coffee mornings) and visiting Job Centres. The client work is equally diverse, ranging from helping clients to access other relevant services, accompanying clients as they engage with these services, and more generally acting as a social support. The diversity of engagement strategies and client work reflects the ethos of the Workmate programme, namely to provide a service that is responsive to the needs of each client.
- The outcomes identified by Workmate clients centred on increased self-esteem, reduced social isolation and improvements in physical and mental health. Some clients with children said that these outcomes had also enabled them to be better parents to their children. Several of the clients had recently been referred to a Business Mentor or Job Broker. Their Workmate had enabled them re-engage with services and overcome barriers to a point where they could now consider employment and/or enterprise.
- Employment and enterprise is most likely a longer term outcome for many Workmate clients. The progress being made in other areas, such as health, suggests that there may still be savings for the public purse in the short- to medium-term.

Data Collection

Evidencing the potential benefits identified through stakeholder engagement requires data for each of the outcomes presented on the impact map in Table 2.2. At present, only information on the listed outputs are recorded.

This presents a significant challenge to an evaluative SROI as it is difficult to retrospectively measure the change that stakeholders have experienced. Consequently, most outcomes had to be forecasted as per table 3.3.

Table 3.3: Data Collection

Stakeholder	Type of Data	Method/Rationale
Clients	Forecasted	Workmates collect qualitative information on client outcomes using an 'Outcomes Wheel' and case summaries. 153 case summaries have been completed to date. A sample of 50 was analysed for the SROI to determine client 'starting points' (presenting problems) and 'endpoints' (areas where progress has been made). Three client types were identified based on the number of problems on first contact with Workmate: low needs (<2), mid needs (2-3), high needs (>3). Case summary analysis enabled probability of positive outcomes occurring in each outcome domain to be determined for each client type. This was scaled up to the total number of LEGI engaged (593) based on proportion of each client type.
Client families	NOT TAKEN FORWARD	It was not possible to forecast impact on client families as recording of impact on client families was ver rare (<3 case summaries mentioned impact on family). The inability to forecast this means that the SROI likely underestimates the total value created.
Workmates	Evaluative	Abridged online nef consulting Well-being@Work survey with focus on levels of job satisfaction and stress. 100% response rate.
Local community	NOT TAKEN FORWARD	Stakeholder engagement with community organisations suggested that community development objectives were not being met at present and so no data collection was carried out. The community organisations attributed the failure to meet community objectives to there being too few Workmates, which meant that they tended to be tied up in one-to-one work with existing clients.
State	Forecasted	Based on client forecasts

Although the forecasts for client outcomes and the state were based in each instance on actual data collected, there is a still a risk that outcomes have been either over- or under-estimated. For this reason, the outcome incidences in the economic model should be treated as indicative only.

A significant concern is the degree of variability in the qualitative data collected in the case summaries. Some of the summaries are considerably more detailed than others. Detail often omitted related to the magnitude of change (e.g. by how much has physical health improved?). The lack of information about magnitude makes it

difficult to attach a financial proxy and assess the implications for the public purse. Moreover, as Workmates were not prompted to comment on each outcome domain, it is likely that some Workmates may not have included outcomes relating to areas such as the family or health because they perceived these to be less relevant than outcomes pertaining to skills and employability. The variation in outcome achievement may, therefore, in part reflect the way case summaries were written up rather than actual differences between clients.

The lack of consistency in existing data collection leads us to recommend the implementation of a system for routinely collecting outcomes data, such as the Outcomes Star (see Recommendations). Such a system would enable evaluative SROIs to be conducted in the future.

Economic Model

The economic model was developed in five stages:

- Deriving outcome incidences for each stakeholder as set out in data collection
- Monetising each outcome by sourcing either a financial proxy or direct cost
- Determining impact by accounting for deadweight and attribution
- Determining a benefit period and drop off for each stakeholder
- Projecting value into the future

Outcome Incidences

The case summaries suggested that there were three types of Workmate clients and that these could be broken down into low, mid, and high needs. The nature of the change created for these client types seemed to differ in important ways in respect of the magnitude of change and the areas in which change was achieved. Appendix 3 describes a typical client from each of these groups. The SROI spreadsheet details the incidence of each outcome per client group.

The Well-being@Work survey confirmed the co-existence of high levels of job satisfaction and stress among Workmate employees. A considerable amount of the job stress derives from lack of job security.

The projected savings for the state were based on the client outcome forecasts.

Monetising outcomes

Direct cost-savings were attached to the outcomes for the State. Monetisation of outcomes for clients and Workmates required the use of financial proxies. Table 3.4 provides examples of how financial proxies and direct costs were applied to outcome (full list of proxies in Appendix 2).

Table 3.4: Selected Financial Proxies and Direct Costs

Stakeholder	Outcome	Outcome Description	Proxy/ Direct Cost Description	Source
Client	Increased skills	Completion of training (e.g. forklift licence, catering qualification)	Earnings increase gained by moving from no qualification to at least Level 2 qualification as a percentage of income	Academic study, Warwick University
	Improvement in financial management	Sorting out benefit payment issues or debt problems	Cost of servicing high interest loans as a percentage of income	New Philanthropy Capital
	Improvement in physical health	Outcomes ranged from general improvement in physical well-being to alleviating a long-term health problem	Based on the annual average spend on health in the UK Family Spending Survey. Adjusted for each client group to reflect likely severity of health problems and scale of improvement. Low needs=100%, Mid needs=125%, High needs=200%	Office of National Statistics
	Moving into employment	Transitioning into paid employment	Average net improvement in income for three types of clients after accounting for benefits lost and working tax credit	nef estimate, Coventry City Council
Workmate	Job satisfaction	Reported job satisfaction on a 5-point survey scale	Value of moving from 50th percentile to 75th percentile on job satisfaction scale as a percentage of income	Academic study by Heliwell and Huang (2005)
State	Improvement in physical health	Scenarios constructed for each client type (e.g. low need scenario is avoidance of 5 hours of GP contact time and 3 prescriptions)	Costing of each client scenario	PSSRU, University of Kent, 2007
	Reduction in benefit payment based on higher economic activity	Weighted average net change in benefits based on three scenarios (e.g. lone mother with 1 child moving into full time work)	Costing of each client scenario	Based on Coventry City Council benefits calculator

Determining Impact

The economic model subtracts for the effects of deadweight (what would have happened anyway) and attribution (the role of other organisations and factors) to determine the change that can be credited to the organisation. Due to the lack of

outcome specific benchmarks, deadweight and attribution has been done primarily at the level of the stakeholder as per Table 3.5.

Table 3.5: Deadweight and Attribution

Stakeholder	Deadweight Description	Attribution Description
Client (low needs)	Claimant off-flow rate in West Midlands for benefit duration of 13-16 weeks (Oct 08, NOMIS)	Estimate of 0.5 based on assumption that low needs clients are often quickly referred to Job Brokers/Business Mentors, who can claim equal credit for the positive outcome.
Client (mid needs)	Claimant off-flow rate in West Midlands for benefit duration of 1 to 1.5 years (Oct 08, NOMIS)	Estimate of 0.7 based on assumption that although other organisations are involved, stakeholder engagement suggested that it is the personal touch of the Workmates that plays the key role in overcoming barriers to progress
Client (high needs)	Claimant off-flow rate in West Midlands for benefit duration of 5 years plus (Oct 08, NOMIS)	Estimate of 0.9 based on assumption that, although other organisations are involved, stakeholder engagement suggested that Workmates are central to ensuring that work with these other organisations lead to achievement of outcomes
Workmates (Job Satisfaction)	Percentage of satisfied survey respondents reporting higher satisfaction than in previous job	Estimate of 0.9 based on results of survey which suggested satisfaction was largely due to factors intrinsic to the nature of Workmates (e.g. type of work)
Workmates (Stress)	Percentage of stressed survey respondents reporting that stress is 'higher' or 'much higher' than previous job	Estimate of 1 based on results of survey which suggested stress was largely due to internal factors (e.g. job security, management)
State (low needs)	Same as low need client	Same as low need client
State (mid needs)	Same as mid need client	Same as low need client
State (high needs)	Same as high need client	Same as low need client

Exceptions to the deadweight and attribution in Table 3.5 apply to the following outcomes:

- Starting own business (clients): The likelihood of starting own business is likely to be considerably lower than moving from benefit into employment. The usual client deadweight based on claimant off-flows has been reduced by 90% to reflect this.
- Increased tax take (State): A higher deadweight of 80% has been applied to the tax take outcome to reflect that the economic activity would in most

instances be taking place, but that it would have been filled anyway and therefore led to the capture of that tax take.

Benefit Period and Drop Off

The effects of an intervention in many cases last longer than the intervention itself. For this reason, the value of benefits is projected into the future. A drop off rate is applied to take account of the degree to which the effect of the initial intervention wears off.

An estimate was used for the benefit period and drop off for each stakeholder as there was no longitudinal data from which to determine a benefit period and drop off empirically.

Table 3.6: Benefit Period (Years) and Annual Drop Off

Stakeholder	Benefit Period	Drop Off	Rationale
Client (low needs)	2	0.8	Few 'Workmate type' issues among these clients. Benefit is an immediate 'jump start' into employment/enterprise, rather than more significant longer term changes to lifeskills and life path.
Client (mid needs)	5	0.4	Benefit is more fundamental change to lifeskills that can have enduring benefits and change life path.
Client (high needs)	8	0.5	Benefit can be a fundamental change to lifeskills that can have enduring benefits, in particular turning around lifelong problems. However, given the severity of the problems, may not be maintained without ongoing support.
Workmates	1	1	Job satisfaction and stress in most cases likely to be only experienced while employed as Workmate.
State (low needs)	2	0.8	Based on outcomes for clients
State (mid needs)	5	0.4	Based on outcomes for clients
State (high needs)	8	0.5	Based on outcomes for clients

Projecting value into the future

When projecting benefits into the future, it is standard SROI practice to discount any future benefits. The HM Treasury discount rate of 3.5% was applied to all future benefits in the model.

Discounting is the final step in constructing the model. The results of the model are discussed in Section 4 (SROI Ratio and Benefits Breakdown).

Section 4 — SROI Ratio and Benefits breakdown

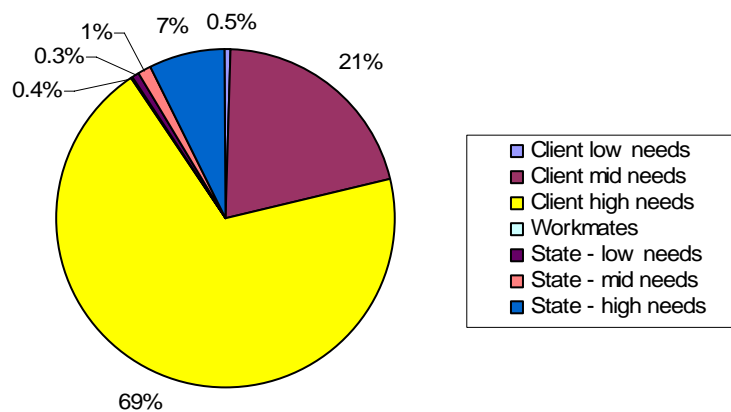
Workmates

The SROI ratio for the Workmates intervention is 13.7:1. This means that every £1 invested in the programme between April 2007 and November 2008 generated £13.7 in social value.

It is likely that the ratio underestimates the value created. This is because many significant outcomes, such as the journey into employment for a high needs client, will take longer than a year to achieve and because the benefits for families of clients could not be included due to a lack of data.

Diagram 4.1 shows the breakdown of value by each stakeholder.

Diagram 4.1 Breakdown of value by stakeholder



Total Value: £8.3M

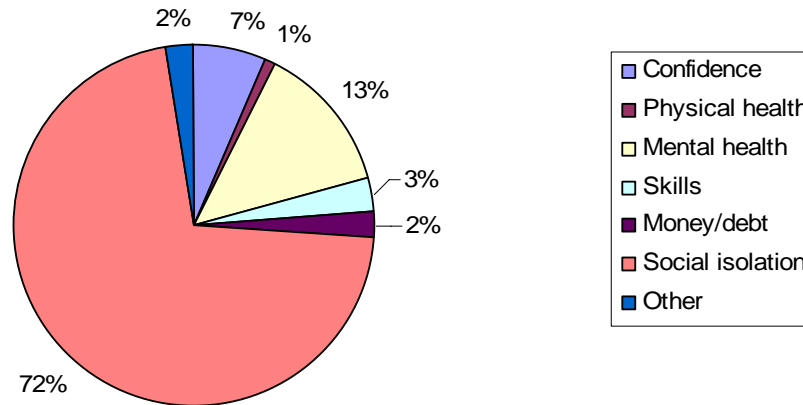
- The most significant value (70%) is obtained by the high need clients, with low need clients deriving less than 1% of the total value. The small amount of value flowing to low needs clients reflects the high deadweight associated with this group. That is, while there may be higher positive outcomes (e.g. getting into employment), it is likely that these would have been achieved anyway because the clients did not present with 'Workmate-type' issues. If concerned with making a difference above and beyond what would have happened anyway, this finding suggests that the focus of the Workmates should continue to be on high needs clients.
- The State derives approximately 8% of the total value, with most of this (87.5%) attributable to progress with high needs clients. The total value of forecasted benefits for the State from high needs clients amounts to £650,000, which is more than the entire spend on Workmates (£603,000).

Given the importance of high needs clients to value creation through the Workmates intervention, the next two sections consider this in more depth from the perspective of the clients themselves and the State.

The primary beneficiaries: High needs clients

High needs clients are the most significant beneficiaries. Diagram 4.2 breaks down the value created for these clients by outcome domain.

Diagram 4.2 Breakdown of value for high needs clients by outcome domain



Total Value: £6.3M

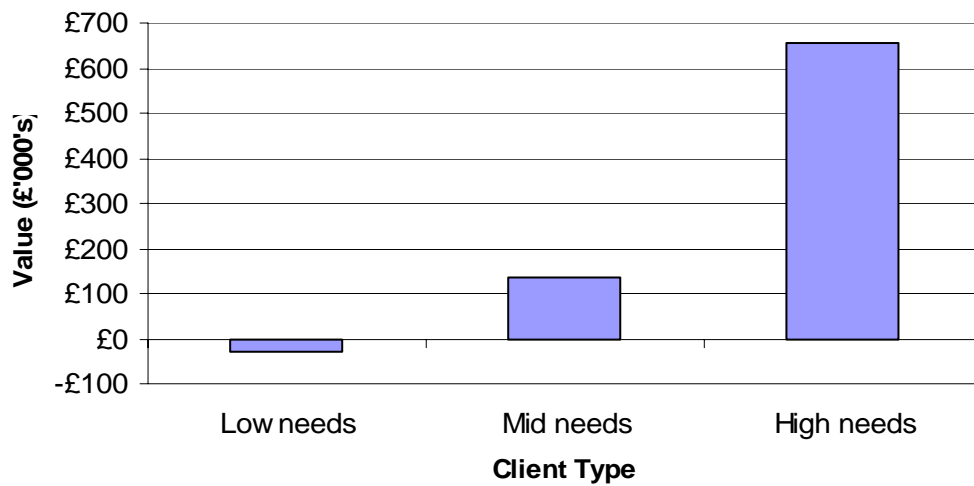
- Reduced social isolation is responsible for the largest share of value (72%). Mental health (13%) and confidence (7%) are the next most sizeable contributors to value. This breakdown of value may at first seem counter-intuitive. However, the stakeholder engagement and analysis of case summaries revealed that for many high needs clients interaction with a Workmate was their sole source of social contact. Re-engaging with others appears to be a crucial first step to overcoming barriers to employment and enterprise. We would expect such re-engagement to facilitate the seeking of help from other providers, including health care professionals.

The case study of the high needs client in Appendix 3 indicates the scale of the challenges facing high needs clients. The journey into employment and enterprise is likely to take longer than a year. It is, therefore, an early point at which to evaluate the outcome of high needs clients. It is our contention that the Outcomes Summaries point to 'distanced travelled', rather than endpoints, and that enterprise and employment may eventually emerge as significant outcomes.

The State and high needs clients

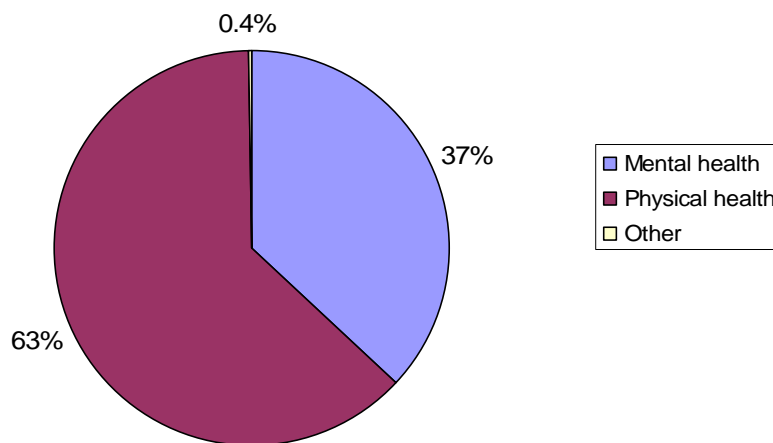
Although it is early to be investigating the outcomes for high needs clients, even at this early stage they represent the most significant source of value for the State (see Diagram 4.3).

Diagram 4.3: Value created for the State by client type



The value created for the State from the work with high needs clients is made up almost exclusively of savings related to mental and physical health (Diagram 4.4). Over the longer term, we would expect this to change as some of the high needs clients begin to transition into employment and/or enterprise. The negative value in relation to low needs clients is the result of less clients than would be expected (when compared to benchmark of average benefit off-flow) transferring into work or enterprise. We suspect that the low rate of successful transition may be related to a general perception among Job Brokers and Business Mentors that Workmate clients are not job- or business-ready.

Diagram 4.4: Value created for the State through high need clients



Total value: £650k

Other key findings from the Workmates SROI model

- After taking account of deadweight, the employment outcomes for the low- and mid-need clients are negative. This means that less than the expected number of clients transitioned into employment and points to potential breakdown in the transition from Workmates to Job Brokers that should be investigated. The stakeholder engagement suggested that there may be some misunderstandings about Workmate ways of working and their client populations that could be a barrier.
- The overall value for Workmate employees was negative. This reflected the high level of stress reported on the Well-being@Work survey, which was attributed largely to concerns over job security and management.

Sensitivity Analysis

A number of factors were varied to test the sensitivity of the model:

- **Financial proxies** were systematically varied. This did not have a significant effect on the overall ratio, except in the case of the proxy for reduced social isolation. Halving the value of reduced isolation saw the ratio decline to 9.5. While this indicates that the model is sensitive to variation in this proxy, the source is a robust academic study that uses regression analysis of life satisfaction to arrive at the proxy. We, therefore, have considerable confidence in the proxy.
- The **proportion of each type of client** was varied. By removing the low needs clients (22%) and redistributing evenly to the mid- and high-needs categories, the ratio increases to 18. This confirms further that the most significant value is derived from clients with greater needs. Of course, these clients are also likely to require more resources and so the actual increase in ratio is likely to be less if the proportion of these clients were to increase.
- The **successful transition of Job Broker referrals into employment** was varied. When the rate of placement into work via Job Brokers was increased from the current level of 3% to 30% (i.e. 30% of all those referred to Job Brokers are placed into work), the ratio increased to 15.2. This indicates the importance of improving the interface between Workmates and other parts of LEGI.
- Halving **attribution** reduced the ratio to 6.8. While this again indicates sensitivity in the model, the stakeholder engagement with clients strongly suggested that the Workmates were central to the achievement of positive outcomes. This gives us confidence in the appropriateness of the attribution rates in the base scenario.
- **Deadweight** had low sensitivity in the model. Doubling the deadweight across all three client groups, only led to a small change in ratio to 12.3.
- **Drop off** was varied. Halving the drop off for mid- and high-needs clients saw the ratio increase to 23, while doubling the drop off for these clients reduced the ratio to 8.5. This again indicates sensitivity in the model. While the drop off rates in the base scenario have face validity, better outcomes tracking of clients over the longer term would enable these to be empirically tested.

Section 5 — Recommendations

The SROI ratio is an important indicator of value, but needs to be understood within the context of how a given intervention sets out to make a difference. For this reason, ***a direct comparison between the ratios for Workmates and Job Brokers should be avoided.***

The SROI process enables us to make several policy and measurement recommendations.

Policy recommendations

- **We strongly recommend that Workmates continues to focus particularly on the high need clients.** The most significant value, both for the clients and the State, was generated by these type of clients. There are often few incentives for working with high needs clients as they are rarely ‘quick wins’ from the perspective of traditional economic development output targets, such as ‘numbers into employment’. However, the analysis shows that even before these clients are job- or business-ready significant benefits are generated in terms of reduced social isolation, mental health and physical health. Moreover, there is presently an absence of other service providers that is able to meet the needs of such clients.
- **If Workmates is continued, a long-term commitment should be made to the programme** as successful outcomes with mid- and high-needs clients will take time to achieve.
- **The interface between the Workmates programme and other parts of LEGI should be investigated and improved.** There were low rates of successful transition into employment via Job Brokers and suggestions from the stakeholder engagement that the interface with other parts of LEGI, such as health workers, was also difficult. It was suggested that this may be because Workmates have different ways of working with clients that are a poor fit for ways of working in LEGI more generally. Workmates pride themselves on a very personal, supportive and bespoke interaction with clients and have less constraints than other services, such as client data collection requirements, that enable such an approach. For clients who have negative perceptions of the ‘system’, this way of working is important to re-engaging them. It was suggested that contact with Job Brokers or Health Workers who require, for example, clients to answer long lists of questions and where the interaction is more standardised can be jarring for Workmate clients as it may remind them of previous encounters with public services. We recommend that these concerns around the interface between Workmates and other parts of LEGI are investigated further to enable appropriate action to be taken.
- **The decision to remove the ability of Workmates to directly request vocational training and supports for their clients should be reconsidered.** During stakeholder engagement, clients told us that the courses and training they accessed was often one of the first steps in re-engaging with services. The requirement to go through a Job Broker or Business Mentor can come too early for some of these clients and may present an obstacle to progress.

- **Workmates have the potential play a significant role within communities, if the size of the programme is increased.** During stakeholder engagement, community organisations repeatedly stated that Workmates could potentially have an impact beyond their individual clients by building up the support infrastructure in deprived communities. However, in their opinion this outcome was not being achieved at present because there are too few workmates and these are often tied up in one-to-one work with existing clients. Workmates echoed the strain of balancing engagement work, such as being out and about in the community, with case work.
- **Measures should be taken to reduce the high levels of reported stress among Workmates.** Key issues identified as sources of stress related to job security and management. A concrete suggestion for improvement was the establishment of a supervision system to enable Workmates to offload some of the difficult issues that clients were telling them about.
- **More awareness should be generated of the Workmates.** One of the only negative comments from clients during stakeholder engagement was that they wished more had been done to market the Workmates so that people like themselves knew they existed. If capacity is increased, we would recommend accompanying this with a marketing drive.

The SROI ratio and stakeholder engagement suggest that the Workmates programme is creating significant social value. However, to have a better understanding of exactly the type of clients that are being reached, current data recording systems need to be made more complete. Without more detailed information, it is difficult to produce more detailed policy recommendations.

Measurement recommendations

Recommendations for improvements in existing data collection systems include:

- Accurate capture of existing demographic breakdown of clients assisted into employment plus marital status and no. of dependents.

In addition to improving current data collection systems, we would recommend the development of a new measurement tool — such as an outcomes star⁷ to track the progress made by clients across the types of outcomes identified in the analysis.

- To be able to track progress of clients against the multi-dimensional outcomes identified, an interim recommendation of this analysis is to consider the development of an Outcomes Star model for use across LEGI in future evaluations. Such a tool would be designed to both measure the magnitude of the impact made, but also (in line with the objectives of SROI) apply a financial value to that impact.
- An outcomes star is a highly accessible and visually powerful tool to demonstrate the magnitude of change in a number of aspects (outcomes) of a client's life. Not dissimilar in appearance to a spider diagram, it has clearly defined progress steps for each outcome which make the progress of charting change clear and transparent.

⁷ <http://www.homelessoutcomes.org.uk/resources/1/OutcomesStar/OutcomesStar.pdf>

- A major benefit of such a tool is that it would allow the progress of clients to be tracked as they move between the different programmes of LEGI i.e. they would start their journey with work mates, who might hand over to Job brokers or Business Mentors who in turn may work with Barrier Breaking. The impact of each of these strands would be able to be more accurately measured with such a tool.

Appendices

Appendix 1 — Workmates SROI Projections

Appendix 2 — Workmates proxies for monetised outcomes

Appendix 3 — Workmates case studies

Appendix 4 — Workmates stakeholder engagement: story board and impact map

Appendix 1 — Workmates SROI Projections

Stakeholder	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8	Total
Client: Low needs	35907	7181							43089
Drop off	28726								
Client: Mid needs	826495	495897	297538	178523	107114				1905567
Drop off	330598	198359	119015	71409					
Client: High needs	3149076	1574538	787269	393635	196817	98409	49204	24602	6273550
Drop off	1574538	787269	393635	196817	98409	49204	24602		
Client families									
Drop off									
Workmates	-39791	0							-39791
Drop off	39791								
Local community									
Drop off									
State: Low needs	-15328	-3066							-18394
Drop off	12263								
State: Mid needs	58920	35352	21211	12727	7636				135846
Drop off	23568	14141	8484	5091					
State: High needs	328206	164103	82051	41026	20513	10256	5128	2564	653847
Drop off	164103	82051	41026	20513	10256	5128	2564		
Total	4343485	2274006	1188070	625910	332080	108665	54333	27166	8953714

Cost	£608235	NPV	£8367764	SROI Ratio	13.7
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Appendix 2 — Workmates assumptions and proxies

Description	Value	Source
Number of LEGI engaged	593	Coventry City Council
Number of case summaries	153	Coventry City Council
Number of Workmates	7	Coventry City Council
Number of Workmate Clients referred to Job Brokers	97	Coventry City Council
Percentage of referred clients placed in employment	0.03	Coventry City Council
Client Outcomes, Deadweight, Attribution		
<i>Low Scenario</i>		
Percentage of clients classified as 'low needs' (<2 problems)	0.22	Based on case summary analysis
Improvement in confidence	0.27	Based on case summary analysis
Move into employment	0.0081	Based on referrals to Job Brokers x % of WM client moving into employment via JB's Based on referrals to business mentors x % of WM client moving into employment via JB's
Starts own business	0.0108	Based on referrals to business mentors x % of WM client moving into employment via JB's
Improvement in physical health	0.09	Based on case summary analysis
Improvement in mental health	0.09	Based on case summary analysis
Improvement in skill set	0.18	Based on case summary analysis
Reduction in money problems (e.g. debt)	0.09	Based on case summary analysis
Reduced social isolation	0.09	Based on case summary analysis
Move into further education	0.09	Based on case summary analysis
Move into volunteering	0.18	Based on case summary analysis
Average number of other organisations involved	1.55	Based on case summary analysis
Average number of positive outcomes per client	1.5	Based on case summary analysis Assumption: Low needs clients are often quickly referred to Job Brokers/Business Mentors, who can claim equal credit for the positive outcome.
Attribution	0.5	
Deadweight - all outcomes except business	0.07	Based on claimant off-flow West Midlands for 13-16 weeks (Oct 08, NOMIS)
Deadweight - starting own business	0.007	Based on claimant off-low/10 to reflect greater difficulty of establishing own business
<i>Mid Scenario</i>		
Percentage of clients classified as 'mid needs' (2-3 problems)	0.46	Based on case summary analysis
Improvement in confidence	0.61	Based on case summary analysis
Move into employment	0.0063	Based on referrals to Job Brokers x % of WM client moving into employment via JB's Based on referrals to business mentors x % of WM client moving into employment via JB's
Starts own business	0.0096	Based on referrals to business mentors x % of WM client moving into employment via JB's
Improvement in physical health	0.14	Based on case summary analysis
Improvement in mental health	0.25	Based on case summary analysis
Improvement in skill set	0.39	Based on case summary analysis
Reduction in money problems (e.g. debt)	0.36	Based on case summary analysis
Reduced social isolation	0.18	Based on case summary analysis

Move into further education	0.04	Based on case summary analysis
Better family relationships (partner/child)	0.07	Based on case summary analysis
Move into volunteering	0.07	Based on case summary analysis
Average number of other organisations involved	2.25	Based on case summary analysis
Average number of positive outcomes per client	2.18	Based on case summary analysis Assumption: Other organisations are involved, but stakeholder engagement suggested that it is the personal touch of the Workmates that plays the key role in overcoming the barriers
Attribution	0.7	Based on claimant off-flow West Midlands for 1-1.5 years (Oct 08, NOMIS)
Deadweight - all outcomes except business	0.037	Based on claimant off-low/10 to reflect greater difficulty of establishing own business
Deadweight - starting own business	0.0037	
<i>High Scenario</i>		
Percentage of clients classified as 'high needs' (<3 problems)	0.32	Based on case summary analysis
Improvement in confidence	0.62	Based on case summary analysis
Improvement in housing situation	0.05	Based on case summary analysis Based on referrals to Job Brokers x % of WM client moving into employment via JB's
Move into employment	0.003	Based on referrals to business mentors x % of WM client moving into employment via JB's
Starts own business	0.003	
Improvement in physical health	0.29	Based on case summary analysis
Improvement in mental health	0.48	Based on case summary analysis
Improvement in skill set	0.29	Based on case summary analysis
Reduction in money problems (e.g. debt)	0.33	Based on case summary analysis
Reduced social isolation	0.43	Based on case summary analysis
Move into further education	0	Based on case summary analysis
Better family relationships (partner/child)	0.05	Based on case summary analysis
Move into volunteering	0.19	Based on case summary analysis
Average number of other organisations involved	3.19	Based on case summary analysis
Average number of positive outcomes per client	2.71	Based on case summary analysis Assumption: Other organisations are involved, but stakeholder engagement suggested that Workmates central to ensuring that work with these other organisations was successful
Attribution	0.9	Based on claimant off-flow West Midlands for 5 years plus (Oct 08, NOMIS), x 2 to account for higher likelihood to engage in services than average claimant
Deadweight - all outcomes except business	0.005	
Deadweight - starting own business	0.0005	Based on claimant off-low/10 to reflect greater difficulty of establishing own business

Client Proxies

Confidence

Low needs: Cost of confidence training	£995	http://www.emagister.co.uk/self_confidence_and_assertiveness_courses-ec170022955.htm
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Mid needs: Cost of confidence training +25%	£1,244	http://www.emagister.co.uk/self_confidence_and_assertiveness_courses-ec170022955.htm
High needs: Cost of confidence training +100%	£1,990	http://www.emagister.co.uk/self_confidence_and_assertiveness_courses-ec170022955.htm
<i>Move into employment</i>		
Average net income difference for clients of types A, B and C	4206.45	Weighted averages based on client scenarios as described in Job Broker SROI
<i>Starts own business</i>		
Average net income gain for clients of types A, B and C, assume income gain for enterprise similar to employment	4206.45	Weighted averages based on client scenarios as described in Job Broker SROI
<i>Improvement in physical health</i>		
Low needs: Average annual family expenditure based on Family Spending Survey	296.4	http://www.statistics.gov.uk/downloads/theme_social/Family_Spending_2007/FamilySpending2008_web.pdf
Mid needs: Average annual family expenditure based on Family Spending Survey + 25% to reflect higher needs	370.5	http://www.statistics.gov.uk/downloads/theme_social/Family_Spending_2007/FamilySpending2008_web.pdf
High needs: Average annual family expenditure based on Family Spending Survey + 100% to reflect higher needs	592.8	http://www.statistics.gov.uk/downloads/theme_social/Family_Spending_2007/FamilySpending2008_web.pdf
<i>Improvement in mental health</i>		
Low needs: Cost of 6 sessions of CBT	402	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
Mid needs: Cost of 16 sessions of CBT	1072	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
High needs: Cost of 5 sessions/week in day care at voluntary provider	5200	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
<i>Improvement in skill set</i>		
Earnings increase gained by moving from no qualification to at least Level 2 qualification (as a percentage of income)	0.166	University of Warwick, source: http://www.leedsthomasdanby.ac.uk/courses/higher/facts.cfm
<i>Reduction in money problems</i>		
Cost of servicing high interest loans as a percentage of income	0.11	NPC, <i>Short Changed</i> , http://www.philanthropycapital.org/research/research_reports/community/financial_exclusion.aspx
<i>Reduced social isolation</i>		
Low needs: Half value of going from meeting once/twice a month to once/twice a week	7,750	Powdthavee (2007), see: http://www.powdthavee.co.uk/resources/valuin_g_social_relationships_15.04.pdf
Mid needs: Value of going from meeting someone once/twice a month to once/twice a week	15,500	Powdthavee (2007), see: http://www.powdthavee.co.uk/resources/valuin_g_social_relationships_15.04.pdf
High needs: Value of going from negligible social contact to once/twice a month	31,000	Powdthavee (2007), see: http://www.powdthavee.co.uk/resources/valuin_g_social_relationships_15.04.pdf
<i>Move into further education</i>		

Earnings increase gained by moving from no qualification to at least Level 2 qualification (as a percentage of income)	0.166	University of Warwick, source: http://www.leedsthomasdanby.ac.uk/courses/higher/facts.cfm
<i>Value of volunteering</i> 12% increased chance of moving off JSA if volunteer, therefore claim value as 12% of average wage of LEGL engaged (MW estimate)	1385.28	http://www.dcsf.gov.uk/research/data/uploadfiles/RR309.PDF
<i>Better family relationships (partner/child)</i> Average spend on children and families for treats, presents and hobbies	3000	Middleton, S (1997) <i>Fortunes: Spending on children, childhood poverty and parental sacrifice</i> , Joseph Rowntree Foundation
<i>Improvement in housing situation</i> Average annual spend on household improvement and alterations in Family Spending Survey	1,300	http://www.statistics.gov.uk/downloads/theme_social/Family_Spending_2007/FamilySpending2008_web.pdf
<i>Income</i> Annual income for average client based on minimum wage + 10%	11544	nef estimate

Workmates

<i>Outcomes and Deadweight</i> Percentage reporting they are 'satisfied' or 'very satisfied' in job	0.571	nef Well-being @Work survey
Percentage of satisfied reporting higher satisfaction than in previous job	0.75	nef Well-being @Work survey
Percentage reporting that they are stressed 'often' or 'all of the time'	0.858	nef Well-being @Work survey
Percentage of stressed reporting that stress is 'higher' or 'much higher' than previous job	1	nef Well-being @Work survey
<i>Proxies</i> Value of job satisfaction - moving from 50th percentile to 75 percentile on satisfaction scale - as a percentage of income	0.531	Heliwell, J F and H Huang (2005) <i>'How's the Job? Well-being and Social Capital in the Workplace'</i> , NBER Working Paper No. 11759, http://www.nber.org/papers/w11759
Average Workmate salary	25677	VAC
25% of the average compensation pay out for workplace stress in 2001	-12750	25% used because most pay outs will be for severe instances, source: http://www.prnewswire.co.uk/cgi/news/release?id=92299
<i>Attribution</i> Workplace satisfaction	0.9	Based on results of survey which suggested satisfaction was largely due to factors intrinsic to the nature of Workmates (e.g. type of work)
Workplace stress	1	Based on results of survey which suggested stress was largely due to internal factors (e.g. job security, management)

Local Community

Impact on the local community	0	Based on stakeholder engagement with other local community organisations
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State Proxies

Income

Weighted average for reduction in benefits	5,198	nef estimate
Weighted average for increased tax take	1,610	nef estimate
Deadweight for tax intake	0.8	Based on the assumption that the job would have been filled by another person, meaning this is largely displaced.

Physical Health

Low needs: 5 hours of GP + 3 prescriptions	897	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
Mid needs: 10 hours of GP time + 6 prescriptions	1794	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
High needs: 10 hours of GP time + 6 prescriptions + 1 hospital episode	4233	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm

Mental health

Low needs: 4x15 minute GP consult + 4 prescriptions	329	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
Mid needs: 16 sessions of CBT	1072	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm
High needs: 1 week-long (7 day) acute admission	1491	PSSRU Unit Costs 2007, http://www.pssru.ac.uk/uc/uc2007contents.htm

Drop off

Client - low needs	0.8	Benefit is an immediate 'jump start' into employment/enterprise
Client - mid needs	0.4	Benefit is more fundamental change to lifeskills that can have enduring benefits
Client - high needs	0.5	Benefit is more fundamental change to lifeskills that can have enduring benefits, but may drop off without ongoing support
Workmates	1	Immediate effect while employed as a Workmate
State - low needs	0.8	Based on outcomes for clients
State - mid needs	0.4	Based on outcomes for clients
State - high needs	0.5	Based on outcomes for clients

Benefit period

Client - low needs	2	Benefit is an immediate 'jump start' into employment/enterprise
Client - mid needs	5	Benefit is more fundamental change to lifeskills that can have enduring benefits

Client - high needs	8	Benefit can be a fundamental change to lifeskills that can have enduring benefits, in particular turning around lifelong problems
Workmates	1	Immediate effect while employed as a Workmate
State - low needs	2	Based on outcomes for clients
State - mid needs	5	Based on outcomes for clients
State - high needs	8	Based on outcomes for clients
Discount rate	0.035	Treasury rate, <i>Green Book</i>

*Analysis based on close inspection of 50 case summaries

Appendix 3 — Workmates case studies

High needs client: Sandra

When Sandra first came into contact with the Workmates programme, she had been unemployed for 8 years and faced multiple barriers to employment and enterprise. Sandra had a difficult childhood, having been taken into care at an early age. Her experiences had led her to distrust people and organisations. When she first met the Workmate, she was living in a damp and poorly heated bedsit, had very little social support networks, lacked confidence and presented with both physical and mental health issues.

By providing a safe and supportive environment, the Workmate was able to restore Sandra's ability to trust. This enabled Sandra to begin to work through some of her barriers and lifelong problems. With the Workmates help and the involvement of other organisations, such as the Citizens Advice Bureau, Sandra was able to investigate alternative housing options, sort out her benefit entitlements, and seek health advice. She also attended a Project Inspire course that helped her to build confidence and make new friends.

Through her LEGI journey, Sandra has discovered her passion for singing and writing. The Workmate is helping her to explore the possibility of making a demo tape and opportunities for setting up a business.

Medium needs client: Stephen

Stephen came across the Workmate programme at a community centre. He had been unemployed for some time and had very low self esteem and trouble motivating himself. He also had issues with his benefits that meant he was having trouble making ends meet.

The Workmate was able to help Stephen sort out his financial situation. Most importantly, the Workmate was also able to help Stephen regain confidence in his abilities. He is now working on fulfilling one of his ambitions, namely becoming a DJ in Coventry. Stephen is getting assistance from a business mentor and the Workmate to plan a business around DJ events.

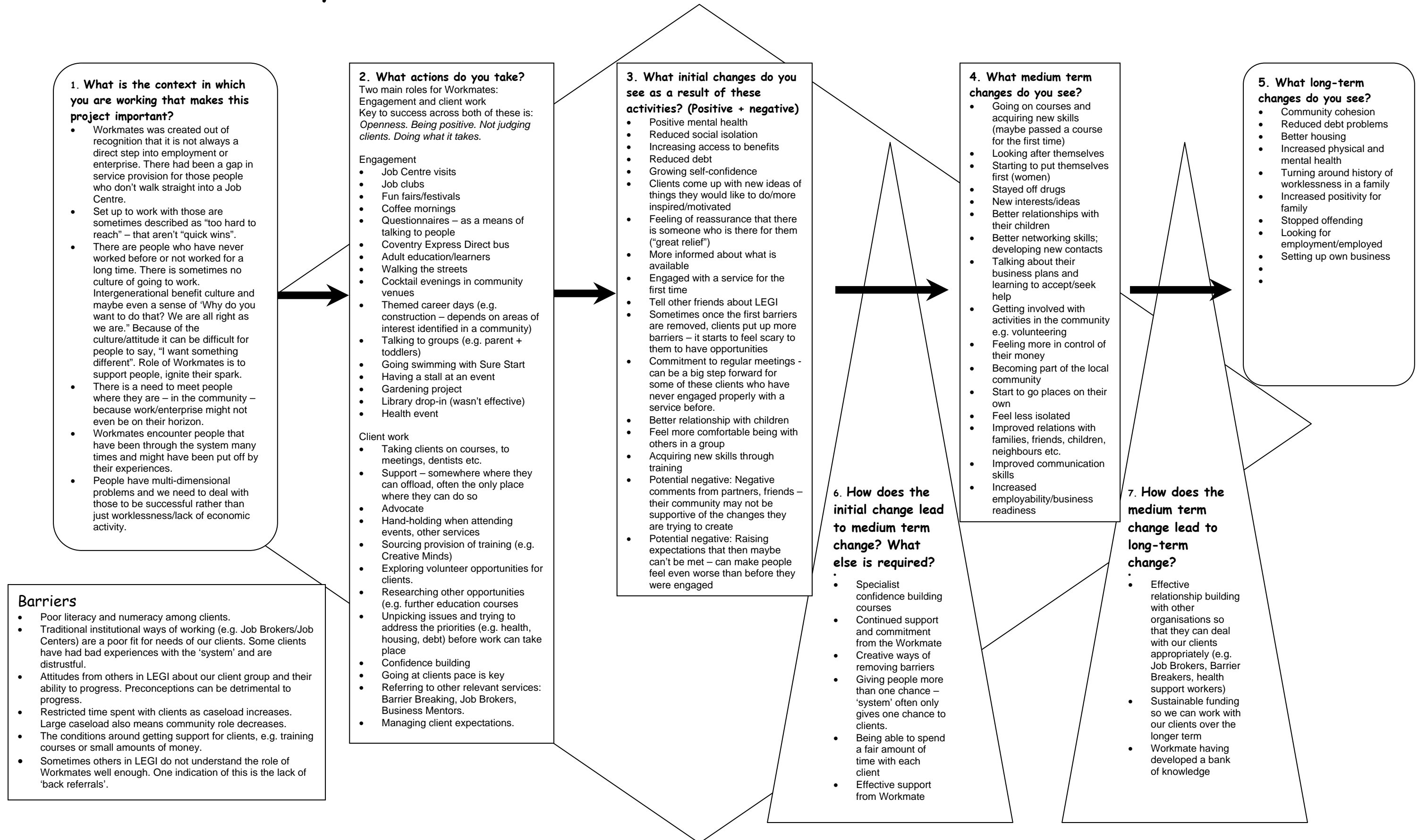
Low needs client: Barbara

Barbara was already running a small door-to-door leaflet business when she came into contact with a Workmate. She was keen to grow her business and launch another magazine, but was unsure of how to go about it. The conversation with the Workmate helped her to understand what and informal support she could tap into. She is now much more focused on expansion and is getting help from the LEGI Business Coach that the Workmate referred her to.

Low needs client: Darren

Darren first met a Workmate at a local community centre. He was unemployed but had a clear idea of the kind of business he wanted to set up. The conversations with the Workmate helped him to become more informed about his business idea and the services available through LEGI. As he did not have other barriers to enterprise, the Workmate referred him to a business mentor.

Workmates Storyboard



Impact Map: Workmates

Stakeholder	Activities	Outputs	Outcomes	Outcome Descriptions	Proposed Indicator	Indicator for 08
Client	Activities of the Workmates (see Storyboard)	<ul style="list-style-type: none"> Number engaged Number LEGI engaged Number referred to business mentor Number referred to Job Broker 	<ul style="list-style-type: none"> Increased confidence and self-esteem Reduced social isolation Improved physical health Improved mental health Better relationships with partner and children Taking initiative and acting autonomously Economic activity Further education Reduction in alcohol/drug problem 	<ul style="list-style-type: none"> Belief in self that enables positive action around improving health, employment and enterprise, engagement with community and others. Making friends. Developing new interests. Contact with Workmate is sometimes only social interaction. Contact with others accessing Workmates. Appropriate health services are accessed leading to improvement. Effect of a chronic or unresolved health problem reduced. Reduction in anxiety levels and/or depression. "I felt stuck – now I've come unstuck". Less relationship stress. Skills, confidence and mental state to be a better parent to children. Motivated to act. Feeling in control. Enabled by increased lifeskills and work-related skills from courses, such as Creative Minds. Moving into employment/starting own business. Usually longer term outcome that involves other strands of LEGI, esp. Job Brokers. Taking a course to develop professionally, e.g. nursing. Reduced intake of alcohol and/or drugs. 	Outcomes Star	Forecast based on Case Summaries + phone interviews with clients
Client families		<ul style="list-style-type: none"> Number of family members per client 	<ul style="list-style-type: none"> Better relationships Better parent to children 	<ul style="list-style-type: none"> Improvement in mental health and confidence was said by clients to lead to better relationships with their family members, including extended family. Some clients said that their increased confidence and improved mental health enabled them to support their children better. 	Outcomes Star	Forecast based on Case Summaries + phone interviews with clients
Workmates	Activities of the Workmates (see Story Board)	<ul style="list-style-type: none"> Number of hours worked 	<ul style="list-style-type: none"> Job satisfaction Stress 	<ul style="list-style-type: none"> Workmates consistently reported a high-level of job satisfaction – one said, "the most I've ever had" High-level of stress because of the nature of the problems that some of their clients face. Workmates said it was difficult not to take this home with them. 	Well-being at work survey	Well-being at work survey
Local community	Engagement and presence in the community (see Story Board)	<ul style="list-style-type: none"> Number of hours spent in community 	<ul style="list-style-type: none"> Community development 	<ul style="list-style-type: none"> Stakeholders in the community suggested that Workmates could contribute to the community infrastructure of deprived areas – being a known resource. 	Annual email survey of community organisations	Forecast based on stakeholder engagement
State	Activities of the Workmates (see Storyboard)	<ul style="list-style-type: none"> Reduction in health service use Reduction in mental health service use Reduction in benefit payments Increase in tax take due to economic activity 	<ul style="list-style-type: none"> Cost-saving to NHS Cost-saving to NHS Cost-saving to DWP Increased tax revenue. <p>Cost-savings and increased tax revenue from children of clients</p>	<ul style="list-style-type: none"> Benefit from breaking intergenerational pattern of worklessness and economic inactivity. 	Based on achievement of outcomes as above	Based on achievement of outcomes as above