



**Public Social Partnerships**

**Employability Pilot**

**Registers of Scotland and Haven Products**

**Social Return on Investment (SROI) Analysis**

An evaluation of social added value of the employability pilot

## Executive Summary

This report is an evaluation of the social return generated by the employability pilot collaboration between Registers of Scotland and Haven Products as part of the Scottish Government funded Public Social Partnerships Project.

This pilot aims to expand an existing employability scheme for people with disabilities, who are trained by Haven Products, to create a '*complementary workforce*'. Registers of Scotland is the first Government agency to participate in this scheme and benefit from the additional skills of the new employees.

The analysis in this report was carried out using Social Return on Investment which tells the story of the change affected by our activities, told from the perspective of our stakeholders. SROI places a monetary value on outcomes, so that they can be added up and compared with the investment made.

### Stakeholders

The report shows how the pilot has made a real difference to the lives of 12 people with disabilities who engaged with the pilot over its period of operation. The positive outcomes experienced by the Associates working on the pilot also affected their family members and friends who benefited from the changes as well.

Other stakeholders are also affected by the changes created by the pilot and the scope of this report was restricted to analysing the outcomes experienced by key interested parties namely

- Haven Products
- Registers of Scotland
- Registers of Scotland Mentors
- Scottish Government
- National Health Service
- Department of Work and Pensions



## Outcomes

An impact map was created following engagement with the key stakeholders and a range of outcomes were created including:

- Improved Quality of Life (increased confidence and self esteem, increased feeling of responsibility for own life, increased self belief, feeling successful feeling useful)
- More positive about life
- Improved Employability (teamworking, communication, work skills and experience)
- Improved physical, mental health and fitness
- Improved social networks and decreased feeling of social isolation
- Gaining Employment
- Less anxiety
- Raising awareness of disability issues, overcoming discrimination
- Increase in number of people with disabilities in employment
- Healthier population with increased ability to take part in the workplace
- Increase in income for people with disabilities
- Savings in Benefit payments
- Increased tax payments

## Results

The total impact calculated for the partnership between ROS and Haven under the assumptions was £478,999. The value of this impact in future years is discounted to net present values using a discount rate of 3.5%. The total present value of the pilot is calculated at £665,137. The total investment in the partnership was £66,962. The SROI index is a result of dividing the total present value by the investment. This gives a social return of £9.93 for every £1 invested in the pilot.



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## 1 Introduction

Social economy organisations in Scotland play an important part in delivering services for the public sector. They have a background in working with hard to reach client groups and have a proven ability to innovate. The Scottish Government has recognised the valuable role that third sector organisations play in delivering services for the public sector and are keen for the two to work together more closely to contribute to the attainment of Best Value.

Public Social Partnerships (PSP) is a new approach to public service delivery. PSP involves public sector agencies co-planning services with enterprising third sector organisations. The PSP model has great potential to benefit the third sector and the public sector in Scotland, and to improve outcomes for service users, clients and communities.

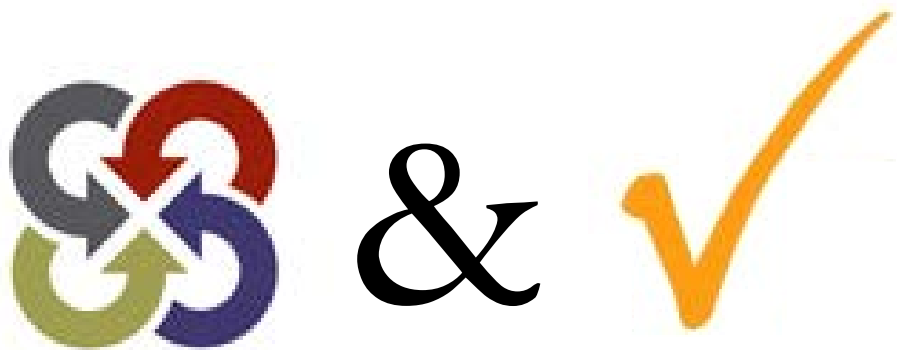
The EQUAL Social Economy Scotland partnership undertook an initial PSP study and one of its recommendations was that a more extensive pilot project be carried out. Following the publication of [a joint statement](#), which outlined the aspirations for the relationship between the third sector and national and local government, the Scottish Government selected a consortium of social enterprise, Forth Sector, and consultants, PricewaterhouseCoopers LLP, to identify and then develop 10 PSPs to further test the model.

The Government's PSP Scotland Project comprises three stages:

1. Third sector organisations working with public sector purchasers to design a service;
2. A consortium of public sector and third sector organisations participating in a short-term pilot, helping to refine service delivery parameters;
3. The service is further developed to maximise community benefit before being competitively tendered.



## 1.1 The Partner Organisations



### Public Sector: Registers of Scotland

Registers of Scotland (RoS) is the Scottish Government agency responsible for compiling and maintaining records relating to property and is the non-Ministerial government department statutorily responsible for registering a variety of legal documents in Scotland. Their work is dominated by two main registers recording ownership and rights over land and property and staff currently manage around half a million property registration transactions each year.

### Third Sector: Haven Products

Haven Products, part of Momentum Scotland and the Rehab Group, is a registered charity and company limited by shares. Haven's main purpose is to create and sustain meaningful employment and development opportunities for disabled people through trading commercially. Haven currently operates from three factories across Scotland as well as operating an innovative Complementary Workforce model. Haven employs 140 staff over 80% of whom are disabled.



## 1.2 The Pilot

The aim of the pilot is to extend Haven's innovative Complementary Workforce model to working in partnership with RoS. Complementary Workforce works by placing existing work-experienced disabled Haven Associates in roles within partner businesses to which their skills are suited, and for which there is a business need. Before starting on the Complimentary Workforce all Haven Associates go through a five to six week process designed to ensure they are suitable for the position, confident at taking on this new challenge and ready to start.

The pilot will offer employment and development opportunities for disabled people. The pilot aims to fill 10% of RoS flexible resourcing with associates from Haven. Ongoing support for Haven Associates will be provided by mentors who will be recruited from RoS staff. Further support will be offered by the Haven team. The deliverables of employing Haven disabled staff on a placement basis would include:

- Delivering the Registers of Scotland's Strategy on Diversity and Corporate Social Responsibility
- Reaffirming its reputation as a diverse and positive employer both to its own employees and customers and to the outside world in general
- Giving opportunities to local people in the communities in which it operates
- Working on a placement/agency basis with the person remaining an employee of Haven gives Haven and not the Registers of Scotland the responsibility and opportunity of addressing any challenges which may arise in relation to the employment of the person.
- Any Haven staff working on this basis would be work experienced and used to working in a fast moving, customer focused environment where quality is foremost.

On completion of the pilot RoS and Haven aim to have an active working partnership with the Complimentary Workforce being one of a number of recruitment resources available to the public sector agency. The pilot will be self sustaining and will define the working relationship between the partners.



### 1.3 Scottish Government Strategic Objectives

The partnership between RoS and Haven links to the following Scottish Government National Outcomes:

*'We realise our full economic potential with more and better employment opportunities for our people'*

The Scottish Government wants to remove the barriers to work experienced by a number of different groups engaging with the pilot including disabled people, carers and parents and is committed to innovation in the workplace to ensure everyone has the opportunity to work.

Realising the full potential of Scotland's people will require the wider attainment of higher skills, the removal of barriers to work, including support for carers, parents, disabled people, and minority and ethnic communities, and a continuing commitment to innovation and the application of knowledge in our economy.

The Scottish Government aims to bring more people into the workforce, address persistent pockets of unemployment and help to tackle inequality and social exclusion.

The benefits of this will be realised in a society where the opportunity to succeed is within everyone's reach and where full use is made of people's skills to boost productivity and economic growth.

*'We live longer, healthier lives'*

The Scottish Government has the aim of longer and healthier lives for the people of Scotland by increasing the amount of time people spend in good health, by increasing their ability to take part in the workforce, by improving productivity and through population growth.





The Government understands that this outcome can only be achieved through collaboration across all areas of Government, as well as with other public and private services and with individuals.

*'Our public services are high quality, continually improving, efficient and responsive to local people's needs'*

The Scottish Government recognises the quality of public services and the way in which they are delivered has a major impact on Scottish society and the overall performance of the Scottish economy. Better and more efficient public services enhance quality of life, support sustainable economic growth and assure those that fund and rely on them that their public services are responsive, provide value for money and are continually improving.

Key contributing factors to the success of developing new public services identified by the Scottish Government are: partnership working across organisational boundaries; user-focused planning; and delivery aimed at achieving specific outcomes.



## 1.4 Social Return on Investment (SROI)

SROI is a framework for measuring a concept of value that is much broader than simply financial. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. SROI can encompass all types of outcomes but it is based on involving stakeholders in determining which outcomes are relevant. SROI is based on seven principles:

- Involve stakeholders
- Understand what changes
- Value the things that matter
- Only include what is material
- Do not over-claim
- Be transparent
- Verify the result

SROI was developed from social accounting and cost benefit analysis, and has a lot in common with other outcomes approaches. However, SROI is distinct from other approaches in that it places a monetary value on outcomes, so that they can be added up and compared with the investment made. This results in a ratio of total benefits (a sum of all the outcomes) to total investments. For example, an organisation might have a ratio of £4 of social value created for every £1 spent on its activities.

The purpose of this SROI report is to measure the social added value created by the partnership between ROS and Haven through the Employability PSP Pilot.



## 1.5 Pilot Activity

In recent years, Haven has extended the employment options available to its disabled staff by developing the Complementary Workforce. This innovative model provides the opportunity for Haven staff to work in large organisations, supported by members of the Haven management team.

ROS had identified a business need for a new service to increase the productivity of its scan department. The new business model had to offer flexible working arrangements and RoS wanted a more engaged and motivated workforce. The service would operate at the busiest time of year and RoS had noted in the past that the temporary employees that were normally recruited to this service did not perform to expected standards and often left at short notice. They then had to be replaced incurring recruitment costs and reducing productivity during this busy period.

Haven and RoS co-designed a new service extending Haven's Complementary Workforce model to working in partnership with Registers of Scotland. RoS planned to recruit 30% of its flexible resource from Haven Associates as part of the pilot. The new service employed the Associates through Haven and they retained their existing terms and conditions.

An initial communication regarding the working partnership was circulated to RoS staff which not only raised awareness of the project but encouraged recipients with friends and family members with a disability to contact the pilot with a view to include them as part of the programme. This was an immediate success with two people referred to Haven.

Along with the referrals from RoS Haven enrolled potential candidates on their five week training programme and when positions came available those already prepared



were brought forward to RoS for interview. The first positions as part of the pilot were filled in March with further recruitment in June and August.

As Haven prepared the potential Associates for employment, RoS recruited suitable mentors from within their own staff to welcome the new starts to the public sector agency and to support them in the induction process.

In all RoS recruited 30 people as part of their flexible working arrangements, 11 of whom were employed through Haven. The roles undertaken by Haven employees within RoS were in a number of areas including Scanning, Quality Auditing, Data Input and Admin/Clerical support.

Ongoing HR support was offered by Haven and meetings were held on a regular basis with the Haven employee, the member of the Haven support team and a partner employee to assess progress and address any issues which may arise.

Initially Haven Associates were offered 21 hours per week at RoS but as the pilot progressed feedback from line managers was extremely positive and hours were extended. In all RoS retained 12 members of staff from its flexible recruitment during the period of the pilot. 11 were the Haven Associates, the other coming from RoS' regular temporary staff provider.



## 2 Scope

This SROI report is an evaluation of the social return from the Employability Pilot undertaken by RoS and Haven as part of the Scottish Government funded PSP Project. The SROI represents the entire programme (18 months) from December 2009 to May 2011.

The target audience for this SROI report is:

- Existing stakeholders who have invested in the pilot programme – the Scottish Government, Registers of Scotland and Haven Products
- Potential future partners where this pilot could be replicated including central government, civil service and local authorities
- Stakeholders that have benefitted from the pilot without having a direct input including NHS and DWP



### 3 Stakeholders and Stakeholder Engagement

This evaluation focuses on the following key stakeholders:

- Haven Associates on the pilot
- Haven Associates' family members and friends
- Haven Products
- Registers of Scotland
- Registers of Scotland mentors
- Scottish Government
- National Health Service
- Department of Work and Pensions

The following table summarises the stakeholders' engagement with this analysis:

Stakeholder	Method of Involvement	When
Haven Associates	Initial interviews Induction interview One to ones & Questionnaires	Monthly engagement over 18 months of the pilot
Associates family /friends	Questionnaires	Beginning & end of pilot
Haven Products	Interviews Meetings	Engagement over 18 months of the pilot
Registers of Scotland	Interviews Meetings /Staff Reviews Internal Survey	Engagement over 18 months of the pilot
Associate mentors	Interviews Meetings /Staff Reviews Internal Survey	Prior to their mentoring role & end of pilot
Scottish Government	Desk research	Beginning and end of pilot
NHS	Desk research	End of pilot
DWP	Desk research	End of pilot



### 3.1 Haven Associates on the Pilot

During the period of operation of the pilot a total of 12 Haven associates were employed at RoS, one of whom moved on into full time employment with another organisation. This report utilised information from a number of sources beginning with historical data provided by Haven Products and the initial interview carried out when joining the programme. Their performance was monitored by Haven during the five week training programme. An induction interview was carried out by HR at RoS and ongoing meetings were held with line managers, RoS mentors and the Haven support team. Questionnaires were completed at the start and end of the pilot and all this information was documented to establish:

- How they felt initially
- What aspirations they had
- What outcomes they sought
- What unexpected outcomes they identified
- What changed for them during the pilot
- Their experience of working at RoS

The input from the Haven Associates was collated with that from other stakeholders to inform the impact map and to identify suitable indicators and proxies.



### 3.2 Haven Associates' Family Members and Friends

Family members and friends of the Haven Associates working on the pilot were engaged through questionnaires and telephone/email contact. Their opinions were sought at the start of the pilot and on completion to determine the changes they saw over this time. Haven also maintain contact with their employees' family and friends and ongoing correspondence was also utilised in this report.

This group was questioned to determine the following

- Their relationship to the Associate
- What outcomes they expected
- What unexpected outcomes they noticed
- Changes in their relation/friend
- What support they offer
- Whether the level of support changed over time
- Their feelings about the future

The results from the meetings, interviews and surveys were incorporated into the Impact Map.





### 3.3 Haven Products

The support team at Haven Associates were interviewed on an ongoing basis at regular pilot meetings. The engagement with the Haven team looked at two areas – the effect of the pilot on their business outcomes and on the changes experienced by their employees.

Historical data from Haven was used to forecast the expected changes of the pilot and questionnaires and one to ones were used to compare the data being collected as part of this study with what we had predicted at the start of the pilot. Through ongoing engagement with haven staff this report sought to ascertain:

- Changes for Haven Products
  - What outcomes they sought for Haven Products
  - What unexpected outcomes they identified
  - Their experience of working with the Haven Associates
  - The effect the pilot had on Haven
  
- Changes Experienced by Haven Associates
  - Their development as employees
  - The changes noticed
  - What support they had to offer
  - Their future prospects

At all times Haven had input into the process as a basis for agreeing the story of Haven's engagement with the pilot but also to develop the Impact Map for their Associates



### 3.4 Registers of Scotland

The line managers directly responsible for the Haven Associates working at RoS were interviewed as part of the process and were also questioned through the public sector agency's internal survey system. Representatives from the HR Department at RoS were also interviewed as part of the study.

The engagement with RoS management and HR was used to determine:

- How they were involved in the pilot
- Their initial expectations of the pilot
- Their preconceptions of their new staff
- What outcomes they sought for RoS
- What unexpected outcomes they identified
- Their experience of working with the Haven Associates
- The effect the pilot had on RoS
- Indicators and financial proxies

The results from the meetings, interviews and surveys were incorporated into the Impact Map.



### 3.5 Registers of Scotland Mentors

The mentors at RoS were surveyed prior to their engagement with the pilot and before meeting their mentee. They were surveyed once again at the end of the pilot. This was done utilising RoS' internal survey system to collect their thoughts on:

- Their initial expectations of the pilot
- What outcomes they sought for RoS
- What outcomes they sought for themselves
- Their preconceptions about their mentees
- What outcomes they identified
- What unexpected outcomes they identified
- Their experience of working with the Haven Associates
- The effect the pilot had on RoS
- The effect the pilot had on themselves
- The effect the pilot had on the Haven Associates

The results from the surveys were incorporated into the Impact Map.



### 3.6 Scottish Government

As the funder of the overall PSP project the Scottish Government is a key stakeholder in this pilot. The context of the Government's input was considered against the pilot and the whole project.

The pilot contributes to a range of national outcomes and desk based research was utilised to determine the impact the designed service has on these.

### 3.7 National Health Service

The National Health Service NHS did not invest in the pilot but it is a key stakeholder. The Associates working on the programme experience a range of health inequalities and the changes in their quality of life have a bearing on their interaction with health services. Desk based researched was used to look at what effect the outcomes experienced by the Associates on the pilot had on health providers.

### 3.8 Department of Work and Pensions

Similarly to the NHS the Department of Work and Pensions (DWP) had no direct input into the programme but again this body is an important stakeholder. The majority of Associates on the pilot (11/12) were accessing benefits prior to securing employment with Haven. Desk based research was used to consider the outcomes experienced by DWP as part of the pilot.



## 4 Investment in the Activity

The total investment in the employability pilot is:

- £35,808 Payment by Registers of Scotland
- £11,154 Time spent mentoring Associates
- £20,000 Recruitment, training and ongoing support from Haven

Each stakeholder provides additional inputs into the activity which are not materially significant to the above investment. Haven Associates offer time in working hours and their friends and family offer support at home and financial assistance. These inputs are not additional to the existing costs of the activity.

Along with investing in payment for employees RoS also provides mentoring and HR support for the haven Associates but these are not additional costs as existing staff incorporate the time involved into their daily workload. Input beyond staff payment is not materially significant.

Consultancy support is provided by Forth Sector Development and Pricewaterhouse Coopers through the PSP project which is funded by the Scottish Government.



## 5 The Theory of Change

The theory of change defines the specific objectives of the activity. The theory of change is a key aspect of SROI. It considers the chosen stakeholders' perceptions of the impact of the project linking investment through activities, outputs, outcomes and impact. This means the theory of change may be different for each stakeholder. This section will consider the theory of change, or the story of change for each stakeholder group explaining the role of the pilot in creating the identified outcomes.



## 5.1 Change from the Perspective of Haven Associates

*'My life has changed a lot since I've been working for ROS'*

The objectives of the Haven Associates were anticipated to be:

- Improved employment opportunities
- Better quality of life
- More control over their lives
- Improved self confidence and self esteem
- Improved communication skills
- Extended social network
- Better physical and mental health and increased fitness

A range of engagement measures were used prior to the commencement of and throughout the pilot to determine whether these objectives were being achieved and to get an understanding of the outcomes the Haven Associates experienced from participation.

The Associates engaging with the pilot were all interested in increasing their employment opportunities. All but one were workless prior to the pilot with the majority claiming benefits (Disability Living Allowance or Job Seekers Allowance) while another had been out of work due to a long term condition. A number of different factors were considered to determine whether the employability of the associates had increased. Firstly, through interviews the Associates themselves felt that their skills had increased and that they were more positive about the future. Their line managers were interviewed throughout the pilot and were particularly impressed with levels of commitment, quality of work and teamworking abilities. The Associates' friends and families were also surveyed at the start and end of the pilot and agreed that employment opportunities for those involved had increased over the period of activity.



An unexpected outcome was that one of the Associates moved on from the pilot into permanent employment with another agency. This is the best indicator of attainment of this objective. Increased employability was achieved for this Associate through engaging with the pilot and although the objective of the activity at RoS was not to move people on, a permanent job was attained.

This method of engaging with all stakeholders involved in the lives of the Associates was employed to determine whether the other stated objectives were being achieved. All interested parties were asked the same questions relating to the changes experienced by those working on the pilot.

The Associates, their friends and families, RoS line managers and HR department and Haven support staff all noticed the employees' confidence and self esteem increase as the pilot progressed - *'By working there has been a noticeable improvement in his self esteem.'*

Increased independence was also noted as a positive outcome of the pilot for Associates – *'I believe working for ROS has allowed me more freedom financially & provided a positive focus for my energies.'*

Health benefits were also noticed with increases in well being and physical health being noticed over the period. Friends and family members were particularly impressed with the changes in both mental and physical health of their acquaintances noticing improvements over time – *'Was on anti-depressants before starting work and was able to come off them after a couple of months.'*

*'Does not seem nearly so depressed, and now is much cleaner and smarter, which I interpret as a reflection of generally feeling better.'*

ROS managers noticed that there were no increased sickness levels amongst the Associates and that there were no health barriers for disabled people working at the public sector agency.





Some increases in social activity were noted amongst the Associates although one employee felt that time for this time of activity was limited following gaining employment. The starting time at RoS had a negative effect on the Associates social lives as the following quote explains - *'I feel better because I am working, but starting at five in the morning has a knock on effect at the weekend as I find it hard to re adjust to normal time.'*

Although having less time for non-work activities the pilot helped Associates improve their social skills - *'I feel more able to assert myself in social situations.'*

*'More confident among other people and family now that he can say he is employed, after a long time of unemployment.'*

*'The improvement socially has led to improvements in confidence and mental wellbeing'.*

Some negative comments were made by the Associates regarding their employment at RoS, mainly around the early start and that the work could be repetitive. However the positives of the pilot outweighed these issues – *'Confidence definitely better through having a job to talk about, and a sense of pride and identity from that, even if job is not ideal.'*



## 5.2 Change from the Perspective of Family Members and Friends

*'There has been an overall positive effect on my relative since they joined RoS'*

The objectives of the Haven Associates' Friends and Family were anticipated to be:

- Better future for family members
- Less stress and anxiety
- Respite from caring

Friends and family members were contacted before commencement of the pilot and at the end of the programme. They were questioned on what changes they had seen in the Associates during this time and what impact they had experienced.

All were very positive about the impact the pilot had both on their lives and those of their relation/friend with one family member commenting *'I see an improvement across all areas.'*

Prior to the pilot family members and friends had offered financial support, help with household duties and had spent time with their relation/friend socially. When asked the majority reported a reduction in the support they were offering to their relation/friend – *'Definitely has decreased.'*

*'There are fewer problems.'*

*'They seem less reliant on my support and have other people to talk to in life.'*

All respondents also felt more confident in the future prospects of their relation/friend. All were positive or very positive about their future whereas before they were concerned for the welfare of their relation/friend.



## 5.3 Change from the Perspective of Haven Products

*'It makes people more aware and understanding of a disability'*

The objectives of Haven Products were anticipated to be:

- Development of Complimentary Workforce/more opportunities for people with disabilities
- Raising awareness of disability issues

In both cases the objectives of Haven were met by the pilot. The Complimentary Workforce model was tested within a public sector agency and has been shown to work well. Feedback from all RoS managers was positive on the model and all saw no barriers to its continuance and expansion. More opportunities were created through the implementation of the pilot and one of the Associates moved onto permanent employment. When asked why the model is such a success a RoS manager replied – *'the commitment and drive of the employees themselves'*.

Haven is keen to show that people with disabilities should not be discriminated against in the workplace and are able to make positive contributions to teams. Initially line managers at RoS were asked if they had any pre-conceptions regarding the disabled employees that would shortly be joining their teams. Responses showed some concerns - *'would the Haven employees have both the commitment and necessary skills of RoS employees to complete their duties of a similar standard?'*

*'Would they physically be able to do all of the tasks asked of them.'*

The outcome has been that issues around disability are better understood and that more people have knowledge of others – *'being able to communicate with a diverse range of people with different opinions gives me a different outlook.'*

*'I am more tolerant, sympathetic and understanding since I worked beside Haven employees'*.



## 5.4 Change from the Perspective of Registers of Scotland

*'They have an excellent work ethic and are keen to learn new roles'*

The objectives of Registers of Scotland were anticipated to be:

- Be seen as a progressive employer
- Good PR
- Recruit better more committed staff
- Retain staff through increased morale

RoS had identified a very clear business case for engaging with the pilot but was also looking to achieve a number of social outcomes. RoS wanted to become a more progressive employer, increasing opportunities for a more diverse range of employees. The public sector agency also wanted to generate positive PR regarding its Corporate Social Responsibility activities. RoS had also identified that it needed to recruit more committed staff while also retaining existing staff.

Feedback has confirmed that RoS' objectives as an employer are being achieved – *'RoS seems to be a progressive organisation with good working practices.'*

*'A friendly, team focused workforce.'*

*'Good ethos, good support amongst employees.'*

*'RoS has a responsibility to employ staff from wide and diverse backgrounds and demonstrate fairness and equality to all - so by employing a significant number of Haven staff in several departments it is doing so and showing itself to be a good and fair employer'.*

Positive PR has been generated for the public sector agency through the PSP project newsletter and was featured in an article for Able magazine.



The Associates recruited to the pilot have certainly help RoS achieve its aim of a more committed team while also increasing morale – *‘excellent work ethic and are genuinely interested in their place of employment.’*

*‘They are keen to impress and actually set the bar quite high for others’.*

An increase in productivity and quality of work was an outcome that was highlighted during interviews with managers that was not included as part of the initial objectives. Managers commented - *‘the Haven people I have worked with are intelligent, conscientious, reliable, hard working and pleasant. They have had a good impact on our team as we are able to meet our deadlines.’*

*‘They have made a big impression on me with their attitudes to working. Those of us who have been here for a while sometimes have a can't be bothered attitude.’*

*‘I was impressed in the work standard and efficiency provided by Haven staff. As time went on let them know that I had confidence in the team, and it showed in terms of having work being completed in an impressive timescale.’*



## 5.5 Change from the Perspective of Registers of Scotland Mentors

*'People with disabilities still have something to offer any workplace'*

The objectives of the Registers of Scotland Mentors were anticipated to be:

- Satisfaction in engaging with the programme
- Learning new skills
- Learning about other people's lifestyles
- Gaining vocational experience
- Increased social network

The staff at RoS that volunteered to support the Associates through their induction and to welcome them to their new place of employment experienced a number of outcomes. As mentioned above in the Haven theory of change section staff members at RoS gained a better understanding of the issues surrounding disability – *'It makes people more aware and understanding of a disability'*.

Mentors gained satisfaction with ensuring the new team members settled in but quickly became aware that they were just like any other new employee – *'several Haven members of staff are managing to cope very well with their workload and in some cases are more productive than RoS staff!'*

*'I treat these guys no different from other members of staff'*

*'I really hate the terminology Haven staff, it makes them seem different!'*



## 5.6 Change from the Perspective of the Scottish Government

The pilot contributes to the following national outcomes:

- We realise our full economic potential with more and better employment opportunities for our people
- We live longer, healthier lives
- Our public services are high quality, continually improving, efficient and responsive to local people's needs

Employment opportunities created by the pilot have assisted 12 people, all of whom have been long term unemployed, into employment. One of the participants moved into permanent employment outside of the pilot. The partnership between ROS and Haven has contributed to this outcome by increasing employment for people with disabilities but also by providing a model that can be replicated across other public sector agencies. This directly supports the national outcome of better public services. Efficiency at RoS has also increased and managers have reported increased productivity as a direct result of this pilot.

Health benefits have also been reported by not only the Haven Associates but also their friends and families. The Associates have improved physical health as well as increased general wellbeing. Their friends and families have reported improved mental health as worries regarding their relation/friend's future have lessened. This domino effect of increased health for an Associate, leading to improvements for their family and friends, is contributing to the Government's objective of healthier and happier communities.



## 5.7 Change from the Perspective of the National Health Service

Although not directly participating in the programme the NHE benefits from the pilot. Improvements in health have seen a reduction in use of NHS services. Associates (and their family and friends) required less GP visits and reduced the number of visits to mental health services. As mentioned above one Associate was able to come off anti depressants after working a RoS for a short period of time. At the start of the pilot family members were asked about the general health of their relations. The following responses illustrate where the Associates were before engaging with the pilot:

*'He needed encouragement to get out of bed during the day due to disliking the long hours in the house alone while I was at work. Was extremely unconfident about his career prospects and sometimes spoke of suicide.'*

*'Mental health not good, a lot on account of being unemployed and feeling 'useless', which probably exacerbated depression and contributed to relying a lot on alcohol to take mind off things.'*

*'Physically looked unwell much of the time and seemed to struggle with personal hygiene.'*

The improvement in the physical and mental health (as described above) of the Associates and the associated reduction in use of health services is an important change for the NHS.





## 5.8 Change from the Perspective of the Department of Work and Pensions

The other large public sector agency to benefit from the programme is the DWP. The DWP experienced a number of positive outcomes because of the pilot. Savings were made in benefit payments while there was an increase in tax payments. A further benefit was one of the Associates moving into permanent employment who will be paying tax and national insurance past the completion of the pilot. The pilot also reduced the number of people from a hard to reach client group utilising employment programmes.



## 6 Outcomes and Evidence

The first set of tables in this section show the relationship for each stakeholder, between inputs, outputs and outcomes. The next set of tables explain: the indicators used to measure change, and where this data came from; the quantity of change; the financial proxy used to represent the change and its source; and finally the value of the change.

### Haven Associates on the Pilot

Input	Output	Outcomes
10,080 working hours	12 people with disabilities employed at RoS	Improved Confidence and Self Esteem,
		Increased feeling of responsibility for own life
		Increased self belief, feeling successful
		Doing something worthwhile with time
		More positive about life
		Improved social and communication skills
		Increased work skills and experience
		Increased Employability
		Improved physical, mental health and fitness
		Improved social networks and decreased feeling of social isolation
		Gaining Employment



## Haven Associates Family Members and Friends

Input	Output	Outcomes
Provision of support at home for their relation/friend	12 people with disabilities employed at RoS	Reduced anxiety
		More free time

## Haven Products

Input	Output	Outcomes
Working hours	5 week introductory programmes	More opportunities for people with disabilities
	Ongoing support	Raising awareness of disability issues, overcoming discrimination
		Changes in workplace attitudes towards people with disabilities

## Registers of Scotland

Input	Output	Outcomes
Payment of 10,080 working hours for Haven Associates	30% of flexible resource recruited from Haven Products	Organisation seen as a progressive employer
		Better trained workforce
		Increased job satisfaction for employees
		Reduction in number of temporary staff members recruited



## Registers of Scotland Mentors

Input	Output	Outcomes
Mentoring time with Haven Associates	Provision of Buddy System for Haven Associates	Increased confidence
		Increased communication skills
		Better insight into the lives of people with disabilities
		Improved social network
		Increased transferrable skills and employability

## Scottish Government

Input	Output	Outcomes
Funding for PSP project – not materially significant as it isn't a direct investment into the Pilot		Increase in number of people with disabilities in employment
		Healthier population with increased ability to take part in the workplace
		Increase in income for people with disabilities

## National Health Service

Input	Output	Outcomes
		Reduced visits to GP
		Reduced number of people accessing mental health services



## Department of Work and Pensions

Input	Output	Outcomes
		Ongoing tax payments after the pilot
		Savings in Incapacity Benefit
		Increased tax payments
		Reduced number of people accessing employability programmes



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Haven Associates	Improved Confidence and Self Esteem, increased feeling of responsibility for own life	Number of associates surveyed that felt their self confidence had increased	Stakeholder Interviews, Focus groups, Surveys, Induction Interview, Ongoing meetings with RoS HR and Haven	10	Cost of equivalent confidence building course	£1,410.00	The Learning Tree Assertiveness Skills: Communicating with Authority and Impact
	Increased self belief, feeling successful	Number of associates who reported feeling that someone believed in them		12	Cost of Counselling to Succeed Sessions	£200.00	Neil Ward Counselling
	Feeling useful	Number of associates reporting that they feel their contribution to ROS is valued		10	Bonus system for staff	£817.70	Registers of Scotland Performance Related Pay System
	Doing something worthwhile with time	Number of associates surveyed that reported benefit of doing something useful with their time		1	Cost of volunteer hours offering a useful service	£10,374	ESF Notional salary values for unpaid volunteers
	More positive about life	Number of Associates surveyed that reported and increased sense of things to look forward to in life		9	Cost of training a volunteer befriender	£450.00	Scottish Befriending Network



	Improved teamworking, social and communication skills	Number of associates that reported being better able to communicate with others		8	Cost of equivalent communication course	£287.87	Training4Work Scotland Communication skills course
	Increased work skills and experience	Number of associates reporting increased skills relating to specific vocation		11	Cost of equivalent vocational course	£625.00	WLR Associates LTD Distribution, Warehousing and Storage Operations Level 2 NVQ Course
	Increased Employability	Number of associates reporting that they felt their employability had increased		8	Cost of equivalent employability skills course	£200.00	AD Services (Scotland) Ltd Employability Skills Course
	Improved physical, mental health and fitness	Number of associates reporting health improvements across 3 categories		10	Cost of fitness membership	£534.00	Edinburgh Leisure
	Improved social networks and decreased feeling of social isolation	Number of associates reporting increased number of friends		8	Amount spent on communication	£400.40	Family Spending Report 2009



	Gaining Employment	Number of associates moving into permanent employment		1	Cost of supporting someone into a sustained job through Flexible New Deal Edinburgh	£3,700.00	Scottish Market Foundation
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Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Haven Associates friends and families	Less anxiety, knowing that their family members have the opportunity to improve their lives	Number of friends/family members reporting reduced anxiety	Surveys	20	Cost of equivalent stress management course	£425.00	PTP Stress Management Course
	More free time	Time spent in a positive activity		10	Amount spent on leisure activities	£3,426.80	Family Spending Report 2009



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Haven Products	More opportunities for Haven Associates (people with disabilities)	Reduction in number of people with disabilities using day-care	Stakeholder Interviews, pilot meetings	6	Unit cost of day-care for a disabled person	£4,234.00	Unit Costs of Health and Social Care 2008
	Raising awareness of disability issues, overcoming discrimination	Number of people more aware about disability issues		10	Cost of Handling Prejudice Course	£376.00	BSY LTD Disability Issues Distance Learning Course
	Changes in workplace attitudes towards people with disabilities	Number of people with changed attitude towards colleagues with disabilities		20	Cost of Disability Awareness Course	£65.00	ENABLE Scotland



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Registers of Scotland	Organisation seen as a progressive employer	Increased positive publicity of Registers of Scotland	Interviews, pilot meetings, internal RoS surveys, meetings with line managers and mentors	1	Cost of hiring a PR agency	£1,000.00	Marketing Minefield
	Better trained workforce	Increase in productivity		3	Cost of leadership course for management	£1,200.00	Quality Scotland
	Increased job satisfaction for employees	Reduction in number of sickness hours		11	Total cost per employee per year of sickness	£1,600.00	CIPD Absence Management Report 2010
	Reduction in number of temporary staff members recruited	Reduction in costs associated with recruitment of temporary staff		6	Cost of recruiting a temporary member of staff	£2,930.00	CIPD Recruitment Retention Turnover Survey 2010
	Staff retention	Increased retention of permanent staff		4	Cost of replacing a long term member of staff	£8,333.00	CIPD Recruitment Retention Turnover Survey 2010



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Registers of Scotland staff referring friends and family who have disabilities to Haven	Increased motivation at work	Number of friends/family members reporting increased interest in their job at ROS	RoS HR interviews with staff	4	Cost of team motivation course	£1,938.75	Perpetual Training Solutions
	Less stress and anxiety	Number of friends/family members reporting reduced anxiety		4	Cost of equivalent stress management course	£425.00	PTP Stress Management Course



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Registers of Scotland Mentors	Increased confidence	Number of Mentors who felt more confident interacting effectively with different types of colleagues	Interviews, pilot meetings, internal RoS surveys, meetings with line managers	10	Cost of an Assertiveness at Work Course	£499.00	COSENSA Assertiveness at Work Course
	Increased communication skills	Number of mentors who reported increased interpersonal skills		6	Cost of an Interpersonal Skills Course	£987.00	GBS Corporate Training
	Better insight into the lives of people with disabilities	Number of mentors who better understood the challenges faced by people with disabilities		10	Cost of Disability Issues Course	£376.00	BSY LTD Disability Issues Distance Learning Course
	Improved social network	Number of mentors reporting increased number of friends		4	Amount spent on communication	£468.00	Family Spending Report 2009
	Increased transferrable skills and employability	Number of mentors reporting an increase in skills which could be transferred to other jobs		10	Cost of transferrable skills guidance from careers advisor	£75.00	CPS Scotland



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
Scottish Government	Increase in number of people with disabilities in employment	Reduction in costs of supported employment places for people with disabilities	Scottish Government National Outcomes, Scottish Government Report, DirectGov	12	Cost of a supported employment place	£5,500.00	Scottish Government
	Healthier population with increased ability to take part in the workplace	Improvement in social well-being, level of increased positivity from associates and friends and families		22	Cost of public happiness and positivity course	£85.00	Pure Happiness
	Increase in income for people with disabilities	Number of associates with increased income through employment		11	Difference in gross income between benefits and salary	£8,736.00	Registers of Scotland & Directgov



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
NHS	Reduced visits to GP	Reduction in number of visits to GP	Stakeholder Interviews	20	Unit cost of GP surgery consultation	£36.00	Unit Costs of Health and Social Care 2008
	Reduced number of people accessing mental health services	Reduction in number of times mental health services were accessed		20	Unit cost of CBT Session	£58.00	Unit Costs of Health and Social Care 2008



Stakeholder	Outcomes	Indicators	Data Source	Quantity	Financial Proxy	Value	Source
DWP	Ongoing tax payments after the pilot	Number of people moving into permanent employment	Stakeholder Interviews	1	PAYE & ENIC taxes paid	£1,124.00	PAYE & ENIC Rates 2011
	Savings in Incapacity Benefit	Reduced benefit payments for Haven employees (both on the pilot and referred through ROS)		14	Disability Living Allowance paid	£6,305.00	Disability Living Allowance Rates 2011
	Increased tax payments	Value of PAYE and ENIC		12	PAYE & ENIC taxes paid	£1,124.00	PAYE & ENIC Rates 2011
	Reduced number of people accessing employability programmes	Reduction in number of people claiming Return to Work Credit		12	Cost of Return to Work Credit	£2,080.00	Pathways to Work





## 7 Impact

The figures from the previous tables are used to calculate the value of outcomes achieved for each stakeholder. In order to calculate the overall impact these values have to be reduced to take into account the following factors:

- Deadweight (what would have happened anyway)
- Attribution (who else contributes to these outcomes)
- Displacement (negative outcomes for stakeholders not included in the study)
- Drop Off (reduction in time of value in future years)

The first set of tables looks at the Deadweight, Displacement and Attribution and explains the assumptions made to calculate these figures.

The second set of tables looks at the duration and the value of any outcomes which endure after the pilot.



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Haven Associates	Improved Confidence and Self Esteem, increased feeling of responsibility for own life	Potential of accessing education or finding a job 10%	Unemployed people unable to access the pilot 10%	Pilot mainly responsible for increase in confidence 10%
	Increased self belief, feeling successful	Potential of accessing education or finding a job 10%	Unemployed people unable to access the pilot 10%	Pilot mainly responsible for increase in confidence 10%
	Feeling useful	Potential of accessing education or finding a job 20%	0%	Pilot mainly responsible for feeling useful 10%
	Doing something worthwhile with time	Potential of accessing education or finding a job or volunteering 10%	Could be volunteering 10%	Pilot directly responsible for doing something worthwhile with time 0%
	More positive about life	Have support from family and friends 10%	0%	Pilot mainly responsible for positive feelings 10%
	Improved teamworking, social and communication skills	Potential of accessing education or finding a job 10%	Unemployed people unable to access the pilot 10%	Pilot directly responsible for increase in skills 0%
	Increased work skills and experience	Potential of accessing education or finding a job 10%	Unemployed people unable to access the pilot 10%	Pilot directly responsible for increase in skills 0%
	Increased Employability	Potential of accessing education or training 10%	Unemployed people unable to access the pilot 10%	Pilot directly responsible for increase in skills 0%



	Improved physical, mental health and fitness	Support from family and friends to improve health 20%	0%	Support from family and friends to improve health 20%
	Improved social networks and decreased feeling of social isolation	With network of family and friends there is the potential to improve social network 20%	0%	Support from family and friends 20%
	Gaining Employment	Potential of accessing education or finding a job 10%	Unemployed people unable to access the pilot 10%	Pilot directly responsible for recruitment 0%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Haven Associates friends and families	Less anxiety, knowing that their family members have the opportunity to improve their lives	Relation/friend may have found work elsewhere 5%	0%	Pilot directly responsible for reduction in negative thoughts 0%
	More free time	Pilot directly responsible for freeing up time 0%	0%	Pilot directly responsible for freeing up time 0%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Haven Products	More opportunities for Haven Associates (people with disabilities)	Haven has other opportunities to place Associates 15%	Unemployed people unable to access the pilot 15%	Pilot directly responsible for placing these associates 0%
	Raising awareness of disability issues, overcoming discrimination	Other organisations work to raise awareness of these issues 10%	0%	Other organisations work to raise awareness of these issues 10%
	Changes in workplace attitudes towards people with disabilities	Other organisations work to raise awareness of these issues 10%	0%	Other organisations work to raise awareness of these issues 10%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Registers of Scotland	Organisation seen as a progressive employer	Other initiatives at RoS 30%	0%	Efforts from other areas of RoS eg. HR, Senior 20%
	Better trained workforce	Other initiatives at RoS 20%	0%	Efforts from other areas of RoS eg. HR, Senior 20%
	Increased job satisfaction for employees	Other initiatives at RoS 20%	0%	Efforts from other areas of RoS eg. HR, Senior 20%
	Reduction in number of temporary staff members recruited	Pilot directly responsible for reduction 0%	0%	Efforts from other areas of RoS eg. HR, Senior 20%
	Staff retention	Other initiatives at RoS 20%	0%	Efforts from other areas of RoS eg. HR, Senior 20%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Registers of Scotland staff referring friends and family who have disabilities to Haven	Increased motivation at work	Other initiatives at RoS 20%	0%	Other initiatives at RoS 20%
	Less stress and anxiety	Relation/friend may have found work elsewhere 5%	0%	Pilot directly responsible for reduction in negative thoughts 0%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Registers of Scotland Mentors	Increased confidence	Other vocational opportunities 20%	0%	Other vocational opportunities 20%
	Increased communication skills	Other vocational opportunities 20%	0%	Other vocational opportunities 20%
	Better insight into the lives of people with disabilities	Initiatives from other campaigners 10%	0%	Initiatives from other campaigners 10%
	Improved social network	Opportunities elsewhere 25%	0%	0%
	Increased transferrable skills and employability	Other vocational opportunities 20%	0%	Other vocational opportunities 20%





Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
Scottish Government	Increase in number of people with disabilities in employment	Other initiatives to increase employment opportunities 10%	Unemployed people unable to access the pilot 10%	Other initiatives to increase employment opportunities 20%
	Healthier population with increased ability to take part in the workplace	Other initiatives to increase health 50%	0%	Other initiatives to increase health 10%
	Increase in income for people with disabilities	Pilot directly responsible for increase in income 0%	Unemployed people unable to access the pilot 10%	0%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
NHS	Reduced visits to GP	Support from friends and family 10%	0%	Support from friends and family 10%
	Reduced number of people accessing mental health services	Support from friends and family 10%	0%	Support from friends and family 10%



Stakeholder	Outcomes	Deadweight Assumption	Displacement Estimate	Attribution Estimate
DWP	Ongoing tax payments after the pilot	Pilot directly responsible for employment gain 0%	Unemployed people unable to access the pilot 10%	Support from friends and family, other employment initiatives 20%
	Savings in Incapacity Benefit	Pilot directly responsible for gain 0%	0%	0%
	Increased tax payments	Pilot directly responsible for gain 0%	0%	0%
	Reduced number of people accessing employability programmes	Pilot directly responsible for reduction 0%	0%	Other vocational initiatives available 10%



Stakeholder	Outcomes	Duration (Years)	Drop off	Assumptions
Haven Associates	Improved Confidence and Self Esteem, increased feeling of responsibility for own life	2	10%	Concerns over what happens at end of pilot
	Increased self belief, feeling successful	2	10%	Concerns over what happens at end of pilot
	Feeling useful	1	0%	Actual Figure
	Doing something worthwhile with time	1	0%	Actual Figure
	More positive about life	1	0%	Actual Figure
	Improved teamworking, social and communication skills	5	20%	Skills retained
	Increased work skills and experience	5	10%	Skills retained
	Increased Employability	5	10%	Ongoing better chance of employment
	Improved physical, mental health and fitness	1	0%	Actual Figure
	Improved social networks and decreased feeling of social isolation	3	10%	Drop off as people lose contact
	Gaining Employment	5	0%	Job lasts



Stakeholder	Outcomes	Duration	Drop off	Assumptions
Haven Associates friends and families	Less anxiety, knowing that their family members have the opportunity to improve their lives	5	5%	Confidence lasts after the pilot
	More free time	1	0%	Actual Figure



Stakeholder	Outcomes	Duration	Drop off	Assumptions
Haven Products	More opportunities for Haven Associates (people with disabilities)	1	0%	Actual Figure
	Raising awareness of disability issues, overcoming discrimination	5	0%	Pilot helps raise awareness of issues after completion
	Changes in workplace attitudes towards people with disabilities	5	0%	Change in attitude lasts after the pilot



Stakeholder	Outcomes	Duration	Drop off	Assumptions
Registers of Scotland	Organisation seen as a progressive employer	5	30%	Change lasts over the pilot but drops off in time
	Better trained workforce	5	10%	
	Increased job satisfaction for employees	5	50%	The pilot has produced a positive response at RoS which will last after this period but will drop off in time
	Reduction in number of temporary staff members recruited	1	0%	Actual Figure
	Staff retention	5	25%	Staff morale increases see people wanting to stay at RoS



Stakeholder	Outcomes	Duration	Drop off	Assumptions
Registers of Scotland staff referring friends and family who have disabilities to Haven	Increased motivation at work	5	25%	Feedback from staff positive and motivation will last after the pilot
	Less stress and anxiety	5	5%	Confidence lasts after the pilot





Stakeholder	Outcomes	Duration	Drop off	Assumptions
Registers of Scotland Mentors	Increased confidence	5	25%	Lasts after the pilot
	Increased communication skills	5	25%	Skills retained after the pilot
	Better insight into the lives of people with disabilities	5	10%	10%
	Improved social network	3	25%	Drop off as people lose contact
	Increased transferrable skills and employability	5	25%	Skills retained after the pilot



Stakeholder	Outcomes	Duration	Drop off	Assumptions
Scottish Government	Increase in number of people with disabilities in employment	1	0%	Actual Figure
	Healthier population with increased ability to take part in the workplace	1	0%	Actual Figure
	Increase in income for people with disabilities	1	0%	Actual Figure



Stakeholder	Outcomes	Duration	Drop off	Assumptions
NHS	Reduced visits to GP	3	25%	Health benefits last after the pilot but will drop off depending on individual's circumstances
	Reduced number of people accessing mental health services	3	25%	Health benefits last after the pilot but will drop off depending on individual's circumstances



Stakeholder	Outcomes	Duration	Drop off	Assumptions
DWP	Ongoing tax payments after the pilot	5	0%	Payment continues with employment
	Savings in Incapacity Benefit	1	0%	Actual Figure
	Increased tax payments	1	0%	Actual Figure
	Reduced number of people accessing employability programmes	1	0%	Actual Figure



## 8 Social Return Calculation

The total impact calculated for the partnership between ROS and Haven under the assumptions was £665,137. The value of this impact in future years is discounted to net present values using a discount rate of 3.5%. To calculate the net present value (NPV) the costs and benefits paid or received in different time periods need to be added up. In order that these costs and benefits are comparable a process called discounting is used. Discounting recognises that people generally prefer to receive money today rather than tomorrow because there is a risk (eg. that the money will not be paid) or because there is an opportunity cost (eg. potential gains from investing the money elsewhere). This is known as the *'time value of money'*. There is a range of different rates. For the public sector, the basic rate recommended in HM Treasury's *Green Book* is 3.5%.

The impact over five years arising from the pilot is:

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Present Value of each year	£462,801	£73,568	£51,655	£41,445	£35,667	£665,137

The SROI index is a result of dividing the total present value by the investment:

**Total Present Value = £665,137**

**Total Investment = £ 66,962**

This gives a Social return of **£9.93** for every **£1** invested in the pilot.



## 9 Sensitivity Analysis

After calculating the SROI, the extent to which the results would change if some of the assumptions were altered was tested. It is important to undertake this sensitivity analysis to test which assumptions have the greatest effect on the model. Changes were made to:

- estimates of deadweight, attribution and drop-off;
- financial proxies;
- the quantity of the outcome

Each estimate was changed in order to make the calculation become a social return ratio of £1 value for £1 investment. By calculating this, the sensitivity of the analysis to changes in estimates was determined. This calculated the amount of change necessary to make the ratio move from positive to negative or vice versa.

The Associates, their family and their friends all agreed that the pilot directly increased the participants' employability offering them a better chance of finding a job and the deadweight calculations were based on this. The Office for National Statistics Labour Force Survey for 2010 reports only half of disabled people of working age are in work. To test the deadweight assumptions the percentage was changed to 50% to reflect that half of disabled people will find employment. In this scenario the ratio changes to £1 - £7.78.

The Haven Associates did not report other sources of support, e.g. other organisations, their GP etc, attributing to the changes they experienced. For this reason, the original impact map put the attribution as a low percentage, between 0% and 20%. However, if an assumption was made that there must have been much more attribution, e.g. 20% for all outcomes, then the ratio changes from £1 - £9.93 to £1 - £8.70.

The main factor with power to affect the pilot SROI is drop off. What happens to the associates after the pilot? If an assumption was made that some of the outcomes



would not last as long as 5 years but, for example, 2 years, then the ratio changes to £1 - £8.10 (with the assumption that the attribution is very low) or to £1 - £7.23 (with the assumption that the attribution is much higher, at 20% for all outcomes). In the base case, a figure of 10% was used. If drop off is increased to 100%, then this reduces the net SROI index to £6.60 for every £1 invested, which is still a highly positive return.

An unexpected outcome was that one of the Associates moved into permanent employment during the pilot. If this outcome is removed to test the effect this had the ratio changes from £1 - £9.93 to £1 - £8.83 showing that the pilot still offers a worthwhile return without attempting to move participants on.



## 10 Recommendations and Conclusion

### Putting the Pilot Out to Tender

The final stage of the Scottish Government's PSP Project is to tender the service designed during the pilot. The information collated during this SROI report has shown that the pilot has created outcomes at different strategic levels.

At service level outcomes including increased confidence and employability for participants were generated. At a wider community level friends and family of the associates experienced less stress and anxiety while RoS was perceived as a progressive employer. Nationally, the pilot contributed to the Scottish Government's priorities and created positive change for the wider public sector.

These positive benefits should be included as part of the final commissioning process. There is the possibility of tendering the service under Article 19 of the procurement regulations where contracts can be reserved for supported factories and businesses. Supported factories and businesses are defined as operators where more than 50% of the workers are disabled persons who by reason of the nature or severity of their disability are unable to take up work in the open labour market. Procuring in this manner would ensure that the successful supplier would create opportunities for people with disabilities.

There should also be reference to other outcomes desirable within the contract. Asking suppliers how they would ensure that their workforce is engaged and can increase productivity or how they would actively promote RoS an employer will ensure the added value of the pilot is not lost when the successful commercial operator begins delivery.

### Replication

The pilot between RoS and Haven has shown that positive outcomes can be achieved for all involved. The pilot has also shown that it can help address some of the issues facing the public sector such as reduced productivity and high levels of





absence. All the line managers interviewed reported the positive improvements in their departments and were keen to expand the pilot.

There is now real potential to replicate this model across other areas of the public sector through a partnership with a third sector organisation or by a process of competitive tendering. The model of operation devised during the pilot would fit in well with other public sector agencies.

### Expansion of the Model

The original concept of the pilot was to test the Complimentary Workforce within the public sector. To this end the pilot has been a complete success. There now exists the opportunity to expand the idea to incorporate a further employability element where participants can be moved into further employment. This would require further investment but this would be returned in social added value as more participants moved into permanent employment.

### Conclusion

The findings in this report suggest that significant social added value could be created if the employability model designed as part of the Scottish Government's Public Social Partnerships Project was expanded to include a further employability element and was replicated across other public sector agencies. This replication could be achieved through tendering the service in a competitive process which would maximise the outcomes at service, community and national levels. This could mean using a reserved process such as Article 19 or by incorporating outcomes into the tender specification.

