

Please note this document replaces the previous Outline Business Case template and should be used for all non-transport Outline and Full Business Cases. Please also consider the accompanying Business Case Guidance

Expectations at Outline and Full Business Case

Outline Business Case – this will confirm the strategic context, make a robust case for change and identify the preferred option for delivery from a shortlist of options considered based upon how well it meets scheme objectives.

Full Business Case – the project should be developed to a level where it is capable of being given final approval, including detailed design and having secured all necessary powers, consents and land to enable the delivery of the scheme.

Transport Schemes

Please note that submissions for transport schemes at Outline and Full Business Case should use the template and approach provided in [DfT guidance](#).

A local guidance note has been produced to help promoters which sets out WECA expectations. This is available [here](#) and a summary is provided [here](#)

For these purposes a transport scheme is one that significantly changes the transport network infrastructure, whatever its objectives.

A letter from the Chief Finance Officer/Council S151 Officer in the form of that provided in WECA's guidance should be provided.

Land Acquisition Fund

Please have particular regard to the specific requirements in sections 2.1 & 4.2

West of England

Full Business Case

**Scheme: Reboot West Social Impact Bond
for Care Leavers in the West of England**

		Originated	Reviewed	Authorised	Date
1	Version 1.0				
2					
3					
4					

5					
---	--	--	--	--	--

Executive Summary

[Indicative 400 words].

There are 826 care leavers in the West of England area aged 21 and under (104 in BANES, 424 in Bristol, 138 in N. Somerset and 160 in S. Glos). Of these 37% are NEET (2019 National Care Leaver data).

100% have emotional and wellbeing needs associated with trauma, disrupted attachments, instability and change. Furthermore:

- 85% have no qualifications or below Level 2
- 44% have identified and specific mental health problems
- 21% are pregnant/young parent.
- 13% have Learning Disabilities and 5% have other Disabilities.

Care leavers often report feeling isolated, excluded and poorly prepared for a life of work. Many are in need of intensive, psychologically informed support to develop the resilience and self-efficacy needed to be able to access and sustain education, employment and training (EET).

The WECA Employment and Skills plan identifies NEET levels in parts of the area and for SEND and Children in Care/Care Leavers as a weakness that needs to be addressed. There are also a number of associated threats – for example: growing inequalities and poverty; exclusion acting as a drag on productivity; rising welfare costs; demands on the public purse and the disproportionate impact of Covid-19 on employment, training and education opportunities for young people – with young people twice as likely as adults to have lost their job or been furloughed (Resolution Foundation, 2020)

Good quality relationships and sustainable networks of support are critical to success and within our communities there is a need for collective leadership focussed on shared priorities - harnessing the expertise and resources across all levels of government and all sectors.

The Reboot West programme has been developed by 1625 Independent People with ongoing input from care leavers and 4 local authorities on how best to achieve the policy intentions set out in the Government paper Keep On Caring in July 2016.

The Reboot programme started in August 2018, funded for four years by the Department for

Education (DfE) on a “payment-by-results” contract with a total value of £2.1M.

The Payment by Results contract involves a Social Impact Bond (SIB), a mechanism that seeks to improve the outcomes of publicly funded services by making the release of funding conditional on achieving results. Upfront investment in the delivery and management of the project by 1625 Independent People is provided by the social investor, Bridges Fund Management. Bridges then receive payments based on the results achieved by the project. Rather than focusing on inputs or outputs, SIBs are based on achieving defined and measurable social ‘outcomes’. The commissioner only pays out for the specific and measurable outcomes that are achieved.

The programme is now the highest performing Social Impact Bond for care leavers in the UK. Reboot has been working with 242 care leavers who are NEET or at risk of NEET aged 16-25 years. Of those supported 141 care leavers were from Bristol, 35 from BANES, 36 from South Gloucestershire and 30 from North Somerset.

The project supports the West of England Combined Authority’s vision for our region to be a place where everyone has the opportunity to reach their potential and where prosperity delivers for all. A shared strategic objective is to develop innovative ways to provide local people with appropriate support to unlock their career potential and thrive in a modern economy.

The project provides an opportunity to showcase nationally how national, regional and local government can work together to ensure that the most disadvantaged young people can access and sustain education, training and paid employment.

Reboot West aims to bring central government investment and additional resources to the West of England to build on what works, expand a successful programme to reach more care leavers, and accelerate outcomes and impact.

1 Strategic Case

1.1 Project Description

[Indicative 300 words]

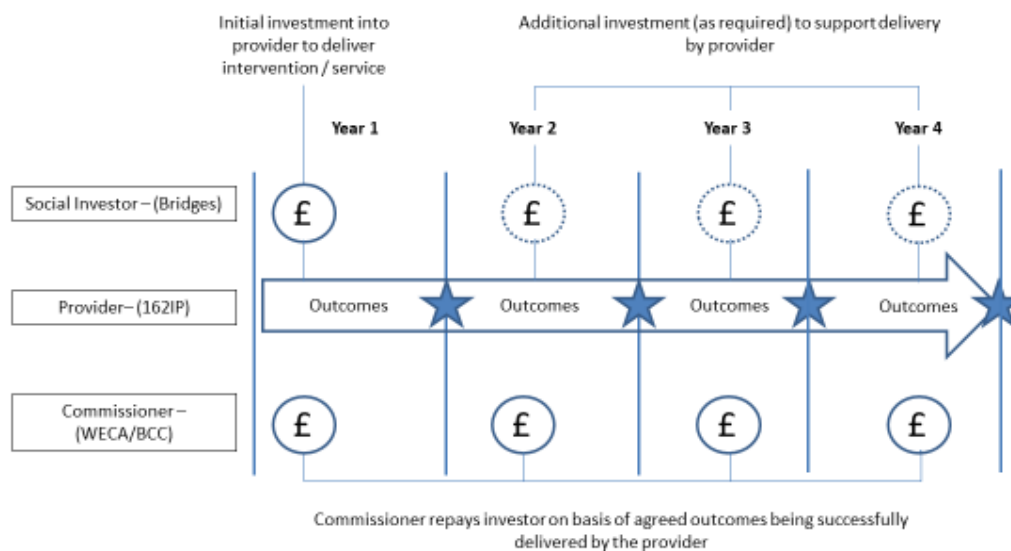
The Reboot West programme specifically supports young people leaving care to access and sustain education, training and paid employment, supported by Coaches offering long term support of at least two years.

The **Reboot West** programme is a partnership between:

- 1625 Independent People;
- Four LAs (Bristol, South Gloucestershire, BANES and North Somerset);
- A Social Investor, Bridges Fund Management.

Reboot West (Phase 1) is currently supporting 242 care leavers in the West of England to secure and sustain jobs, training and education. Reboot West has been supported by the Regional and Bristol Mayors and leaders of all four WoE local authorities.

The relationship between the Bridges (Social Investor), 1625ip (Provider) and Commissioner (BCC on behalf of West of England LAs) is explained in the diagrams below:



Extension of the existing project to reach an additional 170 care leavers brings significant added value as the programme is already being delivered at full capacity - with an existing highly skilled and experienced staff team, partnerships, data sharing and protocols in place. A training programme for training providers and employers is also well developed. The additional care leavers will be identified and referred between January and July 2021 using existing DfE funding so that WECA resources are focussed fully on delivering the necessary support to the new cohort of care leavers. As a result of these factors a range of cost savings are possible bringing significant added value.

Reboot West provides long term support of at least 2 years enabling young care leavers who lack family support to remain motivated and manage their finances as they navigate the challenging journey from being unemployed into sustained, quality jobs through which they can reach their potential.

Reboot West will play a vital role in the West of England in ensuring that the most vulnerable and disadvantaged are able to access employment and training, and that the opportunities offered are of a quality that enables young people to develop their skills, equip them for the future and enable sustained employment outcomes for the benefit of employers and employees.

DfE funding for the first phase of Reboot West was provided through the DfE's Social Care Innovation Programme. Reboot West was one of 3 time-limited Social Impact Bonds selected nationally to develop innovative approaches that could be shared and replicated to improve employment and education for young people leaving care. The funding period for delivery was limited to 2018 - 2022. DfE funding is intended to provide long term support of up to 4 years, as DfE recognised that long-term support was key to success for young people leaving care. As a result, the funding agreement with DfE does not allow Reboot West to take on any further care leavers and the cohort is now closed to new referrals. Funding for Phase 1 will continue as planned until 2022 and the programme has been performing ahead of target from the start.

The financial and staffing model for the current DfE funding assumes that the staffing resource will taper down from 2021 as outcomes are achieved. The new funding for Phase 2 will allow the programme to continue at full capacity 2021 until 2024 so that 170 additional care leavers can be recruited and supported. For this next extension of Reboot, due to the success of the first phase project to date, there is now potential match funding through either DCMS or DfE. Discussions are underway at a senior level to identify the most appropriate funding route.

Lasting for a further 3 years 9 months (2021-24), the total value of the next phase of the project (Phase 2) is £1.2m, of which we are seeking 40% from central government through the current application to the Life Chances Fund (Department for Culture, Media and Sport) or other match funding and 60% through Regional funding.

The project aims to establish a sustainable model of support which can continue long-term across the West of England LEP area for care leavers and other young people who are currently struggling to access education, training and employment.

1.2 Project Objectives and Case for Change

[Indicative 250 words]

The Project Objectives are:

- To achieve an increase in the number of care leavers (CLs) in the West of England who enter and sustain education, training and employment, and ensure care leavers are more resilient and aware of employment and skills opportunities when they move on from the support systems available to care leavers;

- To establish collective leadership across the West of England, enabling care leavers to achieve their potential and contribute to a skilled workforce;
- To establish a group of supportive employers, recruiters and training organisations in the region who are aware of the contribution that care leavers can make to their organisations and deliver inclusive recruitment and supportive work experience, training and jobs.

The **case for change** is:

- That the levels of NEET care leavers in the West of England are 39% and this is identified as a weakness that needs to be addressed in the WECA Employment and Skills plan;
- The West of England has an opportunity to attract £480,000 in match funding to expand a successful, evidence-based programme using a Social Impact Bond to finance improved outcomes for care leavers;
- Investment will enable Reboot West to further improve results for care leavers by refining this evidence-based model and enabling better links with employment, education and training (EET) provision;
- Investment will enable long term sustainment of employment through a more integrated approach with the WECA employment system;
- Integration of Reboot West into the employment and skills provision provides an opportunity to broaden the implementation of effective practice in supporting a young people into EET.

1.3 Rationale for Public Intervention

[Indicative 250 words]

The levels of NEET care leavers nationally and regionally remains unacceptably high. A regional approach to enable care leavers to access and maintain education, employment and training (EET) is a significant factor in enabling their active participation in the economy and in society more widely.

Care leavers are young people aged between 16 and 25 years who have moved on from their foster or other care placement and to whom the local authority owes a range of duties under the Children Act 1989, Children (Leaving Care) Act 2000) and Children and Social Work Act 2017. The Children and Social Work Act 2017 aims to ensure that “looked after children and care leavers ... are not placed at significant disadvantage when compared with the support a non-looked after child or young person may receive from their family.”

However, regionally and nationally care leavers are overrepresented in a number of vulnerable populations, including the unemployed. While the corporate parenting principles

apply to local authorities, the DfE acknowledges that, in terms of the additional support for care leavers as they make the transition to adulthood, “we do not expect local authorities to do it all on their own”, and that it wants “government departments and their agencies, relevant partners, charities and private sector organisations to play their part as part of a wider corporate parenting family”. To this end, the DfE introduced a ‘care leaver covenant’ to enable organisations to make commitments to care leavers within the spirit of the corporate parenting principles in a way that is most appropriate to them.

Reboot West activity complements the support provided by LA’s under their statutory duties. This is additional support that does not replace existing statutory services. Through co-location of Reboot West with LA Leaving Care Teams, and joint strategic leadership, Reboot West works in a highly effective and joined up way alongside services offered under existing statutory duties and the support already available to care leavers.

Care leavers bring diversity to the workplace and this is key to maximising productivity and overall business success, with employers that focus on diversity 36% more likely to have financial returns that are above average for their industry. Diversity brings a broad range of experience, skills and backgrounds which have a positive impact, and those employers that demonstrate themselves as inclusive and forward-thinking are known to attract a wider talent pool.

1.4 State Aid Considerations

[Indicative 250 words]

Expert advice has been taken from the Bristol City Council legal team and submitted with this application. We have been advised that there will be no State Aid issues.

1.5 Strategic Fit

[Indicative 300 words]

The WECA Industrial Strategy outlines an aspiration to achieve inclusive growth by enabling as many people as possible to contribute and benefit from economic growth. This ambition is also covered by strategic objectives in the WECA Employment and Skills Plan, including:

- SO2: Enabling all young people to achieve their potential
- SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression
- SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

For employers in the West of England, skills shortages have an impact on the productivity and growth potential, therefore the evidence points to a need for interventions to a) develop the skills of people in lower skilled occupations and b) develop a pipeline of talent to supply our innovative, high skilled economy.

The WECA Employment and Skills plan identifies NEET levels in parts of the area and for SEND and Children in Care/Care Leavers as a weakness that needs to be addressed. There are also a number of associated threats – for example: growing inequalities and poverty; exclusion acting as a drag on productivity; rising welfare costs and demands on the public purse. The identified opportunities point to a need for high quality employment and skills provision through scaling up, co-design and service integration.

The Children and Social Work Act 2017 introduced key corporate parenting principles for local authorities including the duty to promote high aspirations and seek to secure the best outcomes for looked after children. The DfE acknowledged the critical role of all government departments and their agencies as part of a wider “corporate parenting family”. In 2017, the Learning and Work Institute published their report: ‘Localised approaches to supporting care leavers’ which reported strong justification for developing integrated local approaches to supporting care leavers, recognising that the nature and scale of challenges faced by care leavers means it is difficult for them to be tackled by local authorities alone. The report highlights that *‘This is even more vital in the context of devolution and combined local authorities, which create opportunities for local areas to learn from effective and integrated approaches to supporting care leavers’*.

The project will work closely with Virtual Schools and school-based Careers Coaches prior to entry into the programme, and onward support including joint working with Future Bright.

Reboot West will be integrated with WECA’s [Workforce for the Future](#) programme so care leavers contribute to the development of the workforce and bring their skills, talents, resilience and experience to shape the developing economy.

The four participating local authorities and 1625ip will work in close partnership to ensure that young care leavers who are Disabled (including those with Learning Difficulties) will be referred and supported through the most appropriate programme – including **WE Work for Everyone**, Reboot and a range of other employment and skills services that are delivered locally.

There is a strong link with the West of England’s **Realising Talent** work with pre-NEETS who are in care and at high risk of being NEET. For example, we will identify those young people who will benefit from more sustained and longer term relationship based support. There will be effective referral and handholding to ensure these young people are not dropped and can achieve a smooth transition into Reboot.

1.6 Options Appraisal

[Indicative 400 words]

	Pros	Cons
<p>Option 1</p> <p>Extending and improving on current Reboot West model</p>	<p>Builds on an established evidenced based local model</p> <p>Outcome based model and funding – with all financial risk held by the social investor</p> <p>Significant VFM benefits of continuing a highly successful existing programme with high quality staff and partnerships.</p> <p>Provision of longer-term relationship based support to access and sustain employment and education, offering a career pathway for care leavers including strong links with pre-16 support and in work progression support;</p> <p>Provides opportunity to share effective approaches to achieve improved inclusion and diversity by employers and training providers</p> <p>Opportunity to improve alignment across care leaver and employment and skills services</p>	<p>Long term relationship support is more resource intensive and has a higher unit cost</p> <p>Complexity and cost of joining up local services and delivering a collaborative programme across four local authorities</p>
<p>Option 2</p> <p>Low Intensity Model – through local advice services and sign posting</p>	<p>This model would involve lower cost</p> <p>Some improved alignment across care leaver and employment and skills services</p>	<p>Referral model without relationship support is less likely to achieve successful EET outcomes for care leavers</p> <p>Higher financial risk and social investors will lack confidence in achievement of project outcomes</p> <p>This model would not significantly add value to existing statutory services and approaches</p> <p>This approach loses the benefit of a</p>

		West of England partnership approach
Option 3 Do Nothing	No cost WECA could invest funding in other priority areas	<p>Due to lack of support and disengagement of young people, West of England care leaver NEET and Not Known figures would increase</p> <p>Local authorities potentially fail in statutory duties</p> <p>LA/WECA not able to leverage match funding into the West of England</p> <p>The expertise of the Reboot team would be lost to the region and would not benefit the wider employment and skills system</p>

Central, regional and local government recognise that longer term relationship-based work is key to success when supporting care leavers into work, and the benefit of planned longer-term support in addressing other underlying issues is recognised by all regional stakeholders. All partners recognise the critical importance, to young people and employers, of continuing, consistent support once young people access employment and education, and of support with progression. An advice and signposting service would not achieve the sustainable employment, training and education outcomes that Reboot West has achieved.

1.7 Environmental Sustainability and Climate Action Considerations

[Indicative 500 words]

The Reboot project recognises that sustainable development is key to the project’s social and environmental responsibility as well as its economic performance. The project is committed to promoting sustainable development whilst delivering WECA activity and working with all partners to support sustainable development.

This Sustainable Development Policy has been produced to ensure that the Reboot project uses its influence and powers to enable all stakeholders involved in the project to improve the local environment. The project will act responsibly, consider the wider implications of its actions, and strive to have a positive impact on the world.

The delivery partner, 1625ip will have a Sustainable Development Policy in place, in addition to following the project’s own sustainable development procedures. As a minimum, the policy will ensure the following:

- Inclusion of non-traditional learning environments (non-classroom based, distance, online, using technology in non-traditional ways) - taking into account what is effective for care leavers.
- Opportunities for care leavers to access education and training that meets the needs of care leavers and the local labour market in each Local Authority area. This will also contribute to reducing the environmental impact of the programme through reducing the requirement for participants to travel.
- Have in place sustainable / green environmental management systems or be working towards having these in place.
- Manage risks and reduce environmental impacts in energy, travel, pollution and waste as a minimum.
- Use resources efficiently, and work with their suppliers to reduce the impact of the goods and services they purchase.
- Continually improve performance to protect the environment.
- Support and implement recycling initiatives.
- Nominate a Sustainable Development Champion for the project who will work with and share effective practice with other sub-contractors' / partners' SD champions, and report back on progress and activities to the Steering Group.
- Training in sustainable development

1.8 Equality and Diversity Impact Assessment

[Indicative 250 words]

As the Lead Accountable Body, Bristol City Council (BCC) will ensure that all organisations and individuals involved in the project meet the council's equality and inclusion strategy and to share best and effective practice.

Working with the three other local authorities involved in the project, BCC will ensure that the other local authorities also meet both their statutory equality and diversity requirements as well as meeting the equality and diversity requirements and objectives of the project.

BCC's 'Equality and Inclusion Strategy' 2018 – 2023 will initially form the basis of embedding a strategy and implementation plan across the project. The project will have a full Equalities Impact Assessment undertaken prior to the project starting.

The delivery partner, 1625ip, is a signatory to the BCC Equality Charter and has a comprehensive Equality and Diversity Policy updated in January 2019.

Reboot is specifically for care leavers, aged 16-25 years. Nationally care leavers are over-represented in a number of vulnerable groups including the unemployed. Aggregated data from the four LAs shows:

- 100% have emotional and wellbeing needs associated with trauma, disrupted attachments, instability and change.
- 44% have identified and specific mental health difficulties
- 21% have substance misuse needs
- 19% involved in offending
- 21% are pregnant/young parent
- 13% have Learning Disabilities
- 5% have other Disabilities

It is not envisaged that there will be an adverse impact on people with protected characteristics as the service is designed to engage and improve outcomes for all care leavers and eligible care leavers aged 16 to 25 who are NEET or at risk of NEET. Furthermore, the cohort of care leavers currently participating in the current Reboot programme indicates the referral route and engagement is inclusive and reflects the diversity of the local care population:

- 42% have a disability (including Learning Disability and mental health needs)
- 45% female, 55% male
- 67% White British, 28% BAME
- 11% LGBTQ, 80% heterosexual

Recent analysis of Reboot outcomes data indicates that females and males are achieving outcomes equally and that BAME young people are achieving better work and education outcomes than the cohort as a whole.

2 Economic Case

2.1 Economic Appraisal

[Indicative 650 words]

There are currently 826 care leavers in the West of England and programme targets those who are NEET or most at risk of being NEET. The first phase project, Reboot is working with 242 care leavers – which represents 30% of the West of England care leavers. The second cohort of 170 young people represents a further 20.5%. The number of 170 starts has been

chosen so that the project works at maximum capacity and, within the available resources, both funding and staffing, to meet identified need identified across the four local authorities.

170 starts involves initial contact and extensive assessments over the first month – it is anticipated that there will be maximum 10% drop out, with at least 153 continuing to receive ongoing support from the programme – this has been calculated on the basis of the results from the first programme for which the attrition rate is less than 10%.

The anticipated breakdown of the programme’s start demographics are below (based on Reboot Phase 1 cohort):

Overview	Number	%
Programme starts	170	
Male starts (55%)	94	55%
Female starts (45%)	77	45%
Demographic breakdown of starts		
Unemployed, including long term unemployed	102	60%
Economically inactive	5	3%
Participants from ethnic minorities (28%)	48	28%
Participants with disabilities	71	42%
Education level of starts	0	
No qualifications	22	13%
Below Level 1	31	18%
Level 1	46	27%
Level 2	60	35%
Level 3	9	5%
Above Level 3	3	2%

The Reboot West programme will deliver the following **medium to long-term outcomes**:

- An increase in the number of people care leavers in paid employment (this will include full-time and part-time, and self-employment)
- An increase in the number of apprenticeships and supported employment opportunities available and delivered to care leavers
- An increase in the number of care leavers engaged in education and achieving qualifications
- An improvement in the employability and functional skills of care leavers
- An increase in the number of work experience / placement opportunities available, and employers offering work experience placements to care leavers
- An increase in the stability and wellbeing of care leavers, including improved financial capability, stable accommodation, feeling safe and consistent relationships.

The Phase 2 targets are set out below and based on the outcomes achieved to date through Phase 1.

	Base targets	Stretch targets		
	%	Number	%	Number
Referral assumptions				
Referral numbers		170		170
Employment & Education Outcomes				
Enters programme and receives initial assessment	90%	153	90%	153
Receives assessment and review every 3 months		590		737
Begins education/training course	58%	79	58%	99
Completes 25% of course	57%	77	57%	97
Completes 50% of course	48%	65	48%	81
Obtains level 1 qualification	26%	35	26%	44
Obtains level 2 qualification	10%	13	10%	17
Obtains level 3 qualification	5%	6	5%	8
Begins University / Higher Education	2%	2	1%	3
Completes the 1st year of University / Higher Education	2%	2	1%	3
Completes the 2nd year of University / Higher Education	1%	1	1%	1
Obtains a Level 4, 5 or 6 qualification including University Degree	1%	1	1%	1
Enters work experience/ volunteering	7%	12	9%	16
Completes 1 week of work experience/volunteering	5%	8	6%	10
Completes 4 weeks of work experience/volunteering	3%	4	3%	5
Enters Employment	46%	70	51%	87
Earns the equivalent of 6.5 weeks x NLW x 16hrs	38%	58	43%	72
Earns an additional amount equivalent of 6.5 weeks x NLW x 18hrs	31%	47	35%	59
Earns an additional amount equivalent of 13 weeks x NLW x 20hrs	24%	36	26%	45
Earns an additional amount equivalent of 26 weeks x NLW x 24hrs	16%	24	18%	30
Stability & Wellbeing Outcomes				
Agrees education/ employment/ training is right for them		329		329
Managing accommodation and related costs effectively		329		329
Feels safe		329		329
Has at least one person providing a consistent relationship		329		329
Self-determining outcome (determined by the care leaver)		329		329

The use of a Social Impact Bond (SIB) to fund this project provides an opportunity for WECA to test the use of SIBs as a means of improving the outcomes of publicly funded services by making funding conditional on achieving results.

Rather than focusing on inputs or outputs, SIBs are based on achieving pre-defined and measurable social ‘outcomes’. The SIB financial mechanism and outcome framework aims to:

- Incentivise and reward positive outcomes;
- Support innovation and the adaptation of practice and services to ensure that positive outcomes are achieved;
- Embed active multi-stakeholder participation;
- Build the evidence base for interventions that work to support care leavers into education, employment and training; and
- Provide value for money.

The **medium and long-term impacts** of the project will be:

- A new West of England Corporate Parenting Partnership and Care Leaver Offer
- The establishment of a collaborative approach to supporting care leavers into education and employment in the West of England LEP area, working with the local authorities, existing WECA programmes, skills and training providers.
- A detailed and strong West of England care leaver career pathway framework linked to local and supportive training and employment opportunities.
- Care leavers achieve sustained employment and progress in their career pathway by ensuring a) ongoing support in employment and b) awareness of opportunities and support available when they move on from the support systems available to care leavers;
- Increased earnings – greater numbers of care leavers moving into paid employment, following identified career pathways and moving out of in work benefits.
- Increased qualifications and skills for care leavers so they are equipped to gain sustainable, well paid employment.

For applications through the Land Acquisition Fund please also complete the tables below

Additional homes enabled through this application

	20 /21	21/22	22/23	2324	Etc	Total
Number of homes delivered (completions)						

Of which Affordable Homes						
---------------------------	--	--	--	--	--	--

Accelerated delivery as a result of this application

	20/21	21/22	22/23	23/24	Etc	Total
Number of homes delivered (completions) – original programme						
Number of homes delivered (completions) – accelerated programme						
Number of homes accelerated per year						
Of which Affordable Homes						

2.2 Value for Money Statement

<i>Total project cost</i>	
<i>Grant sought (IF/EDF/LGF/RIF)</i>	
<i>Net Quantified Benefits</i>	<i>Jobs, GVA, Homes, Affordable Homes, CO2</i>
<i>VfM indicator*</i>	<i>Cost per job/home; GVA per £ spent</i>

** Benefit compared to total cost including match funding
 [Indicative 300 words]*

Please clearly set out any assumptions.

The Audit Commission (2010) put the cost of young people being NEET, ten years ago, at £56,000 in public finance costs over the working lifetime of the young person (e.g. cost to services and lost tax revenue) or, alternatively calculated, £104,000 in opportunity costs (e.g. loss of income to the economy and individuals). More recently the National Audit Office (Care leavers' transition to adulthood, 2015) puts the lifetime cost nationally of 19-year-old NEET care leavers at around £240 million (or £150 million more than if they had the same NEET rate as other 19-year-olds).

Using the the Audit Commission's calculation of £56,000 for the lifetime saving from removal from NEET (per young person) there is a 2.4:1 saving based on the following assumptions:

- 87 young people move into employment
- An allowance of 10% for the number who would have done so without the intervention
- The impact of the interventions persists for two-thirds of the young people.

Particularly in light of Covid, it is now anticipated that NEET outcomes for care leavers would be significantly negatively impacted without the continued support of the Reboot programme working in partnership with WECA and the local authority teams.

A NEET unemployed young person living independently in unsupported accommodation costs £12,000 each year in Universal Credit and housing costs (based on Universal Credit and Local housing Allowance). For a care leaver requiring supported accommodation the cost is more than double at £26,000 per year (based on average cost of low-level supported accommodation). The average cost of supporting a young care leaver into education or employment through Reboot is £7,000 per young person (including match funding) - representing GVA savings of:

- £5,000 per year for each care leaver already living independently at the point of joining the programme
- £19,000 per year for a care leaver enabled through training and employment to move out of supported accommodation and into a job.

The greatest savings will be in reductions in longer term costs linked to over-representation of our Care Leavers in unemployment, prisons, homelessness and mental health services. Savings across a range of public purse budgets such as health and justice departments will be gathered during the evaluation and will form part of the Monitoring and Evaluation (M&E) plan. We will also include in the M&E plan monitoring the longevity of employment.

There is a significant Value for Money benefit in extending an existing and successful project that already has the foundation of experienced and skilled staffing, co-location in the four LA's and strong partnerships in place to commence delivery immediately. Identification and referral

of the new cohort of care leavers will commence using the Phase 1 funding from Department for Education at no cost to WECA.

3 Financial Case

3.1 Chief Financial Officer sign off

3.2 Scheme Cost

Costs for Project Development (if Outline Business Case)

Project development of Reboot Phase 2 will be delivered with current Reboot Phase 1 resources. There will be no additional costs.

Costs for Project Implementation

Revenue Elements

Project implementation and delivery costs will be paid entirely on a payment by results basis per outcome achieved up to the total payment cap of £1,200,000. The rates were determined by central government (Department for Education) and are set out here.

Rate Card – for outcomes/outputs	Total payment	WECA payment 60%	Match funding payment 40%
Enters programme and receives initial assessment	£330	£198	£132
Receives assessment and review every 3 months	£110	£66	£44
Begins education/training course	£220	£132	£88
Completes 25% of course	£220	£132	£88
Completes 50% of course	£220	£132	£88
Obtains level 1 qualification	£1,760	£1,056	£704
Obtains level 2 qualification	£4,730	£2,838	£1,892
Obtains level 3 qualification	£4,730	£2,838	£1,892
Begins University / Higher Education	£660	£396	£264
Completes the 1st year of University / Higher Education	£2,750	£1,650	£1,100
Completes the 2nd year of University / Higher Education	£2,750	£1,650	£1,100
Obtains a Level 4, Level 5 or Level 6 qualification including University Degree	£4,730	£2,838	£1,892
Enters work experience/ volunteering	£110	£66	£44

Completes 1 week of work experience/volunteering	£220	£132	£88
Completes 4 weeks of work experience/volunteering	£330	£198	£132
Enters Employment	£660	£396	£264
Earns the equivalent of 6.5 weeks x NLW x 16hrs	£2,750	£1,650	£1,100
Earns an additional amount equivalent of 6.5 weeks x NLW x 18hrs	£2,750	£1,650	£1,100
Earns an additional amount equivalent of 13 weeks x NLW x 20hrs	£2,750	£1,650	£1,100
Earns an additional amount equivalent of 26 weeks x NLW x 24hrs	£2,750	£1,650	£1,100
Agrees education/ employment/ training is right for them	£220	£132	£88
Managing accommodation and related costs effectively	£220	£132	£88
Feels safe	£220	£132	£88
Has at least one person providing a consistent relationship	£220	£132	£88
Self-determining outcome	£220	£132	£88

The final five outcomes, stability and wellbeing outcomes, are claimable monthly up to a cap of £1,000 per young person per year.

Summary of Reboot Phase 2 programme costs

Delivery partner (1625ip) staff and overheads including: <ul style="list-style-type: none"> • EET Coaches and team leaders • Monitoring and evaluation 	959,014
Delivery and management costs including performance management, data collection, evaluation, accounting, insurance)	85,200
YP support costs including activities, group session costs, drop-in space room hire	41,155
Other direct project support costs	26,890
Staff training and supervision	12,873
External Evaluation	7,000
Return to investors.	0 - 67,868
Total	1,200,000

3.3 Spend Profile and Funding Sources

In relation to a payment by results model, the outcomes claimed in each Local Authority (linked to payments as outlined above) will be based on the allocation of staffing and cohort size in each LA. Overall, the project funding will be made up of WECA skills investment funding (60%), and 40% from the DCMS Life Chances Fund or other match funding. North Somerset Council outcomes will be paid 100% through the match funding (not WECA).

Revenue Spend (£000s)

	21/22	22/23	23/24	24/25	Total
WECA (60%)	£121,599	£329,711	£232,690	£36,000	£720,000
Match funding (40%)	£81,066	£219,807	£155,127	£24,000	£480,000
Total	£202,666	£549,518	£387,817	£60,000	£1,200,000

 Table 3.3.xlsx

4 Commercial Case

4.1 Procurement

[Indicative 400 words]

For Phase 1 1625ip was the only organisation that put forward a strong and successful bid which competed nationally for DfE funding. The selection of Bridges as an investment partner was due to its strong relationship with 1625ip. Other social investors had the opportunity to bid for the DfE’s Social Impact Bond programme if interested.

Reboot West was initiated, developed and designed by 1625 Independent People in partnership with Bridges Fund Management and 4 Local Authorities, underpinned by an innovation centred on the delivery of an evidence-based, psychologically informed approach (using Acceptance and Commitment Therapy) to support a greater proportion of care leavers into EET. The project is proving successful, achieving good outcomes for care leavers, with strong foundations and partnerships upon which to build, that this funding will continue to enable.

This application is for an extension of the existing project. WECA funding is being sought to extend the existing Reboot West project to a new cohort of care leavers in the West of England. For Phase 2 of delivery the existing partners, 1625ip and Bridges, have established a successful model and infrastructure to deliver the project, based on a unique model underpinned by an existing staff team who are trained, experienced and skilled in using Acceptance and Commitment Therapy with adolescents.

The extension into Phase 2 will be achieved by maintaining the existing staff team at full capacity (without the additional funding the existing team will reduce in 21/22 as outcomes are achieved for the existing cohort). The existing delivery team will concurrently a) complete delivery of Phase 1 (fully funded by DfE) and b) deliver Phase 2 by maintaining the current team who will maintain full capacity and take on a further 170 care leavers.

The project is delivered through an established partnership between Bridges Fund Management (the Social Investor), 1625 Independent People (the Provider) and four local authorities. WECA funding to extend the existing project will enable the Social Investor and 1625 Independent People to secure match funding. Bridges, who will provide the social investment, have established a Special Purpose Vehicle to manage the payment mechanisms of their funding to the provider 1625ip and from Bristol on behalf of WECA.

4.2 Operation and Financial Viability

[Indicative 400 words]

All four local authorities in the West of England Combined Authority LEP area are involved in the project, to support the delivery of the project in their local areas. The four authorities are: Bristol City Council (lead accountable body); Bath and North East Somerset; North Somerset; and South Gloucestershire. The authorities will provide expertise and advice on their local areas, including information on local programmes and education and training provision which will benefit care leavers. Each local authority will have a nominated person at senior leadership and operational management level in both the Social Care and Employment, Skills and Learning Services who will contribute to project governance at a strategic and operational level.

As Lead Accountable Body and the conduit for WECA funding, Bristol City Council shall, in accordance with the Implementation Plan, take an active role in project governance including:

- To lead on any changes/amendments needed and to ensure that all changes are signed off by the Bristol City Council Section 151 Officer
- Receive, manage and apply Programme Funds by making claims to WECA and channelling the match funding to the provider (through the Social Investor) on the basis set out in the agreement with WECA
- To ensure that the project is fully regional, focused on area of need in liaison with the unitary authorities and that all authorities ensure that the project continues to remain focused, of value and will measure impact
- To respond to any enquiries, claims, monitoring or other requests made by WECA to ensure the maximum transparency and value for money of the investment

The above will be performed as part of all unitary authorities' responsibilities to this cohort and WECA will not expect any administration fee to be deducted from the match funding provided.

Specific roles for Bristol City Council will include:

- Prepare contract and other formal partnership documents
- To adapt Reboot West's established partnership agreement between the Bristol, South Gloucestershire, North Somerset and Bath and North East Somerset

Councils to incorporate the programme extension and WECA funding so the Council can act as Accountable Body on behalf of the other 3 Local Authorities and facilitate the collaborative delivery of the Programme

- To establish the partnership arrangements with or on behalf of the three participating local authorities with the Social Investor's SPV, including the terms by which outcome payments will be made to the SPV in line with the published rate card to deliver the proposal to support an increased proportion of care leavers into education, employment and training.
- Coordinate steering group meeting
- Quality assurance of outcomes and case recording
- Undertake further required management responsibilities, including any reasonable Programme management decisions in its discretion, subject, as applicable, to reasonable consultation with the Steering Group
- Maintain distinct records of programme management, accounts, programme impact and output

The programme will be financed through a Social Impact Bond issued through Bridges Fund Management. The project will only commence when there are legal agreements with all funding partners in place.

The legacy benefits will be achieved through the development of a collaborative Framework for Care Leaver Career Pathways involving WECA, Local Authorities and contributing partners. Legacy benefits will also be achieved by embedding the Reboot approach to support care leavers by providing training and support to employers and other training and skills providers that will enable a wider and continuing group of young people to achieve sustained training and employment.

For the Land Acquisition Fund

Replenishing the Fund and Sharing Risk and Reward

[Indicative 400 words]

For the Revolving Infrastructure Fund

Source and Period for Repayment of the Funding

[Indicative 400 words]

4.3 Social Value Act

[Indicative 300 words]

Where procurement of goods and services relating to the Reboot initiative, Bristol City Council and 1625ip will uphold and respect all requirements of the Government Social Value Act, where relevant and possible. The Reboot Governing Board will expect best practice in this regard in all aspects of programme activities.

Reboot will also reflect the values promoted and upheld by individual partners regarding fairness, transparency, integrity, and commitment to equality and diversity and the promotion of the same within each Partner's activities.

5 Management Case

5.1 Promoter and Delivery Arrangements

[Indicative 300 words]

Bristol City Council is the Lead Accountable Body for the programme and will lead on all aspects of monitoring and reporting to WECA working with Bridges and 1625 Independent People (1625ip) through the governance model specified in section 5.2.

1625ip is already delivering the Reboot West project, employing a team of Coaches who are co-located in 4 local authority Leaving Care Teams. The service focuses on improving the life chances of care leavers in the West of England and has been performing ahead of target since the beginning of the project in 2018.

1625 Independent People has over 30 years experience in providing essential services to vulnerable young people across the WoE. Co-location of the Coaches in the 4 West of England Local Authority Leaving Care Teams helps to ensure a highly co-ordinated and effective approach to referral and joined up delivery.

Our aim is that the programme launches in January of 2021, with capacity already in place from the existing team of coaches. 1625 Independent People is fully committed to the delivery of the service in partnership with local authority leaving care services.

5.2 Project Governance and Delivery

[Indicative 400 words]

The Head of Service for Employment, Skills and Learning at Bristol City Council will take the role of Senior Responsible Officer (SRO), with accountability for this programme at BCC level to the Director of Children and Families Services who will act as a senior sponsor and supporter across directorates in each LA.

The Head of Service, Permanency and Specialist Services, Children and Families Services at Bristol City Council will play a key role in supporting the SRO.

The SRO will have overall responsibility for ensuring that the project meets the contractual targets and for the budgetary controls.

The Head of Service for Employment, Skills and Learning will also be responsible for reporting to WECA. She has an M Ed and over 25 years of developing, managing and overseeing employment and skills related programmes. Recently, the Head of Service has been working alongside WECA and other Local Authority colleagues to develop the West of England's Employment and Skills Strategy.

Operational delivery will be overseen by the Senior Operations Manager at 1625ip and the Reboot West Service Manager, working alongside Employment, Skills and Learning Managers and Team Managers for each Local Authority

The Senior Operations Manager has over 15 years of experience of commissioning services for children, young people and families, child protection and safeguarding, strategy development, designing and improving services, project management, contract management and delivery of services to young people.

The Service Manager has 10 years of experience in supporting children in care and care leavers, setting up new outcomes based contracts, managing and improving projects supporting vulnerable young people through important transitions, ensuring services are sustainable through enterprise and working closely with and reporting to funders or commissioners.

The profile of the care leaver cohort supported by Reboot West is overseen by the Service Manager in liaison with the LA Leaving Care Team Managers.

Governance:

The project delivery will be governed by

- 1) The Steering Group and
- 2) The Board for Reboot West's existing Special Purpose Vehicle (SPV).

Local authorities and 1625IP welcome a new collaborative and joined up approach to WECA involvement, over and above membership in strategic governance. For example, we are very keen to see joined up approaches to working with employers to create a diverse workforce and supportive and sustainable placements for young people.

The **Steering Group** will comprise of representation from WECA and Heads of Service from the four Local Authorities in the West of England (Bristol City Council; North Somerset; Bath and North East Somerset; and South Gloucestershire). The Steering Group has established

Terms of Reference which will be updated to ensure alignment with the agreed operational and strategic outcomes for Phase 2. There will also be a place on the Steering Group for.

The two key governance mechanisms are:

1. **Steering Group meetings**, attended by WECA, Heads of Service from all partner LAs, Bridges, 1625ip, DWP and Care Leaver representation. Other public sector bodies may attend when relevant.

The Steering Group will report to the following governance groups:

- WECA Skills Officer Group
- WECA Skills Advisory Board
- Children and Families Partnership Boards and Corporate Parenting Panels
- 1625 Independent People Board

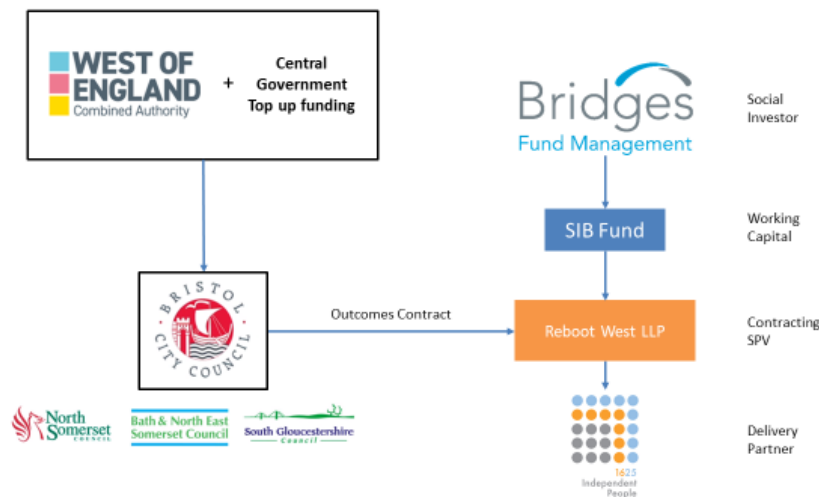
2. **Reboot West Special Purpose Vehicle (SPV) Board meetings:** attended by Bridges SPV and 1625 Independent People with an independent Chair.

Careful attention will be made to aligning the terms of reference and timings of the two governance mechanisms to ensure:

- accurate, verified and up-to-date information
- clear lines of accountability
- avoidance of unnecessary duplication of performance/finance reporting

The relationship of the SPV to the wider governance structure is summarised in the following structure chart:

Reboot West SIB Structure



1 | Strictly Private and Confidential

5.3 Programme Plan

[Indicative 200 words plus project plan]

The current Reboot West programme closed for new referrals on 31/3/20 and will continue to offer support to care leavers on current caseloads until the end of July 2022. It is assumed care leavers will leave the programme as they achieve their goals or for other reasons and hence the staff team is scheduled to reduce in numbers between July 2021 and July 2022 to reflect the reducing caseload (staff remaining under current funding will maintain caseloads of c.28 young people per Coach).

The Reboot West extension contract would provide funding to keep the current full staff team until September 2024, taking on another 170 young people.

Note: The two contract delivery periods will overlap between January 2021 and September 2022.

A detailed project plan will be provided as part of final contract arrangements.

Milestone completion dates	Start date	Completion date
Financial start and completion	1/1/21	31/9/24
WECA decision/approval	October 2020	
Collect feedback from stakeholders and use to identify improvements to service delivery model and reporting for new contract	1/9/20	31/12/20
Finalise contract, targets and payment arrangements with Bridges SPV	1/9/20	31/12/20
Develop project risk assessment and risk register with partners	1/10/20	15/12/20
Review, update and agree partnership arrangements including co-location and referral process arrangements with LA authority partners	1/10/20	15/12/20
Review, update and agree governance arrangements and ToR for governance meetings including Steering Group.	1/10/20	31/12/20
Review, update and agree quality assurance and data sharing agreement with partner local authorities and SPV Bridges	1/10/20	31/12/20
Develop and implement communication plan to include project information, eligibility criteria, referral process and scope of delivery.	1/11/20	15/1/21
Accept new referrals	1/1/21	31/7/22
Service delivery to young people (initial assessments and case work with young people including group work)	1/1/21	31/7/24
Implement changes to governance arrangements, reporting and quality assurance to cover Reboot 1 and new contract.	1/1/21	
Integrate delivery across Reboot 1 and new contract until Reboot 1 contract service delivery ends on 31.7.22. Including: <ul style="list-style-type: none"> Engagement with partners (LAs, WECA, DWP, employers and education/training providers) ACT supervision Training for partners 	1/1/21	31/7/22
Continued engagement with partners including LAs, DWP, employers and education/training providers, ACT supervision, training partners in ACT.	1/8/22	31/7/24
Final service evaluation, reporting, invoicing.	1/8/24	31/9/24
Project ends		31/9/24

5.4 Risks, Constraints and Dependencies

[Indicative 200 words plus risk register]

The risks through the Payment by Results arrangements mean that the financial risks are carried entirely by the Social Investor.

5.5 Land Acquisition, Planning and Other Consents

[Indicative 300 words]

5.6 Service Diversions

[Indicative 250 words]

5.7 Engagement and Consultation

[Indicative 300 words]

27 care leavers were involved in developing the initial Reboot West programme through focus groups and questionnaires, alongside learning from feedback from “New Belongings” and Corporate Parenting surveys. The importance of trusting relationships, being prepared and participation were key parts of the identified solution to supporting care leavers into sustained employment:

Care leavers said they need:

- People they can trust
- More emotional support and help to prevent and address isolation
- Better preparation, emotionally and practically, with slower transition
- Chances to learn from mistakes
- Help moving away from negative relationships
- Stability and good accommodation
- Help to address financial problems

Partnership working has underpinned the success of Reboot’s approach, including:

- Coaches are co-located in 4 local authority leaving care teams, attending team meetings and monthly case reviews. This ensures the right referrals and a joined up, holistic service;
- Reboot’s Steering Group comprises senior managers from 4 LAs, setting Reboot’s strategic direction and ensuring the service is meeting need. We have worked with senior LA leaders to design the scaled intervention;

- We have adapted delivery based on feedback and learning from local information sharing & planning forums;
- A Coach is co-located in a local FE college to ensure tutors are equipped to support YP to access and sustain courses;

Based on feedback from employers and Employment, Learning and Skills Officers the project has started to offer training and support to other skills and training providers, community learning teams and local employers so the whole system supports better life chances and opportunities through sustained, supportive learning and job placement.

5.8 Project Assurance

[Indicative 200 words]

The contents of this funding application and the full financial and performance tables for the programme have been prepared with and reviewed by 1625 Independent People, Bridges and Bristol City Council's Finance & Legal Teams.

5.9 Monitoring and Evaluation

1. Scheme background and context

- Provide a short description of the scheme, including costs, the delivery timeframe and an explanation of the wider delivery context.
- A summary of the key milestones should be provided with expected and actual completion dates. (indicative 250 words)

Milestone completion dates	Baseline month/year	Actual completion
	mm/yyyy	mm/yyyy

2. Logic Model

- Complete a logic model to reflect the project scope i.e. all the activities covered by the investment. Ensure also that there is a clear progression between the steps in your logic model.
- State assumptions between the investment and the predicted outcomes and impacts.
- For outcomes relating to direct jobs creation, please provide an annual profile of jobs created and clearly state the time period over which net additional jobs and GVA will be created.
- Please define the impact area of the intervention ie West of England or other geographical scale. (indicative 350 words)

The outcomes that will be achieved for care leavers are described in detail in the table below:

	Base targets	Stretch targets		
	%	Number	%	Number
Referral assumptions				
Referral numbers		170		170
Rate Card				
Enters programme and receives initial assessment	90%	153	90%	153
Receives assessment and review every 3 months		590		737
Begins education/training course	58%	79	58%	99
Completes 25% of course	57%	77	57%	97
Completes 50% of course	48%	65	48%	81
Obtains level 1 qualification	26%	35	26%	44
Obtains level 2 qualification	10%	13	10%	17
Obtains level 3 qualification	5%	6	5%	8
Begins University / Higher Education	2%	2	1%	3
Completes the 1st year of University / Higher Education	2%	2	1%	3
Completes the 2nd year of University / Higher Education	1%	1	1%	1
Obtains a Level 4, 5 or 6 qualification including University Degree	1%	1	1%	1
Enters work experience/ volunteering	7%	12	9%	16
Completes 1 week of work experience/volunteering	5%	8	6%	10
Completes 4 weeks of work experience/volunteering	3%	4	3%	5

Enters Employment	46%	70	51%	87
Earns the equivalent of 6.5 weeks x NLW x 16hrs	38%	58	43%	72
Earns an additional amount equivalent of 6.5 weeks x NLW x 18hrs	31%	47	35%	59
Earns an additional amount equivalent of 13 weeks x NLW x 20hrs	24%	36	26%	45
Earns an additional amount equivalent of 26 weeks x NLW x 24hrs	16%	24	18%	30
Agrees education/ employment/ training is right for them		329		329
Managing accommodation and related costs effectively		329		329
Feels safe		329		329
Has at least one person providing a consistent relationship		329		329
Self-determining outcome		329		329

3. Evaluation design and methodologies

- Describe your key evaluation questions e.g what do you want to find out?
- Referring back to the outcomes and impacts stated in the logic model (section 2), describe your evaluation methodology (ie. process, outcome or impact, or a combination).
- Identify your audiences and evaluation stakeholders, and what their evaluation needs may be.
- Are the scheme beneficiaries easily identifiable and accessible?

(indicative 300 words)

The Department for Education has commissioned an evaluation of the Care Leavers Social Impact Bond (SIB) Programme. The evaluation is being carried out by Ecorys in partnership with ATQ Consultants and Dr Claire Baker with the final report completed after the close of Reboot Phase 1 in autumn 2022. The aim of the evaluation is to assess each of the three national Care Leaver SIBs, including Reboot West, in terms of:

- effectiveness,
- impact, and
- value for money.

A final evaluation will be commissioned for Phase 2 to build on findings of the earlier evaluations, focusing on outcomes (for care leavers), wider impact of Reboot in contributing to supportive and sustainable work opportunities for young people and cost savings on reactive /remedial services in order to make the case for future investment in Reboot's preventative approach.

The evaluation during Phase 2 will focus on the following 3 areas, with the methodology focusing on both outcomes (for care leavers) and wider impact of Reboot in contributing to supportive and sustainable work opportunities for young people.

1. **OUTCOMES** for care leavers in accessing and sustaining employment and education.
2. **VALUE FOR MONEY / COST BENEFIT ANALYSIS**

The purpose will be to monetise interventions and costs incurred by agencies providing remedial / reactive services, including health, social care, youth justice and DWP, so we can use this data to make a compelling case to shift funding to a more evidence based preventative approaches such as Reboot.

3. SYSTEM CHANGE

We want to evaluate other Theory of Change related outcomes using the following evaluation questions:

- To what extent does joining regional and local government support for care leavers lead to improved outcomes, and how can this be replicated nationally?
- To what extent has a more effective and coherent career pathway been established for care leavers?
- How many high quality and work experience, jobs and apprenticeships have been provided to CLs, to what extent have they been sustained, and are there benefits in focusing on specific employers (e.g. sector, size, culture)?
- To what extent does the project's offer of training and support for employers enable employer engagement and sustained job outcomes?

Our evaluation stakeholders include:

- Care leavers
- WECA
- LA Employment & Skills teams
- Employers and training providers

4.1 Data collection methods

- Provide an overview of the data collection approaches including timing and frequency of data collection.
- Describe links with other monitoring activities where relevant.
- Where appropriate, provide maps showing the spatial coverage of the data collection.
 (indicative 250 words)

Item	When	To collect	To produce
Referral	At point of referral by LA or other	Personal contact and demographic information, risk assessment, cohort characteristics	Demographic information Monthly report on number of referrals
Assessments	At point of initial assessment and review assessment	Number of initial assessments and of quarterly review assessments	Monthly report on number of assessments against targets Outcome revenue claim
Care leaver EET outcomes	Data and evidence recorded by Coach when outcome has been achieved	Outcome is logged on Inform database and evidence uploaded	Monthly report on outcomes Outcomes revenue claim
Care leaver earnings	Monthly	Evidence of individual care leavers earnings provided by HMRC and logged onto Inform database	Monthly report on employment sustainment outcomes Outcomes revenue claim
Care leaver stability and wellbeing outcomes	At point of quarterly review assessment	Outcome is logged and evidence of care leaver confirmation uploaded	Monthly report on outcomes Outcomes revenue claim
Job sector in which care leaver employed	Recorded by Coach when informed by care leaver	Logged on Inform database	Quarterly report on employment sector
Courses/training accessed	Recorded by Coach when informed by care leaver	Logged on Inform database	Quarterly report on courses/training accessed
Distance travelled	At point of quarterly review assessment	Care leaver's assessment of their own progress	To inform evaluations
Employer engagement	When an employer confirms commitment to support care leavers	Employer contact details and offer logged on delivery partner's E-Tapestry system	Quarterly report on number of employers engaged

Young people telephone surveys	Three times per year	Care leaver feedback on the quality of the support, what they need help with and whether their needs are being met by the service	To inform service improvement and recommendations to Steering Group
Stakeholder surveys	Annual surveys of Reboot Coaches, partner practitioners, training providers and employers linked to the programme	Evidence and learning to demonstrate the programme is achieving its goals. Feedback to inform service improvement.	Recommendations for programme change to the Steering Group.
Overall Programme costs and delivery	Monthly and quarterly reporting against targets and budgets	Financial and performance information	To confirm that the programme is within profile and budget

4.2 Data collection and establishing the baseline

- Refer to the scheme logic model to help structure the baseline data collection and reporting activities.

Metric (inc. Target)	Unit	Frequency	Data source (& Responsibility)	Baseline date	Reporting to?
Inputs					
Programme expenditure	£, by source	Monthly	Provider (1625ip) invoices to SPV Bridges	Date of contract between provider and SPV Bridges	SPV Bridges
Payments for outcomes achieved	£	Quarterly	Provider will produce outcomes report by individual care leaver	Date of contract between provide and SPV Bridges	BCC Commissioner and Steering Group
Service user client data	By individual	Monthly	Provider Inform database (Salesforce)	At start of programme	SPV Bridges, BCC Commissioner and Steering Group
Service user feedback survey data	By respondent	Three times per year	Provider conducted telephone and	At month six	SPV Bridges, BCC Commissioner and Steering Group

			<i>electronic surveys</i>		
<i>Stakeholder survey data (including LA leaving care teams, education providers and employers)</i>	<i>By respondent</i>	<i>Annually</i>	<i>Electronic surveys</i>	<i>At end of year one</i>	<i>SPV Bridges, BCC Commissioner and Steering Group</i>
Outputs					
<i>170 referrals received and processed</i>	<i>By individual</i>	<i>Monthly/quarterly</i>	<i>Provider Inform database (Salesforce)</i>	<i>At start of programme</i>	<i>SPV Bridges, BCC Commissioner and Steering Group</i>
<i>153 initial assessments of young people completed</i>					
<i>590 quarterly review assessments completed</i>					

Outcomes and impacts for care leavers					
Metric (inc. Target)	Unit	Frequency	Data source (& Responsibility)	Baseline date	Reporting to?
Begins education/training course	79	Monthly	Provider Inform database (Salesforce)	At start of programme	BCC (Lead Commissioner) Steering Group SPV Bridges
Completes 25% of course	77				
Completes 50% of course	65				
Obtains level 1 qualification	35				
Obtains level 2 qualification	13				
Obtains level 3 qualification	6				
Begins University / Higher Education	2				
Completes the 1st year of University / Higher Education	2				
Completes the 2nd year of University / Higher Education	1				
Obtains a Level 4, Level 5 or Level 6 qualification including University Degree	1				
Enters work experience/volunteering	12				
Completes 1 week of work experience/volunteering	8				
Completes 4 weeks of work experience/volunteering	4				
Enters Employment	70	Monthly	HMRC (under existing arrangement) inputted to provider Inform database (Salesforce)	At start of programme	BCC (Lead Commissioner) Steering Group SPV Bridges
Earns the equivalent of 6.5 weeks x National Living Wage (NLW) x 16hrs	58				
Earns an additional amount equivalent of 6.5 weeks x NLW x 18hrs	47				
Earns an additional amount equivalent of 13 weeks x NLW x 20hrs	36				
Earns an additional amount equivalent of					37

<i>Agrees education/ employment/ training is right for them</i>	329	<i>Data collected at each quarterly review assessment</i> <i>Reported monthly</i>	<i>Provider Inform database (Salesforce)</i>	<i>At start of programme</i>	<i>BCC (Lead Commissioner) Steering Group SPV Bridges</i>
<i>Managing accommodation and related costs effectively</i>	329				
<i>Feels safe</i>	329				
<i>Has at least one person providing a consistent relationship</i>	329				
<i>Self-determined outcome</i>	329				

5. Delivery plan

- Provide a project plan and timeframe for data collection and reporting of monitoring and evaluation findings (ie. when key activities will take place, including baseline work, interim and final findings).

(indicative 250 words)

Evaluation	Key activities	
1. DfE commissioned evaluation of Care Leaver SIBs including Reboot (Phase 1).	Interim report on effectiveness in delivery and outcomes	July 2020
	Final report on overall effectiveness, outcomes achieved and value for money. Analysis of cost savings to other departments/budgets (e.g. Health, Justice, DWP)	January 2022
2. Delivery partner commissioned external evaluation of effectiveness of Reboot Phase 1	Interviews with care leavers, Coaches and other stakeholders. Analysis of survey responses, service user data and YP outcomes.	Nov 2020 – May 2021
	Report findings	July 2021
3. Final (Phase 2) evaluation	Interviews with care leavers, Coaches and other stakeholders including partners in LAs, DWP, employers and education providers.	July 2023 – July 2024
	Analysis of spend data, survey responses, service user data, YP outcomes, cost savings across other budgets, data relating to employers, job sectors and courses. Report findings	October 2024

6. Resourcing and Governance

- Provide details of the monitoring and evaluation budget, including details of source and what costs/activities this will pay for.
- Clarify procedures for risk management and any quality checking.
- Describe opportunities for different stakeholders to input into the scheme evaluation process.
- Provide a named contact responsible for delivering the plan, including name, address, telephone and email.
(indicative 250 words)

A budget of £60,000 will be allocated by Bridges and 1626ip to support ongoing monitoring and evaluation, which will form part of the part of the programme's reporting requirements to WECA.

Data will be drawn and collated from the programmes Inform system, financial reporting, employer, participant and stakeholder surveys and focus groups.

Data obtained for Monitoring and Evaluation purposes will be generated by 1625ip's Inform System and LA systems using robust MIS reporting procedures; progress reports and established financial reporting procedures. As such it will be closely monitored as part of the Reboot West programme with performance management undergoing rigorous risk and quality checking procedures.

The programme will hold bi-monthly SPV Board meetings and quarterly Steering Group (Governance) meetings where performance data will be reviewed. Interim and full evaluations will be published and disseminated at stakeholder meetings in each Local Authority area.

The named contact responsible is:

Jane Taylor
Head of Service: Employment, Skills and Learning
People Directorate
Bristol City Council
Phone: 01179039750
Email: jane.taylor@bristol.gov.uk
Post: Bristol City Council, City Hall, College Green, Bristol, BS1 5TR

7. Dissemination

- *Provide details of how the findings from the evaluation will be used. What will the evaluation inform and who will be the audience?*
- *Please provide details of how the findings from the evaluation will be communicated to key stakeholders and lessons disseminated.*

(indicative 250 words)

The findings of the evaluation will be used to:

- Inform stakeholders, partners and other agencies of a detailed analysis of which interventions outlined in our proposal worked / did not work and why?
- Attract future investment and sustainability of employment support for care leavers
- Shape future employment support interventions for care leavers.

Evaluation reports will be published and shared at stakeholder meetings in each participating Local Authority area and nationally with Government departments including DfE, DWP and DCMS.

We will develop a toolkit of resources to support dissemination, codify practice and support replication. Through training and joint working with learning and skills providers and employers we will extend the model into other organisations and sectors.

We will use established partnership arrangements to disseminate learning and will involve young people and practitioners in supporting further extension of the model. We will share learning at South West groups in the Social Care and Employment, Learning and Skills Sectors and at sector-led improvement summits and present workshops at national conferences. Whilst the innovation is our own, the sharing of it is for everyone.