



The Wise Group Cadder Environmental Improvement Project Social Return on Investment Report

Series Report No. 5

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Executive Summary

This is a Social Return on Investment report on the Cadder Environmental Improvement Project managed by the Wise Group.

The Wise Group is one of the UK's largest providers of employment and training opportunities for unemployed people. It works across a range of sectors, and runs programmes in a variety of occupational areas, and uses different models in working with its client groups.

This report presents an analysis of the social added value delivered through the funding investment in one of the Wise Group's projects in their community regeneration programme, in Cadder, Glasgow.

Cadder is a disadvantaged area in the north of Glasgow. The local Housing Association wished to improve the back court areas overlooked by some of its houses, to improve refuse collection, reduce damage and vandalism and discourage anti-social behaviour through erecting new fencing. They entered a partnership with the Wise Group and a range of funders to undertake the work, through setting up an Intermediate Labour Market project. The analysis shows that without the availability of the Wise Group to undertake the ILM project, the contract would not have gone ahead.

The analysis within this report is based upon the Social Return on Investment (SROI) model which attributes values to identifiable impacts, in order to calculate the value returned relative to the cost of service provision.

The period over which Social Return on Investment was measured was April 2006 to March 2007, and the methodology used followed the global framework for SROI as adapted for use in the UK.

Stakeholders

This report analyses the social added value delivered through the funding investment made in the ILM programme in Cadder that would not have been created had a private contractor been used to undertake the works. It explores how the investment made in the establishment of the programme compares to the social value that has been created and the benefits that have been experienced by stakeholders.

The stakeholders of the Cadder Project range from internal ones - the participants and the Wise Group - to external funders, Cadder Housing Association and the Cadder community, and to government.

The Wise Group Cadder Project has been funded by Glasgow City Council, Communities Scotland, the European Social Fund, government, through the Training for Work and New Deal programmes, and Cadder Housing Association.

The impacts of the Cadder Project

The impact map constructed for the Cadder Project showed that a range of impacts were being created, which included:

- Increased training and employability opportunities
- Movement into the local labour market
- Reduced welfare spending
- Increased tax income
- Alleviating poverty through increased income to participants
- Increased access to support services
- Reduced maintenance costs of the improved areas
- Improved sustainability of community regeneration programmes.

12 financial indicators were used in the study to measure these impacts:

| | |
|----|---|
| 1 | Welfare benefits savings from temporary employment |
| 2 | Welfare benefits savings from employment outcomes |
| 3 | Increased tax income from temporary employment |
| 4 | Increased tax income from employment outcomes |
| 5 | Increased income of participants on the ILM programme |
| 6 | Increased income of those entering employment |
| 7 | Increased employability of those not entering employment |
| 8 | Increased earnings potential in future arising from qualifications achieved |
| 9 | Increased uptake of employment with the Wise Group in the Cadder area |
| 10 | Drugs and mental health outcomes |
| 11 | Design input to the Cadder Project in consultation with the community |
| 12 | Reduced maintenance costs |
| 13 | Improved sustainability of the Wise Group community regeneration model |

The study was unable to explore some aspects of value creation, such as the impact on the amenity of the residents in the area, impact on policing in the area, the impact on referral agents and the impact on participants' health and well-being arising from their participation in the project. Thus social added value will have been underestimated.

Results

The analysis estimates the social added value arising from the Cadder Project in 2006/07 was £691,225.

Overall, the results suggest that for every £1 that has been invested in the Cadder Project, a social return on investment of £4.65 has been realised.

The added value per participant was £14,989.

The analysis demonstrates notional savings to central government, social landlords, public sector bodies, individuals and wider society, by undertaking the contract through the Wise Group.

Recommendations

Recommendations for further work by the Wise Group would be:

- Review the use of the Employability Index system, to allow for a more comprehensive measurement of how the Wise Group develops employability in its client group.
- More mapping of the role other support agencies play in creating participant outcomes.
- Use the experience with this study to include qualitative interviews with participants. This would clearly demonstrate the hard to reach nature of the client group now being recruited to the Wise Group, and would give more in-depth information on the softer outcomes being experienced by participants which will create value for other stakeholders, such as health and social work services.

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1. Introduction

Purpose

This report is part of a series produced by way of a joint project between the EU EQUAL programme and Communities Scotland's Social Economy Unit¹ to research, develop and test new approaches which could have the potential to strengthen the social economy sector. The SROI pilot has been managed by Forth Sector.

The purpose of the pilot was to ascertain the extent to which the Social Return on Investment (SROI) model could be used within Scotland to measure and communicate impact and value creation within the social economy sector.

Approach

Social Return on Investment is a process and a method for understanding, measuring and reporting on the value that is created by an organisation. It examines the social, economic and environmental impacts arising from the organisation's work, and estimates a value for these in the same language, and using the same accounting and investment appraisal methods, as are used to determine financial value.

SROI analysis assigns a monetary value to the social and environmental benefit that has been created by an organisation by identifying indicators of value which can be financialised. Comparing this value to the investment required to achieve that impact produces an SROI ratio. It takes standard financial measures of economic return a step further by capturing social as well as financial value.

SROI was developed in the USA, but has been extended and adapted for a European and UK context.² By developing an understanding of the organisation, how it meets its objectives, and how it works with its stakeholders, an organisation can create its own impact map, or impact value chain, which links inputs and outputs through to outcomes and impacts.

The SROI analysis has been a collaborative effort between the researcher in the Equal pilot project and staff working within the Wise Group and Cadder Housing Association.

¹ The Unit is now part of the Scottish Government's Directorate General for Economy

² The researcher is a founder member of the European SROI Network, established in 2003.

2. Background

2.1. Background to the Wise Group

The central mission of the Wise Group is to provide training and employment opportunities that get unemployed people back to work.

The Wise Group was formed in 1983, originally as an energy conservation initiative, which then expanded over time to incorporate employment and training activity in a number of sectors: childcare, landscaping, office and IT work, call centre, recycling education, forestry, social care assistants etc., and many more activities are now offered by the Group. The Wise Group has also expanded from its original base in Glasgow to stimulate projects across the UK.

The Wise Group has pioneered the Intermediate Labour Market, or ILM, model, in the UK, which has a number of features:

- ILM's aim to provide a bridge to help long term unemployed people acquire the skills and experience they need to move back in the labour market
- They do so by offering participants temporary paid employment, training and other types of support such as job search, in order to improve their employability
- Many ILM's use participants' work placements to provide services that benefit the wider community, through physical or social regeneration projects
- They rely on funding from a wide range of sources
- ILM's have been used in Britain since the early 1980s, and have been increasingly used as an intervention in areas of high long term unemployment.³

Since 1997, an increase in ILM's has been seen, with the creation of programmes such as Employment Zones and the New Deal. The Wise Group programmes are also now based on Training for Work and the range of New Deal programmes, added to by the use of European Social Fund grants.

In Glasgow, as long-term unemployment has fallen, the Wise Group has increasingly employed people who would be seen as 'hard to reach' and who are increasingly far from job ready. ILM's are particularly appropriate for people who have the greatest barriers to work, and who need work experience in a supportive environment to help them address these barriers.⁴

The research into ILM's suggests that it a model that can provide individualised support in the way that researchers suggest is needed for those furthest from the labour market.

There is however a dilemma for the Wise Group in operating an ILM in the context of current programmes such as Training for Work and the New Deal for Young People, which provide output-related funding and which are time limited.

³ From 'Intermediate Labour Markets: a bridge from unemployment to work', 2005, renewal.net

⁴ Marshall B and Macfarlane R, 2000, 'The Intermediate Labour Market: a tool for tackling long-term unemployment', Joseph Rowntree Foundation

In 2004, the Wise Group published an analysis of Community Impact Statistics, looking at jobs and training, community and resident impact and estimating the financial impact in terms of investment in communities, value of ILM wages, reduction in benefits claiming as a result of the ILM programmes and savings resulting from energy efficiency measures. At the time, job outcomes were achieved for 63% of participants.

In August 2006, the Wise Group had 3,725 clients on its books, and employed 414 staff.

2.2. Policy context

The Wise Group work falls within the scope of labour market and welfare to work policy, which is a UK policy responsibility.

2.2.1. Welfare to Work

Over the last 10 years unemployment rates have been falling, and rates of employment have been rising, even in Glasgow. Since 1995, Glasgow has experienced the greatest jobs growth in the UK with more than 60,000 jobs created and 40,000 Glasgow residents finding employment. Glasgow's employment rates however are still below the Scottish average.⁵

In Glasgow as a whole, the latest figures show 98,950 people are on benefits, with 59,690 (60%) of these receiving Incapacity Benefit. Of these, 60% have an acknowledged mental health issue.⁶

In Cadder also, the numbers of people claiming Incapacity Benefit, due to a disability or long-term health condition, are approximately double those claiming Job Seekers Allowance.⁷

The impact of these trends on mainstream and community-based employment services is that an increasing proportion of clients are presenting with multiple issues and barriers to them entering the labour market, which means they are generally further away from being job ready and require more time to prepare for a job.

The Department for Work and Pensions (DWP) recently commissioned a report looking at the Welfare to Work system with a view to reducing the number of people most socially disadvantaged within the UK.⁸ This research follows proposals on reform of the welfare system, especially of Incapacity Benefit. The report recognises the limitations of mainstream services in supporting those most

⁵ Equal Access to Employment Bulletin September 2007

⁶ Figures from the Equal Access Bulletin quoted at the launch of 'Glasgow Works'

⁷ Datazone analysis from Scottish Neighbourhood Statistics at www.sns.gov.uk

⁸ D. Freud, 2007, 'Reducing dependency, increasing opportunity: options for the future of welfare to work', DWP, available at www.dwp.gov.uk

disadvantaged within the labour market and stresses the value of user-centred local services. It acknowledges the extent to which the public sector takes a client group approach to employment services, which makes it very difficult to gather information to fully understand the relationships between characteristics of disadvantage. This approach adds to the complexity of meeting the challenges of compound, multiple disadvantage, economic inactivity and long-term unemployment, as compound disadvantages tend to negatively reinforce one another. It also recognises the risks of longer-term unemployment in reducing the likelihood (or at least increasing the time taken and level of intervention required) of enabling people to return to work.

Based upon the experiences of the New Deal for Disabled People and Employment Zone programmes, Freud recommends that standard employment services concentrate on helping those closer to the labour market into work. Yet he advocates that assistance for the most disadvantaged groups should become more innovative and flexible, that it ought to focus upon overcoming individual barriers to work, and should utilise a compliment of local suppliers, in order to fulfil target outcomes for the hardest to help.⁹

“..The current regime will have to evolve further. It will need to move from a traditional approach based on client groups and specific symptoms to one based on individual needs.”¹⁰

2.2.2. Workforce Plus - the Employability Framework for Scotland

The immediate economic implications of inactivity and unemployment are primarily:

- lost income to the state;
- underperformance in respect of the economy; and
- provision of payments via the benefits system.

However, the wider implications of unemployment and economic inactivity are also manifest in terms of the long-term impact of enduring poverty in workless households which can last for generations, in exclusion from supports and services and in poor health and well-being of those who are long-term unemployed.¹¹

In Scotland, the issues of worklessness and its impact on reinforcing poverty, were highlighted in the Employability Framework published in 2006, followed by the establishment of the Workforce Plus national team and local partnerships.

The Framework recognises four main stages in the ‘journey’ from economic inactivity:

- Client engagement

⁹ The Freud Report; as above (Pg. 39)

¹⁰ The Freud Report; as above (Pg. 5)

¹¹ ODPM; ‘Breaking the Cycle: taking stock of progress and priorities for the future’, Social Exclusion Unit (2004)

- Progression
- Transition to employment
- Aftercare.

In Glasgow, the Workforce Plus partnership is now joined with the Cities Strategy Pathfinder programme funded by the Department of Work and Pensions in an overarching organisation 'Glasgow Works'.

2.3. Background to Cadder

Cadder is located to the north of Glasgow, and is an area somewhat cut off from surrounding areas, being bordered on the one hand by Cadder cemetery, and on the other by the Forth and Clyde Canal. Cadder is in the Maryhill ward.

Glasgow has an unemployment rate of 6%, as opposed to 3.3% for Scotland,¹² with 16.5% of unemployed claimants being unemployed for more than one year. The Maryhill constituency is the third highest employment deprived area in Scotland, and the second highest income deprived. Cadder has three datazones under the Scottish Index of Multiple Deprivation, and these are all in the top 10% of most deprived wards in Scotland, with two in the most deprived 5%. Crime in these datazones is almost twice the average per 10,000 of population for Scotland.

Cadder's datazones in 2006/07 contained 90 claimants aged 16-25, 295 aged 25-49 and 135 aged over 50. The population of the area was 7,032 at the last Census.

2.4. Background to the Cadder Environmental Improvement Project

Cadder Housing Association was set up in 1994 with the transfer of housing stock from Scottish Homes, for which a 30 year business plan had been developed. The funding settlement for the Housing Association was very tight, and did not extend to cover all the landscaping and security works the area needed. Cadder HA therefore had to produce an additional business case for investment in the landscaping work that the Wise Group eventually carried out.

Thus, the Housing Association was quite clear that the type of work undertaken by the Wise Group would not have been carried out at all if the Wise Group had not approached them, and helped them develop the plans and business case, and access additional sources of funding.

The environmental improvements needed included the back court areas adjoining the flats on Scapa Street and Tresta Road, which comprise some 126 homes.

For some time, the Housing Association and residents groups had noted that incidents of 'youth crime and disorder' were significantly increasing. At the time, Scapa Street accounted for 40% of all the empty properties owned by Cadder Housing Association, as they were proving hard to let. The Community Council and the Scapa Street Residents Group had reported that the back court areas were not being used by residents because of security concerns.

¹² Scottish Economic Statistics 2007, Scottish Executive

At one point, Cadder Housing Association and Glasgow City Council were seriously considering demolition of the Scapa Street flats due to the level of voids.



During 2004/05, Cadder Housing Association fitted controlled entry security doors to the Scapa Street closes and renewed the fencing around these properties to provide a secure environment.

Young people however were able to freely access the communal back court areas from Tresta Road, and were gathering inside the back courts shared between the two sets of flats. Police were being repeatedly called out to deal with complaints of noise, drug taking, graffiti and vandalism.

In addition, the refuse collection service had to bring refuse bins out through the closes to empty, which was leading to higher repairs bills for the Housing Association, and which had resulted in increased collection times for the service.



The Wise Group actively promotes its community regeneration programme to Housing Associations, and the funding partnerships that it has built up. As a result of this marketing, the Wise Group and Cadder Housing Association joined together to develop designs for landscaping that would address these issues, and submit proposals for funding.

The plans were developed to create:

- A new cleansing access road to the bin storage area
- New cleansing access paths
- New bin store access paths
- Dismantling and re-erecting fencing installed in 2004/05
- Erecting new perimeter fencing to enhance security in the backcourts
- Install metal screens around the bins stores
- Make good the planting, restoring the amenity of the backcourts but opening it up to improve security.

3. Activities of the Cadder Project

3.1. Project development and planning

The Wise Group has managed a large number of such improvement projects in the past, and has an internal design service to assist clients that do not have this capacity themselves. Cadder Housing Association is small, and does not have an internal team of architects etc, so the input of the Wise Group was essential in developing the project, as well as in providing the labour. The Wise Group took on around 2/3rds of the design work, through its own in-house team, which specialise in developing designs that not only meet the needs of the Housing Association and the residents, as expressed through the consultation, but also ones that its ILM workforce can carry out.

The Wise Group also assisted with consultations with residents over the proposed work, and a residents' steering group was set up. This leads to better satisfaction with the final work, creates a feeling of ownership and allows the community to make its own choices about such things as planting. In the case of Cadder, the works also required Planning Permission, so support from the community was also important in this context.

The level of community consultation undertaken before a site start has increased in recent years, due to the requirements of meeting Communities Scotland standards, and because of the recognised value in securing community buy-in at the start.

With smaller Housing Associations like Cadder, the Wise Group also takes on the responsibility for applying to Communities Scotland for Wider Role funding, and to the Department of Regeneration Services of Glasgow City Council for its GIPSIE funding.¹³

3.2. Recruitment

The Wise Group maintains a programme of targeted recruitment through:

- adverts and information to Housing Associations aimed at their tenants
- adverts in local areas, such as buses, churches, freesheets and community centres

as well as recruiting through referral agents.

Participants in the Wise Group's community regeneration projects are recruited either to Training for Work or the New Deal programme based on their age and eligibility criteria, and referrals are mainly through the Job Centres, but also through other agencies.

¹³ Grant to improve the Physical and Social Environment

3.3. Project delivery

The Wise Group employed a site supervisor to manage the day to day work and the participants, reporting to the Wise Group's site agent. Other staff provided input to the participants, as well as providing a QS service, Health and Safety and quality assurance and project management. An external Planning Supervisor was paid for from the project budget. A site hut was set up.

The activities during the planning phase had determined the practical building and landscaping work that could be achievable by the temporary employees. This included ground preparation, fencing and slab laying.

3.4. Waged option

During the first 8 weeks when starting on the project, individuals stay on benefit, and only move onto the waged option after this point. The waged option rates for the Cadder Project were:

| Week on programme | Type of rate | Rates for October 2005 - September 2006 | Rates for October 2006 - September 2007 |
|-------------------|---|---|---|
| 0 - 8 | None | | |
| 9 - end | Development rate for 22 years and under | £138.12 per week | £144.62 per week |
| 28 - end | For over 22's | £164.12 | £173.87 |

3.5. Information collected and work with participants

Each individual completes an application form for the project, and those on Training for Work will have a training plan. New participants to the New Deal have to go through an official gateway process before starting on the project, which can take up to 10 weeks to complete.

At the end of each month, the supervisor completes a review of progress against a number of criteria, looking at soft skills such as communication, taking instruction and team working, as well as assessing their practical skills and areas to address.

The Wise Group also operates a separate assessment process, examining individual employability progress. This is described in more detail below. This is normally done every 13 weeks.

The employability assessment is used to trigger a more intensive job search phase, when participants are ready to move into employment. This involves one-to-one work with an employment coach.

3.6. Training provided

All participants were given the opportunity to undertake as their main qualification the SVQ Level 2 General Building Operative training, and to gain their CSCS Card, which would allow them to work as a building operative. In addition certificated

training in use of pesticides was undertaken, together with certificated training in Health and Safety.

3.7. Budget and timescales

The Cadder Project started in February 2006 with the setting up of the site infrastructure, and was completed to time and to budget by March 2007. The funding agreed for the project was:

| FUNDERS | | Net |
|----------------------|--|----------------|
| DRS GIPSE | | 101,400 |
| Wider Role | | 119,157 |
| Cadder HA | | 8,511 |
| ESF | | 53,864 |
| Training for Work | | 12,666 |
| New Deal | | 5,444 |
| TOTAL FUNDING | | 301,042 |
| | | |

3.8. Outputs

The outputs expected of the project were:

- Completion of contract works on time and to budget
- 126 residents benefiting from environmental improvements
- 12 individuals recruited
- 50% job outcomes
- 55% training outcomes
- 75% positive outcomes overall. ¹⁴

¹⁴ Defined as individuals achieving a job, achieving training outcomes, and including those who were unemployed but actively seeking work at the time of finishing.

4. The Wise Group participants

All application forms, review forms and other paperwork held by the Wise Group on the Cadder Project participants was analysed by the researcher.

There were 27 participants recruited to the Cadder Project during the 52 week period of the contract. 12 were referred through the Job Centre, 4 from other Wise Group programmes such as Workable, 5 from other agencies, 2 via information from friends, relatives or their GP and 2 were self-referrals.

The Wise Group operates a rolling programme of recruitment, and so some participants who could continue joined from other completed community regeneration projects when the Cadder Project started. At the start of the project, 4 people transferred over and there were 4 new recruits from North Glasgow.

All the participants were male, and reported that they were single, although between them, they reported having 11 dependents. Their average age was 28, with a range between 19 and 42.

19 were placed on the Training for Work scheme and 8 on the New Deal.

The participants had been unemployed for an average of 35 months, i.e. most had been long-term unemployed. The shortest duration of unemployment was 4 months, the longest was 24 years - for someone who had never worked.

Only nine of the participants reported having passed Standard Grade at school. Two had gone on to the equivalent of A Level, but only five reported having an SVQ at level 2 prior to joining the project. None had any qualifications higher than Level 2. Thus the qualifications level of the participants was very low. 6 reported having problems with literacy and numeracy.

They also reported a number of health and social problems. While only 2 participants regarded themselves as disabled, 6 reported that they suffered from depression, 4 had physical problems such as asthma and 1 suffered from epilepsy.

2 individuals were on a methadone programme and a further 4 reported that they had problems with drug misuse.

3 individuals reported that they were homeless.

12 individuals, or 44% of the sample, reported that they had a criminal conviction.

Thus the majority of the participants recruited to the project fall into the category of not job ready. They have multiple barriers to employment and low levels of skills and assets to offer an employer.

The Wise Group believes that the value of employability development, and personal and social development created by their projects is significant. The profile of participants recruited to the Cadder Project shows that they have some considerable distance to travel before they can be considered ready to work, and have some serious issues that would prevent an employer employing them (e.g. criminal convictions or drug misuse).

The Wise Group however does not use this qualitative information on participants, to demonstrate the needs of the clients they work with and where they started from, and in comparing their outcomes with those generated by other organisations or statutory agencies.

4.1. General feedback from participants

As the Cadder Project was to be the subject of this study, more feedback was collected from the project participants.¹⁵ In general, through reviews and conversations with supervisors, the majority of clients reported an increased sense of self-respect and pride in their accomplishments on site. This came through the sense of belonging to a group and working with that group to achieve something worthwhile, which would also be of benefit to the community. The ability to say to others: “I DID THAT!”

A few also stated that there had been an improvement in their home life and in relationships with partners and friends as a result of taking part in the programme.

The fact of earning a wage instead of being on benefit counted a lot for many of them. A few extra pounds in the pocket made them feel better about themselves e.g. by being able to go into a bar and buy a round of drinks instead of waiting in hope, and possibly embarrassment, for someone to offer to buy them one. All these things were seen as helping towards an improvement in their general feelings of increased self-confidence and well-being. Even some of those who were dismissed from the programme felt that they had benefited from being here. The dismissal was regrettably sometimes a hard lesson that had to be learned.

The sense of belonging to a group seem to stick, as many of the clients still keep in touch with each other. They will pass on information about companies that are looking for new employees or knowledge of new sites opening up that may be of interest to others in the squad. They will also contact their supervisors when they require references or often to let them know that they have a new job.

¹⁵ The information on which this section is based was collated by the HR Manager for the Wise Group in collaboration with supervisors.

4.2. Case studies collected by the Wise Group from the Cadder Project

Client number 121890

“Although he had some previous experience within the Building Industry, he came onto the project with a lot of personal baggage mainly to do with self-confidence and a lack of self-respect, possibly because of his literacy problems.

Despite the above, the client applied himself to any task assigned to him, listening to the advice and instructions given to him by his supervisor, and began to take a pride in his work and his personal appearance. This led to a restoration of his self-respect and an increased self-confidence and awareness of his own capabilities. Ultimately he was given Chargehand duties on site, which further increased his confidence and self-esteem. He subsequently left the project into full time employment, which he has sustained.”

Client number 124690

“Coming to us through the Workable Team, this was again a person carrying a lot of problems in relation to his past life. Although he stated that he wished to get back into a working routine and get a job, which is always a good starting point, he had no real sense of direction or any particular aims in life.

Like the first case he had previous experience of working within the Building Industry and this became apparent in the way that he tackled the work at hand, in that he worked hard and was always prepared to listen to instruction or ask for directions, if he was unsure of what was required. He felt that the programme gave him motivation, a reason to get up in the morning and some purpose in life. Again because of his attitude and capabilities, this client was also made up to site Chargehand. This extra incentive resulted in the restoration of his self-respect and an increased feeling of self-worth, to the extent that he felt confident enough to begin applying for jobs and did not become disheartened when he was unsuccessful.

Although he left the project at the end of his contract without gaining employment, we have since heard that he is now working with the Glasgow Cleansing Department.”

Client number 124931

“This client came to us through Compass and Workable and had been unemployed for roughly 24 years through long-term incapacity. He had in fact never worked.

A highly intelligent individual who, although he had spent time studying various courses during his period of incapacity, still came to the project

without any real sense of direction or purpose in life. This was mainly as a result of his lack of work experience and the length of time that he had been on Incapacity Benefit.

It became apparent that this client had many skills that he himself was unaware of, plus a great deal of knowledge that he did not know how to apply. He showed that he was capable of working out the size of areas and angles within the site to a surprisingly accurate degree.

During his time on the programme the supervisors noted that he showed an aptitude for site work and that his character began to develop to the extent that he was now helping others less able than himself. Unfortunately he left the programme at the end of his contract without gaining a full time job, but we have since heard that he also has now been successful in securing employment.”

4.3. Feedback from the follow up survey

In December 2007, the Wise Group sent out a questionnaire to the 27 participants who had been on the Cadder project. 10 of these were returned, which is a good response rate, and which in itself indicates that participants had benefited from their involvement.

This survey was organised to follow up people to see if there were more job outcomes than were reported at the end of the Cadder project, which indeed there were, but also to ask questions about people’s health status, drug taking and homelessness and see if there were improvements in these areas that were sustained.

Three of the respondents reported changes in these aspects, although another 3 reported that their general health was improved as a result of their involvement in the Cadder project.

Two people reported that they had stopped using drugs, and one had managed to come off their methadone programme. For the other person, because they were now clean, they had been able to reduce their methadone prescriptions by half. This person had also been able to reduce their reliance on mental health services at the same time and was now in fact working. The other person had not found a job, but thought they were quite close to getting one.

Another person reported that they had stopped using medication for depression.

These impacts have been included in the SROI analysis set out in section 7.

Some comments made about changes in the participants that came from working on the Wise Group Cadder project were:

“I have become much more outgoing as before I was not very talkative”

“Attitude and confidence”

“It gives me more confidence working with people and hopefully I can go on to the next level..”

“My self esteem improved. It also gave me confidence in finding new and more permanent employment”

“Comfortable financially leading to a better state of mind”

“Good course that gets you back to work”

“I have been able to work on building sites again with the information and experience I have got”

“It has introduced myself to people and made me some new friends”

5. The methodology

The Social Return on Investment (SROI) model provides a method for understanding, measuring and reporting on the value that is created by an organisation. It examines the social, economic and environmental impacts arising from the organisation's work, and attributes a value based upon common accounting and investment appraisal methods, in order to determine its financial value.

The SROI project has received financial support from Communities Scotland (Social Economy Unit) and EU programme EQUAL. Through the EQUAL partnership, the Scottish DP has been able to participate in the European Social Return on Investment Network (ESROIN) - a peer group of academics and consultants working to test and develop a common model for use throughout Europe. It is important to stress that the model and method used to calculate the SROI for the Cadder Project is part of a pilot and is likely to undergo further development. However, the experience of the Cadder Project analysis and the others undertaken in the SROI pilot are likely to inform the shape of a future SROI model for UK and European contexts.

5.1. Model

The SROI model was first developed in the USA and has been adapted for a European and UK context to take account of differences in accounting practices.

The design and delivery of an SROI analysis involves a series of set stages and standards, which have been agreed at a European level, and informed by practice in the USA:

- | | |
|-----------------------|---|
| ▪ Boundaries | Defining the scope of the work |
| ▪ Stakeholders | Identifying and mapping objectives |
| ▪ Impact mapping | Analysis of inputs, outputs and outcomes |
| ▪ Indicators | Identifying the evidence base for impacts |
| ▪ Data | Collecting required information |
| ▪ Model and calculate | Financial modelling of social return |
| ▪ Testing | Sensitivity analysis |
| ▪ Present | Results and report writing |
| ▪ Verification | Peer review |

5.2. Outputs

- Stakeholder analysis
- Impact map
- Research to support proxies
- Calculations and results

5.3. Terminology

There are a number of terms used within the report which are likely to require further explanation, namely:

Impact

Impacts are outcomes achieved through activity, with any deadweight, drop off, attribution or displacement effects taken into account.

Deadweight

Deadweight is an estimation of the social benefits that would have been created anyway, without the intervention. SROI analysis provides a method for estimating how much of the benefit would have happened anyway by making use of available baseline data, and subtracting this from the organisation's calculated outcomes.

Drop off

Drop off refers to the proportion of an outcome that is not sustained. It can be calculated using benchmarking information or research evidence. E.g. in the situation of a project that supports disadvantaged people into employment, a proportion of people will drop out of employment soon after getting a job, which means that a proportion of the value created through the project by producing employment outcomes is not sustained, and therefore should reduce the lasting value created by the project. Benchmarking this project against other projects' employment outcomes may be one way of estimating how to take drop off into account.

Attribution

In some situations the organisation will be sharing the returns with other agencies, who for example have all been involved in supporting individual participants. The additional value created has to be shared between those agencies, and only the proportion of the returns being generated by the organisation are included in the calculation of SROI.

Displacement

In some cases, the positive outcomes for stakeholders generated by an activity are offset by negative outcomes for other stakeholders. For example, an employment organisation may place individuals with employers at the expense of other individuals who are seeking work.

Proxy

A proxy refers to a substitute value which is used within SROI to financialise an outcome, or to represent the value of that outcome e.g. an improvement to mental health (which might be reflected in a measurable reduction in the

frequency of hospital visits for an individual per year) could employ an estimation of the unit cost for a hospital visit within the relevant area in order to derive a financial value in respect of the impact of the intervention upon an individual's mental health.

6. Exploration of the Cadder Project

6.1. Boundaries

This is the first step in an SROI analysis. The Wise Group runs many different projects, but each one is budgeted separately, and central management and support costs are applied to each of its projects. The Cadder Project is therefore a self-contained unit, with all costs attributed to it.

6.2. Stakeholder Analysis

Table 1 below contains the stakeholder analysis for the Cadder Project detailing the outcomes expected by each stakeholder. This table is capturing information obtained during the first two stages of the SROI analysis. It is used to identify the key stakeholders associated with the project and provides the starting point for the identification of indicators upon which to model impact.

6.3. Impact Map

Table 2 below contains the impact map for the Cadder Project, which illustrates the relationship between stakeholders' aims and objectives and the indicators that were chosen to represent social added value.

6.4. Value not included

Due to pressure on time and staff resources, some of the outcomes identified were not included in the analysis.

The intention had been to organise a community survey after the completion of the contract, to establish the benefits to residents of having the back courts improved. This was not done within the study period, although a follow up survey is planned at a later date.

During the stakeholder discussions, it was identified that there may be a reduction in police time as a result of less anti-social behaviour in the back court areas being called in by residents. It has not been possible to get this information, but Cadder Housing Association now think that the anti-social activity, while reduced a bit, has not been eliminated altogether.

The Wise Group liase with community-based organisations in the area, and promote new projects, in order to attract clients. Their view was that their work reduces the staff time being spent by community referral agents with individuals who join their projects, but it was not possible to organise a survey of referral agents in the time available. The ex-participants survey however showed that the Cadder participants had recommended the Wise Group to 27 other people, which would suggest recruitment into the New Deal and Training for Work would be made easier for referral agents.

The other area not explored was in the 'softer outcomes' experienced by participants. While the Wise Group's Employability Index will pick up some of this

value, it would not identify health or well-being improvements, which could be a source of social added value. Studies elsewhere in this Equal series have identified measurement tools and methods for estimating this value, but this was not done here, and this is one area where value will have been significantly underestimated, given the needs of participants identified in section 4 above and the comments made by participants.

Thus, the estimation of the social added value arising from the Cadder Project is likely to be an underestimate.

Table 1 Stakeholder analysis

| Stakeholders | Inputs | Outputs | Outcomes (overall aims and objectives) |
|----------------|---|--|--|
| The Wise Group | 1. Staff time 2. Central overheads support | 1a. 12 staff employed from the area 1b. 50% of exits into jobs 1c. 55% achieve a relevant qualification 2a. Achieve full funding per place 2b. Further contracts with Cadder HA and other RSL's 2c. Contract completed on time and budget and to quality standards 3. Increased access to other Wise Group services | 1. Moving LTU people into the labour market 2. Sustainable income for the Wise Group 3. Increased community engagement |
| Cadder HA | 1. Staff time 2. Tenant liason time 3. Funding - £8,511 | 1a. Improved amenity of the area 1b. Access to funding and statutory support for improvements 1c. Improved tenant satisfaction 1d. Further improvements in area 1e. Improved design input/reduced design costs 2a. Reduced vandalism by youths and damage by refuse collectors 2b. Reduced voids 2c. Reduced on-going maintenance costs 3. Reduced anti-social behaviour and crime | 1. Contract completed on time and budget and to quality standards 2. Improved estate management and reduced costs 3. Improved community safety |
| Participants | 1. Personal resources | 1. Job exits 2a. Move towards employment 2b. Improvements in attitude and social functioning 3. Waged employment for one year 4. Skills acquired 5. Increased access to other services | 1. Move into a sustainable job 2. Improved employability 3. Increased disposable income from ILM job 4. Increased earnings potential 5. Reduced health and social problems |

| | | | |
|--|--|--|---|
| Cadder community | 1. Liason time | 1a. Contract completed on time and budget and to quality standards 1b. Increased private house values 2. Reduced anti-social behaviour in Cadder 3. Increased spend in the area by work teams | 1. Improved amenity/perception of area 2. Improved community safety 3. Increased area income |
| Government | 1. Funding - New Deal £5,444 and TFW - £12,666 | 75% of participants moved off benefits | 1. Increasing employment levels of LTU 2. Reduced welfare spending |
| Glasgow City Council DRS | 1. Funding - £101,400 | 1a. Improved amenity of the area 1b. Improved tenant satisfaction 1c. Further improvements in area 2. Reduced anti-social behaviour and crime in the area 3. Employment of local people | 1. Contract completed on time and budget and to quality standards 2. Improved community safety 3. Local employment reducing disadvantage |
| Glasgow City Council refuse collection service | N/A | Reduced time for rubbish collection in area | More efficient refuse collection service |
| Police Service | N/A | Reduced time spent in policing the area | Improved community safety |
| Community referral agents/JC+ | Staff time | 1.a Reduced staff time spent with clients 1.b Increased number of clients supported 2. Greater number of local contacts worked with | 1. Increased service efficiency 2. Improved networking |
| Communities Scotland | 1. Wider Role funding - £140,009 | 1a. 126 residents benefiting from environmental improvements 1b. 12 people receiving training and work experience 1c. 50% into employment 1d. 55% achieving relevant qualification 1e. 75% achieving positive outcomes | 1. Environmental improvements that will maximise amenity for residents 2. Facilitate future rendering work 3. Training and work experience for local people |
| ESF | 1. Funding - £53,864 | 1a. 12 staff employed from the area 1b. 75% of exits into jobs 2. Qualifications achieved in SVQ2 and CSCS cards achieved | 1. Employment 2. Improved qualifications |

Table 2 Impact Map

| Stakeholder | Desired outcome | Indicator used | Financial Proxy used | Source of financial and monitoring information | Attribution | Benchmark for deadweight | Benchmark for displacement or drop off |
|----------------|---|---|--|---|--|---|--|
| The Wise Group | <p>1. Moving LTU people into the labour market</p> <p>2. Sustainable income for the Wise Group</p> <p>3. Increased community engagement</p> | <p>1a. Wise Group employability index</p> <p>2a. Job exits</p> <p>2b. Further contracts with Cadder</p> <p>2c. Contract completed on time and to budget</p> <p>3. Level of other referrals from area to Wise Group services</p> | <p>1a. Value of employability journey to government</p> <p>2a. Fee achieved per place</p> <p>2b. Contract value</p> <p>2c. Retained profit</p> <p>3. Added value per participant</p> | <p>1a. JC+, New Deal, DWP, stats</p> <p>2a. Wise Group</p> <p>2b. Wise Group/CHA application</p> <p>2c. Wise Group finance dept</p> <p>3. Postcode monitoring by Wise Group</p> | <p>1a. Not used with clients who have positive job exit</p> <p>2a. Not used with clients without job exit</p> <p>2b. 50% shared with CHA</p> <p>3. Shared with community referral agents</p> | <p>2a. LTU outflow rates for Glasgow</p> <p>2c. Industry net profit levels</p> <p>3. Referral rates for postcodes</p> | <p>1a. Wise Group records analysis</p> <p>2a. Wise Group records</p> <p>2b. CHA would not commission private contractor</p> <p>2c. CHA would not commission private contractor</p> |

| | | | | | | | |
|--------------|---|--|--|--|--|---|---|
| Cadder HA | <p>1. Contract completed on time and budget and to quality standards</p> <p>2. Improved estate management and reduced costs</p> <p>3. Improved community safety</p> | <p>1a. Access to funding</p> <p>1b. Further area improvements</p> <p>1c. Reduced design costs</p> <p>2a. Reduced vandalism</p> <p>2b. Reduced damage by refuse collectors</p> <p>2c. Reduced voids</p> <p>2d. Reduced on-going maintenance costs</p> <p>3. Reduced tenant complaints</p> | <p>1a. Contract value</p> <p>1b. Contract value</p> <p>1c. Design value</p> <p>2a. Reduced cost of repairs</p> <p>2b. Reduced cost of repairs</p> <p>2c. Reduction in lost revenue</p> <p>2d. Reduction in external maintenance contract</p> <p>3. Staff costs per complaint handled</p> | <p>1a. Wise Group/CHA</p> <p>1b. CHA/Wise group application</p> <p>1c. Wise Group design staff time sheets and salary costs</p> <p>2a. CHA records</p> <p>2b. CHA records</p> <p>2c. CHA records</p> <p>2d. Contract value awarded by CHA</p> <p>3. Community survey</p> | <p>1a. 50% shared with Wise Group</p> <p>3. Reduce value by 15% to reflect other CHA initiatives</p> | | <p>CHA would not commission private contractor</p> <p>2d. Lost profit on contract</p> |
| Participants | <p>1. Move into a sustainable job</p> <p>2. Improved employability</p> <p>3. Increased disposable income from ILM employment</p> | <p>1. Increased earnings</p> <p>2a. Increase in Employability Index scores</p> <p>2b. Increased future earnings from qualifications</p> <p>3. Net increase in income over benefits</p> | <p>1. Difference between new job and ILM wage</p> <p>2a. Cost of journey towards a job</p> <p>2b. Increases in hourly rates by qualifications level</p> <p>3. Beneficiary records</p> | <p>1. Wise Group records</p> <p>2. Research evidence on unit costs</p> <p>2b. Research evidence</p> <p>3. Wise Group</p> | <p>1. Not used with non job exits</p> <p>2a. Not used with job exits</p> <p>3. All beneficiaries</p> | <p>1. LTU outflow rates for Glasgow</p> <p>2a. LTU outflow rates in Glasgow</p> <p>2b. LTU outflow rates in Glasgow</p> <p>3. LTU outflow rates for Glasgow</p> | <p>1. Drop off from participant records</p> |

| | | | | | | | |
|--|--|---|---|--|--------------------------------------|--|-------------------------------------|
| Cadder community | 1. Improved community safety 2. Increased area income | 1. Increased social and leisure activity spend 2. Increased spend in local shops | 1. Tenant survey and community consultation 2. Survey of shopkeepers | 1. Community survey 2. Community survey | | Monitor income levels in area through SIMD datazones | |
| Government | Reduced welfare spend | Net decrease in benefits spend | Beneficiary records and exit information | Wise Group records and follow ups | | LTU outflow rates for Glasgow | Project drop off rate and follow up |
| Glasgow City Council DRS | As for Cadder HA | | | | | | |
| Glasgow City Council refuse collection service | Reduced time spent on refuse collection in area | Unit costs of service and reduced time per visit | GCC to monitor time reduction when contract completed | GCC depot manager | | | |
| Police Service | Reduced time spent policing the area | Level of complaints from public in area | Unit costs per complaint and follow up | Strathclyde Police records | Only if enhanced policing brought in | Monitor complaints across Glasgow | |
| Community referral agents/JC+ | 1. Increased service efficiency | 1.a Reduced staff time spent with clients 1.b Increased number of clients supported | 1a. Staff hourly rates and timesheets 1b. Increase in grant income | 1. Referral agent survey | 1. From referral agent survey | 1. From referral agent survey | |
| Communities Scotland | 1. Environmental improvements improving amenity for residents 2. Facilitate future rendering work 3. Training and work experience for local people | As Cadder HA | | | | | |
| ESF | 1. Training, work experience and job outcomes | As Wise Group and participants | | | | | |

6. Data collection

It was decided to identify solely the social added value of the Cadder Project, and in effect, this SROI study examines the additional value created by the organisation, and calculates the social returns which would not be created by the project being carried out by a private landscaping contractor of similar size.¹⁶

The Cadder Project ran for 12 months to March 2007, and therefore the period under study is April 2006 to March 2007.

6.1. Primary Research

In respect of primary research in term of The Wise Group's Cadder Project, the following work was undertaken:

- Review of business plan and funding applications to ascertain internal and external stakeholder objectives
- Interviews with main stakeholders
- Progress meetings/discussions with Wise Group staff and Cadder Housing Association
- Analysis of all participant records from the Wise Group
- Analysis of Employability Index questionnaires completed with Cadder participants
- Focus group with Cadder Project employees conducted on site by the supervisor
- Follow ups of leavers by the Wise Group in December 2007
- Analysis of postcodes of Wise Group participants as a whole, to identify increased uptake in other Wise Group services as a result of the Cadder Project
- Analysis of Cadder Housing Association maintenance, voids and complaints records before and after the contract
- Case studies of participants.

This research informed both the stakeholder and impact mapping processes and was used to identify and determine outcomes, indicators and proxies.

The time allocated to produce the SROI analysis did not prove sufficient to undertake interviews with all stakeholders. Stakeholders not consulted were the police and the Cadder community.

The Wise Group collects a wealth of monitoring information on participants, but does not record systematic in-depth information about participants and their prior circumstances. The organisation has robust monitoring and evaluation processes for participants when they are involved with their projects, but in terms of their past experiences, information is collected on a "need to know" basis.

¹⁶ So for example, the economic return generated through local spending from the contract has not been calculated, as this would have happened with any contractor who undertook the work.

Void costs used in calculating savings to Cadder Housing Association were partly provided by Cadder HA, but where these were not available, a breakdown of unit costs provided by Cunninghame Housing Association for another study in this Equal series were used.¹⁷

6.2. Secondary Research

A range of publications were used to establish reliable proxies (and in some cases to provide evidence upon which to base an assumption for indicators given the lack of primary data). The following main sources were employed:

Nomis - official labour market statistics

Nomis is a web-based database of labour market statistics operated by the University of Durham on behalf of the Office for National Statistics. It provides an extensive range of statistical information on the UK labour market including Employment, Unemployment, Earnings, Labour Force Survey and Jobcentre Plus vacancies.

Office for National Statistics - Annual Survey of Hours and Earnings (ASHE)

The Annual Survey of Hours and Earnings (ASHE) provides information about earnings and hours worked for employees for all industries and occupations.

A range of other sources were used, which are referenced when used in the body of the text.

¹⁷ Cunninghame Housing Association, 2007, 'The Financial Impact of Tenancy Failure'.

7. Analysis

The figures show the outcomes achieved in the Cadder Project against the targets set for it:

Table 3 Outcomes

| Output target | Actual output | Remarks |
|--|---|--|
| 12 participants receiving training and work experience | 27 participants were recruited to the project, 9 of them from Cadder | |
| 50% into employment | 16 participants moved into jobs (59% of all participants) | 6 new job outcomes on follow up in December 2007 |
| 55% achieving a relevant qualification | 26 participants achieved at least one qualification (93%), with 18 achieving an SVQ 2 (64%) | |
| 75% positive outcomes | 82% achieved a positive outcome | A positive outcome is defined by the Wise Group as a job outcome and/or a qualification, or to be actively seeking work at the time of finishing |

Thus the job outcomes from the project were lower than expected at the time of the contract finish, but at follow up, the job outcomes target had been exceeded. The other targets likewise were exceeded. The lower than anticipated job outcome figure at contract finish is most likely explained by the difficult circumstances of some of the participants, including their criminal convictions and drug misuse, but it would appear that the project has had a sustained impact on participants, allowing them to get a job after their time with the Wise Group.

It should be noted that the project was completed on time and to budget.

The SROI analysis suggests that for every £1 invested in the Wise Group's Cadder Project during the period April 2006 to March 2007, there was a social return on investment of £4.65.

The remainder of this section explains in greater detail the manner in which the SROI ratio above was determined.

7.1. The areas of value creation explored

Based on the stakeholder analysis and the impact map presented above, the impacts investigated and financialised were:

Table 4 Impacts that have been financialised

| | |
|----|---|
| 1 | Welfare benefits savings from temporary employment |
| 2 | Welfare benefits savings from employment outcomes |
| 3 | Increased tax income from temporary employment |
| 4 | Increased tax income from employment outcomes |
| 5 | Increased income of participants on the ILM programme |
| 6 | Increased income of those entering employment |
| 7 | Increased employability of those not entering employment |
| 8 | Increased earnings potential in future arising from qualifications achieved |
| 9 | Increased uptake of employment with the Wise Group in the Cadder area |
| 10 | Drugs and mental health outcomes |
| 11 | Design input to the Cadder Project in consultation with the community |
| 12 | Reduced maintenance costs |
| 13 | Improved sustainability of the Wise Group community regeneration model |

Each impact or set of impacts will now be discussed in detail, including the deadweight, drop off and benchmarking data used in financialisation, as these vary depending on the indicator or proxy used. The figure used for employment deadweight and drop off however was common in a number of the analyses, and is best explained here.

Deadweight is the value of outcomes that would have happened anyway without the project. This was taken to be the percentage of people in Glasgow City who move off Job Seekers Allowance, which can be found in the NOMIS database.

The off-flow for claimants of the different age bands and gender that matched the profile of the Cadder participants who achieved job outcomes was averaged, and this gave a figure of 5.67%. This in fact closely matched the average for all age and gender bands, and for all durations of unemployment.

Drop off is used to measure and discount the impacts that are not sustained. With many intangible or soft outcomes, there is little data to give a figure derived from evidence. In these cases, the actual drop off in the sample and in the project itself has been estimated.

There are many ways in which this could be calculated, if no longer-term information is available for the outcomes sustained by participants. It was decided to take the drop off as the percentage of people who started on the project but who left early.

Out of the 27 participants on the project, 7 individuals left early for reasons that were not a job outcome, such as dismissal or medical reasons.¹⁸ This gives a drop off figure of 26% which has been used for all employment-related outcomes.

In the follow up survey however, 3 of these individuals had managed to get a job, but 2 who had left for a job had not sustained their employment. This would suggest that the drop off should be 22%,¹⁹ although it is not necessarily the case that the Wise Group could claim all the value from the 3 additional employment outcomes, as individuals may have had some help elsewhere.

Research into the ILM model suggests that drop off rates vary between 20-30%, so this is consistent with the 26% figure suggested for the Cadder Project.²⁰

The Wise Group however feels that some allowance should be made for the impact of the extended period at the beginning of the New Deal gateway process, which has led to higher costs and reduced effectiveness in client outcomes.

This factor, as well as a lower drop off rate when follow up job outcomes are included, could be reflected in an adjusted drop off rate, and will be discussed in the sensitivity analysis in section 9.

1. Welfare benefit savings from temporary waged option

Welfare benefits are saved through moving individuals onto the ILM waged option, as well as by moving individuals into employment.

After 8 weeks, the participants moved on to the waged option, and off benefits. The participant records gave a note of their benefits prior to joining, and the DWP rates were used to construct the welfare benefits profile of participants. On line calculators were used to determine entitlement to Housing Benefit and Council Tax Benefit while on the waged option.^{21 22}

Housing Benefit was calculated based on the average rent in 2006 for registered Social Landlords in Glasgow of a 2 apartment house.²³ Council Tax Benefit was based on the average cost of Council Tax in Band A and Band B, using Glasgow City Council's Council Tax Charges for 2006/07.

The Wise Group confirmed that no participant on the Cadder Project claimed Working Tax Credit, and the effect of any Child Benefit was ignored, as that would have been paid to partners, but since all the participants were men, and even

¹⁸ The rule for TfW and New Deal that the Wise Group have to apply is if a participant is absent for more than 5 consecutive days, they are dismissed from the project.

¹⁹ 7 less 3 plus 2 participant drop offs, expressed as a percentage of 27 participants in total

²⁰ Marshall 2000, op cit

²¹ <http://www.entitledto.co.uk/default.aspx?cid=9a8cbcd8-f4ff-4b13-a44a-b872e7a9462c>

²² It was assumed, in line with Glasgow City Council policy, that Housing Benefit ran on for 4 weeks after participants moved into temporary employment

²³ From Communities Scotland Regulation and Inspection Unit RSL Statistics 2005 -06 uprated to 2006/07 prices using the Retail Price Index

where they had dependents, Child Benefit would not have changed with employment status.

Individual benefit savings were found to be £40,216 for the period, and reductions in Housing Benefit of £32,992. The benefits saved were split by:

| | |
|--|---------|
| Job Seekers Allowance | £14,316 |
| Income Support | £2,002 |
| Incapacity Benefit | £14,625 |
| Income Support with a Disability Premium | £9,274 |

Table 5 Welfare benefits savings from temporary employment

| | |
|------------|---------|
| Value | £73,208 |
| Deadweight | £4,004 |
| Drop off | £19,034 |
| Net value | £50,169 |

Deadweight used was 5.67% and drop off was 26%.

2. Welfare savings from employment outcomes

When participants get a job, they also save welfare benefits in the future, with the deadweight accounting for savings that would have been made anyway.

The welfare spend on those participants who gained a job outcome were calculated on the same basis as above, and then discounted as the benefits would be deferred for one year, and in order to recognise that individuals got into employment at different times during the period. This will underestimate value, which was found to be:

Table 6 Welfare savings from employment outcomes

| | |
|--------------|---------|
| Value | £43,874 |
| Discounted | |
| for one year | £40,957 |
| Deadweight | £2,240 |
| Drop off | £10,649 |
| Net value | £28,068 |

Deadweight used was 5.67% and drop off was 26%.

3. Increased tax income to the government from temporary employment

Using PAYE and NIC tables for the period under study, and based on the wage information provided by the Wise Group, the amount of additional tax collected by the UK government as a result of Cadder participants entering temporary employment was calculated:

Table 7 Increased tax income from temporary employment

| | |
|------------|--------|
| Value | £7,515 |
| Deadweight | £426 |
| Drop off | £1,954 |
| Net value | £5,135 |

Deadweight used was 5.67% and drop off was 26%.

4. Increased tax income from employment outcomes

The destinations of participants who achieved employment outcomes were known in 8 out of the 10 cases. In 3 cases, the earnings in employment were known. Where they were not known, the earnings of the lowest paid was used, a labourer who was earning £240 per week. This is well below the median earnings per week for Glasgow, which for men was £419.50 per week in 2006.²⁴

This showed new tax income (PAYE, NIC and ENIC) of:

Table 8 New tax collected from participants entering employment

| | |
|-------------------------------------|---------|
| Value | £50,849 |
| Less new Working Tax Credit claimed | £4,160 |
| Deadweight | £2,883 |
| Drop off | £13,221 |
| Net value | £30,585 |

Deadweight used was 5.67% and drop off was 26%.

5. Increased income of participants from temporary employment

When an individual enters employment, the state benefits from reduced welfare spend and increased tax take, but the individual and their families benefit from having increased personal income.

The analysis of the Wise Group's payments to participants allowed for a calculation of net pay, which was netted off against income on benefits excluding Housing Benefit, to calculate the increased income accruing to participants from their temporary employment:

Table 9 Increased income to participants from temporary employment

| | |
|------------|---------|
| Value | £10,988 |
| Deadweight | £623 |
| Drop off | £2,857 |
| Net value | £7,508 |

Deadweight used was 5.67% and drop off was 26%.

6. Increased income from employment

²⁴ Scottish Economic Statistics 2007

As described in section 4 above, earnings net of tax were calculated for those who entered employment:

Table 10 Increased earnings for participants who entered employment

| | |
|-----------------------------------|----------|
| Value (including new WTC claimed) | £169,612 |
| Deadweight | £9,617 |
| Drop off | £44,099 |
| Net value | £115,896 |

Deadweight used was 5.67% and drop off was 26%.

7. Increased employability of those not entering employment

For those participants who do not enter employment, there may be improvements in employability, and distance is travelled towards the labour market even though a job outcome is not achieved.

Organisations in the SROI pilot have used different methods to measure the value of increases in employability. In the case of the Wise Group, it uses its own Employability Index, based on a questionnaire which was developed through a project with the University of Strathclyde, and which the Wise Group started using in 2005.

The questionnaire asks questions designed to assess assets in the following 6 areas:

- Educational attainment
- Personal assets
- Communication
- Employment goals
- Barriers to work
- Convictions

A scoring system of 0 - 30, 5 for each question, is used, with some weighting of scores, so that e.g. criminal convictions count more heavily and yield a smaller employability score, demonstrating a lower potential to be employed.

The questionnaire responses were analysed, and showed a 15% increase in employability index scores between the first and last reviews, a 66 points score increase across the sample who had completed more than one EI questionnaire.

Placing a value on this improvement has again used the concept of 'willingness to pay', but this time, the willingness of government to fund the achievement of a transition from economic inactivity to a job. The hypothesis is that the whole of this journey has a value, and that steps along this journey will therefore have a value in proportion to the total value of the journey.

Thus if it was accepted that the participant's journey towards employment has 30 steps in it represented by the scores from the Employability Index, and that only by eradicating all barriers can people move into employment, then a reduction achieved in each score is worth 1/30 of the entire journey. In practice, there is not

a 30 point potential range of scores, as no one scores less than 10,²⁵ so the ‘journey’ is estimated to have a value of 20 points.

This is again a crude measure, and is only a proxy, but it at least is a starting point for valuing employability development.

This method may in fact underestimate the value of employability development. People will not have to score the maximum and remove all possible barriers before they are employable and can find a job.

A number of costs for the whole journey can be found. A survey was made of published unit costs of job outcomes from different studies, which were updated in accordance with the Retail Price Index since publication, and then averaged. Some studies quoted a cost per place, some a cost per job. Where a cost per place was quoted, this has been converted into a cost per job achieved, using the percentage of job outcomes generated by the project or programme.

It was decided not to include the figure from the Intermediate Labour Market study in the calculation as it was significantly higher than the other unit costs. This is explored further in the sensitivity analysis.

This gave a current figure representing the ‘value’ of the employability journey as £7,900.

Table 11 Results of survey of unit costs per job outcome achieved updated to current figures

| Year of publication | LGA ²⁶ | ILM ²⁷ | LSE ²⁸ | NAO ²⁹ | Deal Me In ³⁰ | TfW ³¹ | ND Task Force ³² |
|---------------------|-------------------|-------------------|-------------------|-------------------|--------------------------|-------------------|-----------------------------|
| 1997 | | | 6000 | | | | |
| 1998 | 6000 | | 6340 | | | | |
| 1999 | 6150 | | 6490 | | | | |
| 2000 | 6450 | 13860 | 6790 | | | | |
| 2001 | 6630 | 14040 | 6970 | | 7285 | 5775 | 6250 |
| 2002 | 6800 | 14210 | 7140 | 6500 | 7455 | 5945 | 6420 |
| 2003 | 7090 | 14500 | 7430 | 6790 | 7745 | 6235 | 6710 |
| 2004 | 7390 | 14800 | 7730 | 7090 | 8045 | 6535 | 7010 |
| 2005 | 7670 | 15080 | 8010 | 7370 | 8325 | 6815 | 7290 |
| 2006 | 7990 | 15400 | 8330 | 7690 | 8645 | 7135 | 7610 |

²⁵ Confirmed by the Wise Group

²⁶ Local Government Association, <http://www.lga.gov.uk/Briefing.asp?Section=0&id=SXAF28-A77F7916>

²⁷ Marshall B and Macfarlane R, 2000, The Intermediate Labour Market, JRF, at <http://www.jrf.org.uk/knowledge/findings/socialpolicy/970.asp>

²⁸ Gardiner K, 1997, Bridges from Benefit to Work, London School of Economics for the Joseph Rowntree Foundation, at <http://www.jrf.org.uk/knowledge/findings/socialpolicy/sp130.asp#top>

²⁹ The New Deal for Young People, 2002, National Audit Office, http://www.nao.org.uk/publications/nao_reports/01-02/0102639.pdf

³⁰ Mackaskill S, 2001, ‘Deal Me In Evaluation’ at http://download.edinburgh.gov.uk/Deal_Me_In/05_DMI_Section4.pdf

³¹ Reported in Macaskill op cit

³² Reported in Macaskill op cit

When the results of the Cadder participants' questionnaire replies were analysed, the estimated value of employability development of participants who do not exit for a job is:

Table 12 Estimated value of employability development

| | |
|------------|---------|
| Value | £26,110 |
| Deadweight | £1,480 |
| Drop off | £6,788 |
| Net value | £17,841 |

Deadweight used was 5.67% and drop off was 26%.

Thus the estimated value is small, but nevertheless illustrates that there is a value to achievement of 'soft outcomes' in terms of employability. The method above has been refined in two of the other SROI studies in this series.

8. Increases in future earnings potential from qualifications

The link between future earnings as a result of improved educational attainment has been studied.³³ Of the Cadder participants, 18 achieved SVQ Level 2 who had not previously attained this qualification, and 9 achieved their CSCS Card.

The increases that have been reported in the average median hourly pay for SVQ Level 2 as opposed to no qualifications is £1.40 per hour, and between no qualifications and a qualification such as the CSCS card was £1.50 per hour.

Taking the numbers of participants who had gained qualifications at the different levels, assuming an eventual job at 30 hours per week, and discounting the values three years into the future, to take account of the fact that the earnings increases would not be secured until participants had got a job, the value of educational attainment was estimated at:

Table 13 Value of future earned income from qualifications

| | Current | Discounted to 2010 values |
|------------|---------|---------------------------|
| Value | £39,312 | £35,457 |
| Deadweight | | £2,010 |
| Drop off | | £9,219 |
| Net value | | £24,228 |

Deadweight used was 5.67% and drop off was 26%.

The additional tax income that would accrue to the government as a result of higher earnings was not calculated.

³³ Lifelong Learning Statistics, 2005, Scottish Executive, based on analysis of the Labour Force Survey in the spring quarter of 2005

9. Increased uptake of employment with the Wise Group from the Cadder area

The Wise Group reported that when they set up a new project in an area, there was an increased uptake elsewhere in their services. The postcodes of temporary employees are monitored by the Wise Group, and their records showed 9 extra participants from the Cadder postcode of G33 had joined their projects.

The proxy used for this was the added value per participant calculated in the Cadder Project for employment and welfare impacts, which was found to be £10,349 with a total value of;

Table 14 Increased uptake from the Cadder area

| | |
|------------|---------|
| Value | £93,143 |
| Deadweight | £9,314 |
| Drop off | £24,217 |
| Net value | £59,612 |

Deadweight used was 10%, which is solely an estimate which assumes 1 of the participants would have found out about the Wise Group anyway, but drop off used is 26% as from the Cadder Project.

In the follow up survey in December 2007, ex-participants reported that they had recommended contacting the Wise Group to 27 other people, mainly friends. It is possible that these people had gone on to join a Wise Group project, but their number would not have shown up in the postcode analysis unless they came from Cadder.

The Wise Group were sure that this effect was happening, where word of mouth publicity was encouraging individuals to apply to their projects, but without knowing that they did in fact show up in projects, it is difficult to put a value on it. The local agencies such as Jobcentre Plus would be the beneficiaries of this, as they would need less time and resources to attract participants to the New Deal and Training for Work.

10. Drugs and mental health outcomes

In the follow up survey of participants from the Cadder project conducted in December 2007, the participants were asked to report any additional outcomes, plus to give an indication if mental health, drug taking or other outcomes had been experienced as a result of engaging in the project.

Two people reported that they had stopped taking drugs. One had also stopped needing maintenance on methadone and was completely clean, although they had not yet managed to get a job, but thought they were fairly close to getting one.

The other, who had got a job after the end of the Cadder project, reported that the frequency of their methadone prescriptions had halved - "I only need to pick up a prescription thrice weekly to help me get to work earlier".

Another reported that they had come off anti-depressants, and reduced their use of mental health services.

The Wise Group feel that many more of the participants may experience these improvements, but without a process to capture this information, this analysis can only assume that out of 27 participants, 3 people experience improvements as a result of the project:

Table 15 Drugs and mental health improvement

| | |
|------------|--------|
| Value | £1,838 |
| Deadweight | £33 |
| Drop off | £0 |
| Net value | £1,805 |

The value is composed of the value of a reduction of 1.5 in methadone costs. These have been derived from information collected by the Information and Statistics Division within the NHS, where the avoided cost per patient per annum of methadone treatment is £870.³⁴ In addition, the reduction in mental health costs has been included for one person.³⁵

The deadweight used is 1.8%.³⁶ It was assumed that there was no drop off, as the follow up survey had been conducted after the end of the project, and for at least these participants, improvements had been sustained beyond the end of the project.

11. Design input to the Cadder Project

The Wise Group contributed design time from their staff into the Cadder Project. Although this was a cost to the project, it also represented a saving to Cadder Housing Association.

The cost of design time in the Wise Group accounts for the project was £10,000. There was no deadweight attached to this value, as the contract would not have happened without the Wise Group project, and there was no drop off as the contract was completed to time and to budget.

12. Reduced maintenance costs to Cadder Housing Association

During the stakeholder analysis and impact mapping phase, Cadder Housing Association had projected a number of benefits to them in undertaking the project with the Wise Group. The main areas where savings were expected were as a result of reduced vandalism by young people and reduced damage by bin men.

³⁴ Based on figures for Glasgow in 2001/02 of a cost of methadone and dispensing costs of £4,728,016 to support 6,133 people prescribed methadone, uprated to 2006 costs, from a study reported at www.drugmisuse.isdscotland.org/publications/02bull/excel/b3.htm

³⁵ Based on a reduction in 20 GP visits over a year, with a cost of £19 per GP consultation from the 2006 NHS Cost Book, at www.isdscotland.org

³⁶ From Galbraith L and Knight P, 2001 'An Outcomes Pilot Study', ISD Scotland, which found that only 1.8% of drug users were able to come off drugs without intervention within 6 months.

Cadder HA also thought the levels of voids might be reduced, as the perception of the flats improved as vandalism and anti-social behaviour reduced.

Cadder HA provided the following information from their records, for a period before the contract started, and for the same period a year later, which was after the contract finished:

Table 15 Reduced maintenance and housing costs information

| Indicator | April - August 2005 | | April - August 2007 | |
|--|---------------------------------|-----------------------------|---------------------------------|-----------------------------|
| | Number of actions recorded | Actual costs | Number of actions recorded | Actual costs |
| Repair costs resulting from external vandalism | 21 | £6,300 | 10 | £2,700 |
| Number of tenant complaints regarding anti-social behaviour in the back courts | 12 | | 7 | |
| Number of weeks' rent lost due to voids | 7 void properties during period | Lost rent for period = £543 | 2 void properties during period | Lost rent for period = £221 |

The actual costs were annualised. It was assumed that the costs of dealing with tenant complaints regarding anti-social behaviour involved an average of two hours of staff time. Figures for housing management staff time were not reported for Cadder HA, but a proxy figure of £22 per hour was used.³⁷

The lost rental is only one of a series of costs incurred by landlords when properties become void. The full costs per void, as calculated by Cunninghame Housing Association include:

Table 16 Void costs

| | |
|----------------------|--------|
| Rent arrears | £1,100 |
| Void security | £750 |
| Void clearance | £365 |
| Void repairs | £450 |
| Void cleaning | £115 |
| Staff costs | £500 |
| Total less lost rent | £3,280 |

Adding these proxy costs to the actual lost rental income, and annualising the figures, suggests the following savings to Cadder Housing Association for the period under study:

Table 17 Cost savings to CHA

| Cost item | Before | After | Savings |
|--------------------|---------|---------|---------|
| Reduced vandalism | £15,120 | £6,480 | £8,640 |
| Reduced complaints | £1,267 | £793 | £528 |
| Reduced void costs | £40,663 | £23,490 | £17,173 |
| Total CHA savings | | | £26,341 |

³⁷ The equivalent of a social work assistant for client-related work, as reported in 'Health and Social Care Costs', 2006, PSSRU. Salary rates for social work assistants and housing support staff appear broadly similar.

As discussed above, it is assumed that there is no deadweight associated with this value. Drop off is rather more difficult to determine. Vandalism and complaints may increase as the works deteriorate over time, but this could only be determined through further study. For the purposes of this study, it is assumed that value drops off over the period of economic life of the environmental improvements, which is estimated at 10 years.³⁸ This suggests:

Table 18 Reduced maintenance costs

| | |
|---------------|---------|
| Total savings | £26,341 |
| Deadweight | 0 |
| Drop off | £2,634 |
| Net value | £23,707 |

13. Improved sustainability of the Wise Group community regeneration model

The Wise Group as a stakeholder reported that one of their desired outcomes was the income that followed on from the project, in terms of fee income from the government programmes, and any contracts that resulted from the original Cadder contract. Fee income was £18,110.³⁹

In addition, Cadder Housing Association and the Wise Group have had funding agreed for a further contract, currently valued at £230,532. If the same level of sustainable income for the Wise Group holds for this contract as for the study contract, 6% of the funding will contribute towards the Wise Group's sustainability.

The value calculated is therefore:

Table 19 Improved sustainability

| | |
|------------|---------|
| Value | £31,942 |
| Deadweight | 0 |
| Drop off | 0 |
| Net value | £31,942 |

As with item 10 above, deadweight and drop off are assumed to be zero.

³⁸ Depreciation for road improvements is generally 10%

³⁹ From the Wise Group's accounts for the project

8. Results

The SROI analysis predicts the end value created by investment in 2006 and calculates the returns over, in this case, 3 years. In the USA, SROI returns are calculated to infinity, which seems unreasonable. In Europe, SROI has generally been calculated over 5 years.

In the Equal pilot, in order not to overclaim value, and to offer conservative estimates of social added value, the research team decided to calculate value over 3 years.

The results below show the social added value created for the 12 months to March 2007.

Values for the 12 months are discounted to Net Present Values, as would be the case when calculating the financial return on investment in a commercial setting.

The agreed convention for SROI is to use a discount rate of 3.5%, which is the HM Treasury social time preference discount rate. 'Social time preference' is the value society attaches to present as opposed to future consumption.

The real value of the impact created by the Cadder Project will be less in future years, and is therefore discounted to allow for risk factors, and for the fact that investment in the Wise Group does not allow for investment elsewhere and the investor may forgo interest on their capital by investing. The impact of the Cadder Project is judged by the end value of benefits less adjustments for deadweight and drop off as discussed above.

The summary of the values calculated or estimated for the Cadder Project is: ⁴⁰

Table 20 Summary of values for 2006/07

| Item | |
|---|-----------------|
| Welfare benefits savings from temporary employment | £50,169 |
| Welfare benefits savings from employment outcomes | £28,068 |
| Increased tax income from temporary employment | £5,135 |
| Increased tax income from employment outcomes | £30,585 |
| Increased income of participants on the ILM programme | £7,508 |
| Increased income of those entering employment | £115,896 |
| Increased employability of those not entering employment | £17,841 |
| Increased earnings potential in future arising from qualifications achieved | £24,228 |
| Increased uptake of employment with the Wise Group in the Cadder area | £59,612 |
| Drugs and mental health outcomes | £1,805 |
| Design input to the Cadder Project in consultation with the community | £10,000 |
| Reduced maintenance costs | £23,707 |
| Improved sustainability of the Wise Group community regeneration model | £31,942 |
| Totals | £406,495 |

⁴⁰ NB there will be small rounding errors in the total figures quoted

Table 21 Summary of projected values and Net Present Values over three years

| | Year 1 2006/07 | Year 2 2007/08 | Year 3 2008/09 | Three year end value |
|-----------------|-------------------|-------------------|-------------------|-------------------------|
| Total net value | £406,495 | £406,495 | £406,495 | £1,219,485 |
| NPV's of value | £392,750 | £379,468 | £366,636 | £1,138,854 |

The social value created per participant has been:

Table 22 Added Value per individual participant

| Item | |
|---|----------------|
| Welfare benefits savings from temporary employment | £1,858 |
| Welfare benefits savings from employment outcomes | £1,040 |
| Increased tax income from temporary employment | £1,133 |
| Increased tax income from employment outcomes | £190 |
| Increased income of participants on the ILM programme | £278 |
| Increased income of those entering employment | £4,292 |
| Increased employability of those not entering employment | £661 |
| Increased earnings potential in future arising from qualifications achieved | £897 |
| Increased uptake of employment with the Wise Group in the Cadder area | £2,208 |
| Drugs and mental health outcomes | £67 |
| Design input to the Cadder Project in consultation with the community | £370 |
| Reduced maintenance costs | £878 |
| Improved sustainability of the Wise Group community regeneration model | £1,183 |
| Total | £14,989 |

Investment

The Wise Group has encountered the view that its community regeneration projects are expensive, as it includes both a contract value and also the social and employment value of the Wise Group's service. In the case of Cadder though, it is quite clear that the Housing Association would not have contracted with a private contractor to do the work, and so the value of the works undertaken should not be included in the investment total for the project, but only the funding required to create the added value arising from the Wise Group's ILM model.

The total cost of the Cadder Project was £301,041.⁴¹

The QS for the project was asked to estimate the contract price if it had gone out to private tender. This estimate was between £260,000 and £290,000. If the lower estimate was taken, then this would suggest the 'social cost' of the project would be £41,042. When the costs are scrutinised however, the cost items relating to social expenditure is higher, and is put at £95,595. If the contribution of social investors to the project is counted, the social investment is £71,974.

Since this is an SROI study of social investment relating to social value creation, it seems most reasonable to take the social funder's contributions as the social investment in the project:

⁴¹ Wise group accounts for the Cadder Project

Table 23 Summary of investment in the Cadder Project

| | Year 1 2006/07 | Year 2 2007/08 | Year 3 2008/09 | Year 3 end value |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|
| ESF | £53,864 | | | |
| Training for Work New Deal | £12,666 £5,444 | | | |
| Total investment | £71,974 | £71,974 | £71,974 | £71,974 |
| NPV's of investment | £69,540 | £67,188 | £64,916 | £201,645 |

This suggest the value of the construction works would be £229,068, which is well below the QS estimate of commercial value.

The social added value of the project - the value created less the cost of creating that value - is £691,225.

The SROI index is calculated by dividing the added value by the value of the investment.

This provides a ratio of 1 : 4.65. That is to say, for every £1 invested in the Cadder Project, £4.65 has been returned in social added value, to stakeholders and wider society.

9. Sensitivity analysis

The results are based on a number of assumptions, some of which are based on imperfect research evidence. The purpose of a sensitivity analysis is to vary these assumptions, and to investigate how radically that changes the value created by the investment, and hence the return.

The researcher chose the following assumptions as those with the most potential to affect the results.

Drop off

The Wise Group feels that some allowance should be made for the impact of the extended period at the beginning of the New Deal gateway process, which has led to higher costs, reduced motivation of participants and reduced effectiveness in client outcomes. This could be reflected in an adjusted drop off rate.

If the drop off rate is changed by 5%, from 26% to 21%, then the SROI index would be 1 : 4.86, which is higher but does not represent a significant change.

Attribution

The impacts for which there may be an issue of attribution are the employment outcomes, the increased uptake of employment with the Wise Group in the Cadder area and the reduced maintenance cost.

In the first case, employment outcomes may be shared by other employment agencies such as Jobcentre Plus. In the terms of increased uptake from Cadder residents, other agencies may have a role to play in recruiting individuals. In the case of savings to Cadder Housing Association, some of these could have resulted from improved overall estate management by CHA, rather than the project itself.

If 20% of the value of these impacts is attributed elsewhere, then the SROI index reduces to 1 : 3.52, but this still represents a good return. Attribution of value creation to the Wise Group would have to be less than 36% for the index to drop below 1, which does not seem realistic.

Social investment costs

The figure used in the main calculation for investment assumes that the investment is represented by the contribution by social funders. The SROI analysis is based on the difference in value created by the Wise Group as opposed to a private contractor.

The Wise Group's QS gave a commercial contract value for the construction works of between £260,000 and £290,000. If the lower price is taken, then the additional costs of running the project were £41,042, which could be said to be the costs of delivering the project through the Wise Group, rather than a private contractor. If this is taken as the investment figure, then the index is 1: 8.90, which is a

significant return. It is fair to say however that a private contractor might also deliver social value if they take on LTU individuals for the contract.

Employability value

It was apparent when comparing the employability results from the Equal series, that the Wise Group’s Employability Index did not yield such high percentage increases as did the other two measures used:

| | Measurement method used | Average increase in employability |
|-------------------------------|---|-----------------------------------|
| Impact Arts | Participant questionnaire counting the reduction in number of barriers to employment | 50% |
| Kibble Works | Equal Project employability questionnaire with 10 point Likert Scale and 50 questions | 27% |
| The Wise Group Cadder Project | Internal Employability Index | 15% |

The reasons for this are not clear, but would bear some further investigation. While the differences could be accounted for by better outcomes being achieved by the other two projects, from the researcher’s perspective, the reasons are more likely to lie with the methodology. The scoring system and the weighting applied in the Employability Index appeared to restrict the Index’s ability to discriminate change in participants, and it is therefore possible that the employability value is being underestimated.

If the value of employability development was double that calculated in this study, then the SROI index increases slightly to 1 : 4.87.

10. Conclusions and recommendations

Any SROI result of over £1 of social return for £1 of investment is regarded as positive.⁴²

This analysis of the Wise Group's Cadder Project suggests that for every £1 invested in the service a Social Return on Investment (SROI) of £4.65 is realised.

Recommendations to The Wise Group for future work arising from this study include:

- Follow up the Cadder leavers for one year after the end of the contract to examine how outcomes change over time
- Review the use of the Employability Index system, to allow the capture of more in-depth information on participants' barriers and issues when they join, to demonstrate the distance to be travelled towards the labour market by each individual, and to allow for a more comprehensive measurement of how the Wise Group develops employability in its client group
- More mapping of the role other support agencies play in creating participant outcomes
- Use the experience with this study to include qualitative interviews with participants. This would clearly demonstrate the hard to reach nature of the client group now being recruited to the Wise Group, and would give more in-depth information on the softer outcomes being experienced by participants which will be creating value for other stakeholders, such as health and social work services.

⁴² From D. Aeron-Thomas, 2004 'Social Return On Investment - valuing what matters', new economics foundation

Disclaimer

The information herein has been provided for general information only and measures have been taken to ensure that the information is accurate and up to date. However, none of the organisations or members of the aforementioned organisations is liable for any use that may be made of the information here or nor can they be held responsible for any errors resulting from the use of this information.

The analysis is essentially a modelling exercise and should not be used for formal accounting purposes.

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