



Review and Appraisal of the St Basils / SWBNHST Live and Work Scheme

**Final Report
October 2017**

EXECUTIVE SUMMARY

E1. A wide range of partner organisations were key to the success of the Live & Work scheme. The three principal agencies were the Sandwell and West Birmingham Hospital NHS Trust, an employer looking to achieve wider social benefits from their apprenticeship and employee development programme; St Basils, a charitable body seeking innovative solutions to homelessness amongst young people, and their construction company partner Keepmoat, prepared to undertake a refurbishment project at below market rates, in line with its corporate social responsibility commitment.

E2. The review has highlighted a further range of partners whose involvement has been integral to the scheme's success. Significantly, the three principal organisations were characterised by the presence of influential key individuals with a high level of personal energy and commitment to the scheme. They were also prepared to take risks and experiment with an innovative project.

E3. There has been a willingness to learn from the experience of the project as it has gone along. Important refinements include:

- A recognition that the Hallam House premises would need a mix of residents some on the SWBNHST apprenticeships and other young people in employment elsewhere, to achieve a sustainable level of occupancy.
- A clear delineation of the roles of SWBNHST as the employer, in providing in-work support to the apprentices in relation to work-related matters, and the personal support to the individual in relation to life circumstances provided by staff working for St Basils.

E4. Establishing this boundary is an important life skill for the young people in learning how to relate to 'the world of work' as distinct from other sources of personal support; for many young people unfamiliar with the working environment, this is an important developmental stage.

E5. Important areas for learning are timekeeping, personal conduct, dress code, respect for organisational discipline, care for patients and other staff colleagues, and appreciation of line management responsibilities. The often-chaotic and emotionally disturbed environments frequently experienced in the formative years of young people who end up homeless, makes it especially hard for them to adapt to the requirements of the workplace.

E6. As a working environment, the NHS is necessarily a working environment where reliability, adherence to working protocols, and following discipline and rules, are essential requirements. In one sense this makes it an especially challenging working environment for homeless young people. By the same token however, it is a great learning environment for a young person engaged in making the transition from an unstructured life setting to one built on the reliable and predictable behaviours essential to a sustained life of employment.

E7. From this it is evident that the Live and Work scheme is not suited to every homeless young person. A key success of the scheme has been the ability to identify individual young homeless people who are at a position to flourish in the residential and workplace settings intrinsic to it. The scheme is not therefore a 'panacea' for all young homeless; it would be a mistake to put young people into this setting when it would be hard for them to adapt to the requirements. But for those in the right situation, the Live & Work scheme does distinctively fill the gap.

E8. The collective 'team spirit' and mutual self-reliance of the young residents in Hallam House was evidently a substantial intangible benefit gained from this form of accommodation. It creates a peer identity of young people all also engaged in earning a living and paying their own way in contrast to other circumstances where young people are living in more isolated surroundings (for instance renting a private bedsit) while also at work, or living in supported accommodation where benefit and welfare dependency is the norm.

E9. The financial analysis of the scheme has generated an annual total investment figure of £205,733 comprising of net annual operating costs (£173,733) at present day values, plus the amortisation of the initial capital and development investments over the subsequent 10 operational years (£32,000 per annum).

E10. The cost benefit and SROI calculations from this review have generated an estimate of the total annual financial return in the range £1,002,440-£1,305,665, based on a five year attributable return period for the participants. This gives a net annual financial equivalent ROI (return minus cost) of between £796,707 – 1,099,932.

E11. In round numbers this can be given as a net annual return from the Live & Work scheme, of £0.8 - £1.1 million. Over the expected full 10 years of the scheme, this equates to a total net return amounting to between £8 and £11 million at NPV. The financial ROI ratio is in the range 1:3.9, to 1:5.3. If the likely longer term, whole-life benefits to the young people are included beyond the five-year projection period, we estimate this would triple the value of the total net return, to an annual estimate of between £2.7 - £3.0 million. Over the expected full 10 years of the scheme, this equates to a total net return amounting to between £27 and £30 million at NPV, with an average ROI ratio of 1:14 (£14 gained for every £1 spent).

E12. In summary, the Live & Work scheme has proved a highly innovative and successful partnership scheme that brings homeless young people into safe and secure accommodation and a pathway to work, avoiding benefit dependency. The scheme produces a strong positive financial and social return on investment, and has widespread potential for further adoption in other workplace and care support settings.

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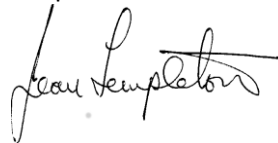
FOREWORD

St Basils' objective was to provide young people with the opportunity to take up a range of NHS apprenticeships and live in safe, decent, affordable accommodation without dependency on welfare benefits. We wanted to free them from the complexities of navigating benefit systems and enable them to focus on living their lives and developing their futures. In effect, to provide the same opportunities for young people who are unable to live in a family home or enter the higher education system, as those who have that financial and social support. Our hypothesis was that investment at this stage would create financial and social benefits for the young people and the public purse on a life course basis.

This would not have been possible without the generosity and commitment of our key partners SWBNHS Trust, Health Education WM, Keepmoat regeneration, University Hospital Birmingham and the Homes and Communities Agency. We are also heavily indebted to the Centre for Community Research (CfCR), the social enterprise arm of M·E·L Research for carrying out this evaluation on a pro bono basis.

We hope that others can benefit from our experience and learning and that the principle of 'live and work' schemes can be replicated at scale. Our contention is that capital investment not only reduces the need for revenue subsidy but removes early dependency on welfare benefits and enables young people to focus on their ambitions and their development, underpinned by a safe place to live.

As we complete this evaluation, we are about to commence phase 2 for young workers and have just opened a young workers cooperative.



Jean Templeton
Chief Executive
St Basils

As a care provider to over half a million local people, we believe that employment and housing provide the basis for good health. The NHS is, at best, the third most important health service, and in truth most care is provided by informal carers, friends and family.

We embarked on this project because we wanted to do more to help young people at risk of rooflessness and in need of secure stable opportunities. Consistent with our passion for learning, we welcome this report, which will be important as we move towards the second phase of this work.

The project has enabled us to build some strong partnerships, which endure. In particular our organisation is striving to become an astute enabler of third sector endeavour and imagination. St Basils have worked with us and we have learnt from them.

We are delighted to have supported young local people into work, without benefits, and with a chance to create careers and help others. Our thanks to everyone involved, especially staff who have worked to mentor and support those clients. They are now proud and established members of our organisation.



Toby Lewis
Chief Executive
Sandwell and West Birmingham NHS Trust

1. Introduction

The Centre for Community Research (CfCR) has undertaken this short review and appraisal of the first operating year of the St Basils' Live & Work Scheme so that the partners have a written record of the early days in implementing this groundbreaking innovative project, and the impact created. CfCR is the independent social enterprise arm of M·E·L Research, the nationally respected social research and behaviour change consultancy based at the Birmingham Science Park Aston.

A central societal problem faced by many young people in the UK is the low level of wages, the restricted access to social housing, and the high cost of buying or renting a home. Recent research carried out for St Basils by Housing Vision¹ has identified the income levels in Birmingham necessary to make specific housing options affordable to young people. This has shown that an annual income of:

- £10,800 is required to afford the lowest cost market rental option, a shared rental property;
- £14,928 to afford the lowest cost social rented option;
- £18,240 to afford the lowest cost 'affordable' rented option, a 1 bed property.

Homelessness is therefore a significant risk for young people without a significant and reliable source of income. For homeless young people² the finance-renting dilemma is worse than the general situation analysed by Housing Vision; they can't earn enough to pay for rented accommodation, so they have to apply for housing benefit. Being in receipt of housing benefit puts young people onto the 'welfare culture' and benefit dependency. Thus high private sector market rents coupled with the way benefits and sanctions work, form a disincentive for young people to enter work.

¹ 'Positive Transitions Pathway – Housing Affordability and Financial Modelling', Housing Vision, November 2015

² Homelessness is defined according to Shelter to include those who are at risk of homelessness and in transient or temporary residence, for example 'sofa surfing'.

Many homeless or near to homeless young people have had a difficult start to their lives and may come from troubled family backgrounds. Some have lived in the care system through childhood and never had a stable home life. Frequently they have had a disrupted education so the voluntary sector steps in to help.

Responding to these needs, St Basils is the largest provider of services for homeless young people in the West Midlands, it delivers the Youth Hub Services for Birmingham City Council, which is a single access gateway for young people which aims to provide a successful transition to adulthood. St Basils is an innovative provider of care and support for homeless young people, and looks proactively to pioneer new ventures to tackle the problem of homelessness in new and different ways.

Sandwell and West Birmingham Hospitals NHS Trust (SWBNHST) is one of the largest employers in a socially deprived area of the West Midlands. The Trust believes that the Live & Work scheme fits well into its corporate responsibility agenda; in with its responsibilities for equality and diversity in the workforce; for health improvement, public health and education opportunities for local residents as well as with the Government's training policy.

This report gives a short outline of the Live & Work scheme undertaken to date;

- a documented review of the story of what St Basils, SWBNHST, and wider partners have achieved to December 2016
- A statement of investment and achievements.
- A quantitative SROI.
- Learning, adaptation and improvement.
- Replication in other areas and contexts.

2. Background context for the review and appraisal

The St Basils / SWBNHST Live & Work scheme is a unique and innovative example of successful partnership working, which demonstrates the importance of taking a holistic approach to address the joint needs for housing and employment of homeless young people between the ages of 16-25. The Live & Work scheme is an experimental project in progress, which provides valuable learning for future interventions. This is why we have undertaken a broad brush review, based on a number of high-level assumptions, so that we can demonstrate its potential and help shape and develop policy and future practice which could be replicated elsewhere.

The housing aspect of the scheme – provided by St Basils - has involved taking on an empty unused building (a former nurses accommodation) and refurbished it to offer affordable shared living accommodation in close proximity to Sandwell General Hospital. One indicator of the success of this scheme is the successful refurbishing by St Basils and its partner Keepmoat Regeneration at a reasonable cost of what was previously a derelict empty property

The employment aspect of the scheme - provided by SWBNHST - offers training and follow- on paid apprenticeships in a potentially wide range of NHS skills, which includes Health and Social Care, Business Administration and Customer Service areas across a wide range of SWBNHST departments including Physiotherapy, Cardiology, Phlebotomy, Oral Surgery and the Birmingham Midland Eye Centre. The training provides valuable work experience leading to a NVQ Level 2 qualification, which in turn leads to the opportunity to apply for a permanent job or further training within the NHS Trust, or elsewhere. One indicator of success for this scheme is the number of young people who are successfully taken out of welfare dependency and moved onto a career path.

The great thing about the whole intervention is that it gives the homeless participants invaluable life, employment and independent living skills which we have not seen in other homeless accommodation schemes.

The Partners between them secured just short of half a million pounds of external funding to make the scheme happen. Opened in April 2015, by December 2016 the scheme was originally designed to give a total of 27 young homeless people a fresh start in their adult work life, a total which in the event has been more difficult to sustain, as described in this review.

There are of course many fascinating dimensions to this project, such as bringing together funding, the building development process and the educational partnership working, that would merit further and more systematic evaluation than has been possible with the limited resources of this short review. What we have achieved is a much lighter, but nevertheless robust review and summary of progress to date. The principal purpose of our work has therefore been to give a short descriptive account of the story behind the scheme and the evidence of its achievements. We hope that the review will be disseminated at regional and national level, in order to help shape policy and potential future developments and adaptations of the distinctive project concept.

3. General approach and project methodology

3.1 Aims and objectives

The aim of the review has been to critically assess the progress of the scheme from its inception to the first calendar year ending December 2016.

The objectives were to:

- Briefly tell the story of how the various developmental partners and funders came together, listing where possible their contributions
- Explore the experiences of some of the key actors involved directly with the young people and some of the resident / apprentices themselves
- Undertake an illustrative financial and SROI assessment of potential benefits covering the initial capital investment period, and then the first full operational 12 months from January to December 2016.
- Demonstrate the potential and consider the implications for future schemes.

The research questions underpinning the key lines of enquiry are:

- Has the mechanism and underlying assumptions been delivered?
- Is there quantitative or qualitative evidence to show that the short term outcomes have been achieved?
- Is it plausible that the long term outcomes will be achieved?
- Is there anything that anyone would change if they did it again? – the lessons learned
- Have there been any unintended consequences?
- Does the funding model stand up (for example the problem of under occupancy, ongoing replacement costs, supply of suitable young participants)?

3.2 Method of approach

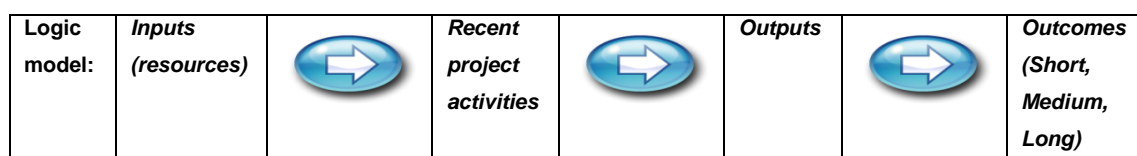
The study was carried out through:

- a) face to face or telephone interviews with key stakeholders;
- b) a group discussion with residents and a former resident, with staff present
- c) secondary data analysis to inform the SRO; followed by
- d) final discussion workshop with stakeholders to discuss the draft report.

We established an Evaluation Framework to effectively capture, assess and measure:

- ✚ Service design and delivery, assessing the impact on the beneficiaries
- ✚ Key strengths and weakness
- ✚ Successes and identification of what's not worked and why
- ✚ How particular approaches and key activities have worked
- ✚ Why, if any, key interventions have not worked, and why
- ✚ What could be done differently, how, and with who?

We have drawn on the previous Birmingham University Logic Model to structure the enquiry:



4. A Brief Review of the Story

4.1 Project conception

The seeds of this project were sown in 2013 when the Director of Learning and Workforce Development Programme at Sandwell and West Birmingham Hospitals NHS Trust (SWBNHST), responsible for delivering the Trust Apprenticeship Programme, was looking for a partner to help develop an innovative scheme which had three core objectives:

- a) it would involve bringing back disused NHS Trust property (formerly residences for nurses) into productive use;
- b) help to meet the Trusts workforce development ambitions; and
- c) provide residential accommodation for homeless young people.

The NHS Trust would provide paid one-year apprenticeships, covering a wide range of employment opportunities to young people, leading to an NVQ Level 2 qualification, which would enable them to apply for permanent jobs within the NHS or elsewhere. Following concept development work with a number of social landlords, including St Basils, the opportunity was advertised on open tender.

The chosen partner was St Basils, a West Midlands charity which works with and for young people aged 16-25. St Basils delivers the Youth Hub for Birmingham and is responsible for developing and implementing the Positive Pathway Model in the West Midlands, which is a national, government supported framework to assist local authorities to commission and deliver services to young people at risk of homelessness. St Basils' construction partner Keepmoat agreed to submit a joint tender. For its part St Basils recognized an opportunity to be a partner in an innovative work-housing scheme for its client group, which would combine work and living accommodation, and critical to St Basils, was the opportunity to implement a model where apprentices could live benefit free. One important aspect of the scheme was to offer homeless young people the same experience of living away from home as other young people who live in University

accommodation; staff at St Basils continue to provide the support that families usually give. One indicator of success is that this goal has been achieved.

So, the NHS Trust provided the accommodation and St Basils is the social landlord for young resident trainees.

4.2 The Property

SWBNHST owns four three story residential blocks, formerly nurses homes built in the 1980s, which have been empty for eight years; located on site across the road from Sandwell Hospital. They were built at a time when NHS hospitals automatically provided accommodation for staff, which is no longer the case. When refurbished, one block for this pilot scheme provides single person accommodation of 32 units. The initial starting point was to refurbish one block, which would consist of 9 flats, each with four bedrooms plus a shared kitchen and bathroom. One flat was to be used as office/resource accommodation. Keepmoat, and its local supply chain installed central heating systems, fire doors, modern kitchens and bathrooms, energy efficient windows, new fire alarms and a fob entry door system, at cost. They used local labour, subcontractors and apprentices. Other design options are being considered for block two. The property remains part of the NHS estate, it is leased on a peppercorn rent to St Basils for ten years to 2025, at which point the property ownership reverts back to the Trust.

4.3 The Employer

SWBNHST, as an employer and educational provider that recruits and grows its own workforce, wanted to increase the number of local young apprentices in their workforce. The Trust has a well-established Apprenticeship Delivery Team who through the Widening Participation Agenda and this scheme saw an opportunity to engage young people and widen the age range of staff. The early learning from the Live & Work scheme has informed their approach to future

apprenticeship training. The new government national Apprenticeship Scheme, funded by the Apprenticeship Levy, which came into effect in April 2017 aims to improve the skill base of the UK workforce. The Apprenticeship Policy in England requires all large employers to take on apprentices and to pay an apprenticeship levy, with the goal of producing 3 million apprenticeships by 2020³.

4.4 The Trainees / Apprentices

Many young people who are homeless or potentially homeless may have missed schooling, may have left the Care system or have life stories and experienced problems that others of their age have not faced. The apprentices are recruited by St Basils and supported throughout the application process; once accepted that support remains throughout the live-work experience. St Basils staff provide the day to day operational management of the home and day to day pastoral support for residents, leading up to help with finding a new home when the time comes to move on.

To be accepted onto the apprentice scheme for the Live & Work project at SWBNHST all candidates have to follow an application and interview process. They also need DBS (Disclosure and Barring Service, formerly CRB Criminal Bureau Service) clearance. At the outset of the scheme applicants participated in the pre-apprenticeship RISE programme delivered at The Learning Hub, the University Hospitals Birmingham NHS Foundation Trust and funded by Health Education West Midlands for 2014-5. The RISE course took place on three days a week over five weeks, giving a good grounding in employability. Students learned the values employers are looking for, such as preparation for the working environment, transferable skills and CVs, filling in the NHS application form, and practical interview practice. The course is mainly interactive group sessions with other young people. Lunch is provided and travel expenses reimbursed.

3 (Mirza-Davies, J. (2016) Apprenticeship Policy in England, House of Commons Briefing Paper No. 03052)

Once accepted onto the Live & Work scheme, apprentices live on the hospital site, free transport is provided for moving between City and Sandwell hospitals, so there are no work related transport costs. The wages are funded by Health Education England (and now by the Trust apprenticeship scheme run by their in-house Learning and Development Team). The rent, which includes the cost of heat and lighting, is deducted from the apprentice's wages so there is no need to claim housing benefit. Apprentices are paid £123.75 per week, from which £42 is deducted for rent. In addition, they receive meal vouchers to cover seven days a week worth £3.60 a day, which will buy a hot meal and a dessert. There is no sick pay. The apprentices live benefit free, thereby saving around £3,700 p.a. in jobseekers allowance and £5,640 in housing benefit⁴. They also have access to the Trust's Health and Wellbeing Service and Occupational Health Service. After 9 months working to a Framework of Learning, apprentices are helped to apply for permanent employment with the Trust or elsewhere and St Basils supports with a 'move on' housing option

4.5 The wide range of Partners

The Live & Work scheme has been developed through a partnership between SWBNHST and St Basils. But many other organisations have contributed:

- DCLG, provided Empty Homes Community Grant Programme, (EHCGP) towards the cost of refurbishment
- Keepmoat Regeneration are St Basils building refurbishment partner; they worked at cost
- Health Education West Midlands funded the RISE training and helped with apprenticeships salaries
- St Basils provide Live and Work staff, housekeeper and manager
- Sandwell and West Birmingham NHS Trust provided the property on a peppercorn rent for ten years and the employment opportunities.
- Sandwell and West Birmingham NHS Trust Charity and St Basils Charity helped to fund furniture and white goods to fit out the accommodation.

⁴ These figures are drawn from the scheme's Award Submissions and applied at the time of submission

- Sandwell and Birmingham Councils provided support in sourcing eligible scheme applicants
- University Hospitals Birmingham Foundation NHS Trust delivered the RISE programme.
- Birmingham City Council agreed use of Supporting People funded staff in return for access to bed spaces
- A number of charitable Trusts donated funding to support the refurbishment, furnishings and fittings

4.6 Implementation and Delivery of the Scheme

The project went live in April 2015. In the early days it took some time to co-ordinate the apprenticeship side of the scheme; that involves the basic screening for suitable candidates, completing the RISE workplace induction course; an interview with the Trust plus the DBS clearance; and the completion of the building refurbishment. The first five apprentices did come through the RISE course, but for the first two cohorts the live in scheme was not ready, so they were not living in Hallam Close, and some apprentices didn't want to live in. This part of the scheme has since been changed.

In the timespan 2015 -2016, SWBNHST data shows that 25 apprentices have participated in the scheme. We have not been able to accurately map out the throughput of residents in Hallam Close. .

This has been a unique project and there was nothing previous from which to learn. It represents a willingness to take risks and was a challenge to both organisations. All partners in this scheme have been on a steep learning curve, but at the time we interviewed key staff for this review things were settling down. This is a partnership of two very different types of organisations. St Basils, the expert on homeless young people in the voluntary sector; and an NHS Trust, a highly structured public sector employer. This contrast in organisational ethos potentially presented the

partners with a challenging clash of cultures, but the Live& Work scheme is working. Once the two parts of the Live & Work scheme were up and running there was a review of the process to see how some of the delays could be ironed out. In Section 6 we list some of the learning, adoptions and improvements that have taken place since the opening in April 2015.

Apprentice Outcomes

- 14 Dec 2016: Of 25 trainees 9 have completed, 3 have left, and 13 are in the system.
- SWBNHST report an 85% retention rate and 100% Achievement rate
- Of the early cohort who have completed, two apprentices secured a Band 3 role, one secured a permanent HCA role at Band 2, 4 secured Bank work. 1 secured work elsewhere, 1 was referred back to St Basils.

5. Financial and Social Returns on Investment

This section of the report presents an analysis of the financial and social return on investment achieved through the scheme. This has been done in a number of stages, looking at the financial costs and benefits, and the wider social benefits gained. The constraints on resources available through this review necessarily mean that this exercise has been based on a range of basic assumptions, and draws on secondary evidence from other research where primary data has not been available.

Because a large number of assumptions have been made, the estimates are subject to a range of probabilities. For example it would be possible to calculate the minimum, maximum, or mid-range expected costs and benefits. In work of this sort the temptation can be to emphasise the maximum expected benefits, but at the expense of the credibility of the overall result. Instead we have chosen to base our calculations on the minimum expected benefits – the ‘worst case’ scenario.

On that basis we can be confident that the scheme performs at least as well as will be shown here, and in all probability substantially better. Stakeholders taking a view on the wider potential of schemes such as this can therefore be reassured that ‘the pudding has not been over-egged’. This is a sounder basis for making future investment decisions.

The overall aim has been to look at the ‘whole life’ project cycle taken over the full 10-year planned period. The costs incurred over this period consist of two phases:

- The initial investment period, which covers project development work, and the capital investment needed to refurbish the Hallam Close premises, undertaken in 2014-15;
- The subsequent annual operating costs and benefits associated with taking an annual cohort of homeless young people through the scheme each year over an assumed scheme lifespan of 10 operating years.

The analysis presented here deals with these two items separately. The capital investment costs are calculated and the sum amortised as an annual equivalent sum over the 10-year operating period, at the initial Net Present Value (NPV). Then the annual operating costs, and accrued ongoing savings and social return generated by each annual cohort, are calculated for the annual year 2016. In relation to the monitoring of the scheme, we have used a full calendar year as the base cost period for convenience.

5.1 Capital investment costs calculation

There are four elements to the costs calculated for the investment period:

- The capital fees paid to Keepmoat for the restoration and renovation of the premises to a layout suitable for the young people's accommodation and support workers' office
- The fitting out with furniture, fixtures and fittings
- The in-kind project development time offered by Keepmoat to develop the project
- The in-house time investment of St Basils' staff to work through the project development phase.

a) Keepmoat renovation capital costs

The restoration and renovation of the Hallam Close premises was undertaken on an at-cost basis by Keepmoat and its several sub-contractors. The resulting developer fee was £244,000, funded principally by HCA Empty Homes capital grant, supplemented by other capital investment provided by charitable Trusts in support of St Basils. If a notional 7.5% management fee and a standard 5% contractor's profit were added to the fee, as would be reflected in a standard commercial transaction, it can be seen that a further £30,500 in equivalent commercial value was in effect gifted to the scheme by Keepmoat and its sub-contractor trades.

b) Fitting out

Furniture, fixtures and fittings were added through a charitable arm of SWBNHST which donated £20,000 for this purpose. Items were sourced and installed at cost, such that an equivalent total commercial value of the investment might reasonably be estimated as £30,000.

c) Keepmoat project development costs

A range of meetings and project time was contributed by two senior managers of Keepmoat, and not billed to the project. As a notional estimate, through discussion with Keepmoat managers, we have provided a contribution estimate based on 20 meetings with 2 managers for 2 hours, to support the innovation and project development time. At an opportunity cost of £100 per hour to Keepmoat, this contribution is costed at £8,000 on a commercial equivalent fee basis.

d) St Basils project development costs

Staff time contributed by St Basils employees, not billed to the project, consisted of time from the business Director and Director of operations, plus the Asset and Property manager and support team. Estimates provided by St Basils are that 322 hours in-house development time was invested in the development phase, with an associated internal direct employment cost equivalent to £7,200. Note this is an estimate of actual costs and not opportunity costs as in the commercial context of the Keepmoat contribution.

Thus from the above, the total financial investment in the development phase of the scheme can be calculated as:

Keepmoat at-cost fees	244,000
Offset commercial margins	30,500
Fitting out grant aid costs	20,000
Offset commercial fit-out value	10,000
Keepmoat development time opportunity costs	8,000
St Basils in-house staff development time incurred	7,200

Total equivalent capital investment	319,700

Note above, that the total cash capital investment is £264,000, but leveraging in a further £55,700 'intangible' investment through internal and in-kind value

gifted to the scheme, thus generating an additional £1 in value per £5 capital cash spend.

As stated above, the full value of this investment (cash capital and intangible in-kind value) is amortised at its initial NPV as an equivalent annual costs to the scheme, which we have rounded to £32,000 per annum over 10 years.

5.2 Annual operating costs calculation

As stated in the introduction to this section, we have taken the calendar year 2016 as the first equivalent fully operational year of the scheme. Apprentices and trainees did start entering the scheme during the summer and autumn of 2015, but it makes consistent sense to use the calendar year 2016 as the first complete year of operation. It also allows us to draw on St Basils internal management data reported on the basis of 1st January to 31st December 2016.

There are four basic elements to the annual operating costs calculation:

- The net operating cost of the Hallam Close premises, represented by the running costs incurred minus the rental received from residents
- The Supporting People costs incurred by St Basils support workers providing the wrap-around personal and pastoral care
- St Basils management time on the project
- Value of pay and allowances given to the SWBNHST Apprentices

In order to calibrate the costs data, it is necessary to use an annual fte (full time equivalent) estimate for the assumed total numbers of young people in residence at Hallam Close, and the totals engaged on the formal Apprenticeship scheme. In reality of course there is a week-to-week turnover as individuals enter and move out of both the premises and the Apprenticeships. Within the scope of this project it has been unrealistic to obtain precise data week by week, and so we have made an 'annual fte' estimate based on the data available.

Dealing firstly with the occupancy of Hallam Close, the notional maximum capacity of the accommodation is 32 rooms; from the rental data received from St Basils the year 2016 contained a maximum 1,664 'achievable pay units' (weeks of occupancy) of which 633 void periods are recorded. This indicates an annual fte equivalent occupancy of 20, which is the basis we have used in generating the beneficially estimates in this report.

Separate data on the numbers of individual Apprenticeships operating at any one time, suggest between 14 and 15 annual ftes sustained over the year. Again in line with the minimum case approach taken in this review, we have worked on the basis of the lower figure.

Therefore in summary, for the full operational calendar year of 2016 we have assumed 20 fte young people resident in Hallam Close, of which 14 fte are assumed to be SWBNHST Apprenticeships, and the remainder in work elsewhere. The remainder of this section of the report uses data based on these assumptions.

a) Net operating costs of Hallam Close

Data from St Basils' financial system for 2016 shows the following:

Operating costs of Hallam Close	55,665
Less rentals received	(43,511)

Net annual operating cost	11,272

b) St Basils Supporting People costs

The budgeted figure for the first 3 years of the scheme is £151,000 which we have divided simply across the three years to given an annual cost of £50,333. It would appear that there is some underspend in this sum but in line with the 'worst case' principle, the **figure of £50,333** is taken as the annual operating costs for 2016.

c) St Basils ongoing management time cost

Staff time data provided by St Basils indicates a total of 69 hours⁵ senior management time incurred over the 12 month operating period, at an internal **direct production cost of £1,238**. This is the figure we have added to the overall annual operating cost.

d) Apprenticeship pay and allowances

For the 2016 calendar year we have used the above assumptions to calculate the payment costs. At £123.75 per week, the Apprentices receive a total of £6,435 (note that the Hallam Close weekly rent of £42 is deducted from this sum at source by SWBNHST and paid over to St Basils).

As an additional allowance, the Apprenticeships receive daily lunch vouchers valued at £3.50, and travel costs where visits to sites other than SWB Hospital premises are incurred. To reflect this we have assumed an annual additional allowance total of £1,500 per apprentice.

Summing these principal items for the annual operating costs of the scheme in 2016, allows a total scheme operating cost to be calculated thus:

Net operating costs of Hallam Close	11,272 (1)
St Basils Supporting People cost	50,333
St Basils management staff costs	1,238
Apprenticeships pay £6,435 x 14	90,090 (1)
Allowances £1,500 x 14	21,000

Total annual operating costs	184,733
Add annualised capital costs	32,000

Therefore total annual scheme operating costs 205,733

(1) Note above – the net operating costs of Hallam Close are the total offset by the rental sum, the scheme cost of which is within the gross Apprentice pay item.

⁵ Internal data provided to us by St Basils, based on estimated annual professional staff time spent.

Note also, no additional costs are included for the administration of the Apprenticeship scheme by SWBNHST. This is because we have assumed this as a fixed cost already committed to their apprenticeship scheme. It may be argued that the St Basils Apprenticeships incur an additional administrative time requirement due to the more challenging nature of their employment, but there is no realistic means of costing this.

5.3 Calculation of financial and social benefits

There are a wide range of financial and social benefits arising from the Live & Work scheme. Valuation of these returns on the investment is a complex process and once again, simplifications and approximations are needed. However, the standard methodologies used in Cost benefit Analysis (CBA) and Social Return on Investment calculations (SROI) can be adapted to the purposes of this review in a relatively robust and reliable way, as shown in this section of the report.

Essentially there are three principal sources of financial and social return arising from this scheme:

- A fiscal benefit to the public finances, arising from the additional tax revenues of people in work and the reduced reliance on state benefits (Job Seekers Allowance and Housing Benefit)
- A social return on investment, reflecting the wider social contribution and reduced dependencies of homeless young people entering the world of work
- A reduction in the risk of 'critical incidents' to which homeless young people are vulnerable, ranging from custodial sentences and the criminal justice system, to medical treatment and inpatient care relating to the mental and physical ill-health disproportionately experienced by homeless people

We have calculated these financial equivalent net benefits using established methodologies and assumptions. The basic assumption is that after a year of experiencing the Live & Work scheme, the young people will take forward an increased likelihood of stable and reasonably well paid employment, compared to an equivalent group of young people not experiencing the scheme. A number of key assumptions need to be made:

- The proportional 'attribution' of the benefits to the scheme, as distinct from and additional to the benefits they might ordinarily gain from other sources.
- The length of time in the future, over which the added benefit can be attributed to the scheme. For this purpose, we have assumed the employment effect is counted for the following five years, and the social return for the subsequent three years'
- The assumed 'counterfactual' or 'deadweight' which is the expected circumstances of an equivalent group of young people not experiencing the scheme.

For each of the three principal sources of financial and social return outlined above, we have made assumptions for attribution, time and comparison baselines. The result is a prospective forecast of the future gains attributable to the Live & Work scheme, for each annual cohort of participants.

a) Fiscal return to the public finances

The fiscal return derives from the dual sources of additional exchequer income from tax revenues, and the reduced cost to the public purse of state dependencies.

The calculations for this section are based on the assumed 14 fte Apprenticeships with SWBNHST. First of all, we have assumed that an attributable 50% of Apprentices secure stable employment for the coming five years, on an annual national average gross salary of £22,000. Note that this does not mean assuming only 50% of them continue in work – it reflects an assumed direct attributional proportion whose continued employment may be wholly attributed to the Live and Work scheme.

Based on standard tax codes, an employee on £22,000 per annum will pay 20% income tax on around £12,000 taxable pay (£2,400). In addition they will pay National Insurance on the sliding scale which for convenience we have assumed at 5% of gross pay (£1,100). Thus there is a fiscal income to the exchequer of £3,700 per person per annum, for the subsequent five years.

For this group we have taken a basic 'counterfactual' assumption that in the absence of the Live & Work scheme, they would have been paid JSA at £3,700 in 2016, and Housing Benefit of around £5,640 (total annual saving

£9,340). These figures are drawn from the demonstration case study examples provided by the St Basils / SWBNHST awards documentation. Thus, there is a reduction in state benefit dependency of £9,340 per person per annum. For ease of computation we have assumed this continues for the following five years, although there are of course current government measures to modify these eligibilities. The above assumptions would therefore need to be adjusted over time to take account of changing government policies.

Based on the above, there is a further benefit to the exchequer to be gained from the additional take home disposable incomes of the Live and Work beneficiaries compared to the counterfactual, through the additional VAST raised on the additional consumer spending power of the individuals. Assuming the take home pay, after tax and IN, of an individual on £22,000 is £18,500 (i.e. after the additional fiscal contribution calculated above), and the comparable JSA benefit is £3,700, the in-work employee has additional £14,800 in take-home pay. If one assumes half of this will be spent on VAT-liable purchases, then a VAT take of 20% of this additional spending (£1,480) accrues to the exchequer.

Thus the gross fiscal benefit to the public finances accumulating over future years from assuming half of the annual cohort of Live and Work Apprentices continue in stable employment for five years at a fair salary scale, is:

Additional income tax and NI £3,700 x 7 apprentices x 5 years	129,500
Reduced costs of JSA / HB x 7 Apprentices x 5 years	326,900

Total fiscal return over the coming 5 years at NPV	456,400

b) Social Return on Investment (SROI)

SROI methodologies are still in their infancy and several models are available. We have drawn directly from the version developed by Kingfisher (Project Management) Limited for use in a range of community development and

social care support projects⁶. MEL Research has applied this published methodology in an equivalent study in Leicestershire and the calibrations from this have been applied directly across to the review reported here.

The Kingfisher SROI methodology places an imputed financial value (social benefit or reduced public service cost) that comes from preventive interventions to support vulnerable individuals in communities. The analogy with Live and Work is that both concepts have a collective community support infrastructure with assistance and signposting from a coordinator or support worker. This may be in an open community setting or as in the case of Live and Work, a more closely defined community of residents sharing in a block of flats and a common workplace.

There is a large cross-section of beneficiaries inbuilt within the model which we have summarised below:

- Individuals as beneficiaries (e.g. ability to develop friendships, reduced isolation, independence of action, ability to make informed decisions etc.)
- Family members and neighbours (e.g. family less worried about the individual, increased family stability and security, neighbours feel safer)
- Healthcare commissioners and providers (prevention of crisis intervention, reduced GP and secondary care treatment costs)
- Local authority adult social care (e.g. reduced demand on community mental health services, reduced demand on complex case resolution)
- Local authority homelessness and housing (e.g. reduced demand on emergency accommodation, homelessness and housing allocation staff, reduced costs of damage to properties)
- Police constabulary (e.g. reduced anti-social behaviour and assault callouts, reduced officer response times)
- Fire and rescue services (e.g. reduced fire incidents, reduced risk of threat to life for fire officers)

These various impact domains have been calibrated with attributable financial equivalent values deriving from the supportive intervention of community care and support workers, equivalent to the combined support in the case of Live & Work from the Supporting People workers and the workforce development

⁶ For example 'Social Value of Local Area Coordinators in Derby', published in 2016

team within SWBNHST. We have therefore extrapolated the SROI benefit gained per individual supported in the Kingfisher 'Local Area Coordinator' (LAC) model. For the higher needs individuals (Level 2 in the LAC model) this is calculated to have a three-year accumulating benefit to the total value of £3,977 per beneficiary (note this excludes any estimates for the avoidance of 'serious critical incidents' which are the subject of the following section).

Note that the benefits are valued over the future three year period and have been adjusted to NPV by applying the treasury standard assumption of 3.5% per annum. This is built into the model calculations; therefore the figure quoted is back-calculated to present day prices so that it can be directly compared to the 2016 annual cost estimates.

As the benefit derives in large part from the social gains associated with the accommodation and in-home support and mutual self-help provided through Hallam Close, we have assigned the value of this aspect to the full 20-fte residents, not just the 14 assumed fte Apprentices.

Therefore the accumulating return from an annual cohort of 20 Hallam Close residents is:

Total SROI basic value return £3,977 x 20	79,540
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c) Avoidance of life-critical incidents

The most significant avoided cost resulting from the Live & Work scheme is likely to be the avoidance of potential life-critical incidents. Homeless young people are particularly vulnerable to these risks which include:

- Serious physical or mental abuse
- Family breakdown
- Involvement in the criminal justice system resulting in custodial sentences
- Acute and chronic serious ill-health requiring secondary and/or in-patient care
- High levels of mental ill-health again requiring secondary and/or inpatient care

These are high-cost risks that are highlighted in other fields such as the Troubled Families programme where attempts have been made to place a

value on these costs and the benefits of avoiding such costs through early intervention. More extensive research than has been possible through this review, could help generate more robust estimates of the benefits specifically arising from the provision of preventive services such as the Live & Work scheme. For ease of calculation here, we have simply re-applied the assumptions used by MEL Research in their evaluation of the potential critical incidents avoided through the LAC project in Leicestershire.

The methodology values a prevented critical incident at saving between £200,000 and £330,000. In reality an individual is unlikely to experience a single discrete incident, as the events included are often interlinked in a continuum and flow one to another. Nevertheless for ease of calculation the critical incident concept is used to provide a figure for inclusion in the final calculation. The uncertainties in this stage of the process are reflected in the use of the range of values rather than a single figure incident estimate.

In the LAC project 1 in 11 individuals in the Level 2 scheme were estimated to be at risk of a critical incident over the coming five years. Because the Live & Work scheme is targeted at a particularly vulnerable group (young homeless) we have raised the assumed critical incident risk ratio to 1 in 3, and even this may be a low estimate. However in line with the cautious approach adopted throughout this section, we have retained the modest 1 in 3 assumption, such that for a cohort of 14 individuals on Live & Work Apprentices, five might be assumed to be at risk of a critical incident over the coming five years. We have further assumed a 50% attribution of the benefit that is prevented specifically through the inherited experience of the Live & Work intervention.

Note that there would probably be a similar if less substantial benefit to some of the Hallam Close residents not involved in the SWBNHST Apprentice scheme. Once again we have not included for this, and therefore the total benefit from the scheme is very likely to be significantly higher than the estimates presented here.

As the avoided critical incident return occurs in future years it is necessary to return the value to NPV using the standard treasury indexing of 3.5%, as is also built into the Kingfisher SROI model. If an average assumption is made of the return achieved in the mid period of the 5 year projected benefit period, then an adjustment of .0933 is applied to bring the value back to present day NPV. This is done in the calculation below to achieve consistency.

Based on the cautious critical incident assumptions, the total accumulated benefit in offset critical incident costs, is estimated at:

$$\begin{aligned} &\text{Critical incident avoided costs of } \pounds 200,000 - \pounds 330,000 \times 5 \times 50\% \\ &\text{(attribution)} \times .933 \text{ (adjusting to NPV)} \\ &= \pounds 466,500 - \pounds 769,725 \end{aligned}$$

From the three sources of benefit summarised above – fiscal, SROI and avoided critical incident costs, a full calculation of the financial equivalent benefits of the scheme are:

Total fiscal return	456,400
SROI excluding critical incidents	79,540
Critical incidents in range	466,500 – 769,725

Total financial equivalent benefit in range	1,002,440 – 1,305,665

- **As a simple rule of thumb, these benefits accumulated over 5 years average out at between £70,000 and £92,000 per individual⁷ on the full Live & Work scheme.**

⁷ After adjusting the SROI figure to remove 6 Hallam Close residents who are not on SWBNHST apprenticeships

5.4 Cost benefit analysis and ROI Ratios

Finally therefore, it is possible to compare costs and benefits, and calculate return on investment (ROI) ratios.

Section 5.2 has generated an annual total investment figure of £205,733 comprising of net operating costs, plus the amortisation of the initial capital and development investments over the subsequent 10 operational years.

Section 5.3 has generated an estimate of the total annual financial return in the range £1,002,440-1,305,665. This gives a net annual ROI (return minus cost) of between £796,707 – 1,099,932.

- **In round numbers, this can be given as a net return from each annual cohort in the Live & Work scheme, of £0.8 - £1.1 million.**
- **Over the expected full 10 years of the scheme, this equates to a total net return amounting to between £8 and £11 million at NPV.**

The financial ROI ratio is in the range **1:3.9, to 1:5.3**

5.5 Long-term, whole life-course returns

As already stated, the above assessment of future benefits gained from the Live & Work scheme is limited to a five year horizon for the individual young person. However, the scheme is an intervention aimed at fundamentally transforming the 'whole life' prospects of the young participants. It specifically intervenes early in their adult lives, to prevent the embedding of a life course of severe multiple disadvantage. From this wider 'whole life' perspective, the benefits of the scheme should ultimately be considered as a career and generational, indeed inter-generational, outcome (see comment in Appendix: "Live & Work changed my life").

Projections of this longer-term, life course benefit are inevitably speculative rather than based on ex post evidence. The science in this field is of limited reliability. However we have drawn on the data from three substantial national research projects that have in various ways attempted this challenging task.

These sources are:

- York University's work on estimating the life-time costs of NEET⁸
- Centre Point's publication on preventing youth homelessness⁹
- The Lankelly Chase Foundation's report on severe and multiple disadvantage¹⁰

The York University study produced a minimum estimate of £56,300 at 2010 prices, for the lifetime public finance cost of NEET young people (not in education, employment or training). This cost covers factors such as the accumulated cost of benefits, lost tax and NI, and an element of the linked costs associated with ill health and the criminal justice system. NEET young people who are also homeless are of course disproportionately impacted, and in a separate analysis, CentrePoint estimated that for NEET young people aged between 18 and 24 who were also homeless, there was an additional cost factor of 2.7.

- These two sources taken together, and updated by an annual inflation index of 3%, imply that a homeless NEET young person in this age bracket would at present day prices generate an **individual lifetime public finance cost of £187,500.**

The study by York University also generated estimates for a parameter termed the 'lifetime resource cost', which reflects factors such as losses to the economy and to individuals and their families resulting from under-and unemployment following the NEET experience. Methodologically however, York University highlight the risks of double counting by combining these two parameters. Therefore, following the cautious approach taken throughout, we

⁸ 'Estimating the Life-time Cost of NEET – Research undertaken for the Audit Commission'; Coles R et al, Department of Social Policy and Social Work, York University, July 2010

⁹ 'Preventing Youth Homelessness – What Works'; CentrePoint, 2016

¹⁰ 'Hard Edges – Mapping Severe Multiple Disadvantage'; Bramley G, Fitzpatrick S et al, The LankellyChase Foundation, 2015

have confined the assessment to the more narrowly defined parameter and the data applying to the lower-end of the range in estimates.

As a benchmark against which to judge the potential validity of the figure of £187,500 above, we referred to the Hard Edges report which analyses 'career costs' of severe multiple disadvantage (SMD). The data for homeless people in SMD range from £60,000 (homeless only) to £140,000 (homeless and substance misuse) to £200,000 (homeless and offending). The data are retrospective for 'career to date when interviewed' so therefore not full life. The whole life course figure derived from York University 'NEET and homeless' above, of £187,000, would therefore seem reasonably to accord with the wholly separate research in Hard Edges. We have therefore used the figure to complete the analysis here.

To generate an annual cohort estimate for the life-long benefits of the Live & Work scheme, we have assumed that:

- Half of the apprentices (7) annually, fully avoid the whole life costs of £187,500 = £1.27million saved
- The remaining half save half the whole life costs = £635,000 saved
- **Total annual cohort whole life cost saving thus = £1.9 million**

Broadly speaking, these whole life cost saving estimates when added to the short term net benefits calculated earlier (£0.8 to £1.1 million):

- **Triple the value of the total net return, to an annual estimate of between £2.7 - £3.0 million**
- **Over the expected full 10 years of the scheme, this equates to a total net return amounting to between £27 and £30 million at NPV.**

Comparing again with the annual net investment figure of £205,733, the financial ROI ratio is now in the range **1:13.1, 1:14.5 indicating an approximate total estimated long term return of £14, per £1 in cost.**

6. Learning, adaptation and improvement

In this section we have highlighted the main areas of learning, adaptation and improvement arising from experience of setting up and operating the scheme to date. These are presented for simplicity, in bullet point format.

- Of crucial importance is the Partnership, getting everyone on Board from the outset. St Basils and SWBNHST have never worked together before, but both have similar goals around valuing young people.
- Once a suitable partner in St Basils was agreed, the NHS project leaders had to convince the core stakeholders of the Trust: the Board, the new CEO and the Director of Estates. Getting the staff, local residents and security on board was a key factor in the success of the scheme. There were risks involved, the financial risk of regeneration of the building, the attitudes and behaviour of the staff in the Trust, and the attitudes and behaviour of the apprentices.
- Then the practicalities had to be ironed out. The Trust had to develop the detail of how the scheme would work and they had to redesign contracts and policy.
- The Trust had to invest time in educating the staff in how to work with young people who might not behave in the same way as previous apprenticeship applicants; some young people might have difficulties at first adapting to regular tightly prescribed behaviours necessary in a health care setting. The aim is to treat apprentices the same as quickly as possible as other staff.
- Local residents were leafleted to explain that the formerly empty buildings would provide accommodation for local young workers.
- St Basils had to select the right people with the right attitude at the outset, not have someone who would 'give it a go' just because of the accommodation.
- The accommodation opened in April 2015, recruitment started in May 2015. Originally it was thought that the residence would be full in six months, but that didn't happen for several reasons. First there were delays

in identifying suitable applicants, although there has been a steady flow during 2016.

- Secondly, the pre apprenticeship course initially used for the scheme (the RISE programme at UHB) did not run continuously, so this slowed down the screening. Applicants had to wait for the next course to start and some gave up in the interim. Trainees have to get the DBS screening themselves, applying for DBS clearance takes time, so some were put off proceeding further. After the ending of RISE, St Basils and SWBNHST developed their own bespoke pre-apprenticeship programme and a rigorous assessment process.
- In the first year St Basils found the number of voids [5% was anticipated] was higher than expected because they were trying not to fill the bed spaces with anyone just to fill up to make the scheme economically viable. In the first year they only had about 10 apprentices living in the block, so one notable variation to the original plan was to change tack and widen the eligibility criteria for residence to suitable young people with a job, who could pay the rent, but not necessarily with the Trust. So at the time of writing there is currently a mixture of tenants in the block, all in employment and most on SWBNHST Apprenticeships, but other working elsewhere
- Both partners agreed that it is important to build on individual strengths. St Basils provides safe housing and wrap-around support; while the NHS Trust provides employment. The partners stressed that it is important to be really clear over roles and responsibilities. The Live part is independent living, for those living in the apprentice house there is ongoing support, pastoral care is provided jointly where relevant. For example, pastoral support from St Basils with money management and learning to live with others, housekeeping such as taking responsibility for keeping their room and the shared facilities clean.
- In the Trust the Apprenticeship Delivery Team help with understanding the work expectations and boundaries of behaviour in a hospital setting. Work skills such as time management, managing sickness absence and other

work specific health care skills and attitudes are important to justify the programme.

- The Trust has recruited and supported a range of young people with a range of educational and social needs, including ex-offenders, and young people with additional learning needs. Trust staff realised early on that taking a 'softly – softly' approach to workplace conduct issues (such as absenteeism, inappropriate conduct and dress code) was not going to work; such an approach would not be acceptable to other staff or patients, nor to the smooth running of the organisation. They learned that these apprentices have to be treated equally as other workers, although managers are keen to work with the apprentices and help them achieve the required skills and attitudes.
- Early feedback from residents suggest that they are enjoying the Live & Work scheme, but there are some housekeeping lessons: the furniture needs to be physically more robust, and at peak times use of the showers can overload the electricity and heating system.

7. Replication in other areas and contexts

One long term objective of SWBNHST and St Basils is to share and disseminate the project regionally and nationally, particularly in the NHS and with housing providers. We believe that this model can be replicated in other areas. There is surplus NHS property that could be used for similar schemes and on the evidence to date, covering the first year, it looks to be a cost effective sustainable model. There are also opportunities to examine diverse funding methods to achieve the scheme principles.

There are some national policy shifts which are likely to change the landscape for housing and homeless prevention for young people. From April 2017 the government has introduced specific cuts in welfare benefit for 18-21 year olds, which are designed to encourage work and remove reliance on welfare benefits. They will remove automatic entitlements to housing benefit for new claims from this age group who are out of work.

To this should be added the transfer of Housing Benefit to the Universal Credit (UC) scheme which is being rolled out for working age people. The potential 6-week delayed payment of the housing cost element further risks young people in private rented accommodation ending up in arrears and exposed to the risk of eviction and homelessness. This context of national welfare benefit changes further highlights the growing pressures on young people who wish to 'live and work'.

As mentioned earlier, a new national scheme comes into effect in April 2017 funded through introduction of the Apprenticeship Levy. This aims to improve the skill base of the UK workforce; under the Apprenticeship Policy in England all NHS Trusts including Sandwell and West Birmingham Hospital NHS Trust as a large employer will have to take on more apprentices.

At the local level cuts in local government revenue funding through the Supporting People agenda will have an impact on resources for

homelessness charities. This necessarily prompts the need for alternative and innovative approaches to homelessness.

The creation of the West Midlands Combined Authority in 2016, and the election of its first Regional Mayor in May 2017, with an electoral mandate to tackle the regional problems of homelessness and skills in fresh and innovative ways, provides a further positive backcloth for the future development of the Live & Work concept, both across the region and in the wider national context. This review hopes to contribute to that process.

8. Conclusions

The core aim of the Live & Work scheme was to provide apprenticeship opportunities and living accommodation within the hospital site to young people who are homeless or at risk of homelessness. It has clearly achieved that aim; some of the trainees have gone on to develop a career in the NHS. It does appear to be a cost effective sustainable model. The young people are working and earning and benefit free, with a good opportunity for career development.

Collaborative work has been pivotal to the success of the project. There are three core features that have been essential to this successful outcome: first the partnership and steering of the building refurbishment project at the outset, second the entry pathway from St Basils and third the 'living' and 'working' experience delivered by the NHS Trust and St Basils over twelve months.

First, our review of the scheme to date shows that the right choice of partner/s at the outset was vital to get the 'Live' and 'Work' parts of the scheme to work in tandem. This included knowing how to draw down on relevant funding sources for the capital and revenue costs. In this case Sandwell and West Birmingham NHS Trust and St Basils and Keepmoat all had sufficient expertise and motivation to make their respective contributions a success.

Second, we conclude that a key to a successful outcome for the young apprentices has been the affirmation from the outset, of the entry pathway, through St Basils. A lot of learning from experience over the first six months has helped the two Live & Work partners to refine the process and pathways of recruiting, training and managing the scheme. It is clear that not every homeless young person is going to be suitable for this type of scheme; as in the recruitment process for all employees, there has to be a filter process to identify those who are work 'ready' in a health care environment, who have the right social and mental attitudes appropriate for working in a highly structured NHS system.

Third, pastoral care. Once accepted onto the Live & Work scheme the trainee apprentices need help and support to learn to live independently, some things that in a previously troubled or difficult or challenging past they may not have learned. They need to learn to be self-organised as in understanding the need to manage money, personal hygiene and 'housework', such as cleaning their own room and the shared spaces. They have to learn to live with others and the give and take that comes within that community setting. All of this pastoral advice and care helps the young person to mature and to be capable of managing when they move on to their next home.

All this helps develop the self-discipline that is needed to be an employee. All young people find the transition from school or college to work difficult at first, but most have a family behind them to show the way. So there has to be institutional support to bridge this knowledge gap, to explain the behaviour and conduct expectations that NHS employers have of all their staff, not just about appropriate appearance and personal hygiene, but also work rules such as time keeping, managing sickness and time off, clear boundaries and confidentiality, following instructions, teamwork and obligations to fellow members of the team, and the self-motivation to achieve their targets.

The Learning & Workforce development programme leaders at SWBNHST summed up their experience of the Live & Work scheme: *"We know from the young people and their managers that this workforce scheme is not only changing perceptions of young people in our organisation, but it is also having a hugely significant effect on their self-esteem, health and well-being, leading to better long term life chances".*

APPENDIX 1: PARTICIPANT PROFILES

We asked some of the residents to tell us their story, two are presented anonymised, and the third story was submitted for a public award. They illustrate the positive outcomes experienced by some of the Live & Work trainees.

Participant A: 'Live and Work changed my life'

I was made homeless when I fell out with my mom aged 17. I have always worked since leaving school but also I struggled with mental health and didn't really want to accept it. I kept getting knock backs and kept finding myself having to move for one reason or another. I sofa surfed and rented privately but always could turn my hand at finding work.

I found out about St Basils and they found me somewhere quite quickly. I let them know from the start about my mental health and that I was trying to manage it as best I could.

My support worker told me about Live and Work and it sounded interesting straight away. My aunt is a nurse and she seemed to think it was a good career so I asked about it.

Within a few weeks I was on a pre-employment course called Rise for 8 weeks and at the end of that I had an interview for an apprenticeship as an HCA. I was really pleased to find out that I had been accepted and then moved to the Live and work scheme at Hallam.

I settled in quite well and it felt right. I actually felt that this was something I could do. I met some people that were helpful and others not that much. I knew I was being given the worst jobs on the ward because I was an apprentice but It didn't matter because I knew it was only for a year. I had worked in worse places with worse people.

I felt my mental health taking over and admitted myself to hospital, I knew what to do. I spent a lot of time with my support worker discussing this and she was really helpful. She

seemed to understand and I felt supported for a change. I changed my medication and soon was able to go back to work. I knew what I wanted to do by then. I knew that I wanted to work in mental health as that was my area. I heard a lot of conflicting things from the NHs about the options available once I completed my apprenticeship and that was a confusing time which didn't help my mental health either. Hallam staff encouraged me to speak up for myself so I wrote an email and sent it to the head of the learning and development department in the NHS. I felt empowered when I got the response even if it didn't go how I wanted it to.

I wrote a card and sent it to Hallam staff thanking them for their help because at times I didn't know what I would have done. It felt like a lot to juggle but I managed it.

I'm nearly finished my apprenticeship and have moved into my own flat. I have applied to college to complete an access course so that I can do my nursing degree. I WILL BE A MENTAL HEALTH NURSE. I also work on the NHS bank trust and also Mental Health Trust bank to top up my apprenticeship wage. This has helped a lot with the flat which is almost there decoration wise.

I can't believe what I have done in a year. Live and Work literally changed my life

Participant B: My story

Being on the live and work scheme helped boost my confidence. This helped me to progress in my apprenticeship to achieve a full time job on the ward.

The support I was given whilst at Hallam helped me to understand how to highlight my support needs and how to manage them when moving into my own accommodation.

Being appointed as peer mentor at Hallam encouraged me to understand all backgrounds that young people like myself have come from. This helped me to develop better social skills and build healthy relationships at work by understanding cultures and situationally.

As an ex apprentice, I am still able to come back to the support workers for advice and help which they are more than happy to offer. This type of support is what has enabled me to apply to university to complete a nursing degree. I have two offers from Coventry Uni and Wolverhampton. I still have 2 more interviews for uni but at the moment I have options!!!
Long live Live and Work

Participant C: Juanita

Juanita has spent the last twelve months working as an Apprentice Therapies Assistant, undertaking a Level 2 Diploma in Health and Social Care, based in the Physiotherapy Team on Priory/Newton 4 (Stroke Unit) at Sandwell General Hospital.

Her daily duties include:

- Running a “Breakfast Club” for patients on the Stroke Unit which encourages them to develop independence (in a supported environment) to get their own breakfast.
- She has responsibility for her own ward patients assigned to her and she runs her own clinics for their therapy.
- Rehabilitation activities
- Carry out Occupational Therapy duties such as washing and dressing and preparing patients for return to their homes.
- She has had speech Therapy training to help her assess if patients need to have their food mashed or pureed.

When Juanita joined us she was very quiet and under confident but we knew from her interview that she already had a real interest and knowledge about physio/rehabilitation. Before joining us Juanita had experienced personal turmoil in her life but knew this was a chance to make a strong future for herself. The commitment she has shown us in the last 12 months has been fantastic and more than that the change we have all seen in her has been outstanding. She has visually grown in confidence, in her stature and ability to communicate and express herself.

Juanita’s mentor Ann who works closely to provide not just training but pastoral support and coaching for her too commented:

“It has been a pleasure to work with Juanita and to be able to nurture her and see her grow in confidence and skills. She is a very active member of our team and we value her greatly.”

Juanita commented: “I remember on my first day on the Stroke Unit it was a bit of a shock being around so many very poorly patients. The Physio Team were amazing and accepted me, supported me and coached and trained me to deliver therapeutic activities with the patients. At first the patients were wary of me because I was new but I persisted and it gave me so much pride when they also began to accept my support and now I feel a very valued member of the team. I would not have been able to do it without the support of St Basils, The Live & Work Project and my amazing Physio Team and I would love to win this in recognition of their contribution to helping me turn my life around.”

Juanita completed her Apprenticeship in May 2016 and has now joined Trust Bank and is awaiting news about a Band 3 position within her team that we hope she will be able to apply for shortly. I am entering her because her personal journey so far deserves to be recognised and celebrated and because we want her to know that there are a lot of people who are really proud of her!

You can view a video of Juanita telling her story

at: Juanita https://player.vimeo.com/external/145491356.hd.mp4?s=a73ed4b55c289b1d0fd24fb6b5691866c1d243b3&profile_id=113&download=1

password to access video: L&W2015

Other Award Applications:

- HSJ Learning Works Apprenticeship scheme 2014
- Health Education West Midlands NHS Apprenticeship Recognition Awards 2016
- Guardian Entry 2016
- HSJ Workforce Entry 2016

APPENDIX 2: ABOUT CfCR AND THE AUTHORS

CfCR – **the Centre for Community Research** - is the social enterprise arm of M-E-L Research, and is a separate not-for-profit company limited by guarantee. CfCR's principal consultants are Dr Robert Pocock, Dr Jill Jesson, and Anne Forshaw. Formed in 2009, CfCR has developed as a specialist centre of excellence in undertaking insightful project evaluation and public policy development. We deploy consultation and community engagement techniques (both qualitative and quantitative) to give a voice to disadvantaged and vulnerable individuals, groups and communities.

We work with a range of CVS agencies, supporting their business planning and organisational development, undertaking Social Return on Investment (SROI), social enterprise development, tender and funding bid-writing, evaluating partnership effectiveness, and in designing and delivering training in social research and project evaluation techniques.

Organisations for which we have worked include alcohol support agencies, mental health support organisations, social housing providers, drug misuse projects, community advice centres, and third sector umbrella organisations. Our policy focus covers health and social care, children and families, social housing, poverty and disadvantage and community cohesion. CfCR is an Approved Provider with 'Engaging Communities Staffordshire' and Worcestershire's 'Changing Futures Fund'.

About Dr Jill Jesson

Dr Jill Jesson is a co-director of the Centre for Community Research (CfCR). She is also a Board member of the Birmingham based Human Cities Institute (HCI) and a public governor on the Birmingham Community Healthcare NHS Foundation Trust. Jill was a research fellow in the Aston School of Pharmacy from 1998-2010, where she made a considerable contribution to the development of collaborative research centring on the customer / patient experience in Community Pharmacy Practice Research. From 2000-2010 she

was a lecturer at Aston Business School, where she taught *Applied Research* to postgraduate students; She also taught *Sociology of Health and Illness* and *Managing the Publics' Health* to Business School undergraduates. Jill was lead author of the highly successful text book in the Sage Methodology series, *Doing Your literature Review* (2011). As a Principal Consultant in Health and Social Care to M-E-L Research from 1998 to 2015, she advised on qualitative research design, and evaluation studies. Her wider interests include evaluation of topics covering public health and health and social care; public services, social justice, and community based interventions and regeneration.

About Dr Rob Pocock

Dr Robert Pocock is a co-director of the Centre for Community Research (CfCR), having spent the previous 30 years as founder director and Chief Executive of M-E-L Research, based at the Aston Science Park. He has an honours degree in physics from Royal Holloway College, London University, and a PhD in Environmental Planning and Urban Design from Aston University. In his professional career he has led a wide range of research projects for government departments, local authorities, the health and social care sector and environmental agencies. His policy research interests include the democratisation of the public services, the role of the citizen in society, and public policy development. In 2012 he was elected as a local authority councillor on Birmingham City Council where he has developed an active role in the Overview and Scrutiny Committees of the Council.

About Anne Forshaw

Anne Forshaw is Senior Consultant - Healthcare and Communities within M-E-L Research, and acts as a social and community research consultant within CfCR. Anne joined M-E-L Research in 1998 after completing an MSc in Social Research Methods at Surrey University's nationally renowned leading research training centre. Anne has managed a vast number of our research and evaluation projects in her career at M-E-L. Anne is a Certified Member of the Market Research Society. Some of Anne's directly relevant previous projects include our innovative research on public access to primary

care services amongst disadvantaged communities for the National Social Marketing Centre (NSMC) in 2011. Her expertise in project evaluation is demonstrated in a wide range of local projects including the evaluation of an Integrated Lifestyle Pilot for Staffordshire County Council, evaluation of the Leicestershire Local Area Coordinators community support programme, and the current evaluation of the Nottingham CCG Community Engagement Framework.