



NOW



NOW Group SROI Evaluation 2018-19

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Appendix 1 – Impact Map

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1. Executive Summary

This Executive Summary should be read in the context of the full report of the Social Return on Investment (SROI) analysis of the services delivered by the NOW Group from April 2018 – March 2019. The scope of the study included all NOW Group services for people with learning difficulties and autism.

In 2007, The NOW Group was one of the first organisations in Northern Ireland to use the Social Return on Investment (SROI) model to measure the impact of their work across all of their stakeholder groups. In each of the subsequent years, NOW Group has commissioned an independent SROI evaluation of their services. This process enables the collation of feedback from participants, their families, funders, partners, employers and staff to assess the impact services have had on them. It also provides an opportunity to reflect on what has gone well and celebrate success as well as understand what NOW could be doing better and where it could make improvements.

Mixed research methods were used during this study including participant focus groups, employer & parent surveys, telephone interviews with employers, health & social care professionals and parents and the review of service data including management reports and the organizational balanced scorecard. Findings and data from the 2018 evaluation of the Family Support service was also available. Qualitative and quantitative evidence is documented throughout the report with statistical information provided to illustrate impact on participants and stakeholders while quotes from interviews and case studies are used to verify outcomes achieved.

Section 2 introduces the NOW Group, its objectives and purpose and provides an overview of social value and further detail on the methodology adopted for this study. Section 3 provides an overview of the range of NOW Group services that support people with learning difficulties and autism to realise their full potential and change their lives for the better. Section 4 introduces Social Return on Investment (SROI), its stages and underlying principles and explores the scope of the study and the proposed theory of change¹. Section 5 presents the results of the SROI analysis taking account of the required discounting of deadweight, displacement, attribution and drop off to main integrity to the model.

Section 6 segments the results by stakeholder and outcome value and includes the feedback generated through a comprehensive consultation phase which engaged over fifty participants at various points throughout the year. The NOW Group's commitment to continuous improvement ensures that participants and stakeholders are regularly consulted on the quality and impact of services. It is noteworthy that participants ranked the support they receive from the NOW Group in relation to employment and developing their social skills and networks as being most important to them.

¹ **Theory of Change** is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It describes the inputs, outputs and resources to be invested to achieve the proposed change.

In tracking social return on investment for NOW Group stakeholders over the last decade, there is a direct correlation between the significant expansion of the NOW Group service portfolio across learning disability and autism and delivering increasing social return on investment for a wider and more diverse stakeholder base. In summary, year on year the NOW Group achieves positive outcomes for increasing numbers without a corresponding uplift in resources.

Notable year on year increases in NOW Group output include, a **35% increase** in the number of people supported across all services, a **25% increase** in the number of employers engaged and a **33% increase** in the number of new jobs secured. An additional 1,000 volunteer hours were also delivered in 2018/19 due to the increased number of university students seeking placements in health and social care settings.

For the period 1st April 2018 to 31st March 2019, **the £1,383,502 invested in NOW Group services generated £20,936,914 of social value.** This was extrapolated over a five-year period, in line with SROI standard methodology and produced a ratio of social return of **£15 for every £1** invested in the service which is broken down by the various stakeholders in Figure 1.

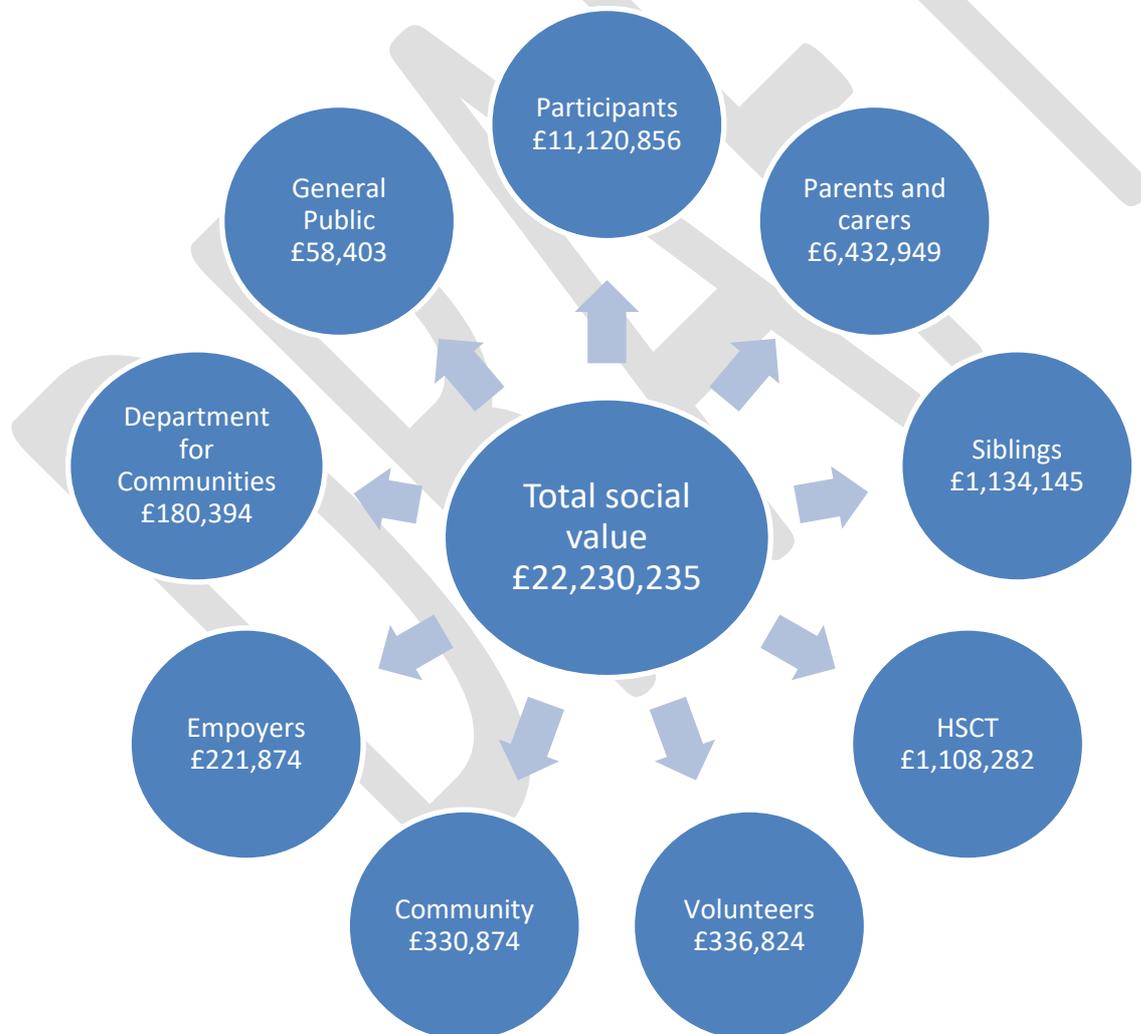


Figure 1 NOW Group stakeholders' social value

This ratio represents an increase from **£12 for every £1** invested in the service in 2017/18 and enhances the evidence base underpinning the impact of NOW Group services for their stakeholders. This increased return can be attributed to the key outcomes from the service experienced by stakeholders which are summarised below.

Stakeholder	Proposed impact
Participants	Improvements in: Qualifications achieved, enhanced career opportunities, engagement with others, personal independence, self-esteem, income, health and wellbeing, loneliness and communication skills
Parents/Carers	Reduction of stress and anxiety, increased support at home, more free time and family cohesion
Siblings	Improvements in health and wellbeing through greater access to parents/carers and greater family cohesion
HSCT	Reduction in day care costs and time savings for social workers through support offered by NOW Group staff
Employers	Increased resources, support for disability employment issues and development of disability awareness in the workplace
Community	Access to facilities, opportunities for employability and increased awareness of disability issues (and equality) and longer terms benefits of facilitating Nursing placements.
Schools	Enhanced Careers & Employability Advice
Volunteers & Ambassadors	Increased self-confidence, communication and employability skills
Department for Communities	Reduction in social security benefit payments
Private Sector & General Public	Private sector organisations and general public are more aware of social enterprises and add to their supply chains

Table 1 Stakeholder outcomes

2. Introduction

NOW Group is a Limited Company with charitable status that has been operating since 2001. It provides quality training and employment services for local people with differing levels of learning difficulty who often are furthest removed from the labour market. After extensive consultation with key statutory, community and voluntary stakeholders in learning disability policy and service delivery over many years, NOW Group has devised a working definition of "learning difficulty" to include any learning disability, difficulties and associated problem or those who appear on the autistic spectrum, a developmental disability of the mind, sensory impairment, acquired brain injury or mental health problem.

The objectives of the NOW Group reflect the strong social inclusion and community-development based ethos of the organisation namely;

- To advance the education of the beneficiaries in the area of benefit and to relieve poverty and unemployment
- To relieve unemployment through the maintenance, management and support of supported employment schemes for people with learning disabilities, difficulties and associated problems.
- To promote or assist in the promotion, facilitation and organisation of capacity building programmes and projects for the beneficiaries.
- To promote social inclusion and integration for the public benefit by associating together volunteers and organisations in a common effort to raise public awareness of the issues affecting those with learning disabilities.

To meet same objectives, NOW Group has developed a range of services to help people realise their full potential underpinned by three key aims

- To ensure people have the support they need to make informed decisions about their post-school future.
- To ensure people have access to quality, accredited training which helps them prepare for independence and the world of work.
- To provide people with the support they need to access the job they want and keep it.

In shaping their objectives and planning the associated activities, the NOW Group Trustees have considered the Charity Commission NI's guidance on public benefit including the commission's 'Public Benefit Reporting' document CCNI PBR1 to define the direct benefits which flow from their purposes namely;

- Increase in the qualifications and skills gained by the beneficiaries
- Supporting the beneficiaries to move into employment with a sustainable future
- Enhancement of education for beneficiaries
- Social inclusion of beneficiaries

NOW Group services are delivered across a number of sites, one of these is The Hive which is located in the heart of Belfast city centre and became the organisation's headquarters in early 2018. NOW Group's participant groups continue to meet at the Hive and the venue is also made available to other community groups and organisations for no charge. Funders of the NOW Group services are; the Department for the Economy, Department of Communities, the European Social Fund, the National Lottery Community Fund, North Down and Ards Borough Council, Antrim and Newtownabbey Council, Mid & East Antrim and the Belfast Health and Social Care Trust and Groundwork NI

The people supported by NOW Group have barriers to employment and learning, including all levels of learning difficulty and learning disability, and autistic spectrum condition. They help the organisation plan and shape their work to meet their needs and keep NOW Group focused on making a real difference to the lives of those who use their services. User involvement in service design and delivery has facilitated the development of pathways from volunteering through to training and employment and on-going supports to ensure such impacts can be sustained.

Commitment to continuous improvement within the framework of the balanced business scorecard underpins all NOW Group activities. The Board members agree the high-level organisational scorecard which is then cascaded to individual services who devise their own scorecards. Scorecard pillars are participant, employer, customer & operational excellence with key performance indicators identified and tracked for each pillar.

2.1 Methodology

In 2007, NOW Group was one of the first organisations in Northern Ireland to use the Social Return on Investment (SROI) model to measure the impact of their work across all of their stakeholder groups. In each of the subsequent years NOW Group has commissioned an independent SROI evaluation of their services. This process enables the collation of feedback from participants, their families, funders, partners, employers and staff to determine the impact of the services. It also provides an opportunity to reflect on what has gone well and celebrate success as well as understand what NOW Group could be doing better and where it could make improvements. The SROI study is also an important strategic planning tool in identifying where services are accruing the greatest social value which can assist decision making on priority areas for increased investment.

Mixed research methods were used during this study including participant focus groups, employer & parent surveys, telephone interviews with employers, health & social care professionals and parents and the review of service data including management reports and the organizational balanced scorecard. Findings and data from the 2018 evaluation of the Family Service was also available. Qualitative and quantitative evidence is documented throughout the report with statistical information provided to illustrate impact on participants and stakeholders while quotes from interviews and case studies are used to verify outcomes achieved.

The focus of this study is the social change that occurs as a result of NOW Group's services for all stakeholders and the value attributed to this change applied through robust financial proxies. Project evaluations will often focus on the achievement of objectives and the quality of delivery. In addition to assessing how a project is delivered and the effectiveness of its key processes, SROI evaluations focus on the outcomes and impact for participants and stakeholders.

This SROI analysis has been a collaborative effort between the Gauge NI evaluation consultant, the NOW Group staff and the material stakeholders including, participants parents, volunteers and employers. The project plan adopted to complete the agreed evaluative Social Return on Investment report is detailed in Table 2.

Stage	Summary of Approach
Project initiation	<ul style="list-style-type: none"> ▪ Project initiation meeting with NOW Group ▪ Agree scope, identify stakeholders and outline activities
Desk Review and Planning	<ul style="list-style-type: none"> ▪ Consultation programme agreed ▪ Stakeholder Map and Evaluation Framework developed for discussion ▪ Review of the strategic context ▪ Collation and organisation of data,
Stakeholder Consultation & Mapping Outcomes	<ul style="list-style-type: none"> ▪ Collate data from project ▪ Completion of service user focus groups, parent phone interviews, health professional 1 to 1s by telephone, employer interviews and meetings/email communication with volunteers ▪ Completion of quotes and comments
Data Analysis and SROI Calculation	<ul style="list-style-type: none"> ▪ Analysis of findings ▪ SROI calculation ▪ Sensitivity analysis
Reporting	<ul style="list-style-type: none"> ▪ Production of draft report ▪ Production of final report

Table 2: Evaluation Framework

3. NOW Group Services

NOW Group supports people with learning difficulties and autism into jobs with a future. They do this by offering a range of services that people and their families can access at whatever stage they are at - whether that is just leaving school or college, unemployed, returning to work or after graduating. This section provides further description on the range of services that NOW Group offers.

3.1 Employment Service

Having a job and developing in it is a key feature of social inclusion. It provides not only financial reward but many other positive gains including social networks, status, increased confidence and a structured and meaningful lifestyle. The labour market has however traditionally marginalised and excluded people with disabilities.

NOW Group provides assistance and support to participants seeking to find or keep employment or voluntary work. People with disabilities can face difficulties with their confidence levels and may have limited practical experience as they seek employment. Employers may also not fully understand the potential of applicants or the reasonable adjustments required to help the employee contribute to their maximum ability. Once in employment, the staff member and employers may need assistance to ensure the employee's potential is fulfilled and to manage issues that can arise as the employee faces the day to day requirements of their role.

In April 2018, NOW Group launched its new European Social Fund (ESF) employment and training programme, Verve which is a follow-on programme from the 2015-18 ESF Workforce 3 programme. Verve is targeted at participants with learning disabilities who need additional support in order to access sustainable paid employment opportunities or sustained voluntary opportunities. The project provides participants with opportunities to avail of innovative pre-employment academy training courses, which fall in line with labour market trends. Tailored interventions include;

- A dedicated Employment Officer to help participants prepare for work or volunteering
- Assistance to find the job participants want and support to sustain them in the new position
- Access to a range of training courses to help participants prepare for work and build their CV including customer services, communication, preparing a CV and essential skills
- Tailored career guidance and access to a job club

Verve is part-funded through the Northern Ireland European Social Fund Programme 2014 – 2020, the Department for Economy and the Department for Communities. In 2018/19 it delivered funded services across four council areas; Belfast, Ards & North Down, Antrim & Newtownabbey and Mid & East Antrim. Match funding from Ards & North Down and Antrim & Newtownabbey funded the Verve programme in their respective areas. Services were also delivered in Lisburn & Castlereagh & Mid Ulster in line with the scorecard target to operate in six council areas

The Employment Team supports people already in work as part of the Workable (NI) programme which is funded by the Department for Communities. This service supports employees with any form of learning difficulty or autism who are working 10 or more hours per week. It also works with employers to provide disability awareness training and advice around reasonable adjustments.

The job club model operated across the four funded council areas, continuing to focus specifically on developing employability skills and sourcing opportunities. The Team also ran four skills groups in 2018/19, focusing on increasing and promoting independence amongst participants, along with exploring and securing voluntary and work placement opportunities.

During the 2018/19 year the Employment Team supported 81 participants into new paid employment with an 89% retention rate after six months, supported 66 employees to sustain employment through the Workable NI programme and secured 34 voluntary job positions, along with 115 work placement opportunities in a variety of occupational areas. Employer engagement is an important aspect of the work of the Employment Team and in 2018/19, the team engaged meaningfully with 224 new employers. Meaningful engagement with employers is measured through participants achieving employment, placement or an interview

A video case study on the service can be accessed at:

<https://www.youtube.com/watch?v=AOZrKwNW3Ws> with qualitative case studies on the impact of the service available on the NOW Group website².

3.2 Training Service

NOW Group’s training service assists people with learning difficulties and autism to tackle the barriers they face when seeking paid employment through the provision of innovative training courses. Participants can benefit from both accredited and non-accredited courses delivered in a manner that suits the learning needs, styles and abilities of individual participants.

3.2.1 Academy Model

The NOW Group academy model offers accredited and soft skills training options which have been specifically tailored to map to current labour market, sector specific and economic growth trends. The Academy Model is a 12-week training programme consisting of both theory and practical learning methodologies. The experiential learning process, depicted in Figure 2, along with classroom-based theory allows participants to gain a holistic perspective of the vocational area and develops well trained, qualified participants ready for the exploration of employment opportunities.



Figure 2; NOW Group Academy Model Theory of Change

² <https://www.nowgroup.org/our-stories>

12% of Academy participants achieved paid employment in 2018/19. The work of the first year will be built upon and an ambitious target of 25% of participants achieving paid employment has been set for 2019/20. This target is based on NOW Group's experience and ability to align individual progression planning, relevant training, job outcome and ability to sustain jobs through the Workable NI programme. It should also be noted that NOW Group will provide ongoing in-work support for participants who achieve paid employment outcomes. This in-work support will be provided for a minimum of 12 months post academy.

3.3 NOW Group Community Opportunities

NOW Group Community Opportunities is a programme funded by the Belfast Health and Social Care Trust which supports participants with a learning disability who are not yet work ready. There are two 'Transition Groups' within the programme – T2 and T1.

T2 operates five days a week with two dedicated support staff and this year supported 24 participants aged between 18 and 30 years old. The aim of the programme is to increase opportunities for participants to gain the skills, confidence and training to transition into employment or training services. In addition, the service promotes independent living and social skills which incorporate a variety of activities delivered by NOW Group staff and external agencies including route training, money, time management, healthy lifestyle and communication skills courses, music and drama workshops, volunteering and preparation for work courses

NOW Group was commissioned by Belfast Health & Social Care Trust to deliver an additional service based on last year's pilot project Gain Independence NOW. The new programme, T1 supported a total of 17 participants in 2018/19 has a focus on increasing independence and practical living skills for participants. The aim is to develop a short-term project which would enhance and create additional capacity and independence for a group of adults with learning difficulties. Support and training include practical life skills which support participants in building confidence and motivation and their ability to deal with everyday situations. The aim of the programme is to support progression. This was realised when two participants successfully secured paid jobs this year.

25 Participants took part in a 24 week programme, in partnership with Groundwork, Belfast Electronic Arts & Music Academy and The Hummingbird Project, funded by the TBUC project with the Department for Communities. They completed a number of workshops including gardening, cooking, DJing and resilience training.



A video case study on the service can be accessed at <https://www.youtube.com/watch?v=IY01Jekhl4o>

3.4 Family Service

NOW Group's Family Service programme is currently in year 3 of a five-year National Lottery Community Fund project. The aim of the programme is to support new and expectant parents who have a learning disability, difficulty or an Autism Spectrum Condition with a child under 5 years old who live in the Greater Belfast area and attend either the Royal Jubilee or Mater maternity units. One to one practical support includes home visits and meetings to provide parents with help and advice, accompaniment to medical appointments and signposting to other services. The group sessions, normally held at The Hive on the Grosvenor Road in Belfast, include a range of personal development and parenting related topics to support parents with practical guidance and the opportunity to interact with others in a similar situation.

Building confidence, developing skills and helping participants feel more connected to their communities are among the targeted outcomes for participants. When participants are ready, opportunities are provided for parents to move on to NOW Group's Training, Volunteering and Employment Services and plan their future.

The programme ultimately seeks to decrease the numbers of health service 'crisis interventions' for participants, develop parent's confidence to manage during the pre and post-natal stages, provide a complementary and 'added value' support to health workers and offers support to involved parents, grandparents and carers of participants in the form of respite and mentoring to participants.

In 2018/19, the Family Service delivered a wide range of support and activities to 58 parents (53 mothers and 5 fathers) and facilitated 84 peer group opportunities with 842 attendances. The Family Planning Association (FPA) delivered 81 hours of support to the service, including family planning workshops, contraceptive advice and one to one relationship guidance. 801 home visits were completed in Year 3 representing a 100% increase from Year 2. The service attended over 30 social services meetings including case conferences, core groups and Looked After Children (LAC) reviews. This significant growth in activity and outputs has been achieved with no additional staffing or investment resources which is testament to the efficiency and effectiveness of the staff team and demonstrates excellent value for money for the funder.



40 babies have been born in the service since 2016 and 12 children from 11 families have been taken off the child protection register over the past 3 years with 4 of these taking place in 2018. This strengthens the cohesion of the family unity and parental capacity and also provides a significant saving to health and social services. In our SROI calculations, we have allocated a financial proxy against the cost saved in relation to foster/residential care³.

The service has supported participants to attend activities in their local Sure Start, receive support from Parenting NI, get benefits advice for Employers for Childcare and access support from other key organisations. The service also provided opportunities for peer to peer support with participants, holding weekly group meet ups at The Hive and established a craft club for parents. Participants have been involved in organising day trips including a trip to Crawfordsburn Country Park, Loaf Pottery, Ark Farm, the Ulster Museum and parties at Halloween and Christmas.

³ <https://www.bythebridge.co.uk/im-interested-in-becoming-a-foster-parent/fostering-pay/>

A video case study on the service can be accessed at <https://www.youtube.com/watch?v=edfYKSWWneo>

3.5 Social Groups

During 2018/19, NOW Group has significantly increased the number of social groups it operates including Fandom, Fandom Vol.2, Tales of Creativity, Cinema Club, Football Club and Kidnap. Fandom and Fandom Vol 2 are volunteer led social forums for young adults who are socially isolated and have high functioning autism or Asperger's. Membership is at 40-member capacity across the two groups, with a steady flow of new participants joining when there is a vacancy. The groups have continued to carry activities based around their interests in comics, videogames and movies.

These activities have helped to forge their friendships with each other and improve teamwork skills when doing group-based games, including use of Nintendo Switch consoles. They have organised a number of themed nights which allow members of the group to lead an evening at Fandom based on their own interests. Fandom's spin off group, Tales of Creativity creative writing group, continues to run on a monthly basis with 10 members attending on a regular basis.

Kidnap Wednesday meets weekly in the Black Box's venue Moon Base in Belfast and provides an opportunity for adults with learning difficulties to make new friends and engage in the community by taking part in events and volunteering. This year, £9,500 was secured from the National Lottery Community Fund's Awards for All programme to run a 9-month health and wellbeing project focusing on cooking skills, exercise tips and mindfulness activities.

3.6 Volunteering

NOW Group provides participants and external stakeholders with an opportunity to gain new personal and employability related experience through a range of volunteering options. These include opportunities for external individuals to support initiatives such as Fandom and Kidnap Wednesday and internal opportunities for course participants to volunteer on NOW Group activities. NOW Group also welcomes students aiming for a career in the health profession who benefit from attending participant sessions, learning from observation and receiving feedback and coaching from experienced NOW Group personnel.

The input of volunteers who support NOW services is highly valued. The Volunteer Service supports NOW Group in all areas of its work, continually striving to develop and embed a culture of volunteering in the organisation. NOW Group provided placements for students undertaking qualifications in Psychology, Nursing, Occupational Therapy and Marketing through Queens University, University of Ulster and Belfast Metropolitan College. These roles have been mutually beneficial, and the relationships continue to grow. Continued success with our partnerships with European Voluntary Service (EVS), Intern Europe and Erasmus+ saw NOW Group host volunteers from a range of European countries. Overall in 2018/19 the volunteering outputs were:

- 109 volunteers took part in a range of roles throughout the year, donating a total of 4909 hours including 17 university, school and international placements, donating a total of 3455 hours.

3.7 JAM Card

The JAM Card was developed by NOW Group participants in 2012. The card which says 'Just a Minute' on one side and asks for a minute's patience on the back allows people to discreetly ask for help when they need it including in shops, restaurants and on public transport. 2018/19 was a year of unprecedented growth and development of the JAM card with 18,845 cards and 2,364 App downloads activated worldwide by year end.



This figure represents an increase of circa 100% from 2017/18. The range of user conditions is testament to the impact of the card with 21 different conditions listed by users with Learning Difficulties, Asperger's, Autism, ADHD and Downs Syndrome the most prominent. 65 businesses across Northern Ireland became 'JAM Card friendly' organisations in 18-19 with over 5,000 individual staff members trained. A video case study on the service can be accessed at <https://www.youtube.com/watch?v=h06uqAWu40w>

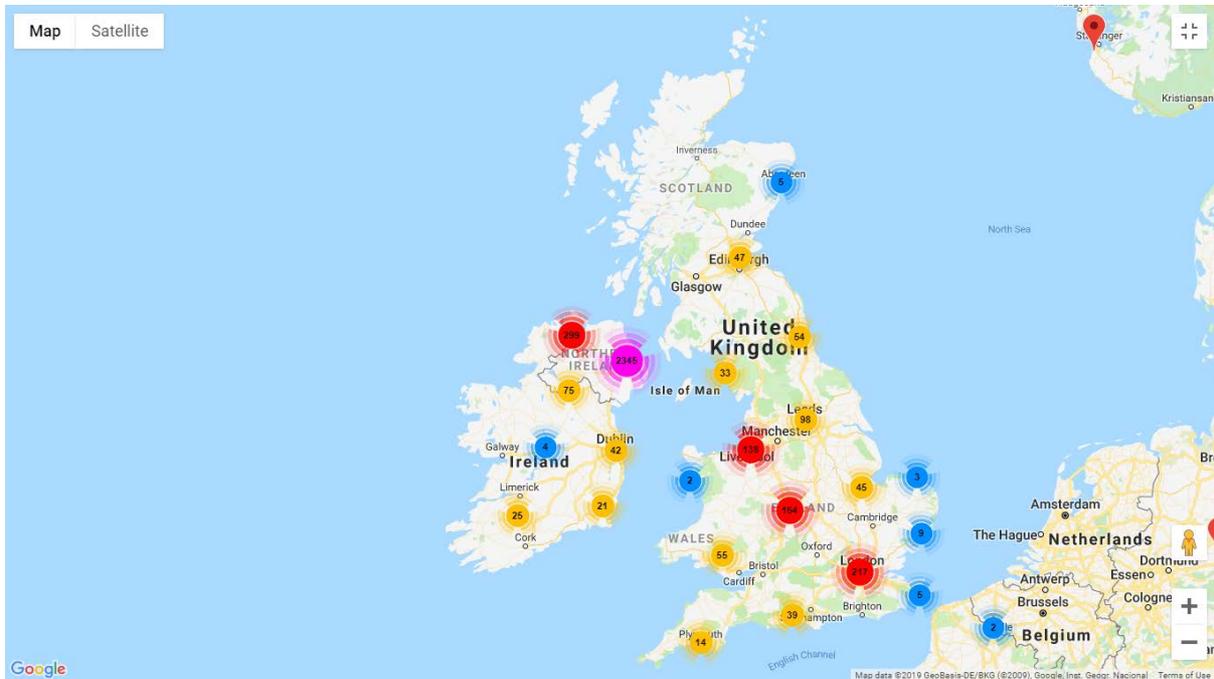


Figure 3: Location of JAM Card App Users across the UK & Ireland

3.10 Ambassadors

NOW Group Ambassadors are a group of participants who are committed to sharing their experiences and expertise either with potential new participants or in a more general way with businesses and the public to support disability awareness. They provide important feedback on our own services and assist at a range of promotional events. Externally they have offered support to a range of partners during the year including taking part in publicity photographs with Charles Hurst Danske Bank and other businesses.



Other activities included: supporting JAM Card distribution, co-delivering JAM Card training, involvement in consultation with Belfast City Council on accessibility at arts events, and involvement in Q and A sessions at the NOW Group graduation ceremony and Legal Island's Annual Review of Employment Law Conference.

[Stena Line](#)

[Armagh Banbridge Craigavon](#)

[Danske Video](#)

3.11 Loaf Catering, Cafes & Pottery

Loaf Catering is a social enterprise comprising cafes and a corporate catering service. During 2018/19 it operated three cafes: Loaf Cafe & Bakery, located beside the Royal Victoria Hospital on Belfast's Grosvenor Road, The Bobbin Cafe at Belfast City Hall and a pottery and pizzeria in Crawfordsburn which opened in May 2018. Loaf is proud of its contribution to the overall NOW Group ethos by providing reinvestment to NOW Group services, work opportunities for participants and the community and raising awareness of social enterprise and learning disability to engaged employers

and visiting customers. During 2018/19 Loaf Café and The Bobbin provided 42 participants with work placements.

4. Social Return on Investment (SROI)

The following section provides a comprehensive insight into the principles and stages which underpin this SROI study

4.1 Principles of SROI

SROI is an approach to understanding and managing the value of the social, economic and environmental outcomes created by an activity or an organization. It is based on a set of principles that are applied within a framework. SROI is a principles-based method for measuring extra-financial value. It can be used by any entity to evaluate impact on stakeholders, identify ways to improve performance, and enhance the performance of investments. It is a framework to structure thinking and understanding, it's a story not a number. The story should show how organizations' or services understand the value created, manage it and can prove it. SROI is based on the following seven principles:

Principle	Details
1. Involve stakeholders	Understand the way in which the organisation creates change through a dialogue with stakeholders
2. Understand what changes	Acknowledge and articulate all the values, objectives and stakeholders of the organisation before agreeing which aspects of the organisation are to be included in the scope; and determine what must be included in the account in order that stakeholders can make reasonable decisions
3. Value what matters	Use financial proxies for indicators to include the values of those excluded from markets in same terms as used in markets
4. Only include what is material	Articulate clearly how activities create change and evaluate this through the evidence gathered
5. Do not over-claim	Make comparisons of performance and impact using appropriate benchmarks, targets and external standards.
6. Be transparent	Demonstrate the basis on which the findings may be considered accurate and honest and that they will be reported to and discussed with stakeholders
7. Verify the result	Ensure appropriate independent verification of the account

Table 3: Principles of SROI

4.2 Stages of SROI

Carrying out an SROI analysis involves six stages:

Stage	Details
1. Establishing scope and identifying key stakeholders	It is important to have clear boundaries about what your SROI analysis will cover, who will be involved in the process, and how.
2. Mapping outcomes.	Through engaging with your stakeholders, you will develop an impact map, or theory of change, which shows the relationship between inputs, outputs, and outcomes
3. Evidencing outcomes and giving them a value	This stage involves finding data to show whether outcomes have happened and then valuing them
4. Establishing impact	Having collected evidence on outcomes and monetised them, those aspects of change that would have happened anyway or are a result of other factors are eliminated from consideration
5. Calculating the SROI	This stage involves adding up all the benefits, subtracting any negatives, and comparing the result to the investment. This is also where the sensitivity of the results can be tested.
6. Reporting, using, and embedding	Easily forgotten, this vital last step involves sharing findings with stakeholders and responding to them, embedding good outcomes processes, and verifying the report

Table 4: Stages of SROI

4.3 Materiality

In evaluating the social impact of the selected services, the value being saved or created can be viewed in terms of how narrow these are to selected services. Some impacts will be very narrow and likely to confer tangible savings for an organisation over a short timeframe whilst others will be far less immediate.

4.4 Scope of the study

This SROI study for NOW Group is retrospective, covering a study period of April 2018 to March 2019 with results extrapolated over a five-year period. The following Stakeholder Map was produced in consultation and in agreement with the NOW management and project staff. The most material stakeholder group, who will account for the most social value generated, is the participant group and this was reflected in the time allocated to engaging each stakeholder in the consultation phase.

Stakeholder	Proposed impact	Type of engagement
Participants	Increased educational attainment Employment and work experience gained Increased disposable income Improved personal functioning through additional 'soft skills' Independence for daily tasks Reduced isolation and loneliness Transfer to post school learning activities	Surveys Participant assessments Global Progression Scores Focus groups Project staff Parents Volunteers Video testimonies
Parents & Carers	Additional free time/respice Reduced anxiety Additional help at home Improved quality of life Family cohesion	Surveys Telephone interviews
Employers	Access to new staff resources Improved awareness of learning disabilities Increase in employment for people with learning disabilities Understanding and compliance with disability best practice	Surveys 1 to 1 telephone Interviews
Community	Increased awareness of disability issues and services at NOW Opportunities for volunteering at NOW Availability of facilities to hold meetings and progress community business Peer 'best practice' models in communities and awareness of other communities	NOW statistics and information Social media research Interviews with NOW staff Focus groups with participants
Schools	Benefits of extracurricular activities provided by NOW such as careers advice,	Secondary data and discussions with NOW staff
HSCT	Freeing daycare hours Time freed up for other tasks Savings through reduced foster and residential care through increased deregistration of children.	Secondary data and discussions with NOW staff
Siblings	Increased wellbeing through greater engagement with parents	Telephone interviews with parents
Volunteers	Increased employability skills, confidence and communication skills	Statistical analysis provided by NOW

Department for Communities	More participants finding paid employment resulting in lower job-related benefit payments	Statistical analysis provided by NOW
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Table 5: NOW Group Stakeholders

4.5 Theory of Change

The work of NOW Group is primarily to change the lives of participants. This is where the main Theory of Change will be reflected and provides a framework for evaluating social impact, by making explicit the relationships between activities and desired outcomes and by describing the ‘chain of events’ that relates one outcome to another.⁴ The Theory of Change is central to SROI, as it “tells the story” of how the organisation or programme of activity utilises its inputs to produce outputs which, in turn, create outcomes – and how stakeholders experience the changes these outcomes bring about.

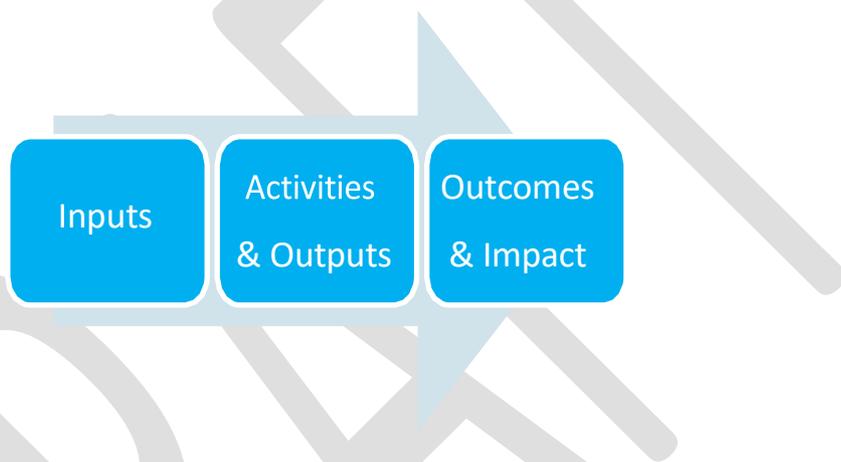


Figure 4: Theory of Change

The Impact Map in Appendix 1 presents the inputs, outputs and outcomes and the links between them, to demonstrate how NOW Group services create change for each stakeholder. Consultation and research with each stakeholder group through the study period (See Section 6) helped to build an understanding of what changes were experienced, and how. Whilst all stakeholders experienced change, some change was more significant than others.

A key principle in SROI is ‘Involve Stakeholders’ to assess if and how they are affected by the intervention or service. The stakeholders identified the proposed impact for them which was then tested throughout the research and stakeholder engagement phases. Following the stages of the SROI process, the identified outcomes are evidenced through research and data collection to shape the SROI Impact Map which is illustrated in Sections 5 & 6.

⁴ <http://www.socialimpactscotland.org.uk/understanding-social-impact/methods-and-tools/theory-of-change/>

5. SROI Results

The following narrative is offered as a description of the social impact of NOW services to underpin the SROI figure in the Impact Map and to provide a rationale for the data and financial values used. A SROI ratio of **£15: £1** has been calculated based on the data provided and the financial proxies utilised in the Impact Map. This is based on a Total Present Value of **£20,936,914** against an investment (input) of **£1,383,502** in 2018/19.

5.1 Verifying the result

In order to help verify the calculation of social value a series of discount factors are applied.

5.2 Discounting

It is necessary to “discount” the values generated by each of the financial proxies in order to ensure a realistic and credible figure is utilised. The following methods are most commonly used with the SROI model:

Deadweight: An assessment of how much of each of the outcomes would have happened anyway, without the intervention of NOW services providing them i.e. that the participant user would have taken action to alter behaviour. For example, that a young person on leaving school is informed and motivated enough to take positive action such as enrolling in additional training, volunteer or access employment without the intervention of the programme.

Displacement: An assessment of how much of each of the outcomes displaced other activities or outcomes that would otherwise have occurred. For example, that the work of NOW displaced that of similar projects or activities such as that provided by other youth providers e.g. Youth Action, Further Education Colleges, Jobs and Benefits Offices or Job Assist Centres.

Attribution: An assessment of how much of each of the outcomes was generated by the contributions of other organisations or people e.g. referral sources, family members etc. For example, it is possible that parents can have an impact on the development of independent behaviours of the participants.

Drop-off: In future years, beyond the initial year of service delivery, the amount of each outcome that can be directly attributed to the project will be greatly reduced as it becomes more influenced by other factors and the original intervention impact diminishes.

Coupled with the discount rate of 3.5% suggested by HM Treasury guidance this ensures credibility of forecasting social value.

5.3 Outputs

As a result of the investment NOW services generated social value for stakeholders as per Table 6 overleaf:

Group	Impact Value	% of Impact
Participants	£11,120,856	53.12%
Increased levels of income as a result of employment		
Improved life and career opportunities through additional qualifications obtained		
Increased levels of engagement with friends and family		
Improved ability to communicate in a range of situations		
Improved levels of self-care through more independent living		
Improved levels of self esteem		
Increased ability to manage stressful situations		
Reductions in levels of loneliness and isolation		
Improved health and wellbeing (linked to exercise and better eating habits)		
Transfer from school to a new learning environment		
Parents & Carers	£6,432,939	30.05%
Reduction in stress and anxiety as a result of improved wellbeing of a family member		
Increased levels of support (and self-management) by the child while at home (and respite provided when child is participating on NOW activities)		
Improvements in family cohesion		
Siblings	£1,134,145	5.29%
Increased personal time with parents/carers as participants take time at NOW and grow more independent leading to improved personal wellbeing, reduced anxiety and improved relationships.		
Health and Social Care Trust	£1,108,282	5.17%
Reduction in day-care costs & savings in foster/residential care costs		
Reduction in hours required from social workers as a result of NOW interventions with Participants		
Volunteers	£336,824	1.57%
Increased self confidence		
Improved communication in challenging situations		
Enhanced personal and technical skills for career development		
Community	£330,874	1.54%
Greater awareness of learning disability		
Access to volunteering opportunities		
Future health professionals accessing placement opportunities		
Employers	£221,274	1.03%
Improved capacity and production as a result of voluntary placements		
Improved organizational knowledge of disability legislation and best practice		
Changes in workplace attitudes to working with employees with learning difficulties		
Department for Communities	£180,394	0.84%
Reduction in unemployment benefit budget		
Private Sector & General Public	£58,403	0.27%
Increased awareness of disability and social enterprise opportunities		
Schools	£12,924	0.06%
Benefits of support provided by NOW		
Total	£20,936,914	100%

Table 6: SROI values per stakeholder

6. Stakeholder Value

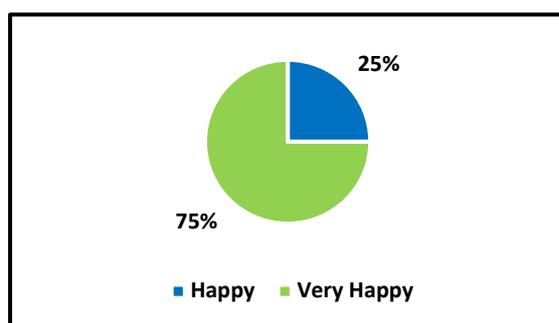
This section will segment stakeholder value per group with further analysis on the impact and outcomes achieved.

6.1 Participants

The main beneficiaries of NOW Group are those directly supported i.e. the participants. The research evidence for participant impact was derived from a participant survey which was administered in March 2019, a focus group with a sample of participants in July 2019 and feedback and reflective evidence from parents & NOW staff. The total valued outcome for participants is proposed at **£11,120,856**.

6.1.1 Participant Questionnaire – March 2019

Figure 4: Participant Satisfaction

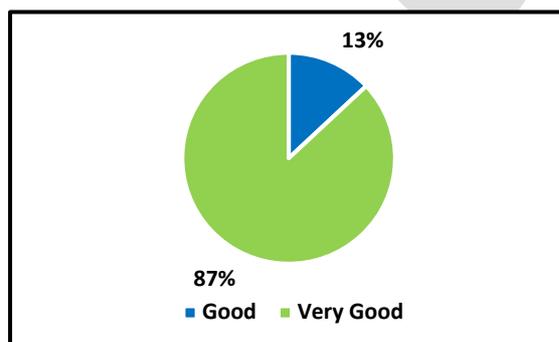


175 participants completed the survey with questions relating to satisfaction with the service and the quality of support provided by their key workers. 75% of participants rated themselves as being very happy with the NOW service. For many participants the goal of employment and progressing towards this goal is a primary motivator for engagement with NOW. Employment and being more employable provide

many benefits for participants. Those who were successful in achieving and sustaining employment reported their enhanced status in the household as they now have similar daily experiences and challenges in their working lives as siblings and parents. Retention on all new jobs over a period of 6 months is a key performance indicator for the NOW Employment Team with an 89% retention rate achieved in 2018/19 and the support from NOW in assisting participants to achieve this outcome was acclaimed.

“I haven't received any support in previous jobs, and this led to severe burnout after six months or so, and the fact that I've managed to hold this one for far more than that is a credit to NOW. I've really noticed the difference in how I feel about the job and working in general now that I've had reasonable adjustments made. Problems have been identified that I wasn't even aware were problems, or things I didn't know that I could ask to be changed. It has helped me know myself and my condition a lot better.”

Figure 5: Quality of Keyworker



All 175 respondents were happy with the quality of their keyworker interventions with 87% rating their keyworker as being very good. Understanding of the issues, being empathetic, good people skills, being proactive and availability to respond to queries and allay concerns were highlighted among the intrinsic qualities of the keyworkers.

“She understands things from your perspective when a problem comes up and is able to give good advice and support. Can contact easily and arrange meetings and calm you if upset.”

The range and flexibility of the keywork provision was evident from the qualitative feedback from respondents. Keyworkers assist and support participants in personal development, education, employment, training and socialisation. Interventions are tailored at key transition points such the move from education to employment or training

“Since joining NOW Group, the support our family have received from the group and our support worker has been phenomenal. They have helped find our son employment and continue to check in on his progress and give him reassurance and confidence in the workplace which has led to him progressing in his job. Further to this, his support worker is always available to reach and answer any questions we may have.”

“(key worker) is very professional, pleasant and understanding. She's been very valuable with knowledge and helping to support my son in moving forward with transition from school into working life. We're very grateful and appreciate all her help. Many Thanks to the NOW project and the entire staff.”

“The attention to detail in regard to my hobbies and interests in order to find the most ideal job(s) is fantastic. Including 1 to 1 support in regard to understanding different job applications and what is required has been very valuable to me”

“She provides my son with good support from jobs available, work experience, placements and interview support. She has been fantastic in helping my son become more motivated to look for work and has been a great support for me.”

6.1.2 Participant Focus Groups – March & July 2019

Focus groups were held with a cross section of NOW Group participants in March 2019 to supplement the quantitative surveys analysed in Section 6.1.1. It was decided to use existing groups (Essential Skills English, Belfast Job Club, Newtownabbey Skills Group) where participants were more familiar with their peers and with the environment and would feel more relaxed and able to participate in the discussions. The groups were facilitated by the NOW Group Community Development Manager and the Quality Assurance & Impact Manager. A further focus group with a cross section of NOW Group participants including Ambassadors was facilitated by the independent SROI evaluator in July 2019. We have combined and summarised the findings under the themes below.

Support for job search and training

Support from NOW Group staff in helping participants with job search was highly rated by participants. The biggest achievements for participants included: being on a placement in an area of work that they enjoy, serving customers at the Bobbin, using the till at a charity shop, trying new things on their work placement, being offered a job interview and getting through it and for some achieving the ultimate goal of getting a paid job.

Impact

The questions around biggest achievement and what NOW Group does well also helped participants articulate the impact of the service on their lives in the context of education, training, employment, socialisation and family relationships. The distance travelled by participants in their journey with the NOW Group is perhaps best captured in the following verbatim quotation

“Growing up I didn’t have opportunities and faced a lot of discrimination. Where I am sitting here now is a miracle, I feel there is hope for my future, I didn’t feel that before. I have only known people here a short period of time, but I feel very safe here”.

Increased, confidence, self- esteem, empowerment, aspiration and ambition was a recurring theme throughout the focus group discussions. Participants relayed their experience of previous supports from other providers which were ineffective due primarily to the absence of an authentic person-centred approach. In some cases, participants were forthright in their admission that they and their families previously had no awareness of supports available.

Support from NOW Group Staff

Following on from the high levels of satisfaction with NOW Group services in the participant questionnaire, the focus group contributors expressed similar high satisfaction levels with the provision with frequent references to “feeling supported, being listened to, not feeling alone and having a laugh” The opportunities to talk to professional experienced staff in the training and employment sector about the possibilities for the future and getting advice on job searching and interview techniques was highly valued by participants.

Peer Support

The skills groups, job clubs, transitions 1 group and social groups were all highly rated by participants in terms of providing safe spaces for them to learn, grow and socialise but also for providing effective peer support and friendship networks. It was particularly interesting to witness the group dynamics and to see participants support and encourage each other – often reminding each other of their achievements and expressing the benefits of the mutual support. One example of peer support is where a participant set up an English class WhatsApp group to discuss homework and to enable the group to give each other hints and tips.

Safe Spaces

Alongside staff and peer support the environment for delivery of services was highlighted by participants as being particularly important. This was especially evident in reference to The Hive, NOW Group’s Head Office space which is shared by participants and staff but also applied to community venues used by NOW Group, particularly outside Belfast.

Improved Wellbeing

Although not a specific question it was evident from the focus groups that participating on NOW Group programmes had a positive impact on the wellbeing of participants. Having something to get up in the morning for and to focus on such as job searching, attending groups, volunteering and meeting new friends were deemed as major contributors to improved overall well-being.

What has NOW Group helped with most?

Across all the groups help with Jobs and help with social skills came out as the areas where participants felt they had received the most support.

What could NOW Group do better?

In the interests of continuous improvement and co-design, participants were provided with the opportunity to articulate what they felt could improve NOW Group services and also what services they would like NOW Group to provide that are currently not available.

Social Groups

It was clear across all three focus groups that there was a demand for increased availability and capacity of social groups. This included more spaces at social groups in Belfast, including Fandom, and the availability of social groups outside Belfast. Ideas for new social groups included a walking group, an art group, games group e.g. Trivial Pursuit, quizzes, darts and Nintendo and a film making club.

Training Courses

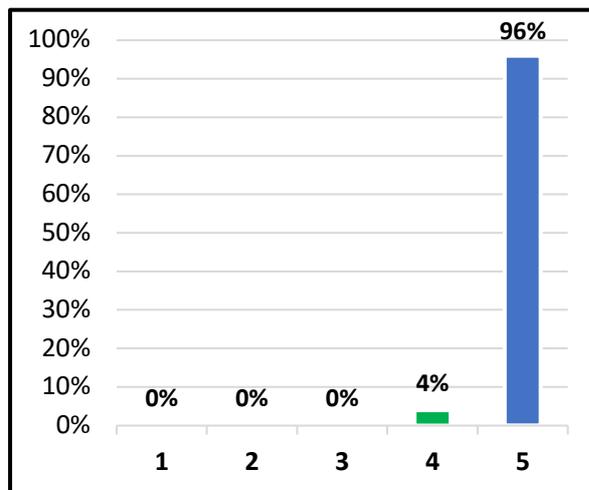
Areas for development of new training courses suggested included, higher level money skills courses on tax, banking, pensions, training on benefits such as employment hours allowed, DLA, Universal Credit, 'better off' calculations, Higher level careers advice for graduates, History, Languages and Maths.

Promoting NOW Group Services

Some participants felt that NOW Group should consider other ways to promote the service so that others could benefit from it. Suggestions included promoting the service to GPs, social workers and mental health organisations.

6.2 Parents and carers

Figure 6: Parental Satisfaction with quality of service

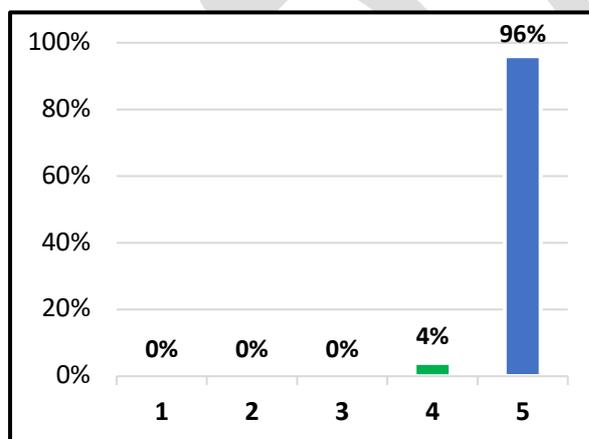


Parents and carers were the second placed group in terms of SROI benefit realising **£6,432,939** of the overall value. To gain further insight into the impact experienced by parents, the evaluator analysed a survey completed by twenty-three parents. On a scoring scale of 1-5, 96% of respondents rated their satisfaction level at 5. Discussions with parents and with participants in focus groups all provided consistent evidence of the impact NOW Group services had on parents.

Parents face many anxieties such as concerns for their son or daughter’s mental health as a result of withdrawal and isolation. The impact on family cohesion can be negative if the participant becomes more isolated from siblings due to the development of different life paths. Parents may also have limited time with other family members as there may be no respite when looking after their son or daughter with a learning difficulty or autism. There can be parental isolation as their own social life and that with their spouse/partner suffers as a result of home life pressures.

Parents face many anxieties such as concerns for their son or daughter’s mental health as a result of withdrawal and isolation.

Figure 7: Parental Satisfaction with range of activity



Parents can also fear for the longer-term future for the participant believing that opportunities for employment and independent living may be an impossible dream. A theme of the engagement with parents was that this viewpoint was changing and resulting reductions in parent’s anxiety and stress were attributable to NOW Group services. Parents suggested there were few if any alternatives for their son or daughter and that changes in behaviour were largely as a result of the input of the NOW Group team as there was no other intervention.

This feedback is reflected in the calculations of deadweight, displacement and attribution in the SROI Impact Map. 96% of parents scored their satisfaction with the range of activities that NOW Group provide at rating 5 which was the highest on the scale.

“NOW have helped my son grow in confidence, he has become more vocal, voicing his opinion as well as being more inquisitive. The change has been phenomenal in just over one year”

“The activities are varied and stimulating, and I can see the positive impact that they are having on my son. He is much more mature and at ease with himself and his surroundings”

6.3 Employers

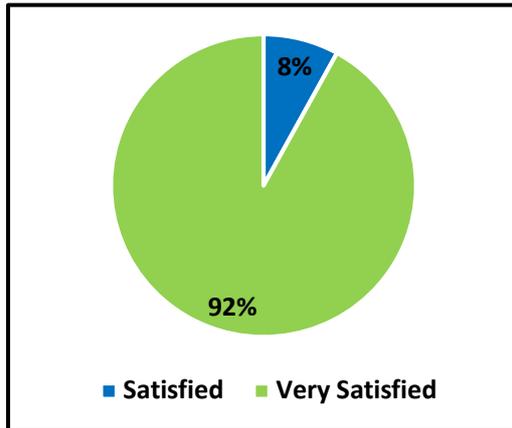
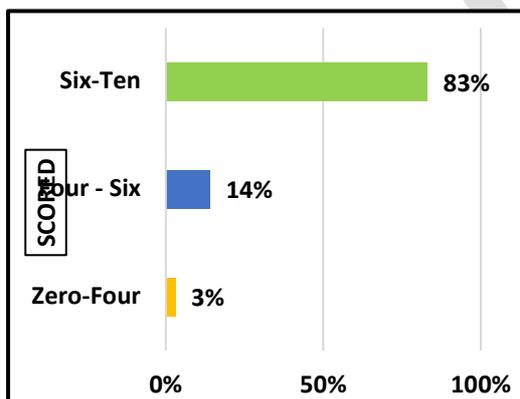


Figure 8: Employer satisfaction with support from NOW Group

A survey completed by 23 employers supported by NOW Group in 2018/19 found that all were satisfied with the support received with 92% indicating that they were very satisfied. Supporting staff with a disability in the workplace can be challenging especially against a backdrop of low levels of awareness and experience among employers of recruiting and supporting staff with a learning difficulty. A 2015 survey conducted by Mencap⁵ identified that 23% of employers felt that their staff would not be happy working with a colleague who

had learning disabilities and 45% of employers who had no experience hiring staff with learning disability felt it would be difficult to do so and make the necessary adjustments. It further suggested that 65% of adults with learning disabilities in the UK want to find employment but only 7% have managed to achieve it.

Figure 9: Likelihood of recommending NOW Group to another employer



83% of employers were likely or very likely to recommend the NOW Group to a colleague or another employer. This translates to a Net Promoter Score of 80. ⁶Qualitative feedback from the employer questionnaire and telephone interviews evidenced the following outcomes accruing **£221,274** in social value:

- An increase in disability awareness for those staff who interact with the relevant staff member.
- The positive contribution and qualities that staff with learning disabilities bring to the workplace.
- The value of NOW Group mentoring for those occasions when the employer may not be sure how to manage the situation.
- A comfort with the range of reasonable adjustments that can be made to maximize the staff member's potential and an enhanced appreciation of workplace diversity.
- The ability to identify and avoid potential situations which may cause the staff member unnecessary concern or stress.
- Mediation and mentoring between employee and manager to ensure sustainability of job.

“As a Manager supporting an employee with a disability, NOW Group has been excellent to deal with. The support provided to my employee has been great and he has made significant progress and it's down to support he's getting outside of work. (keyworker) ensures she is helping with the areas we have discussed, and the information and coping strategies given are consistent with the ones I provide.”

⁵ <https://www.theguardian.com/sustainable-business/2015/nov/10/companies-fear-employing-people-learning-disabilities-survey-reveals-mencap-ian-duncan-smith>

⁶ Net Promoter Score®, or NPS®, measures customer experience and predicts business growth.

6.4 Siblings

Siblings have been identified as indirect beneficiaries of the NOW Group. Discussions with parents and participants identified the peer influence participants can have on brothers/sisters e.g. desire to get into employment, improve life chances and study. It also identified that home life for siblings can improve as interaction with the participant can improve and common issues are identified for discussion. Siblings can also benefit from the additional time parents have as a result of respite time. The value attributed to siblings is **£1,134,945**.

6.5 Health and Social Care Trusts

Benefits and outcomes for the Health Service have been identified as follows:

- Reduced daycare hours
- Time saved by Social Workers as a result of referral support from NOW Group staff
- Savings in foster/residential care as a result of families being taken off the child protection register.

The total valued outcomes for this stakeholder group is proposed at **£1,108,282**

6.6 Volunteers

Outcomes for NOW Group volunteers included enhanced confidence to engage in different and sometimes challenging situations, work experience leading to enhanced employability skills and improved communication skills. The value attributed to volunteers was **£336,824**.

6.7 Community

The community represents a wide range of stakeholders who have been impacted as a result of a range of NOW Group projects and services. The research has identified a number of indicators of positive impact on the local community and these include:

- The hire of The Hive on the Grosvenor Road in Belfast to 13 organizations and charities with 120.5 hours of use being provided free by NOW Group. Usage of The Hive free of charge has provided not for profit community organization's in the area with vital support at challenging times due to lack of funding.
- NOW facilitates volunteering opportunities for members of the community including those who wish to sample working with participants with a learning disability, those who are studying for qualifications in this 'field' and who wish to widen their practical experience and those who wish to 'give something back' to an organization such as NOW Group. The number of voluntary hours supported by NOW Group for those from the community was 4909.
- The JAM card (an initiative to support individuals with learning difficulties in everyday situations) now has over 18,845 cards in circulation (with close to 10,000 being distributed to new users in 2018/19). Research conducted for the 2017 JAM card evaluation (carried out by Gauge NI) confirms that participants experience positive impact in the areas of communication, reduced stress and confidence. Focus groups conducted for this SROI evaluation also provided evidence that users of the JAM card felt 'confident, relaxed and/or empowered'.

Championing the inclusion of people with learning disabilities into the local community, society and the workforce is a key driver for the work of the NOW Group. Training materials for service providers in the community have been effective in supporting the roll out of the JAM Card and raising awareness about the needs and abilities of people with learning disabilities. This has enabled an increased level of engagement with a wide and diverse range of organisations, businesses and individuals and can assist in tackling some of the underlying challenges facing people with learning and communication difficulties.

The social enterprise cafes operated by Loaf play a role in educating customers and the wider public on issues related to social enterprise and learning disability. Improved awareness of social enterprises within the private sector has also been recognised with many social enterprises now included within their supply chains. The CEO of the NOW Group works closely with Social Enterprise Northern Ireland (SENI) to increase opportunities for social enterprise supply chains.

This study has identified that NOW Group helps to communicate a positive message to the local community on matters related to disability and social enterprises. This was evidenced through social media reviews at Loaf and the Bobbin and through comment cards completed by customers at Loaf Café Bakery. Wider community engagement is enhanced through the NOW Group Social Media reach.

The overall value accrued by the community and general public combined was **£389,277**

6.4 Schools

The research for this report has identified a benefit to schools of **£12,922**. This outcome derives from careers advice and career planning courses.

7. Conclusions

NOW Group continues to create significant social impact for its wide range of stakeholders. The organisation is committed to enhancing the lives of participants with learning disabilities and facilitating a greater understanding of disability in society. NOW Group influences a range of stakeholders both directly and indirectly by the impact its services have on participants and those they engage with.

NOW Group has continued to expand its service delivery and social enterprise offering in 2018/19, this has enabled more participants to access NOW Group services which has served to increase the total social value accrued by the Group from **£12:1 in 2017/18 to 15:1 in 2018/19**. The increase in the total number of participants supported across all services from 557 in 2017/18 to 754 in 2018/19 illustrates the extent of service growth and reach. This SROI study has identified sound evidence of the impact NOW's services on nine stakeholders encompassing twenty-nine distinct outcomes. In keeping the culture of continuous improvement which has been a catalyst for the growth of the NOW Group in recent years, we have identified a number of recommendations to add value to organisation's impact measurement process.

7.1 Outcome Star & Individual Progression Plans

We would endorse the decision taken by NOW services to implement the Outcome Star and Individual Progression Plan (IPP) methodology to track the distance travelled by participants and evidence outcomes achieved. Each participant will have a unique Individual Progression Plan (IPP), which identifies goals and acknowledges achievements and links to the Unique Learning Number (ULN). The IPP provides clear indicators to support the participant's successful progression and includes a training needs analysis that maps to their job aspirations, relevant work experience and their chosen career path.

The Outcome Star is a unique outcomes measurement tool which is designed to be used in collaboration with participants in an objective and fully integrated way. It is informed by a person-centred, strengths-based and co-production approach. Using the Star will enable keyworkers to work more effectively and collaboratively with participants. The tool provides a range of 'stars' to ensure relevance with the participant's goals and aspirations including the Work Star, Family Star and Life Star.

7.2 Focus Group with Parents

Parental questionnaires available for this evaluation were designed to survey satisfaction levels with the services and the activities offered but did not include questions to measure impact. We would therefore recommend that for future SROI evaluations, a focus group is carried out with parents to capture the impact of participant improvement on themselves in relation to areas such as improved well-being, reduction in stress, increased respite and improved family cohesion. It should also seek to measure similar impacts for siblings based on the perspective of the parent/s.

7.3 Focus Group with Volunteers

We would recommend that a focus group is conducted with volunteers to measure the impact derived through their role with NOW Group. Themes to explore would include; increases in personal and career development skills, confidence, communication skills and improvements in overall well-being. The focus group could also include participant satisfaction themes, for example, the induction, relationships with NOW Group staff and the volunteer handbook.

It is also recommended that volunteers should be encouraged to disclose their key reasons for volunteering at application stage and what they hope to achieve during their period of engagement. The extent to which such ambitions have been achieved could also then be explored further during the focus group.

7.4 SROI Integration with Performance Management

Year on year NOW Group staff continue to demonstrate a commitment to the principles of SROI. It is recommended that NOW Group performance management engagement with staff through support and supervision should include planning and detail of SROI evidence within individual workplans. This would facilitate the promotion of a social value culture and proactively identify evidence for the annual social impact evaluation process.

This could feed into a quarterly review of SROI impact, to maintain momentum of SROI measurement and provide opportunities for ongoing reflection of social value generated. Given that it is two years since the previous organisational wide training on SROI, a refresher session is

recommended with a focus on how SROI can be integrated with performance management and other continuous improvement frameworks such as ISO and the Balanced Business Scorecard.

7.5 JAM Card

2018/19 was an unprecedented year of growth for the JAM Card with an increase of in excess of 100% in the number of cards circulated, apps downloaded, and businesses trained. We have been able to apportion some social value in the context of increased community awareness as a direct outcome attributable to the JAM Card. However, we believe that significant further social value could be evidenced with the appropriate indicators and measurement tools in place.

We would recommend that the NOW Group consider approaching prospective funders to support them in commissioning research on the impact of the JAM Card since its inception in 2017. While JAM Card users are most likely to be the primary beneficiaries, we would contend that there are a wide range of external stakeholders including policy makers who are being impacted by the JAM Card.

7.6 Areas for Improvement

We would recommend consideration of the following areas for improvement from the focus groups with participants

Social Groups

There was a demand for increased availability and capacity of social groups. This included more spaces at social groups in Belfast, including Fandom, and the availability of social groups outside Belfast. Ideas for new social groups included a walking group, an art group, games group e.g. trivial pursuit, quizzes, darts and Nintendo and a film making club.

Training Courses

New training courses suggested included, higher level money skills courses on tax, banking, pensions, training on benefits such as employment hours allowed, DLA, Universal Credit, 'better off' calculations, higher level careers advice for graduates, history, languages and maths.

Appendix 1 Impact Map

DRAFT



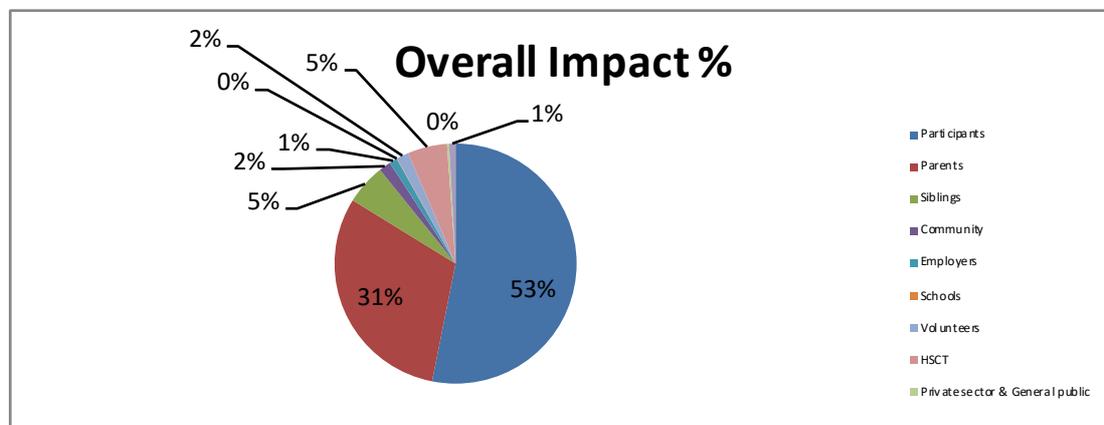
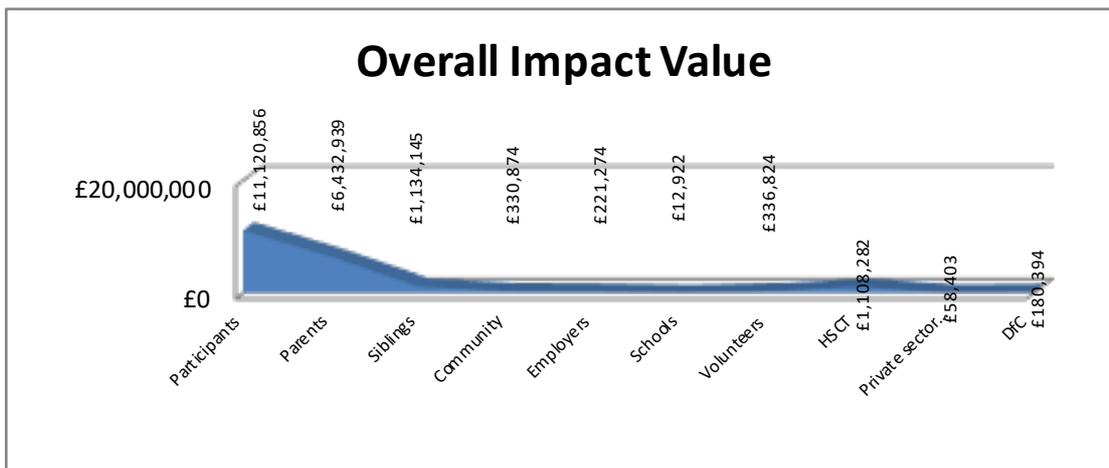
Social Return on Investment Analysis.

Organisation Name: NOW
Project Area of Analysis: Transition, Employment, Training, Family Services, Fandom & Kidnap
Report Author (Associate): Finbarr Fitzpatrick (Business Improvement Solutions)
Funder(s):

Timescale for Analysis: April 2018 to March 2019
Evaluative (Retrospective) or Forecast (Future): Evaluative
Client Contact Names (SROI Champion): Ann Osborne
Date: Aug-19

Details about the programme/project here

Group	Impact value	%
Participants	£11,120,856	53.12%
Parents	£6,432,939	30.73%
Siblings	£1,134,145	5.42%
Community	£330,874	1.58%
Employers	£221,274	1.06%
Schools	£12,922	0.06%
Volunteers	£336,824	1.61%
HSCT	£1,108,282	5.29%
Private sector & General public	£58,403	0.28%
DfC	£180,394	0.86%
Total	£20,936,914	100%



Stage 1: Outputs		Stage 2: Outcomes		Stage 4		Stage 5									
Who do we have an effect on? Who has an effect on us?	Description	Value	% Deadweight	% Displacement	% Attribution	% Drop Off	Impact								
	How would you describe the change?		What would have happened without the activity?	What activity did you displace?	Who else contributed to the change?	Does the outcome drop off in future years?	Quantity times financial proxy, less deadweight attribution								
Participants	1.1	Participants have gained employment and 16 reduced qualifications (Mentor for the Mentee)	£445,704.06	10%	10%	10%	20%	£324,918.26	2.06%	£324,918.26	£259,934.61	£207,947.69	£166,968.15	£133,096.52	
	1.2	Participants and partners reported a 24% increase in levels of socialisation with friends, new friends and family	£334,716.00	10%	10%	10%	20%	£244,051.70	1.93%	£244,051.70	£195,241.36	£156,193.09	£0.00	£0.00	
	1.3	Participants reported a 24% improvement in their oral communication skills in public situations	£54,101.04	5%	10%	10%	20%	£41,635.37	0.33%	£41,635.37	£33,308.29	£26,646.54	£0.00	£0.00	
	1.4	18% increase in levels of independent living	£260,653.64	5%	10%	10%	20%	£200,727.03	1.59%	£200,727.03	£160,981.62	£128,465.30	£102,772.24	£82,217.79	
	1.5	26% increase in levels of personal self-esteem	£156,632.00	10%	10%	20%	20%	£101,627.14	0.81%	£101,627.14	£91,301.71	£85,041.37	£0.00	£0.00	
	1.6	30% improvement in the management of stressful situations e.g. JAM Card in restaurants	£5,652,658.00	10%	5%	15%	30%	£4,108,053.21	32.55%	£4,108,053.21	£2,879,637.25	£0.00	£0.00	£0.00	
	1.7	50% reduction in feelings of social isolation and loneliness	£245,050.00	10%	5%	10%	33%	£188,565.98	1.48%	£188,565.98	£126,339.20	£94,647.27	£0.00	£0.00	
	1.8	31% improvement in general health as a result of better exercise, eating and social engagement	£626,738.38	15%	10%	10%	50%	£569,209.37	4.51%	£569,209.37	£294,814.69	£0.00	£0.00	£0.00	
	1.9	60 Participants obtaining employment and gaining additional income for spend in the local economy	£468,574.40	10%	5%	15%	33%	£340,391.10	2.70%	£340,391.10	£228,082.03	£152,801.56	£0.00	£0.00	
	1.10	16 Participants (75% of relevant participants) transferring from school into a learning environment (potential for qualifications/employability etc.) rather than daycare or isolation	£98,000.00	15%	5%	20%	50%	£62,016.00	0.49%	£62,016.00	£31,008.00	£0.00	£0.00	£0.00	
	2.1	60% reduction in levels of stress related to son/daughter everyday wellbeing and better future opportunities	£1,770,467.40	5%	5%	10%	50%	£1,439,082.15	11.39%	£1,439,082.15	£719,041.07	£0.00	£0.00	£0.00	
	2.2	35% increase in time benefits (and time for self) as a result of son/daughter engaging in more activities around the house such as tidying, personal hygiene, dressing and travelling. Independently. Figure also selected to represent 1.5 generations participant (and that not every parent would have this impact on them)	£1,829,222.85	5%	5%	20%	50%	£1,320,698.90	10.46%	£1,320,698.90	£660,349.45	£0.00	£0.00	£0.00	
	2.3	Families engage in social conversations, enjoy time from each other, come together as a family on a regular basis	£1,899,800.00	15%	5%	15%	33%	£1,242,064.20	9.84%	£1,242,064.20	£632,183.01	£357,562.52	£0.00	£0.00	
	Siblings	3	Both sisters benefit from increased time with practitioners impacting upon their health, wellbeing and general upbringing	£1,406,964.00	50%	5%	15%	33%	£568,061.72	4.50%	£568,061.72	£380,801.35	£255,002.90	£0.00	£0.00
		4.1	Greater numbers of individuals learning about hearing disability issues and how they impact on participants (linking to better practice in the community)	£260,250.00	10%	10%	5%	50%	£200,262.38	1.59%	£200,262.38	£100,131.19	£0.00	£0.00	£0.00
4.2		65.5 hours of time of families	£1,572.00	20%	25%	5%	100%	£896.04	0.01%	£896.04	£0.00	£0.00	£0.00	£0.00	
4.3		Access to work experience relieving pressure for appropriate experience on the local community and organisations	£36,228.42	15%	5%	15%	100%	£24,866.28	0.20%	£24,866.28	£0.00	£0.00	£0.00	£0.00	
Community	4.4	Enhanced knowledge of health related issues linked to learning disability	£13,927.10	20%	10%	5%	33%	£9,526.14	0.08%	£9,526.14	£5,382.51	£4,276.28	£0.00	£0.00	
	5.1	Additional resource increases capacity of organisation	£129,821.58	25%	10%	5%	100%	£81,248.09	0.65%	£81,248.09	£0.00	£0.00	£0.00	£0.00	
	5.2	Increased levels of disability awareness in the workplace (e.g. JAM Card, Vorkabe NI)	£87,375.00	10%	15%	10%	50%	£60,157.69	0.48%	£60,157.69	£30,078.84	£0.00	£0.00	£0.00	
	5.3	Increase levels of knowledge in employing staff with disabilities	£77,814.00	15%	10%	5%	100%	£56,551.32	0.45%	£56,551.32	£0.00	£0.00	£0.00	£0.00	
Employers	6	Teaching staff supported as students leave the education/school system through enhanced knowledge of careers, the Jobsmarketplace	£17,380.44	10%	10%	5%	100%	£13,374.25	0.11%	£13,374.25	£0.00	£0.00	£0.00	£0.00	
	7.1	Volunteers indicate that volunteering with NOW provides them with technical and personal business skills linked to career development	£196,200.00	10%	5%	15%	33%	£142,598.35	1.13%	£142,598.35	£95,534.19	£64,007.91	£0.00	£0.00	
	7.2	Volunteers indicate their personal confidence to deal with a range of situations and engage with new challenges has developed as a result of NOW volunteering with estimated 30% impact	£26,160.00	10%	5%	15%	33%	£19,011.78	0.15%	£19,011.78	£12,727.89	£9,534.39	£0.00	£0.00	
	7.3	Volunteers indicate that their communication skills have been enhanced as a result of volunteering experiences (Estimated 30% increase in skills)	£9,777.30	10%	5%	15%	33%	£7,105.65	0.06%	£7,105.65	£4,760.79	£3,189.73	£0.00	£0.00	
HSCT	8.1	Participants are engaged in employment and other NOW training activities (otherwise could be resulting of discrete provision)	£1,402,086.00	10%	5%	5%	100%	£1,138,829.73	9.02%	£1,138,829.73	£0.00	£0.00	£0.00	£0.00	
	8.2	Social workers requiring less time with 123 clients (5 hours)	£10,147.80	10%	5%	5%	100%	£8,242.31	0.07%	£8,242.31	£0.00	£0.00	£0.00	£0.00	
Private sector & General public	9	Private sector organisations and general public are more aware of social enterprises and add to their supply chains - media and social media reach of 16,883,943	£29,037.80	20%	10%	25%	10%	£16,680.30	0.12%	£16,680.30	£14,112.27	£12,201.05	£11,430.94	£10,287.85	
	10	35 Participants gaining employment and being non reliant of government benefit payments	£105,366.00	5%	5%	5%	33%	£90,364.46	0.72%	£90,364.46	£60,357.49	£40,980.12	£0.00	£0.00	
TOTAL			£17,780,469.91				£12,620,776.89								

Present Value	£17,780,469.91	£1,182,458.84	£1,767,577.91	£280,561.33	£225,892.16
Net Present Value	£17,620,776.89	£7,192,498.84	£1,767,577.91	£280,561.33	£225,892.16
Net Present Value				19.13	£20,839,914.16
Social Return £ per £				14.13	£19,553,472.16
				15.13	£18,471

% after discounting 71%

Programme	£ funding
ESF & Match funders	£969,170
WorkableNI (DFC)	£164,021
Transition II (BHSCT)	£32,737
GIN (BHSCT)	£50,000
Family Service	£135,313
Loaf Training (BHSCT)	£14,838
Mind Body Soil (Groundwork)	£17,423
	£1,383,502