



# **Your Employment Service CIC (yes)**

## **Social Impact Evaluation of Employment services**

### **Research Project Report**

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Executive Summary.....	3
Introduction .....	5
Context.....	6
Community hub models of service delivery.....	7
Cost benefit analysis methodology.....	7
HACT – Social Value Methodology .....	8
The Research.....	8
Findings .....	9
1. Barriers to gaining employment .....	9
2.Reasons for getting involved with yes .....	9
3. Benefits to engaging with yes .....	10
4. Factors for success .....	11
5. Case Studies for cost benefit analysis.....	13
Employed client 1 .....	13
Employed client 2 .....	14
Employed client 3 .....	16
Total Cost Benefit Analysis 3 clients .....	16
Social value calculation .....	17
Client 1 .....	18
Client 3 .....	20
Client 4 .....	20
Client 5 .....	21
Client 6 .....	21
Client 7 .....	22
Total Social Value calculation for seven clients .....	22
Total Social Value figure for all employed clients 2016-2017.....	23
Work to support self employment.....	23
Suggestions for improvement.....	24

## Executive Summary

This report details findings from a research project undertaken by Manchester Metropolitan University staff and students to evaluate the Cost Benefit Analysis, social value and impacts achieved by the support, services and initiatives delivered by **yes** on the lives of Manchester residents.

This report draws upon the experiences of clients and stakeholders to focus on the following issues:

### **Barriers to employment and reasons for accessing the yes service**

The research found that the barriers to employment were interconnected problems with confidence and feelings of self-efficacy, lack of finances and issues with benefits leading to mental distress and anxiety. Other challenges people experienced included learning difficulties such as dyslexia, low levels of literacy and numeracy and a lack of digital literacy to navigate online services, such as universal job match, job searches and applications. The main reason people access the yes service is for employment support or help with financial issues. A big motivation using the yes service was to access the free computer and internet access and to get assistance with IT skills and job applications that is not available elsewhere. Another key driver for people using the yes service was to get housing advice, help with rent/benefits or money advice. Within the interviews, all participants were asked where else could they go to access similar services and all unanimously agreed that no other service provider locally was able to offer a comparable level of support with the challenges they were facing.

### **Benefits to engaging with yes**

All interviewees explained how working with yes staff members and partners had increased confidence, enabled a more positive outlook and that they felt noticeably better after visiting the centres. Most interviewees spoke about how their mood was very low, they were depressed or anxious before coming to the yes service and there was a difference to their mental wellbeing both in the immediate and longer term from engaging with yes staff and partners. Findings show how clients of yes have become more job ready, developed their skills and employability, taken advantage of training opportunities and gained voluntary experience. On a one to one basis, yes staff and partners work with clients to identify individual challenges and co-create action plans to enable them to get the job they want. Current clients spoke about their desire to work or gain new qualifications for a career change and how the staff support them every step of the way. Interviewees spoke about how the yes service has contributed to more of a feeling of community and created a safe and trustworthy space to be vulnerable, get help and connect with neighbours and other local people. Some clients talked about how going to the yes centres was important to 'get out of the house' and 'break up the day' by socially interacting with people to avoid loneliness and isolation, and create a sense of purpose for themselves.

### **Factors for Success**

The factors for success were found to be: the yes model that creates a space for empowerment and develops resilience; the response to local need and partnership working. yes staff members and volunteers provide effective and enabling support, to enable customers to go outside of their comfort zone, seek other opportunities and develop their skills. The staff are responsive to customer demand and create new projects or services to fulfil needs, such as debt and money advice services. To provide such intensive employment and training support requires multi-dimensional

person-centred approach that recognises the interconnectedness of the issues that people face and help is tailored to suit the individual.

As is well documented in the Census data and Index of Multiple Deprivation, and child poverty statistics from Manchester City Council, North Manchester has serious issues regarding levels of poverty, unemployment, ill health, and educational attainment. Findings show that the local neighbourhood presence is fundamental to the success of the yes service and was highlighted by all clients and partners as a unique selling point and a way to develop social and economic capital in North Manchester.

The aspects of daily life of most concern to residents were financial issues, including debt, managing money, paying bills and being able to afford food. **yes** has acknowledged that by focussing on these cross-cutting fundamental issues with other partners, their model of engagement practice is more likely to effectively respond to the needs of local people and achieve successful outcomes.

**Cost benefit analysis of three employed clients:**

<b>Total</b>	<b><u>Fiscal Value</u></b> <b><u>£57,099</u></b>	<b><u>Economic Value</u></b> <b><u>£83,869</u></b>
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**Total Social Value calculation for seven current clients: £522,142**

**Total social value figure for 143 employed clients of yes: £8,724,057**

**Suggestions for improvement**

1. Continue to explore new funding streams to enable the service to become sustainable with the possibility in the future of employing more staff at new sites in North Manchester and elsewhere. At present, although costs are low, the service is dependent on the financial contributions of a few sources and would benefit from ensuring more diverse funding sources going forward. Consideration could also be given to selling or franchising the yes model to other agencies and areas around the UK as a successful method of providing employment support and improving people’s wellbeing;
2. Word of mouth and local recommendations were found to be the main way people accessed the service, clients and partners at the Hive suggested that more could be done to market the service based there, and raise profile and awareness in the locality of the service. While this site is relatively new and it is acknowledged establishing a presence locally takes time, creating a marketing plan or finding ways to attract more people in would ensure more footfall and in turn generate more enquiries;
3. yes to investigate and develop outcome measures for work to support self employment and a methodology to evaluate the social and economic benefit derived from working with beneficiaries like the SMEs at the Hive centre.

## Introduction

The need for employment support providers to determine ‘what works’ has never been more vital than in the current economic and political context. With reduced budgets, senior managers and commissioners are looking for further information to explain the outcomes and impact of services provided to residents to make strategic decisions about what can deliver corporate objectives and help communities in challenging times. This report details findings from a research project undertaken by Manchester Metropolitan University staff and students to evaluate the Cost Benefit Analysis, social value and impacts achieved by the support, services and initiatives delivered by **yes** on the lives of Manchester residents. This work contributes to a wider research project that focused on:

- The aims and objectives of employment support services;
- The motivations and expectations of residents and any barriers to participation;
- The models developed in deprived areas to support people in finding work and take advantage of training and volunteering opportunities;
- Identify and capture employment outcomes, wellbeing, finances, relationships and social capital and sense of empowerment in improving their own quality of life;
- The development of appropriate methodologies to evaluate the impact of services and the nature of empowerment and agency to enable effective strategic and operational decision making about performance, value for money and social impact.

This report draws upon the experiences of clients and stakeholders to focus on the following issues:

- Barriers to gaining employment
- Reasons for getting involved with yes;
- Benefits to engaging with yes;
- Factors for success;
- Cost benefit analysis;
- Social Value Calculation;
- Suggestions for improvement.

## Context

Yes (Your Employment Service) launched in 2013 in Newton Heath to help Manchester residents find local jobs. The centre provides free IT access, training and volunteering opportunities and is open five days a week. A hub at The Hive in Blackley open three days a week, half a day drop in at Cheetham Hill, and half a day drop in at Collyhurst. Since opening, yes has supported 400 people into employment and according to the Social Accounts, there were 17,365 visits to the centre in 2014/2015. The social value calculation was reported as £3,093, 230 (yes 2015).

There are numerous barriers to people accessing employment and work is also carried out by **yes** to address these and achieve the following outcomes:

1. Numbers of people entering employment;
2. Numbers of people accessing training, support and volunteering opportunities;
3. Improvements made to the 'job readiness' of individuals and their skills development.
4. Help Northwards customers sustain tenancies and maximise customer income;
5. Create financial capability;
6. Confidence about finances before and after engagement with yes;
7. Reduce levels of debt and fuel poverty;
8. Referrals to food banks;
9. Access to affordable housing;
10. Improvements to people's health and wellbeing and feelings of confidence
11. Savings or efficiencies achieved for Manchester City Council, Northwards Housing and other public sector partners.

The scope of the literature review included academic journal articles and books, practitioner and strategy documents, government policy and best practice guidelines on the following topics;

- Community hub models of service delivery/vehicles for economic, social and environmental regeneration at a neighbourhood level;
- Types of cost benefit analysis methodologies available and those widely used regarding housing and employment impacts.

### Community hub models of service delivery

There are a number of 'one stop shop' community based models in existence in the UK, mainly developed by local councils providing advice about local government services, such as council tax and housing benefit. Sometimes these one stop shops are based in council buildings, based in or shared with library or leisure facilities and accept educational related queries. Most operate on a drop-in basis, with some working on a purely appointments based system.

Kingston One Stop Shop is different in that it serves a specific need and provides a multi-agency drop-in service which helps victims of violence to access support, bringing together independent domestic violence specialists providing advocacy and advice, solicitors offering advice and support on injunctions and housing issues, health visitors, drug and alcohol services and mental health support workers. This service is available Monday morning without appointment (Kingston Council 2016). Other community based one stop shops include; the Dene Valley Community Partnership run by the voluntary and community sector that provides a gym, café, men's club, women's club and appointments to see a Welfare Rights Adviser (Dene Valley Community Partnership 2016). Hartlepool Council fund a One Stop Shop dedicated to young people, based in Middleton Grange Shopping Centre and offers support into education, training or education, health and relationships advice, support with money issues, benefits advice, student finance and budgeting and job search facilities including CV support (Hartlepool 2016).

There are two examples that demonstrate a model that most closely aligns to the approach taken by **yes** in addressing multiple needs and issues of customers related directly or indirectly to employment. Firstly, Community Renewal in Scotland acknowledge that employability issues cannot be dealt with in isolation and coordinate their services and support to address health, housing and employment in partnership. They use holistic assessments and case managers to deliver tailored support and they deliver a 'pre-get ready for work programme' for young people that had the extensive and intensive range of support and interventions (Community Renewal 2016). Secondly, Bolton at Home's approach to employment and training support using the Urban Care and Neighbourhood Centre (UCAN) model provides various services and support available in one locality with no limitations of access based on age, tenure or type of need. The support provided at the UCAN is holistic where customers gain valuable work experience, whilst receiving practical and emotional support including employability support, health needs, housing support, money advice and help with anything else required. Community development is a 'golden thread' throughout all work and often, customers engage with the UCAN centre on a particular issue or project that captures their interest or is most important to them (Brightmet UCAN case study document n.d).

### Cost benefit analysis methodology

Based on HM Treasury Magenta and Green books regarding evaluation in public sector provision, the New Economy Manchester cost benefit analysis methodology contains two different values:

- Fiscal value which is the cost or savings to the public sector due to a specific project. The agencies bearing the fiscal cost are identified;

- Economic value is the net increase in earning or growth in the local economy (New Economy Manchester 2015).

### HACT – Social Value Methodology

Developed by the Housing Associations' Charity Trust, the HACT Social Value methodology aims to “estimate the social value created by community investment programmes that are run by housing providers”. It is widely used within the social housing sector to establish social value calculations for projects and services and provide supporting evidence in value for money statements for the social housing regulator, the Homes and Communities Agency. It seeks to calculate the equivalent amount of money that would have the same effect in the individual's life as the good or service being valued. The emphasis on wellbeing in the calculator, means that it also estimates the impact of the good or service and income on people's self reported wellbeing and uses these estimates to calculate the exact amount of money that would produce the equivalent impact on self reported wellbeing (HACT 2016).

## The Research

This report is based on fieldwork conducted between February - August 2017 in Manchester in collaboration with yes staff, partners and clients.

**Stage 1:** Desk based review of existing records, documents, evaluations relating to yes activity, including the observation of a strategy focus group with service users and staff.

**Stage 2:** Five partners were interviewed for their understanding of the yes service, their involvement and areas for improvement.

**Stage 3:** Semi structured interviews with ten participants lasting approximately 30 mins to one hour that involved a discussion about participants experiences and the impact the yes service may have had on their lives, particularly with regard to employment, training, debt and financial circumstances. These interviews were conducted at the yes centre in Newton Heath, the Hive Blackley or as a phone interview. Relevant participants were chosen through a snowball sampling strategy by yes staff.

An information sheet and consent form was provided to all invited participants prior to interview. These detail the aims of the research, how the data will be used and disseminated and it advised that a recording device will be used. It was made known to the participants that they can withdraw from the study at any time and their identity will be anonymous and responses kept confidential.

A thematic analysis of the interviews was conducted and key quotes used to illustrate the personal narrative of the service users' journey. For the Cost Benefit Analysis calculation, the New Economy methodology and spreadsheet was used to determine the numerical amount of cost benefit provided by various employment and training support to three employed service users and the overall total delivered by the yes centre. For the Social Value calculation, the HACT Social Value and Wellbeing methodology and spreadsheet was used to calculate the individual figures for seven current clients and generate an overall social value calculation.

## Findings

### 1. Barriers to gaining employment

Both clients and partners suggested there are numerous barriers people experience in taking advantage of training opportunities and gaining employment. The most frequently mentioned obstacles were interconnected problems with confidence and feelings of self-efficacy, lack of finances and issues with benefits leading to mental distress and anxiety. Other challenges people experienced included learning difficulties such as dyslexia, low levels of literacy and numeracy and a lack of digital literacy to navigate online services, such as universal job match, job searches and applications.

*“Yes clients are from hard to reach groups, NEET, ex-offenders, often far from the labour market, no support from family and some don’t have bank accounts. Most are happy doing practical things, but when it comes to attending anything to do with theory or classes, they are absent or off sick” (Partner 3)*

### 2. Reasons for getting involved with yes

The main reason people access the yes service is for employment support or help with financial issues. Word of mouth was frequently highlighted as the way that clients recommended the service to others or indeed became aware of the services offered. Partner referrals were less common, with two interviewees saying that they had *“been told to come down by the Job Centre Plus” (Employed clients 1 and 3)*. A big motivation for others using the yes service was to access the free computer and internet access and to get assistance with IT skills and job applications that is not available elsewhere.

*“Most people have never used a computer so they need it skills and help to search for jobs and look to the future” (Client 2)*

*“The library is used by kids and you have an hour time limit” (Client 3)*

*“I’m on Universal credit and I’m finding it very difficult. The Job centre will send you anywhere, that you’ve got no experience in or could be miles away and they say it’s a perfect match and they are wasting my time and their time. I want to work, I can’t wait to work (Client 6).*

Another key driver for people using the yes service was to get housing advice, help with rent/benefits or money advice. One former client spoke about how he had been sanctioned and went to the yes service for support with the appeal and to get a referral to a food bank. Most interviewees had experienced mental distress following changes to benefits and/or their income and pressure from the job centre plus to find work or provide evidence that they were looking for a job.

*I’ve been coming three or four times to see the Housing Officer [Northwards Money Advisor] and each time I’ve left, it has felt easier. I’ve been close to suicide on a number of occasions, following the death of my 14-year-old daughter. The officer [Money Advisor] knows the background so I don’t have to go over it all and tells me not to worry. (Client 7)*

*“I’m getting £190 a month and it’s the stress, I’ve got this bill and that bill, how am I going to pay it?” (Client 6)*

A key aspect in determining social impact is to establish what the clients would have done if the service was not there and what other services, agencies or places exist to get support and help for the issues they have or are experiencing. Within the interviews, all participants were asked where else could they go to access similar services and all unanimously agreed that no other service provider locally was able to offer a comparable level of support with the challenges they were facing.

*“I am comfortable being here, I wouldn’t go anywhere else as no one else gives a damn about your problems” (Client 3)*

*“When you go to Manchester Town Hall there are massive queues” (Client 2)*

*“It is optional unlike the job centre, you are not forced to come and you won’t be sanctioned” (Client 5)*

*“I don’t really know where else in this area that covers so many different aspects and you can do all these different things and get a brew!” (Client 1)*

### **3. Benefits to engaging with yes**

All interviewees explained how working with yes staff members and partners had increased confidence, enabled a more positive outlook and that they felt noticeably better after visiting the centres. As identified earlier, a lack of confidence can be a barrier to securing employment but in many cases, it seemed to be an obstacle for people to access services in the first instance and their ability to continue to engage with providers. Most interviewees spoke about how their mood was very low, they were depressed or anxious before coming to the yes service and there was a difference to their mental wellbeing both in the immediate and longer term from engaging with yes staff and partners.

*“Yes has given me the confidence, it made me think bigger and I’ve not looked back. It is a friendly place to come if you want to find out more about education opportunities, employment, network of things available in the local community” (Client 4)*

*“You notice a change in people, they are more confident, and their mood improves (Client 5)*

*“A recent successful trainee said, ‘if I hadn’t felt needed or wanted I would have ended up in jail” (Partner 3)*

*“people end up feeling better – less anxious and stressed” (Partner 4)*

*“I don’t know what I would have done if it wasn’t for this place” (Client 7)*

Findings show how clients of yes have become more job ready, developed their skills and employability, taken advantage of training opportunities and gained voluntary experience. On a one to one basis, yes staff and partners work with clients to identify individual challenges and co-create action plans to enable them to get the job they want. Current clients spoke about their desire to

work or gain new qualifications for a career change and how the staff support them every step of the way.

*“People can get overwhelmed, yes are here to lessen the load, so things are not so much of an obstacle, get benefits sorted and get a job” (Client 4)*

*“they all do want a job and are very grateful at being given a chance. They want someone to care and to believe in them that they can do it” (Partner 3)*

*“We took a business course for new businesses, got support about how to network which was very useful, and got some funding for new computers because of advice from yes staff who are always there to help” (Beneficiary/partner 5).*

Interviewees spoke about how the yes service has contributed to more of a feeling of community and created a safe and trustworthy space to be vulnerable, get help and connect with neighbours and other local people. Some clients talked about how going to the yes centres was important to ‘get out of the house’ and ‘break up the day’ by socially interacting with people to avoid loneliness and isolation, and create a sense of purpose for themselves.

*“It is a family, it feels like home” (Client 4)*

*“To describe the yes service in three words? Needed community hub” (Client 1)*

*“it is a learning centre where everyone inspires and helps each other” (Client 5)*

*“I’ve recommended the centre to friends and family, I say it’s brilliant I really love it, they do a great job. I say to everybody, just go to yes” (Client 6).*

## **4. Factors for success**

### **4.1 The yes model that creates a space for empowerment and develops resilience**

yes staff members and volunteers provide effective and enabling support, to enable customers to go outside of their comfort zone, seek other opportunities and develop their skills. The staff are responsive to customer demand and create new projects or services to fulfil needs, such as debt and money advice services. Staff acknowledge that to provide employment and training support requires multi-dimensional person-centred approach that recognises the interconnectedness of the issues that people face and help is tailored to suit the individual. For example, addressing a customer’s financial situation can impact positively on their mental wellbeing and this enables them to become more resilient, build confidence and be more successful at searching and finding work and sustaining their tenancy if they live in social housing. Clients spoke very highly of the staff and volunteers at yes;

*“They are brilliant, it is like therapy” (Client 6)*

*“Inspiring, Friendly, Safe. An environment where people can feel vulnerable and trust people. They come with massive issues around confidence and self-esteem, and they can disclose. For many it is about taking a leap of faith” (Client 4)*

*“People need a massive amount of support, not only about jobs. **yes** offer the bigger package, not just about CVs, it is the social opportunities to get out of the house, get involved as a volunteer and also financial inclusion” (Partner 1)*

*“When people come in they are scared and then after an hour they relax and they smile. In a short time, you can see improvement in their mood and they have hope for the future (Client 5).*

#### **4.2 Responding to local need**

As is well documented in the Census data and Index of Multiple Deprivation, and child poverty statistics from Manchester City Council, North Manchester has serious issues regarding levels of poverty, unemployment, ill health, and educational attainment. This means that as discussed by partners and interviewees, a lot of people are struggling financially and psychologically, as *“social exclusion results in people feeling depressed and stressed, issues with heating, paying the bills” (Customer G)*

Findings show that the local neighbourhood presence is fundamental to the success of the **yes** service and was highlighted by all clients and partners as a unique selling point and a way to develop social and economic capital in North Manchester.

*“It makes sense to have things locally because people don’t have money to go to town” (Customer E)*

*“Great to be just round the corner, you don’t have to trek miles to get help” (Customer G)*

*“In terms of the space it is great as there are few places in North Manchester for people to come together. The library is not geared up to provide the right kind of help” (Partner 1)*

#### **4.3 Partnership working**

The aspects of daily life of most concern to residents were financial issues, including debt, managing money, paying bills and being able to afford food. **yes** has acknowledged that by focussing on these cross-cutting fundamental issues with other partners, their model of engagement practice is more likely to effectively respond to the needs of local people and achieve successful outcomes.

*“It’s about knowing where their strengths are and where are the other partners’ strengths? We are stronger together to signpost between agencies to keep track of people to enable them to get the services they need” (Partner 1)*

*“**yes** is very responsive and resolves any issues straight away. We have an excellent working relationship and it makes our life easier” (Partner 3).*

## 5. Case Studies for cost benefit analysis

These case studies are about three former clients, for the most part, are no longer accessing the yes service, who have successfully gained employment as a result of the support received from yes.

### *Employed client 1*

Referred by the Job centre, client 1 was one of the first people that Di and colleagues worked with. He undertook volunteering, received help with CV and interview skills, computer skills for job searching and applications. He became a kitchen porter at a 4\* start hotel in Manchester city centre initially on a temporary contract then was made permanent and been doing the job ever since. He absolutely loves his job and the people he works with. He got very emotional when asked about the difference the yes service had made to his life:

*“The yes centre has done everything for me and my life has changed a lot for the better. It’s worked for me.”*

### Cost Benefit Analysis:

Outcome category	Outcome detail	Cost code	Cost / saving detail	Unit	Agency bearing the cost / making the fiscal saving		Fiscal value		Economic value
					Level 1	Level 2	Updated cost/saving	Updated cost/saving	
EMPLOYMENT & ECONOMY	BENEFITS	E&E1.0	Job Seeker's Allowance Fiscal and economic benefit from a workless claimant entering work	Per claimant per year	Multiple	DWP	£ 10,321	£ 14,790	

**Total Fiscal value £10,321 x 2 years = £20, 642**

**Total Economic value £14,490 x 2 years = £28, 980**

### *Employed client 2*

Employed Client 2 had been unemployed for 3 months when a friend recommended he go to the yes centre to look for jobs. Sanctioned by the Job Centre throughout his period of unemployment, Client 2 relied heavily on family to support him and credits yes staff for enabling him to successfully secure a place on the Manchester Working apprenticeship programme. As a result of support from Ike to develop his skills and resilience and improve his confidence and self-belief, Client 2 gained English qualifications (a real struggle for him in the past because of his dyslexia), and has been working as a trainee and will qualify as a plumber in October. At this point, he hopes to be taken on as part of a full-time contract. He says of his job:

*"I love it, helping customers. When you go in and they've got a problem with the toilet or the sink and you fix it. Then they have a smile on their face and it makes my day and makes me happy that I can help"*

Outcome category	Outcome detail	Cost code	Cost / saving detail	Unit	Agency bearing the cost / making the fiscal saving		Fiscal value		Economic value
					Level 1	Level 2	Updated cost/saving	Updated cost/saving	
EDUCATION & SKILLS	QUALIFICATIONS / SKILLS	E&S8.0	Apprenticeship Level 2 Qualification - annual fiscal and economic benefits	Per person per year	HM Treasury		£ 857	£ 1,316	
EMPLOYMENT & ECONOMY	BENEFITS	E&E1.0	Job Seeker's Allowance Fiscal and economic benefit from a workless claimant entering work	Per claimant per year	Multiple	DWP	£ 10,321	£ 14,790	
EMPLOYMENT & ECONOMY	NEETs	E&E10.0	Not in Employment Education or	Per year	DWP	HM Revenue and	£ 4,637	£ 9,801	

			<b>Training (NEET) Average cost per 18-24 year old NEET</b>		Customs		
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**Total Fiscal value - £15,815**

**Economic value - £25,907**

Assuming he was made homeless as a result of his Dad no longer able to support him and family breakdown, possible CBA with housing and homelessness costs;

HOUSING	HOMELESSNESS	HO3.0	<b>Homelessness application - average one-off and on-going costs associated with statutory homelessness</b>	Per application	Local authority	RSL	£ 2,724
HOUSING	HOMELESSNESS	HO3.0. 2	<b>Average cost of administering a decision on a homelessness application</b>	Per application	Local authority		£ 408
HOUSING	HOMELESSNESS	HO3.0. 3	<b>Ongoing cost of temporary accommodation (bed and breakfast, family) whilst homelessness decision made</b>	Per week	Local authority		£ 365
HOUSING	HOMELESSNESS	HO3.0. 4	<b>Administration cost associated with new letting (following acceptance of homelessness application)</b>	Per incident	Local authority	RSL	£ 520
HOUSING	HOMELESSNESS	HO3.0. 5	<b>Process costs involved in concluding a local authority's statutory homelessness duty, following re-housing of the client</b>	Per incident	Local authority		£ 251
HOUSING	HOMELESSNESS	HO4.1	<b>Temporary accommodation - average weekly cost of housing a homeless household in bed and breakfast accommodation</b>	Per week	Local authority		£ 365
HOUSING	HOMELESSNESS	HO5.0	<b>Homelessness advice and support - cost of a homelessness prevention or housing options scheme that leads to successful prevention of homelessness</b>	Per scheme	Local authority		£ 699
HOUSING	BENEFITS	HO7.0	<b>Housing Benefit - average weekly award, across all tenure types</b>	Per week	DWP	Local authority	£ 94
HOUSING	BENEFITS	HO7.4	<b>Housing Benefit - average</b>	Per week	DWP	Local	£

			weekly award, private rented sector			authority	109
HOUSING	BENEFITS	HO8.0	Housing Benefit - average cost of processing a Housing Benefit/Local Housing Allowance application	Per application	Local authority	DWP	£ 52

**Fiscal value - £5,775**

**(Economic value not listed)**

### *Employed client 3*

Employed client 3 is a single mum who has lived in the UK since 2007. Due to being unfairly dismissed from her job, she went to the yes centre in Newton Heath to look for jobs. She didn't have a computer at home so needed the centre for computer access and received help with her IT skills, improving her CV which she says was 'quite poor at the time', assistance with application forms and interview. She also had referrals for food banks and took advantage of the clothes for interview project at the centre. After securing a zero-hour contract position, which was not suitable, she was successful at interview for a cleaning job locally for a large employer and is currently on probation. She says of the yes staff,

*"They helped me lot. I was quite lonely, they talk to you, give you their time, I really love them!"*

### Cost Benefit Analysis:

Outcome category	Outcome detail	Cost code	Cost / saving detail	Unit	Agency bearing the cost / making the fiscal saving		Fiscal value	Economic value
					Level 1	Level 2		
							Updated cost/saving	Updated cost/saving
EMPLOYMENT & ECONOMY	BENEFITS	E&E1.0	Job Seeker's Allowance Fiscal and economic benefit from a workless claimant entering work	Per claimant per year	Multiple	DWP	£ 10,321	£ 14,790

**Total Fiscal value £10,321 x 2 years = £20, 642**

**Total Economic value £14,490 x 2 years = £28, 980**

**Total Cost Benefit Analysis 3 clients**

	<u>Fiscal value</u>	<u>Economic value</u>
<b>Client 1</b>	£20, 642	£28, 980
<b>Client 2</b>	£15,815	£25,907
<b>Client 3</b>	£20, 642	£28, 980
<b>Total</b>	<b><u>£57,099</u></b>	<b><u>£83,869</u></b>

## Total Cost Benefit Analysis all clients 2016-2017

In terms of an overall predicted CBA calculation for all 143 employed clients who are no longer JSA claimants:

<u>Fiscal value</u>	<u>Economic value</u>
<b>£ 10,321</b>	<b>£ 14,790</b>
<b>£1,475,903</b>	<b>£2,114,970</b>

## Social value calculation

The social value calculation developed with the HACT Social Value Calculator is based on seven current yes clients who may have only just started to use the service or been accessing help and support for some time. In addition to the individual social value calculations shown in the case studies below, the following figures can be added for each person interviewed aged between 25 and 49 years old demonstrating the social value accrued from visiting the yes service.

Associated outcome / value	In which region is this activity?	No. of participants 25-49	Total value
» Able to obtain advice locally	Outside of London	1	£ 3,452
▲ Access to internet	Outside of London	1	£ 3,000
◆ Regular attendance at voluntary or local organisation	Outside of London	1	£ 1,567
» Feel belonging to neighbourhood	Outside of London	1	£ 2,252

**Total: £10,271**

Deadweight has not been included in the figures as all interviewees said that these outcomes would not have been achieved without the yes service and other sources of help and support were recognised to be lacking for many yes clients. Furthermore, all yes clients said that their IT skills had improved as a result of accessing the yes service, however this outcome and other such as developing literacy and numeracy skills are not shown on the HACT methodology so a social value figure cannot be identified. This means that the figures shown in each case study may be conservative and the real social value calculation could be much higher.

## Client 1

Client 1 has been using the yes service for a couple of months to get advice on setting up her own business, and have discussions with staff and partners about gaining new qualifications to support her career change. She also has been getting help with benefits that has enabled her to gain more clarity about her finances, reducing uncertainty and mental distress previously experienced. She has attended the Northwards Energy Champion course. She is a single mum and was recommended yes by another mum who had accessed support with CV and applications and the money advice service. Client 1 has been greatly affected by a bereavement that has affected her mental health and wellbeing and previously impacted her capacity to find work. She says of the yes staff:

*“Here they listen to you and tell you how to go down different avenues and how to get voluntary work, where to look for specific types of jobs. I do appreciate the help I get here”.*

*“I’ve got the internet at home but when I come here, I bring my notepad and I do what I come to do whereas everything else happens when I’m home. They have a laugh and a joke with you but they make sure you are here to do what you are supposed to be doing”.*

	Associated outcome / value	In which region is this activity?	No. of partici	Total value
			25-49	
Client 1	◆ Regular volunteering	Outside of London	1	£ 1,644
	⊗ High confidence (adult)	Outside of London	1	£ 13,096
	⊗ Relief from depression/anxiety (adult)	Outside of London	1	£ 36,706
	⊗ Feel in control of life	Outside of London	1	£ 13,050
	▲ Financial comfort	Outside of London	1	£ 9,762

Social value from individual outcomes: **£95,180** and Social value from visiting the service: **£10,271**

**Grand Total for Client 1: £84,529**

## Client 2

Client 2 is over 50 and has attended the yes service at the Hive in Blackley and received support with IT skills, CV and applications, and job searching. As a result, he has experienced an increase in confidence, feels in control of his life and secured a part time job that he greatly enjoys. He is very active and takes part in martial arts activity every week.

	Associated outcome / value	In which region is this activity?	No. of participants (+)	Total value
			50+	
Client 2	◆ Part-time employment	Outside of London	1	£ 1,966
	⊕ High confidence (adult)	Outside of London	1	£ 12,549
	⊕ Good overall health	Outside of London	1	£ 20,186
	⊕ Feel in control of life	Outside of London	1	£ 12,310
	▲ Financial comfort	Outside of London	1	£ 8,879
	♥ Frequent moderate exercise	Outside of London	1	£ 6,207
	» Able to obtain advice locally	Outside of London	1	£ 3,931
	▲ Access to internet	Outside of London	1	£ 1,125
	◆ Regular attendance at voluntary or local organisation	Outside of London	1	£ 1,824
	» Feel belonging to neighbourhood	Outside of London	1	£ 6,004

Total of social value from individual outcomes and Social value from visiting the service (over 50):

**Grand Total for Client 2: £74,981**

### Client 3

Client 3 is a pensioner and has only recently been coming to the Newton Health yes centre following a large unpaid rent bill she received after her grandson refused to pay the rent. This situation has caused her to feel very stressed about her financial situation and so far she has had appointments with the Housing Officer and discussions with yes staff. She really likes that you do not need an appointment at the centre and can drop in and talk to friendly people who will do their best to help.

	Associated outcome / value	In which region is this activity?	No. of participants (+)	Total value
			50+	
Client 3	☺ Relief from depression/anxiety (adult)	Outside of London	1	£ 39,302
	☺ Feel in control of life	Outside of London	1	£ 12,310
	» Able to obtain advice locally	Outside of London	1	£ 3,931
	▲ Relief from being heavily burdened with debt	Outside of London	1	£ 11,969
	▲ Access to internet	Outside of London	1	£ 1,125

Total of social value from individual outcomes and Social value from visiting the service (over 50):

**Grand Total for Client 3: £73,049**

### Client 4

Client 4 has been using the service for employment support and is now a regular volunteer at the Hive in Blackley helping clients with IT skills and working with partners. She has developed her employability skills and increased levels of control and feelings of self-efficacy and reported overall good health and financial comfort.

	Associated outcome / value	In which region is this activity?	No. of partici	Total value
			25-49	
Client 4	◆ Vocational training	Outside of London	1	£ 1,019
	◆ Regular volunteering	Outside of London	1	£ 1,644
	☺ High confidence (adult)	Outside of London	1	£ 13,096
	☺ Good overall health	Outside of London	1	£ 20,922
	☺ Feel in control of life	Outside of London	1	£ 13,050
	▲ Financial comfort	Outside of London	1	£ 9,762

Social value from individual outcomes: **£49,493** and Social value from visiting the service: **£10,271**

**Grand Total for Client 4: £59,764**

### Client 5

Client 5 has been visiting the Newton Heath yes centre since it opened and gained a wealth of voluntary experience helping other clients (a total of 1500 hours) and is a volunteer at a local church and has also gained qualifications during this time. Her husband received employment support and developed IT skills leading to a full-time paid position. A month after interviewing Client 5, she was offered a job assisting people with digital literacy.

	Associated outcome / value	In which region is this activity?	No. of partici	Total value
			25-49	
Client 5	◆ Full-time employment	Outside of London	1	£ 11,705
	◆ Vocational training	Outside of London	1	£ 1,019
	◆ Regular volunteering	Outside of London	1	£ 1,644
	⊗ High confidence (adult)	Outside of London	1	£ 13,096
	⊗ Good overall health	Outside of London	1	£ 20,922
	⊗ Can rely on family	Outside of London	1	£ 6,636
	▲ Financial comfort	Outside of London	1	£ 9,762
	⊗ Feel in control of life	Outside of London	1	£ 13,050

Social value from individual outcomes: **£77,834** and Social value from visiting the service: **£10,271**

**Grand Total for Client 5: £88,105**

### Client 6

Client 6 had been doing a housekeeping job for a hotel in Manchester City centre that closed down. She comes to the yes centre in Newton Heath every day to job search and access help and advice about using computers, and financial issues including getting a loan. She has had a couple of interviews but is still looking for work and is hopeful for the future.

	Associated outcome / value	In which region is this activity?	No. of partici	Total value
			25-49	
Client 6	⊗ Relief from depression/anxiety (adult)	Outside of London	1	£ 36,706
	⊗ Feel in control of life	Outside of London	1	£ 13,050
	▲ Financial comfort	Outside of London	1	£ 9,762

Social value from individual outcomes: **£59,518** and Social value from visiting the service: **£10,271**

**Grand Total for Client 6: £69,789**

### Client 7

Client 7 is relatively new to the yes centre in Newton Heath and has been feeling very low following the death of her daughter. This has also impacted on her benefits and means she now must pay the under occupancy spare room subsidy (bedroom tax) which is causing her concern. As a result of visits to the Housing Officer at the yes centre, discussions with staff, and help from her mum, she has been able to get support for these issues.

	Associated outcome / value	In which region is this activity?	No. of partici	Total value
			25-49	
Client 7	☼ Relief from depression/anxiety (adult)	Outside of London	1	£ 36,706
	☼ Can rely on family	Outside of London	1	£ 6,636
	▲ Able to pay for housing	Outside of London	1	£ 8,550
	▲ Financial comfort	Outside of London	1	£ 9,762

Social value from individual outcomes: **£61,654** and Social value from visiting the service: **£10,271**

### Grand Total for Client 7: £71,925

### Total Social Value calculation for seven clients

For all current clients interviewed the total social value calculation from their outcomes is shown below:

	Grand total
Client 1	£84,529
Client 2	£74,981
Client 3	£73,049
Client 4	£59,764
Client 5	£88,105
Client 6	£69,789
Client 7	£71,925
	<b>£522,142</b>

## Total Social Value figure for all employed clients 2016-2017

Although it is not possible to calculate social value based on number of visits, as clients may use the centres multiple times, using performance data collected by yes for both centres, a social value figure can be made for clients who successfully gained employment between April 2016-March 2017. This is assuming the numbers of people employed as a result of the yes service gained full time work and experienced similar outcomes to the case studies above.

	Associated outcome / value	In which region is this activity?	No. of participants (+ ages)				Total value
			Age unknown	Under 25	25-49	50+	
2016-2017	◆ Full-time employment	Outside of London	17	22	70	34	£ 1,564,990
	» Able to obtain advice locally	Outside of London	17	22	70	34	£ 302,918
	▲ Access to internet	Outside of London	17	22	70	34	£ 333,834
	⊗ Relief from depression/anxiety (adult)	Outside of London	17	22	70	34	£ 5,233,810
	▲ Financial comfort	Outside of London	17	22	70		£ 986,634

**Total social value figure for 143 employed yes clients:  
£8,724,057**

## Work to support self employment

The researchers spoke to a SME based at the Hive centre in Blackley about the perceived benefits from being based in the same location as the yes service. After winning a free 12 month Business space from a competition, that came with mentoring support and a work contract from the Cooperative to support the growth of their business. The business is going from strength to strength, thanks to the courses attended and help from yes in securing funding for new equipment. They said of yes,

*“it is good being there if you have any questions, they are always there to help”*

They suggest that other start up spaces in the Hive need to be filled with other SMEs and to create a creative hub in North Manchester. It has not been possible to produce a social impact or cost benefit calculation for the outcomes created for the SME at the Hive. This is because the outcome measures in methodologies used in the research do not relate to the impact achieved by the SME as a result of support from yes and other providers.

## Suggestions for improvement

When asked for their suggestions for improvement to the yes service, clients and partners found it difficult to answer given their high levels of satisfaction with all aspects of the yes centres, and staff members particularly were given much praise for their work. Nevertheless, the research has identified two areas for improvement:

1. Continue to explore new funding streams to enable the service to become sustainable with the possibility in the future of employing more staff at new sites in North Manchester and elsewhere. At present, although costs are low, the service is dependent on the financial contributions of a few sources and would benefit from ensuring more diverse funding sources going forward. Consideration could also be given to selling or franchising the yes model to other agencies and areas around the UK as a successful method of providing employment support and improving people's wellbeing;
2. Word of mouth and local recommendations were found to be the main way people accessed the service, clients and partners at the Hive suggested that more could be done to market the service based there, and raise profile and awareness in the locality of the service. While this site is relatively new and it is acknowledged establishing a presence locally takes time, creating a marketing plan or finding ways to attract more people in would ensure more footfall and in turn generate more enquiries.
3. yes to investigate and develop outcome measures for work to support self employment and a methodology to evaluate the social and economic benefit derived from working with beneficiaries like the SMEs at the Hive centre.

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*Authors:* HACT and Daniel Fujiwara ([www.hact.org.uk](http://www.hact.org.uk) / [www.simetrica.co.uk](http://www.simetrica.co.uk))  
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