THE PRINCE’S TRUST TEAM PROGRAMME: CREATING IMPACT IN COMMUNITIES
NEF Consulting conducted a Social Return on Investment evaluation to test the community impact of the Team programme. The evaluation used empirical research to gather data on outcomes and impact for the Team members, the State and the local community members over the financial year 2013-2014 and used the most recent Team cohort (Spring 2015) to estimate impact.

The empirical research included The Prince’s Trust Team members My Journey form results (n=7,890), follow-up text survey results (n=3,435), as well as extensive secondary research and a local community impact survey of Team Leaders (n=42), Team members (n=15) and individuals from the local community (n=6).

As a result of the limited sample size of community members, the study relies on the assumption that Team Leader’s perceptions of change accurately reflect the actual change to the community.

Data was analysed though a Social Return on Investment model, setting out the evaluative social, environmental and economic returns of the investment.
This report assesses the social value of The Prince’s Trust Team programme and in particular the community project undertaken within the programme. The Team programme celebrates its 25th anniversary this year and has helped 187,000 young people since it began. In 2014-15 10,711 young people took part in Team and 75 per cent moved into education, training, work or volunteering.

The analysis shows that money spent on the Team programme, and the community project in particular, is well-invested and generates a positive return for both the young people themselves and the communities where Team takes place. As well as confirming the value of the Team programme and the community project, this work has highlighted the way the programme changes attitudes to young people locally and raises the profile of The Trust and local partners.

Understanding the value of the Team programme

- The overall SROI analysis showed that for every £1 invested in the Team programme, £2.99 of social value was created
- As well as the community value that is the specific focus of this report, this value included over £29m of social value to young people in terms of skills, qualifications and personal wellbeing development, and over £14m savings to the State through welfare and criminal justice savings, and increased tax receipts
- Each community project undertaken by young people on the programme directly generated the equivalent of £2,745 net investment in the community. This includes £300 of fundraising and in-kind support, and around 500 hours worked (valued at minimum wage)

Changing perceptions locally

- 75 per cent of the community projects would not have happened or would have happened to a lesser extent if the young people on the programme had not been involved. More than a fifth of the projects would not have happened at all had the young people on the programme not taken them on
- The community project enabled Team members to develop specific technical knowledge related to the work they were supporting, alongside organisational and communication skills

Recognising the vital role of local partners

- Perceptions of young people improved by 41 per cent as a result of the community project within Team
- The perceived visibility of the Team delivery partner and of The Prince’s Trust both increased by 71 per cent and the awareness of the community project or group increased by 66 per cent
- Teams were supported by local partners in the community, both to identify projects and to raise money and resources to deliver their work. Local businesses often donated stock or allowed the Teams to run fundraising activities on their premises. This support played an important role in enabling the wider community impacts identified in this research
As we celebrate 25 years of The Prince’s Trust Team programme it’s great to reflect on how this tried and tested scheme has helped so many young people to move on with their lives. Over the years 187,000 young people have completed the programme.

From talking to them, here at The Trust we have always known that the Community Project is a vital component of the programme. It brings unique benefits through giving young people the chance to build their confidence and skills through social action, whilst also making a strong contribution to the communities in which they live.

Barclays’ generous support for the Team programme has not only enabled us to reach more young people and enhance the Community Project but also given us a very welcome opportunity to commission this independent research. This report assesses the social value of the Team programme as a whole, and the Community Project in particular.

We are delighted that nef’s work has confirmed and quantified the enormous benefits which Team brings. Overall, for every £1 invested in the Team programme, £2.99 is generated in social value. The extent to which the Community Project alters perceptions of young people, increases community spirit and improves community spaces, is equally impressive.

This report also highlights the wider benefits which the Team programme brings, such as savings to the State when young people seize the opportunities afforded by the programme and turn away from lives which might otherwise have been blighted by unemployment, crime or poor mental health.

On behalf of The Trust, I would like to thank Barclays for their investment in the Team programme. As this report proves, it is money very well spent for the benefit of disadvantaged young people and the communities to which they can make such an important contribution.

Richard Chadwick
Director of Programmes and Development
WHAT IS THE TEAM COMMUNITY PROJECT?

Team is a 12-week personal development course, offering work experience, qualifications, practical skills, community projects and a residential week. Young people join a team of up to 15 participants which typically comprises around 12 unemployed people and may also include one or two employed people sponsored by their employers, for whom the programme is an opportunity to develop leadership skills and interact with young people.

Team members spend four weeks working on a project based in their local community, seeking out a local group of people they wish to support. They identify a small project, fundraise to purchase tools and resources they need and then spend up to two weeks undertaking their activities.

The Team programme is run by local delivery partners to support young people to implement these projects.

Around half of the partners who took part in this research were Further Education colleges, 25 per cent were Fire and Rescue services and just fewer than 25 per cent were youth services or charities.

This report is focused on understanding the impact of the community project specifically, but the wider impacts of the Team programme for young people and the State are summarised at the end of this document.
CASE STUDY: NEWHAVEN TEAM 6, LONDON AND THE SOUTH EAST

Nine unemployed young people struggled with a range of differing and complex needs but came together on the Team programme to help build their confidence and skills. During a community project, they united to preserve the history of Newhaven Fort, a former WW1 and WW2 fort that is now a wartime museum run by volunteers.

Keen to work on key historical aspects of the fort, they set to work fundraising for the materials and researching their subjects. They then hand-painted silhouettes of gun shells, gun powder barrels and a soldier within the grand magazine; re-painted the large naval gun, its hand rails and safety lines; and worked through freezing conditions to weed and sweep a 100m walkway. Newhaven Fort and its surrounding community has already begun to benefit from the increased public and media interest raised by the young people’s work.
What are Teams doing in communities?
The majority of community projects undertaken by young people on Team focused on changing a physical space within their local community, such as gardening, interior decorating, renovations or repairs.

The types of spaces that these projects focused on were also diverse, often with multiple uses, whether for one group or different groups within the community.

Many Teams chose to work on a project for children or other young people, but vulnerable groups such as older people, people with a disability or people with substance misuse issues were also supported.

Other, less typical, examples of community projects included organising a teenage domestic abuse awareness campaign and producing a video to inform local agencies of available support.

However, as the community project is driven by the interests and skills of the participants on each Team, every project was unique, with its own characteristics, success and challenges.

What was the impact of the community project?
The Team community project delivers broad social, environmental and economic value to the local communities in which it works. In order to understand this value, a defined set of outcomes were developed and measured as part of the study (shown in Figure 1).

Although represented separately, in reality many of the outcomes enhance and influence each other and together develop into an overall positive environmental, social and economic impact.

The impact of the Team programme was felt in every region of the UK, generating over £28 million in value for local communities in 2013-2014. This translates to an average of £30,657 per Team, which includes all social, environmental and economic value generated by young people for local communities.

The Team programme is set up to deliver skills outcomes to young people which lead to these wider changes for the community. Team Leaders note the development of participants’ skills and knowledge on projects, with a particular focus on development of specific knowledge to tackle a problem, and organisational skills.
Overall, investment in local community areas increased by over £2.5 million as a direct result of the Team community project. This is equivalent to £2,745 per Team.

The largest proportion of the investment (91 per cent) comes from the 500 hours, on average, that the Team and community members put into the project (valued at minimum wage\[1\]). A further nine per cent of investment was generated by Team members taking the initiative by fundraising in their local communities. Examples of how they achieved this include organising events, such as cake sales and raffles, and volunteering their time bag-packing at the local supermarket. The Team members also approached local businesses (e.g. DIY stores) to secure discounts or in-kind donations of equipment.

“We got donations of old Christmas stock from Aldi, arranged a pop-up shop and sold to staff members raising £118.”
(Team Leader survey, 2015)

“My Team have worked incredibly hard to raise money for their project. They completed a sponsored Triathlon in a local gym, and arranged a bingo afternoon and quiz night, calling on local shops for donations.”
(Team Leader survey, 2015)

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\[1\] Source: UK Minimum Wage for 21 and over: https://www.gov.uk/national-minimum-wage-rates
ENVIRONMENTAL OUTCOMES
The vast majority of community projects involved either an outdoor or indoor renovation (98 per cent) with the direct aim to improve the physical space. Before the projects took place, a quarter of the spaces were underused, with sites described as being run-down and neglected. A few were reported as being completely unsafe for their users.

After the renovations took place, the community spaces were far more enjoyable to spend time in and, for many sites, the changes are expected to lead to greater numbers of people accessing the space. In one in 10 places this effect has been realised, with the work having already increased the use of the area.

Overall, the survey results showed that there was a 19 per cent increase in local communities’ opinion of the physical spaces the Teams renovated, worth over £3.8 million in value nationally and £4,163 per Team.

SOCIAL OUTCOMES
The improved perception of young people within the local community was a key outcome felt by both Team members and the Team Leaders. Overall, it was understood that the perception of young people improved by 41 per cent. This change is likely to have been enabled by an increase in understanding from both sides, as Team Leaders reported that the young Team members had developed an increased appreciation of issues that local people faced. As such, a critical factor for this change is the opportunity for interaction between young people and other members of the community.

“We had several people approach us while we were working on the project to say they were happy to see a group of young people wanting to make a difference in the community.”

(Team member focus group, 2015)

On the other hand, barriers to change did still sometimes exist, especially when negative views of young people were entrenched.

“Community spirit” or the perceived positive feelings about people’s local community, increased by 32 per cent as a result from the Team community project. Local people praised the work that the Team members had achieved both for the fundraising with local businesses and the project itself, commenting that the users would feel safer and happier. The immediate community impacts were clear, as well as the knock on effect that this may have on people’s pride in their area.

“The Team have… received a lot of positive feedback from staff and people passing by, which has proven to them that their hard work is worth it.”

(Community member survey, 2015)

THE SPACE HAS CHANGED FROM AN UNDERUSED AREA IN DISREPAIR INTO A FUNCTIONAL COMMUNITY GARDEN THAT CAN AND WILL BE UTILISED BY DIFFERENT COMMUNITY GROUPS..

– TEAM LEADER SURVEY, 2015
CASE STUDY:
MELTON MOWBRAY TEAM 6, EAST MIDLANDS

Thirteen unemployed young people lacking in confidence and self-esteem made a marked impression on their local community when they transformed a disused concrete space into a relaxing garden at a residential home for adults with learning disabilities.

Realising that the smaller details could make the biggest difference, the group researched the most suitable types of plants and vegetables to sow, laid a lawn that residents could easily tend, and encouraged residents to get involved. The Team worked tirelessly for two weeks digging up more than three skip-loads of soil and broken concrete in the process. Now the lodge grows its own vegetables and has a fantastic outdoor space for residents and their families to relax in.

What’s more, the group forged solid partnerships with organisations and individuals, including the Mayor of Melton and the High Sheriff of Rutland, which will benefit future Team programmes in the area for years to come.

The enhancement of local social capital and infrastructure, measured by the increased awareness of local projects and organisations in the community, was a key outcome of the community project.

The perceived visibility of the Team delivery partner and of The Prince’s Trust both increased by 71 per cent and the awareness of the community project or group increased by 66 per cent.

As a consequence, the possible use of local community resources, for example the increased use of land or raised profile of local facilities, was understood to have grown by over 50 per cent.

Although these outcomes were not valued in monetary terms, they enable the delivery partner, and other organisations or groups, to further increase their own profile, build sustainable local relationships and, ultimately, continue to create positive change in communities.

This is further illustrated by community members inviting Team members back and offering them further work placements as a result of the project.

“IT RAISED AWARENESS OF THE COMMUNITY NURSING PROGRAMME IN HASTINGS FOR (CURRENTLY) 11 CHILDREN COMING TO END OF LIFE, THEREBY ENABLING MORE SUPPORT AND FUNDRAISING FOR WORK.

– TEAM LEADER SURVEY, 2015
So where does the community project add value?
Measuring the proportion of the changes to the local community that are fully attributable to the Team’s community project was a crucial part of this research. This involved understanding a) the amount of change which would have happened anyway and b) the amount of credit the Team members, The Prince’s Trust and delivery partners can take over and above other stakeholders and external factors. All the figures quoted above have been discounted by these impact considerations unless otherwise stated.

As illustrated in Figure 2, it was felt that the majority of projects undertaken by Team were unlikely to have happened anyway. In the cases where the project might have gone ahead, it was likely that the project would have taken longer. For example, in one of the community projects the walls had not been cleaned or painted in over 20 years, suggesting that the funding and time needed were not readily available in the community. Therefore, although the walls may have been painted by another group eventually, it may have taken many years longer to achieve the same result as Team. Assigning a probability to each of the categories in Figure 2 gives us a weighted average of 75 per cent of community projects that would not have happened without Team.

As well as understanding what might have happened anyway, to fully appreciate the community project’s added value, the amount of credit the Team members, The Prince’s Trust and delivery partners can take over and above other stakeholders and external factors must also be taken into account. This is because the context of an intervention can influence the outcomes of a project both in positive and negative ways:

- Positive influences, which enhance the impact of the community project include a local youth centre that offered equipment or a local DIY store that donated resources
- Negative influences may be unforeseen vandalism to the site or a limit of resources available
These factors may change the effect the community project has, but are independent of the community project itself, therefore should be taken into account when attributing the project’s impact. With this in mind, the amount of credit that the Team members, The Prince’s Trust and delivery partners can take for the changes to the local community, over and above other stakeholders and external factors, was found to be around 70 per cent. In other words, on average, 30 per cent of the impact the Team community project made on the local community was the result of other stakeholders and external factors.

The community project has also been seen to create small social changes within communities more widely: it starts to change perceptions of young people and raises awareness of local actors such as the partner organisations that deliver the programme.

The potential long term effects of changing attitudes to people and place can potentially help to ensure the sustainability of the time and money that is invested in the Team programme.

“The community links between Team and the RSPCA have been sustained and positive feedback has been received about how their youth group are continuing to use the adventure trail Team built in the woods.”

(The Team Leader survey, 2015)

The research in this report shows some of the short-term, direct results of the work Team members do within communities. However, it is not possible to fully understand what this means for the broader community as a whole, and how and where it interacts with other local interventions which strengthen communities.

Team members and Team Leaders, through this research and through their celebration events, are able to share their understanding of their story of change, and how they link to other local assets. Being better able to tell the story is the first step in questioning and understanding how that leads to sustained change.

What have we learnt?
The findings of this research have shown that the Team community project creates positive tangible changes for those organisations and groups it works with. As many of the projects deliver physical space improvements, we can directly link these short-term environmental changes to the Team.

In addition to contributing to longer-term wellbeing and social changes for those that use the space, the Team’s activities also increase the quality and use of local assets, bring in resources and help local communities to connect to organisations and people that need support.
WIDER LEARNING FROM THE TEAM PROGRAMME

Social Return on Investment (SROI) is a principles-based method for measuring extra-financial value (i.e. environmental and social value not currently reflected in conventional financial accounts) relative to an investment. It allows us to more accurately assess the value we create as a result of activities, and by putting a financial “proxy” on outcomes that don’t have a price, we make sure they are held with as much importance as those that do. It uses an adjusted form of cost-benefit analysis to compare the overall investment (time and other resources) to the overall value for all of the main stakeholders.

Overall, the Team programme delivers £2.99 of social value for each £1 invested.

The SROI analysis for the Team programme shows a healthy return to Team members, the most important stakeholder to The Prince’s Trust. Team members benefit across all the wellbeing domains that, in turn, will support them to take positive steps into education, employment or training. For those that move into work, there is a direct cashable benefit of increased income, whilst for those moving into education, gaining additional qualifications will increase their future earning potential.

Outcomes for Team members

- Increases in Team member’s personal resources and skills had an equivalent value of over £15 million nationally
- Qualifications achieved by Team members while on the programme were worth over an estimated £14 million in social value
- 18 per cent of Team members entered into employment as a direct result of Team, with 44 per cent no longer NEET

In addition to young people, the “State” (a term which covers all governmental departments) also gains direct cash and potential resource savings as a result of the programme. Those moving into work who were previously on benefits have a reduced reliance on welfare payments. In addition, those Team members who had an offending history or a likelihood of offending have been supported into education, employment or training, which greatly reduces their chance of re-offending, and the associated costs to the criminal justice system.

Outcomes for the State

- As a result of Team helping young people into employment, the State was able to gain £2.3 million in saved benefit payments and increased tax payments nationally
- By supporting those who had previously offended or those who were at risk from doing so into positive outcomes, the Team programme was estimated to save over £12 million in costs associated with offending
- Additional savings of £160,000 to the NHS Mental Health service was also found as a result of moving Team young people into positive outcomes

Outcomes for other stakeholders

- The SROI also accounted for the value to parents/carers of improved relationships with Team participants and the value to employees and employers of the increased skills developed on Team. While these were smaller amounts of value in financial terms they represent an additional benefit of the programme.