Forecast Social Value for 2022-2023

ROUTES TO
IMPACT

Understanding the social value of employability and skills interventions in the Third Sector

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Routes to Impact – Understanding the social value of employability and skills interventions in the Third Sector

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Mr Ben Carpenter
Chief Executive Officer
Social Value International

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1. Executive Summary

As part of the Knowledge Transfer Partnership (KTP) project between Routes To Work (RTW henceforth) and the University of the West of Scotland, the KTP team has developed, piloted and is in the process of embedding a Social Value Evaluation Framework. Through its strategic partnership with a Higher Education Institution and the guidance of a multidisciplinary team of Academics, RTW can measure and optimise its value to stakeholders. Beyond traditional, tangible measures of success like employment outcomes, RTW aims to expand the traditional understanding of employability interventions by underlining the value of 'intangible (or 'soft') outcomes, such as improved confidence or mental health. This accounts for the triumphs and challenges faced by service users, recognising the wider social and economic impact of employability services.

This Social Value and Social Return on Investment (SROI henceforth) analysis forecasts the value RTW creates by providing a range of holistic, person-centred services. Although the analysis emphasises the impacts experienced by primary beneficiaries ('clients' or 'service users'), the value of RTW also extends to both internal and external stakeholders, including the staff who make these services possible, employers who hire service users, the National Health Service and the public purse. Accounting for the variety of impact created, this analysis forecasts:

- **Routes To Work will create £6.89, or a range of £3.42 - £12.76, of social value for every £1 invested in its services**

This calculation is based on a combination of quantitative and qualitative data collection conducted from January to September 2022. During this time period, the evaluation engaged with staff, employers and service users through surveys, one-to-one interviews, focus groups and a validity test to gather feedback on and refine the data collection methods. Reflecting the voices and stories of RTW stakeholders, the forecasted Social Return on Investment measures the projected return on investment of RTW interventions from 1st of April 2022 – 31st of March 2023.

In line with the Social Value International Principles for SROI evaluation, this report also considers the implications and potential avenues for embedding social value measurement and management in RTW. As a forecasting process, the analysis enables an outline of key steps and mechanisms to regularly understand and respond to the insights that subsequently materialise, as well as actions to mitigate the inherent risks and limitations of the chosen methodologies. With the insights from social value measurement, Routes To Work can identify which interventions create the greatest social value and therefore maximise its impact.

2.Introduction

2.1 Background

Within this report, the forecasted social value and SROI of employability and skills services provided by Routes To Work is determined. Due to the current geographic footprint of Routes To Work, the primary beneficiaries (or service users) are predominantly based in the North Lanarkshire Local Authority Area in Scotland, located east of the Glasgow City Region. According to the National Records of Scotland (mid-year estimates for 2021), the total population size is 341,400 individuals, with 219,178 residents of a 'working' age (16-64 years old).

Over the past two centuries, North Lanarkshire has experienced economic turbulence, from the boom of the iron and steel industrialisation during the 19th and 20th century to the collapse of these industries by the start of the 21st century (Encyclopaedia Britannica). As a result, the people of North Lanarkshire have experienced socioeconomic hardship, with North Lanarkshire now identified as one of the six council areas with the largest increase in material deprivation since 2016 (SIMD 2020). The need for employment support is particularly acute in North Lanarkshire, as 3.8% of residents are unemployed and a further 30.6% are economically inactive (ONS July 2021 – June 2022). With the levels of material deprivation and unemployment in North Lanarkshire, the continued support of individuals experiencing difficulty entering employment is essential to the social and economic recovery of this Local Authority Area.

2.2 Routes To Work

Due to this identified area of need, Routes To Work was founded in 2002 as a non-profit organisation that provides employability and skills services to people who are unemployed, underemployed, or not in education or training. With the support of a wide range of partner organisations and its arms-length external organisation (ALEO) partnership with North Lanarkshire Council, the RTW service offering includes:

- **Community outreach and engagement:** place-based services and activities at locations within local community centres (e.g. Job fairs at local football clubs; family festivals in local parks; stalls in local markets; and door-knocking to gain engagement from the hardest-to-reach individuals)

- **Assessment of needs and action planning:** identifying barriers to employment and assessing the skills and abilities of service users, documenting future actions or necessary support

- **Health and wellbeing support:** including funding and referrals for mental health services; holistic therapies; gym membership; and food vouchers

- **Financial advice and support:** providing advice for budgeting; support with claiming benefits or 'better-off' calculations; and payment of grants to support pre-employment and transition to employment expenses (e.g. travel, subsistence and childcare costs)

- **Accredited and non-accredited training**: an in-house skills team offering accredited and non-accredited courses in areas such as food hygiene, mental health and wellbeing, and a range of funded vocational training, utilising a framework of training providers for personal and professional development

- **General employability skills:** including job searching, CV preparation, interview skills and application support

- **Work experience:** linking service users to on-site training, volunteering opportunities, working interviews and work trials

- **In-work support:** flexible aftercare for service users and employers for six months post-job entry to maximise the chances of ensuring job-sustainability and career progression

Since opening in 2002, RTW has transformed in excess of 21,500 North Lanarkshire residents' lives by moving them into employment. Although RTW routinely gathers user feedback from these individuals, it endeavours to better understand the outcomes experienced during the service user journey in its entirety. This journey progresses along five key stages, with an initial assessment and continuing support in six key areas. Based on an assessment of their health, wellbeing, skills, finances, support network, and confidence and motivation, RTW caseworkers place service users into a stage of 'readiness' for work. These stages are visualised below and reflect the Scottish Government's Employability Pipeline.

Figure 1: Routes To Change
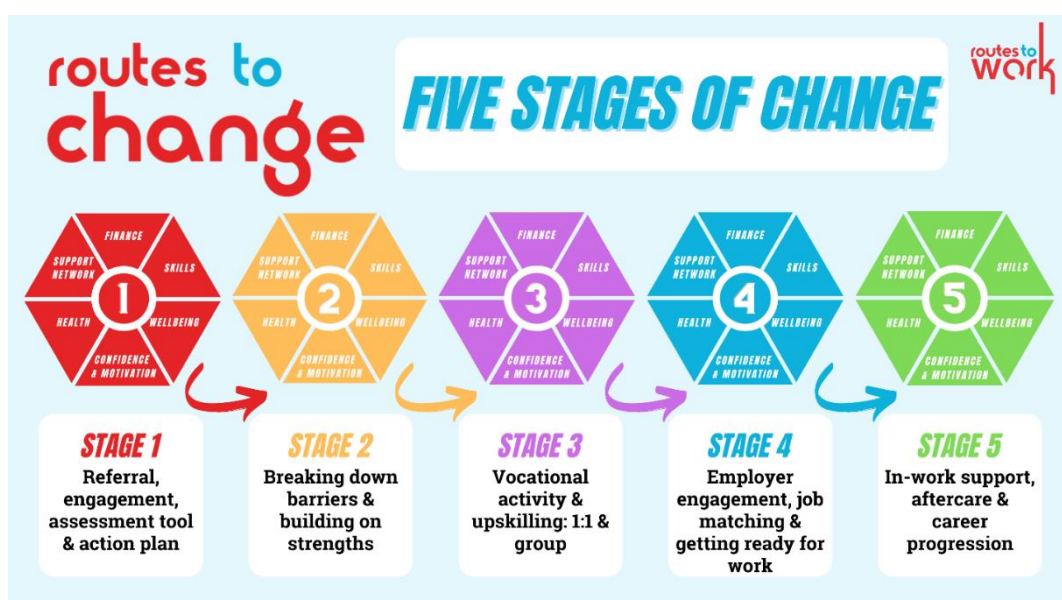
With one-to-one and group support from a multidisciplinary team, service users tailor their employability journey based on their goals, the inequalities they may face, and any other barriers or considerations to prepare them for work. Due to the personalised nature of a service user's journey, this process may take weeks, months or sometimes years to ensure individuals are prepared for sustainable and suitable employment. As a result, 3 out of 4 RTW service users sustain employment for a minimum of six months, despite RTW supporting individuals furthest away from the labour market. For a Local Authority Area that has experienced one of the largest increases in material deprivation since 2016 (SIMD 2020), these outcomes of RTW's services can impact the economy and inequalities within North Lanarkshire.

2.3   Social Value and Social Return on Investment (SROI)

As the central objective of this report, RTW intends to better understand, quantify and improve the positive changes it makes to the economy, society and individuals. Every day, our activities and actions change the world around us. Social value evaluation focuses on accounting for these changes, both intended and unintended, positive and negative. Within the field of social value, evaluation can be performed through a myriad of methodologies, from Cost-Benefit Analysis to the National TOMS Framework (Social Value Portal 2022; see Further Reading). To express the value created by RTW, this report follows the principles and guidance of Social Return on Investment (SROI), as outlined by Social Value International. Unlike other approaches such as Cost-Benefit Analysis, SROI emphasises the inclusion of stakeholders and value to individuals, offering flexibility in accounting for both intended and unintended outcomes. This is particularly suited to the nature of the employability interventions offered by RTW, due to both the central significance of service users in determining the service delivery model and the wide-ranging, holistic support they receive during their journey into employment.

Social Value International, the global network for SROI evaluation, recommends that social value evaluations follow a set of principles to enable a complete reflection of an organisation or service's social, economic and environmental impact (see 'The Guide to Social Return on Investment'). These principles include:

Figure 4: Principles of Social Value International
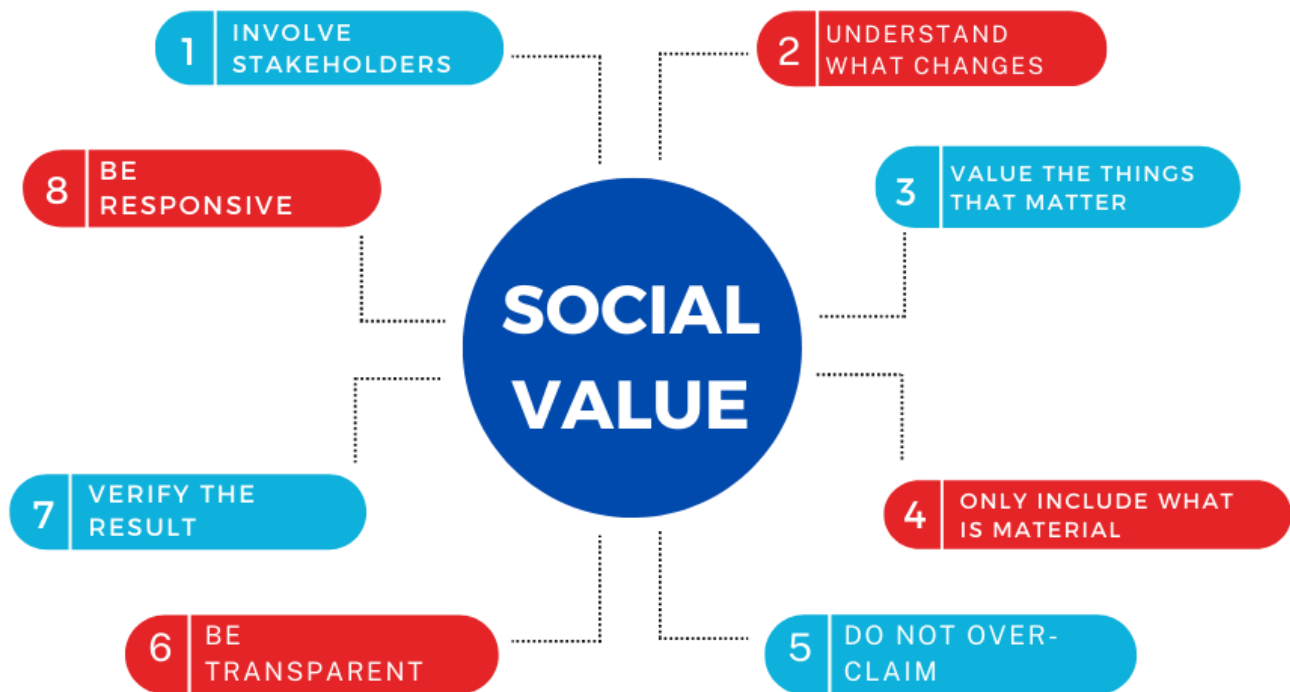
As a framework, SROI utilises monetary figures as a common unit to express social value, calculating a ratio of benefits to costs (an investment of £1 creates £x of social value, or 1:x). The measurement, accounting and reporting of social value can be either forecast (future or potential social value) or evaluative (value created within a past timeframe). Due to the ongoing implementation of longitudinal data collection within Routes To Work, this initial social value report forecasts the potential impact of RTW services from baseline assessments of newly registered service users and in line with these eight principles. This forecast works on the assumption that RTW's activities will meet their intended outcomes, however if these are not reached, the end result of the SROI may vary depending on financial expenditure. With the social value evaluation framework is fully embedded and longitudinal outcome data made available, RTW intends to continue conducting annual evaluative SROI reports, guided by the principles of Social Value International.

3. Scope

3.1   Scope and Objectives

The purpose of this forecast social value evaluation, as well as future evaluative reports, is to demonstrate the impact RTW has on the individuals, the economy and wider society, enabling RTW to:

- **Improve** the RTW service delivery model
- **Understand and evidence** the impact RTW has on the lives of its service users, staff, the public purse and local communities
- **Express** the value for money of RTW programmes
- **Attract** new service users to its services
- **Attract** further funding for new service delivery
- **Communicate** the benefits of social value evaluation to other employability and third sector organisations, as well as other Local Authorities and wider public sector service commissioners, with a view to further collaboration and consultancy
- **Inform** public policy within the employability landscape by evidencing the wide- ranging 'tangible' and 'intangible' impacts of employability and skills services

For the purposes of creating a framework for future evaluation, this SROI evaluation of RTW gathers primary data on programmes for which service users are registered. In recent years, some funding streams (e.g. Kickstart) did not fully register service users, and some RTW programmes (e.g. programmes delivered in secondary schools) do not register service users due to funding eligibility and the nature of the contract. This exclusion from the SROI is due to the practicalities of obtaining consent and ethical considerations, particularly with service users under 16 years of age. This report recommends future evaluation consider how outcomes may be measured within these service user groups.

Therefore, the primary data collected from service users is generated from the following funding streams: Prospects for Parents (PFP), European Structural Fund (ESF) Pipeline, Young Persons Guarantee (YPG); Community Renewal Fund (CRF); and No One Left Behind (NOLB).

Despite different target groups across the programmes, all service users regardless of their programme at Routes To Work receive services at the Minimum Service Level Agreement. This entails (but is not limited to) one-to-one support; access to skills and training courses; identification of barriers; linking and referrals to relevant support organisations; financial support; aftercare when

moving into employment; and access to support groups. As such, the 'outputs' (or the quantitative description of the programmes' activities) for this social value evaluation have not emerged as significantly different and therefore fall under the broader scope of this analysis. The **Error! Reference source not found.** section details the risks and limitations of this large scope, whilst the **Error! Reference source not found.** section proposes methods to mitigate the inherent risks and limitations of the size of scope. For more information on the specific details of these programmes, please see the table below.

Table 2: Descriptions of RTW Programmes

EUROPEAN STRUCTURAL FUND (ESF)	YOUNG PERSONS GUARANTEE (YPG)	COMMUNITY RENEWAL FUND (CRF)	NO ONE LEFT BEHIND (NOLB)	PROSPECTS FOR PARENTS (PFP)
• Funded by the European Union • RTW's mainstream service • Target registrations for 2022-23: 1064	• Funded by the Scottish Government • Focuses on supporting young people aged 16-24 into a 'positive destination,' such as employment, apprenticeships or further education • Target registrations for 2022-23: 243	• Funded by the UK Government • Focuses on targeting specific areas of high deprivation through place-based engagement • Target registrations for 2022-23: 158	• Funded by the Scottish Government • Focuses on supporting individuals facing particular barriers into employment (e.g. individuals with health conditions) • Target registrations for 2022-23: 164	• Funded by North Lanarkshire Council • Focuses on supporting parents, particularly lone parents, into work or advancing in employment • Target registrations for 2022-23: 107

3.2 Timeframe

This SROI evaluation, conducted by the KTP Team at the University of the West of Scotland and RTW, took place from January 2022 to October 2022. Forecasts are based on the year following initial data collection and engagement with stakeholders (**April 2022 to March 2023**).

4. Stakeholders

4.1 Stakeholder Identification

As defined by Social Value International, stakeholders are "people or organisations that experience change or affect the activity, whether positive or negative, as a result of the activity being analysed" (A Guide to Social Return on Investment 2009). This is a key component of social value evaluation, as it

Stakeholder

Individuals, groups of individuals, or organisations that experience change as result of the activity or organisation under analysis

determines how much value has been generated or degraded for different stakeholder groups. Due to the large number of potential stakeholder groups, the stakeholders included in this analysis have been refined based on who experiences material changes as a result of RTW's services. In this case, relevance and significance of outcomes experienced by different stakeholder groups determine whether they are material and worth including or excluding from this evaluation. The table on the following page explains the identified stakeholder groups and the justification for their inclusion or exclusion.

Materiality

Relevant to stakeholders and **significant** in quantity, duration, value and causality
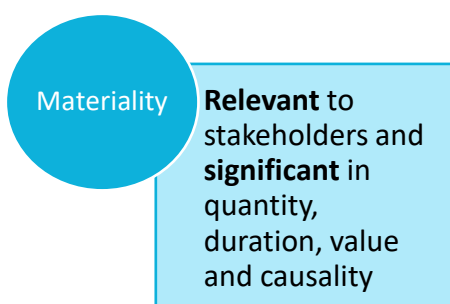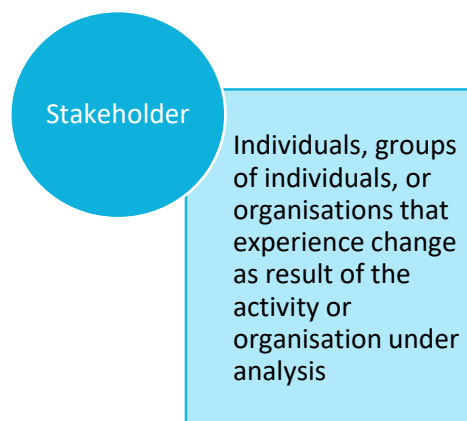
The materiality and thus the inclusion or exclusion of certain stakeholder groups has been determined throughout the forecast evaluation, during engagement with pre-determined stakeholder groups (e.g. primary beneficiaries), engagement with staff (warranting their inclusion, see 4.2.2) and third party research (e.g. DWP research on the cost-benefits of supply-side interventions to move individuals into employment; Manchester Unit Costs Database 2019)[1].

Some stakeholder groups were initially considered and then excluded due to evidence of high levels of deadweight, attribution, displacement and duration/drop-off (see Impact and Causality of Outcomes for definitions of these variables). For example, families of RTW staff and families of service users were likely to have many other factors impacting any changes they might experience as a result of RTW. Furthermore, service users' families were not mentioned during stakeholder

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[1] It should be noted that the Community Renewal Fund does not include communities as a stakeholder group, as the programme focuses on individuals living within communities ranking high in the Scottish Index of Multiple Deprivation (SIMD), rather than targeting communities themselves. As such, communities (e.g. specific wards in Airdrie) would likely have high levels of discount rates (e.g. attribution, deadweight, displacement).

engagement. And if these families were to experience strengthened relationships, this would likely be due to multiple factors and would have happened anyway if the service user had engaged with another similar service. However, it is highly recommended that future stakeholder engagement during social value evaluations (and when the forecast becomes evaluative) specifically ask stakeholders whether anyone else has changed as a result of their participation with RTW.

Certain partner organisations and local government have also not been included as outcomes, but rather within the attribution rates and financial input of the forecast. However, it is recommended that RTW considers incorporating stakeholder engagement with partner organisations to validate this exclusion. If any outcomes do emerge, although likely to have low levels of significance (high in deadweight, attribution, etc.), these can be incorporated within the pre-existing partner feedback survey for collection of outcome quantities.

Table 5: Included and Excluded Stakeholder Groups

Key Stakeholders	Reason for Inclusion
Service Users	This is the group that is expected to experience the largest amount of outcomes.
RTW Staff	Staff are included as they provide the time and energy to make the activity possible and experience positive and negative changes from being involved- (see explanation under 4.2.2).
NHS	The outcomes of better mental and physical health have an impact on the required service provision of the NHS.
UK Government *[Department for Work (DWP) and His Majesty's Revenue and Customs (HMRC)}*	Gaining employment reduces benefits claimed and increases tax revenue.
	Gaining accredited qualifications increases tax revenue.
Employers	Employers who employ RTW service users are included because they benefit from free recruitment services, wage subsidies and in-work support offered by RTW.
Excluded Stakeholders	**Reason for Exclusion**
Families of Service Users	Families are not included because their outcomes are not material; they have high levels of attribution and deadweight.
Families of RTW Staff	Families not included as any outcomes experienced were likely to have high rates of deadweight and attribution.
North Lanarkshire Council (local government)	The Local Authority Area was not included in this analysis, however fiscal value reflected in other public sector stakeholders capture these positive impacts.

Partner Organisations (Scottish Government, Job Centres, SAMH, Citizens Advice, etc.)	Partner organisations are not included because their outcomes have low materiality, however their contribution to service user outcomes is considered in attribution rates.

4.2 Stakeholder Engagement

As a key principle of Social Value International and SROI, 'involving' or 'engaging' stakeholders requires the involvement of stakeholders in determining what gets measured and how it is measured and valued, thus enabling stakeholders to influence decisions resulting from the social value analysis.

4.2.1 Service User Engagement

As an organisation, RTW has a large number of stakeholders, both internal and external, that experience change or contribute to the changes experienced by other stakeholders. Primarily, the intended beneficiaries of RTW's services are its service users, commonly referred to as RTW 'clients.' To establish and verify the outcomes experienced by service users, this analysis involves a variety of qualitative engagement with RTW service users, including interviews, focus groups and qualitative analysis of open-ended survey questions. Their experiences have also been triangulated with data from caseworker interviews to ensure all relevant outcomes have been included. Service users' experiences have determined the outcomes that will be measured going forward through the social value survey when the forecast becomes an evaluation, whilst also shaping the 'chain of events' and understanding of the materiality of outcomes.

4.2.2 Staff Engagement

In addition to the primary beneficiaries, this social value evaluation has included engagement with other stakeholder groups. In particular, ten semi-structured, one-to-one interviews were undertaken with RTW staff to determine whether they experienced any material outcomes as a result of being a RTW employee. Although atypical to include staff due to the potential for high levels of deadweight (or what would happen anyway if they were employed by a different organisation), the engagement has revealed that RTW staff feel the changes they experience are specifically due to their employment at RTW and the unique service delivery design offered to service users, including holistic support that may often involve mental health and wellbeing support. As providers of these services and often the intermediaries for individuals seeking support within these areas, some staff feel this responsibility, coupled with difficulties in accessing workplace mental health support, has led to impacts on their mental health, thus justifying the inclusion of this stakeholder group.

4.2.3 Engagement versus Data Collection

Following on from engagement to determine outcomes, chain of events, and materiality, quantitative data collection determines the quantity of outcomes achieved by the different stakeholders in-scope. Due to limited engagement from employers, only data collection is reflected within this analysis, determining an outcome based on engagement from other stakeholder groups and

Engagement vs. Data Collection

Engagement: methods utilised to establish the outcomes, what's important to stakeholders and the Theory of Change

Data Collection: methods utilised to establish the quantity of outcomes achieved

third-party research (e.g. RTW staff and similar SROI analyses). However, for this forecast to become an evaluation, it is highly recommended that RTW engages with this stakeholder group through qualitative methods, such as interviews and/or focus groups, to ensure all relevant and significant outcomes are included within the analysis. If any should arise, these should be incorporated into the employer survey and included within the evaluative report. For further information, the methods of both engagement and data collection are detailed below.

Table 6: Engagement and Data Collection Methods and Numbers

Stakeholder Group	Total Population	Method of Engagement *(to determine outcomes, chain of events and materiality)*	Number Engaged	Method of Data Collection *(to determine quantity of outcomes)*	Number from whom data was collected
Service Users	1578 (forecasted target for 2022/23)	Semi-structured, one-to-one interviews	11	Longitudinal survey distributed to all new service users registered in May 2022	59
		Semi-structured focus groups	5		
		Open-ended responses to 2021 service user feedback survey	441		
		Validity test survey	3		
RTW Staff	78	Semi-structured, one-to-one interviews	10	Secondary data from RTW 2021 staff survey	69
NHS	1	Fiscal value			
UK Government (DWP & HMRC)	1	Fiscal value			
Employers	Approx. 1000 (to be verified when 2022/23 data is available)	None included (recommendation to engage employers when forecast becomes an evaluation)	0	Secondary data from RTW 2022 employer survey	37

4.3 Sampling Strategies

4.3.1 Qualitative Sampling

To effectively collect rich, meaningful and effective data for this social value forecast evaluation, a number of sampling strategies have been applied to both qualitative and quantitative data collection and stakeholder engagement. Primarily, qualitative sampling for stakeholder engagement and the determination of in-scope outcomes has involved stratified purposive sampling, or sampling participants with the purpose of the evaluation (or research question) in mind (Bryman 2016: p. 418). The addition of 'stratified' purposive sampling ensures that all relevant sub-groups are included. For RTW staff and service users, participants have been sampled from all RTW programmes in-scope (CRF, NOLB, ESF, YPG and PFP). Service users who have been engaged with are registered on all in-scope programmes, enabling representation of many demographic characteristics and personal circumstances (e.g. lone parents, migrants, individuals from aged 16 to 64). Utilising the same strata, RTW staff participants came from all programmes, representing a range of experiences depending on Team Leader, office site and service user groups they support. In turn, this sampling method for the qualitative engagement of stakeholders facilitates the exploration of the experiences of all potential sub-groups of stakeholders.

4.3.2 Data Saturation

The qualitative sampling has also utilised the concept of 'data saturation,' or when data is collected until no new outcomes emerge and there is a reliable sense of data variability (Bryman 2016: 426). Although the qualitative sample sizes are relatively low in comparison to the total population size, data saturation has been achieved. As interviews and focus groups were conducted, the primary evaluator transcribed and analysed the data continually to ensure the point of 'data saturation' had been reached, thematically analysing this qualitative data until no new 'codes' were identified. By incorporating data saturation as the key criterion for qualitative sample sizes, this forecast balances the ability to adequately explore in-depth experiences of stakeholders with sufficient variability in lived experiences. Future qualitative engagement with stakeholders can seek to increase the sample sizes to gather even greater variability in data, however this is recommended to be coupled with consideration that too large of a qualitative sample could become 'unwieldy' and hinder the ability of the evaluators to perform deep, case-oriented analysis of the stories of change shared by stakeholders (Boddy 2016).

4.3.3 Quantitative Sampling

For the quantitative data collection, two key sampling methods have been applied to the collection of data to determine the quantity of outcomes for this forecast. For outcomes that already had pre-existing management data available, sampling is achieved on a 'simple random sample' basis, distributing surveys to all members of the population (all members of that stakeholder group), disallowing for bias in the sample. For the purpose of the service user survey specifically designed for this evaluation (collecting baseline measurements for all outcomes), stratified random sampling has been ensured to include representative samples from all sub-groups, in this case the RTW programmes in-scope. This ensures a random sample is achieved that can also illuminate any potential significant differences between or within groups.

4.3.4 Sampling Summary

Within Table 7: Sampling Methods and Justifications

Figure 6: Chain of Events for Employers and RTW StaffTable 8: Sampling Methods and Justifications, the sampling methods and their justifications are outlined in further detail for all forms of qualitative and quantitative data collection and stakeholder engagement undertaken as part of this forecast evaluation.

Table 7: Sampling Methods and Justifications

Type of Engagement Method or Data Collection	Method	Justification
Service Users		
1-to-1, semi-structured interviews	Stratified purposive sampling until data saturation	Purposive sampling allows qualitative data collection to delve in-depth into the experiences of service users, whilst incorporating stratified methods ensures representation from the chosen differentiator or characteristic (in this case, RTW programmes). Service users have been purposively sampled from all programmes within scope until the point of data saturation, or when no new outcomes or themes emerged.
Semi-structured focus groups	Strafied purposive sampling until data saturation	The same sampling method utilised for the 1-to-1 interviews has been applied to the sampling for focus groups.
Primary social value survey	Stratified random Sampling	This sampling method enables representative samples of all RTW programmes to be utilised in the determination of the quantity of outcomes, so that all potential sub-groups' experiences are captured.
Secondary service user feedback survey	Random sampling	The RTW service user feedback survey is regularly sent out to all active and disengaged service users (the total population). Those who reply may be more likely to have positive experiences, so the data may be limited in its ability to report on the perspectives and experiences of all service users within the year in scope, hence why it has been supplemented with a further social value-specific survey that measures the outcomes reported during qualitative engagement with service users.
RTW Staff		
1-to-1 interviews	Stratified purposive sampling until data saturation	Purposive sampling allows qualitative data collection to delve in-depth into the experiences of RTW staff, whilst incorporating stratified methods ensures representation from the chosen differentiator or characteristic (in this case, RTW programmes). Staff have been purposively sampled from all programmes within scope until the point of data saturation, or when no new outcomes or themes emerged. This has been utilised to triangulate findings from the qualitative engagement with service users on their outcomes and to determine if any relevant outcomes were experienced by staff members.
Secondary staff survey	Random sampling	The RTW staff survey is sent to all staff once a year. The response rate is typically high (over 90%), thus gathering a representative sample of the total population.
Employers		
Secondary employer survey	Random sampling	The RTW employer survey is sent to all employers who have utilised RTW services, however the response rate is typically quite low compared to the population size. This is an area of improvement already identifed by RTW, and the Stakeholder Engagement Team is currently undertakinga actions to mitigate the risks of this small sample size.

4.3.4 Stakeholder Voices during Engagement

During the course of engagement with stakeholders, there was an overwhelming amount of positive feedback regarding Routes To Work, particularly from service users. Although not all of these comments pertain to the social value evaluation, these comments give a glimpse into the meaning RTW has in the lives of its stakeholders:

"I'm more confident researching and knowing what I'm looking for because the end goal is the job you want. That's changed me night and day, from being in a dark place to now being happy in myself. I was always happy inthe house and the kids.**But I'm happy in me, knowing that I can do what I want to do now, and I can feel okay about it.**"
From one-to-one interview with a service user – parent – previous carer

"It's made me feel better about myself. It makes me feel more confident. The good thing is you're only a phone call away to ask these people for help off them. And **they're always there to give you a hand if you need anything at all…**"
From one-to-one interview with service user – faced redundancy – difficulty with digital literacy

"The support worker I work with is always in such a happy mood, very welcoming. I haven't met her in person, but **I can feel through the phone that 100% she is wanting to see me succeed**. With RTW, they're very welcoming. It has been great."
From one-to-one interview with service user – lone parent – migrant – currently homeless and living in temporary accommodation

<u>What has been your most memorable moment at RTW?</u>
"You would get updates from her every single day about how it was going, and she just couldn't believe how much her life had changed from sitting in the house for the past six years, being on benefits, not being out and about, not meeting new people to getting the right help, the right support, and somebody actually listening to her, taking her seriously and trying to help her break down her barriers, rather than just kinda smoothing over them and moving her into work....the work that she had done on herself and the fact that she'd progressed that much, into employment as well, was just absolutely amazing."
From a one-to-one interview with a caseworker about a young service user

5. Theory of Change

Developing a chain of events through a theory of change is an integral part of the process of social value evaluation and SROI. This step in the evaluation involves mapping outcomes in such a way that demonstrates potential causal

Theory of Change

A description of the process of change experienced by stakeholders as a result of an intervention, outlining any potential causal linkages.

relationships between inputs (e.g. financial investments, time, resources, goods in-kind, etc.), outputs (e.g. quantification of activities/interventions) and outcomes (the change experienced by different stakeholder groups) (A Guide to Social Return on Investment 2009). Although there is differing language utilised to describe this step, such as chains of events, logic models and theory of change, this section utilises the conception typically understood as the chains of events, or diagrams "that describe the wide range of changes that occur as a result of your activities by linking together outcomes that are probably causally related" (Standard for Applying Principle 2, Social Value International).

In developing the theory of change through engagement with stakeholders, the evaluation ensures the inclusion of well-defined outcomes, or specific changes for stakeholder groups that "provide the best opportunity to increase or decrease value" and thus inform resource allocation and decision-making (Standard for Applying Principle 2, Social Value International).

5.1 Identifying Inputs and Outputs

5.1.1 Inputs

Input

The contributions made by each stakeholder that are necessary for the activity to happen (Social Value International 2009)

As part of the process of creating a chain of events, it is necessary to identify the inputs, or what resources, time, financial investment and goods in-kind are input into the organisation to deliver the activities in-scope (Standard for Applying Principle 2, Social Value International). As a result of these inputs, certain outputs occur, representing the quantitative summary of activities that lead to the eventual outcomes, or changes experienced by stakeholders. From the financial perspective, funders from the European Union, the UK Government, the Scottish Government and North Lanarkshire Council

provide the monetary resources necessary for the outputs and outcomes identified within the scope of this evaluation. For more detail on the financial inputs, see 9.2 Financial Input.
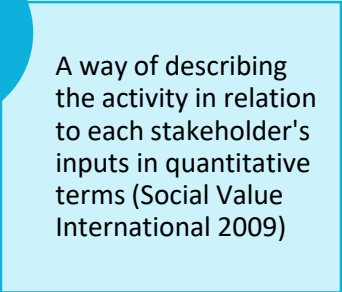
Other in-scope inputs include staff time (included as part of the financial input) and time of service users and stakeholders (not given a financial value as is the current convention in SROI analyses; Social Value International 2009: 32). For full details on the relationship between these inputs, outputs and outcomes for each stakeholder group, see the following chain of events and Appendix A. It should be noted, as explained in 9.2 Financial Input, that RTW does not receive any goods in-kind, such as volunteering time or donations. Any vouchers disbursed to service users are paid for via the funding RTW receives, and therefore the financial input from the funders covers these items.

5.1.2 Outputs

As part of the SROI method for evaluation, identifying the outputs enables the establishment of a 'chain of events,' linking stakeholder inputs, the activities (outputs) delivered, and resulting outcomes (or changes experienced by stakeholders).

Output

A way of describing the activity in relation to each stakeholder's inputs in quantitative terms (Social Value International 2009)

Due to the unified, holistic approach applied to all RTW programmes, the outputs for service users are largely the same across programmes. As cited both within qualitative engagement with service users, RTW staff, organisational data, and experience of the researcher, the outputs include a variety of support and activities to enable service users to achieve certain outcomes. This includes:

- Courses to support both employability-related skills and to boost mental health and wellbeing
- One-to-one support to help service users overcome the challenges they are facing
- Mock interviews and interview support
- Discretionary funding to support service users to access travel, childcare, etc.
- Referrals to support services and partner organisations (e.g. health and wellbeing services)

Although RTW does not currently utilise forecasted targets for these outputs, previous data from 2021-2022 is available within Appendix E: Skills and Courses Delivered in 2021-2022 (Outputs) and Appendix F: Service User Activities (Outputs) Input to Hanlon for 2021-2022. The quantitative summary of these outputs will be verified when this forecast becomes an evaluation, with further refinement of the outputs recorded as part of an ongoing process with North Lanarkshire Council to

improve the data recorded on the Client Management System for the outputs (activities) undertaken with service users.

For other stakeholder groups, the outputs either relate to those of service users or are currently under progress to incorporate within RTW's monitoring and evaluation systems. This data will be verified quantitatively through activity summaries when this forecast becomes an evaluation.

5.2 Chain of Events for Service Users

For this forecast analysis, qualitative engagement with service users has been utilised to determine a preliminary chain of events, determining medium-term and longer-term impacts to find the 'well-defined' outcomes. Although the interviews and focus groups did not explicitly prompt service users to construct a chain of events, the stories recounted by service users do provide detail on the process of change experienced by service users.

It is highly recommended that RTW facilitates additional focus groups with service users to verify this chain of events. This should be triangulated with experiences of RTW staff and any other relevant stakeholder groups, as well as any management data (e.g. quantity of outputs). For more information on how the qualitative data has led to the creation of this chain of events, see 6.2 Identifying Outcomes for Service Users, which fully analyses the qualitative narratives utilised to determine this chain of events.

Some preliminary outcomes have been omitted as they were determined to not be material due to not being experienced by a significant number of service users and/or were found to be earlier in the chain of events as a medium-term impact. For example:

- **Volunteering more often:** this has been determined to be an intermediate outcome/output, as it leads to other outcomes (e.g. feeling less isolated). It also was not mentioned within qualitative discussions with service users, and service users did not feel it was relevant to them, as determined by validity tests.
- **Improved ability to budget:** this has been determined to be an intermediate outcome as the result of budgeting advice and courses offered by RTW, leading to feeling more financially comfortable.
- **Improved ability to get advice locally:** Although a significant step for service users in feeling supported and resilient, this intermediate outcome leads to a 'well-defined outcome,' through an improved sense of belonging in their local neighbourhood.

Following stakeholder engagement and thematic analysis, the chain of events for the outcomes experienced by service users includes 11 well-defined outcomes. For the full thematic analysis of the

qualitative engagement with service users that has led to these inputs, outputs, intermediate outcomes and well-defined outcomes, see 6.2 Identifying Outcomes for Service Users.

CHAIN OF EVENTS

For RTW service users

Service users come to RTW, looking for help to move toward, into & keep a job

SERVICE USERS' TIME

Outputs

- 1-to-1 support
- Referrals to mental health & physical health services
- Mental health workshops & courses
- Skills courses delivered
- Life coaching (funded by RTW)
- Gym vouchers

- 1-to-1 support
- Motivational workshops and courses
- Routine advice (E.g. four-weekly planners and action planning)
- Employability-related advice (e.g. how to navigate CVs, interviews, etc.)
- Mock interviews
- Confidence & self-esteem workshops
- Help to identify their skills and goals through career planning

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- 1-to-1 support
- Referrals to community support groups
- Walking groups
- Community events hosted by RTW (e.g. Family Fairs)
- Support groups

- 1-to-1 support
- Disrectionary funding is received for travel, childcare, training/certificates and other expenses while job searching
- Budgeting advice and workshops
- Support with calculating benefits entitlement

- 1-to-1 support
- Action planning to identify skills they want to improve
- Assessment of skills gaps
- Internal RTW skills courses delivered
- RTW funds external training courses and qualifications
- Interview support and mock interviews
- CV & application workshops

Intermediate Outcomes

Service users are more aware of mental health issues impacting them, feel as if someone cares about their mental state and feel more positive about their life.

Service users are encouraged to access health support, get out of the house more often and get up and moving.

Service users feel like they have a reason to get out of bed in the morning, get going and not sit in bed all day, therefore improving their routine.

Service users feel like they have support to rely on and have a better understanding that they can weather any bumps in the road.

Service users are more aware of their goals, feel like they have a reason to get out of bed in the morning and have clearer plans on how to achieve their goals.

Service users get out of the house more, see their friends more often, have the financial ability to do activities with friends and family, go to courses and events and have a better understanding of what local advice and support is available.

Service users improve their budgeting abilities, feel financially supported, and have more spending money when they enter employment.

Service users are more aware of what their goals are and what gaps in skills they may have and want to improve, **gaining more vocational skills to achieve their job goals.**

Service users gain more experience of job-searching, CV building and interviews, therefore **improving their employability skills.**

Well-Defined Outcome

Improve their mental health ↻

Well-Defined Outcome

Become more physically active ↻

Well-Defined Outcome

Become more resilient

Well-Defined Outcome

Become more motivated to achieve their goals

Well-Defined Outcome

Become more confident in themselves

Well-Defined Outcome

Feel less isolated

Well-Defined Outcome

Strengthen relationships with family & friends

Well-Defined Outcome

Feel more belonging to their neighbourhood/local community

Well-Defined Outcome

Feel more financially comfortable

Well-Defined Outcome

Service users get a job ↻

KEY OF SYMBOLS:

● = Input

⭐ = Intermediate Outcome to be counted as a well-defined outcome if an individual does not move further along the chain

↻ = Is associated with an outcome for another stakeholder

5.3 Chain of Events for Staff and Employers

For RTW staff, the specific conditions of working for RTW and supporting the barriers RTW service users face leads to both positive and negative outcomes. During stakeholder engagement with RTW staff, many RTW staff reported feeling that helping service users transform their lives helped them feel like they made a difference to their lives. These more intermediate outcomes lead staff to feeling RTW has a positive impact on their mental health. For the full qualitative analysis of these outcomes, see 6.3 Identifying Outcomes for Staff, Employers and External Stakeholders.

It is recommended that RTW verifies this chain of events directly with RTW staff when this forecast becomes an evaluation to determine if the chain of events accurately reflects the changes they experience as a result of working with RTW.

Although qualitative engagement in this forecast is limited with employers, initial discussions with RTW staff and third party research has resulted in the inclusion of the employer outcome. It is highly recommended that RTW directly engages with employers as part of future evaluations to enable a fuller picture of the outcomes and chain of events that are experienced. These should then be included in the current RTW employer survey to accurately capture the quantities of employer outcomes achieved. The risks and limitations inherent in the lack of engagement with employers is detailed in 13.2 Risks and Limitations of the Employer Sampling and Lack of Engagement.

Figure 7: Chain of Events for Employers and RTW Staff
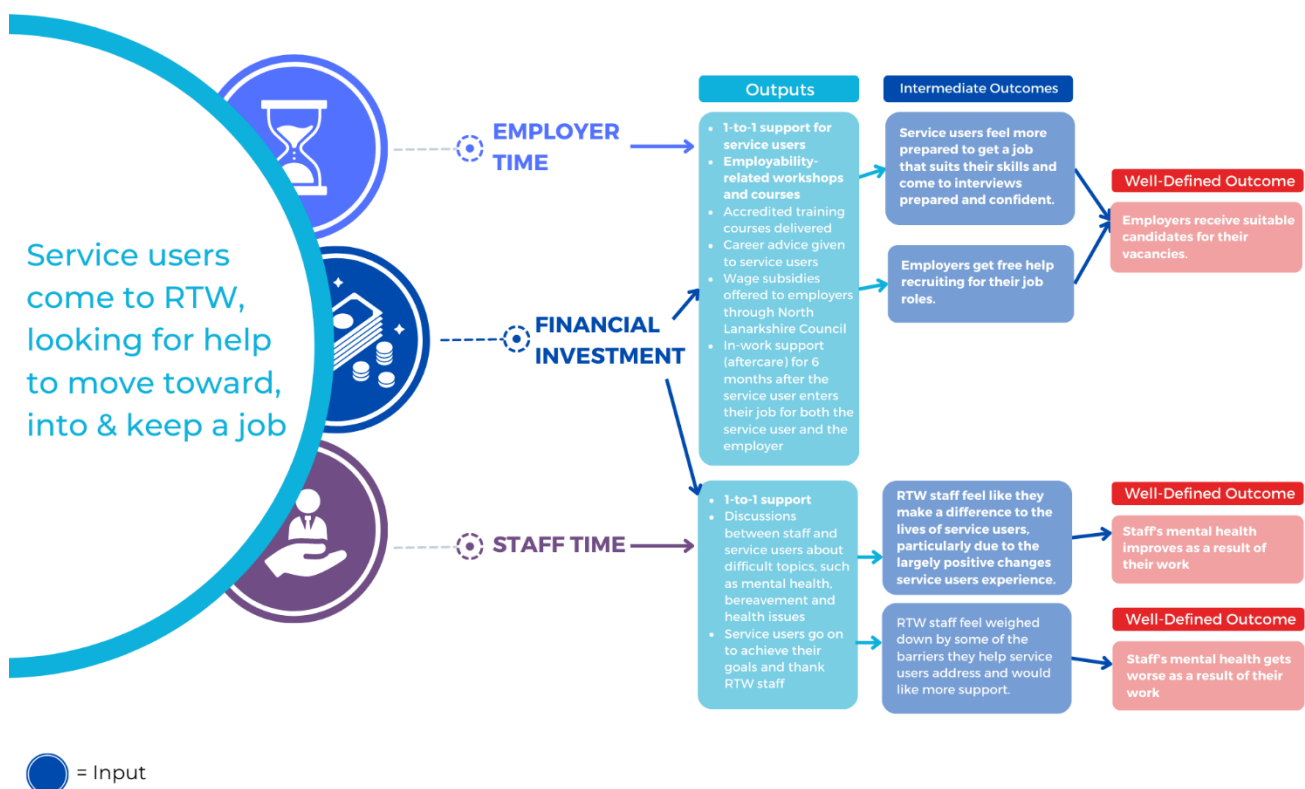
5.4 Chain of Events for Other External Stakeholders

Representing the value to the exchequer and the 'public purse,' the outcomes for the NHS and the UK Government represent cost-savings (or resources demanded due to negative RTW staff outcomes). This is based on both third party research evaluating employability programmes and unit cost savings databases (DWP SCBA Model 2013; Fair Start Scotland: economic evaluation 2022; Manchester Unit Costs Database 2022). As these signify benefits (or negative outcomes) to the exchequer writ-large, direct, primary engagement with these stakeholder groups has not been utilised to determine the outcomes. However, future evaluations can consider direct engagement with representatives from these stakeholder groups to elucidate additional detail on the chain of events. This should also be updated regularly in line with secondary econometric data (Cooney 2016).

Figure 10: Chain of Events for UK Government and NHS

CHAIN OF EVENTS
For UK Government and NHS

Service users come to RTW, looking for help to move toward, into & keep a job

FINANCIAL INVESTMENT

● = Input

Outputs

- 1-to-1 support for service users
- Employability-related workshops and courses
- Accredited training courses delivered
- Career advice given to service users
- Help to identify service users' barriers and develop action plans
- Accredited and unaccredited courses delivered

- 1-to-1 support
- Discussions between staff and service users about difficult topics, such as mental health, bereavement and health issues
- Service users go on to achieve their goals and thank RTW staff

- RTW offers service users funding for mental health support (e.g. holistic therapies)
- Walking groups
- Mental health workshops & courses
- Gym vouchers
- Motivational workshops

Intermediate Outcomes

Service users gain employment and therefore pay tax on their wages and don't require as many benefits.

Service users increase their skills and therefore their lifelong earning ability

RTW staff feel like their work is rewarding and that they make a difference to people's lives, improving their mental health.

RTW staff feel weighed down by some of the barriers they help service users address and would like more support, worsening their mental health.

Service users' mental health improves as a result of their engagement with RTW.

Service users get out of the house more, walk to work and training and feel more physically active.

Well-Defined Outcome

The UK Government receives reduced benefits claims.

Well-Defined Outcome

The UK Government receives increased tax revenue.

Well-Defined Outcome

NHS resources capable of reallocation due to improved mental health of staff.

Well-Defined Outcome

NHS resources demanded due to worsened mental health of staff.

Well-Defined Outcome

Resources capable of reallocation due to improved mental health of service users.

Well-Defined Outcome

Resources capable of reallocation due to improved physical health of service users.

6. Outcomes and Evidence

6.1 Summary of Outcomes

Within this section, the report outlines the identified outcomes for different stakeholders and the sources of the forecasted quantities.

As a result of stakeholder engagement and established chains of events, a wide range of outcomes have emerged for the stakeholder groups in-scope. These outcomes include those that are intended objectives of RTW contracts (i.e. entry into employment), as well as unintended outcomes like increased confidence. Within the table below, the outputs and outcomes for each stakeholder group, based on the chain of events/Theory of Change, have been detailed and summarised.

Table 9: Outcomes

Stakeholder Group	Outcome (change experienced)
Service Users	• Improve their mental health • Become more physically active • Become more resilient to bumps in the road • Feel less isolated • Strengthen relationships with family & friends • Feel more belonging to their neighbourhood/local community • Feel more financially comfortable • Get a job
RTW Staff	• Improve their mental health • Worsen their mental health
Employers	• Get more suitable candidates as employees
UK Government (DWP & HMRC)	• The UK Government receives reduced benefits claims • The UK Government receives increased tax revenue
NHS	• NHS resources demanded due to worsened mental health of RTW staff • NHS resources capable of reallocation due to improved mental health of RTW staff • NHS resources capable of reallocation due to improved mental health of service users • NHS resources capable of reallocation due to improved physical health of service users

6.2 Identifying Outcomes for Service Users

To identify the outcomes for service users, a range of engagement methods have been utilised. This includes qualitative interviews, focus groups, secondary qualitative analysis of open-ended client feedback and incorporation of client management data on the barriers faced by these individuals (e.g. demographics, personal circumstances, etc.).

6.2.1 Fit with the Progression Tool or 'Routes to Change'

As a result of a hybrid inductive-deductive qualitative analysis of the transcribed interviews and focus groups with service users, the emergent outcomes match well with the current tool utilised to measure client progression and barriers (the Progression Tool). These outcomes fit under a taxonomy of the Progression Tool's five domains: health, wellbeing, support network, finance and skills. However, the importance of confidence and motivation have emerged in the results, therefore warranting their inclusion as an outcome domain. As a result, Routes To Work has now updated their Progression Tool to include this sixth domain due to its central significance in the experiences of its service users during this evaluation. The six domains and their associated outcomes are visualised below, detailing the qualitative stories of service users.

Figure 13: Service User Outcome Domains
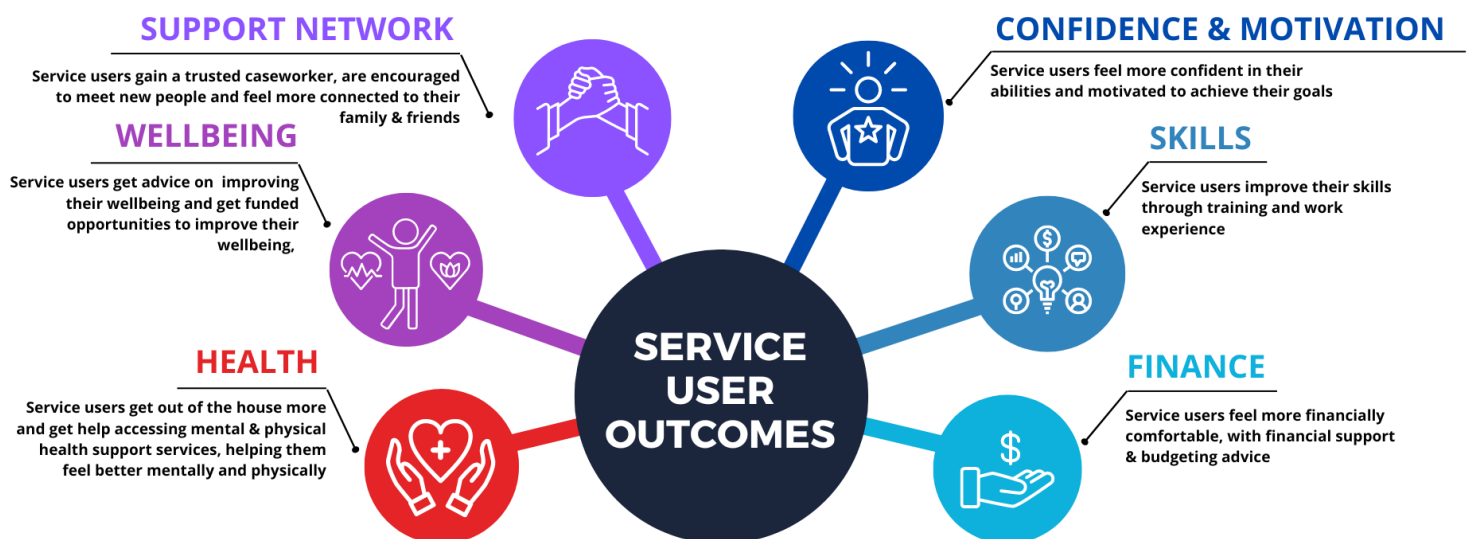
6.2.2 Confidence and Motivation Outcomes

During stakeholder engagement with service users, confidence and motivation recurred as common themes when asked what has changed as a result of RTW services. Although not previously included as a part of the RTW Progression Tool at the time of engagement with service users, RTW has since

refreshed its tool to support service users in light of the significance found during this forecast evaluation. As such, this section details the improved confidence and motivation experienced by service users with the support of RTW's employability service model.

6.2.2.1 Confidence

Of the 16 service users who participated in an interview or focus group, 9 service users reported improved confidence when discussing the changes they experienced as a result of RTW. For some, the process of getting support, workshops and guidance on how to apply for jobs, tailor CVs and interview, helped boost their confidence. These service users stated:

> *"I can't get a grasp of it properly, but as soon as I joined RTW and they put me on to this literacy coach, it was so helpful. It really was. It really boosted my confidence."* – Service user with dyslexia

This same service user facing issues with dyslexia was not aware of the support available until their RTW caseworker identified their barrier and referred them onto a literacy coach. Coupled with the continued support of RTW, they felt this had a profound change in their sense of confidence:

> *"Before I was absolutely useless. I never wanted to go for interviews. I never wanted to do application forms. Everything was too long. I was getting a sore head from reading stuff too much. But as soon as RTW stepped in, my confidence shot up like it was ridiculous because I could just go to them whenever I needed help. With an application form or if I needed help with interview questions or that. It was just that they were always there and they were always helpful. It just massively boosted my confidence."*

Others echoed this service user's experience, sharing similar stories of feeling more confident:

> *I was quite hesitant before to speak, especially face to face. But I feel now more confident.* – Service user and parent who does not speak English as their first language

> *"She helped my confidence up from when I first came in and when I came in again."* – Young service user

> *"I'm more confident now, going for interviews like the interview skills that we learned and things. It's just made me feel more confident in myself."* – Service user and lone parent

As is evident in the quotations from service users, RTW provided them with one-to-one support, built their skills and knowledge around job-searching and enabled personalised support based on their unique barriers (e.g. sessions with a literacy coach for an individual with dyslexia), therefore leading to an improved sense of confidence in themselves.

RTW caseworkers and staff shared similar stories about service users who boosted their confidence. For one caseworker,

> *"That's where the confidence and self-esteem building comes in. And sometimes they'll look at things, and they'll think I never realised. I've forgot I've done, I forgot I've done that. So it's important not just to get them to the stage and then plunk them into a job and say right that's you working bye bye. You need to show them what they've done."*

> *"their confidence changes massively…"*

> *"And you watched how it changed and she just had much more confidence in herself and she could recognize in herself when she was just putting herself down and she needed to go no I shouldn't do that. I'm in a job interview. I am good at this rather than letting little doubts creep in."*

Due to the discussion of the changes experienced in confidence levels by both service users and RTW staff who observed these changes in service users, this outcome has relevance for understanding the social value of RTW services. In receiving this holistic support and realising their abilities, service users feel more confident.

6.2.2.2 Motivation

A number of service users mentioned feeling more motivated due to their time with RTW during interviews and focus groups, and similar observations were reported by RTW staff. When asked what their most memorable moment has been at RTW, one staff member recalled a service user who had an unhealthy lifestyle and poor mental health. With a "lot of work on confidence building and self-worth," this service user experienced a distinct change:

> *"It was just like…the penny dropped and just realised I am worth, you know, I am going to follow my goals and aspirations. I am going to achieve. I'm going to move forward. I'm not going to be like potentially what the common norm has been in my family, around my kind of support network."*

This service user then went on to tell the RTW staff member:

"When he got the job, he just sent me this lovely message and was just like, *staff member name* if it wasn't for you, I would still be in my bedroom playing computer games, having really poor mental health…not having any motivation to better my life."

As this story described by a RTW staff member demonstrates, this service user had a remarkable change in their lifestyle, therefore resulting in them feeling more motivated to better their life, to move forward and follow their goals. When directly engaging with service users, stories of improved motivation were also shared.

"I had lowered my expectations and stopped pushing myself to keep the stress off me. But it was a bit aimless, and it was a struggle for money. But this has given me more self-confidence and a bit more structure and enthusiasm to move forward." – Service user nearing retirement with previous issues with mental health condition

"…it's kept me motivated to keep going…" – Service user who started their own business

"Getting with RTW provided me with focus, something to aim for and to achieve, and actually getting to do. So it has been very very positive indeed, I would say. That focus has given me something to concentrate on rather than just aim helplessly." – Service user facing bereavement and mental health issues

Due to feeling like they have a focus and an aim, these service users felt that RTW helped them gain the motivation to achieve their goals and move forward in life. By supporting service users to identify their goals and actually achieve them, through training, job-searching and motivational workshops, service users can realise their aims and aspirations, which in turn gives them an improved sense of motivation. Therefore, this outcome and the process of change that occurs to enable the achievement of this outcome is included within this social value evaluation.

6.2.3 Health Outcomes

6.2.3.1 Improved Mental Health

From qualitative engagement with both service users and staff, numerous individuals reported improved mental health with the support of RTW staff, access to mental health workshops provided by RTW, funding and referrals to mental health support and NHS services, and the overall positivity associated with knowing they can achieve their goals.

Primarily, the outcome of 'improved mental health' arose in multiple conversations with service users and RTW staff. For example, one caseworker mentioned a service user who struggled with confidence, self-belief and a "chaotic" lifestyle." When the service user entered employment after receiving support, they thanked the caseworker, stating:

> *"If it wasn't for you, I would still be in my bedroom playing computer games, having really poor mental health, you know not going out and not socializing, not having any self-worth, any motivation to better my life."* – From one-to-one interview with RTW caseworker

Within the service user feedback survey, open-ended responses to questions asking what help they received also mentioned both outputs leading to mental health improvements and the outcome it led to. Respondents mentioned:

> *"I got help trying to get into a job and my mental health"*

> *"Online mental health course"*

> *"Mental health workshop"*

During interviews and focus groups with service users, the same sentiments were shared in relation to improving their mental health, from feeling RTW services gave them a "boost" to citing how having somebody "actually caring about your mental state…was really a benefit." That benefit for service users resulted in the following outcome:

> *"It's been really good. Exactly what I needed at that time just to get out of the dark hole I felt I was in at the time. Mentally, everything you know, but no, it was really good."* – From one-to-one interview with a lone parent

> *"As before, I was feeling quite down, you know every day was the same thing. But now that I have these skills and knowing I could do these different things, it's literally just lifted a big cloud."* – From one-to-one interview with service user

Lifting that 'big cloud' left this lone parent feeling they could accomplish more and therefore improving their mood. One service user who previously suffered from mental health issues, particularly worsened by the tribulations of job-searching, felt:

> *"It's that kind of positivity, that aim of knowing something might be at the end of the tunnel rather than just thinking, oh something's not gonna come soon.*

Because when you're aiming endlessly, all you'll do is fret. And when nothing comes, that'll just send you in a spiral of depression." – From one-to-one interview with service user

As noted, this service user felt that the positivity and support they received, coupled with feeling like they have a renewed sense of purpose, have prevented them from spiralling into depression they previously felt. RTW services went beyond boosting their mood, but also prevented feelings of 'fret' and 'depression.' This story, as well as those from the other service users and caseworkers, exemplifies how unemployed service users feel the support they receive actively prevents worsening of their mental state, providing valuable positive changes to their life and consequently savings to the public purse if the National Health Service can allocate less funds to mental health services.

6.2.3.2 Becoming More Active

Within service user engagement, many service users discussed feeling like they have become more active as a result of RTW's services and moving into employment, training and other positive destinations. When asked how their life has changed since engaging with RTW, service users stated:

"I feel like more on the go, walking about and stuff. I'm out of the house more as well. Especially, you know I try my best to go to the gym and stuff like that, but work has helped me to be up and going." – From focus group with a young person who left school as a 'Winter Leaver'

"So now I'm more active. And I'm on the go 24 hours a day. Which is good. Obviously your own natural endorphins kick in, so it makes you feel pretty good."

– From one-to-one interview with a lone parent of two children who previously was a carer and is facing bereavement

Although the latter service user was not able to sustain their job due to a family issue, they still felt RTW had a positive impact on their physical health. Another service user aged 60+ who had struggled with stress, anxiety and depression stated that the changes they experienced led to both improvements in their mental health and feeling more fit and active. When asked how their life has changed since engaging with RTW, they shared that their life had changed:

"Well pretty dramatically now. Before I was in a very dark place, sort of adrift, now I've got a hope and help to get a job. And I can start thinking about saving a wee bit more money. Plus obviously getting out and about. I'm walking to

work and things like this. My fitness is improving. My outlook and everything is picking up. The job I'm going for isn't as stressful as it has been in the past. And I'm hopeful I'll be able to keep that up…So it's made a big difference."

Another service user in their forties and also facing bereavement and divorce echoed the same outcome the other service users reported. Before they engaged with RTW, they were "sitting all day…comfort eating." But after taking courses through RTW and having a reason to get out and about, they shared:

"I was doing physical activity, walking from the bus, getting to the bus, walking to the building where the security course was held, which made me get more than my 10,000 steps each day. And I did lose a wee bit of weight because I was watching a wee bit of what I ate. But yeah. Physical activity definitely did increase."

As these service users demonstrated, RTW services helped them get out and about and improve their fitness, becoming more physically active as a result of getting training and entering employment. Despite often significant barriers to entering work, individuals from a variety of backgrounds felt these employability services helped them become more physically active, therefore justifying its inclusion as an outcome in the evaluation of RTW's services.

6.2.4 Wellbeing Outcomes

6.2.4.1 Improved Routine

In addition to feeling like their mental and physical health improve, service users also discussed feeling like they had a reason to get out of bed and therefore have more of a sense of routine in their day-to-day life. In a focus group, one service user with a learning disability and struggling to secure a job, felt that RTW:

"Actually, it helps me get out of bed in the morning, to be honest. Like see just knowing that stuff and knowing that I've got the support for it. Because after a while being rejected and stuff, there's no reason for you to even get up in the morning. Like what's the point because I'm just gonna get rejected anyway. But see just having the advisor there and knowing that you've got somebody there to back you up when you need it, it's great. It just gave me a reason to get out my bed in the morning honestly." – From one-to-one interview with service user facing mental health issues

This outcome was also reported by a young service user who has faced mental health issues in a focus group, stating:

> *"I was going to bed at the same time I'm waking up the now. Honestly, I wouldn't go to bed until like 4 o'clock."*

Whilst another young service user in the same focus group agreed with this individual, sharing:

> *See before I started work, I'd be getting up about 12, or 1 in the morning or something like that. And I'd be awake all night…But now that I wake up for work, I feel like I want to go. I feel like I want to get up and go. Because see if I don't, I feel like my mind will kinda be like, why do you not go, why do you not go and stuff. Aye that's the main thing…Even though I do feel shattered in the morning still, it helps me get out of the house, meet people, and get a taste of adult life especially."*

As the experiences of these younger service users indicate, having RTW's support and entering employment in fact improved their routine, feeling like they are ready to get up and go. Within a one-to-one interview with an older service user, they discussed a similar experience, stating they used to:

> *"…sit on my backside all day, watch Netflix or something else, until I had a focus, something to do, something to get me out of bed in the morning."*

Receiving support, having a focus and gaining employment in fact led to an improved ability to get out of bed in the morning and maintain a healthy routine. Therefore, this outcome is relevant and significant to service users as a result of their transition into employment with the support of RTW.

6.2.4.2 Improved Resilience

In addition to changes to their routine, service users reported feeling more resilient, particularly in relation to navigating job-searching and to their mind-set as a whole. One service user had faced difficulties during unemployment, stating:

> *"I was just deterred from any kind of job that had a long application form, any kind of job that had any like formal interview, especially group interviews…It's really gave me a better outlook on everything…I know I've always got the help there for me…like nothing deters me anymore."*

This sense that nothing 'deters' them in the face of challenges was also intimated by a parent who started their own business with the support of RTW. They felt:

> *"I'm aware that you've got to be expect just bumps in the road, that's life. But it's about how I choose to deal with it. And I've just got to keep going. And I just take it from today rather than think too far ahead. Yes, I've got an idea of where I'd like to go but I'm not running away with it yet. Because I'm dealing with it now, and that's what I've learned to stop me worrying so much and my mind racing."*

For this service user, learning how to expect and navigate 'bumps in the road' has helped them worry less when faced with setbacks. This resilience, whether when job-searching, interviewing or starting a business, is enabled by the support of RTW staff, as one service user shares:

> *"They're there to help you. They're there to make you realize that no matter what you do, no matter how good you think you are, it doesn't matter on paper. There's always gonna be something else that hiccups, and it's not your fault."* – From focus group with a service user who has faced unemployment and felt self-loathing due to rejection

As the stories from these service users illustrate, they feel more resilient due to the support and lessons learned from their engagement with RTW. When transitioning to work, their journeys were filled with 'bumps,' from not knowing how to set up finances for their business to feeling rejected when their applications were not accepted. However, by knowing they have support to rely on and learning how to persevere, they experienced the outcome of improved resilience.

6.2.5 Support Network Outcomes

In addition to feeling better mentally and physically, improving their routine, and feeling more resilient, service users also shared stories of feeling more connected and supported as a result of their engagement with RTW's services. This section details these outcomes, fitting them under a broader heading of 'support network'-related outcomes.

6.2.5.1 Strengthened Relationships with Family and Friends

As a result of engaging with RTW, some service users also reported feeling like it had a positive impact on their relationships with their family and friends, due in part to feeling like they can pick themselves up. One service user who had faced issues with their mental health felt that going from "sitting doing nothing" to having "a bit of focus" helped them pick themselves up:

> *"Because of that, I've been able to approach a new relationship. So it's had a positive impact on my life mentally and with relationships as well, because I've been able to develop my relationships both friends-wise and romantically. Which overall is great for life in general."*

Another service user who started their own business felt that pursuing their goals has led to an improved relationship with their daughter, stating:

> *"My daughter's proud of me. She told me that, she said mum I'm really proud of you."*

This has created a stronger bond between the two, as the service user can not only provide more for their family (helping the daughter get lessons for her hobby), but also has involved their daughter in starting their new business. As such, getting the support needed to get their business started and become self-employed has strengthened their relationship with their family.

RTW staff also shared similar stories of change experienced by service users within their personal relationships with family and friends, for example:

> *"…being able to go and meet up with friends…"*

> *"…improving their social networks…"*

> *"But she's met new people. She's out and about. She's got her confidence back. And she's one of the people that do keep touch, and you know, thank me quite a lot for the difference in introducing her to her new social network because she'd lost that after losing her job."*

As these quotations and stories of change indicate, improved personal support networks (e.g. with family, friends and even new romantic partners) have been experienced by service users as a result of getting out there. Even though the last service user mentioned by staff was not able to stay in work due to a physical health condition, they felt a long lasting impact due to being able to develop their friendships. This exemplifies how RTW services' impact is not accurately captured by just intended objectives of its contracts (e.g. job entries), with service users strengthening their relationships with family and friends.

6.2.5.2 Feeling Less Isolated

For some service users, being encouraged to get out and about and having RTW to rely on enables them to feel less isolated. Some service users shared:

> *"But see when you do meet people and you do look at other people's lifestyles and what they do, it helps you realise I could go out and meet people and just have a laugh and stuff."* – From one-to-one interview with young service user

Another lone parent felt that having RTW to rely on helped them feel like they had people to talk to and to ask for help:

> *"…it's like at least there's someone there that I can talk to, about a job, or if I need help. I know [RTW caseworker] is there for me. And any time, I can phone [RTW caseworker]. I can contact her if I have any questions, if I'm getting stuck at something. And it's a big thing for me because I don't really have any one who I can ask, who I can talk to."*

By having that extra support and socialising more often, these individuals can feel less isolated as a result of RTW services. These experiences were echoed by RTW staff, who shared stories of changes experienced by service users who felt less isolated, stating:

> *"…just getting out and just having that that social time…"*

> *"…just through interacting with other people."*

One particular caseworker supported a young person with a disability who felt isolated from their family. By receiving holistic therapies funded by RTW, joining a support group organised by RTW and getting out and about, they began to feel less isolated from their family and even started a new romantic relationship:

> *"…she had became isolated from her family…the fact that she wouldnae go out. She was starting to travel. She was out seeing me…She's got the boyfriend…Again, there's nae employability story there for you, but these are big impacts on people's lives."*

Although some service users may strengthen relationships with their family and friends or feel a greater sense of belonging in their local community, some service users also felt less isolated due to having clear supporters through their RTW team and getting out of the house more often. Consequently, this forecast social value evaluation has incorporated these reduced feelings of isolation as an outcome, with a recommendation to further verify this outcome and its chain of events through further engagement with service users.

6.2.5.3 Belonging to their Neighbourhood/Community

Another outcome that has been experienced by service users was an improved sense of connection and belonging to their local neighbourhood/community. By getting out and about more often, knowing how to get advice locally, joining groups and meeting new people, service users felt more connected to their community. For example, one service user had faced domestic abuse and left, therefore leaving them in an instable housing situation. With RTW acting as advocates for them to get a better place to live through North Lanarkshire Council, this service user finally felt like they belonged:

> *"I'm more stable. By knowing that I have all the support that I need in this area, it makes me want to stay in this area…So RTW, feels like they are able to bridge that gap and set you up with the right information."*

Other service users experienced similar outcomes, as shared by RTW staff during engagement. These service users:

> *"…feel more connected to their community…"*

> *"…just being able to go out the house that week or being able to go and meet up with friends or being able to pick up the phone and tell you about their day and how they're getting on where they've maybe not been able to speak to anybody before. They've never been able to socialize. Or, you know, never never been able to get the right kinda support that they need."*

With opportunities to join local events, referrals to local support and getting out of the house more often has led to these service users feeling more connected and belonging to their community. Therefore, this outcome and its associated outputs have been included within this forecast evaluation.

6.2.6 Skills and Employability

6.2.6.1 Vocational Skills

As part of RTW's approach to employability, caseworkers work with RTW service users to identify their goals, plan their career and develop action plans to achieve these aims. Central to this approach is the training, qualifications and courses offered to service users. Primarily, this includes accredited qualifications, provided by internally by RTW and external qualifications funded by RTW. This consequently leads to service users having the skills necessary for their chosen vocation, whether knowing how to hygienically handle food, drive a forklift or work within Sage software. The

obtainment of accredited qualifications and thus improved vocational skills (or skills for the job they want) was mentioned by numerous service users during stakeholder engagement. One single mother stated:

> *"I done the REHIS and food hygiene one, and I've done the world host of customer principles of customer service…I mean, I'm 41. I've been out of education for a long time, so if you don't use it, you lose it as they say. He [RTW skills team member] made things quite easy to learn…So I didn't have to worry too much about doing it 'cause obviously you have a test at the end of them, which I did pass both."*

Other service users conveyed similar experiences of improving their skills to get a job:

> *"Well if you're learning things, and you know you maybe have a chance of getting a job at the end of it all, that makes you feel good."*

> *"Yes, I'm going to start my new career. So that's the first impact. I mean, one of the impacts would be on my life. I have gained more experience, knowledge, skills."*

As these service users who received accredited training share, they gained more skills for their new careers as a result of their engagement with RTW services. Thus, this change is included as an intermediate outcome within this forecast evaluation. As a result of these increased vocational skills, the 'so what' of this outcome led to the 'well-defined' outcome of entering a job, as the last change experienced in this chain of events. Thus, 'improved vocational skills' is included as an intermediate outcome for the purposes of this forecast evaluation. However, as gaining an accredited qualification is the 'positive destination' for some RTW service users, the quantity and valuation of this outcome will be included for individuals who do not enter a job. For more information on how this consideration of the intermediate outcomes has influenced the determination of the quantity of outcomes achieved, see 6.5.1 Quantity of Service User Outcomes.

6.2.6.2 Employability Skills

More generally, RTW caseworkers and the in-house Skills Team help service users identify any skills they may need to find, apply for, interview for and obtain a suitable job. This includes one-to-one advice and guidance, tools such as CV templates, mock interviews, and workshops for identifying transferable skills, applying for jobs, interviewing and refreshing their CVs. These employability-specific courses and advice represent the outputs for the eventual outcome of improved

employability-related skills. During stakeholder engagement with both service users and RTW staff, this process of change was recounted. Service users shared:

> *"…my interview skills improved, my CV skills improved. Like I can do application forms on my own now, like it's absolutely fantastic."*

> *"I think it was the interview skills course that I've done…It was that, and it was a CV course just explaining how like the best way to write my CV and that. I remember that. They were, they were really good programs actually, I really liked them. They helped me a lot, especially my CV, because I've always been terrible at writing my CV out, but they broke everything down and explained it to me and how it write it up and that, and it was great."*

> *"…we're just applying for companies and tweaking it ever so slightly depending on what that company is looking for. And I don't think, without [RTW caseworker], I would have tweaked it for certain companies. But with her help, as I say, she's been class."*

> *"Everyone's CV is different. There's no right or wrong way, but the information you put on it can be right or wrong. And having that step-by-step tutorial or tutorial on it, it really was a benefit."*

This practical support, whether delivered one-to-one or as a workshop within RTW, enabled service users to gain employability-related skills, including job-searching, CVs and interview techniques. As a result, this support (reflected through outputs) and the associated improvement in employability skills (reflected as an intermediate outcome) have been included within this forecast evaluation. Similar to the 'improved vocational skills' outcome, this change experienced may lead to the well-defined outcome (at the end of the 'chain' of events) of entering employment. As a result, it should not be counted nor given a discrete value if an individual reaches the end of the chain and gets a job. For the purposes of this forecast, it is therefore included as an intermediate outcome with the intention to adjust quantities based on longitudinal data. For more information, see 5.2 Chain of Events for Service Users and 6.5.1 Quantity of Service User Outcomes.

6.2.6.3 Getting a Job

Finally, one of the most important outcomes (see Table 30: Ranking of Outcomes for Anchoring

Figure 21: Process for AnchoringTable 31: Ranking of Outcomes for Anchoring) to service users and frequently reported during interviews and focus groups with service users, the outcome of 'getting a job' is a material outcome to include within this evaluation. As one of the central intended objectives of RTW contracts, entering work signifies an important milestone and accomplishment for many RTW service users, as it may be their first job or their first time returning to work after a period of unemployment and/or difficult personal circumstances.

When participating in an interview or focus group, service users shared the stories of change experienced whilst transitioning into work. One young service user who faced issues with their mental health felt that RTW gave them the support they needed to get work:

> *"RTW changed my life in the past year by now making me employed for a great company, I'd say. I feel like RTW wouldn't have put me forward for the interview if they didn't feel it was right for me…Even as I sat down, [RTW staff member who performed interview on behalf of company] told me…Just remember I'm just another person. And she went, don't worry I'm from RTW as well, I'm part of your team."*

> *"Which the hours were both flexible around for my kids. And when I went for the first interview, it was the care one, and by the time I had left, they'd offered me the job…this couldn't have been possible without her [RTW caseworker's] help…Yeah, that was a moment it was like wow all these things that come into play, like the workshops, the CV building workshops, the interview skills. All these things which RTW had done with me had then, months and months down the line, I got a job. So this wouldn't have happened without them."*

> *"Because they could provide the support to help me get what I needed, which was get on the course to get my SIA license to be able to get this kind of different jobs that I was looking to get. So the funding and support and all that…Pending the outcome of my exams for the SIA course, I've got a job."*

As is evident, service users feel that RTW's support has helped them get a job, whether that's employability-specific support, feeling supported by the entire RTW team or addressing all the barriers they may face entering work. Thus, this outcome and the varied outputs associated with helping these individuals move into work have been outlined within this forecast social value evaluation.

*Note on Double-Counting this Outcome as part of the Chain of Events

As the aforementioned outcomes of employability-related and vocational skills did not necessarily always result in the individual entering work, it may not be an intermediate outcome for the achievement of entering work for all service users. Consequently, it is recommended that these outcomes are cross-tabulated when longitudinal data is available, only counting those who improved employability/vocational skills but did not enter work as having achieved 'improved employability/vocational skills.' This can help mitigate the risk of double-counting when the forecast becomes an evaluation.

6.2.7 Finances

6.2.7.1 Financial Comfort

Alongside the other outcomes experienced by service users when taking steps along the pathway to employment, RTW services also enable service users to feel more comfortable financially. The activities (or outputs) related to the achievement of these outcomes includes workshops for budgeting and saving, discretionary funds, advice on how to access financial support, and referrals for benefits advice. Service users shared these outputs that led to more financial comfort:

> *"…she runs a Friday session, a group session on Friday that I went to as well. They teach about how to save money and how to set up savings accounts and things like that."*

> *"...she [RTW caseworker] just…she's made me hopefully have an income soon and really be able to not depend on my family anymore and really depend on me."*

> *"Honestly, I feel lucky I've done right with my money and how I've handled it and I've not just went on the one go. I just keep the money in my head while I'm working and use that to motivate me to get faster and better…And I couldn't have done it without [RTW caseworker]."*

> *"And I can start thinking about saving a wee bit more money."*

Having that 'wee bit' more spending money, gaining an income, and learning how to save and budget, all contribute to service users feeling more financially comfortable. Therefore, this outcome is included as a significant part of the changes experienced by RTW service users, as is reflected in the chain of events.

6.2.8 Negative Service User Outcomes

Although the qualitative engagement did not reveal any negative outcomes experienced by service users, the analysis has been limited to service users who are 'engaging' with RTW services, or have at least communicated and participated in some activities or received at least one intervention (or 'activity'). This therefore does not include the experiences of service users who 'drop-out' or leave the programme before progressing into employment, education or training. In the financial year of 2021-2022, 28% of individuals who were registered on the programme 'exited,' or left the programme. Although some of these, as detailed in the table below, were due to changes of circumstances and health issues (e.g. pregnancy, bereavement and moving out with the area of service delivery), some were due to disengagement. As a result, this forecast currently risks omitting potential negative outcomes experienced by RTW service users who choose to exit the programme.

To mitigate this risk, it is highly recommended that when this forecast becomes an evaluation, further inquiry is undertaken into the experiences of the 'leavers.' Primarily, the percentage of 'leavers' for the year in scope (2022-2023) can be determined once this data is made available. Then, further qualitative engagement, either through one-to-one interviews or focus groups, can gather insight on their experiences and why they may have disengaged. There is also a risk that the disengaged service users will be difficult to sample, due to their potentially negative experiences or changes of circumstances. To mitigate this risk, it is recommended that a member of staff (not their primary caseworker) undertakes the sampling to determine interest in participation in the evaluation. If a sufficient sample cannot be reached until the point of data saturation, it is recommended that RTW utilise notes input by RTW caseworkers when a service user 'exits,' to determine if any negative outcomes have been recorded and therefore should be included within the evaluation.

Table 11: Reasons for Drop-Outs or Leavers in 2021-2022

Reasons for Drop-Outs or 'Leavers'	Count
Exit - Change of Circumstances	143
Exit - Health Issues	83
Exit - Moved out of area	14
Exit - Other	1008
Total 'exits' ('Leavers')	**1248**
Total service users with 1+ activities input	4436
Percentage of service users who 'exit'	**28%**

6.2.9 No Outcomes

Some service users did report no changes to their lives in certain domains (e.g. no change to their mental health). Although the quantitative measurement of 'no change' is limited, this can qualitatively illuminate gaps in achievement of outcomes. For example, some felt no difference in their physical activity, likely due to entering office-based or remote jobs as a result of their engagement with RTW services. It is recommended that this is further explored when quantitative data is available to record the achievement of outcomes, analysing which outcomes have a relatively high percentage of service users who do not experience any change. This should also inform which outcomes to include and exclude, as those with low levels of achievement may not have sufficient materiality to be included in the evaluation (Social Value International 2009).

6.2.10 Stakeholder Segmentation

The current social value evaluation does not segment stakeholders. It should be noted that financial proxies, outcomes and chain of events for individuals, like service users, might vary depending on a range of characteristics like age, generational socioeconomic status or long-term disabilities. During qualitative engagement, despite a wide variety of experiences, personal circumstances and demographic characteristics, no materially significant differences have arisen across the RTW programmes or potential stakeholder sub-groups. As a result, this initial forecast does not utilise stakeholder segmentation. In addition, initial cross-tabulation of baseline scores collected during the primary, quantitative stage of the forecast against demographic characteristics did not yield any statistically significant differences between service user sub-groups. It is highly recommended that future evaluations with increased numbers of participants during the engagement and data collection phases assess whether any stakeholder sub-groups experience materially different outcomes or place different importance on outcomes, thus warranting inclusion and varying financial valuations.

6.3 Identifying Outcomes for Staff, Employers and External Stakeholders

In addition to outcome indicators for service users, this forecast evaluation considers indicators for the remaining stakeholder groups: staff, employers and other external stakeholders.

6.3.1 Identifying RTW Staff Outcomes

Although staff are not traditionally included within social value evaluations due to potentially high levels of deadweight (or what would happen anyway if they were to work for a different organisation), RTW staff did reveal relevant outcomes during stakeholder engagement. Primarily,

discussing mental health is not commonly part of employability-related support due to emphasis on labour market outcomes (e.g. job entries) (McQuaid and Lindsay 2005). However, RTW emphasises treating service users holistically, identifying any barriers they may have, discussing these as part of their action plans, and signposting them to any external support needed. Although some staff felt this holistic approach enables them to feel their work is particularly rewarding due to the significant impacts service users experience, others suggested this can also result in 'anxiety' and a negative impact on their mental health. One staff member stated:

> *"I always feel really anxious about getting involved in a client's mental health because…one, I don't know everything that's going on, I think, especially when we're speaking to people on the phone or even over a video call, it's very difficult to pick up on everything…I'm not emotionally supported to give that either."*

Another RTW staff member also noted the pressure this can have on staff members, advocating that:

> *"I think we really do need to be aware of how bad the mental health crisis is at the moment and make sure that we're looking after clients and staff."*

These RTW staff conveyed the impact this can have on their mental health, and as is later demonstrated through the RTW staff survey, the quantity of this outcome signifies its requisite inclusion in this forecast evaluation.

Meanwhile, some staff members reported feeling like their work with service users, particularly in supporting their mental health, has a positive impact on their own mental health. These staff members noted how this differed from other organisations, as RTW is able to quickly support these service users with what they need. Seeing service users progress along their pathway into employment, identifying and overcoming those barriers, felt particularly rewarding:

> *"I think it's really, really life changing…You know, I sometimes wonder if the services that we offer weren't there in their community, especially in the last couple of years through COVID, then who else would they have turned to? Who else? Like the NHS as well that there's a massive strain on them and the support services that they use to refer people for mental health or physical… the waiting lists are massive…and the fact that we can support them and identify the right person that's going to be able to support them through their journey*

as well and make that happen this week or next week is just, it's just amazing. It really is."

"This is like the really rewarding part because you know that you've contributed to that, do you know what I mean. So that's my favorite part. Just seeing them progress and then seeing that hard work pay off."

"It's so different working for a company that can actually help clients. You know we do what it says on the tin. We can absolutely do that. There's a lot of companies out there that they say they can do it, and when it comes to it that they just can't…"

As the stories of these staff members illustrate, they have experienced impacts unique to working at RTW, thus justifying the inclusion of staff outcomes within this evaluation. These positive impacts on their own mental health is further evidenced for materiality by the quantity of staff members reporting a positive impact during data collection in the staff survey (see 6.5.4 Quantity of Staff Outcomes). It is recommended that RTW verify the materiality of these outcomes through further engagement with staff members when this forecast becomes an evaluation.

6.3.2 Identifying Employer Outcome

As noted in the risks and limitations, there has been limited qualitative stakeholder engagement with employers, and it is recommended that RTW include more thorough interviews and focus groups with this stakeholder group to ensure verification of the chain of events, outcomes, their materiality and their valuation.

The current employer outcome has been established from third party research, which suggests the significance of employer outcomes such as an improved ability to recruit staff (Social Value Lab 2013). In combination with researcher experience and quantitative data collection on quantity of outcomes, the outcome of 'receiving more suitable candidates for their vacancies" has been included as an outcome for the purposes of this social value forecast, with a view to refining this based on additional stakeholder engagement with employers.

6.3.3 Identifying Other Outcomes

Similarly, third party research contained within the Manchester Unit Costs Database (2019) explicates the significance of increased qualifications and job entries to the exchequer, or the UK Government's 'public purse.' Consequently, outcomes associated with the stakeholder group, the 'UK Government,' as outlined by this third party research, are utilised within this forecast.

Additionally, although not directly engaged with, the NHS represents a publicly-funded body for which improvements in mental health and physical health result in either increased or decreased allocated costs. As demonstrated in the Department for Work and Pensions' Social Cost-Benefits Analysis and other research on the impact of improved mental and physical health on the NHS, the identified outcomes for the NHS are material for inclusion in this forecast evaluation (DWP 2013; Social Value Lab 2013). This should be verified with direct stakeholder engagement when this forecast becomes an evaluation.

Indicator — Measure of the change experienced by stakeholders
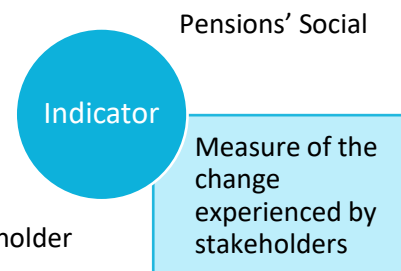
6.4 Identifying Indicators of Change

For the measurement of value from the perspective of these stakeholders, sufficient indicators are found either within pre-existing organisational data or data collected during the service user, employer and staff questionnaires. The details of these indicators are demonstrated below:

6.4.1 Indicators for Service Users

In addition to pre-existing indicators from management data, a service user survey has been created to enable the measurement of change experienced by service users. Indicators derive from a range of pre-validated scales (i.e. the Brief Resilience Scale) and validated national surveys (i.e. the Understanding Society Survey) capable of determining counterfactuals through benchmarked averages. This process considers and balances the rigour of pre-validated tools with the usability for individuals who may be wary of lengthy questionnaires due to previous experiences within the benefits system.

For example, the UCLA 3-item loneliness scale is utilised, as it asks only three indirect, simply-worded questions regarding emotions about loneliness, which the Office for National Statistics currently employs as a national measure of loneliness. The Brief Resilience Scale measures resilience in the service user survey as it is brief, combines positively and negatively worded items, and has been thoroughly validated through previous research studies (Smith et al. 2008; Smith et al. 2013; Fung 2020). Furthermore, the Subjective Vitality Scale offers a pre-validated scale to assess eudaimonic (psychological) wellbeing, as the results of this scale have been demonstrated to correlate to mental illness, mental well-being and life satisfaction (Ryan and Frederick 1997; Bostic, Rubio and Hood 2000; Salama-Younes 2011).

The validity and materiality of the chosen indicators have been further tested through consultation with service users; RTW staff; and academics with questionnaire expertise. The content and face validity survey asked participants to rate the ease of understanding; relevance to RTW and RTW

service users; and match with the outcome described. As a result of this process, the wording and design of the indicators have been refined, with clarification provided when necessary (e.g. defining 'neighbourhood'). This aligns to the Social Value International and SROI Principle of 'Only Include What is Material,' as this step ensures the outcomes and indicators are relevant to stakeholders, as well as usable and understandable to service users.

From this extensive verification and consultation with stakeholders, the following indicators have been selected for service users. For the majority of the outcomes, pre-existing management data is not available to measure changes, therefore necessitating primary data collection through the service user questionnaire. The survey was distributed to all new service users registered in May 2022 to determine baseline measurements of each of the six domains. For future evaluation, service users will complete this survey every three months until the completion of their time with Routes To Work, or six months post-employment when their in-work support provision ends. As a result, the test scores collected and outlined in the following table will be utilised to inform the quantity of outcomes achieved when the forecast becomes an evaluation.

Table 14: Outcome Indicators for Service Users

Outcome	Data Source	Indicator*
Improved confidence	Social Value Questionnaire	# of service users moving to agree/strongly agree in both confidence questions
Improved motivation to achieve their goals	Social Value Questionnaire	# of service users moving to agree/strongly agree in motivation question
Improved mental health	Social Value Questionnaire	# of service users moving at least one point on Vitality Scale and General Mental Health question
Become more physically active	Social Value Questionnaire	# of service users moving at least one point on general physicla health and at least one category higher from low activity (no physical activity per day)
Become more resilient to challenges in life ('bumps in the road')	Social Value Questionnaire	# of service users moving from low resilience to normal/high resilience using Brief Resilience Scale
Feel less isolated	Social Value Questionnaire	# of service users moving from high loneliness (3-4) to low loneliness (8-9)
Strengthened relationships with family & friends	Social Value Questionnaire	# of service users moving at least one point family and friends (cross-tab to avoid double-counting)
Feel more belonging to their neighbourhood/local community	Social Value Questionnaire	# of service users moving from disagree/strongly disagree/neutral to agree/strongly agree on both neighbourhood questions
Feel more financially comfortable**	Social Value Questionnaire	# of service users moving at least one point on financial comfort and to disagree/strongly disagree on debt worry
Intermediate Outcome: **Improved skills needed for a job ('vocational' skills)**	Client Management Data	# of service users who received accredited training who do not enter work (using 2021-2022 data to determine % of service users who do not enter work - to be updated when longitudinal 2022-23 data is available)
Intermediate Outcome: **Improved skills to help them find and get a job ('employability' skills)**	Social Value Questionnaire	# of service users receiving at least one form of employability skills support who do not enter work and do not achieve an accredited qualification

Where possible, outcomes include objective and subjective indicators to avoid double-counting and ensure the accurate measurement of change.

**Due to the ongoing cost of living crisis and increasing inflation, the achievement of this outcome may be flattened. To account for this, we recommend reducing the deadweight rate from 25% to 0% to reflect that any change would not have happened without RTW, particularly due to the current events.*

6.4.2 Indicators for Staff, Employers and Other Stakeholders

In addition to outcome indicators for service users, this forecast evaluation considers indicators for the remaining stakeholder groups: staff, employers and other external stakeholders. For the measurement of value from the perspective of these stakeholders, sufficient indicators are found either within pre-existing organisational data or data collected during the service user, employer and staff questionnaires. The details of these indicators are demonstrated below:

Table 15: Staff, Employers and Other Stakeholder Indicators

Stakeholder	Outcome	Data Source	Indicator
RTW Staff	Improved mental health	RTW Staff Survey & Interviews	# of service users moving to agree/strongly agree in both confidence questions
	Worsened mental health	RTW Staff Survey & Interviews	# of service users moving at least one point on Vitality Scale and General Mental Health question
Employers	Receive suitable candidates for their vacancies	Employer Survey and Client Management Data	# of job entries deemed suitable by employers (% of those marking 3, 4 or 5 on a scale of 1-5 for service users meeting their requirements applied to forecasted job entries for 2022-23)
NHS	Resources capable of reallocation for mental health services due to improved mental health of service users	Social Value Questionnaire	Same indicator for service user mental health improvement outcome
	Resources capable of reallocation for mental health services due to improved mental health of RTW staff	RTW Staff Survey	Same indicator for RTW staff mental health improvement outcome
	Resources capable of reallocation due to increased physical activity of service users	Social Value Questionnaire	Same indicator for service user physical activity outcome
	Increased demand on mental health services	RTW Staff Survey	Same indicator for RTW staff mental health worsening outcome
	Increased tax revenue due to qualifications of service users	RTW Staff Survey	# of service users completing an accredited qualification

6.5 Determining Quantities

For determining the social value of RTW services, the following step requires the quantification of outcomes achieved. To gather evidence of outcome quantities, a forecast analysis estimates the amount of change that will be experienced based on existing data and estimations from qualitative engagement. As previously determined, this analysis focuses on the financial year of April 2022 to March 2023. A combination of forecasted objectives from current contracts, data from previous years and estimations from qualitative engagement and baseline quantitative data contribute to the calculations of future outcomes.

6.5.1 Quantity of Service User Outcomes

For outcomes measured longitudinally, this forecast evaluation utilises baseline measurements to determine the percent of individuals scoring below the thresholds for each indicator, therefore estimating quantities of outcomes, which will be verified when this forecast becomes an evaluation.

The primary data collected from service users to determine baseline measurements pre-engagement with RTW has been generated from the following funding streams: Prospects for Parents (PFP), European Structural Fund (ESF) Pipeline, Young Persons Guarantee (YPG); Community Renewal Fund (CRF); and No One Left Behind (NOLB). All new service users registered in May 2022 (n=225) were recruited to participate in the questionnaire, with a representative sample completing the survey (n=59). The proportion of the service users from each programme is represented, which is in line with the distribution of programmes at RTW.

Graph 2: Survey Respondents vs. Programme Registrations

As a charitable organisation, RTW aims to reach individuals furthest away from the labour market, often facing multiple barriers to entry into employment. With the support of specialist caseworkers,

RTW service users may be long-term unemployed; lone parents; individuals over fifty years old; individuals with experience of the justice system; young people not currently in education or employment (NEET); from a BAME background; identifying as LGBTQ+; facing homelessness or in temporary accommodation; and/or living in a geographic area with high levels of material deprivation, according to the Scottish Index of Multiple Deprivation (SIMD). To better understand the barriers experienced, service users completing the survey were asked a number of demographic questions in line with the Scottish Government's Shared Measurement Framework's recommendations for data items to measure 'reach'. See Appendix I for the full table of reach data items and their frequencies.

As the data in this table indicates, certain barriers are particularly prevalent amongst this sample of RTW service users. In particular, the percentage of service users reporting a mental health condition (n=21; 36%) is significantly higher than the Scottish average of 14% according to the Scottish Health Survey (2020). In addition, 24% (n=14) of participants report issues with access to or awareness of subsidies for travel, and 24% (n=14) have no qualifications. These indicators of RTW's reach provide meaningful insight into the barriers faced by service users and the support they may require throughout their journey into employment.

The methodology for forecasting quantities from this baseline survey has calculated the percentage of service users below the threshold for achieving the outcome. For example, 29.1% of service users reported high loneliness and are therefore capable of reducing their loneliness and achieving the outcome of 'reduced loneliness'. After calculating the percentages of service users below the thresholds for each outcome, the number of potential outcome achievements have been calculated based on predicted service user registrations in 2022-2023. From those numbers, the analysis uses a conservative estimate that 50% of individuals capable of achieving an outcome will actually achieve it. This aligns with the conversation rate of registrations to employment outcomes at Routes To Work (for every two service users who register, one enters employment). This estimation is also based on qualitative consultation with RTW service users from 2021 and the frequency of reported outcomes. The total number of stakeholders is rounded to the nearest whole digit, and the quantities are further detailed in the RTW Value Map and the table of data and calculations utilised to determine the service user quantities (Appendix A and Appendix H). For clarity, the graphic below visualises this quantification process:

Figure 16: Process for Quantifying Service User Outcomes

29.1% with high loneliness → 29.1% of total service users (1,578) = 459 → 50% of 459 forecasted to achieve outcome = 230
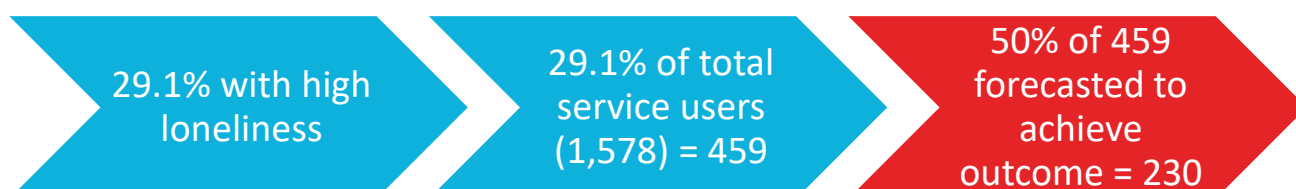
6.5.2 Determination of Quantities of Intermediate Outcomes

As discussed in the service users' chain of events and the qualitative analysis of the engagement with service users, two intermediate outcomes occur along the chain of events to entering employment: improved vocational skills (skills to get a job; e.g. accredited qualifications) and improved employability skills (skills to find a job; e.g. interviewing, writing CVs, job-searching, etc.). In answering the 'so what?' question, these outcomes were determined to be intermediate as they lead to the achievement of the 'well-defined' outcome of getting a job. However, as is noted both by RTW staff, pre-existing RTW management data, and the experiences of service users, some individuals' 'positive destination' is gaining an accredited qualification or gaining employability skills to navigate the labour market, and indeed is an objective and Key Performance Indicator for multiple RTW programmes such as Young Persons Guarantee. These individuals do not enter work during their time with RTW, therefore these intermediate outcomes are in fact the 'end' of their chain of events, for the purposes of the evaluation of RTW's services. To ensure the forecast only includes what is material and well-defined, these outcomes have been included as 'intermediate' within the chain of events. However, to ensure the reflection of the experiences of RTW service users who do not enter work as a result of their time with RTW but do gain qualifications and skills, these outcomes have been given discrete quantities and values within the Value Map and the final SROI ratio, adjusted to minimise the risk of over-claiming multiple outcomes along a chain of events.

To avoid counting these two intermediate outcomes as well-defined outcome when individuals move into employment, this forecast has utilised historic RTW management data of the percentage of service users who completed an accredited qualification but did not enter work in 2021-2022 (59.2%). This suggests that 59.2% of those who improve their vocational skills will not achieve the 'end' of the chain of events, and therefore these may be counted as well-defined outcomes for those individuals. The quantity for improved employability skills has also been derived with a similar method, utilising historic RTW management data from 2021-2022 to determine the percentage of RTW service users who received employability support (indicated by 'interview support' as this is the only current available indicator, with a view to including the other indicators (e.g. CV support) when this data is available through the social value survey). This also excludes all individuals who received accredited training to avoid double-counting. As a result of excluding these cases, the percentage of service users who received employability support but did not enter a job was 36.2% in 2021-2022, which has been applied to forecasted numbers to reduce the overall quantity of the outcome. When

this forecast becomes an evaluative evaluation, it is recommended that RTW utilises cross-

tabulations of improved employability/vocational skills and job entries to determine the exact

percentage of service users who achieve these outcomes but do not enter employment, therefore

determining its inclusion as an 'intermediate' outcome for those who enter work (without quantities

Table 18: Quantity of Outcomes for Skills

or monetary valuation) or as the final outcome for those who do not enter work. The quantity

details are detailed below.

Outcome	Quantity (#) of service users who may experience this outcome	Source of quantity	% of service users who experienced this change but did not enter work in 2021-2022	Final quantity
Improved employability skills	141	# receiving at least one form of employability skills support (measured through Social Value Survey)	36.2%	51
Improved vocational skills	122	# receiving an accredited qualification (measured through RTW management data)	59.2%	71

6.5.3 Determination of Service User Quantities When the Forecast Becomes an Evaluation

As this section has detailed, this forecast evaluation utilises estimates of the achievement of

outcomes to determine the forecasted quantity of outcomes achieved by service users. As this is

based on an assumption that 50% of service users capable of achieving an outcome (below the

threshold during baseline measurements collected during the service user social value survey) will

experience the outcome, the quantities are limited as they are inherently predictive for the purposes

of the forecast. Although suitable in this context, these quantities necessitate verification when the

forecast becomes evaluative. It is recommended that RTW continues to distribute this survey to all

new RTW service users, continuing to collect the longitudinal data every three months until the service user completes their in-work support provision or leaves the programme. When the longitudinal data is available, their scores from these questions and validated scales can be compared to their pre-service scores, therefore demonstrating the 'distance travelled' and the quantity of outcomes.

6.5.4 Quantity of Staff Outcomes

The quantities for the two outcomes for RTW staff (improved and worsened mental health) have been determined from the current RTW staff survey, utilising historic data from the 2021 data collection. The quantities should be updated when the forecast becomes an evaluation utilising 2022 data (collected after this forecast evaluation was conducted). The quantities for these outcomes are detailed below:

Table 21: Outcome Quantities for RTW Staff

Outcome	Source	Quantity
Worsened mental health	# answering 'negatively' or 'very negatively' when asked if work affects their mental health	10
Improved mental health	# answering 'positively' or 'very positively' when asked if work affects their mental health	27

6.5.5 Quantity of Employer Outcome

The employer outcome utilised the RTW Employer Survey data collected in August 2022. The calculation for this quantity is visualised below:

Table 24: Employer Outcome Quantities

Outcome	Source	Calculation	Quantity
Receive suitable candidates for their vacancies	# answering 3, 4 or 5 on a scale of 1-5 when asked if RTW clients met their requirements (72% from 2022 Employer Survey)	72% of forecasted job entries for 2022-23 (1087)	783

6.5.6 Quantity of Other External Stakeholder Outcomes

For other external stakeholder outcomes (NHS and UK Government), the quantities have been determined utilising the data from other service user or staff outcomes, as their achievement relies on the achievement of service user or staff outcomes. The detail of these quantities can be found below:

Table 27: NHS and UK Government Outcomes Quantities

Stakeholder	Outcome	Source	Quantity
NHS	NHS resources capable of reallocation due to improved mental health of service users	Reflects service user mental health outcome	717
	NHS resources capable of reallocation due to increased physical activity of service users	Reflects service user physical activity outcome	330
	NHS resources capable of reallocation due to improved mental health of RTW staff	Reflects RTW staff 'improved mental health' outcome	27
	NHS resources demanded due to worsened mental health of RTW staff	Reflects RTW staff 'worsened mental health' outcome	10
UK Government (DWP & HMRC)	The UK Government receives reduced benefits claims (due to service users entering employment)	Management data of service users entering employment (forecast for 2022) multiplied by percentage of service users in receipt of benefits based on pre-registration survey (51.73% of 1087)	562
	The UK Government receives increased tax revenue (due to increased lifetime earnings from increased qualifications of service users)	Total number of individuals receiving an accredited qualification (based on 2021 data)	71

6.5.4 Determination of Quantities when the Forecast Becomes an Evaluation

As this section has detailed, this forecast evaluation utilises estimates and historic data of the achievement of outcomes to determine the forecasted quantity of outcomes achieved by service users for 2022-2023. As this is based on an assumption that 50% of service users capable of achieving an outcome (below the threshold during baseline measurements collected during the service user social value survey) will experience the outcome, the quantities are limited as they are inherently predictive for the purposes of the forecast. Although suitable in this context, these quantities necessitate verification when the forecast becomes evaluative. It is recommended that RTW continues to distribute this survey to all new RTW service users, continuing to collect the longitudinal data every three months until the service user completes their in-work support provision or leaves the programme. When the longitudinal data is available, their scores from these questions and validated scales can be compared to their pre-service scores, therefore demonstrating the 'distance travelled' and the quantity of outcomes. In addition, data should continually be collected from the other stakeholder groups and any emergent and relevant stakeholder groups that experience material outcomes to determine the actual quantities of outcomes rather than those based on historic data.

7. Valuing Outcomes

As part of the process of Social Return on Investment, financial values are determined for each outcome to reflect the value to stakeholders. This is achieved through the application of financial proxies. For social value valuation, financial proxies do not represent a cash amount but rather a monetary value to signify the relative importance for each group of stakeholders. Where stakeholders have been directly engaged, relative importance has been determined through conversations and questionnaires.

Financial Proxies

A monetary reflection of the relative importance of identifed outcomes. This can be achieved through a number of established methods. This analysis uses:

Unit Costs: direct cost-savings to stakeholders

Wellbeing Valuation: a rigourous econometric analysis utilising multilinear regression analysis to determine the effect of non-market goods on life satisfaction and the effect of income on life satisfaction

Anchoring: weighting an outcome with another outcome based on relative importance

Across the stakeholders, a range of different valuation approaches have been applied to best suit the type of stakeholder (e.g. individual versus organisation). To maximise methodological consistency and comparability between outcomes, each stakeholder group utilises the same valuation technique. The following section details the valuation techniques for the different stakeholder groups.

7.1 Valuation for Service Users

7.1.1 Wellbeing Valuation

To fairly represent the relative importance of each outcome for the beneficiaries, service users have been consulted, and a statistically rigorous valuation method has been selected.

Firstly, financial proxies for service user outcomes are derived from the well-established and validated HACT Social Value Bank and the Simetrica/Jacobs evaluation of loneliness (see 13. Further Reading). This technique of Wellbeing Valuation utilises population-level surveys to determine the effect of non-market goods (such as improved physical health) on life satisfaction, compared with the effect of income on life satisfaction. With statistical econometric analysis, the monetary value to individuals of achieving certain outcomes emerges. Compared to other methodologies for deriving financial proxies, such as cost-based approaches, the Wellbeing Valuation methodology enables an appropriate level of rigour for this evaluation that is "cost-effective" and "user-friendly" for the resources available within RTW (SROI and HACT's Social Value Bank Linkages). Although this comes

with certain limitations pertaining to whether these values match the context specific to RTW

service users and their representation of an 'average,' (see 13.4 Risks and Limitations of the Financial

Valuation Methods), it provides a strategic overview of social value across a complex organisation

like RTW (SROI and HACT's Social Value Bank Linkages). Monetary valuation through bespoke,

resource-intensive processes like revealed-preference, the 'Values Game,' or choice experiments are

not included, however their use in future evaluations could provide further indication of the specific

value of outcomes for RTW service users (see 12.1.6 Triangulate the Financial Proxies). The

Wellbeing Valuation process is visualised below:

Figure 19: Process for Wellbeing Valuation (Trotter and Railings Adam 2017)
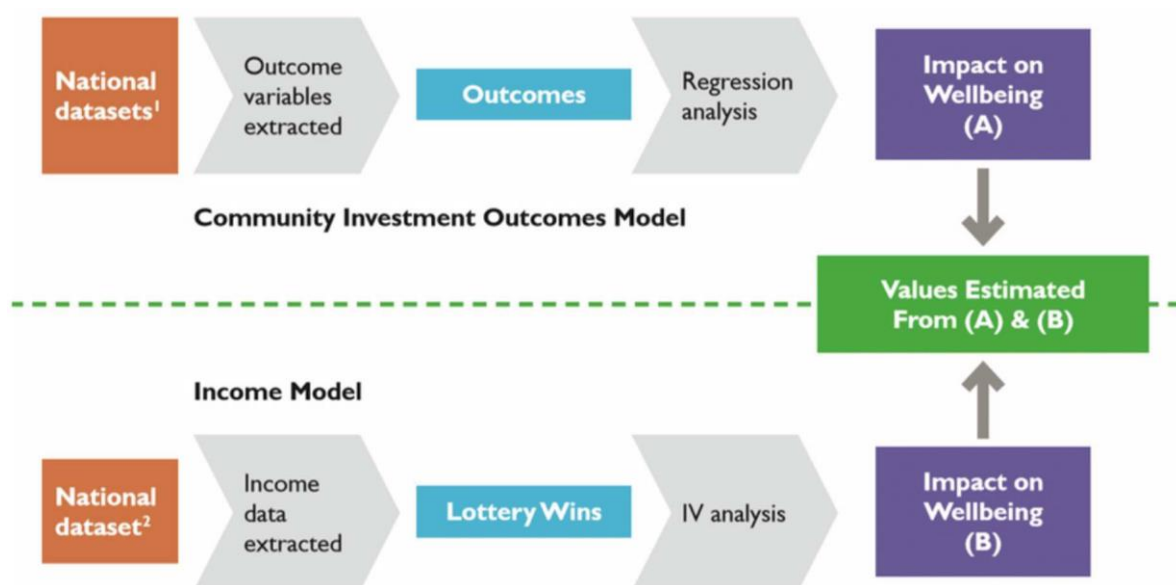
7.1.2 Anchoring

To gain insight into the relative importance of outcomes for service users and therefore inform the valuation, the service user questionnaire also asks individuals how much they value outcomes on a scale of 1 to 10, with 10 being the most important. Table 30: Ranking of Outcomes for Anchoring

Figure 21: Process for AnchoringTable 31: Ranking of Outcomes for Anchoring indicates the average

rating of each outcome accounted within the RTW Value Map, for the purposes of weighting

outcomes based on relative importance (see explanation of anchoring).

As a result of the relative importance, any outcomes without pre-existing values within the HACT

Social Value Bank are anchored against similarly important outcomes. Outcomes with missing values

include: increased resilience, improved routine and increased motivation. These values have been

determined by averaging the value of all outcomes with the same importance. Despite the lack of

wellbeing valuation for these outcomes, the method of anchoring provides a reasonable monetary

reflection of their value for service users for the purposes of this evaluation. This aligns with SROI

guidance to derive financial proxies based on the relative importance to stakeholders. The process of this method is demonstrated below:

Table 30: Ranking of Outcomes for Anchoring

Outcome	Rating	Ranking
Getting a job or apprenticeship	8.78	1
Feeling more financially comfortable	8.39	2
Improving your mental health	7.86	3
Improving your confidence in yourself	7.68	4
Becoming more motivated to achieve your goals	7.64	5
Getting a qualification or completing a training course (intermediate outcome)	7.64	5
Becoming more resilient to changes in your life	7.44	6
Becoming more physically active	6.90	7
Feeling less isolated	6.40	8
Strengthening your relationships with your family	6.14	9
Strengthening your relationships with your friends	6.08	10
Feeling like you belong in your community/neighbourhood	4.46	11

Figure 22: Process for Anchoring

01

Identify Missing Proxy

Missing proxy (x) for Improved Resilience Outcome

02

Identify Outcomes with Similar Rating out of 10

Improved Resilience (x) = 7
Increased Physical Activity (p) = 7
Improved Ability to Get Local Advice (l) = 7

03

Anchor the Outcomes

x = ((Proxy of p)+(Proxy of l)) / (n of similar outcomes)
x = (£3,812.89 + £2,648.65) / 2
Improved Resilience = £3,230.77
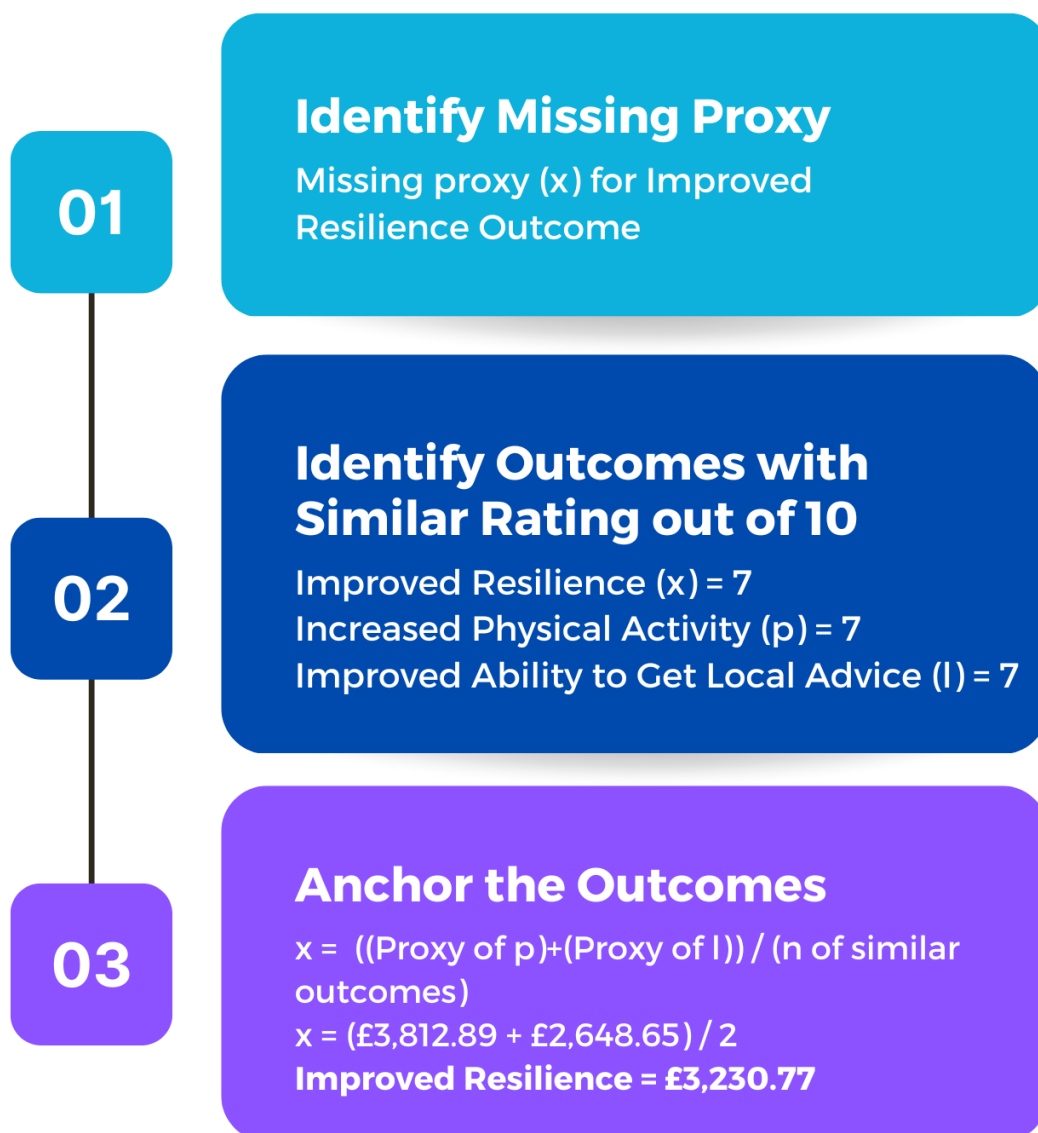
7.2 Valuation for RTW Staff

For the purposes of assessing the social value for RTW staff members, the analysis utilises the same individual wellbeing approach of Wellbeing Valuation. These values are also derived from the HACT Social Value Bank.

7.3 Valuation for External Stakeholders

In contrast to social value to individuals, the value to the exchequer uses unit costs for the National Health Service (NHS), the Department for Work and Pensions (DWP) and the HM Revenue & Customs (HMRC). To source these unit costs, a variety

Exchequer Value

Value to the public purse
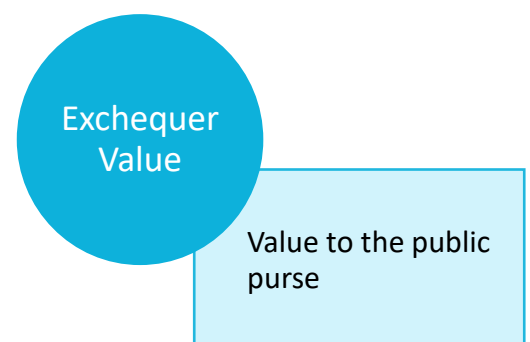
of unit cost databases are applied, including the Manchester Unit Costs Database and the NHS Unit Costs for Health and Social Care.

7.4 Valuation for Employers

Similar to the value to the exchequer, the value for employers who employ RTW service users is based on unit costs derived from direct cost-savings. In the survey, many employers feel RTW service users met their requirements. As a result of this finding, this outcome is valued utilising the average market cost of recruiting an employee, according to Glassdoor UK. The cost-per-hire has been pro-rated to the National Minimum Wage, based on a 35-hour working week pattern. The selection of this financial proxy conveys a conservative estimate of cost-savings, as RTW service users often proceed into apprenticeships or entry-level positions with lower wages than the UK median salary.

8. Impact and Causality of Outcomes

To determine the impact of services, the value of all outcomes require discounting for causality, or reducing the overall value based on other factors that influence the outcomes of RTW services. This is a key step in social value evaluation and SROI calculations, as it increases the credibility of reported impact and reduces the risk of over-claiming. As outlined by Social Value International (A Guide to Social Return on Investment 2009), causality refers to a number of variables that answer the following questions:

Impact

How much an activity or organisation makes a difference, accounting for what would have happened anyway, contributions from others, length of outcomes and changes to the value of outcomes in future years.

Table 33: Causality Variable Descriptions

ATTRIBUTION	DEADWEIGHT	DISPLACEMENT	DURATION	DROP-OFF
How much did other organisations or individuals contribute to the outcome?	What would have happened anyway?	Did any outcomes displace other outcomes or individuals?	How long will the outcomes last?	Will the value of the outcomes lessen in future years?

8.1 Questions for Impact Variables

For the purposes of this evaluation, the majority of the impact and causality variables have been determined through consultation with stakeholders, either quantitatively through surveys or qualitatively through interviews and focus groups. Conversations with stakeholders followed a semi-structured approach to causality. In particular, a sensitive approach was taken with the primary beneficiaries, as questions like deadweight can potentially cause wariness amongst vulnerable populations receiving support. Within interviews and focus groups, questions generally included:

Deadweight

- What do you think your life would look like if you hadn't received support from Routes To Work?
- How much do you think this would have happened without Routes To Work?

Displacement

- Did you give up anything or change anything to work with Routes To Work?

Attribution

- Who else helped you with these changes to your life?
- Were there any other people or organisations that helped?

Drop-off and Duration

- How long do you think these changes will last?
- Where do you think you will be a year from now?
- How much do you think this *outcome* will change or grow in the future?

As a result of this consultation, these variables are categorised into very low, low, medium, high and very high (see Appendix C) and discounted by 0%, 25%, 50%, 75% and 100% within the Value Map. For external stakeholders, or the exchequer value, discount rates are applied if recommended by the source of values, such as the Department for Work and Pensions displacement rate for entry into employment cited within the Manchester Unit Costs Database. The following sections further detail findings within each influence on impact (see Appendix E for detail).

8.2 Deadweight

As a measure of what would have happened anyway, deadweight rates for RTW services are typically low. According to Social Value International (2009), deadweight rates are likely to be lower for stakeholders who are 'hard to reach'. For example, an individual facing homelessness is less likely to move into employment without support, compared to someone who is 'closer' to the labour market. As RTW targets individuals facing multiple barriers to employment, the impact of experiencing the measured outcomes is higher than those who are more 'job-ready'. Consultation with service users confirms the low deadweight discounting rates. Most service users feel the changes to their life would not have happened without Routes To Work's support. When asked what their life would look like if they had not received support from RTW, service users state:

Where possible, national benchmark averages have been compiled to compare outcomes to what would have happened anyway, or the counterfactual (see Appendix D). As indicated in this table, a large majority of RTW service users score much lower in certain variables than national averages, demonstrating both potential areas for further support (e.g. due to feeling isolated and mental health issues) and the unlikelihood that the outcomes experienced by these service users would have happened anyway, with the complex challenges and multiple barriers they face in life. This data also highlights how RTW service users face an increased amount of barriers into employment compared to national averages from population surveys. When evaluative outcome data is available, these figures can further refine deadweight rates.

8.3 Attribution

Working in partnership is essential to the success of RTW and is reflected within the organisation's core values. By offering tailored journeys, RTW acts as a 'nucleus' of support to source ad hoc specialist services. This partnership working enables service users to access a variety of services based on their needs and barriers, such as holistic therapies for individuals with a mental health condition. The partners mentioned in consultation with stakeholders include:

Figure 25: Who Else Contributed?
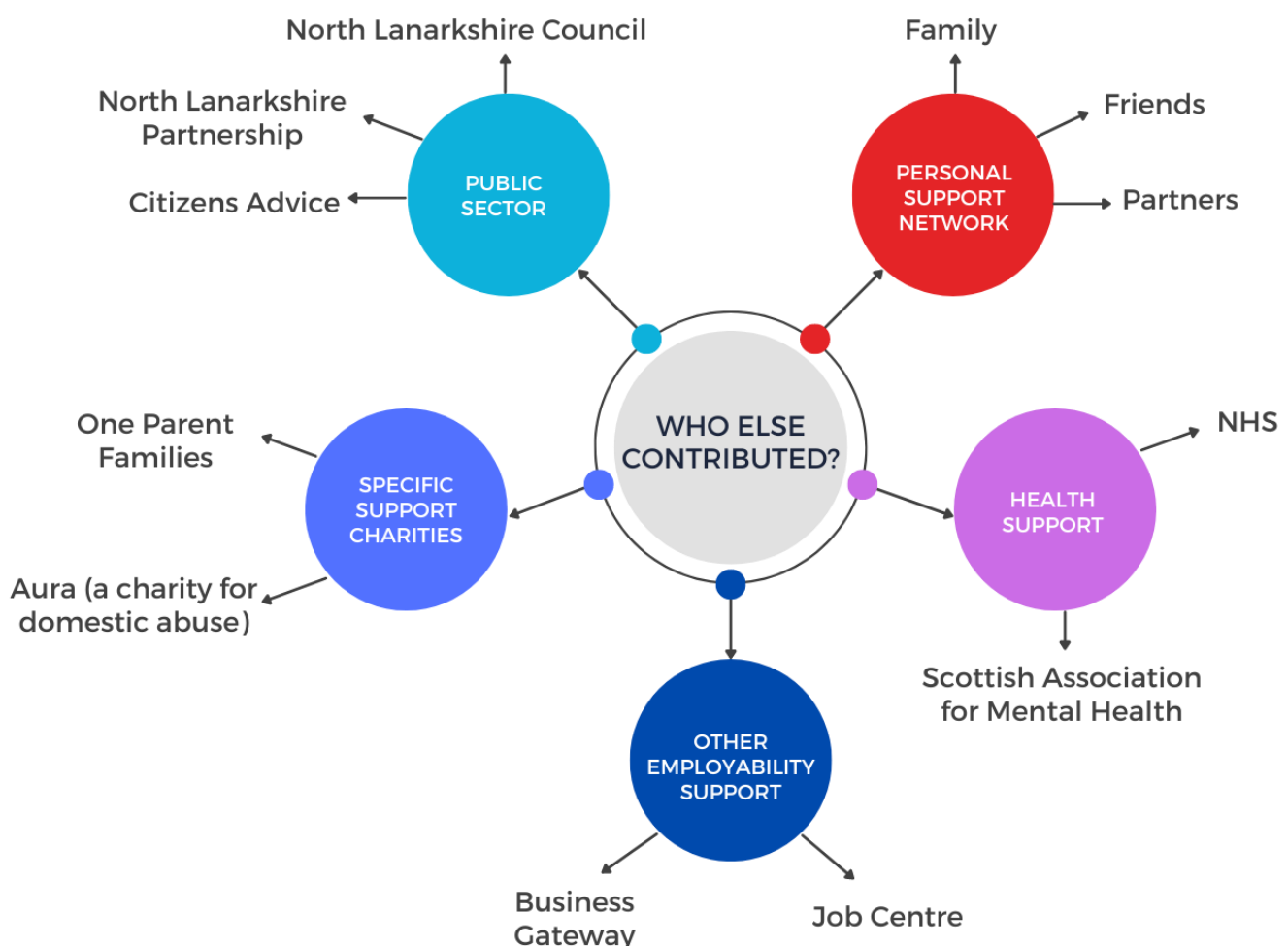
Some service users feel that RTW even improved their access and experience of external services, with RTW staff acting as advocates to ensure they received the help they needed. Thus, as service users generally consider RTW as the key contributor to their outcomes, they are minimally discounted for attribution.

"When all these organisations work independently, there's a break in communication. It's like a communication break-down; they don't talk together. So they all offer very good services. But Routes To Work acts on my behalf, as a voice, because they know all these services well."
From one-to-one interview with service user – lone parent – past experience of domestic abuse

In future evaluations, a more thorough analysis of the contributions of partner organisations to differing outcomes could more robustly account for attribution. This can also test for correlations between outcomes and the partners involved, further enhancing decision-making following social value evaluations.

8.4 Displacement

During consultation, service users did not report anything they may have given up to engage with Routes To Work. The displacement rates for the majority of the outcomes demonstrate this feedback. When asked if they gave up anything, only two service users report giving up their time. However, they explain that this has been ultimately beneficial:

"I didn't have to give up anything to be honest because at the time I didn't really have anything that was going on enough to give up. Maybe my time. That was it, but that was not really giving up my time 'cause I wanted to do it. Because it gave me again something to do, to work towards and to look forward to. You know on that day coming up, oh yes I've got a meeting to do today...It gave me a bit of extra spring in my step on that day, so I don't feel like I gave anything up."
From one-to-one interview with service user – parent – previous carer

"Whenever [my caseworker] gave me an appointment, I have to go to it, to see her...That's the only thing that I've changed...I've got the children to look after, and I know I need to give my time to RTW as well. I need to be in contact with yous, and I need to talk to yous. Like I know RTW is there. Whenever there's a call, I would take it. And if I had an appointment, I would go to my appointment."
From one-to-one interview with service user – mother of two – long-term unemployed

Although displacement rates do not apply in most SROI evaluations, it can be applicable to entry into employment. From the exchequer perspective, the decreased benefit payments and increased tax revenue from someone entering employment has a notable displacement rate as the job is now not available to someone else that could have entered employment. The displacement rate for employment outcomes for external stakeholders is adjusted based on Department for Work and Pensions guidance for the substitution effect of supply-side employment programs (e.g. training). See the Greater Manchester Cost Benefit Analysis guidance document for more details.

8.5 Duration and Drop-Off

8.5.1 Duration

As a forecast evaluation, measuring the duration of changes experienced by stakeholders is limited. For the purposes of the initial forecast social value evaluation, the duration is indicated by asking service users to predict how long the changes would last if they were to be experienced. The majority of service users feel all outcomes would last at least one year, with the exception of volunteering more often. Therefore, the majority of outcomes for service users have a duration of one year within the Value Map, which previous service users confirm when asked how long they believe the changes they have experienced will last. Although this approach is predicated on judgement calls by the primary beneficiaries, it does enable an estimation of the duration of RTW outcomes. In future, the duration can be captured through the longitudinal nature of the social value questionnaire. However, RTW only remains in contact with its service users six months post-employment, so any claims on duration over one year should be made with discretion.

8.5.2 Drop-Off

For drop-off, values are determined by the aforementioned questions during consultation with stakeholders. For valuation purposes, drop-off only pertains to outcomes that last over one year. Therefore, only a small number of outcomes (until further longitudinal data is available) have drop-off values applied. In these cases, a conservative estimate of 25% is applied as most service users feel long-lasting outcomes would not lessen in the future. The application of 25% is due to the possibility that outcomes will slightly lessen for the following reasons:

- Improvements to attitudes, behaviours and habits may decrease over time without reinforcement and regular engagement with RTW and its external partners.
- Skills gained in training courses or whilst working with caseworkers may weaken over time if they are not regularly used by service users.

- The relevance and importance of employability and skills interventions may decrease over time, as some service users felt the training and employment outcomes they experienced were a stepping stone towards future career goals in a different field.

8.5.3 Stakeholder Voices on Duration and Drop-Off

How long do you think these changes will last?

"Probably a lifetime. Because the notion and the mentality we have as migrants is that we're not able to use our skills because the only opportunities we have is cleaning, or security, or care work. But with RTW, there is promise to me that I can do much better, with my experience."
From one-to-one interview with service user – lone parent – migrant – facing homelessness and in temporary accommodation

"I think it will keep me on an even keel. I've been very low in the last four to five years. I've been very low. But I've stabilised it now. I'm picking up. I think it will keep going because I'll be able to go out with my friends a bit more and maybe have a holiday now and then."
From one-to-one interview with service user – 60+ years old – struggles with mental health

"I hope so forever. A long time. Because I really don't want to go back to where I was at. It's made me feel good every day to get up and do what I want to do and research things I want to do and potentially get back to the job. I have a few college courses coming up...All these things are helping, so I hope it stays."
From one-to-one interview with service user – parent – previous carer

"I feel like forever. I feel like it's only going to get better as time goes on. I feel like each day, it might not even seem like it, but I feel like I'm growing each day."
From service user – young adult who left school ('Winter Leaver')

9. Social Return on Investment Calculation

Social Return on Investment (SROI) ratios are expressed as a pound for pound return on investment. This means that for every pound (GBP) invested in RTW, some amount of pounds in social value are created. To determine the SROI ratio, the Total Present Value (PV) is divided by the financial investment, or input. The SROI calculation is demonstrated for clarity.

$$\frac{Total\ Present\ Value}{Input}$$

Based on the aforementioned information in this report, forecasted outcome achievements from baseline measurements and further details contained in the Value Map, the predicted Social Return on Investment for RTW services from April 2022 – March 2023 will be:

£1: £6.89

From calculations conducted during the sensitivity analysis, this can also be interpreted as a range (see the following section): **£1: £1: £3.42 - £12.76**. As discussed in the Sensitivity Analysis section, this range demonstrates the variance possible due to the assumptions made during the evaluation process, contributing to the transparency of the reported social value of RTW services.

The social value of the outcomes experienced by stakeholders after reduction based on the causality variables (deadweight, displacement, attribution, drop-off and duration) are outlined in Figure 8. In addition to demonstrating the components of RTW's social value, this information highlights outcomes that have the most positive impact on stakeholders, a useful tool for designing and delivering RTW's employability and skills interventions.

9.1 Note on Quantity of Outcomes

Due to the inherent limitations in the relatively small sample size utilised for service user and employer outcomes, compared to the total population, this ratio is likely to change when this forecast becomes an evaluation. In its current state, it may risk over-claiming, particularly through double-counting outcomes that may occur in a chain of events and overvaluation of financial proxies due to the usage of the HACT Social Value Bank rather than stakeholder-determined valuations (e.g.

through the Values Game). For more information on the limitations and risks associated with the sample size utilised in this forecast, please see Limitations and Audit Trail.

9.2 Financial Input

The financial investments apportioned to Routes To Work come from a variety of funding streams. This includes the Scottish Government's No One Left Behind and Young Person's Guarantee programmes; the European Union's European Structural Fund programme; the U.K.'s Community Renewal Fund; and North Lanarkshire Council's Prospects for Parents programme. For the purposes of this analysis, the financial input is calculated by the forecast expenditure for the financial year of April 2022 – March 2023. This reflects the timeframe of the evaluation. The following table visualises the financial input forecasted for 2022 – 2023. Please note that RTW does not receive any goods in-kind (e.g. volunteering or donated goods), however it does apportion discretionary funding and vouchers to service users, utilising the following funding it receives. Therefore, goods in-kind are not included as a financial input. A breakdown of discretionary funding apportioned to service users from the funding RTW receives is detailed as well.

Table 35: Forecast Expenditure for 2022-2023

Programme	Forecast Expenditure for 2022-23
No One Left Behind (NOLB), Young Persons Guarantee (YPG) and Prospects for Parents (PFP)	£803,000
European Structural Fund (ESF)	£2,880,000
Community Renewal Fund (CRF)	£221,000
Development and other expenditure	£87,000
Total	**£3,991,000**

Table 36: Service User Financial Support for 2021-2022

Type of Financial Support Provided to Service Users	Expenditure for 2021-2022
Travel	£24,917.50
Childcare	£17,983.61
Sustained & Pre-Employment Discretionary Funding	£78,171.84
Individual Training	£173,440.64
Life Coaching	£26,040.00
Skills and Training Including Routeways	£33,267.72
Total	£353,821.31

Table 36: Service User Financial Support for 2021-2022

Table 37: Impact of Outcomes

Stakeholder Group	Outcome	Total Impact *Quantity multiplied by financial proxy, discounting for causality variables*
Service Users	❖ Improved confidence	£2,859,528.67
	❖ Improved motivation	£1,383,282.32
	❖ Improved mental health	£7,459,567.17
	❖ Become more physically active	£1,346,137.96
	❖ Become more resilient to challenges in life	£2,097,470.78
	❖ Feel less isolated	£1,949,421.08
	❖ Strengthen relationships with family and friends	£952,998.99
	❖ Feel more belonging to their neighbourhood/local community	£1,247,538.63
	❖ Feel more financially comfortable	£613,398.68
	❖ Improved employability skills (skills to help find and get a job) *	£89,951.50
	❖ Improved vocational skills (skills needed for a job) *	£11,646.46
	❖ Get a job	£94,998.54
Staff	❖ Improved mental health	£267,527.81
	❖ Worsened mental health	£-99,084.38
Employers	❖ Recruit suitable staff	£336,356.28
NHS	❖ Resources capable of reallocation due to improved mental health of service users	£2,233,677.45
	❖ Resources capable of reallocation due to improved mental health of staff	£30,194.55
	❖ Resources demanded due to worsened mental health of staff	£-15,975.95
	❖ Resources capable of reallocation due to improved physical health of service users	£270,540.27
UK Government (DWP & HMRC)	❖ Reduction of benefits claimed by service users who are unemployed	£4,511.34
	❖ Increased tax revenue from increased qualifications	£2,237,283.96
Total Social Value of RTW		**£25,501,086.20**
Total Present Value or PV *(including value in future years for outcomes with a duration over 1 year)*		**£27,478,926.99**
Net Present Value or NPV *(PV minus the investment)*		**£23,487,926.99**

* = intermediate outcome whose quantities have been derived based on individuals who do not enter work

9.3 Social Value by Stakeholder Groups

Taking into account the previous table of social value, the following chart displays the portions of social value created for each stakeholder group:

Graph 4: Total Social Value by Stakeholder Group

Total Social Value by Stakeholder Group
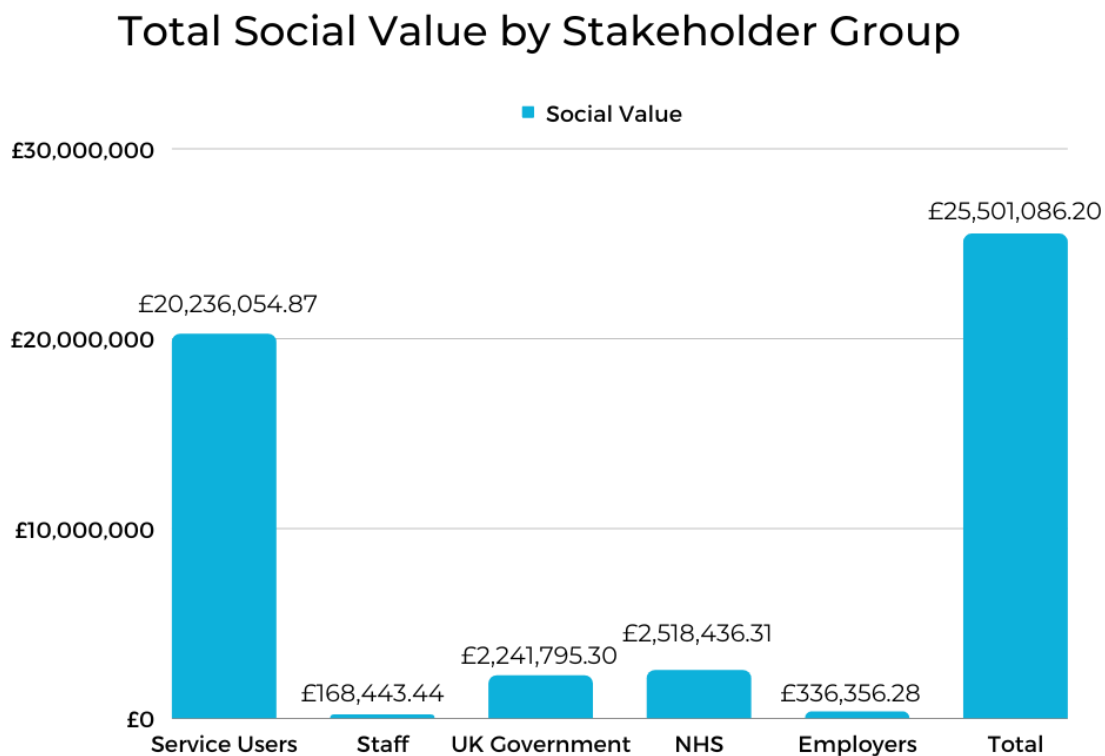
10. Sensitivity Analysis

Within this section, the forecasted SROI figures are tested for their sensitivity. It is imperative for SROI analyses to estimate the extent to which the results change based on assumptions and judgements made during the evaluation process. By performing a sensitivity analysis and a SROI range, the reported SROI figure gains further credibility through transparency of the decision-making process. This section will therefore test the social return ratio based on changing the estimates of deadweight, attribution and drop-off; financial proxies; and the quantity of outcomes achieved, as recommended by Social Value International. It will not cover the value of inputs, as this evaluation did not value any non-financial inputs.

Table 38: Sensitivity Tests

Item	Tests	Current SROI	New SROI	Difference
Deadweight	Reduce deadweight by 50%	£6.89	£8.05	+£1.16
	Increase deadweight by 50%	£6.89	£5.72	-£1.17
Attribution	Reduce attribution by 50%	£6.89	£10.35	+£3.46
	Increase attribution by 50%	£6.89	£3.42	-£3.47
Drop-off	Reduce drop-off by 50%	£6.89	£6.96	+£0.07
	Increase drop-off by 50%	£6.89	£6.80	-£0.09
Duration	Reduce duration of outcomes of >1 year duration by 1 year	£6.89	£6.39	-£0.50
	Increase duration of all outcomes by 1 year	£6.89	£12.76	+5.87
Financial Proxies	Reduce all financial proxies by 25%	£6.89	£5.16	-£1.73
	Increase all financial proxies by 25%	£6.89	£8.61	+£1.72
Quantity of Outcomes	Increase quantity of outcomes by 10%	£6.89	£7.57	+£0.68
	Decrease quantity of outcomes by 10%	£6.89	£6.20	-£0.69

10.1 Additional Sensitivity Analysis for Financial Proxy

10.1.2 Reduction of Benefit Claims Reduction

One of the outcomes for the UK Government is the reduction in benefit claims from a service user entering employment. However, this assumes there is an assumption that this is an absolute reduction, when some service users may in fact continue to claim in-work benefits depending on their entitlement. As a result, a sensitivity test has been undertaken to evaluate the impact if this financial proxy is reduced by 50%. See 12.1.6 Triangulate the Financial Proxies for further discussion of how to mitigate the limitations of this financial proxy when this forecast becomes an evaluation.

Table 39: Sensitivity Test for Benefits Outcome

Outcome	Original Proxy	Proxy Reduced by 50%	New SROI
Reduction in benefits claimed by service users	£14,847.30	£7,423.65	£6.60

10.1.3 Triangulation of Financial Proxies for HACT Wellbeing Valuation

As noted in previous sections, the HACT's Social Value Bank for wellbeing valuation financial proxies (utilised for both service user and staff outcomes) presents certain limitations when applied to the specific context of RTW service users. This may therefore over- or under-estimate the social value of RTW's services. This sensitivity analysis attempts to mitigate these risks by triangulating the highest financial proxy (improved mental health) with other potential proxies. Employing two third-party SROI evaluations that utilised a unit-costs approach and research from The Centre of Mental Health cost on mental health illness through the use of QALYs (Quality Adjusted Life Years), this tests lower valuations of improved mental health for both service users and RTW staff.

Table 52: Sensitivity Test for HACT Value

Other SROI Evaluation	Source of Alternative Proxy	Current HACT Proxy	Alternative Proxy	New SROI
Forecast of Social Return on Investment of Workwise Activities (Goodspeed 2009)	Per hour of client contact costs mental health professionals £55 @ average of 20 hours/year	£39,633.75	£1,100.00	£5.07
Social Return on Investment: Evaluation of the Getting You Back to Work Programme (Szplit 2014)	NEF's National Accounts Framework, applying The Centre of Mental Health cost on mental health illness through the use of QALYs with values used by the National Institute for Clinical Excellence cost effectiveness per QALY	£39,633.75	£1,056.00	£5.07

10.2 Conclusion

As the sensitivity analysis demonstrates, the social return on investment for RTW's services are at least £3.42 for every pound, or a maximum of £12.76 for every pound. This range (£1: £3.42 - £12.76) suggests that even if the conservative estimates were to change, particularly in relation to quantity of outcomes and financial proxies, RTW still provides its stakeholders with significant social value and fiscal value.

11. Key Findings and Conclusions

11.1 The Evaluation

As demonstrated by this report, Routes To Work provides a meaningful and impactful service delivery model to North Lanarkshire residents who are unemployed, underemployed and not in education or training. Although funding streams have typically measured RTW's impact through jobs attained, sustainment rates and courses delivered, it is evident that RTW employability services change the lives of service users in a number of significant, traditionally 'intangible' ways. In particular, RTW supports and positively benefits service users' health, wellbeing, finances, skills, support network, and confidence and motivation. Expanding the scope beyond primary beneficiaries, this social value evaluation also revealed the impact on staff delivering employability interventions and fiscal value to external stakeholders (NHS, the UK Government and employers).

Resulting from extensive engagement and collaboration with stakeholders, this report determined the material outcomes experienced; provided financial proxies from rigorous valuation methodologies; accounted for causality variables such as the counterfactual; and forecasted the Social Return on Investment (SROI) of RTW services from 2022 – 2023. These steps in the social value evaluation ensured transparency and credibility of the decision-making process, adhering to the principles of Social Value International. From both qualitative consultation with stakeholders and quantitative baseline measurements of six domains of impact, the forecasted SROI for 2022 – 2023 is £6.89 for every £1 inputted into RTW. Based on the sensitivity analysis that tested the causality variables, financial proxies and quantities of outcomes, this SROI can be expressed as a range of £1: £3.42 - £12.76. This further emphasises the social value of RTW, as even when values are significantly discounted, RTW delivers at least £3.42 of social and economic value to its stakeholders.

The forecast does present certain methodological risks and limitations, due in part to the size of scope, gaps in stakeholder engagement and the financial valuation methods employed. When this forecast becomes an evaluation, there are a number of different mitigating actions and recommendations for RTW to consider to ensure the evaluation's success (see Recommendations and Limitations and Audit Trail for more information).

11.2 Responding to the Evaluation

In line with Social Value International's newest principle (Principle 8: Be Responsive), it is imperative this evaluation considers future decision-making and actions to be taken as a result of social value measurement, on a strategic, tactical and operational level. Primarily, this report recommends RTW

embeds and continues the social value evaluation process on an annual basis, regularly reporting on and optimising their services' social and economic impact. This should involve systematic scheduling of decision-making as a result of insights from data, optimally within regular intervals that enable timely actions. This will inherently require organisational mechanisms for collecting and responding to insights across the Senior Management Team, the Leadership Team and relevant staff (e.g. Caseworkers or In-Work Support Advisors).

11.2.1 Strategic Embedding

Strategically, embedding impact measurement and management requires meaningful and contextual impact goals, targets and thresholds. As a forecast evaluation, the baseline forecasted SROI provides evidence-based targets and thresholds. From ratings of relative importance and stakeholder feedback, impact goals should be set at an organisational level. For example, the service delivery model may place greater importance on improving mental health and thus shape impact targets. Tactically, the forecast data from this evaluation demonstrated that an increased focus on improving mental health and reducing loneliness through the service delivery model may yield even more positive impacts on service users' lives and value to the public purse. Therefore, tactical decisions should identify different activities within the RTW remit that may be deployed to optimise these impacts, e.g. increased peer-to-peer groups for service users, greater support mechanisms for RTW staff, or more frequent communication and training on external mental health services available to both staff and service users.

11.2.2 Operational Embedding

On an operational level, Social Value International's Principle 8 recommends "continuously improving a set of activities in order to improve social value" (SVI Standard on Applying Principle 8: p. 16). Operational decisions involve adjustments to RTW's existing services through regular stakeholder engagement, enabled by the optimisation of existing stakeholder surveys and inclusion of qualitative consultation (e.g. one-to-one interviews and focus groups with service users, employers and staff). Through regular collation and analysis of this data in relation to social value, patterns will emerge to better meet the needs of different stakeholders and segments of stakeholders. For example, in comparing programmes, a statistically significant correlation between programmes and achievement of improved mental health would suggest that specific programmes may require tweaking of activities to better suit the needs of those service users. Any differences and insights will arise as longitudinal data is collected, as a result of embedding social value reporting.

11.3 Conclusion

With these considerations and the initial forecast social value evaluation, the report demonstrates the wide-ranging impacts of employability and skills interventions at RTW and the potential to create even greater positive impact on individuals' lives, society and the economy. As service users and other stakeholders shared during consultation, RTW provides an invaluable service to those who face inequalities and other barriers to entering employment. As an advocate for its service users, RTW staff link individuals with a range of internal and external interventions to support them into employment, education and other positive destinations. During this holistic, tailored journey, service users are supported into sustainable employment and experience a wide range of changes to their lives, such as improved health, wellbeing, support networks, finances, skills, and confidence and motivation. To these individuals, these changes would not have happened without RTW or would have taken a longer period of time. This illustrates the value of and need for RTW, particularly in a Local Authority Area that has faced decades of socioeconomic hardship due to deindustrialisation. With the continued partnership with local employers; North Lanarkshire Council; support organisations; the dedication of RTW staff; and embedded social value evaluation, RTW can continue to create social value, both tangibly through employment outcomes and intangibly through the improvement of wellbeing and quality of life for North Lanarkshire residents progressing into employment and training.

12. Recommendations

To enable the creation of an evaluative report from this forecast and the proper embedding of social value within the organisational decision-making at RTW, this forecast presents a number of key recommendations.

12.1 Recommendations for Turning the Forecast into an Evaluation

12.1.1 Verify the Chain of Events

As this forecast evaluation utilises interviews and focus group data about outcomes to determine the chain of events and theory of change, this report highly recommends additional engagement with RTW service users, RTW staff, employers and the NHS to determine the chain of events. This engagement should explore the order of changes experienced by stakeholders to mitigate the risk of over-claiming and double-counting the outcomes experienced. Should additional outcomes be reported by stakeholders during the course of the evaluative evaluation, these should also be assessed to determine whether they are entirely new outcomes or part of a pre-existing chain of events. It is also recommended that RTW assesses whether the differences in chains of events between stakeholders are significant enough to justify creating segments of stakeholders, or sub-groups.

12.1.2 Consider Sub-Groups

Consideration of sub-groups must be continually assessed to ensure all material outcomes are reported, and the financial valuation of these outcomes reflects their relative significance to any arising sub-groups. As noted in the report, this may be achieved qualitatively (through improved engagement with stakeholders) and quantitatively (through statistical testing of correlations between demographic characteristics, the programme they are registered on, and any other personal circumstances).

12.1.3 Ensure Sufficient Numbers of Stakeholders are Engaged and/or Sampled for Data Collection

If possible within the resource and time constraints at RTW, a more representative sample should be sought when this forecast becomes an evaluation. This should include increased numbers of focus groups and interviews, as well as greater survey response rates, from employers, service users, the NHS and RTW staff. This will enable an accurate identification of outcomes, their value to the stakeholders, determination of the chain of events, and accurate reporting on the quantity of outcomes achieved. The sampling of stakeholders should also be as representative as possible:

- **Purposive sampling** should be utilised for focus groups and interviews, with proportionate numbers of service users from each programme within the scope (CRF, PFP, YPG, ESF and NOLB) to ensure a proportionate representation of the variances in service users. The sample for service users should aim for around 30-40 individuals, or until the point of data saturation in which no new significant outcomes or information arises (Bryman 2016). This is in line with the qualitative sample size recommendations, where previous research has noted that too large of sample sizes tend to be unwieldy for analysis and can in fact limit the ability to perform deep, case-oriented analysis (Boddy 2016). Data saturation in this case should be achieved, as performed during the forecast evaluation, by qualitatively analysing the data as it is collected until no new 'codes,' or outcomes and themes, arise (Bryman 2016; Boddy 2016).

- **Stratified random sampling** for surveys, dividing the population of stakeholders by relevant sub-groups (e.g. programmes within the scope) and calculating how many people should be sampled from each sub-group. Then, random sampling should be utilised to select the necessary respondents to improve the reliability and validity of the quantity of outcomes achieved

12.1.4 Accurately Calculate the Quantity of Outcomes

The total population of service users reflected in any future evaluation should be calculated by tracking the total number of active service users on the date of the beginning of the evaluation, with the total number of starters and leavers over the year tracked. This will give the total number of service users for the year in scope, along with data on the number and percentage of drop-outs (April 2022 to March 2023). The current forecast evaluation utilises target numbers for registrations due to the lack of ability to predict exact numbers of service users at this time, however this is likely to change and therefore presents risks to the credibility of quantities of outcomes forecasted.

12.1.5 Engage Employers and the NHS

Due to the resource and time constraints of this forecast, employer outcomes have been derived from open-ended responses and third party research. However, when this forecast becomes an evaluation, it is recommended that RTW directly engages employers and the NHS through qualitative interviews and focus groups to explore the changes they experience as a result of RTW services, how this fits into a chain of events or Theory of Change, the causality variables associated with the outcomes (duration, attribution, deadweight and displacement), and the financial proxies for these outcomes. Without this crucial step, the current forecast evaluation is limited in its ability

to report on the outcomes experienced by these stakeholder groups, and therefore requires verification and exploration for the success of future evaluations.

12.1.6 Triangulate the Financial Proxies

Although this forecast utilises the HACT Social Value Bank to derive the financial proxies for the service users' outcomes, there are some risks and limitations in its ability to accurately reflect the relative importance of outcomes within the specific context of the individuals supported by RTW. As the HACT Social Value Bank has been developed specifically for housing associations within England and the values represent an 'average' individual, the values may not be representative of the experiences of individuals living in North Lanarkshire, particularly with the barriers service users experience in getting ready for work, as noted in the demographics reported from the service user survey. In addition, the HACT Social Value Bank values are typically significantly higher than other valuation techniques' proxies and does not include all proxies relevant to RTW service users, so these values may risk over-claiming and may not provide the required proxies (SROI and HACT's Social Value Bank Linkages Paper)

To fully enable stakeholder involvement and adherence to the principles of social value evaluation, especially Principle 1 of Social Value International (Involve Stakeholders), Principle 3 (Value the things that matter), and Principle 5 (Do not over-claim), the future evaluation should consider triangulating these values with direct stakeholder involvement. This report recommends the Values Game, as described in the ValueGame document published by Social Value UK. This involves:

- Gathering a focus group of stakeholders
- Asking them to draw the outcomes (or changes) experienced
- Asking the focus group to then rank these outcomes in order of importance
- Asking them to create 'product' cards of what they may have on their wish list or would want for a special occasion
- Asking them to rank the value of these products as a group
- Facilitating a negotiation and discussion that determines which outcomes they would place in the sequence of product cards (by asking whether they would prefer a particular product to the change experienced)
- Determining the approximate values of these product cards, with consideration of their ranking and evenly spacing their values
- Repeating the process with the different segments of stakeholders (e.g. programmes at RTW) to accurately capture the importance for outcomes experienced by all of the stakeholders

The results of the Values Game can then be utilised to either validate or alter the financial proxies originally used within this forecast evaluation. For more information, please see the guidance document from Social Value UK (Further Reading).

For the value of employment to DWP, there is an inherent assumption that RTW services result in an absolute reduction in benefits claims. As discussed in 13.4 Risks and Limitations of the Financial Valuation Methods, this presents inherent risks as service users may continue to collect benefits when entering employment. To accurately represent the reduction in benefits claims, it is recommended that RTW collects pre- and post-intervention surveys to establish how many individuals collected benefits at the beginning and end of their engagement with RTW services. This more robust data should then inform the financial value for this outcome when this forecast becomes an evaluative evaluation.

12.1.7 Verify the Forecast

Finally, this report strongly recommends RTW continues to implement and embed the Principles and practices of social value evaluation through annual evaluations of the social value created as a result of its services. To verify the forecast through an evaluative evaluation, It is recommended that RTW collects longitudinal (where possible) quantitative data (through surveys with service users, employers, staff and any stakeholder groups that emerge), aiming for a representative sample of each group through random, stratified sampling. Once this data is collected across multiple time points (pre- and post-intervention), these scores can be compared to understand the distance travelled and the quantity of stakeholders who have passed the 'threshold' to achieve the outcomes. This can give a more accurate representation of the quantity of outcomes achieved and the duration of outcomes.

RTW should also consider implementing regular collection of qualitative involvement of stakeholders throughout the process of transforming the forecast into an evaluation. For example, creating a set of questions that capture the changes experienced by service users can be integrated into the one-to-one appointments they have with caseworkers, where the caseworker can ask and record the answers to open-ended questions, such as:

- "What changes have you been experiencing since your last appointment?"
- "How (if at all) has your life changed in the past few months – Can you tell me more?"
- "Is there anything you've been doing differently?"

The qualitative data that emerges from these conversations can be regularly exported and analysed to inform the future evaluation, in relation to what outcomes occur, what chain of events leads to these changes experienced by stakeholders, and the quantity and duration of these changes.

To further verify the forecast, it is recommended that RTW follows a structure for the process of social value evaluation. As seen in Appendix F, this should involve regular intervals for data collection (some of which are already followed), the introduction of new and increased forms of stakeholder involvement, and clear reporting processes and timelines to gain insight into how to maximise the social value RTW creates.

With a clear monitoring and evaluation plan in place at RTW, the forecasted social value evaluation can be verified. When the evaluative evaluation is conducted, it should compare the forecasted SROI ratio to what is achieved, adding any material outcomes that may be reported in the interim and adjusting the financial proxies according to the aforementioned Values Game and any additional triangulation of financial proxies (and sensitivity tests).

Finally, complete and independent verification of the evaluation can be achieved through assurance from both stakeholders and independent assessors at Social Value International. The results and decisions made as a result of the evaluation should be distributed, presented and discussed with stakeholders to verify that the 'story,' or narrative of change described in the evaluation, including the outcomes reported and financial valuations, feels representative of their experiences and their relative importance. In turn, this step will ensure stakeholders are involved in the verification of the analysis undertaken by RTW. By receiving external assurance from independent assessors at Social Value International for the transformation of this forecast into an evaluative evaluation, the social value reported by RTW can gain further credibility and transparency in its methods.

12.2 Recommendations for Organisational Decisions within RTW

12.2.1 Embed Social Value at All Levels

Due to the data management requirements of embedding this Social Value Evaluation Framework, it is recommended that Routes To Work ensures there is sufficient staff time and development to collect data, analyse outcomes, gather insights, and report on these findings to staff at regular intervals. This may involve organisational membership to Social Value UK (which RTW has now gained); staff training in social value evaluation and SROI; introduction of a new role or ring-fenced staff time for social value evaluation, stakeholder engagement and longitudinal data collection; and introduction of outcome monitoring through management dashboards. These steps will ensure social value is consistently and comprehensively optimised across the organisation, whilst

positioning RTW as a leader in the social value landscape for the purposes of future consultancy and/or digital products.

12.2.2 Ensure Ethical Evaluations

Although this research received formal ethical approval from the UWS Ethics Committee, it is imperative that future research and evaluation activities carried out by RTW follow ethical guidelines. While considering the operating context of RTW and the third sector, the introduction of an ethics policy for RTW can ensure service users are fully protected when measuring impact. This policy could complement the pre-existing data protection policies at RTW and apply to future focus groups and/or service user surveys.

12.2.3 Consider Further Mental Health Support

Based on the qualitative engagement and quantitative data collected during this analysis and the impact determined, improving service users' mental health creates high amounts of social value for service users themselves and the NHS. In fact, the value to the individual of improving their mental health is significantly greater than moving into full-time employment (£39,633.75 per person compared to £14,100.24 per person – see HACT Social Value Bank). This identified area of need is further underlined by the high percentage of service users reporting a mental health condition as compared to national averages; their low scores on the Subjective Vitality Scale which indicate a higher risk of mental health conditions; and a relatively high percentage feeling their mental health was poor in general. In focus groups and interviews, service users spoke about the wide-ranging impact RTW has had on their mental health, through interventions such as holistic therapies; feeling supported and listened to by their caseworker; and improving their routine by attending courses and appointments. As a result, this report recommends RTW assesses opportunities to strengthen or expand its mental health interventions to address this area of need and optimise the positive social impact of its services.

Furthermore, improving (or worsening) mental health as a result of providing employability services arose in qualitative engagement with RTW staff members as an area of impact. Although some reported that helping others achieve their goals in life has a positive impact on their mental health, others felt the mental weight of supporting others with their mental health. It is recommended that RTW consider how to mitigate this potential negative outcome and optimise its positive impacts on RTW staff's mental health through the development of wellbeing strategies and tactics, co-designed with RTW staff based on their needs.

12.2.4 Optimise Data Collection

Based on further engagement with stakeholders to determine the chains of events; well-defined outcomes; materiality; financial valuations of outcomes; and impact variables, it is recommended that RTW review its data collection and engagement methods. The surveys for staff, partners and employers can be redesigned to incorporate questions that record the achievement of outcomes, if any additional outcomes emerge. This will enable an integration of social value within the pre-existing data collection methods employed by RTW.

12.2.5 Consider the Strategic Significance of Social Value

To ensure RTW lives and breathes social value, it is recommended that RTW consider how to incorporate social value within its strategic and charitable objectives, including its next Business Plan; any future iterations of its purpose, mission, vision and values; and its annual Operational Plans. As a key part to empowering stakeholders to shape the services and outcomes they experience, as well as optimising how these changes are experienced, social value evaluation will help improve the impact of RTW's services. With its strategic integration, RTW staff at all levels of the organisation can understand how they contribute to the impacting the lives of individuals and local organisations.

13. Limitations and Audit Trail

Within this section, any considerations, limitations and adjustments made during the evaluation are included to ensure transparency of the decision-making process and increase credibility.

13.1 Overall Limitations Due to Scope

Due to the large size of scope for this evaluation, there are numerous inherent risks and limitations for both the forecast evaluation and any future evaluative reports. To create an evaluation from this forecast is contingent upon improved data availability (e.g. data collection during service user appointments and frequent focus groups to assess the achievement of outcomes and the chain of events); staff time and responsibility for annual social value and SROI evaluations; and resources (financial, technological and skillsets).

In attempting to assess the social value of multiple programmes at RTW, there is a risk that there is not sufficient time and resources to involve a representative, varied sample of stakeholders throughout the stages of the evaluation, such as the validation of the Theory of Change/chain of events, the quantification of outcomes, the financial valuation of outcomes and understanding the relevance of outcomes to determine their materiality. For qualitative parts of the evaluation, such as with focus groups and interviews, this should seek to reach data saturation, or when no new outcomes arise (Bryman 2016; Boddy 2016). Although data saturation has been reached for the initial forecast, and ongoing qualitative analysis throughout data collection began to repeat outcomes and no new codes were determined, future evaluations may necessitate a larger sample size (Bryman 2016; Boddy 2016). If this cannot be reached either qualitatively through data saturation or quantitatively through probability sampling, this may mean certain stakeholder groups are unintentionally omitted, subgroups of stakeholders that experience materially different outcomes are overlooked; and complexities of chains of events experienced by stakeholders may be simplified to the point of measuring ill-defined or immaterial outcomes and therefore double-counting and over-claiming. Although RTW is committed to reporting its social value as a whole, the scope may need be narrowed to a specific programme should insufficient numbers of stakeholders (particularly service users) be involved when the forecast becomes an evaluation.

13.2 Risks and Limitations of the Employer Sampling and Lack of Engagement

As noted, the qualitative engagement with stakeholders followed the principle of data saturation to ensure the sample sizes enable all relevant outcomes to be determined, as well as the chain of

events. However, the employer outcomes necessitate further qualitative engagement, either through one-to-one interviews or focus groups, to ensure an accurate chain of events and capturing of all relevant and significant outcomes experienced by employers. Although this forecast utilises pre-set outcomes from the employer survey for the calculation of quantity of outcomes, qualitative engagement with employers should be incorporated and inform future iterations of the employer survey should the forecast become an evaluation.

13.3 Limitations of the Quantity of Outcomes

The current forecast evaluation utilises target numbers for registrations due to the lack of ability to predict exact numbers of service users at this time, however this is likely to change and therefore presents risks to the credibility of quantities of outcomes forecasted.

This figure is likely to be lower than anticipated due to ongoing issues with service user registrations and service users who may stay registered for longer than one year. Therefore, the achievement of outcomes in any given year should calculate the population of service users through the numbers of total service users at the start and end dates of the scope of the evaluation, deducting any 'leavers' or drop-outs throughout the year.

Furthermore, the quantities of outcomes for service users in the forecast originate from baseline measurements of how service users feel, qualitative reports from previous service users and historic data of achievement of employment outcomes within RTW. However, this is likely to change when longitudinal data is made available to the future evaluative report, so there is a risk that the reported SROI ratio in this forecast either over-claims or under-claims due to the inherent limitations in a forecast. This will be mitigated in the evaluative report through the quantification of outcomes from pre- and post-engagement with RTW, collected from a representative random stratified sample of RTW service users across the programmes in-scope.

In regards to the quantities of outcomes achieved by the other stakeholder groups (employers, NHS and RTW staff), the quantities derived for the forecast have been calculated from historic data available within RTW and the qualitative frequency of discussion during the qualitative data collection (interviews and open-ended survey responses). This has certain limitations as it does not represent the current year, and the sample size is smaller than anticipated (particularly for employers). Therefore, the quantities are likely to have either increased or decreased in the current year in scope, risking over- or under-claiming quantity of outcomes in real terms. Although suitable for the purposes of a forecast evaluation, this should be mitigated in the evaluative report through further engagement with stakeholders and determination of quantities through year-in-scope data.

13.4 Risks and Limitations of the Financial Valuation Methods

13.4.1 Valuation for Service Users and RTW Staff

Although this forecast utilises the HACT Social Value Bank to derive the financial proxies for the service user and RTW staff outcomes, there are some risks and limitations in its ability to accurately reflect the relative importance of outcomes within the specific context of the individuals supported by RTW. As the HACT Social Value Bank has been developed specifically for housing associations within England and the values represent an 'average' individual, the values may not be representative of the experiences of individuals living in North Lanarkshire, particularly with the barriers service users experience in getting ready for work, as noted in the demographics reported from the service user survey. In addition, the HACT Social Value Bank values are typically significantly higher than other valuation techniques' proxies and does not include all proxies relevant to RTW service users, so these values may risk over-claiming and may not provide the required proxies (SROI and HACT's Social Value Bank Linkages Paper).

13.4.2 Valuation for Employers, NHS and DWP/HMRC

For employers, the valuation approach taken is based on third party research (Glassdoor UK) on the market value of recruitment services, pro-rated based on the National Minimum Wage. As this value has not been derived from direct engagement with employers that work with RTW, the value might be over- or under-claiming, depending on the localised, contextual relative importance of this outcome for RTW employers. It is recommended that RTW directly engages with employers through focus groups and/or one-to-one interviews (e.g. utilising the Values Game) to understand the financial value for RTW employers.

There are other inherent risks to the chosen methods for the valuation of outcomes experienced by the UK Government (DWP and HMRC). For example, the reduction in benefits claimed due to RTW service users entering employment may not occur in totality, as RTW service users may continue to receive in-work benefits when they enter employment depending on their contracts/household income. As a result, the sensitivity test includes a test of this outcome value. The increase in tax revenue due to qualifications of RTW service users reflects lifetime earnings, however the UK Government may not receive the total value of this increased tax revenue due to the potential advanced age and/or shortened lifetime of these individuals as this figure is based on an average lifetime. It is recommended that both UK Government outcomes are regularly updated based on any newly published econometric literature and/or unit cost databases. This has also been mitigated through the sensitivity tests, by reducing the financial proxy by 50%.

13.4.3 Mitigations and Recommendations for the Financial Valuation Methods

To mitigate the risk of over-claiming and misrepresenting the relative importance of the outcomes for service users, it is recommended that further triangulation activities and sensitivity tests are undertaken when the report becomes an evaluative evaluation, including the Values Game (see Recommendations for further information). For the purposes of the forecast evaluation, sensitivity tests have been utilised to minimize the risk of over-claiming, particularly in relation to the financial proxies selected. For service user and staff outcomes, this has been tested by reducing the value of all financial proxies by 50% and triangulating the highest proxies with secondary sources of financial valuation for similar outcomes. For 'external' outcomes, such as those of employers, the NHS and the UK Government (DWP and HMRC), the financial proxies have also been tested by reducing the values by 50% to reflect the likelihood that some outcomes (e.g. reduction in benefits claimed) may be lower due to clients continuing to claim partial benefits if entering lower wage jobs and/or part-time jobs. As a result, the sensitivity test and triangulation mitigates for the risks inherent with the chosen financial valuation methods, with further recommendations to assess the values specific to the context and experiences of service users and other stakeholders when the forecast becomes an evaluation.

13.5 Negative Outcomes

As Social Value International and SROI methodology recommends, social value evaluation requires accounting for both positive and negative impact. This reduces the risk of over-claiming and enables the most accurate reflection of how an activity or organisation changes the world around it.

During conversations with stakeholders, few, if any, negative outcomes were reported. This is likely due to RTW's charitable objectives to positively impact quality of life and reduce poverty. As the primary beneficiaries of RTW's services, service users reported very few negative outcomes and generally reported that RTW had an overwhelmingly positive effect on their lives.

Although the qualitative data collection did not reveal any negative outcomes experienced by service users, engagement has been limited to service users who are 'engaging' with RTW services, or have at least communicated and participated in some activities or received at least one intervention (or 'activity'). This therefore does not include the experiences of service users who 'drop-out' or leave the programme before progressing into employment, education or training. In the financial year of 2021-2022, 28% of individuals who were registered on the programme 'exited,' or left the programme. Although some of these, as detailed in the table below, were due to changes

of circumstances and health issues (e.g. pregnancy, bereavement and moving out with the area of service delivery), some were due to disengagement. As a result, this forecast currently risks omitting potential negative outcomes experienced by RTW service users who choose to exit the programme. To mitigate this risk, it is highly recommended that when this forecast becomes an evaluation, further inquiry is undertaken into the experiences of the 'leavers.' Primarily, the percentage of 'leavers' for the year in scope (2022-2023) can be determined once this data is made available. Then, further qualitative data collection, either through one-to-one interviews or focus groups, can gather insight on their experiences and why they may have disengaged. There is also a risk that the disengaged service users will be difficult to sample, due to their potentially negative experiences or changes of circumstances. To mitigate this risk, it is recommended that a member of staff (not their primary caseworker) undertakes the sampling to determine interest in participation in the evaluation. If a sufficient sample cannot be reached until the point of data saturation, it is recommended that RTW utilises notes input by RTW caseworkers when a service user 'exits,' to determine if any negative outcomes have been recorded and therefore should be included within the evaluation.

An emerging area of potential negative impact for other stakeholder groups is the impact of services on staff. During staff interviews and surveys, some individuals said their work gave them a sense of purpose and felt rewarding, therefore improving their mental health and justifying the inclusion of this outcome for staff. Meanwhile, some staff felt pressure, particularly when supporting service users with mental health concerns. Thus, these individuals felt work had a negative impact on their mental health. As a result, this is the only negative outcome included in this analysis. It is recommended that future analyses continually assess data and consult with these stakeholders to account for any additional negative outcomes.

13.6 Calculation Considerations

13.6.1 Inflation

All financial valuation figures are adjusted for inflation based on the Consumer Price Index (CPI). For 2022 inflation figures, values are calculated based on the May 2022 CPI from the Office of National Statistics (7.3%).

13.6.2 Discount Rate

As recommended by the UK Government's Green Book guidance, the discount rate applied is 3.5%. This discount rate reflects the increased value of present benefits/outcomes over future benefits/outcomes.

13.7 Double-Counting

As per the HACT Social Value Bank guidelines, social value accounting should avoid double-counting outcomes that may overlap. For example, HACT recommends not counting relief from depression/anxiety and moderate physical activity together if an individual achieves both outcomes. In these cases, the higher social value (relief from depression/anxiety in this case) will be applied if an individual achieves both outcomes. For the forecast evaluation, estimations of outcomes do not apply this overlap principle, as there is no data yet to determine if individuals have achieved multiple outcomes.

14. Glossary

Attribution: how much other organisations or individuals contributed to outcomes experienced by stakeholders.

Caseworkers: staff members at RTW whose responsibilities include offering one-to-one support, advice and guidance to empower clients to progress along their journey towards employment, education and/or training.

Clients: see 'service users'

Counterfactual: see 'deadweight'

Deadweight: how much the outcomes would have happened without the organisation/the activity being analysed.

Displacement: whether the outcomes displaced other outcomes (e.g. entry into employment might have displaced entry into employment for other local residents).

Drop-Off: how much the value of the outcomes will lessen over time (only applicable to outcomes lasting over 1 year).

Duration: the length of time outcomes last for stakeholders. For the purposes of social valuation, this is typically represented in year-long intervals (0, 1, 2, 3, 4 or 5 years).

Exchequer: Value to the public purse; fiscal value

Input: what a stakeholder contributes to the activity being assessed (i.e. time or money).

KTP: Knowledge Transfer Partnership. A management research project between the University of the West of Scotland and Routes To Work, lasting 2.5 years.

Longitudinal: a data collection method that involves multiple observations (or data collection points) over a period of time. This enables the observation of any changes individuals experience during/after their time with RTW.

Outcome: The changes resulting from an activity/services. They can be intended (such as an objective of a funding contract) or unintended (unforeseen or unexpected). Outcomes can also be positive or negative.

Output: a quantitative summary of an activity. For example, an output of a training course may be number of people trained to NVQ Level 2. Outputs can be repeated for several stakeholders.

Principles of Social Value: guidance for the measurement and management of social value, derived from the disciplines of financial accounting, sustainability reporting, evaluation and general social research.

Progression Tool: Routes To Work's approach to supporting client progression along the employability pipeline. This is comprised of 5 key domains that may represent a barrier to further progression: health, wellbeing, skills, finance and support network. Client progression moves through five stages, representing a range of 'readiness' to enter the labour market, with Stage 4 being entrance into employment and Stage 5 representing employment sustainment.

Relative Importance: the significance of outcomes to the stakeholders. This part of the social value evaluation enables insight into what is valuable to those experiencing changes as a result of RTW's activities.

Service Users: the primary beneficiaries of RTW services, also referred to as 'clients.'

Social Value: the direct and indirect changes made to individuals and organisations as a result of activities and actions.

Social Value Evaluation Framework: the overarching methods, map, measurements and approach to social value created as part of the RTW KTP project.

Staff: All members of RTW staff.

Stakeholders: people or organisations that experience change or affect the activity, whether positive or negative, as a result of the activity being analysed

Well-defined Outcomes: As defined by Social Value UK, "well-defined outcome describes a specific change for someone (or a group of people) that provides the best opportunity to increase or decrease value."

Value Map: A Microsoft Excel spreadsheet, created by Social Value UK, that provides a table for mapping inputs, activities, outcomes and their monetary valuation. The map also provides a calculation of the net present value and net social return ratio.

15. Further Reading

15.1 Social Value Guidance

- A Guide to Social Return on Investment (2012). Social Value UK.

  https://socialvalueuk.org/resource/a-guide-to-social-return-on-investment-2012/The

- Principles of Social Value. Social Value UK. **https://socialvalueuk.org/wp-content/uploads/2016/03/Principles_of_Social_Value.pdf**

- Standard on Applying the Principles. Social Value UK.

  1. https://socialvalueuk.org/resource/standard-on-applying-principle-1-involve-stakeholders/

  2. https://socialvalueuk.org/resource/understand-change-standard/

  3. https://socialvalueuk.org/resource/standard-on-applying-principle-3-value-the- things-that-matter/ - Summarises the approaches to monetary valuation

  4. https://socialvalueuk.org/resource/standard-on-materiality/

  5. https://socialvalueuk.org/resource/draft-standard-on-applying-principle-5-do-not-overclaim/

  6. https://www.socialvalueint.org/principle-6-be-transparent

  7. https://www.socialvalueint.org/principle-7-verify-the-result

  8. https://socialvalueuk.org/social-value-international-announce-new-principle-8-be-responsive/

- The Green Book – Central Government Guidance on Appraisal and Evaluation (2022). HM Treasury. **https://socialvalueuk.org/wp-content/uploads/2022/06/Green_Book_2022.pdf**

- Maximise Your Impact – A Guide for Social Entrepreneurs (2017). Estonian Social Enterprise Network, Koç University Social Impact Forum, Mikado Sustainable Development Consulting and Social Value UK. **https://socialvalueuk.org/wp-content/uploads/2017/10/MaximiseYourImpact.24.10.17.pdf**

15.2 Social Cost Benefit Analysis

- SROI and Cost Benefit Analysis: Spot the Difference, or Chalk and Cheese. Christina Berry-Moorcroft on behalf of Social Value UK. **https://socialvalueuk.org/sroi-and-cost-benefit-analysis/**

- The DWP Social Cost Benefit Analysis (2013). Daniel Fujiwara. **https://www.gov.uk/government/publications/the-dwp-social-cost-benefit-analysis-framework-wp86**

- National TOMS Framework (2022). Social Value Portal.
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- Fair Start Scotland: economic evaluation (2022). Scottish Government.
  https://www.gov.scot/publications/fair-start-scotland-economic-evaluation/pages/11/

15.3 Valuation and Financial Proxies

- HACT Methodology Note for Wellbeing Values (2022). Simetrica Jacobs.
  https://hact.org.uk/publications/methodology-note-for-wellbeing-values/

- Loneliness Monetisation Report (2020). Simetrica Jacobs for the Department for Digital,
  Culture, Media & Sport. **https://www.gov.uk/government/publications/loneliness-
  monetisation-report**

- Greater Manchester CBA Unit Cost Database (2019). Greater Manchester Combined
  Authority. **https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-
  cost-benefit-**analysis/

- Jones, K. and Burns, A. (2021) Unit Costs of Health and Social Care Personal Social Services
  Research Unit, University of Kent, Canterbury. **https://www.pssru.ac.uk/project-
  pages/unit-costs/unit-costs-of-health-and-social- care-2021/**

- Scholten, P. (2019) ValueGame: A method for involving customers in valuing outcomes.
  Social Value UK. **http://www.socialvalueuk.org/wp-
  content/uploads/2019/03/ValueGame-Document-**FINAL.pdf

15.4 Social Value and SROI Report Examples

- SROI Evaluation: Project Search (2013). Social Value Lab for North Lanarkshire Council.
  **http://www.socialvaluelab.org.uk/wp-content/uploads/2013/09/SROI-Report- Project-
  Search-Final.pdf**

- Jones et al. 2020. Social Return on Investment Analysis of the Health Precinct Community
  Hub for Chronic Conditions. **https://pubmed.ncbi.nlm.nih.gov/32708127/**

- Social Value UK Report Database. **https://socialvalueuk.org/report-database/**

- Szplit, K. 2014. Social Return on Investment: Evaluation of the Getting You Back to Work
  Programme: Period between October 2012 and September 2013.
  https://socialvalueuk.org/wp-content/uploads/2017/04/Poppy-Factory-SROI-Report.pdf

- Goodspeed, T. 2009. Forecast of Social Return on Investment of Workwise Activities (April
  2009 to March 2010).
  https://socialvalueuk.org/wp-content/uploads/2016/04/SROI-Report-Workwise-Oct-09.pdf

15.5 Employability

- Employability Pipeline (2022). Employability in Scotland on behalf of the Scottish Government. **https://www.employabilityinscotland.com/resources-for-partners/the-employability-pipeline/1/**

15.6 Methods

- Boddy, C. R. 2016. Sample size for qualitative research. *Qualitative Market Research: An International Journal*, 19, 426-432.
- Bryman, A. 2012. *Social research methods*, Oxford, Oxford University Press.
- Cooney, K. 2017. Legitimation dynamics: How SROI could mobilize resources for new constituencies. *Evaluation and Program Planning*, 64, 110-115.

15.7 Miscellaneous

- National Records of Scotland Mid-Year Population Estimates (2021). https://www.nrscotland.gov.uk/statistics-and-data/statistics/statistics-by-theme/population/population-estimates/mid-year-population-estimates/mid-2021
- Scottish Index for Multiple Deprivation (2020). https://www.gov.scot/collections/scottish-index-of-multiple-deprivation-2020/
- Office for National Statistics Employment in the UK. (July 2022). https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/employmentintheuk/july2022
- "North Lanarkshire." Encyclopaedia Britannica (2018). https://www.britannica.com/place/North-Lanarkshire

16. Appendices

Appendix A: The Value Map

The Value Map is an Excel document, which is available as an attachment to the report or upon request.

16. Appendices

Appendix B: Financial Proxies

Outcome	Financial Proxy	Source *Adjusted for 2022 Inflation*
Service Users		
Improved confidence in self and abilities	£14,100.24	HACT Social Value Bank for 'improved confidence'
Improved motivation	£16,054.12	Anchored based on relative importance*
Improved mental health	£39,633.75	HACT Social Value Bank for 'relief from depression/anxiety'
Improved physical activity	£3,812.89	HACT Social Value Bank for 'frequent mild exercise'
Improved resilience to overcome challenges in life	£2,648.65	Anchored based on relative importance*
Feeling less isolated	£11,126.32	Simetrica-Jacobs Wellbeing Valuation of UCLA Loneliness Scale for movement from severe to moderate loneliness
Improved relationships with family and friends	£7,312.15	HACT Social Value Bank for 'can rely on family'
Improved belonging to their local neighbourhood	£4,862.86	HACT Social Value Bank for 'talks to neighbours regularly' – same objective indicator
Increased financial comfort	£9.612.53	HACT Social Value Bank for 'financial comfort'
Improved employability skills (intermediate outcome only counted if not entering work)	£869.95	HACT Social Value Bank for 'general training for job'
Improved vocational skills (intermediate outcome only counted if not entering work)	£1,689.23	HACT Social Value Bank for 'employment training'
Entry into employment	£14,100.24	HACT Social Value Bank for 'full-time employment'
Staff		
Improved mental health	£39,633.75	HACT Social Value Bank for 'relief from depression/anxiety'
Worsened mental health	-£39,633.75	HACT Social Value Bank for 'relief from depression/anxiety'
Employers		
Improved ability to recruit suitable employees	£1,602.14 per job outcome	Glassdoor UK average cost-per-hire of recruitment services. Based on the median UK wage for 2021-2022 (£31,285), this would be a cost-per-hire of £1602.14 pro-rated for the National Minimum Wage at 35 hours per week.

UK Government (HMRC & DWP)		
Increased tax revenue from increased earnings potential with accredited qualification	£105.90	Manchester Unit Costs Database value for NVQ Level 2 qualification, based on increased tax revenue, National Insurance contributions and VAT.
Reduced benefits claimed due to entry into employment	£14,847.30	Manchester Unit Costs Database for the average fiscal value of a Job Seekers Allowance claimant entering employment for one year.
National Health Service (NHS)		
Resources capable of reallocation due to improved mental health of service users and staff	£6,390.38	NHS Unit Costs of Health and Social Care 2021 - £114 per client week for private and voluntary sector day care for adults requiring mental health support. Multiplied by 52 for one year.
Resources needed due to worsened mental health of staff	-£6,390.38	NHS Unit Costs of Health and Social Care 2021 - £114 per client week for private and voluntary sector day care for adults requiring mental health support. Multiplied by 52 for one year.
Resources capable of reallocation due to improved physical health of service users	£1,681.68	NHS Unit Costs of Health and Social Care 2021 - £130 per GP hour, General Medical Services Activity. Multiplied by 52 (one hour per week) for total cost of £1,560 for one year.

Appendix C: Deadweight, Drop-Off, Attribution and Displacement Variable Categories

Deadweight Value Categories	(%)
1. The outcome would not have occurred at all without services provided for service users.	0
2. The outcome would have occurred but to a less significant extent.	25
3. There is an approximately 50% chance that the outcome would have occurred anyway.	50
4. The outcome was likely to have occurred in a more significant part any way.	75
5. The outcome would have definitely occurred in totality anyway.	100

Attribution Value Categories	(%)	
1. The outcome is completely a result of the services provided for service users.	0	
2. The outcome is to some extent partly due to other people and/or organisations.	25	
3. Other organisations and/or people have a significant role or responsibility.	50	
4. The outcome is mostly due to other people and/or organisations.	75	
5. The outcome is completely a result of other people or organisations	100	

Drop-Off Value Categories	(%)
1. There is no drop-off effect related to the change identified.	0
2. There is a very small drop-off effect related to the change identified.	25
3. There is a significant drop-off effect related to the change identified.	50
4. There is a large drop-off effect related to the change identified.	25
5. The drop-off effect related to the change identified would be very high impact.	100

Displacement Value Categories	(%)	
1. The outcome did not displace any activities, outcomes or individuals.	0	
2. The outcome displaced some activities, outcomes or individuals.	25	
3. The outcome displaced a significant amount of activities, outcomes or individuals.	50	
4. The outcome displaced a large amount of activities, outcomes or individuals.	75	
5. The outcome completely displaced all activities, outcomes or individuals.	100	

Appendix D: Comparison of RTW Service Users to Benchmarks

Variable	Routes To Work	Benchmark Average	Source of Benchmark*
Participation in informal or formal volunteering at least once per month	13%	41%	Community Life Survey, 2021
Life satisfaction on a scale of 0 (not at all) to 10 (completely)	5.6	7.4	ONS Life Satisfaction for Scotland, 2021
High loneliness (score of 3-4 on the UCLA scale of 3-9)	29%	9%	Community Life Survey, 2021
Sense of belonging to neighbourhood (disagree/strongly disagree that they have a sense of belonging to neighbourhood)	22%	7%	Understanding Society Survey, 2018
Not able to obtain local advice (disagree/strongly disagree they could obtain advice from someone in their neighbourhood)	46%	25%	Understanding Society Survey, 2018
Do not regularly stop and talk to neighbours (disagree/strongly disagree that they regularly stop and talk to neighbours)	24%	14%	Understanding Society Survey, 2017- 2018
Dissatisfied with household income (completely, mostly or somewhat dissatisfied with household income)	54%	21%	Understanding Society Survey, 2019-2020
Low financial comfort (finding It quite/very difficult managing financially)	46%	7%	Understanding Society Survey, 2019-2020
Average resilience score (on Brief Resilience Scale of 1.00 – 7.00)	3.49	3.70	Smith et al., 2013, p.177
Low physical activity (less than 30 minutes of moderate/vigorous physical activity per week)	42%	35%	Scottish Health Survey, 2020. Variable: MVPAmWkg [Inactive (below 30 minutes MVPA per week) based on IPAQ]
Self-reported a mental health condition	36%	14%	Scottish Health Survey, 2020.

*It should be noted that some national datasets are collected in multiple-year intervals. The benchmark averages may vary in actuality due to the wider current social, political and economic context in 2022. For example, individuals reporting low financial comfort may have increased since 2019-2020 due to the rate of inflation and cost of living crisis. Therefore, any comparison of RTW averages should be made with consideration of any significant changes to these figures in the timeframe since the benchmark data was collected.

Appendix E: Skills and Courses Delivered in 2021-2022 (Outputs)

Types of Courses Delivered	Number of Courses Delivered	Number of Service Users Completing the Course
Other	**44**	**133**
Building your confidence & self Esteem	2	4
Get into Admin	2	7
Induction to Hospitality	2	4
Intro to customer Service	2	4
Learn my Way	1	2
Mental Health & Wellbeing	1	4
Motivation You Control	3	5
Motivational Mondays	9	23
PFP - Employabilty & Mental Health	5	40
Pre -Course Induction - SQA mental health and wellbeing award (2)	1	2
Pre-Course Induction - for SQA mental health and wellbeing (1)	1	1
Progress to Success	3	9
Self Confidence & Self Esteem	2	2
Steps to Self Employment	3	9
What to expect @ work	3	7
Your Wellness Matters	4	10
Progression Routeways	**52**	**124**
Build your CV	9	13
Building self esteem and self confidence	1	1
Effective Job Search	4	10
Impress @ Interview	2	6
Impress at Interview Skills Course	1	1
Interview Skills	26	69
Interview Skills (1-1 session)	2	2
Interview Skills one to one	1	1
Job Search Practises/Tips when starting work	1	1
Prospects for Parents	1	8
Steps to Self Employment	1	4
The Self Care Wheel & Industries of Interest	1	6
To help clients with online applications	1	1
To support client with specific support before their interview	1	1
REHIS Accredited	**29**	**96**
Food Hygiene	12	39
Health & Safety Contruction	17	57
REHIS Health & Safety	**1**	**3**
Health & Safety Contruction	1	3
World Host Accredited	**7**	**27**
Customer Service	7	27
Grand Total	**133**	**383**

Appendix F: Service User Activities (Outputs) Input to Hanlon for 2021-2022

Activities	Count
Action Planning	**1125**
Action Plan agreed with client	817
Action Plan complete	34
Action Plan Review	274
Assessment	**814**
Client Progression Review	292
Client Progression Tool	522
Childcare - number of children	**33**
Childcare - voluntary providers	**6**
Childcare provider	**28**
Client Communication	**33432**
Email	11465
Letter sent to client	20
One-one meeting	1167
Phone call	12653
Telephone call	52
Text	8075
Client plan name	**8**
Interview preparation	8
Community Renewal Fund	**78**
CRF - Action Plan Completed	3
CRF - Assessment Tool Completed	10
CRF - CV Completed	11
CRF - Financial Advice Provided	5
CRF - First Caseworker Appointment	16
CRF - Funding Application Completed	5
CRF - Jobsearching Approaches	3
CRF - Life Skills Intervention Commenced	1
CRF - Referral to CAB Financial Wellbeing Officer	16
CRF - Skills & Training Needs Analysis Conducted	4
CRF Outcome - Commenced Education or Formal Training	1
CRF Outcome - Increased Skills & Qualification	2
CRF Outcome - Jobsearch Approaches Commenced	1
Education and Training	**1000**
Achievement accredited certificate	219
Applied for College Course	3
College Interview	1
Completed Training with External Provider	133
Course search	188
Started training with external provider	456
Employment development	**3065**
Career action	245
Career planning/matching	1282
Guidance/Advice	798
Personal Development	550

Skills training	**64**
Work Experience	**6**
Work Trials	**118**
Workshop	**2**
Financial Support	**1113**
Discretionary Fund	**1113**
ICT Mentors RTW	**2**
Basic IT Workshop Commenced	**1**
Basic IT Workshop Completed	**1**
In Work Support Aftercare	**6672**
Completed In-Work Support	**252**
In Work Support - Aftercare One to one meeting	**10**
In Work Support - Follow up phone call or email or letter	**5518**
In Work Support - Pay Day Appointment	**65**
In Work Support - Probationary Appointment	**7**
In work support call or meeting (initial contact)	**820**
Job Search Activities	**5153**
Application Forms	**632**
CV Builder	**1507**
Direct approach to employer	**496**
Interview skills	**451**
Job Interview	**1074**
Job Search.	**599**
Letter/CV to employer	**390**
Telephone Interview	**4**
Light Touch Aftercare	**67**
Light Touch - Follow up phone call / email / letter	**66**
Light Touch Aftercare One to one meeting	**1**
NOLB/YPG	**3700**
NOLB: Commenced Employability Activity	**18**
NOLB: Commenced Formal Accredited Training	**32**
NOLB: Progressed to Vocational Training	**1**
NOLB: Skills and Profile Matched to Employer	**107**
YPG: Applications Form	**116**
YPG: CV Builder	**216**
YPG: Email	**776**
YPG: Feedback to Key Worker	**12**
YPG: Funding Application Completed	**52**
YPG: Health Intervention Completed	**1**
YPG: Initial Assessment	**10**
YPG: Job Search	**95**
YPG: Learning Agreement/Action Plan	**32**
YPG: Learning Agreement/Action Plan Review	**4**
YPG: One-to-One meeting	**41**
YPG: PDSW Support	**647**
YPG: PDSW Support - Aftercare One to one meeting	**2**
YPG: PDSW Support - Follow up phone call, text, email or letter	**179**
YPG: PDSW Support - Pay Day Appointment	**4**

YPG: PDSW Support call or meeting (initial contact)	**91**
YPG: Phone call	**1251**
YPG: Started Enhanced Caseworker Service Strand	**13**
Prospects for Parents	**1086**
PFP - Participant accessed Financial Advice	**122**
PFP - Participant commenced defined employability activity	**675**
PFP - Participant commenced formal accredited training	**48**
PFP - Participant commenced job search utilising various approaches	**5**
PFP - Participant completed and signed off action plan documentation	**38**
PFP - Participant has increased skills	**50**
PFP ? External Training Referral	**28**
PFP ? In Work Support Intervention	**24**
PFP -Participant skills and profile matched to employer requirements and vacancies	**96**
Qualification achieved	**15**
Achieved (No ISCED Level) Qualification	**12**
Achieved ISCED Level 2 Qualification	**2**
Achieved ISCED Level 4 Qualification	**1**
RTW Skills	**1358**
RTW Skills Admin Routeway Completed	**30**
RTW Skills Customer Care Routeway Completed	**1**
RTW Skills Hospitality Routeway Completed	**1**
RTW Skills Training Completed	**1326**
Support Services	**243**
Counselling	**9**
Health intervention	**152**
Into Work Benefits Advice	**23**
Transport Advice	**59**
Volunteer Centre	**168**
Learning needs assessment complete	**165**
Started Volunteering	**3**
Grand Total	**59166**

Appendix G: Explanations for Causality Variable Decision-Making

Deadweight

Outcome	Discount Rate	Reason for Rate
Service user outcomes	25%	In general, service users felt the changes they experienced would not have been possible without RTW. A few service users felt they may have reached the same destination but in a different timeframe. Some felt they may have entered a different employment opportunity that was not suitable and sustainable.
Staff outcomes	50%	According to the staff survey, staff recognise that the impacts on mental health might be partially due to internal factors (e.g. pre-existing conditions). In addition, external factors beyond RTW (e.g. interpersonal stressors at home) may also contribute to 'what would have happened anyway.'
Employer outcome	25%	Reflects service user entry into employment outcome.
NHS outcomes as a result of mental health of staff	50%	Reflects the staff outcomes.
NHS outcomes as a result of service users	25%	Reflects the service user outcomes.

Displacement

Outcome	Discount Rate	Reason for Rate
Entry into employment	45%	Discount rate recommended by DWP CBA analysis for supply-side employment interventions.
Employer outcome	45%	Reflects the DWP discount rate.
DWP value from entry into employment	45%	Discount rate recommended by DWP CBA analysis for supply-side employment interventions.
Value to HMRC as a result of increased qualifications	20%	Discount rate recommended by Unit Cost Database for demand-side employment interventions.
All other outcomes	0%	Displacement is not applicable to the other outcomes.

Attribution*

Outcome	Discount Rate	Reason for Rate
Improved mental health of service users	65%	Service users cited receiving prior interventions to help with their mental health, such as from SAMH or therapists.
Improved vocational skills (intermediate outcome only counted if not entering work)	0%	As accredited training is provided by RTW or wholly funded by RTW, it is entirely attributable to RTW.
Improved employability skills (intermediate outcome only counted if not entering work)	65%	Service users reported receiving employability skills from other interventions, e.g. Citizens Advice courses or the Job Centre.
All other service user outcomes	35%	Service users generally felt RTW is the primary source of the changes to their life, with some additional support cited.
All staff outcomes	50%	Improvement or worsening of mental health is likely to be attributable to a range of individuals, organisations and other influences. Service users reported particular support from previous interventions, e.g. SAMH.
Employer outcome	35%	Reflects the employment outcome for service users.
NHS outcomes for mental health of service users	65%	Reflects the service user outcome for improved mental health.
NHS outcome for staff outcomes	50%	Reflects the staff outcomes.
All other NHS outcomes	35%	Reflects the service user and staff outcomes
Increased tax revenue to UK Government as a result of qualifications	0%	Reflects the training outcome for service users.
Value to DWP as a result of employment	35%	Reflects the employment outcome for service users.

*Please note attribution for service user outcomes and outcomes associated with service user outcomes, increased by 10% from the original forecast evaluation to reflect a conservative estimate due to the high levels of partnership working that enables RTW service users to experience changes to their lives.

Duration

Outcome	Duration	Reason for Duration
Service users increase motivation	2 years	Many service users felt their new mindset and motivation to achieve their goals will last a lifetime. Although this data would not be feasible to track, a conservative estimate of two years has been applied. This has also been compared with the service users' estimations of duration of outcomes in the survey.
Service users improve relationships with family and friends	2 years	Service users who did report this outcome felt that getting out of the house more and interacting with friends and family more frequently will last a long time. This has also been compared with the service users' estimations of duration of outcomes in the survey.
All other outcomes	1 year	Although limited by the lack of longitudinal data for a forecast evaluation, most service users felt the changes they have experienced will have a lasting impact on their life, therefore justifying at least one year duration. To ensure conservative estimates, duration has been set to one year. In future, this may change dependent on future data.

Drop-Off

Outcome	Discount Rate	Reason for Rate
Service users increase motivation	25%	A conservative estimate of 25% was applied to reflect that although most service users felt their new mindset will last a lifetime, this may change if new circumstances arise, such as a lack of ongoing support.
Service users improve relationships with family and friends	25%	A conservative estimate of 25% was applied to reflect that although most service users felt the strengthening of their support network will last a long time, this may change if they do not sustain employment.
All other outcomes	0%	Not applicable as all other outcomes have a duration of one year and therefore do not require discounting for drop-off in future years.

Appendix H: Quantities of Service User Outcomes

Outcome	Indicator	Percentage who may experience this outcome *Service users scoring below the threshold*	Total possible individuals who may experience this outcome *% applied to total forecasted service users for 2022/23 - 1578*	Forecasted number who will experience this outcome *Assuming 50% of total forecasted service users below the threshold achieve the outcome*
Improved confidence	Moving to agree/strongly agree in both confidence questions	52.7%	832	416
Strengthened relationships with family and friends	Moving at least one point family **and** friends (cross-tabulated to avoid double-counting)	49.1% (those scoring <4 on family + those scoring 5 on family but <5 on friends)	775	388
Improved mental health	Moving up at least one point on Vitality Scale **and** General Mental Health	90.9% (those scoring <6.00 on Vitality Scale and/or scoring <Excellent on Gen. Mental Health)	1434	717
Become more motivated to achieve their goals	Moving from disagree/strongly disagree to agree/strongly agree in motivation question	21.8%	344	172
Feel less isolated	Moving from high loneliness (3-4) to low loneliness (8-9)	29.1%	459	230
Feel more belonging to neighbourhood	Moving from disagree, strongly disagree or neutral to agree or strongly agree on **both** neighbourhood questions	50.9%	803	402
Feel more financially comfortable	Moving at least one point on financial comfort **and** to disagree/strongly disagree on debt worry	52.7%	832	416
Become more resilient to challenges in life ('bumps in the road')	Moving from low resilience to normal/high resilience	10.7%	169	85
Improved employability skills (skills to help them find and get a job) (intermediate outcome only counted if not entering work - quantity reduced by 50% to reflect average percentage of service users who do not enter work)	Receiving at least one form of employability skills support	35.8%	282	141 (reduced to 51 as 36.2% to count only those who enter work - see data tables)
Become more physically active	Moving at least one point on gen physical health **and** at least one category higher from Low Activity (no PA per day)	41.8%	660	330

Appendix I: Reach Data Items

Age Group:	
Under 18	7 (12%)
18-24	12 (20%)
25-34	8 (14%)
35-44	11 (19%)
45-54	12 (20%)
55-64	7 (12%)
65+	2 (3%)
Total	59 (100%)

Gender:	
Female	30 (51%)
Male	29 (49%)
Other – please specify	0 (0%)
Total	59 (100%)

Ethnic Group/Background:	
Other	1 (2%)
African, Scottish African or British African	1 (2%)
Asian, Scottish Asian or British Asian	2 (3%)
Caribbean or Black	1 (2%)
White	54 (91%)
Total	59 (100%)

Highest Qualification:	
No qualifications	14 (24%)
Scottish National 5 or equivalent	18 (31%)
Advanced Higher, HNC or equivalent	6 (10%)
Undergraduate degree, HND or equivalent	9 (15%)
Master's, Doctorate or other postgraduate degree	0 (0%)
Other qualification	6 (10%)
Don't know	3 (5%)
Prefer not to say	3 (5%)
Total	59 (100%)

Disabilities/Long Term Conditions:	
Physical disability	5 (9%)
A mental health condition	21 (36%)
Deafness or partial hearing loss	0 (0%)
Blindness or partial sight loss	0 (0%)
Learning disability	1 (2%)
Developmental disorder	0 (0%)
Long-term illness, disease or condition	8 (14%)
Other condition	6 (10%)
No condition	32 (54%)
Prefer not to say	2 (3%)
Total	59 (multiple response)

Housing Situation:	
Owner/Occupier	21 (36%)
Private Let	4 (7%)
Social Housing	16 (28%)
Temporary Accommodation	9 (15%)
Other	8 (14%)

Missing case	1 (2%)
Total	58 (100%)
Employment Status:	
Not working and looking for work	38 (64%)
Not working and not looking for work	1 (2%)
Working 16 hours or less a week	7 (12%)
Working 16 hours or more a week	5 (9%)
Unable to work	3 (5%)
Self-employed	3 (5%)
Other	2 (3%)
Total	59 (100%)
Other Barriers to Work:	
Bereavement or loss	6 (10%)
Issues with transport	14 (24%)
Issues with childcare	6 (10%)
Substance related conditions	1 (2%)
Total	59 (multiple response)