

*An evaluation of social added value for  
West Bridge Mill Accommodation with Support*

*August 2012*

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## Foreword and Acknowledgements

LinkLiving and its parent body, Link Group, are committed to exploring social accounting techniques to measure and gain a greater understanding of the social impact our activities and services create. This report evaluates the impact created during 2009 by our Accommodation with Support Service based at West Bridge Mill in Kirkcaldy.

We are delighted with the results of the Social Return on Investment analysis which demonstrates a social return of £3.69 for every £1 invested. However, the process of engaging with our stakeholders and understanding the wide ranging impact our services have on people staying in West Bridge Mill has been the most significant outcome for us in taking forward service delivery in Fife. We also have a greater appreciation of our relationships with local service providers and how we can improve how we work together to maximise the positive impact we have on the lives of people staying at West Bridge Mill.

LinkLiving would like to thank the individuals and organisations who contributed to this analysis including the residents of West Bridge Mill, Fife Council, NHS Fife, Clued Up and Opportunities Fife.



Edward Banks  
Link Living Chairperson

**This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report.**



## **Executive Summary**

This is a Social Return on Investment report on the LinkLiving Accommodation and Support service based at West Bridge Mill, Kirkcaldy, Fife. LinkLiving is a wholly owned subsidiary of Link Group, the Registered Social Landlord (RSL). LinkLiving is a company limited by guarantee with charitable status which aims to work in partnership with people and local organisations to provide a range of housing support and care services.

The Service offers accommodation with support for up to 30 people aged between 16 to 30 years. The accommodation is on a shared living basis within 13 self contained flats. Each individual is involved in developing their own support plan, tailored to meet their individual needs, and may include practical support such as cooking, shopping, budgeting, help with benefits; emotional support, training, employment, health and social networks etc. The focus is on enabling people to develop their independent living skills and providing support to help individuals apply for appropriate follow on/mainstream accommodation,

The analysis within this report is based upon the evaluative Social Return on Investment (SROI) model which attributes values to identifiable impacts, in order to calculate the value returned relative to the cost of service provision. This report presents an analysis of the social added value delivered through the funding investment of £282,365 in the WBM Accommodation with Support Service from January 2009 to December 2009 primarily through a combination of Supporting People grant funding and Housing Benefit income.

### **Stakeholders**

West Bridge Mill provided accommodation with support for 76 people from January 2009 to December 2009 and this report demonstrates how the service made a real difference to the majority of these individuals who worked with staff to identify and achieve their individual support needs. The support assisted residents to deal with personal issues that were negatively impacting on their lives and develop the skills required to successfully secure and maintain their own tenancy. Many individuals were assisted to source employment or embark on further educational courses to improve their prospects in the labour market.

In addition to impacting on the lives of the young people using the service, other stakeholders are affected by the wide range of outcomes created as a result of WBM Accommodation and Support. The scope of the Report is restricted to analysing the story of change for the following stakeholders:

- WBM Residents
- Fife Council
- External support services
- NHS Fife
- UK Government - Treasury

## **WBM Accommodation with Support Outcomes**

The impact map constructed for WBM Accommodation with Support following stakeholder consultation showed that a range of outcomes were being created, which include:

- Increased independent living skills
- Increased employability
- Increased ability to secure and sustain own tenancy
- Increased financial capability
- Reduced costs of providing alternative temporary accommodation to priority need individuals
- Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council
- Reduced time and cost of staff engaging with their service users

## **Results**

The total impact calculated from the impact map for WBM Accommodation with Support from January 2009 to December 2009 under the assumptions made was £568,815. 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 WBM Accommodation with Support is calculated as £1,040,792. The total invested to generate the total present value, was £282,365. The SROI index is a result of dividing the total present value by the investment. This gives a social return of £3.69 for every £1 invested in WBM Accommodation with Support.

## **Recommendations**

Recommendations for LinkLiving and stakeholders include:

- Working closely with Fife Council Housing Services and Homelessness Officers through the enhanced housing options approach to achieve the 2012 Homelessness target
- Prioritise assessing the impact of welfare reform on WBM residents, WBM service delivery model and LinkLiving. This may include revising target age group for residents in line with housing benefit reform.
- Develop an integrated employability advice and guidance service for WBM residents and explore possibilities for further partnership working with local employability organisations
- Increase promotion of WBM service to other agencies
- Further develop in-house workshops and activities for WBM residents
- Other temporary accommodation providers may wish to consider reassessing curfew times to enable residents to work or attend further education
- Increase activities to encourage development of independent living skills e.g. Financial Capability sessions in group and one to one basis covering budgeting, affordable credit, credit unions, contents insurance etc

# 1 Introduction

## 1.1 LinkLiving

LinkLiving has over 25 years of experience in providing person centred services to a wide range of people who present with a variety of support issues, including people who are young, vulnerable, homeless, who require support due to their mental health, addiction and learning/physical disabilities. LinkLiving provides these services in Edinburgh, East and Midlothian, Fife, and Falkirk.

Link Living support people, aged over 16 years, who may have experienced exclusion and who wish to actively engage in support, and by valuing their capabilities and strengths, we help people take control of their own lives.

These Services were provided by a Housing Support Services Department within Link Housing Association from 1981 until 2001, when LinkLiving, was formed as an independent subsidiary company and part of the Link Group.

## 1.2 Homelessness, Supported Accommodation Services and Tenancy Sustainment

West Bridge Mill is a multipurpose building comprising of 20 varying sized units plus 45 rooms within 15 self contained flats. Originally developed as a Foyer in 1996 with the aim of providing supported accommodation and a range of other services including health, social work, employment, education and training under one roof, financial challenges led to the Foyer company being wound up in August 1998 and the management of West Bridge Mill was passed to LinkLiving.

As an organisation that had fully invested in and committed to person centred approaches/ethos, we were clear that we wanted to ensure that the Person Centred approach to our work was replicated in our service development within West Bridge Mill. Research indicated that Fife had a good range and number of emergency accommodation places available for people who were statutory homeless presentations. However, it was noted that there were very limited options for housing for people who were vulnerable and in need of support, but not priority homeless clients. Many people identified had some level of independent living skills and needed some support to find permanent accommodation, whilst learning and developing their practical, problem solving and social skills. The average client group identified were single males aged 20.

LinkLiving recognises that some clients have needs other than a home, and that some have no needs, that they wish to address, other than a home. This flexible approach enables those with no priority homeless decision to access support and affordable housing in a setting that promotes personal responsibility. It is this flexible approach for those with no priority homeless decision that is unique among service providers in Fife, where other

temporary accommodation providers are focused on service provision purely for those with a priority homeless decision in line with statutory legislation.

### **1.3 Social Return on Investment (SROI)**

SROI analyses the value that arises from changes to people's lives (and changes to other stakeholders) that are not being captured in financial transactions. These changes are described by stakeholders and indicators are used to assess the amount of change, with proxies used to place a financial value on these changes. These changes are described as outcomes.

The principles of this approach are set out in Appendix A.

This report is an evaluation of the social return from WBM Accommodation with Support Service from January 2009 to December 2009

WBM Accommodation with Support Service was chosen for SROI analysis as it was recognised that it offers a unique approach to accommodation support delivery both within Fife and within LinkLiving services as whole. Over the years of operation Link Living has been aware of a great number of successes in terms of outcomes for people who traditionally did not engage effectively with services and who had behaviours that often led to them losing their accommodation. It was also felt that having developed and delivered the service model for a full 10 years it was well established and integrated with local service provision within Fife, with good levels of monitoring data and case notes to enable a full evaluation to be carried out.

Changes to Supporting People funding, the move towards tendering and procurement and the increasing need to understand and demonstrate wider social returns were all motivators in carrying out the SROI analysis on WBM Accommodation with Support Service.

In addition, Link Living wanted to gain a better understanding of its impact on meeting the Scottish Government target of no homelessness in Scotland by 2012 in the context of changing legislation around homelessness designation and the removal of non-priority status.

The target audience for the Report are:

- LinkLiving Board
- Fife Council
- NHS Fife
- External support agencies

## 2 Scope & Stakeholders

### 2.1 Project Activity

West Bridge Mill Accommodation Service was established in August 1998 to provide accommodation with support. During the last 12 years the Service has grown and developed and now provides accommodation with support for up to 30 young single homeless individuals between the ages of 16 to 30 for up to 2 years. The Service takes referrals from a variety of sources from self referrals to Fife Council referrals, local voluntary organisations and other temporary accommodation providers who do not take non-priority homeless individuals.

WBM Accommodation with Support Service aims to:

- Provide accommodation with support for individuals between 16 to 30 years of age
- Deliver support through a person centred approach
- Promote good citizenship and the benefits of being a considerate tenant

Due to legislative constraints, and availability of local authority (Supporting People) funded places, individuals who are deemed non-priority are only provided accommodation for up to 28 days. However, for those on low incomes and DWP benefits the private rented sector can be difficult to access. West Bridge Mill therefore offers affordable housing to those individuals too. The accommodation service recognises that some clients have needs other than a home, and that some have no needs other than a home. This flexible approach enables those with no priority homeless decision to access support and affordable housing in a setting that promotes personal responsibility.

WBM is unique in terms of physical environment, as 30 young people share flats and live under one roof at any one time, but are not treated as transient/temporary hostel residents and are encouraged to feel as settled, supported and safe within their own living environment as they would in their own tenancy/home. WBM does not provide 24/7 service delivery and a level of independence is required of people living at WBM. Staff are not available overnight and there is reduced staffing available at the weekend. Out with office hours an external agency provides security personnel to deal with any Health and Safety issue, hold residents mail and ensure visitors are signed in and adhere to visitors policy and report any incidents / situations to staff as required.

The Accommodation Service consists of a team of 4 full time Support Workers who are line managed by a team leader who also has some responsibility for the building overall. The Support Workers not only support residents but ensure the smooth running of the accommodation service by:

- reporting health and safety concerns and carrying out health and safety checks
- ensure flats comply with Houses of Multiple Occupancy Licence requirements



- ensuring faults and repairs are reported
- turning round rooms for re-letting
- ensuring flats are fully stocked
- enabling important inspections and tests to be carried out etc.

The Accommodation Team aim to have a presence around the building without invading resident's own privacy, so residents are aware they are respected and considered and feel comfortable to approach Support Workers to discuss their support needs and any issues as they arise. The accommodation team are based in a converted flat within the accommodation project for ease of access for residents, this flat consists of two offices and a resource room where residents are encouraged to spend time, this is where the residents can have a look at the weekly newspaper's, access information about other services with tea and coffee making facilities in the kitchen and chat to Support Workers to build working relationships and break down any barriers.

It was recognised that for people to succeed in the accommodation there needed to be more flexibility and fewer rules than those traditionally applied to 24/7 accommodation. People are encouraged to come and go as they please and the absence of an overly rigid regime to address actions/ behaviours allows for an appropriate flexible response which ensures that people are not automatically asked to leave because a rule has been broken. For example:

- there is no time specified that people have to be home by in the evening or be up for in the morning
- people can request visitors to stay overnight (as long as appropriate paperwork completed so that numbers can be managed)
- people are allowed to consume alcohol on the premises
- the communal lounge is not locked at certain times of the day.

People living at West Bridge Mill are therefore encouraged to take responsibility for their living environment and to come up with solutions to overcome the barriers that they face. The approach aims to give people freedom to develop and live their lives as they wish, whilst learning that with this freedom comes accountability, repercussions and responsibility.

Support is provided within the ethos of it being at the individual's own pace, rather than dictated by the staff. Link Living support staff also appreciate that an individual's progress may ebb and flow with their own circumstances. This is vital for the success of the services' levels of positive engagement. An open door approach is also an essential part of the successful service dimension with the office located on the middle floor of the accommodation ensuring that it is accessible to everyone. Service users are encouraged to drop in at any time to speak to workers at times appropriate for them. Staff encourage service users to speak up for themselves and through relationships built, service users have more confidence to identify their own goals and aspiration and work with staff towards achieving the outcomes they desire.

Referrals are taken from a variety of sources from self referrals to direct referrals from Homeless Officers, Social Workers and those from other

agencies. The referral process consists of two meetings, one being a chance to have a look around the accommodation with a Support Worker, going over how the service works, when staff are available and the role of the out-of-hours security provision. If a person is still interested, a second meeting is arranged to have an informal chat about any support needs and to explore what they want from the service. After this second meeting the list of referrals are reviewed at a Link Living team meeting where they are discussed so people can be appropriately housed and matched up in flats with flatmates.

When an individual secures accommodation at WBM and becomes a resident, they are assigned a named key worker who ensures that paperwork, benefits are claimed, verification collected and policies / procedures are issued and discussed so individuals know both their rights and responsibilities around the building, they are given further information /orientation around the building so they know where to access the available facilities. The named key worker may go on to work directly with that resident throughout their stay and the residents may develop a better working relationship with another worker so they go on to access support with them or they may work with all Support Workers. This approach allows residents to work with the person they feel comfortable with, and with whom they can discuss issues the easiest. The accommodation team find this is the best approach but are active in ensuring good communication and record keeping system are maintained in order to provide the best service to residents.

Residents are assisted by their key worker, or any Support Workers they choose, to identify their support needs and design their own support plan. A resident's stay and their support plan are reviewed at regular intervals throughout their stay to note progress, amend support or discuss any issues they may be experiencing. West Bridge Mill staff aim to assist individuals to work through their support plan, access training and advice either through working directly with Support Workers or by being referred on to other appropriate agencies etc. The staff team works with people to develop their skills and knowledge in a variety of areas with the aim of enabling people to move on and sustain their own homes. Support covers the following areas:-

- Welfare benefits
- Training and employment/career options.
- Tenancy rights and responsibilities.
- Independent Living Skills - cooking/domestic/home maintenance
- Social skills/networking.
- Budgeting skills.
- Accessing appropriate specialist support – legal advice, counselling, substance misuse support services

Support Workers aim to develop good working relationships with residents so they can assist them to develop the skills necessary to secure and maintain their own tenancy and look at this holistically. For some resident this may be to learn about benefit systems and Support Workers assist residents to claim housing benefit and other benefits they are entitled to. This maximisation of personal income enables residents to learn about the benefit system and how

to claim entitlement so Support Workers can go on to offer support with budgeting, report changes in circumstances etc and to learn how to manage on a budget so they can eat and heat their homes as affordably as possible. Other residents have found that it can be about developing personal responsibility and developing an insight into how their behaviour may negatively impact on others so they can appreciate the need for good neighbours, negotiation skills and citizenship in order to transfer these skills when dealing with neighbours etc. Some residents are assisted to learn practical skills, to cook and learn how to use household equipment such as washing machines, heating systems, how to deal with the day to day maintenance of their home.

Support Workers enable residents to access support, advice and guidance to assist them to deal with personal issues and may require specialist service input with collaborative working between these service workers and the Accommodation Team to refer, assist to attend appointments and monitor progress etc throughout their stay.

Residents are encouraged to identify where they would like to be in the future to better enable Support Workers to assist them to work out how to achieve this. This includes support to access further education and training courses, along with exploring how they can finance this. Other support involves aiding residents to secure employment and look for opportunities by enhancing their skills in the employment market. Residents are encouraged and supported to find employment so they can progress into independent living and not get caught in the benefit trap whilst in temporary accommodation. Students above the age of 18 years can have difficulty sourcing affordable housing due to their inability to claim housing benefit. The Support Workers assist individuals to continue in, or access further education by providing advice / assistance with bursaries and hardship grants according to personal circumstances in order to maximise their income and avoid large debts. Support Workers also liaise with outside agencies to provide workshops or drop in services to address residents support requirements or organise activities that enhance citizenship or promote personal confidence. Ultimately, residents are supported to personally develop and to be aware of local resources that are available to them.

Residents are also assisted to apply for and secure suitable follow on housing. This can be through Housing Associations, council tenancies or private lets. Support Workers also assist residents to set up their own homes through setting up utilities, sourcing furniture and accessing any available grants. If further support input is required, individuals can be referred to a tenancy support service to further ease the transition to independent living so they can move on as positively as possible. Support Workers are regularly visited or contacted in office hours by ex-residents for advice or guidance, this ad-hoc support assists individuals to access the information they need, at the time that it is needed. There are instances however when residents can be asked to leave the accommodation because of their actions and behaviour. Examples of this would be when residents display violent or intimidating behaviour within the accommodation.

This method of carrying out support aims to promote choice and personal responsibility so residents can move on and progress in their lives equipped with the skills they will need day to day. Each residents experience can differ at WBM due to the type of support they receive from the Support Workers and the support can change throughout a residents stay as they establish working relationships with Support Workers and feel empowered to address other issues in their life. The aims of the West Bridge Mill Accommodation with Support project is to assist and enable individuals to realise their own potential and take responsibility for their own actions and feel able to move forward positively and achieve their goals.

## 2.2 Period of Study

This report is an evaluation of the WBM Accommodation with Support Service from January 2009 to December 2009 as this period provides a true reflection of service delivery and impact before extensive refurbishment of the building's heating system, which included the accommodation service. These extensive works led to a number of accommodation places being left empty when vacated for a period of 4 months to cope with the decanting of existing residents, enabling a rolling programme of works across the whole building.

## 2.3 Stakeholders and Stakeholder engagement

The analysis focuses on 5 stakeholder groups:

- WBM Residents
- Fife Council
- External support services
- NHS Fife
- UK Government - Treasury

The table below summarises the stakeholder groups and their involvement in the SROI analysis.

Stakeholder	Method of Involvement	How many	When
WBM Residents	Face to face interviews	15	Nov 2010 to Jan 2011
Fife Council	Face to face interviews with representatives of Social Work Services and Temporary Accommodation, other project workers	5	Nov 2010
External support services	Face to Face interviews with representatives from Clued Up various services – Employability worker – Opportunities Fife	3	Nov 2010
NHS Fife	Face to face interview – CPN Gemini Team	1	Nov 2010

The involvement of the UK Government is limited to valuing the negative impact on UK Treasury budget through increased benefit uptake in Scotland.

### **2.3.1 Stakeholder 1      WBM Residents**

During the period from 1<sup>st</sup> January to 31<sup>st</sup> December 2009, 76 individuals were provided with accommodation and offered varying levels of support according to their needs and wishes. For example, some individuals received intensive support to assist them to deal with various needs and issues such as development of independent living skills required to sustain and maintain housing, referral to specialist support agencies or reintegration into the wider community for those whose only requirement was access to affordable housing.

During 2009 the accommodation team accepted 133 new referrals consisting of 51 females and 82 males of which:

- 63 aged between 16 to 19 years of age
- 42 aged between 20 to 24 years of age
- 28 aged between 25 to 30 years of age

The accommodation Support Workers keep case notes for each individual to assess needs and issues, record monitoring information and track outcomes achieved during their stay. The case notes provide the following analysis of residents.

The existing housing arrangements for the 133 referrals were:

- 8 homeless/ sleeping rough
- 60 staying at friends houses “sofa surfing”
- 35 other temporary accommodation providers and Fife Council hostels
- 13 Fife Council B&B use
- 2 Throughcare referrals
- 5 private lets
- 2 family homes
- 1 long term hospital
- 1 prison

Referrals were accepted from several sources:

- 29 self referrals
- 23 from family and friends
- 13 social work/Throughcare
- 33 various voluntary organisations including other projects
- 26 local Authority housing service
- 3 other
- 6 not known

Of the 133 referrals:

- 48 were offered accommodation
- 56 did not attend referral meetings
- 34 were classified priority need homeless
- 42 were classified non-priority cases

Therefore with 28 existing residents and 48 new residents there were a total of 76 people housed throughout 2009.

Of the 76 individuals who accessed the accommodation 57 individuals left during the year and the recorded outcomes were;

- 15 secured own tenancy
- 6 moved away for college/ work / armed forces
- 3 moved in with family / friend / partner
- 5 abandoned room / accommodation
- 9 secured alternative accommodation
- 13 were asked to leave for violence / threatening behaviour and/or serious health and safety breaches
- 5 asked to leave for repeated non-payment of service charges
- 1 received custodial sentence

Outputs during 2009

- 12 were signposted to specialist support service
- 20 signposted to employability service
- 4 Active Fife sessions carried out / using community resources
- 4 personal safety workshops
- 1 sexual health workshop

A range of information sources were used to develop the basis of the Impact Map for WBM residents including:

- Case notes
- One to one interviews
- Referral database
- Ongoing resident feedback

While the above information provides detailed information on quantitative outcomes for residents, more detailed information was needed to develop the full story of change for residents and gain a fuller understanding of the difference the service made to their lives.

15 one to one interviews were held with the individuals who had been West Bridge Mill residents during the period under analysis. This approximate 20% sample size of residents was felt to be appropriate and in keeping with time and resources available. We experienced significant difficulties in contacting some individuals as contact details had changed, they had moved on from the last known address, failed to keep arranged appointments due to work commitments or chaotic ways of life. Where possible, the sample of residents chosen for interview reflected the wide ranging demographic of residents, levels of support experienced by residents and individuals who had left WBM due to intended and unintended reasons.

We considered the possibility of potential bias in sampling residents and the likelihood of those willing to engage with us having had a more positive experience while staying at WBM. However, of the 15 sampled, 1 had been asked to leave due to behaviour negatively impacting on others and 2 had

moved on as they didn't enjoy working with staff and were had problematic behaviours. Feedback from these former residents was of particular note as they told us during their interviews that they now realise how immature they had been during their stay and that they understand now the impact of the help they had received, such as housing benefit, has now put them in good stead in managing their lives. Although they didn't acknowledge it at the time they appreciate the impact on help them to keep their new tenancies.

The interviews were arranged as an informal chat either at WBM or in their own home and consisted of looking back over their stay and focussing on how/ if WBM made a difference to their lives in both positive and negative ways. Most individuals reported more than one outcome as a result of living in WBM. During the process of conducting the interviews clear response trends emerged, giving a clear picture of the experience of residents living in the accommodation and getting support from the Accommodation Team.

The analysis of types of outcomes is detailed in Section 4 of this Report "The Theory of Change". The proportional importance of outcomes is considered in the Impact Map and in justification for decisions on attribution, deadweight, duration of outcome etc. The Appendices in Section 10 provide further explanation of these decisions.

### **2.3.2 Stakeholder 2 Fife Council**

Fife Council were considered a key stakeholder through the statutory services they provide within Fife from the Homeless/ temporary accommodation service and the temporary accommodation partners that they work with, to social work services such as Leaving Care team and the Homeless Liaison service. Fife Council Housing and Homelessness Team allocate the Housing and Support Services grant funding, previously called Supporting People funding.

The Council provide various statutory services that support residents and contribute to the impact of the Service including;

- Housing and Neighbourhood service – Responsible for enacting the homelessness legislation in Fife, the service carries out assessments, gives advice and assistance, offers temporary accommodation and housing support, and arranges permanent accommodation when required
- Temporary accommodation – through partnership and service level agreements with various voluntary organisation accommodation providers and its own Fife Council hostels and scatter flats
- Social works services – Leaving Care, Children and Families, Youth Justice and Criminal Justice teams.
- Housing Benefit Scheme - The Housing Benefit Scheme is known as a rent allowance for Housing Association tenants
- Homeless Persons Liaison Service- for advice and guidance on various housing issues and to gather feedback from homeless individuals on the service they receive.

These services make referrals to WBM and liaise closely with the accommodation team in order to ensure that those with a non-priority decision can continue to access accommodation, self funding students can continue with studies or people can transfer to an area they wish to live in. The various services work collaboratively with the WBM accommodation team in order to support residents. Residents may also be referred onto these statutory services to deal with ongoing housing issues or for input from social work.

5 face to face interviews were arranged with representatives from the various services that Fife Council provides. A questionnaire was used at the meetings to gather their views and opinions including;

- what outcomes the various Council services had experienced
- what unexpected outcomes the various Council services had experienced
- indicators and potential financial proxies

The results were incorporated into the Impact Map.

### **2.3.3 Stakeholder 3 External support services**

WBM both receive and make referrals from various voluntary organisations offering specialist support, three services that work closely with WBM Residents were chosen for face to face interviews as it was felt they were key stakeholders. These agencies provide various support services including:

- Employability services- to explore employments and training opportunities, deliver one to one or group work in interview skills, C.V presentation and provide grants for some training courses.
- Homeless drug and alcohol services – specialist service that operate from accommodation projects to provide one to one or group support on alcohol and drug use. Provide workshops and personal development courses.
- Counselling services - specialist services that assist people to learn coping mechanisms, provide counselling on a one to one or group work basis and workshops session both at WBM and in-house to deal with past trauma and ongoing anxiety issues.

The Accommodation Team work closely with workers from external support organisations and the referral stream comes both to and from each agency. WBM accommodation team workers signposted;

- 12 individuals to specialist support services
- 20 to employability support services

WBM also receive referrals for accommodation from various support services and in 2009 12 direct referrals were received from various support agencies.

External support services both refer directly to WBM and are referred to by WBM on behalf of residents with workers providing private rooms or accompanying residents to appointments. From the wide range of services used 3 key services were asked to take part in face to face interviews. A questionnaire was used and their opinions sought as to the findings of their



service both from a referrer and a referral destination point of view. The questions asked included;

- The services involvement
- What outcomes the service had sought
- What unexpected outcomes the services had experienced

The results were incorporated into the impact map

#### **2.3.4 Stakeholder 4      NHS Fife**

The National Health Service in Fife provides many different services that residents are either involved in or are referred to when living at WBM. The main services that WBM are referring to or receive referrals from are:

- Community Psychiatric Services Gemini Team, who provide support to individuals leaving hospital and living in the community,
- Drug and Alcohol Services who provide support and assistance for those dealing with substance misuse issues
- Child and adolescent psychiatric service

As WBM has a team of Support Workers, staff are able to accompany residents to their meetings and work collaboratively with workers from services in order to provide individuals with individually tailored support packages. We chose the Community Psychiatric Team to provide feedback as they have the most experience of working with WBM Accommodation with Support. The integrated nature of support is also considered in discussions around difficulty of attribution of stakeholder outcomes.

#### **2.3.5 Stakeholder 5      UK Government – Treasury**

The involvement of the UK Government is limited to valuing the negative impact on UK Treasury budget through increased benefit uptake in Scotland. While the amount of monies secured through benefit claims for WBM residents is not materially significant from the perspective of the UK Government, it is significant in relation to the value created for other included stakeholders and as a proportion of overall value created in the SROI analysis.

#### **2.3.6 Excluded Stakeholders**

A list of other stakeholders were identified, but they have not been included in this analysis. The reasons for this are contained in Section 9 Audit Trail. Despite some difficulties of engaging with families of residents who stayed with us during 2009, we were able to gather some primary research on the impact on families through telephone calls and by reviewing case notes with Support Workers who liaised with families in the course of supporting residents. We gathered case studies of 6 families from 2009 and considered a family member of a current resident as being a relevant proxy for the impact on families of an individual staying at WBM and receiving a range of support.

While we do not feel we have sufficient evidence or quantity of engagement to include families as a stakeholder in the impact map, the case studies are relevant to the wider report. Recommendations will include future consideration to planning engagement with families and proactively recording the impact our services have on families. We certainly consider the social return of the service to be undervalued as a result of not gaining sufficient contact with families to include them in the impact map.

The following case studies illustrate the impact of WBM Accommodation with Support on the families of residents:

#### *Case study 1*

*X had been staying on her Gran's couch before she came to WBM. Gran was under significant stress as a result of this and their relationship had deteriorated in addition to the financial impact on her of housing her Grand Daughter. They had been arguing a lot. Their relationship improved after x moved into WBM, particularly as x learnt more about what it took to look after herself and appreciate her responsibilities.*

#### *Case study 2*

*Support staff had ongoing contact with X's Mum during his stay at WBM. Mum felt that she would have lost contact with her son if he had not been able to stay at WBM as he could not stay in the family home or afford other accommodation in the local area. X was going through a range of emotional problems that he felt were too difficult to talk to his Mum directly about. His Mum really appreciated the "family liaison" role the Support Worker performed and it helped her reach out to her son in his time of need and re-establish their relationship.*

#### *Case study 3*

*X was physically much larger than his Mum. X wouldn't listen to his Mum and took frustrations out on her and household furniture. This resulted in increased expenditure to pay for destroyed items and severe deterioration of Mum's well-being. During his time at WBM, x learned to listen and communicate more effectively and clear boundaries for his behaviour were established by staff. After a few months, X moved back to his Mums and she says he grew up a lot during his stay and is much more considerate and communicative.*

#### *Case study 4*

*X had ongoing mental health and substance misuse issues. His family were themselves dealing with an extensive history of complex family problems and they could not cope with his care needs. Staff helped him get the support he needed and helped him to get re-housed. His sister and the wider family were relieved he was getting the support he needed and reported that family*

*communication had improved greatly. His condition stabilised and they are now much closer and have a new regard for each other.*

#### Case study 5

*X was part of a care programme, but his Mum was constantly stressed by his needs and erratic behaviour which often resulted in health service intervention. She felt much calmer knowing he was getting the support he needed and that she had respite from his care. They have new boundaries established where he could stay on overnight visits and their relationship has improved significantly.*

From the limited stakeholder engagement, the following outcomes have been identified and will be explored further in future primary data collection from families:

- Improved family relationships/ avoid family breakdown
- Increased well-being
- Reduced household expenditure

### **3 The Investment in the activity**

This report is an evaluation of the social return of WBM Accommodation with Support Service from 1<sup>st</sup> January 2009 to the 31<sup>st</sup> of December 2009. Total investment in the Service during this period was **£282,365** made up of:

- £120,822 in Housing Benefit through WBM Residents
- £18,752 from WBM Residents for service charges
- £132,444 From Fife Council Supporting People
- £720 from Fife Council Active Fife
- £9,627 from Link Living

In support of its aims and person-centred approach, Link Living encourages residents to continue, or start, college/ training by providing 4 places in WBM at a subsidised rate. This commitment acknowledges that if people are at college they are not eligible for housing benefit and will therefore struggle to pay full cost for the room. They are therefore charged a reduced rate which is included in the £18,752 service charge figure. Link Living also encourages young people to take on employment by meeting part of the shortfall between rent charges and housing benefit that would otherwise be a barrier to them seeking employment while in temporary accommodation. This commitment is needs assessed on an ongoing basis subject to budgets.

The UK Government distributes Housing benefit through the Department for Work and Pensions. However, the housing benefit is considered in this instance to be an investment by the young people who choose to use their housing benefit to stay at WBM.

Each stakeholder does provide additional inputs that support the service. NHS Fife, Fife Council and Voluntary Organisation Support Service providers all

make referrals to WBM and receive referrals from WBM, in addition to providing a range of support services. However, these inputs are not additional to these stakeholders' costs as existing staff incorporate this partnership working into their daily workload. Input beyond service provision is therefore not materially significant.

## 4 The Theory of Change

The theory of change is a key aspect of SROI. The explicit aim of WBM Accommodation with Support Service is to:

- Provide accommodation with support for individuals between 16 to 30 years of age
- Deliver support through a person centred approach
- Promote good citizenship and the benefits of being a considerate tenant

The service residents receive is determined by their individual circumstances and can vary significantly. There is therefore no one story of change applicable for all WBM residents but our stakeholder engagement has identified outcomes trends.

Each individual is involved in developing their own support plan tailored to meet their needs. This may include practical support with cooking, shopping and budgeting, help with benefits, training, employment, health and developing social networks as well as emotional support. The focus is on enabling people to develop their independent living skills and can often involve helping people to apply for appropriate follow-on mainstream accommodation.

West Bridge Mill accommodation is set up to reflect a person's own tenancy in as much as is possible in a multi use building so individuals living there can develop the skills required to live in their own homes, whilst promoting personal responsibility for example, by having a visitors policy individuals can learn to cope with visitors without having a negative impact on their neighbours.

This section considers the theory, or story of change, for each of the stakeholders chosen for the study and explores the relationships between stakeholders and the inter-related nature of outcomes or chain of events.

### 4.1 Change from the perspective of West Bridge Mill Residents

The objectives of West Bridge Mill residents living at WBM Accommodation with Support were anticipated to be:

- Find safe and secure affordable accommodation with support that is flexible (no am or pm curfews) and enables them to get or continue employment and education
- Find a safe and secure halfway house after leaving care
- Learn independent living skills including budgeting and cooking
- Learn how to navigate the housing system
- Get help with welfare rights and money advice
- Get help with legal issues
- Improve relationships with family and friends
- Increase social networks

- Get help with specific issues including mental health and alcohol and substance misuse

A range of measures and information sources were used to find out if these objectives were being achieved by WBM Accommodation with Support and to get a clearer picture of the full outcomes WBM residents experienced as a result of receiving the service. Section 2.3.1 details the range of information sources used to develop the basis of the Impact Map for this stakeholder.

The initial analysis of types of outcomes along with quotes from the interviews are detailed in the table below. The proportional importance of outcomes is considered in the Impact Map and in justification for decisions on attribution, deadweight, duration of outcome etc. For some outcomes, for example secure a tenancy or gain employment, we were able to use actual figures for quantities, while others were assumed, based on the 20% sample (15) of WBM residents, that outcomes reported by the interviewees are proportionally representative of WBM residents as a whole, and outcomes can be applied pro rata across the whole client group of WBM residents. Assumptions around quantities of outcomes are detailed in Appendix C1. Assumptions of quantities are also tested in the Sensitivity analysis in Section 7.

<b>Significant issues/outcomes highlighted during interviews</b>	<b>Quotes from interviews</b>
Sustain tenancy	<ul style="list-style-type: none"> <li>• I am still managing to upkeep with my bills and keep the flat tidy</li> </ul>
Manage money	<ul style="list-style-type: none"> <li>• Helped me manage my money better</li> <li>• helped me get in the way of paying rent and bills regularly</li> </ul>
Access welfare benefits	<ul style="list-style-type: none"> <li>• I can deal with benefits and know where to access help and the importance of it</li> <li>• I know more about housing benefit and change of circumstances forms and the verification needed</li> </ul>
Family issues	<ul style="list-style-type: none"> <li>• Good support to help me through what I was going through with my family</li> <li>• Helped me with phone calls and contact my family</li> </ul>
Non- priority homeless decision	<ul style="list-style-type: none"> <li>• I only got 28 days accommodation as I was a non-priority</li> <li>• It helped me out because I would have been sleeping rough or maybe a friends couch</li> </ul>
Confidence / personal skills	<ul style="list-style-type: none"> <li>• Helped me be more confident about myself and trust people</li> <li>• Able to get out there now and go for goals, get out of my comfort skills</li> </ul>
Secure employment	<ul style="list-style-type: none"> <li>• I had a few jobs and went to college too</li> <li>• I started volunteering at a café then got a job out of that</li> </ul>
Enter further education	<ul style="list-style-type: none"> <li>• Attending college and had problems with money from college so was helped out with that</li> </ul>
Emotional support	<ul style="list-style-type: none"> <li>• It helped me sort my head out, gave me the time to do this before getting my own place</li> </ul>
Develop life skills	<ul style="list-style-type: none"> <li>• Learnt to cook, have pride in my place</li> <li>• Helped me get back on my own two feet and get more skills in paying bills</li> </ul>
Flatmate conflicts	<ul style="list-style-type: none"> <li>• Some flatmates don't understand the importance of getting up for a job</li> </ul>
Legal issues	<ul style="list-style-type: none"> <li>• Help from a solicitor meant I got access to my daughter</li> </ul>

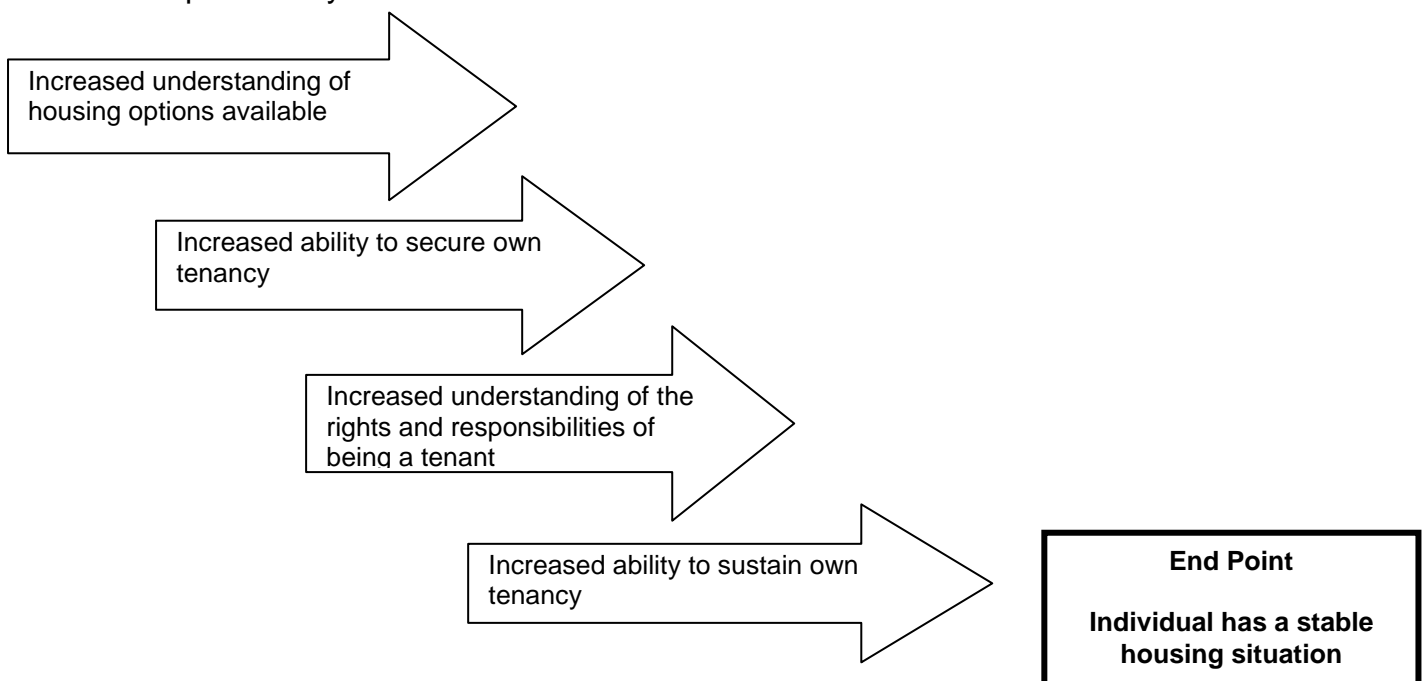
Sustaining their own tenancy after leaving WBM was a significant outcome for many of the residents, although the reasons for achieving this outcome was described in a variety of ways during interviews;

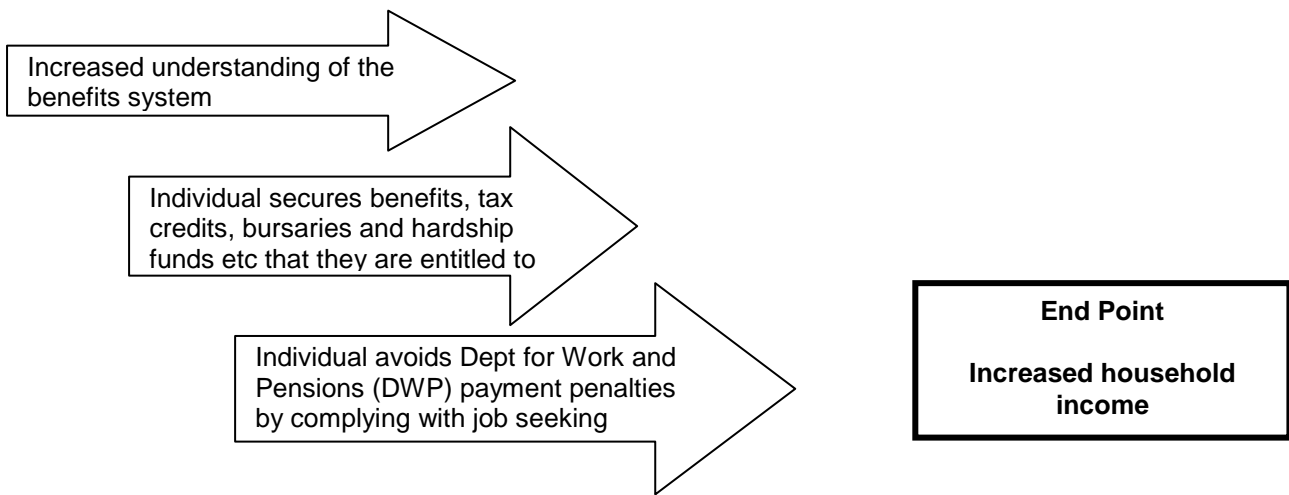
- Sustaining tenancy through improved ability to live and work with others
- Sustaining tenancy through improved understanding of benefits systems
- Sustaining tenancy through improved independent living skills
- Sustaining tenancy through increased financial capability

While we appreciate that outcomes such as increased financial capability may be considered as an intermediate outcome of increased tenancy sustainment, stakeholders saw these intermediate outcomes as being of value in their own right and applicable to their life beyond being directly related to tenancy sustainment so we have valued them separately and given them appropriate indicators to acknowledge this wider impact.

However, for other outcomes expressed by residents, we had to give further consideration to which outcomes were part of a chain of events to ensure we only valued the true end point of the chain of events. While residents had expressed getting and sustaining a tenancy as two separate outcomes, both are intermediate outcomes of their ability to maintain a stable home. The process of identifying intermediate outcomes avoids duplication and double counting in the impact map and reduces the likelihood of over claiming value. It must, however, be noted that the inter-related nature of outcomes particularly general outcomes such as increased self-confidence can be very complex and someone experiencing a chain of events cannot easily ring fence outcomes and attribute these outcomes to a single event or learning process.

The following illustrates some intermediate outcomes and chains of events expressed by WBM residents:





Some intermediate outcomes are acknowledged in the range of indicators and financial proxies used to value the end point outcome. This is particularly the case for *increased household income* where additional income for households was secured from a range of sources (benefits, bursary, hardship fund).

A variety of other outcomes came from the advice and guidance of WBM support staff who refer to other support services such as employability services which can assist people to get ready for employment through working on C.V's, interview skills or provide assistance with training course costs so that people are able to get recognised industry qualifications or access further education. This is particularly important as WBM has a number of self funding places for those individuals who do not receive Housing Benefit. These skills can assist individuals to go on to find employment so increasing household income and subsequently less reliance on the benefits system.

Increased Employability Skills is shown as an end point outcome rather than an intermediate outcome of increased employment as residents felt gaining employability skills, particularly transferrable skills, had an intrinsic value regardless of whether they resulted in a job within the short term. This includes basics such as getting up in the morning, providing structure to the day, understanding what is being looked for in an application form and how to complete a form with care, regardless of if the application form is for a job, volunteering opportunity, benefits or financial services.

The following in-depth case studies illustrate the wide-ranging impact of WBM Accommodation with Support Service on WBM Residents:

### Case Study 1

*Mr A was referred from Fife Council Homeless Service as due to his age he was non-priority and had been offered only 28 days accommodation, however as Mr A was a student he would be unable to claim Housing Benefit so his choices at that time were very limited. He either had to give up the course to be entitled to Housing Benefit (HB) and get accommodation or stay on the course and try and find an affordable private let (extremely difficult in a short time span and with no job to fund the rent at the moment he would have to be careful as to what he could have due to HB restrictions)*



*The flexibility offered by WBM enabled Mr A to continue with his studies at college and staff assisted him to apply for Money Does Matter (student finance support scheme) to maximise his income and pay a reduced student rent (there are up to 4 places available within WBM). Mr A then successfully completed his course and achieved the qualification.*

*Mr A worked with staff to draw up an individual support plan that identified his support needs and worked through this with staff, this plan was reviewed regularly and updating as required. When his college course ended Mr A secured himself a job. Mr A had never lived on his own and had little experience of paying bills, so during his stay he was assisted to manage his money. Mr A went on to develop the skills required to sustain and maintain a tenancy and he wanted to secure his own tenancy, staff then assisted him to apply for independent living points from Fife Housing Register and he secured extra points.*

*Mr A was offered a tenancy from a local Housing Association and when viewing this he was overjoyed, staff assisted him to set up the tenancy and ensure utility bills were on the correct payment plan etc and assisted him to secure a furnishing grant through Furniture Plus, with this he managed to access a few items. As he had no assistance from other sources to furnish his tenancy, Support Workers also assisted him to apply for a Community Care Grant to help buy some carpets and further essential household items. Mr A was refused the Community Care Grant but as he had been part of a planned resettlement programme he was assisted to appeal the decision and was awarded a small amount which enabled him to live in his own home more comfortably.*

## *Case Study 2*

*Mr B originally came from Perth and had secured employment in Kirkcaldy to be nearer his family. He had lived in a private let since June 08 but due to his company making redundancies, he lost his job, he couldn't afford the rent and then lost his flat.*

*Mr B referred himself to West Bridge Mill and was assisted to claim Housing Benefit, change address with benefits agency, bank etc and complete paperwork. Mr B completed his support plan along with Support Workers and regularly met with workers to work through this. He was keen to source employment or explore training opportunities and was put in contact with a Careers Advisor. This led to him applying and securing a place at college. Staff assisted him to apply for tuition fees / bursary and Money Does Matter Scheme. Mr B also worked with Support Workers to hone his household skills and he began to budget more effectively and at his reviews his progress through his support plan was acknowledged. Mr B was keen to secure his own tenancy and Support Workers assisted him to complete housing forms, as he was displaying the skills required to manage a home it was suggested that we could apply for independent living points through Fife Council and this would assist him in securing his own tenancy. Mr B received extra points through the independent living point's scheme and this assisted him to secure*

*a tenancy with a local housing association. After viewing the property Mr B was keen to move as quickly as possible and staff assisted him to set up utilities etc. his family helped with furniture etc.*

### *Case Study 3*

*Mr C was referred to WBM following a relationship breakdown and he was recognised as a priority case through having access to his child. Mr C was keen to secure follow on housing and use WBM as a stop gap. During his stay Mr C had employment issues which resulted in him losing his job, he was supported to access legal services and successfully won his case against his previous employers. Mr C then secured a tenancy through Fife Council and was assisted to move, set up utilities etc so he could have overnight access with his daughter.*

### *Case study 4*

*Mr B was a previous resident who had left to offer support to a family member. He reapplied in 2009 as he had lost his home through the bereavement of a family member. Mr B had already developed his independent living skills so he mainly accessed support to help him deal with Child Support Agency issues and learn negotiation skills with flatmates as he was quite shy. Mr B mentions in his interview the emotional support he received in a difficult time in his life and how this was easier in a familiar setting as he knew staff. Mr B remarks "I used to be quite shy and WBM helped me with my confidence and I'm much more assertive now, the emotional support has helped me now to deal with problems and open up to people". Mr B secured employment and due to being able to come and go from the accommodation with no time restrictions was able to work shifts. Mr B secured his own tenancy and was assisted to set up utilities.*

### *Case study 5*

*Miss C was referred to WBM as she wanted to live in Kirkcaldy to be closer to family members. During Miss C's stay she was supported to deal with flatmate issues in a positive manner and develop negotiation skills. Miss C took part in all the in-house activities and found this helped her to get along with others and get to know new people. Miss C was a priority case and she secured her own tenancy. Miss C was assisted to access furniture through the Furniture voucher scheme and apply for a Community Care Grant so she could furnish her home. Miss C feels the skills she learnt enabled her to manage her flat and pay her bills.*

Stakeholders' comments made during interviews and interviewer's observations need further consideration in planning future service delivery and in sharing information with other stakeholders. The following will be incorporated into Section 8 "Recommendations"

- The need to work more closely with Fife Council and other accommodation providers to promote the service and raise awareness of West Bridge Mill service and criteria / age range and place people in suitable accommodation for their needs.

- When securing a home individuals need assistance to set up utilities and explore different tariffs from different energy providers to tackle fuel poverty. We need to promote awareness of different providers and rates to service users.
- Further develop employability and in-house activities/ workshops for residents in order to assist people to get ready for work and enhance personal skills/ confidence

#### 4.2 Change from the perspective of Fife Council

Fife Council services were approached and agreed to be interviewed as part of the Social Return on Investment report. Staff interviewed included a housing and neighbourhood services allocation worker; social worker from the Leaving Care team; Service User involvement Officer and two workers from Temporary Accommodation. One to one interviews were held with each representative of the council services.

A questionnaire was used at each meeting as a basis for exploring the story of the service involved with WBM accommodation;

- what outcomes the various Council services had experienced
- what unexpected outcomes the various Council services had experienced
- indicators and potential financial proxies

Their story and the results of the discussion have been incorporated into the Impact Map. The stories of the various services are mainly from the point of referring agents as referrals to other accommodation providers are from the single point of access system run by Fife Council Housing and Neighbourhood Service. The objectives of Fife Council Services in referring to WBM are to:

- Reduce costs to the Council of reducing homelessness in Fife and fulfilling duty of care
- Source accommodation for individuals with a non-priority homeless award
- Source accommodation for those individuals working, especially for those with working hours outside recognised accommodation curfew times
- Source accommodation for those at college who are not in receipt of DWP benefits
- Accommodation with less restrictions and promoting personal responsibility
- Increase the number of available temporary accommodation places
- Target support services to the most vulnerable people

Workers from other Fife Council services refer to West Bridge Mill to assist service users to source suitable accommodation for their individual needs, such as a person being deemed non-priority or at college and not in receipt of DWP benefits. Those interviewed felt that WBM provided a niche service and benefited some clients although it was recognised that the service was not for everyone.

Officers felt that a range of temporary accommodation providers are needed in order to cater for different individuals needs around accommodation and support. Some individuals require a more formal structured environment in order to develop independent living skills and other accommodation providers may be more suitable for them, although for those individuals who are more independent and can demonstrate personal responsibility, WBM could be a more appropriate setting as there are fewer restrictions. For example residents can come and go as they please from the buildings at any hour however they need to be aware of noise levels etc so they do not disturb anyone else living there. There is a general understanding of how the different accommodation services complement one another and enable people to source suitable temporary accommodation through effective signposting by workers. This understanding of services and their approaches demonstrates the need for networking and links with other agencies/ providers.

One comment received from an interviewee was

*“The semi-independence lets the individuals grow and make their own choices and mistakes”.*

This approach is seen to encourage informed choices as individuals are aware of consequences from their actions and these skills are transferable to their own tenancy where responsibility is required in managing noise levels, visitors etc. It is felt that the service sets clear rights and responsibilities to residents and this helps develop a good working relationship and assist in enabling good outcomes for individuals.

The benefit of service user involvement is widely recognised and it is felt that WBM offers a range of activities which promote inclusion and are keen to work with other agencies to enhance opportunities for service users.

LinkLiving promote a person centred approach in support work and this is demonstrated in the set up of the building with minimal restrictions and service users have their privacy respected. Comments were also received on the possible negative effects of a person centred approach where individuals are not penalised if they choose not to engage or address personal issues, although it was also added that they were unsure of how WBM would correct this and still promote person centred practice. Another negative comment was regarding the access method as WBM is not part of the single point of allocation system called Fife Accommodation Broker Scheme (FAB) except when individuals are requesting a transfer from one area to another. This system is managed by the temporary allocation officers at Fife Council Homelessness Service and is computer based. When a room becomes vacant at a project/hostel managed or funded by Fife Council they add this vacancy to the FAB system, the Temporary Allocation officer can then view this, so when an individual applies for accommodation they are allocated a room/accommodation from this list. The person then makes their way to the accommodation and presents themselves to staff, they begin living there from that point, only being moved to other accommodation if it is more suitable, or if

they are deemed non-priority homeless then they are able to stay for a maximum of 28 days.

During the 28 days accommodation an individual must source alternative accommodation. If there are no rooms available or the person does not fit with the accommodation/hostel's criteria e.g. out-with age range, they may be offered B&B accommodation until more suitable alternative accommodation becomes available or their 28 days ends. This system is called direct access to temporary accommodation.

West Bridge Mill does not use the direct access system as it is a multi – use building and was set up in accordance with Link Living person centred approach, using informed choice, choice as to where individuals would like to live.

Impact from the perspective of Fife Council can be summarised as:

- Reduced costs of providing alternative temporary accommodation to priority need individuals
- Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council
- Reduced time and cost of engaging with difficult to reach service users
- Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals

#### 4.3 Change from the perspective of External Support Services

A range of external support services, primarily from the voluntary sector, work with WBM Residents on a variety of issues, the change experienced by these agencies result from the referrals they receive from Support Workers on behalf of service users and from the collaborative working on behalf of service users that both WBM and they, work with. Despite the range of services from employability to substance misuse support, we felt we were justified in considering these support services as a single stakeholder as their objectives for engaging with WBM Accommodation with Support were all similar and the impact that they experienced proved also to be common between them.

A questionnaire was used at each meeting as a basis for exploring the story of the service involved with WBM accommodation;

- what outcomes the various support services had experienced
- what unexpected outcomes the various support services had experienced
- indicators and potential financial proxies

The findings are mainly from the point of receiving referrals from WBM but include the referrals they make to WBM and the collaborative working from both agencies to enable individuals using the service to get the best possible outcomes. The objectives of the support services are;

- Make appropriate referrals to and from WBM to maximise outcomes for service users

- Ability to refer individuals for accommodation
- Effectively and efficiently deliver service delivery to their target service users
- Gain access to a venue for training / drop ins that is easily accessible by service users
- Increase collaborative working with appropriate partners

WBM is a good source of referrals for outside support services as it is recognised that specialist support is required at times. With the referrals received from WBM being seen as appropriate and used to best advantage for individuals. It is felt that Support Workers at WBM possess a good knowledge of external agencies which enable the individuals being referred to know what to expect and to be prepared for the service which was appropriate to their needs.

External services feel confident in referring individuals to the accommodation as it is viewed as providing a good level of empowerment for individuals that allows them to grow at their own pace whilst going through the process of learning personal responsibility in a comfortable environment with realistic expectations. The workers are felt to be knowledgeable and work together with outside agencies to promote new initiatives to service users and provide venues for drop-ins and workshops so they are able to access those individuals in their target groups. It is also noted that being able to provide affordable accommodation for those at work or at college is advantageous and encourages those individuals to progress into the labour market.

The close collaborative working also enables outside agencies to keep up with service users whose lives are more chaotic so they can maintain a service and use these links in the future. The workshops and activities provided in-house are thought to be an important part of the service which assists in services users personal development and it is felt that these should be continued and expanded so that individuals can link with the local community and further encourage citizenship.

Impact from the perspective of External Support Services can be summarised as:

- Reduced time and costs of staff engaging with their service users – not included in impact map as impact value is not materially significant
- Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group

#### 4.4 Change from the perspective of NHS Fife

WBM Residents engage with a range of NHS services. However the main relationship between WBM Accommodation with Support Service and NHS Fife is through mutual referrals with the Community Psychiatric Service. This

service was therefore the focus for establishing the story of change from the NHS perspective.

A representative from the CPN service was asked to discuss their thoughts as to the story of change experienced by their clients who used the service at WBM;

- What outcomes they had experienced both intended and unintended.

In the main, the individuals referred by the CPN service had been those who had had extended periods in hospital and required assistance to integrate back into community living. The support on offer enables individuals to have their mental health monitored, which together with the collaborative working of both services, provides a good chance of a positive outcome. Feedback to the CPN service by individuals living at WBM is always positive with them feeling supported by WBM and feeling that Support staff care. Thought is given not only about day to day activities but a consideration given to the whole person, including their social needs and by trying to get individuals involved in other things such as in-house activities/ workshops and referrals to other agencies and projects. The Community Psychiatric Service therefore feels the key outcome for them and their clients is that the set up of WBM allows them to continue working closely with individuals living in the accommodation to monitor progress and reduce the likelihood of an escalation in their mental health issues. The level of support an individual can receive at WBM can ease their transition into life in the community especially after extended periods in hospital.

Impact from the perspective of External Support Services can be summarised as:

- Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues

#### 4.4 Change from the perspective of UK Government – Treasury

The objective of the Department for Work and Pensions is to facilitate the distribution of UK Government Treasury monies in accordance with Welfare Policy. WBM assists residents to secure the benefits they are entitled to under Welfare Policy, which are primarily Housing Benefit and Job Seekers Allowance. The story of change for the UK Government is therefore limited to valuing the negative impact on UK Treasury budget through increased benefit uptake in Scotland. While the amount of monies secured through benefit claims for WBM residents is not materially significant from the perspective of the UK Government, it is significant in relation to the value created for other included stakeholders and as a proportion of overall value created in the SROI analysis. There is also some level of displacement which is discussed in 6.3. Impact from the perspective of the UK Government is:

- Increased expenditure as a result of increased benefit uptake

## 5 Outcomes & Evidence

The impact map developed for the WBM Accommodation with Support Service shows the relationship, for each stakeholder, between inputs, outputs and outcomes and shows how a figure of impact is then arrived at, and the value of any outcomes which endure for more than the period under study. SROI also places a requirement on practitioners to identify negative outcomes, as well as positive outcomes.

A full description of all assumptions for quantities, financial proxies, sources and calculation method is contained in Appendix C. Not all outcomes identified in the impact map could be included, and a list of outcomes not included together with the reasons for the decision are described in the Audit Trail in Section 9. The audit trail also gives a reason for the decisions made about materiality – why something is not included as it was not considered to be materially significant to the analysis. Negative outcomes are shown in red.

### 5.1 Stakeholder inputs and outputs

Stakeholder	Inputs	Outputs
<b>WBM Residents</b>	Time – not materially significant particularly as support is provided at their own accommodation	136 young people referred to WBM 48 new residents as a result of referrals 76 young people housed (34 priority and 42 non-priority cases)
	Provision of information – not materially significant	
	Accommodation payment through Housing benefit £120,822	
	Service charges £18,752	
<b>Fife Council</b>	Supporting People Funding £132,444	39 referrals from Fife Council to WBM
	Refer young people to WBM	
	Provision of Social Work and Homelessness Services	
	Administration and monitoring of Supporting People and Active Fife funding but not materially significant as no additional staff employed or overtime required	
	Active Fife Funds £720	4 activity sessions
	Process housing benefit claims and reviews but not materially significant as no additional staff employed or overtime required	
<b>External support Services</b>	Make referrals to WBM - not materially significant as no additional staff employed or overtime required	33 housing referrals from voluntary org support services
	Deliver workshops, training, courses etc at WBM - not materially significant as no additional staff employed or overtime required	



	Take referrals from WBM - not materially significant as no additional staff employed or overtime required	32 referrals to support services by WBM (20 to employability services)
<b>NHS Fife</b>	Make referrals to WBM- not materially significant as no additional staff employed or overtime required	
	Take referrals from WBM - not materially significant as no additional staff employed or overtime required	
	Deliver workshops, training, courses etc at WBM - not materially significant as no additional staff employed or overtime required	1 sexual health workshop
<b>Link Living</b>	Provision of WBM Accommodation with Support Service £9627 to subsidise places at WBM for those in employment	21 residents in employment benefited

Table 1 overleaf shows the descriptions of the indicators and financial proxies that represent the value of the above outcomes for each stakeholder, the quantities achieved for each outcome based on the project evaluation, interviews, records etc and the value of each financial proxy used. A full description of all assumptions, quantities, sources and calculation methods is contained in Appendix C. In order to replicate the calculation, Table 1 overleaf has to be read in conjunction with the full Impact Map in Appendix B

SROI uses “financial proxies” to represent the value of outcomes for the stakeholders. Some proxies represent potential cash savings to stakeholders while others represent an approximation of the value placed on outcomes that are more subjective or not easily financialised. These more subjective proxies, particularly those that create the biggest impact value, will be considered during the sensitivity analysis. As this is an evaluative study, some figures are accurate actual amounts rather than an approximation, for example actual hardship fund secured.

The following types of financial proxy have been used:

- Accurate actual figures – housing benefit, college bursary secured
- Cost savings to individuals and organisations
- Unit costs

The Scottish Government has supported the development of a databank of indicators and financial proxies for use in SROI studies; this analysis has drawn on the database where appropriate while considering the perspectives and story of change for our stakeholders.

Table 1

Stakeholders	Outcomes	Indicators	Quantity	Financial Proxy	Source	Value £
West Bridge Mill Residents	Increased positive contact with family and friends	Number reporting increased positive contact with family or friends	15	Cost of 3 sessions of relationship counselling	Relationship Scotland	120
	Increased household income	Amount of actual housing benefit secured	1	Actual housing benefit secured	Case Notes	120,822
		Number securing Job seekers allowance for 3 month period	39	JSA x 3 months	DWP	703.80
		Amount of actual hardship fund secured	1	Actual hardship fund secured	Case notes	8000
		Amount of college bursary secured	1	Actual college bursary secured	Case notes, Adam Smith College	37,256
		Number avoiding DWP penalties due to increased understanding of the benefits system	30	Cost of DWP sanction for JSA non-compliance for 11 weeks	DWP	570.32
	Increased citizenship	Number reporting improved ability to live and work with others	40	Cost of citizenship and leadership course by CSV	<a href="http://www.csv.org.uk/training/citizenship-leadership-education">http://www.csv.org.uk/training/citizenship-leadership-education</a> - 350/10 participants	35
	Improved independent living skills (cleaning, cooking)	Number reporting improved independent living skills	40	Cost saving to individual of cooking own food 3 times per week rather than buying take out	<a href="http://www.nhs.uk/Livewell/livewell/Pages/Eatwellcheap.aspx">http://www.nhs.uk/Livewell/livewell/Pages/Eatwellcheap.aspx</a>	865.80
Increased employability skills	Number of people referred to employability services	20	Cost of private job skills service	<a href="http://www.cv-works.co.uk/services.html">http://www.cv-works.co.uk/services.html</a>	180	
Increased employment	Number reporting gained employment	20	Difference between staying on JSA and housing benefit and financial gain of being employed on Minimum wage over 21 full time for 1 year less 2009 tax allowances for single person	DWP Housing and JSA rates for >21 individual in 2009 <a href="http://www.york.ac.uk/res/ukhr/ukhr0910/tables&amp;figures/pdf/09-086.pdf">http://www.york.ac.uk/res/ukhr/ukhr0910/tables&amp;figures/pdf/09-086.pdf</a>	5559.16	

Stakeholders	Outcomes	Indicators	Quantity	Financial Proxy	Source	Value £
WBM Residents	Individual able to maintain stable home	Number secured own tenancy	40	Average spend on total costs of running a home for a year (single person)	Family expenditure survey 2009	6708
		Number sustaining own tenancy	10	Cost of replacing furniture after eviction or abandonment	white goods package <a href="http://www.sen.org.uk/news/nugent-care-s-whitegoodsappeal">www.sen.org.uk/news/nugent-care-s-whitegoodsappeal</a>	1635
	Ability to access further education while in temporary accommodation	Number gaining further education qualifications	5	Earnings increase gained by moving from no qualification to at least Level 2 qualification (as a percentage of income)	Department for Children, Schools and families	1456
	Increased personal confidence	Number reporting an increase in personal confidence	20	20% increased spend on social activities per annum	Family Expenditure Survey 2009	164.32
	Increased financial capability (budgeting, managing finances)	Number reporting increased financial capability	25	Cost saving between £500 affordable loan from Credit union and doorstep lender - £500 over 12 month period	Capital Credit Union Loan comparison with Provident <a href="http://www.energyhelpline.com/fri/fri/domesticenergy/news/article/18930745">http://www.energyhelpline.com/fri/fri/domesticenergy/news/article/18930745</a>	376.91
			5	Cost saving of securing social tariff compared to standard tariff – average dual fuel use over 1 year		458
Increased access to support services	Number accessing substance misuse support services	15	Cost saving of 50% reduced substance misuse abuse	<a href="http://www.scotland.gov.uk/Publications/2009/10/06103906/5">http://www.scotland.gov.uk/Publications/2009/10/06103906/5</a>	£8,000	
Reduced well-being due to conflict with flatmates/ other residents	Number reporting conflict with flatmates/other residents	20	Cost to individual of temporary alternative accommodation for 1 month	Average cost of local one bed roomed private let one month rent and deposit	-700	
Stakeholders	Outcomes	Indicators	Quantity	Financial Proxy	Source	Value £
Fife Council	Reduced costs of providing alternative temporary accommodation to priority need individuals	Number housed with priority needs	34	Differential between housing priority needs individuals at other temp accommodation (average cost of) for 1 year	<a href="http://www.crisis.org.uk/data/files/publications/ScotRep09.pdf">http://www.crisis.org.uk/data/files/publications/ScotRep09.pdf</a>	2096
	Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced	Number sustained own tenancy	10	Average cost of evicting a council tenancy	Fife Council	12000

	costs to Council					
	Reduced time and cost of engaging with difficult to reach service users	Number accessing local support services	56	Cost to council of staff visits to other agencies to promote service	average cost of 2 hourly visit to agency and cost of travel / travel time	30
	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	Number housed with non-priority needs	42	average cost of B&B to local council less H/B rates for 28 days	Shelter; Alternatives to B&B accommodation	320
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	<b>Financial Proxy</b>	<b>Source</b>	<b>Value £</b>
External support services	Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	Number of people referred to employability service	20	cost of leaflet printing and mailout to 25 target households	Lomond Distribution Service	123
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	<b>Financial Proxy</b>	<b>Source</b>	<b>Value £</b>
NHS Fife	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	Numbers of individuals maintaining contact with CPN	5	Cost of sectioning an individual and subsequent 28 day inpatient stay	www.pssru.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf	13958
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	<b>Financial Proxy</b>	<b>Source</b>	<b>Value £</b>
UK Government - Treasury	Increased expenditure as a result of increased benefit uptake	Amount of actual housing benefit secured	1	Actual housing benefit secured	Case Notes	120,822
		Number securing Job seekers allowance for 3 month period	39	JSA x 3 months	DWP	703.80



## **6 Impact**

The figures in Table 1 are used to calculate the value of outcomes achieved for each stakeholder (quantity x value= total impact). However, the total impact must then be reduced to take account of deadweight (what would have happened anyway), attribution (who else creates these outcomes) and displacement (where there are negative outcomes for stakeholders not included in the impact map).

### **6.1 Deadweight**

The reduction for deadweight takes account of the fact that a proportion of outcomes would have happened anyway without the existence of WBM Accommodation with Support. Ideally, deadweight would be calculated by comparison of your stakeholder with equivalent control groups in similar circumstances that did not receive the intervention. However this is extremely difficult so approximations and comparison with general populations have been used for this study.

However, where possible we have considered available research to use as benchmarks for deadweight for example DWP benefit uptake rates and NOMIS Labour Market data.

Full detail of deadweight assumptions are in Appendix C3

### **6.2 Attribution**

Attribution recognises that there are external factors which influence outcomes and contribute to their achievement. West Bridge Mill residents do not live in isolation and only use services provided by LinkLiving, many have a complex support network consisting of family, friends, other organisations, health services etc that influence what outcomes they experience. Obviously the individual themselves are the key contributor to their own outcomes and determine the level of success or otherwise of support service interventions. In addition to the WBM Residents themselves, the other key organisations that have been attributed as making a significant contribution to outcomes are:

- Family and friends of WBM Residents
- External support services
- Temporary accommodation providers

Full detail of attribution assumptions are in Appendix C4

### **6.3 Displacement**

Displacement applies where the achievement of one outcome has been at the expense of other outcomes and another stakeholder has been affected by this displacement. The nature of the service under analysis means there is finite space in WBM Accommodation with Support, this inevitably displaces

individuals who could have stayed in the accommodation and benefited from the support services. Other accommodation providers may therefore feel an impact as result of us being at capacity, but it would appear in most cases that the impact of WBM not being able to house an individual is in fact creating a bigger burden on that individual's friends and family (60 of 133 referrals were for individual who had been sofa surfing) rather than other service providers.

Displacement should also be considered from the perspective of another stakeholder, the UK Government. In theory, as benefits are distributed from the UK Treasury through the DWP, increasing benefit uptake in Scotland could be seen from the perspective of the UK Treasury to be displacing monies that could be spent on other services. However, we feel that benefits are due to all those entitled according to welfare policy. The value of benefits secured have also been shown as a negative in the impact map from the perspective of the UK Government, effectively netting the value of the benefit uptake in the SROI calculation.

#### **6.4 Duration and Drop off**

The effect, and value, of some outcomes last longer than others. Some outcomes depend on an activity or service continuing beyond the period of the evaluation while other outcomes are as a result of learning and behavioural change. This evaluation has considered outcomes that exist only during the period of study (Short term - 1 year) or continue into the medium (3 year) or long term (5 years).

In some instances the duration of outcomes have been confirmed by stakeholders themselves – this is particularly the case for former WBM residents who were contacted after they had left the accommodation and for residents that continue to live in and/or receive support services from West Bridge Mill Accommodation with support. The Impact Map details all durations while the table overleaf explains assumptions made in deciding duration of outcomes.

Medium and long term outcomes which continue to have a value in future do not always have a consistent value across 5 years and so a % drop off has been estimated for outcomes with a reducing impact. Drop off assumptions will be considered in the sensitivity analysis where figures have a significant impact on the overall social return ratio.

We considered the outcome *Improved independent living skills* to continue to have the same value to the individual on a much longer term basis. For example, once an individual has learned how to cook, this skill remains with the individual. We have therefore valued this outcome over a ten year period and shown the value for years 6-10 in the year 5 column of the impact map. However, the attribution to LinkLiving of ongoing improved independent living skills will reduce over time and this has been acknowledged in the 20% drop off figure.

## Duration and Drop Off

Short term – 1 year	Medium Term – 3 years	Long Term – 5 years
<p><b>Increased household income and Increased expenditure as a result of increased benefit uptake</b>  <i>Limited to benefits, bursary etc secured while in WBM</i></p>	<p><b>Increased positive contact with family and friends</b>  <i>Relationships change and are dependent on many factors, but felt stakeholders behavioural changes would continue to have a positive impact medium term</i></p>	<p><b>Increased employability skills</b>  <i>The increased understanding of the employment market, completing job applications etc has long term value for the individual</i></p>
<p><b>Ability to access further education while in temporary accommodation</b>  <i>Limited to period in WBM</i></p>	<p><b>Increased citizenship</b>  <i>stakeholders behavioural changes would continue to have a positive impact medium term</i></p>	<p><b>Individual able to maintain stable home</b>  <i>Increased understanding of the housing system will stay with the individual long term</i></p>
<p><b>Reduced well-being due to conflict with flatmates/other tenants</b>  <i>Limited to period in WBM</i></p>	<p><b>Increased personal confidence</b>  <i>This outcome is dependent on many variables, but once confidence is increased the impact will continue medium term</i></p>	
<p><b>Increased employment</b>  <i>Set at 1 year due to volatile economy and labour market</i></p>	<p><b>Increased financial capability</b>  <i>An increase in knowledge around financial capability will stay with the individual and continue to be relevant</i></p>	
<p><b>Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues</b>  <i>Only applicable to period resident is in WBM</i></p>	<p><b>Reduced number of individuals needing to be re housed due to tenancy failure resulting in reduced costs to Council</b>  <i>The impact on the individual of learning independent living skills will continue to have a positive impact, but tenancy sustainment can be related to many other factors out with the control of the individual – economic situation, anti-social neighbours. Approx 20% of social housing tenancies fail within the first two years of the tenancy</i></p>	
<p><b>Reduced costs of re housing priority need individuals</b>  <i>Short term due to legislation changes around priority status</i></p>	<p><b>Increased access to substance misuse services</b>  <i>Services change on an ongoing basis, particularly due to short term funding but for those who accessed services during their time at WBM the reduced use of substance would have a medium term duration</i></p>	
<p><b>Increased ability to maintain contact with service users</b>  <i>Only applicable to period resident is in WBM</i></p>		
<p><b>Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group</b>  <i>Only applicable to period resident is in WBM</i></p>		



In order 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 (e.g. that money will not be paid) or because there is an opportunity cost (e.g. potential gains from investing the money elsewhere). This is known as the time value of money.<sup>1</sup> There is a range of different rates. For the public sector, the basic rate recommended in HM Treasury's Green Book is 3.5%. This is the discount rate that will be applied here.

The value in future years is discounted to Net Present Values, using a discount rate of 3.5%. This gives the impact over 5 years arising from WBM Accommodation with Support Service of:

	Year 1	Year 2	Year 3	Year 4	Year 5*	Total
Present Value of each year	£549,580	£214,267	£185,377	£24,515	£67,053	<b>£1,040,792</b>

\* Please note the figure in year 5 includes the value of Improved independent living skills for years 6-10 with continuing drop off at 15% p.a.

## 7 Social Return Calculation

### 7.1 Calculation of the SROI index

The total impact calculated from the impact map for WBM Accommodation with Support Service for the period January 2009 to December 2009 under the assumptions made was £568,814. 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 WBM Accommodation with Support Service is calculated as £1,040,792. The total invested to generate the total present value was £282,365.

The SROI index is a result of dividing the total present value by the investment. This gives a social return of £3.69 for every £1 invested in WBM Accommodation with Support Service.

### 7.2 Sensitivity Analysis

One purpose of a sensitivity analysis is to vary the main assumptions in the above 'base case' that has been made, which could affect the social return. Assumptions of quantities were only made against 8 outcomes (see Appendix C1) with the remaining quantity figures all being actual figures. The accuracy of the assumed quantities rely on the assumption that outcomes from stakeholders who were interviewed will scale up across the whole stakeholder group. This assumption will be tested by both reducing all assumed quantities by 20% and increasing all quantities by 20%. Assumptions made for

<sup>1</sup> A Guide to Social Return on Investment, Cabinet Office of the Third Sector 2009

deadweight and attribution deductions are also tested to take into account over and under estimation of percentages.

A significant proportion of value created in the impact map is for individuals gaining full time employment for 1 year. However, it is possible that employment will continue to the medium or long term.

While many financial proxies in the impact map are based on actual figures, DWP figures and respected research sources such as the family expenditure survey, some proxies that create significant value should be tested in the sensitivity analysis. The figure provided by Fife Council for the cost of an eviction to the Council is an average figure of £12,000. However, costs of eviction to the housing provider (and the public purse) can vary significantly depending on the complexity of the case (staff time across various services), legal costs and level of rent arrears.

In 2003 Crisis looked in detail at the financial costs involved in a failed tenancy. Their report, *How Many, How Much? Single Homelessness and the Question of Numbers and Cost* calculated the cost of failed tenancies for a series of case studies. Their 'hard cost' figures included such items as loss of rental income, eviction costs and solicitors' fees. A typical case study showed that the Local Authority/Housing Provider lost £15,500 for a failed tenancy, with these 'hard cost' figures ranging from £3,000 to £28,500 depending on the scenario. Crisis went on to factor in other key costs, e.g. NHS services, police, and Criminal Justice. For the typical failed tenancy, with the 'hard cost' of £15,500, the total estimated cost rose by £9,000 to £24,500. For the most complex case, with a 'hard cost' of £28,500, the other keys costs were estimated at £54,500, bringing the total estimate to £83,000. For the sensitivity analysis we will use the hard case figures of £3,000 to £28,500 to test the cost of eviction and the impact of avoiding eviction.

The sensitivity analysis also considered the proxy for *Improved independent living skills* as the value of this proxy is being applied to a ten year period

The following are the new assumptions which were therefore tested to explore the effect on the social return:

New assumption	New Social Return
Increase assumed quantity figures by 20%	4.25
Reduce assumed quantity figures by 20%	3.46
Reduce all deadweight by 10%	4.04
Increase all deadweight by 10%	3.32
Reduce all attribution by 10%	3.86
Increase all attribution by 10%	3.50
Increase duration of individual gaining full time employment to 3 years	4.45
Increase duration of individual gaining full time employment to 5 years	5.21
Reduce cost of eviction proxy from £12,000 to £3,000	3.01
Increase cost of eviction proxy from £12,000 to £28,500	4.93
Reduce proxy to individual cooking own food rather than getting take out to once per week	3.47
Increase proxy to individual cooking own food rather than getting take out to 5 times per week	3.90

In comparison with the base social return of £3.69, the most significant variation in impact on value as a result of the sensitivity analysis is generated by increasing the duration of individuals gaining employment from 1 to 5 years. This increases the social return ratio by £1.52 to £5.21 for every £1 invested.

Avoiding tenancy failure through preventative spend on support services, particularly where an individual or family has a complex range of issues would be a key recommendation for local authorities and statutory agencies as a whole since the costs to the public purse are not the local authorities to bear alone.

Combining more than one factor change in various permutations would give more significant variance from the base case social return.

## **8.0 Conclusion and Recommendations**

### **8.1 Complying with SROI Good Practice**

The SROI result for WBM Accommodation with Support would be strengthened by engaging with more residents' families to gain a greater understanding of their story of change. Further primary data collection would enable sufficient quantities to be achieved to justify inclusion in the impact map and give a true reflection of the social value created. We estimate the exclusion of families from the impact calculation means the social return of WBM Accommodation with Support has been undervalued.

One recommendation for Link Living and staff at WBM would be to establish a baseline of the families circumstances at the time the individual presents at WBM and record all conversations with families in individual case notes to allow a greater understanding of the families' story of change. This could, of course, only be done with the express permission of the individual staying at WBM. It should be noted that deteriorating family relationships are frequently the reason for the individual becoming homeless in the first place and that engagement with the family will not always be possible.

The Outcomes Star<sup>2</sup> is one tool that could be used to record change in qualitative outcomes experienced by both residents and their families and would give clearer picture of residents progression during their stay at WBM. The Homeless Star in particular could prove useful.

### **8.2 Stakeholder SROI Review**

The WBM Accommodation with Support SROI Report was reviewed by the Link Living Board in December 2011 prior to submission to the SROI Network to go through the assurance process. Board members noted the value of the report in gaining a greater understanding of the impact of WBM Accommodation with Support and agreed to develop an Action Plan to implement the recommendations in the report. Link Living will update the impact map in future to monitor the ongoing impact of the service.

Other stakeholders will have the opportunity to review the report and recommendation following completion of the assurance process.

### **8.3 Recommendations for Link Group and Link Living:**

- Promotion of service in changing service environment and ensuring geared up to tackle and understand changing legislation
- Working closely with Fife Council Housing Services and Homelessness Officers through the enhanced housing options approach to achieve the 2012 Homelessness target.
- Liaise with Fife Council and other temporary accommodation providers to assess impact of legislation change around homelessness designation and the removal of non-priority status

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<sup>2</sup> <http://www.outcomesstar.org.uk/star-guides>

- Prioritise assessing the impact of welfare reform on WBM residents, WBM service delivery model and LinkLiving. This may include revising target age group for residents in line with benefit reform.
- Develop an integrated employability advice and guidance service for WBM residents and explore possibilities for further partnership working with local employability organisations
- Increase promotion of WBM service to other agencies
- Further develop in-house workshops and activities for WBM residents to promote inclusion and use of local resources along with personal skills and encouraging positive leisure pursuits
- Increase activities to encourage development of independent living skills e.g. Financial Capability sessions in group and one to one basis covering budgeting, affordable credit, credit unions, contents insurance etc
- Further develop employability and in-house activities/ workshops for residents in order to assist people to get ready for work and enhance personal skills/ confidence

#### **8.4 Recommendations for other temporary accommodation providers:**

- Other temporary accommodation providers may wish to consider reassessing curfew times to enable residents to work or attend further education
- The need to work more closely with Fife Council and other accommodation providers to promote services and raise awareness of West Bridge Mill service and criteria / age range and place people in suitable accommodation for their needs.
- When securing a home individuals need assistance to set up utilities and explore different tariffs from different energy providers to tackle fuel poverty. We need to promote awareness of different providers and rates to service users.

8.5 The introduction of Welfare Reform and direct payments through Universal Credit from October 2013 will have a wide ranging and significant impact on individuals and all stakeholders involved in supporting vulnerable individuals. Despite some legislation still being in draft form, service providers, the local authority and other stakeholders must work together to minimise the potential negative impact on individuals, families and the services that support them.

Some areas of particular concern for providers of accommodation with support:

- In Scotland, from the end of 2012 everyone who is declared unintentionally homeless will have priority status. This means an individual may stay with temp providers for two weeks before moving on, this combined with Universal Credit being paid in arrears and with no clear breakdown of housing element means that multiple providers may be due monies from an individual with the individual being unclear who they own what. If the individual has additional vulnerabilities, it will be all the more difficult and stressful for them to manage their finances.

- Increased vulnerability for those with range of issues not necessarily substance misuse or mental health, some may be naive or targeted and threatened by so called friends looking to capitalise on large monthly payments of benefits.
- The process of assessing an individuals' vulnerability will be essential in order to protect individuals and assist them to manage Universal Credit. A vulnerable assessment will also mean a landlord could be paid directly for rent and support. Concerns that just because getting support will not necessarily mean they will be classed as vulnerable. Support providers need guidance, not arbitrary decisions by DWP.

## 9 Audit Trail

The stakeholder groups identified but not included in the analysis, and the reasons for exclusion, are presented in the table below

Stakeholder	Reasoning
Other voluntary organisations providing accommodation	Not materially significant.  It became clear from the interviews that the other temporary accommodation providers experienced minimal change beyond having an alternative referral destination for non-priority individuals. They acknowledged the unique flexibility of WBM in Fife and felt that it was a good stop gap for young people as it is the only temporary accommodation that allows young people to work and go to college – no curfews. However, the impacts they discussed were primarily outcomes they felt young people would experience as a result of their stay at WBM
Families and of WBM residents	It was clear from interviews with WBM residents that the changes they experienced as a result of living and receiving support from WBM had a significant positive effect on their relationships with their families. Section 2.3.5 provides detail on our limited engagement with this stakeholder, potential outcomes from engagement and the reasoning why we did not include the stakeholder in the impact map.
Local community	The change in behaviour of residents has an indirect effect on the local community but we did not have resources to allow us to measure this effect and there are additional issues with attributing change in behaviour of residents and actual impact on the local community
Fife Police	As with local community, the change in behaviour of residents has some effect on local policing such as reduced anti social behaviour but this is difficult to quantify and is not materially significant from the perspective of Fife Police.
RSLs and private sector landlords	All current and future landlords will indirectly benefit from the wide range of outcomes WBM residents experience – increased ability to sustain their own tenancy, increased employability etc We have considered Fife Council as landlord in relation to their statutory responsibility to house priority cases.

The outcomes identified but not included in the analysis for stakeholders, and the reasons for exclusion, are presented in Table 3:

Stakeholders	Outcome	Reason for exclusion
WBM Residents	Increased participation in sport and activities.	Not materially significant and potentially not an end outcome of intrinsic value.
	Increased ability to manage legal issues	Not materially significant
Fife Council	Increased participation in sport and activities by young people	Not materially significant for Fife Council
	Increased access to affordable accommodation for 18-30 year olds that allows them to continue employment and education	Most significant impact is on young people and this is already accounted for in impact map under WBM residents stakeholder
	Increased citizenship and personal responsibility	
External Support Services	Reduced time and cost of staff engaging with their service users	Not materially significant
NHS Fife	Reduced demand for community psychiatric services	Not materially significant from the perspective of NHS Fife
	Reduced demand for addiction services	Not materially significant from the perspective of NHS Fife

## 10 Appendices

### Appendix A The Principles of SROI

<b>Principle</b>	<b>Description</b>
<b>Involve stakeholders</b>	Inform what gets measured and how this is measured and valued by involving stakeholders
<b>Understand what changes</b>	Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended or unintended
<b>Value the things that matter</b>	Use financial proxies in order that the value of the outcomes can be recognised. Many outcomes are not traded in markets and as a result their value is not recognised
<b>Only include what is material</b>	Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact
<b>Do not over claim</b>	Only claim the value that organisations are responsible for creating
<b>Be transparent</b>	Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders
<b>Verify the result</b>	Ensure independent appropriate assurance

The SROI Network has published a comprehensive Guide to SROI. This can be downloaded at [www.sroinetwork.org.uk](http://www.sroinetwork.org.uk)



## Appendix C

### Sources, references and assumptions in calculating the social return from West Bridge Mill Accommodation with Support

#### C1 Quantities

Stakeholders	Outcomes	Indicators	Quantity	Assumptions
West Bridge Mill Residents	Increased positive contact with family and friends	Number reporting increased positive contact with family or friends	15	3 of 15 interviewed stated this outcome so direct proportion to 76 = 15
	Increased household income	Amount of actual housing benefit secured	1	Actual quantities  Proxy shown is total of all 8 individuals who received hardship fund and college bursaries
		Number securing Job seekers allowance for 3 month period	39	
		Amount of actual hardship fund secured	1	
		Amount of college bursary secured	1	
		Number avoiding DWP penalties due to increased understanding of the benefits system	20	
	Increased citizenship	Number reporting improved ability to live and work with others	40	8 of 15 interviewed stated this outcome so direct proportion to 76 = 40
	Improved independent living skills(cleaning, cooking)	Number reporting improved independent living skills	40	8 of 15 interviewed stated this outcome so direct proportion to 76 = 40
	Increased employability skills	Number of people referred to employability services	20	Actual quantities - no assumption. Please note 20 gaining employment were not always the same 20 people who were referred to employability services
Increased employment	Number reporting gained employment	20	Actual quantities - no assumption. Please note 20 gaining employment were not always the same 20 people who were referred to employability services	
Individual able to maintain stable home	Number secured own tenancy	40	Actual quantities	
	Number sustaining own tenancy	10		
Ability to access further education while in temporary accommodation	Number gaining further education qualifications	5	Actual quantity	

	Increased personal confidence	Number reporting an increase in personal confidence	20	4 of 15 interviewed stated this outcome so direct proportion to 76 = 20
	Increased financial capability (budgeting, managing finances)	Number reporting increased financial capability	25	5 of 15 interviewed stated this outcome so direct proportion to 76 = 25
	Increased access to support services	Number accessing substance misuse support services	15	Actual quantity
	Reduced well-being due to conflict with flatmates/ other residents	Number reporting conflict with flatmates/other residents	20	4 of 15 interviewed stated this outcome so direct proportion to 76 = 20
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	
Fife Council	Reduced costs of providing alternative accommodation to priority need individuals	Number housed with priority needs	34	Actual quantity
	Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council	Number sustained own tenancy	10	Actual quantity
	Reduced time and cost of engaging with difficult to reach service users	Number accessing local support services	56	Actual quantity
	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	Number housed with non-priority needs	42	Actual quantity
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	
External support services	Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	Number of people referred to employability service	20	Actual quantity
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	
NHS Fife	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	Numbers of individuals maintaining contact with CPN	5	Actual quantity
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Indicators</b>	<b>Quantity</b>	
UK Government - Treasury	Increased expenditure as a result of increased benefit uptake	Amount of actual housing benefit secured	1	Actual quantity
		Number securing Job seekers allowance for 3 month period	39	

C2 Financial Proxies

Stakeholders	Outcomes	Financial Proxy	Value £	Assumptions
West Bridge Mill Residents	Increased positive contact with family and friends	Cost of 3 sessions of relationship counselling	120	Cost of 3 family group sessions / mediation with Relationship Scotland <a href="http://www.relationships-scotland.org.uk/relationship_counselling.shtml">http://www.relationships-scotland.org.uk/relationship_counselling.shtml</a>
	Increased household income	Actual housing benefit secured	120,822	No assumption actual figures
		JSA x 3 months	703.80	
		Actual hardship fund secured	8000	
		Actual college bursary secured	37,256	
		Cost of DWP sanction for JSA non-compliance for 11 weeks	570.32	
	Increased citizenship	Cost of citizenship and leadership course by CSV	35	Cost of to participant to attend group community engagement / citizenship course <a href="http://www.csv.org.uk/training/citizenship-leadership-education">http://www.csv.org.uk/training/citizenship-leadership-education</a> - 350/10 participants
	Improved independent living skills(cleaning, cooking)	Cost saving to individual of cooking own food 3 times per week rather than buying take out	865.80	Average saving of £16.65 per week x 52 <a href="http://www.nhs.uk/Livewell/loseweight/Pages/Eatwellcheap.aspx">http://www.nhs.uk/Livewell/loseweight/Pages/Eatwellcheap.aspx</a>
Increased employability skills	Cost of private job skills service	180	Cost of private skills service and C.V enhancement <a href="http://www.cv-works.co.uk/services.html">http://www.cv-works.co.uk/services.html</a>	
Increased employment	Difference between staying on JSA and housing benefit and financial gain of being employed on Minimum wage over 21 full time for 1 year less 2009 tax allowances for single person	5559.16	Actual figure for full time yearly salary for over 21 on minimum hourly rate (2009 rate)= 12,334  Less 2009 personal tax allowance of 6475=5859 taxable income Less 927 tax deductions on taxable income= 4932 Total income less tax=£11,407 JSA x 12 months=2815.20	

				Plus Housing Benefit assured rent for 1 bed Housing association flat= 3032.64 Total benefit income for 12 months=5847.84  Diff between employment and benefit= 5559.16
	Individual able to maintain stable home	Average spend on total costs of running a home for a year (single person)	6708	Living Costs and Food Survey 2009 For single households under pension age
		Cost of replacing furniture after eviction or abandonment	1635	Cost of replacing basic white goods and essential furniture due <a href="http://www.sen.org.uk/news/nugent-care-s-whitegoodsappeal">www.sen.org.uk/news/nugent-care-s-whitegoodsappeal</a>
	Ability to access further education while in temporary accommodation	Earnings increase gained by moving from no qualification to at least Level 2 qualification (as a percentage of income)	1456	Average increase in yearly salary amount (16% increase in earnings, based on minimum wage 30hours per week = £28 per week x 52) Dept for Children, Schools and Families
	Increased personal confidence	20% increased spend on social activities per annum	164.32	£821.50 annual spend by single adult (non-pensioner) household on social activities per annum 20% of £821.50= £164.32 Living Costs and Food Survey 2009
	Increased financial capability (budgeting, managing finances)	Cost saving between £500 affordable loan from Credit union and doorstep lender - £500 over 12 month period	376.91	Cost comparison of Provident lending £500 compared to local credit union for a 6 month period, increased likelihood of comparison of lenders after budgeting input Energy Comparison websites average saving <a href="http://www.energyhelpline.com/fri/fri/domesticenergy/news/article/18930745">http://www.energyhelpline.com/fri/fri/domesticenergy/news/article/18930745</a>
		Cost saving of securing social tariff compared to standard tariff – average dual fuel use over 1 year	458	
	Increased access to support services	Cost saving of 50% reduced substance misuse abuse	£8,000	Assessing the scale and impact of illicit drug markets in Scotland, Scottish Govt 2009. £16,000 per annum spend per problem drug user in Scotland <a href="http://www.scotland.gov.uk/Publications/2009/10/06103906/5">http://www.scotland.gov.uk/Publications/2009/10/06103906/5</a>

	Reduced well-being due to conflict with flatmates/ other residents	Cost to individual of temporary alternative accommodation for 1 month	-700	Local papers – one month rent plus one month deposit for private sector rent
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Financial Proxy</b>	<b>Value £</b>	<b>Assumptions</b>
Fife Council	Reduced costs of providing alternative accommodation to priority need individuals	Differential between housing priority needs individuals at other temp accommodation (average cost of) for 1 year	2096	differential between priority case average year stay at other provider (£10000) compared to £7904 West Bridge Mill cost
	Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council	Average cost of evicting a council tenancy	12000	Fife Council figure
	Reduced time and cost of staff engaging with difficult to reach service users	Cost to council of staff visits to other agencies to promote service	30	Fife Council – 2 hour salary costs for officer plus expenses
	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	average cost of B&B to local council less H/B rates for 28 days	320	Shelter “Alternatives to B+B Accommodation”
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Financial Proxy</b>	<b>Value £</b>	<b>Assumptions</b>
External support services	Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	cost of leaflet printing and mail out to 25 target households	123	Cost for mail out – Lomond Distribution Service
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Financial Proxy</b>	<b>Value £</b>	<b>Assumptions</b>
NHS Fife	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	Cost of sectioning an individual and subsequent 28 day inpatient stay	13958	<a href="http://www.pssru.ac.uk">www.pssru.ac.uk</a> cost to all departments of detaining and assessing individuals before sectioning under mental health act <a href="http://www.pssru.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf">www.pssru.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf</a> and <a href="http://www.pssru.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf">www.pssru.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf</a>
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Financial Proxy</b>	<b>Value £</b>	<b>Assumptions</b>
UK Government - Treasury	Increased expenditure as a result of increased benefit uptake	Actual housing benefit secured	120,822	No assumption actual figures
		JSA x 3 months	703.80	

## C3 Deadweight Assumptions

Stakeholders	Outcomes	Deadweight Estimate and Assumptions
West Bridge Mill Residents	Increased positive contact with family and friends	20% may have increased positive contact with families without holistic support
	Increased household income	<a href="http://statistics.dwp.gov.uk/asd/index.php?page=irb">http://statistics.dwp.gov.uk/asd/index.php?page=irb</a> DWP uptake rates for general population - 60% uptake for JSA and 78% uptake for housing benefit in 2009/10. However, for under 30 homeless population uptake can be assumed to be significantly lower. <i>Non-take up of benefits is a significant problem for homeless people. Furthermore the 2010 Survey of Needs and Provision found that 88% of services have some clients who are experiencing problems with their benefits.</i> <a href="http://homeless.org.uk/welfarebenefits#.UAfg-LRfE18">http://homeless.org.uk/welfarebenefits#.UAfg-LRfE18</a> JSA deadweight est: 30% HB deadweight est: 39% 0% of the individuals who were supported to get college bursary would have been in a position to do this without WBM staff support 0% of the individuals who were supported to get the hardship fund would have done this without the support of WBM staff
	Improved independent living skills(cleaning, cooking)	0% If individual allocated temp acc in B+B, they would receive no support with independent living skills and would have no access to cooking facilities. If allocated temp acc in other temp homeless acc and they were non priority they would be asked to do chores for the limited time they were in the accommodation. Low = 5%
	Increased employability skills	<a href="http://www.nomisweb.co.uk/reports/lmp/la/2038432135/subreports/ccadr_time_series/report.aspx">http://www.nomisweb.co.uk/reports/lmp/la/2038432135/subreports/ccadr_time_series/report.aspx?</a> NOMIS Labour market data After 6 months on Job Seekers Allowance, all claimants get some employability skills training – 1.2% of JSA claimants aged 18 – 24 in Fife in 2009 were still claiming after 6 months
	Increased employment	If clients had been in other temp accommodation providers, they would not be able to work full time due to curfew restrictions of temporary accommodation i.e. cannot leave accommodation before 9 or 10am and must be there at other times. = 0%
	Individual able to maintain stable home	<i>What Causes Tenancy Failure and Can Choice Help? Analysing Tenancy Sustainment in British Social Rented Housing Paper to: Housing Studies Association conference, University of York, 11-13 April 2007 Paper by: Hal Pawson<sup>3</sup> and Moira Munro</i> <a href="http://scotland.shelter.org.uk/data/assets/pdf_file/0016/218113/Tenancy_sustainment_in_Scotland_to_pdf.pdf">http://scotland.shelter.org.uk/data/assets/pdf_file/0016/218113/Tenancy_sustainment_in_Scotland_to_pdf.pdf</a>

<sup>3</sup> Professorial Fellow, School of the Built Environment, Heriot-Watt University

		Approx 20% tenancy failure rate so 80% would maintain stable home for 1 year.
	Ability to access further education while in temporary accommodation	If clients had been in other temp accommodation providers, they would not be able to work full time due to curfew restrictions of temporary accommodation i.e. cannot leave accommodation before 9 or 10am and must be there at other times. In addition, students are not eligible for housing benefit. Link Living subsidies to support limited number of residents into full time education = 0%
	Increased personal confidence	Low particularly for individual with no support in B+Bs. Other temp providers not same level or availability of support and as far along independency scale 10%
	Increased financial capability (budgeting, managing finances)	If in other temp acc then not same requirement to manage own finances as other providers do not directly collect services from individuals. Sliding scale of liability depending on income and WBM assists with managing and budgeting to manage this liability 10%
	Increased access to support services	Likelihood of becoming aware of services through other sources 33%
	Reduced well-being due to conflict with flatmates/ other residents	Same conflict in other temp accommodation providers or if get single person scatter flat then no conflict. So deadweight high 85%
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Deadweight Estimate and Assumptions</b>
Fife Council	Reduced costs of providing alternative accommodation to priority need individuals	0 as WBM rent and housing and management element is funded through Housing benefit not LA subsidy
	Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council	Some reduction would have happened anyway due to other support services but other temp accommodation providers more restrictive and not as far along the independence scale as WBM =10%
	Reduced time and cost of staff engaging with difficult to reach service users	33% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode
	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	0 as non priority allocated B+B unless in WBM so always more expensive to Council.
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Deadweight Estimate and Assumptions</b>
External support services	Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	33% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Deadweight Estimate and Assumptions</b>
NHS Fife	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	33% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Deadweight Estimate and Assumptions</b>
UK Government - Treasury	Increased expenditure as a result of increased benefit uptake	<a href="http://statistics.dwp.gov.uk/asd/index.php?page=irb">http://statistics.dwp.gov.uk/asd/index.php?page=irb</a> DWP uptake rates for general population - 60% uptake for JSA and 78% uptake for housing benefit in 2009/10. However, for under 30 homeless population uptake can be assumed to be significantly lower. <i>Non-take up of benefits is a significant problem for homeless people.</i>

		<p>Furthermore the 2010 Survey of Needs and Provision found that 88% of services have some clients who are experiencing problems with their benefits.</p> <p><a href="http://homeless.org.uk/welfarebenefits#.UAfg-LRfE18">http://homeless.org.uk/welfarebenefits#.UAfg-LRfE18</a></p> <p>JSA deadweight est: 30%</p> <p>HB deadweight est: 39%</p> <p>0% of the individuals who were supported to get college bursary would have been in a position to do this without WBM staff support</p> <p>0% of the individuals who were supported to get the hardship fund would have done this without the support of WBM staff</p>
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#### C4 Attribution Assumptions

Stakeholders	Outcomes	Attribution Estimate and Assumptions
WBM Residents	Improved independent living skills(cleaning, cooking)	Other temp accommodation providers requiring chores but limited time for non-priority to learn independent living skills 10%
	Increased employability skills	Gateway to work support for those on JSA for more than 6 months – 33% to Careers Service
	Increased employment	In 2009 – no attribution as other temp accom providers do not encourage or facilitate an individual to work due to financial and time curfews - 0
	Individual able to maintain stable home	Low particularly for individual with no support in B+B's. Other temp providers not same level or availability of support and as far along independency scale 10%
	Ability to access further education while in temporary accommodation	In 2009 – no attribution as other temp accom providers limited ability to facilitate an individual to enter full time further education work due to financial and time curfews - 0
	Increased personal confidence	Low particularly for individual with no support in B+B's. Other temp providers not same level or availability of support and as far along independency scale 10%
	Increased financial capability (budgeting, managing finances)	If in other temp acc then not same requirement to manage own finances as other providers do not directly collect services from individuals. Sliding scale of liability depending on income and WBM assists with managing and budgeting to manage this liability 10%
	Increased access to support services	A proportion of client received additional support from other sources 15%
Stakeholders	Outcomes	Attribution Estimate and Assumptions
Fife Council	Reduced time and cost of staff engaging with difficult to reach service users	15% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode
	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	0 as non priority in band b so always more expensive



<b>Stakeholders</b>	<b>Outcomes</b>	<b>Attribution Estimate and Assumptions</b>
External support services	Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	15% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode
<b>Stakeholders</b>	<b>Outcomes</b>	<b>Attribution Estimate and Assumptions</b>
NHS Fife	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	15% as may be in other temp providers and still accessible to service provision – not accessible if couch surfing or no fixed abode



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Appendix B Impact Map: WBM Accommodation with Support Service

											Social return					Discount rate		3.50%				
											Year	Year	Year	Year	Year	Year	Year					
Stakeholders	Inputs	Outputs	Outcomes	Description	Indicator	Source	Quantity	Duration	Financial proxy description	Value	Source	Deadweight	Displacement	Attribution	Drop off	Impact	Year	Year	Year	Year	Year	Year
Who changes, who wants change?	What they invest (description)	What they invest (E value)	Summary of activity (quantified)														1	2	3	4	5	
WBM Residents	Time	Not materially significant	136 new referrals to WBM	Increased positive contact with family and friends	Number reporting increased positive contact with family or friends	Stakeholder one to one interviews and case notes	15	3	cost of relationship counselling	120	Relationship Scotland	20%			10%	1,440	£1,440	£1,296	£1,166	£0	£0	
	Provision of information		48 new referrals as a result of referrals																			
	Promotion through word of mouth		76 young people housed during period of evaluation																			
	Housing benefit secured	£120,822		Increased household income	Amount of actual housing benefit secured		1	1	Actual housing benefit secured	120,822	Case notes	30%				84,575	£84,575	£0	£0	£0	£0	
	Service charges	£18,752			Actual number securing Job seekers allowance for 3 month period		39	1	JSA for 3 months	703.8	DWP 2009 rates average between under 25 and over 25 years old rates for JSA	30%				19,214	£19,214	£0	£0	£0	£0	
						Amount of actual hardship fund secured		1	1	Actual hardship fund secured	8000	Case notes				8,000	£8,000	£0	£0	£0	£0	
						Amount of actual college bursary secured		1	1	Actual college bursary secured + tuition fees	37,256	Case notes, Adam Smith College = Scottish Iudng Council Tuition fees costs				37,256	£37,256	£0	£0	£0	£0	
						Number avoiding DWP penalties due to increased understanding of the benefits system		30	1	Cost of DWP sanction for JSA non-compliance for 11 weeks	570.32	DWP				17,110	£17,110	£0	£0	£0	£0	
					Increased citizenship	Number reporting improved ability to live and work with others		40	3	Cost of citizenship and leadership course by CSV	35	<a href="http://www.csv.org.uk/training/citizenship-leadership-education-350/10-participants">http://www.csv.org.uk/training/citizenship-leadership-education-350/10-participants</a>				10%	1,400	£1,400	£1,260	£1,134	£0	£0
					Improved independent living skills (cleaning, cooking)	Number reporting improved independent living skills		40	10	Cost saving to individual of cooking own food 3 times per week for a year rather than buying take out	£865.80	<a href="http://www.nhs.uk/Livewell/loseweight/Pages/Eatwellcheap.aspx">http://www.nhs.uk/Livewell/loseweight/Pages/Eatwellcheap.aspx</a>	5%		10%	15%	29,610	£29,610	£25,169	£21,393	£18,184	£64,182
					Increased employability skills	Number of people referred to employability services		20	5	Cost of private job skills service	£180	<a href="http://www.cv-works.co.uk/services.html">http://www.cv-works.co.uk/services.html</a>	1%		33%	10%	2,383	£2,383	£2,145	£1,930	£1,737	£1,564
					Increased employment	Number reporting gained employment		20	1	Minimum wage full time (over 21) for 1 year less tax and alternative benefit income	£5,559.16	fulltime employment minimum wage yearly salary over 21 years old					111,183	£111,183	£0	£0	£0	£0
					Individual able to maintain a stable housing situation	Number secured own tenancy		15	5	Average spend on total costs of running a home for a year (single person)	6708	Living costs and food survey 2009	80%		10%	33%	18,112	£18,112	£12,135	£8,130	£5,447	£3,650
						Number sustaining own tenancy		10	3	Cost of replacing furniture after eviction or abandonment	1635	white goods package www.sen.org.uk/news/nugent-	80%		10%	33%	2,943	£2,943	£1,972	£1,321	£0	£0
					Ability to access further education while in temporary accommodation	Number gaining further education qualifications		5	3	Earnings increase gained by moving from no qualification to at least Level 2 qualification (as a percentage of income)	1456	Department for Children, Schools and Families				10%	7,280	£7,280	£6,552	£5,897	£0	£0
				Increased personal confidence	Number reporting an increase in personal confidence		20	3	20% increased spend on social activities per annum	£164.32	Living Costs and Food Survey 2009	10%		10%	33%	2,662	£2,662	£1,784	£1,195	£0	£0	
				Increased financial capability (budgeting, managing finances etc)	Number reporting increased financial capability		25	3	Cost saving between £500 affordable loan from Credit union and doorstep lender over 12 months	£376.91	Capital Credit Union Loan comparison with Provident	10%		10%	25%	7,632	£7,632	£5,724	£4,293	£0	£0	
					Number accessing substance misuse support services		25	3	Cost saving of securing social tariff compared to standard tariff	458	<a href="http://www.energyhelpline.co.uk/hi/domesticenergy/news/article/18930745">http://www.energyhelpline.co.uk/hi/domesticenergy/news/article/18930745</a>	10%		10%	10%	9,275	£9,275	£8,347	£7,512	£0	£0	
				Increased access to substance misuse support services	Number accessing substance misuse support services		15	3	Cost saving of 50% reduced substance misuse	£8,000	<a href="http://www.scotland.gov.uk/Publications/2009/10/06103906/5">http://www.scotland.gov.uk/Publications/2009/10/06103906/5</a>	33%		15%		68,340	£68,340	£68,340	£68,340	£0	£0	
				Reduced well-being due to conflict with flatmates/other tenants	Number reporting conflict with flatmates/other residents		20	1	cost of alternative accommodation	-700	one month rent in advance and month deposit for one bedroomed flat	85%				-2,100	£-2,100	£0	£0	£0	£0	
File Council	Supporting people Funding	£132,444	34 individuals with priority needs referred by File Council	Reduced costs of providing alternative temporary accommodation to priority need individuals	Number housed with priority needs		34	1	Differential between housing priority needs individuals at WBM compared to other temp accomm	2096	differential between priority case average year stay at other provider (£10000) compared to £7904 West Bridge Mill cost					71,264	£71,264	£0	£0	£0	£0	
	Active File	£720	56 individuals with non-priority needs referred by File Council	Reduced number of individuals presenting as homeless due to tenancy failure resulting in reduced costs to Council	Number sustained own tenancy		10	3	average cost of eviction council tenancy	12000	File Council	10%		20%		108,000	£108,000	£86,400	£69,120	£0	£0	
	Make referrals	Not materially significant	4 Active File Sessions delivered	Reduced time and cost of staff engaging with difficult to reach service users	Number accessing local support services users		56	3	Cost to council of staff visits to other agencies to promote service	30	File Council (salary scale and expenses policy)	33%		15%	33%	957	£957	£641	£429	£0	£0	
External Support Services	Make referrals		32 referrals to support service providers by WBM (20 to employability services)	Reduced costs of providing statutory 28 days temporary accommodation for non-priority individuals	Number housed with non-priority needs		42	1	average cost of B&B to local council less H/B rates for 28 days	320	Shelter, Alternatives to B&B accommodation					13,440	£13,440	£0	£0	£0	£0	
	Delivering workshops, training, courses			Reduced time and costs of staff targeting promotion of service to vulnerable individuals in the NEET group	number of people referred to employability services		20	1	cost of leaflet printing and mailout to 25 target households	123	Lomond Distribution Service	33%		15%		1,401	£1,401	£0	£0	£0	£0	
NHS File	Make referrals	Not materially significant	1 sexual health workshop	Reduced cost of supporting individuals with mental health problems through maintaining contact and stopping escalation of mental health issues	Number of individuals maintaining contact with CPN		5	1	cost of sectioning to NHS and inpatient stay in hospital (psychiatric intensive care unit £604 per day) for 28 days	17990	<a href="http://www.pssnu.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf_and_www.pssnu.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf">www.pssnu.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf_and_www.pssnu.ac.uk/pdf/uc/uc2010/uc2010_s07.pdf</a>	33%		15%		51,227	£51,227	£0	£0	£0	£0	
UK Government - Treasury	Training sessions			Increased expenditure as a result of increased benefit uptake	Amount of actual housing benefit secured		1	1	Actual housing benefit secured	-120822.00	Case notes	30%				-84,575	£-84,575	£0	£0	£0	£0	
	Provision of welfare rights entitlement				Actual number securing Job seekers allowance for 3 month period		39	1	JSA for 3 months	-703.8	DWP 2009 rates average between under 25 and over 25 years old rates for JSA	30%				-19,214	£-19,214	£0	£0	£0	£0	
LinkLiving	Reduced income through subsidy for those in employment	9,627	21 residents pay reduced cost for accommodation at WBM while they are in employment																			
Total Inputs		£282,364.67																				
											Total impact	568,814	£568,815	£221,766	£191,865	£25,373	£69,400					
											Present Value of each year	£549,580	£214,267	£185,377	£24,515	£67,053						
											Total Present Value					£1,040,792						
											Investment					£282,365						
											Social Return £ per £					£3.69						