



# Jigsaw Coaching CIC

## Evaluation of the Navigating Your Future Programme

Final Report 16 May 2021



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# 1 Executive Summary

Jigsaw delivered the Navigating Your Future programme on behalf of Wirral Society for the Blind and Partially Sighted to enhance the employment prospects of 10 visually impaired (VI) people. The programme was awarded funding of £18,846 from the ESF Community Grants Programme for 2019/21. The programme began on 3 February 2020 and finished on 28 February 2021.

We have evaluated the programme's outcomes and impact and make the following recommendations:

- Expand the focus on helping participants into work and getting participants into a place where they feel they want to enter work.
- Focus on one-to-one, small group sessions and peer-to-peer work with more positive role models talking about their employment journeys, barriers they faced and how they overcame those barriers.
- Look at intersectionality, the issues and challenges VI people face in addition to their visual impairment.
- Showcase the bespoke and innovate aspects of the programme so that they can be developed in similar projects in the future.
- Seek a stronger strategic alignment to local business and employment and skills policy.
- Use the opportunity to influence and lobby around future policy development to ensure that the needs of VI people and disabled people in relation to employment are better addressed and properly recognised in strategic policy locally.
- Highlight role as grassroots organisation with strong links with larger organisations to deliver bespoke, innovative programmes like Navigating Your Future to individuals excluded from the labour market.
- Educating businesses around diversity and inclusivity.
- Look at opportunities from COVID-19, not just threats, including new technology and how this could impact – positive and negative – on future delivery.



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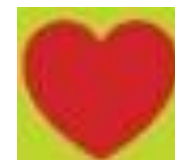
## Social impact

Based on our evaluation, we calculate that the Navigating Your Future programme has created £126,561 of social value over 12 months. So, every £1 invested in the programme has created £6.72 of social value over 12 months. This is broken down as:



### Mental health and wellbeing

£30,147 of social value created over 12 months.



### Sense of community

£28,044 of social value created over 12 months.



### Employment and skills

£68,370 of social value created over 12 months.

£18,846  
funding  
invested in  
the project

£126,561 of  
social value  
created over  
12 months

Every £1  
invested has  
created £6.72  
of social  
value



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## 2 Scope of Our Work

**Social Impact Consulting** is a Liverpool-based consultancy working with social economy organisations like charities, social enterprises and co-operatives helping them to understand, measure and improve the social impact of what they do.

We have been engaged by Jill Barlow, one of the directors of **Jigsaw Coaching CIC** to evaluate the Navigating Your Future programme.

### Interim Report

Our Interim Report was produced on 16 November 2020 based on where the programme was then based on structured interviews with participants on the programme and semi-structured interviews with other stakeholders. We produced an interim social impact calculation beginning to identify and measure the outcomes of the programme using Social Return on Investment (SROI) methodology. We made recommendations for improvement over the final three months of the programme. This work was undertaken by Nick Small, the Founder and Director of Social Impact Consulting. We carried out interviews with the following participants and other stakeholders for our Interim Report on the following dates:

- **Garth Dallas**, Head of Collaborations, Good Business Festival. Telephone interview on 10 November 2020.
- **Paul Cherpeau**, Chief Executive, Liverpool and Sefton Chamber of Commerce. Zoom interview on 10 November 2020.
- **Julie Ambrose**, Programme Participant. Telephone interview on 11 November 2020.
- **Matt Hughes-Paton**, Programme Participant. Telephone interview on 11 November 2020.
- **Brendan Farrell**, Programme Participant. Telephone interview on 12 November 2020.
- **Martin Gleeson**, Programme Participant. Telephone interview on 12 November 2020.
- **Paul Amann**, Principal Officer, Employment and Skills, Liverpool City Region Combined Authority. Microsoft Teams interview on 12 November 2020.

### Final Report

We were then engaged to produce a Final Report after the end of the programme, building on this Interim Report. We carried out interviews with the following participants and other stakeholders on the following dates:

- **Keith Dickinson and Saima Ashraf**, respectively Director of Resources and Senior Auditor, Merseyside Police. Skype interview on 19 November 2020.
- **Sarah Halliwell**, Partnership and Innovation Lead, Visionary. Microsoft Teams interview on 24 November 2020.
- **Tom Walker**, Principal, Walk on Water PR. Telephone interview on 17 March 2021.
- **Lynne Sedgwick**, Development Officer, Wirral Society of the Blind and Partially Sighted. Zoom interview on 18 March 2021.
- **Richard Adams**, Programme Participant. Telephone interview on 18 March 2021.
- **Paul Abdilla**, Programme Participant. Telephone interview on 18 March 2021.
- **George Vaughan**, Programme Participant. Telephone interview on 18 March 2021.



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## 2 Scope of Our Work (continued)

- **Sam Warlow-Jones**, JCP Disability Employment Adviser Lead, Department for Work and Pensions. Microsoft Teams interview on 19 March 2021.
- **Adam Clarke**, Programme Participant. Telephone interview on 29 March 2021.
- **Iain Mitchell**, Regional Engagement Manager, Thomas Poklington Trust. Telephone interview on 16 April 2021.

We aggregated the findings from these interviews with the findings from the interviews carried out for our Interim Report to update our social impact calculation and make final conclusions and recommendation on learning from the programme.

We met with Jill Barlow on 15 April 2021 to discuss our latest findings and presented our Final Report to Jill in draft form on 21 April 2021 and Final Report on 16 May 2021.



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





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### 3 About Social Impact Consulting

**Nick Small** is the Founder and Director of Social Impact Consulting. Nick has over 20 years experience of consulting, having worked in the public, private and not-for-profits sectors in the UK and internationally. In the past Nick has worked for consulting firms KPMG and Grant Thornton.

Nick has an MA in Politics from the University of Edinburgh and an MBA from the University of Liverpool in Business Finance and Management, is a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce and is certified SROI Practitioner.

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## 4 Navigating Your Future Programme

### About Jigsaw Coaching CIC

Jigsaw Coaching CIC is a company limited by guarantee and a Community Interest Company (company number 11079155), offering coaching and support to people, including those who wouldn't normally consider it or be able to access it. This can help them to gain clarity about what they want, increase their resilience and develop an action plan for their future. Jigsaw CIC was incorporated on 23 November 2017. Its directors are Jill Barlow, an Advanced Coach, Francisco Carasco and Alan Wilson. The company's registered office is Basecamp Liverpool, Studio N, Baltic Creative Campus, 49 Jamaica Street, Liverpool, L1 0AH.

### About the Navigating Your Future Programme

Charity Wirral Society for the Blind and Partially Sighted (charity number 1147170) was awarded funding of £18,846 for Navigating Your Future. The funding was from the European Union's European Social Fund via the Education and Skills Funding Agency, WEA and the Liverpool City Region Local Enterprise Partnership under the ESF Community Grants Programme for 2019/21. Jigsaw is delivering this programme on behalf of Wirral Society for the Blind and Partially Sighted. The programme began on 3 February 2020 and finished on 28 February 2021. The initial stated aims of the Navigating Your Future programme were to enhance the employment prospects of 20 visually impaired people through:

- Coaching to address their personal barriers to employment.
- Group meetings on practical topics, with peer support & VI role models.
- Creative workshops.
- Identification of suitable training.
- Sailing sessions.

COVID-19 meant that the programme had to be refocused. The number of participants on the programme was reduced from 20 to 10, the sailing sessions were excluded from the programme's activities, workshop sessions delivered virtually and activities focused more on peer-to-peer support. Throughout the programme participants are developing their own action plan towards volunteering, education and/or job opportunities. A budget of £200 each has been provided for participants to access accredited learning and training based on their own identified needs.



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## 4 Navigating Your Future Programme (continued)

### Programme Partners

Jigsaw has worked and consulted with the following organisations providing services to VI people in Liverpool City Region in delivering the programme:

- Bradbury Fields , a charity providing services for blind and partially sighted people in Liverpool and Knowsley.
- St Vincent’s School, a specialist school for sensory impairment in Liverpool.
- RNIB , supporting VI people currently in employment

Jigsaw also worked in partnership with the following employment and business- facing organisations:

- DWP VI Support Group, which was set up as a result of the Bridge the Gap event in February 2020.
- The Big Trust, a charity working with the business community to support and help the most disadvantaged and excluded in the Liverpool City Region.

### Programme Participants

The programme had 10 participants, who are all VI people aged 19 and above, who were unemployed or economically inactive when they joined the programme. Some of the participants had been on a previous project delivered by Jigsaw, Bridge the Gap. Based this pilot, Jigsaw decided to focus on the 19+ economically inactive VI cohort because people in this cohort tend to have lower confidence levels and self-belief due to such factors as:

- Dealing with sight loss.
- Experiencing bullying behaviour or lack of understanding from others.
- Lack of opportunities for suitable training, volunteering or employment.
- Limited understanding of employers about employing VI people.

The Bridge the Gap pilot project demonstrated the value of personal coaching, allowing people to explore their fears, dreams and hopes in a safe, confidential environment.

The programme offered coaching to the participants, together with the peer-peer mentoring through the group meetings and has been effective in building confidence and self-belief, enabling VI people to access training and volunteering, to apply for jobs and move closer to the labour market.



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## 5 Our Findings

### Structured interviews with programme participants

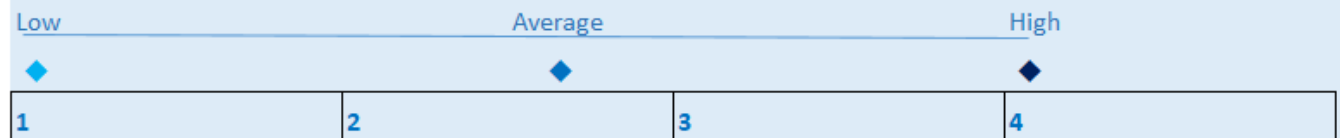
We carried out structured interviews with 4 out of the 10 participants on the programme on 11 November and 12 November 2020 and with a further 4 participants on the 18 March and 29 March 2021. These interviewees were identified by Jill Barlow of Jigsaw. The interviews consisted of a series of closed and open questions around seven areas:

- Reduction in social isolation
- Improved mental health
- Feeling belonging to your local neighbourhood
- Improved self confidence
- Volunteering
- Employment
- Accredited training

Details of structured interview questions are set out in Appendix 1. The names of the participants interviewed are set out in Section 2, but the responses to the questions have been anonymised. Our findings from these interviews are set out below. We have used these findings to extrapolate outcome numbers based on the cohort of 10 as a basis to calculate the projected SROI of the programme and to inform our recommendations set out in Section 6. Where we have used attributed quotes from participants in Section 7 we have obtained the express permission of interviewees to attribute these comments.

### Reduce social isolation

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent has the Navigating Your Future Programme reduced the social isolation you feel?



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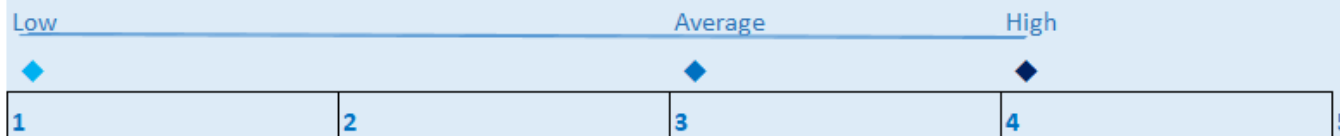
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## 5 Our Findings (continued)

Structured interviews with programme participants (continued)

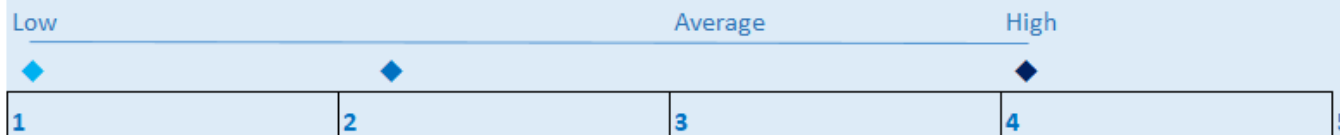
Improve mental health

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent has the Navigating Your Future Programme improved your mental health?



Feeling belonging to your local neighbourhood

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent do you feel that you belong more to your local neighbourhood because of the programme?



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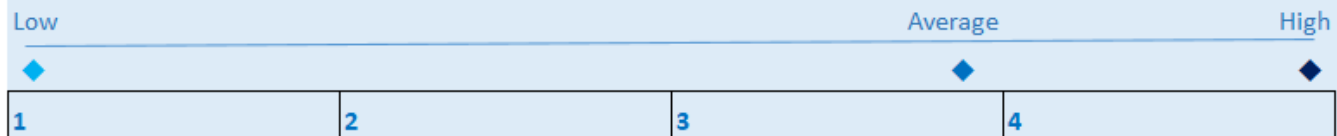
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## 5 Our Findings (continued)

### Structured interviews with programme participants (continued)

#### Improved self confidence

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent do you feel that you are more self confident because of the programme?



#### Volunteering

Have you started volunteering because of the programme? If so, tell me more about it? How many hours a week do you volunteer? How long do you think you will volunteer for? If not, do you think you will volunteer in the near future?

1 participant said they would shortly start volunteering for 3.5 hours a week and would continue for the foreseeable future.

1 participant said they had started volunteering for 5 hours a week for the foreseeable future.

5 participants said they would shortly start volunteering for 5 hours a week and would continue for the foreseeable future.

1 participant said they had not started volunteering and did not think they would do so in the near future.



## 5 Our Findings (continued)

### Structured interviews with programme participants (continued)

#### Employment

Have you taken up employment because of the programme? If so, tell me more about it? How many hours a week do you work? Do you think you would have got a job anyway, regardless of the programme? If no, do you think you will take up employment in the near future because of the programme?

2 participants said they had taken up employment for 7 hours a week.

1 participant said they would take up employment in the near future for 40 hours a week.

3 participants said they would take up employment in the near future for 16 hours a week.

2 participants said they had not taken up employment and did not think they would do so in the near future.

#### Accredited training

Have you started accredited training because of the programme? If so, tell me more about it? What type of training are you doing? Do you think you would have started this training anyway, regardless of the programme? If not, do you think you will start accredited training in the near future because of the programme?

2 participants said they had started accredited training.

1 participant said they had no plans to start any accredited training.

5 participants said they would start accredited training in the near future.



## 5 Our Findings (continued)

### Structured interviews with programme participants (continued)

Deadweight

Would this have happened anyway if it wasn't for the programme?

	Social isolation	Mental health	Feeling belonging	Self confidence	Volunteering	Employment	Accredited training
Participant 1	No	No	No	No	No	No	No
Participant 2	No	No	No	No	No	No	No
Participant 3	No	No	No	No	Yes	No	No
Participant 4	No	No	N/A	No	No	No	N/A
Participant 5	No	No	No	No	No	No	No
Participant 6	N/A	No	N/A	No	No	No	No
Participant 7	N/A	No	N/A	N/A	No	N/A	No
Participant 8	N/A	N/A	N/A	No	No	N/A	No



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## 5 Our Findings (continued)

### Semi-structured interviews with other stakeholders

We carried out 3 semi-structured interviews with other stakeholders between 10 November and 12 November 2020 for our Interim Report and a further 6 interviews between 19 November 2020 and 16 April 2021 for the Final Report. The interviewees were identified by Jill Barlow of Jigsaw and Nick Small of Social Impact Consulting in our preparatory meetings on 26 October and 2 November 2020 and in subsequent meeting on 19 January 2021 to reflect a balance of key stakeholders.

The interviews were held with:

- Garth Dallas, Head of Collaborations, Good Business Festival.
- Paul Cherpeau, Chief Executive, Liverpool and Sefton Chamber of Commerce.
- Paul Amann, Principal Officer, Employment and Skills, Liverpool City Region Combined Authority.
- Keith Dickinson and Saima Ashraf, respectively Director of Resources and Senior Auditor, Merseyside Police.
- Sarah Halliwell, Partnership and Innovation Lead, Visionary.
- Tom Walker, Principal, Walk on Water PR.
- Lynne Sedgwick, Development Officer, Wirral Society of the Blind and Partially Sighted.
- Sam Warlow-Jones, JCP Disability Employment Adviser Lead, Department for Work and Pensions.
- Iain Mitchell, Regional Engagement Manager, Thomas Poklington Trust.

The interviews we carried out for our Interim Report consisted of a series of open questions around the following areas:

- What do you know about the Navigating Your Future programme and its impact?
- What do you think are the issues facing VI people in the Liverpool City Region?
- How are these issues evolving and new issues emerging, especially in light of COVID-19?
- What do you see as the issues and opportunities for businesses and employers around the VI employment agenda?
- What do you see as the issues and opportunities for VI individuals around the VI employment agenda?
- How well does the Navigating Your Future programme align with the strategic objectives of the Liverpool City Region and other public sector interventions?
- How could the Navigating Your Future programme better align with these objectives?



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## 5 Our Findings (continued)

We have summarised our interviews with other stakeholder in Appendix 2 and have provided some quotes from these interviews in Section 7. We have the express permission of these interviewees to provide attributed notes and quotes from their interviews. We have used these findings to inform our recommendations set out in Section 6.

A summary of our findings is set out below:

### What do you know about the programme and its impact?

There was a good general awareness of the work Jigsaw is doing in this area. Nearly all stakeholders interviewed had attended the Bridge the Gap event in February 2020 and all those attending reported very positive feedback from this event. All stakeholders who had attended said that the Bridge the Gap event had educated them around the needs of VI people in relation to the employment agenda. All who had attended had some awareness about the Navigating Your Future programme and believed that it was a positive intervention with the potential to make a high impact.

### What do you think are the issues facing VI people in the Liverpool City Region?

All interviewees understood that VI people were, even before the fallout of COVID-19, facing widespread barriers to employment. Unprompted 5 of the 9 interviewees mentioned a statistic from the Bridge the Gap event that only one in four VI people of working age were in employment and that this proportion had been declining. There was a very good awareness of specific issues and barriers facing VI people in gaining and retaining employment and the impact that this, together with low participation rates in the local employment market, has on VI people in terms of social isolation, mental health and wellbeing, self confidence and missing feeling belonging to a local neighbourhood.

### How are these issues evolving and new issues perhaps emerging, especially in light of COVID-19?

All interviewees said that they believed that COVID-19 was already having a negative impact on employment generally with businesses failing and jobs reducing through furlough and unemployment. All agreed that people with disabilities and VI people particularly risked being left further behind without specific targeted interventions around employability, employment and skills. They thought this was a likely result of macro economic factors like increasing unemployment and reducing employment levels, combined with micro economic factors like businesses focusing on what they saw as core activities to survive. Interviewees spoke about the impact of new technologies being adapted more rapidly during lockdown and the impact – good and bad – this was having on employment prospects for VI people. On the plus side, all interviewees said that they believed there were opportunities arising from this, especially with the Building Back Better initiative, with a growing sense of the need to do things differently post-COVID-19. Projected changes to the world of work with more flexible working patterns and greater responsiveness from employers to caring responsibilities could potentially benefit VI people in a significant way.



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## 5 Our Findings (continued)

### What do you see as the issues and opportunities for businesses and employers around the VI employment agenda?

There was consensus that the major issue for businesses and employers is educating them around the issues and barriers faced by disabled people generally and VI people specifically. All interviewees thought that there was a lot of goodwill from businesses and employers around the agenda, but sometimes employers framed the issues in terms of what VI people would be unable to do, rather than what they would be able to do. All interviewees thought that by reframing the agenda as a positive economic agenda, not just a moral one, focusing more on attracting new talent pools through diversity and inclusivity, would result in more employers working to break down barriers to give VI people employment opportunities.

### What do you see as the issues and opportunities for VI individuals around the VI employment agenda?

Interviewees mentioned things like Building Back Better, the growth of micro businesses and the need for businesses to identify new talent pools as opportunities for VI people. Alongside this, they identified threats like increasing unemployment across the board and the risk of VI people and other disadvantaged groups being left further behind. Interviewees talked about the need to focus on building self-confidence, mental wellbeing and a sense of belonging and reducing social isolation faced by VI people as being crucial to bringing economically inactive VI people closer to the labour market, as well as targeted volunteering opportunities and work placements. Interviewees spoke about the challenges and opportunities brought about by new technologies making it easier to work virtually and the impact this has for VI people.

### How well does the Navigating Your Future programme align with the strategic objectives of the Liverpool City Region and other interventions?

Interviewees talked about the Good Business Festival and Building Back Better and how Navigating Your Future fits in very well with these initiatives by promoting diversity and inclusion and showing businesses how embracing both makes good business sense. There was a clear recognition by all interviewees that the VI employment agenda was an important one and Navigating Your Future and similar programmes could play a crucial role in delivering this. The LCR Fair Employment Charter recognises that it makes good business sense for employers to be seen as fair employers both in terms of attracting and retaining new talent, including recruiting from diverse talent pools, and attracting and retaining customers.

### How could the Navigating Your Future programme better align with these objectives?

Two interviewees spoke about how LCR and LCC strategies like the City Plan and Inclusive Growth Plan could have more emphasis on disability in generally and VI people specifically. Navigating Your Future and findings from its evaluation should be used to campaign for more targeted support for VI people in getting closer to the labour market, support into work and retention in work. One interviewee spoke about how fragmented and confusing business support was and how programmes like Navigating Your Future could do more to help businesses navigate their way through the landscape, which would benefit VI people and others excluded from the labour market. Grassroots organisations like Jigsaw are very well placed to address and deliver these objectives and can reach people better than mainstream, larger organisations often can.



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## 6 Our Recommendations

Based on our final evaluation, we make the following recommendations for the future of Navigating Your Future and potential future similar programmes:

- The biggest impact by social value of the programme to date has been around employment and skills. All participants interviews said that they had started a job or intended to in the near future because of the programme. 3 out of 4 interviewees said that they were volunteering or intended to start volunteering because of the programme. The feedback from participants on employment exceeded the expectations from other stakeholders interviewed – and indeed from Jigsaw. Participants spoke highly about how the programme had improved their mental health, reduced the social they feel and improved their self-confidence. This had a positive impact on participants' employability. **We would recommend continuing this focus in future programmes with an emphasis of helping participants into work and getting participants into a place where they feel they want to enter work.**
- The focus of the programme on one-to-one, small group sessions and peer-to-peer work appears to be working very well. Especially, as many excluded from the labour market don't always have a full understanding of the current and emerging labour market. Participants also said that valued hearing from speakers, especially those who they could relate to because of their lived experience. This could also benefit employers and decision makers **We would recommend that this should continue in future programmes, but with more positive role models talking about their employment journeys, barriers they faced and how they overcame those barriers – and for this to be part of engagement and outreach work with employers and decision makers.**
- Participants talked about issues and challenges they faced in addition to the issues and challenges they face because of their visual impairment. **We would recommend that some focus is also built in to any future programmes to intersectionality and how participants may face barriers arising from other ways they may be excluded from the labour market and wider society.** We believe that this would make future programmes even more impactful.
- The bespoke and innovate aspects of the programme worked well. Participants and stakeholders were impressed by these aspects and spoke highly about how these aspects of the programme has had a strong impact. Examples of this include assessing individual needs, skills, barriers and opportunities, focusing on ways of empowering participants. The flexibility afforded by these aspects of the programme allowed it to address changing and emerging gaps as DWP/JCP capacity has changed during the pandemic. **We would recommend that any future programmes should aim to contribute hiding the wiring behind an often complex and fragmented landscape of employment and skills interventions.**
- The programme had a good strategic alignment to national and local business and employment and skills policy. There are significant potential funding opportunities from seeking greater alignment, especially with the Liverpool City Plan, Inclusive Growth Plan, Fair Employment Charter and Building Back Better. There is also an opportunity to influence and lobby around future policy development to ensure that the needs of VI and disabled people in relation to employment are better addressed and properly recognised in strategic policy locally. **We would recommend that Jigsaw focuses on using these findings and evaluation from Navigating Your Future to do this.**
- Jigsaw, as a grassroots organisation with strong links with larger organisations, is very well placed to deliver bespoke, innovative programmes like Navigating Your Future to individuals excluded from the labour market and also very often excluded from bigger, sometimes one-size-fits-all interventions delivered by mainstream organisations like DWP or councils. **We would recommend that this is highlighted in future bids.**



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## 6 Our Recommendations (continued)

- The role of educating businesses around diversity and inclusivity is crucial and there are few organisations doing this for VI people. There is much goodwill from businesses around this. But educating businesses about seeing the VI employment agenda as a positive for their bottom line, seeing the positive value of diversity and inclusion and promoting the social model of disability is important and still needed. **We would recommend that Jigsaw should explore ways of doing this using the findings from the Navigating Your Future programme and building on the Bridge the Gap event early this year. This could include networking with businesses, through links with the DWP VI Support Group and The Big Trust, identifying positive role models and thought leadership on VI people, perhaps through the Good Business Festival and its legacy, delivering a Bridging the Gap II event and a celebratory event for Navigating Your Future.**
- The programme was forced to be delivered virtually using Zoom because of COVID-19. This gave rise to particular challenges for some participants who had not used such technology before and gave rise to additional barriers for VI people. Despite this, most participants we interviewed coped well and said that the delivery of programme worked well virtually. Stakeholders agreed. It seems clear that going forward the world of work will become more virtual, with increased use of such technology. Future programmes need to help prepare VI people for this, while understanding that this can be an additional barrier and can give rise to further social isolation. **We recommend that the use of technology is embedded within future programmes and that the issue of how new technology and remote/virtual working as a barrier is addressed with future participants and awareness of this is raised with employers and policy makers.**
- The fallout of COVID-19 represents a huge threat and opportunity to the VI employment agenda. On the one hand, there is a real risk that economically inactive VI people will be left further behind as unemployment increases post-COVID-19 an business focus on survival. On the other hand, there are opportunities for VI people from a more inclusive, fairer, more flexible economy and from employers looking at new talent pools. **We would recommend that Jigsaw researches these opportunities and moves into this space with the rest of this programme and in future bids.**



## 7 Comments from Programme Participants and Other Stakeholders

I want to help others based on my experience after taking part in the programme. Just because you have a disability doesn't mean giving up on your dreams.

**Brendan Farrell**  
Programme Participant

Grassroots organisations like Jigsaw are priceless. They deliver what I call the Heineken effect – they deliver to parts other cannot reach – and often also to those who most need help.

**Paul Amann**  
Liverpool City Region Combined Authority

Using strong VI role models was a strength. Most employers just see a disability because they don't have an understanding of what people with a disability can do in the workplace. Jigsaw raised awareness amongst employers of what VI people can do and how employers can support them better.

**Sarah Halliwell**  
Visionary

We need to set out aspirational goals around supporting people with disabilities and people with visual impairment into employment. We need to align the City Plan and Inclusive Growth Plan with programmes like Navigating Your Future to achieve tangible results.

**Paul Cherpeau**  
Liverpool & Sefton Chamber of Commerce

The legacy of the Good Business Festival should be around building an ecosystem for micro and small businesses around diversity and inclusivity. We should be building a narrative that LCR is a good place to do business because businesses here are good.

**Garth Dallas**  
Good Business Festival

I think Navigating Your Future is a very valuable programme. I can see how others on the programme come on. It's helping cut social isolation. It would be good if the programme could continue and carry on in the future.

**Matthew Paton-Hughes**  
Programme Participant

There was a lot of socialisation with the programme, not just on a tutor-learner level, but on a peer-to-peer level. Participants were able to identify the barriers they faced themselves. This increased self-confidence and gave participants a voice. This is important as many VI people often feel they are spoken at, that they have lost their voice. The project gave participants their voices back.

**Lynne Sedgwick**  
Wirral Society of the Blind and Partially Sighted

I want to see the emerging needs for VI people addressed. For instance, the pandemic had led to an increase in social isolation for VI people, so being able to get together and talk on the programme was really important. Without addressing the appalling isolation levels VI people face, the employment issue won't be improved.

**Tom Walker**  
Walk on Water PR

The increased use of new technology in the workplace with COVID-19 and emergence of home working and blended working patterns will make it really difficult for VI people. There will be opportunities for some people too.

**Iain Mitchell**  
Thomas Poklington Trust

Merseyside Police is the best organisation I've worked for. They are doing a lot to support diversity. The pandemic and officer uplift are opportunities to promote and advance diversity and inclusion.

**Saima Ashraf**  
Merseyside Police



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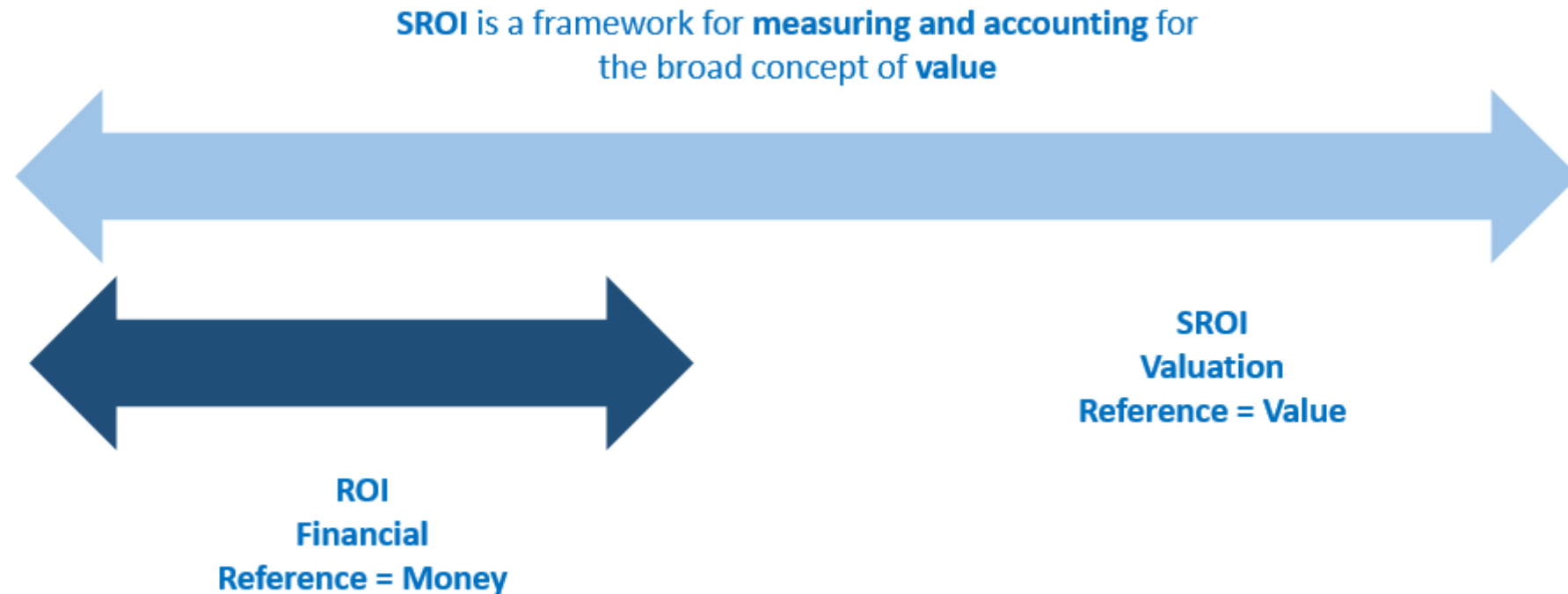
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## 8 Social Impact

**Social Return on Investment (SROI)** is a principles-based methodology that measures the extra-financial value of outputs not reflected in conventional financial statements (e.g. the value of environmental and social impacts) by assigning appropriate financial proxies.



## 8 Social Impact (continued)

### The Seven Principles of SROI

<b>Involve stakeholders</b>	Stakeholders should inform what gets measured and how this is measured and valued.
<b>Understand what changes</b>	Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative change as well as those that are intended and unintended.
<b>Value the things that matter</b>	Use financial proxies in order that the value of outcomes can be recognised.
<b>Only include what's material</b>	Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
<b>Do not <u>overclaim</u></b>	Organisations should only claim the value they are responsible for creating.
<b>Be transparent</b>	Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported and discussed with stakeholders.
<b>Verify the result</b>	Verify the result. Ensure, where appropriate, independent verification of the account.



## 8 Social Impact (continued)

A **proxy value** is determined for material outputs that are **directly attributable** to the project, taking account of **drop-off rates**, that is, the diminishing value of outcomes over time.

**Our calculations result in gross proxy values for all outcomes of £139,617 over 12 months.**

A deadweight cost and displacement cost are then applied to determine net value of the outputs.

The **deadweight cost** reflects the fact that some of the change directly attributable to the project would have been likely to have happened anyway without the interventions of the project. Based on our interviews with programme participants, we have estimated that 25% of gross proxy values for taking part in volunteering and 5% of all other gross proxy values are deadweight – i.e. they would have happened anyway, even if Jigsaw's intervention wasn't there. So these benefits have been disregarded.

The **displacement cost** reflects any unintended negative consequences of the interventions. Based on our interviews, we believe that any negative consequences of the interventions will be eliminated by various mitigating measures put in, so have not included any displacement costs in our calculations.

The net proxy value is then divided by the financial value of inputs to calculate the SROI.

**In this case, the net proxy values total £126,561, and the financial value of inputs is £18,846 the funding for the programme.**

**Therefore, the SROI ratio is calculated as 6.72:1. So, for every £1 invested in the project we calculate that £6.72 of social value will be created.**



## Appendix 1 – Structured Interview Questions for Programme Participants

### Reduce social isolation

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent has the Navigating Your Future Programme reduced the social isolation you feel?  
 1 – Not at all                      2 – To a small extent                      3 – A little bit                      4 – To a high extent                      5- To a very high extent  
 Would this have happened anyway if it wasn't for this programme?

### Improved mental health

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent has the Navigating Your Future Programme improved your mental health?  
 1 – Not at all                      2 – To a small extent                      3 – A little bit                      4 – To a high extent                      5- To a very high extent  
 Would this have happened anyway if it wasn't for this programme?

### Feeling belonging to your local neighbourhood

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent do you feel that you belong more to your local neighbourhood because of the programme?  
 1 – Not at all                      2 – To a small extent                      3 – A little bit                      4 – To a high extent                      5- To a very high extent  
 Would this have happened anyway if it wasn't for this programme?

### Improved self confidence

On a scale of 1-5, where 1 is not at all and 5 is to a very high extent, to what extent do you feel that you are more self confident because of the programme?  
 1 – Not at all                      2 – To a small extent                      3 – A little bit                      4 – To a high extent                      5- To a very high extent  
 Would this have happened anyway if it wasn't for this programme?

### Volunteering

Have you started volunteering because of the programme? If so, tell me more about it? How many hours a week do you volunteer? How long do you think you will volunteer for? Would this have happened anyway if it wasn't for this programme? If no, do you think you may volunteer in the near future?

### Employment

Have you taken up employment because of the programme? If so, tell me more about it? How many hours a week do you work? Do you think you would have got a job anyway, regardless of the programme? If no, do you think you will take up in the near future because of the programme?

### Accredited training

Have you started accredited training because of the programme? If so, tell me more about it? What type of training are you doing? Do you think you would have started this training anyway, regardless of the programme? If no, do you think you will start accredited training in the near future because of the programme?



## Appendix 2 – Summary of Interviews with Other Stakeholders

### Garth Dallas, Good Business Festival

Telephone interview on 10 November 2020.

- The Good Business Festival is a Liverpool City Region festival to promote the power of business to affect positive change.
- Garth attended the Bridge the Gap event at Liverpool Football Club in February 2020 and knows Jill Barlow and the work she is doing around inclusion for VI people in employment with Jigsaw through Navigating Your Future. Garth has worked with organisations in LCR working with VI people like Bradbury Fields and St Vincent's through his work with the Good Business Festival and Liverpool Commonwealth Association.
- Garth believes it is crucial that LCR businesses when people talk about the inclusive economy that no one gets left behind in terms of what diversity and inclusivity represents in building teams and skills that are accessible for all communities.
- Garth talked about the Bridge the Gap event and how people talked about social v medical models of disability. Garth believes that businesses are not yet totally aware of what sort of reasonable adjustments they might need to make to ensure that the social model of disability is implemented. They look too much at the medical model of disability and often see it in terms of not wanting to be sued when things go wrong. The social model focuses on the benefits to businesses of getting it right.
- He talked about how the Bridge the Gap event had showcased some VI role models (a barrister and a senior auditor) who were able to give employers an insight into what they could bring to businesses and how they could tap into a wider pool of talent, so that could see what's in it for them.
- The Good Business Festival is about promoting business with a purpose. Garth wants to make sure the message gets out to all business about diversity and inclusivity and that disability is part of this, alongside all other protected characteristics.
- He believes that education for business is crucial. What they need to do. How they can do it. And what help is available.
- The focus for individuals with disabilities should be about two things. First, promoting disability-friendly businesses better to VI people. Secondly, upskilling VI people with confidence, peer to peer mentoring and positive role models.
- Need to make sure LCR Fair Employment Charter includes disabled people and VI people are included with a focus on diversity and inclusion.
- CA needs to use this as part of levelling-up agenda and promoting inclusive economy. Garth believes there's still a lot of work to do to achieve this and findings of the Navigating Your Future evaluation should be feed into the LCR CA to influence this.
- Garth looking at what the legacy of the Good Business Festival will be. He thinks the legacy should be around building an ecosystem for micro and small businesses around diversity and inclusivity. That legacy should be building a narrative that LCR is a good place to do business because businesses here are good.
- Looking at what are the businesses in growth sectors embracing diversity and inclusivity. Through the Good Business Festival LCR CA is on a journey to report and measure this.
- Need to try to create a scenario where experience of VI people not seen businesses as hurdles but opportunities.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Paul Chapeau**, Liverpool & Sefton Chamber of Commerce

Zoom interview on 10 November 2020.

- Liverpool Chamber of Commerce was founded in 1850 and provides a voice for businesses in Liverpool and Sefton from start-ups to multinationals across every sector.
- Paul was a keynote speaker at the Bridge the Gap event at Liverpool Football Club in February 2020. He thought there were very good speakers at the event and a good mix of the macro picture faced by VI people and really insightful examples from the lived experience of VI people, such as the challenges from Universal Credit.
- The event demonstrated that the work needed on creating an ecosystem to support VI people was much bigger than is commonly known amongst businesses and policy makers.
- Paul believes the challenges will be even greater post-COVID. Existing challenges like the low number of businesses in LCR and low business density will be accentuated. This will make it more difficult for businesses to navigate an already fragmented position with public, private and education sectors.
- Need to make sure disability and VI agenda doesn't get lost in this. The marketplace for jobs is already competitive and set to get more so. The data shows that employment for VI people was already falling. This will be another barrier for the VI cohort in LCR.
- Businesses need to adapt and respond to disability. There is a lot of goodwill amongst businesses locally to address the barriers faced by people with disabilities.
- This is a very unsettled period and there will be a high turnover of staff in businesses. This could mean that processes with recruitment and selection with regard to diversity and inclusivity not being enacted as they should be.
- But as the economy is rebuilt, there is a window of opportunity for organisations using public and private funding to make a difference.
- Need to build capacity of business engagement function of support organisations, including Jigsaw, to make sure the maximum number of businesses can be part of this.
- Jigsaw's programme needs to be aligned with other programmes like the Apprenticeship Hub. This isn't particularly a problem with Navigating Your Future, but more generally need to look at how we embed everything with other programmes.
- Need to ask the question how engrained are protected characteristics in business engagement and advice and guidance for businesses. This isn't just about big anchor institutions, but also about the nimbleness of smaller organisations with things like placement opportunities.
- Can't just focus on newly unemployed, as it will just perpetuate inequalities. Need to understand what are the new jobs coming on stream, the roles that are most appropriate for VI people to do and to work with employers who want to bring in a level playing field and get inclusion, otherwise some people will just get left further behind.
- Want to make a moral and an economic argument and move beyond just legal perspective. Find ways of making this about benefits to business in terms of attracting new talent.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Paul Chapeau**, Liverpool & Sefton Chamber of Commerce

- Should be proactive with messaging, The business environment for micro businesses is all about attracting talent and recruiting and retaining the best and the brightest. Need to be challenging and breaking down the misconception some businesses wrongly hold that VI people can't contribute in the same way as everyone else. It's about educating employers.
- Look at LCR and LCC strategy, like City Plan, Inclusive Growth Plan, Fair Employment Charter. Look at challenging so LCR and LCC sets aspirational policy goals for VI people and gives everyone a focus that we can all work towards.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

Paul Amann, Liverpool City  
Region Combined Authority

Microsoft Teams interview on 12 November 2020.

- Liverpool City Region Combined Authority brings together Liverpool City Region's six local authorities to tackle big strategic issues around the economy, like jobs and apprenticeships, transport and mobility, skills and helping people back into work.
- Paul attended the Bridge the Gap event at Liverpool Football Club in February 2020. He learnt a lot from the event. Until Paul started working at the LCR CA he said he didn't know much about the issues facing VI people in relation to employment. As well as attending the Bridge the Gap event, he has visited St Vincent's and has worked with some charities working with blind and VI people. Paul said that he was blown away by the work going on and the dreadful employment predicaments many VI people find themselves in.
- Very often people facing the biggest employment barriers don't always fit well with big mainstream generic services, like DWP or those provided by councils. They often need bespoke services at a level people are prepared to access, together with a focus on one-to-one advice and guidance. Jigsaw's programme, Navigating Your Future has done that.
- At the Bridge the Gap event Paul sat down with one of the VI participants and it was clear that his perspective on employment and skills had been changed by the work of Jigsaw.
- Programmes like this look at the ambition of individuals and deliver on the inclusive economy priorities. An example of this is that people in the past on employment programmes have been directed just to entry level jobs but this programme looks at empowering people based on all their own skills, formal and informal and looked beyond an individual's VI.
- The LCR's Building Back Better initiative is about helping people for opportunities that will be available in the labour market in the future. It should be about confidence building with a purpose and needs to be about bespoke interventions.
- Building Back Better looks at what is currently a narrow labour market and flips it, as post-COVID the labour market will be wider. There are opportunities post-COVID for VI people. For example, VI people may be better able to work remotely and flexibility, employers will respond more positively to caring responsibilities and work around them.
- Businesses should champion the Fair Employment Charter. There's a business imperative for this with benefits from a more diverse workforce and customers demanding to do business with organisations that put things back into society and share their values.
- If an employer is seen as a decent employer, the public sector can recognise that with more opportunities around public procurement, creating more value for everyone.
- Programmes delivering for VI people should be doing a full skills audit of individuals they are working with and look at all transferable skills, advisers should be working with participants to look at the labour market and identify what the potential opportunities are, as individuals who've been economically inactive don't always 'get' the labour market and where it is headed. This approach is best delivered through one-to-one advice and guidance.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Paul Amann**, Liverpool City  
Region Combined Authority

- Programmes like Navigating Your Future should look at how they can hide the wiring, put different, often complex and fragmented support together in one place that is accessible and tailor and fit it to that person and their needs.
- Organisations like Jigsaw should be networked and horizon scanning and know where the gaps in provision are. They need to be collaborators with good, strong relationships with others.
- Paul wants to see more community grants like this to harness the innovation and trust that exists in grassroots organisations and often deliver to those who most need it.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Keith Dickinson (KD) and  
Saima Ashraf (SA),  
Merseyside Police**

Skype interview on 19 November 2020.

- SA: Attended the Bridge the Gap event in February. Thought that it showed people that disabled people and VI people can have careers. Important too to show employers that they could employ VI people.
- KD: Knowledge limited to meeting with Jigsaw and the Bridge the Gap event itself. Thought it was a great event. Each Director at Merseyside Police is responsible for one of the equalities networks. KD responsible for Disability Network.
- SA: There is a lot of work going on at Merseyside Police with the Disability Staff Network, for example, organising events, making promotional videos and speaking with staff. The Network works closely with St Vincent's and links in with many of their projects, for example, the purple light event (celebrating the economic contribution of disabled people for UN International Day of Persons with Disabilities), VI apprenticeships and Access to Work. These projects have been successful within Merseyside Police, though it has been more difficult to progress some with the COVID-19 lockdown.
- KD: Has found Merseyside Police very supportive of the disability agenda since he has worked at Merseyside Police, but as an organisation there's a recognition that there's more to do.
- KD: The police officer uplift will see 20,000 extra police recruited and some funding for support staff. There will also be the need to replace staff leaving and retiring, including support staff. IT coming in with create new job opportunities. Still working through the detail, but KD believes there will be new opportunities for disabled staff and VI people. Remote working will increase these opportunities. Merseyside Police will need to appeal to a more diverse potential workforce.
- SA: Merseyside Police is the best organisation I've worked for. They are doing a lot to support diversity. The pandemic and officer uplift are opportunities to promote and advance diversity and inclusion.
- KD: Would like to know more about Navigating Your Future and as an employer want to do more.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

Sarah Halliwell, Visionary.

Microsoft Team interview on 24 November 2020.

- Visionary is a membership organisation for local sight loss charities.
- Sarah attended the Bridge the Gap event and had read the final report. What she liked about the event was that it was very bespoke to the individual. It seemed like the organisers were working with people at their level and what they did.
- It was very effective to have VI people presenting at the conference with confidence outlining their experiences, for example, speaking about assumptions from employers that VI people could only be employed at a low level, being judged on what they cannot do, not what they can and how VI people gain skills from having to find solutions and get over things in the workplace.
- The event encouraged employers to think about strengths VI employees had and what they can do. Sarah think this was important and should be built on, by working with employers to remove barriers VI people face and challenge employers' preconceptions in the workplace. Sarah wants to see employers working more with individuals to build confidence, affirming positivity.
- Sarah thought the use of strong VI role models at the event was a strength. She believes that most employers just see a disability because they don't have an understanding of what people with a disability can do in the workplace. The event was a good way to raise awareness amongst employers of what VI people can do and how employers can support them better.
- Sarah wants to see more done with individuals in a person-centred way, building resilience. The work Jigsaw is doing with Navigating Your Future is good, but she acknowledges that the number of people affected by sight loss is relatively small, so it can be difficult to raise awareness.
- Sarah thought the peer-to-peer element of the programme has been really useful.
- To empower local organisations Sarah said she would encourage dissemination of good practice and to be led by people with lived experience, especially in leadership roles.
- Sarah suggested looking at developing employment policies for VI people specifically, as some of the barriers and issues they faced can be very niche.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Tom Walker**, Walk on Water PR.

Telephone interview on 17 March 2021.

- Tom worked on the programme. He facilitated meetings, including with employers and attended the farewell event at the end of the programme, which was attended by some employers and DWP.
- Under the circumstances, with lockdown and a move to online and Zoom working, he thought the programme went very well, but that there's always more to do and new challenges. He thought that the programme made optimal use of technology and that this worked well. Participants seemed engaged with the project and had plenty to say.
- Technology can sometimes be difficult for VI people.
- Tom wants to see more assertive engagement with employers.
- Tom thought that the politics around employment and VI people could be quite complicated. As a VI person himself, Tom felt that the level of disengagement amongst VI people from employment was huge – 75% of VI people of working age were unemployed. This is a massive issue going forward and cannot be divorced from wider politics. Tom believes this needs to be a wider campaign.
- Co-operating and collaborating with organisations is the right thing to do and the right way to start this campaign. Need to focus on why employers don't employ VI people. This should involve practical advice for employers on how to employ VI people. Need to challenge employers more. This is something that should be done on an LCR level, The right policies are in place, but the practice isn't.
- The programme rightly recognised that some VI people aren't yet job ready. Jill was good at helping people to move towards job readiness to take up and hold down employment.
- People unemployed for a long time don't always have the right attitudes and behaviours for the workplace. The programme recognised this and coached people forward to gain a better understanding of the world of work. People move at different speeds. The programme differentiated between people at different stages and this was a factor in its success.
- Tom believes that public agencies need to put their money where their mouths are. There's a perception with large employers and public sector employers that where there's no disability, they will appoint on potential, but where there is a disability, they will not. Such employers are good at ticking boxes, but there needs to be a willingness to go beyond that and employ on potential. There the perception that disabled people are held to a higher standard than non-disabled people.
- Employers can make better use of the specific skills that VI people have. Organisation should tap into this, by working beyond policies and on the ground.
- Going forward, Tom wants to see the profile of Navigating Your Future and Jigsaw raised and wants to see emerging needs for VI people addressed. For instance, the pandemic had led to an increase in social isolation for VI people, so being able to get together and talk on the programme was really important. Without addressing the appalling isolation levels VI people face, the employment issue won't be improved.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Lynne Sedgwick**, Wirral Society of the Blind and Partially Sighted.

Zoom interview on 18 March 2021.

- Wirral Society or the Blind and Partially Sighted provides help, support and advice to everyone with a visual impairment.
- Lynne has worked for Wirral Society for 24 year. She was approached by Jigsaw around 15 months ago about the programme. Lynne thought it was a lovely idea and very well thought out. It took a different approach, rather than structured courses, looked at an individual level, team working and confidence building.
- Way the programme was delivered changed because of lockdown. Was planned to be delivered in group sessions in a centre. Changed so delivered on Zoom. Had to use IT and bring in IT tuition, but sessions went well and were well delivered.
- Feedback from participants said that nothing can take the place of face-to-face workshops, but participants still got a lot out of it. Missed social interaction. There were definitely more positives than negatives. With new ways of delivering, everyone has to be adaptable and can develop new skills. This was an unexpected outcome, but there were lots of positives that emerged.
- There was a lot of socialisation with the programme, not just on a tutor-learner level, but on a peer-to-peer level. Participants were able to identify the barriers they faced themselves. This increased self-confidence and gave participants a voice. This is important as many VI people often feel they are spoken at, that they have lost their voice. The project gave participants their voices back.
- There were some issues recruiting participants.
- Wanted to base future projects on evidence and case studies form this project.
- Participants felt they were valued, that their opinions helped shape the project and that made a difference.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

**Sam Warlow-Jones,**  
Department for Work and  
Pensions.

Microsoft Teams interview on 19 March 2021.

- Sam attended the Bridge the Gap event and met with the group on the Navigating Your Future programme, explaining the Disability Adviser roles at DWP, how they can help, VI people link into different programmes, help people with disabilities move towards work and share that information.
- Bridge the Gap was an amazing event. The panel with people with VI was inspirational. There was some negativity towards JCP from the VI community. JCP has been looking at focus groups with a view to looking at how they can better support the VI community.
- Then COVID kicked in and DWP/JCP priorities changed with huge pressures on capacity.
- JCP has managed to deliver virtually. Going forward, JCP envisaged a blended approach. There are opportunities for VI people from this, to meet up on Zoom, makes JCP more accessible.
- Sam thought the Zoom sessions worked well. It meant that she had easy access to the VI community. She was able to explain her role and answer lots of questions.
- Navigating Your Future was an enjoyable thing to get involved in. It was a shame COVID kicked in, but it will be interesting to see what happens next.



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## Appendix 2 – Summary of Interviews with Other Stakeholders (continued)

Iain Mitchell, Thomas  
Poklington Trust

Telephone interview on 16 April 2021.

- Thomas Poklington Trust is a charity supporting blind and partially sighted people to live the life they want to lead.
- Iain attended the Bridge the Gap event.
- VI people face difficulties and challenges with accessing vacancies and with increased use of video interviewing. Many VI people find this very difficult.
- Some people don't want to start the process or just give up with their confidence shattered.
- Work is needed with employers themselves to move employers from being disability confident to disability positive. This is especially the case with small employers not knowing what support is out there and, instead, just looking at risk with lawsuits and public liability.
- There are specific barriers faced by VI people in the recruitment process. Employers have to be open minded. The additional challenges blind and partially sighted people face mean that employers need to be broadminded and flexible and look at ability, not disability.
- A lot of blind and partially sighted people don't get beyond a probationary period in their employment. There's often a disconnect with Access to Work. Sometimes it can take 4-5 months for equipment to arrive to support VI people in their employment, but they are judged on doing the job in their probationary period without the necessary equipment they need for the job
- The increased use of new technology in the workplace with COVID-19 and emergence of home working and blended working patterns will make it really difficult for VI people. There will be opportunities for some people too. There will be a gap. Those that can, will. Others won't. Older people could be further marginalised.
- With technology it's important to remember that everyone's at a different stage. Support needs to be personalised.
- People have got to get used to different ways of working post-COVID-19, but there are real concerns about increased social isolation many VI people may face.
- DEAs at JCP may have to take on more, but at the moment every DEA is expected to know everything about all disabilities. More specialised DEAs may be able to tailor the JCP offer more easily, There needs to be more flexibility for DWP. The same with Access to Work.
- Volunteering is very important. Paid job opportunities can arise from volunteering, but care needs to be taken to make sure that it's about developing skills and not exploitative. It is a route into employment for people.
- Going forward, Jigsaw should look at the data, focus more on the 25% of VI people in employment. Identify case studies. Focus on building self-esteem.



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## Appendix 3 – SROI Calculation

SROI calculation	£	£
Total value of inputs		18,846
<b>Proxy value of outputs after deadweight cost</b>		
Mental health and wellbeing	30,147	
Sense of community	28,044	
Employment and skills	68,370	
		<u>126,561</u>
SROI ratio	<u>6.72 : 1</u>	



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## Appendix 4 – Proxy Values Calculation

Proxy value of outputs by outcomes	Deadweight %	Gross proxy value of outputs £	Deadweight cost £	Net proxy value of outputs £	Measurement	Financial proxy	Source
<b>Mental health and wellbeing</b>							
Reduced social isolation	5%	22,518	(1,126)	21,392	6 people report feeling less socially isolated.	Feeling belonging to a neighbourhood - £3,753 per person.	GMCA Unit Cost Database
Improved mental health	5%	9,216	(461)	8,755	9 people report benefiting from improved mental health, including from reducing loneliness and social isolation for 12 months.	Mental health service cost (anxiety and depression) - £1,024 per person/year.	GMCA Unit Cost Database
Subtotal		31,734	(1,587)	30,147			
<b>Sense of community</b>							
Feeling belonging to your local neighbourhood	5%	18,765	(938)	17,827	5 people will benefit from feeling belonging to their local neighbourhood by taking part in activities.	Feeling belonging to a neighbourhood - £3,753 per person.	GMCA Unit Cost Database
People with disabilities increased self-confidence	5%	10,755	(538)	10,217	9 people with disabilities a reporting increased self-confidence.	Cost of confidence training - £1,195 per person	www.emgister.co.uk
Subtotal		29,520	(1,476)	28,044			
<b>Employment and skills</b>							
Taking part in volunteering	25%	30,375	(7,594)	22,781	People taking part in 2,025 volunteering hours.	Economic value of 1 hour volunteering - £15/hour.	HACT Value Calculator
Unemployed people supported into work	5%	41,244	(2,062)	39,182	4 unemployed people supported into work for one year through direct jobs.	Fiscal saving of workless claimant entering work - £10,321/year.	DWP
Accredited vocational training	5%	6,744	(337)	6,407	6 people gaining accredited vocation training qualifications.	Economic value of vocational qualification - £1,124/person	HACT Value Calculator
Subtotal		78,363	(9,993)	68,370			

