

Great Things Can Happen...

Our 10 Year Review



 **THE source**
SKILLS ACADEMY

Introduction

THE SOURCE SKILLS ACADEMY

Contents

Introduction	1
Overview	3
Delivering work-based learning	5
Supporting local jobseekers	7
Moving young people on to positive outcomes	9
Growing businesses	11
Offering further opportunities	13

Ann Cadman

Managing Director of The Source

"I cannot believe how much we have achieved since opening and I am so grateful to everybody involved in the success of The Source - to British Land and Sheffield City Council who had the vision and determination to establish this unique training and development centre 10 years ago and to other key partners, such as Rotherham Borough Council.

In 2013, we commissioned an independent review to help us understand the impact our programmes have had on local people and businesses, as well as the regional and UK economy. This review, carried out by PwC, has revealed that The Source has created an estimated social return on investment of £53.4 million in its first 10 years (approximately £3.70 for every £1 invested).

We were delighted to find out that we have generated social value more than three times greater than all investment made in The Source. For instance, we have boosted economic output and generated tax revenue through upskilling local people and helping local businesses create new jobs. In addition, we have helped deliver savings to the public purse by moving jobseekers into employment.

Whilst these numbers are impressive, it is the personal impacts that mean the most to me; people who have found work after years of unemployment; young people who had low self-esteem but now feel they have got something to be proud of; businesses experiencing difficulties that find new opportunities. Our learners and business partners are amazing, and we are delighted to have been able to help them.

We love what we do and we believe that it matters now more than ever. We need to help more local people find employment, from young people embarking on their first job experience to long-term unemployed people



getting back into work. We have to give businesses the support they need to thrive, from small start-ups to major retail brands. We must also help the retail sector, which is the UK's largest private sector employer, transform itself for the brave new world of omnichannel retailing.

For us, quality is paramount. We are determined to get better and better, all the time. We must be our best so we can help others achieve their best. We also need to develop relationships across the whole region, to ensure all businesses and learners have access to the specialist programmes we offer. We want to work with our local communities to understand their needs better, so we can help more people get into jobs. In addition, we want to support our own staff, who are at the heart of everything we do.

We have a clear plan for growth and we are hoping that the next decade will be even better than our first, as we build our reputation as a world class skills academy for retail and customer service, the one that employers and trainees turn to first."

£53.4m – £3.70 for every £1 invested

Social Return on Investment

Percentage breakdown by programme below

Delivering work-based learning	57%
Growing businesses	18%
Supporting local jobseekers	17%
Offering opportunities to local schoolchildren	6%
Moving young people on to positive outcomes	2%



John Mothersole
Chief Executive of Sheffield City Council



“The Source shows that when the public and private sector decide that a challenge needs to be sorted then great things can happen.

British Land and Sheffield City Council decided, many years ago, that the impact of Meadowhall should not just be a place where people shop, but the basis on which we could transform people’s lives. As a Council, we have always felt that the long-term solution to social challenges is to be part of a vibrant economy and that, in turn, means that individuals need to have the skills and motivation to contribute.

When we started on this journey we hoped for success but, like any innovative venture, it could not be guaranteed. A decade on, the results have exceeded our expectations and the whole region is seeing the fruits. There is also an even stronger partnership between ourselves and British Land, of which The Source is becoming a national symbol. The last 10 years have gone in a flash but we all know the work is not completed and we are in it for the long haul. The achievements of The Source, which are fantastic, now motivate us even more for the next 10 years.”

About Us

Since opening, The Source has received one million visits by people accessing the training and facilities to improve their employability skills, life skills, confidence, self-esteem, health and wellbeing.

The Source is a training and development centre set up by British Land in partnership with Sheffield City Council in 2003. Established as a charity, The Source is located in an area of low skill and employment levels. The facilities include a gym, day nursery, café and mock shop for students.

Over the last 10 years, The Source has built a national reputation for excellence in retail and customer service training. It is one of a select number of National Skills Academies for Retail and the only Centre of Vocational Excellence for Retail in South Yorkshire. In 2011, it launched new satellite centres in Rotherham town centre and Sheffield city centre.

National and international awards for The Source include:

- Business in the Community Big Tick Award 2011, for the sixth year running
- ICSC Foundation International Community Support Award 2010
- Best Window Display Award at the World Retail Congress 2010, won by two of The Source’s students, selected to represent the UK in this international competition
- ICSC Foundation European Community Support Award 2009

Chris Grigg
Chief Executive of British Land



“Well done to everybody at The Source on an incredible first 10 years. The work they do is both exceptional and really important, and I can’t think of a better combination of things than those two.

What happens at The Source is only made possible by the partnerships and the contributions of many other people and organisations. We are privileged to be one of these partners. The Source has had an influence on how British Land engages with the communities in which we operate. To make the right decisions as a business, we need to understand local people’s wishes and concerns when managing our properties and considering development opportunities. The Source is a fantastic example of the benefits of our collaborative approach. I believe that the way we behave and how we listen to our stakeholders is more important now than ever. It is absolutely critical that initiatives like The Source continue to help local individuals and businesses around the UK – and inspire all of us to look at new ways of thinking and operating. I very much look forward to The Source’s next 10 years.”



Overview

The Source has created an estimated social return on investment (ROI) of £53.4 million in its first 10 years (approximately £3.70 for every £1 invested).

An independent review by PwC was commissioned to estimate the social return on investment generated by The Source. This return has been generated through:

- Increased economic output and tax revenue from upskilling local people and helping businesses create new jobs
- Savings to the public purse from moving jobseekers into employment
- Personal value of additional wellbeing resulting from being employed.

All social return on investment figures are estimations of the net additional value generated by The Source. The total investment in The Source from 2003 to 2013 is £18.7 million, of which PwC's analysis covered £14.4 million. The analysis is based on third party data which included, in some cases, primary research specific to The Source, as well as estimations based on published government statistics and valuations guidance. All figures have been rounded. The review was funded by British Land. For the full methodology statement by PwC, please visit www.thesourceacademy.co.uk/PwC

Key:

■ Text in black on the graphic is covered by the PwC review

□ Text in white on the graphic is additional

Delivering Work-Based Learning (including apprenticeships)

For more information please see pages 5 - 6



Supporting Local Jobseekers

For more information please see pages 7 - 8



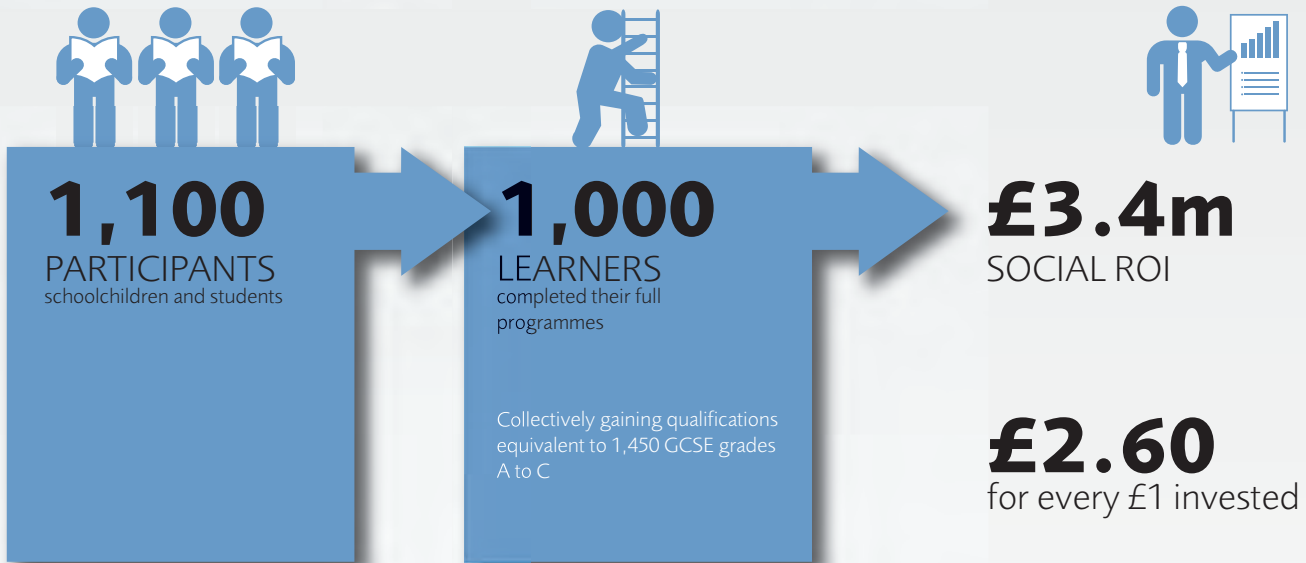
Moving Young People on to Positive Outcomes

For more information please see pages 9 - 10



Offering Further Opportunities to Local Schoolchildren

For more information please see page 13



Growing Businesses

For more information please see pages 11 - 12



Delivering Work-Based Learning

Work-based courses, such as apprenticeships, provide people of all ages with opportunities to earn while they learn.

These include new apprenticeships for people who were previously unemployed and upskilling opportunities for those already in employment.

14% higher success rate

For retail and customer service apprenticeships than the national average in 2011/12. Based on Skills Funding Agency validated data.

Ashleigh Porter-Exley, an apprentice from The Source, was crowned winner of the BBC's Young Apprentice 2012, winning £25,000 towards setting up her own business. 17-year-old Ashleigh dazzled industry experts with her ideas for an ethical sportswear brand and impressed the show's boss Lord Sugar with her 'sheer and utter graft'.





“My apprenticeship gave me the confidence to further my career and make something of myself. The qualification improved my confidence and made me a stronger person. I'm going to create a great life for my son, because I didn't have the best start myself.”

Matthew

Sheffield Showcase

Young Apprentices from The Source Create Window Displays



Almost 50 apprentices from The Source have gained experience working alongside professionals to create displays in vacant shop windows, through Sheffield Showcase. 85% have gone on to become professional visual merchandisers. This partnership initiative with Sheffield City Council has also enabled The Source to provide support to over 900 local businesses, retailers, charities and artists in recent years, helping them raise their profile and boost sales.

First In - Best Dressed

Charity Shop Run by Apprentices from The Source



Councillor Julie Dore, Leader of Sheffield City Council (pictured above), opening First In - Best Dressed, a charity shop run by apprentices from The Source. This gives learners valuable experience of running a business. It has also raised £9,700 and awareness for charities such as Autism Plus, the Cathedral Archers Project, Cruse Bereavement Care and Whirlow Hall Farm.

Supporting Local Jobseekers

The Source works with a range of partners to help local jobseekers develop their employability skills and find work.

Recent employability initiatives include the Government's Work Programme and retail preparation courses with local partners. Previous programmes include The Source of Your Own Destiny, Skills for Jobs and the Future Jobs Fund.

"I came to The Source when I was made redundant in 2008. I had been working for the same company for 25 years and it was a bolt out of the blue. The Source helped me to expand my skills and consider different career options. Thanks to The Source, I started a brand new career at B&M Homestores and I love working in retail! I even won a Rotherham Ambassador Award in 2009, recognising my achievements with The Source."

Stephanie Battersby





“When I first entered the programme I had very little confidence. I was very overweight, a single mum and my outlook on life was very grim. Now six months on, thanks to the Source of Your Own Destiny programme, and sheer determination on my part, I have lost three stone, received awards for computers and healthy living and have also got a job at Sheffield City Council. I feel I am a better mum for my son and a better person overall.”

Michelle

Ben Rose

Skills for Jobs, Adult Learner of The Year 2011

Stuart McClarnan

Owner of Stuart's Fruit & Veg in Sheffield



Ben commented: “Since participating in the programme, I really have made big changes in my life. I have been volunteering helping 16-25 year olds from disadvantaged backgrounds, which has been great as it allows me to give something back to the community. It's never too late to build upon something and make positive changes to your life.”



Stuart (pictured above with apprentice Ben Fox) said: “The Source has helped us become more profitable and grow our business in the right way – this is good for us and local jobseekers. We have recently recruited two apprentices to join the team, creating new roles - and bringing fresh ideas and new initiatives to the business. We have also accessed WorldHost customer service training, participated in mystery shopping reviews and received support with business planning, all of which have given a boost to our business.”

Moving Young People on to Positive Outcomes

The team at The Source delivers a number of programmes to help young people not in education, employment or training (NEETs) develop their skills and find work.

Recent examples include The Prince's Trust's Get into Retail course, which includes a week's work experience, and Sheffield City Council's Opportunity 100 Apprenticeship scheme.

60% positive outcomes

For young people participating in Get into Retail at The Source, including employment and further training.

Amran Abdulla joined Sheffield's Opportunity 100 Apprenticeship scheme at The Source, after struggling to find other opportunities that worked for him. He made such a great impression on The Source that we recruited him to join our work-based learning team, where he is now helping other young people move into apprenticeships and create positive futures for themselves – something he says makes him feel proud.





“The course helped build my confidence and prepare me for work. I enjoyed everything about it and loved learning in such a nice environment.”

Katie

Get into Retail

With The Prince’s Trust and The Source

National Citizen Service

With The Prince’s Trust and The Source



Vakas Husain (pictured above) collected The Prince’s Trust Employment Achievement Award 2013 from local Council Leaders Julie Dore and Roger Stone. As part of the Get into Retail programme at The Source, Vakas completed a work placement at Matalan, where he gained a full-time position doing his dream job.



Young learners from The Source acquired new skills, met new people and made a real difference in their community through The Prince’s Trust’s National Citizen Service. As part of the three-week programme they arranged a community project with Bupa, gardening, painting and helping the elderly community.

Growing Businesses

The Source offers a range of initiatives to support businesses, including independent retailers, national and international retail brands, and small local firms. Recent examples include Opportunity Sheffield and an employment brokerage service, funded by the European Regional Development Fund and Yorkshire Forward, and managed by Sheffield City Council. The Source also provides support to local businesses through apprenticeships and other training programmes.



293 local shops and market traders

In Rotherham and Sheffield have used feedback from The Source's mystery shopping reviews to improve customer service.

Kara Chapman (pictured right), co-founder of The Whistle Stop Sweet Shop in Rotherham, which is flourishing thanks to the support of The Source. A professional visual merchandiser from The Source visited the store and worked with staff to develop exciting displays, which attracted a new customer base and increased sales. The store has since recruited its first apprentice. Kara comments that: "The Source Skills Academy has made a huge impact on our business".



"Our experience of apprenticeships has been fantastic. The individuals we have recruited have made a huge impact on our organisation and I'm confident that my workforce is happy, healthy and enjoy their jobs. One of the apprentices we recruited through The Source is helping me to set up a human resources department from scratch, so our company really is reaping the benefits of apprenticeships."

Amanda Perry, Owner of Fancie Cupcakes

The Source's status as a Centre of Excellence for retail and customer service training is demonstrated by the fact it delivers apprenticeships nationally for several retailers, including Caffè Nero, Debenhams, Jaeger, and Republic. The team also plays an important role in strategic local government groups in Rotherham and Sheffield, as well as collaborating with organisations such as the National Skills Academy for Retail and the British Council of Shopping Centres (BCSC).

Emma Woollin (pictured right), one of 373 staff at fashion brand Republic who have benefited from work-based learning through The Source. After a successful pilot in 15 stores, The Source now delivers training in all Republic stores nationwide, as well as to the head office team. Gemma Boycott, Training Coordinator at Republic, commented: "The staff who are on the apprenticeship programme are really motivated and keen to learn. It has definitely increased their confidence levels and is helping them develop fantastic skills in areas like customer service and visual merchandising - all of which is great for our business."



"The Source is an inspiration for other skills shops across the UK and makes a fabulous contribution to the local economy. The Source Skills Academy's support not only benefits local retailers, but enthusiastic, skilled young people through the apprenticeship programme. Retail is not just about stacking shelves, there are fantastic careers to be had in this sector and The Source is training the retail leaders of the future."

John Browning of the National Skills Academy for Retail

Chris Hamby

Owner of Hamby's Antiques in Rotherham

Darren Nockall

Owner of Great Northern Tiling in Sheffield



Chris (pictured above with apprentice Ashley), is one of eight independent retailers to take on an apprentice thanks to funding from British Land, Rotherham Borough Council and Sheffield City Council. He commented: "I'm always looking for opportunities to grow my business and The Source has given me the support I needed. I had no idea how recruiting an apprentice could benefit me, but it has been phenomenal."



Darren said: "The Source helped me to recruit an enthusiastic and dedicated apprentice who was eager to learn. Jessica, my apprentice, is now singlehandedly looking after the finance team and has made such exceptional progress that I am looking to recruit another apprentice who Jessica can manage and grow the business with."

Offering Further Opportunities

The Schools Programme

Through the Schools Programme, local pupils have the chance to combine lectures at The Source with work placements, a first taste of the working world for many young people. Pupils can also pursue short courses to develop their skills in areas such as customer service, employability and money management.



Kieron Ellis

With The Source from the Early Days

Kieron, describing his learning journey so far said: "I first came to The Source when I was 14 to find out more about starting a career in retail. 10 years on I have won an Apprentice of the Year Award, developed my skills and confidence and I am now working in retail management at River Island. The Source put me on the right career path and, since beginning my retail career, I have never looked back."



Danny Hare (pictured below) has grown from a student on the Schools Programme almost 10 years ago, to Assistant Manager at MIC Menswear in 2013. He has also come back to The Source to speak to new students.



"Many students have regularly attended their retail course at The Source when their school attendance has been inconsistent or, in the odd case, non-existent. This shows the students enjoy and respond in a very positive manner to the course, their tutors and their learning environment."

Mark Sinclair, Head of Vocational Programmes at Hinde House 3 - 16 School

The Autism Centre

Almost 240 people with autism have benefited from a life changing work experience programme delivered by the Autism Centre at The Source.

Tom Clayton (pictured right) had always wanted to work but struggled to make sense of the world around him. With specialised support, he joined the cleaning team at Meadowhall Shopping Centre in 2003. He now has 10 years of work experience, has developed a social life and recently moved into his own supported living flat.



“Autism affects the lives of five million families in the UK, and 98% of adults with autism are unemployed. Our young people are amazing because they have to overcome barriers and work harder to achieve their outcomes. We are all extremely proud of them.”

Glynis Beck of the Autism Centre for Supported Employment

Commercial Training Programmes

Upskilling Local Workers

The Source offers a range of commercial training courses, covering areas such as first aid and security. At Meadowhall Shopping Centre, security team member Pete Mitchell (pictured below) and his colleague Danny Newton put their training into practice to save the life of a father who had suffered a cardiac arrest during a shopping trip with his young family.



£13,500 fundraising

Since The Source opened, the team has raised £13,500 for charities, including contributions through The Source’s charity shop in Sheffield. In 2010, they scooped the Outstanding Team Award for fundraising in the Master Cutler Challenge. Charities that have benefited include Bluebell Wood Children’s Hospice, homeless charity Safe@Last and Children in Need.

The Source Gym

Improving Health and Wellbeing

Gym member Saeeda Bashir (pictured below) collected a Health and Wellbeing Award from local Council Leaders Julie Dore and Roger Stone. She commented: “From the moment I picked up the phone to arrange an induction at The Source gym through to this very day, I have felt supported and encouraged by the team. It hasn’t been an easy journey but it has been one of self-discovery. It was the best decision I ever made!”



31 journeys to the moon

Members of The Source gym have cycled some 1.1 million kilometres since 2003, getting fit, improving their health and releasing feel-good endorphin hormones.

Want to know more?

For more information on The Source Skills Academy

a: 300 Meadowhall Way Sheffield S9 1EA
t: 0114 263 5600
f: 0114 263 5700
e: reception@thesourceacademy.co.uk
w: www.thesourceacademy.co.uk



Social Return on Investment Review by PwC
For the full methodology statement, please visit:
w: www.thesourceacademy.co.uk/PwC

Design by Marmalade Creative in Sheffield

Thank you to our key partners:



Printed on Challenger Offset, from Forest Stewardship Council (FSC) certified sustainable mixed sources. Printed using vegetable based inks by a carbon neutral printer, certified to ISO 14001 and EMAS environmental management standards.