

SROI Analysis of Routes To Work employability activities and interventions

## Understanding the Social Value of employability and skills interventions in the third sector



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Social Value Evaluation Report for 2023/2024  
SROI Analysis of Routes To Work employability activities and interventions  
Understanding the Social Value of employability and skills  
interventions in the third sector

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Signed

Mr Ben Carpenter  
Chief Executive Officer  
Social Value International



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## Executive Summary

This evaluation report focuses on the employability interventions of Routes To Work (RTW), an employability organisation based in North Lanarkshire, providing services to a range of areas in the West of Scotland. The report builds on a forecast report that was undertaken in 2022 and assured by Social Value UK.

RTW provides clients with a range of individualised support and comprehensive employability services. These services enable clients to progress along their journey to employment. However, clients frequently experience wider benefits as a result of the services, including better mental wellbeing, improved confidence and feeling less isolated.

The objectives of this evaluation are to build upon the recommendations outlined in the forecast report and to understand and measure the wider social benefits RTW's services have not only on their clients, but other internal and external stakeholders, including caseworkers, employers and partners and to consider the economic benefits to North Lanarkshire's community and UK Government.

This work has been undertaken as part of a Knowledge Transfer Partnership (KTP) between RTW and a team of academics from the University of the West of Scotland School of Business & Creative Industries and School of Health & Life Sciences. One of the aims of the KTP was to create and embed a 'Social Value Evaluation Framework' within RTW, using the methodologies of Social Value.

The Social Return on Investment for Routes To Work's services is estimated at £7.34 for every £1 invested in its services with a range of £2.22 - £12.69 based on sensitivity testing. Therefore, RTW provides clients and stakeholders substantial social and fiscal value in return for the money invested in its services.

This calculation is based on a combination of quantitative and qualitative data collected between May and August 2024. During this time, the evaluation engaged with clients, RTW staff, employers and partners via one-to-one interviews and two online surveys. This data collection continued work undertaken in the forecast and utilised secondary data held by RTW that was relevant to the evaluation.

In line with the Social Value Principles for SROI evaluation, this report also considers the key steps undertaken to create and update the Theory of Change for different stakeholders, and the limitations of the fieldwork undertaken. As this report forms part of RTW's wider aspiration to embed Social Value in their day-to-day work, it also details recommendations for making improvements to future evaluations as the process evolves. RTW aims to use the insights from Social Value evaluation to identify employability interventions that create the most value and wellbeing for clients and maximise their impact in the communities they serve.

# 1. Introduction

## 1.1 Positioning statement

This Social Value evaluation report forms part of a wider Knowledge Transfer Partnership (KTP), between Routes to Work (RTW) and The University of the West of Scotland (UWS), in a 30-month project. A KTP is an Innovate UK (part of the UK Government Department of Business, Energy and Industrial Strategy) funded project between an organisation and a University, utilising the skills of a recent graduate (KTP Associate) (UKRI, 2024). In this project, which aimed to support RTW in management upskilling, a major focus was supporting RTW to measure the impact of employability activities in North Lanarkshire and beyond. Employability funding primarily focuses on hard outcomes e.g. client entering paid employment within a fixed timeframe, however, RTW was aware from their work with clients that there were also intangible outcomes that clients were achieving in their journey to work which were not being recognised or measured in evaluations. As such, RTW was keen to find a way to capture client journeys in a more holistic way which puts what clients value at the centre and celebrates the soft outcomes achieved during their employability journey.

The project began with internal and external situational analysis to give the KTP Associate an overview of RTW and the wider employability field in Scotland. After a period of desk research, internal and external, it was decided to create a Social Value Evaluation Framework for employability interventions. This was informed by a multidisciplinary team of academics and made use of a set of existing measures in key areas of client progression e.g. subjective vitality scale (Ryan and Deci, 2001) and brief resilience scale (Smith et al., 2008).

Informed by the information captured during the desk research, semi structured interviews were conducted with 16 RTW clients (11 via one-to-one interview and 5 via focus groups) and 10 caseworkers in March 2022 to understand the client journey and to help inform the outcomes (intermediate and Well-Defined) that would be measured quantitatively. Utilising both the primary and secondary data, the first draft of the Social Value client survey for RTW clients was created. Content and face validity testing was undertaken with clients, caseworkers, RTW senior leadership and academics at the University from different disciplines to ensure clarity of questions, validity of results and usability. Based on this, several amendments were made to the survey to improve clarity e.g. the addition of tool tips to provide users with definitions of words such as volunteering, and clarity around questions that mentioned timeline such as ‘recently’ (Reilly et al., 2023).

The survey was distributed to 225 clients who were newly registered with RTW in May 2022. Responses were returned from 59 clients between the 6th and the 20th June 2022. This data, alongside the secondary data previously mentioned, formed the basis of the forecast report.

The forecast report focused on 1st April 2022 – 31st March 2023 and suggested that RTW would create £6.89, or a range of £3.42 - £12.76, of Social Value for every £1 invested in its services. The forecast report was submitted to Social Value UK for assurance in October 2022. After a period of revision, it was assured in January 2023.

The forecast report highlighted a number of recommendations, which were picked up in this current evaluation e.g. additional verification of the chain of events with clients and caseworkers, and wider engagement with other stakeholders such as employers and the NHS.

The forecast report will be referenced in this report where appropriate (SeBlonka et al, 2022).

In May 2023, the KTP Associate left the project for a permanent position in the private sector, which put the project on pause.

The intention was to revisit the 59 original clients once the project restarted. However, RTW and UWS were unable to secure a replacement Associate until April 2024. By this point, it was almost 2 years since the original data collection where clients had agreed to participate. RTW originally had ethical approval to hold participants data until March 2024 and this timeline was exceeded. The University ethics committee told RTW that they would have to write back out to their original clients for permission to contact them again to take part in the research. When RTW did this, only 3 of the original 59 responded which would not have given them enough of a cohort to do meaningful research. RTW therefore had to select a new cohort of clients to work with for the full evaluation.

Based on RTW's experience of response rates and drop off from the forecast report, this time RTW went out to 477 clients who were newly registered in March and April 2024, just over double those sampled in 2022. The original survey was retained for the 2024 data collection due to the robust testing that had taken place prior to its initial use. However, RTW were unable to collect a second batch of data from the original cohort due to the pause in the project.

The Theory of Change was retained at this stage in the project until RTW were able to undertake further qualitative data collection in August 2024. RTW decided that this was appropriate due to the clear alignment between what was found in the first tranche of data collection and the broader employability progression tool that underpins the interventions at work of RTW (see Appendix O). Also, the clients that RTW supported in 2022 have similar characteristics to the clients in 2024 and therefore it was decided to revisit the Theory of Change with clients and caseworkers while the survey was open for responses from the new cohort.

Responses to the first survey distribution to the new cohort, were returned from 89 clients between 13th May and 11th June 2024. The second survey distribution, three



months later, returned 21 responses from the 89 clients between 6th and 27th August 2024.

In keeping with the recommendations of the forecast report, this time, additional qualitative interviews took place with a broader range of stakeholders, this time including employers and partners such as Skills Development Scotland and the NHS. Both clients and caseworkers were interviewed to update the original Theory of Change and to test the intermediate and Well-Defined outcomes originally captured in 2022. Caseworkers were interviewed in June 2024, clients, partners and employers in August 2024.

Routes To Work is keen to continue to embed Social Value in their day-to-day work and this report is part of that journey. The Social Value Client Survey will be utilised regularly with all clients going forward at the point of registration, once employability support has commenced and then once they enter employment. As a result, RTW will have longitudinal data to help them better understand the client journey and should start to get a sample size large enough to allow them to analyse subsets of the data, e.g., by employability programme, and by demographic groupings.

In February 2025, all Routes to Work staff will undertake Social Value training with a Social Value Consultant. Social Value Champions will be identified from within the staff team to lead on Social Value developments internally, including ensuring that this work is embedded in day-to-day work. Coupled with this, RTW's intentions are to become a thought leader in Social Value and an advocate for other organisations to engage. For example, RTW have been instrumental in driving the engagement with Social Value at North Lanarkshire Council, where they now have a Social Value Manager about to undertake Level 1 Practitioner Training with a view to embedding Social Value in their wider work. In Autumn 2025, RTW are due to hold a Parliamentary Reception sponsored by the Scottish Government Health Minister (MSP Neil Gray) to present their work to date on Social Value and employability.

## 1.2 Our approach to Social Value

Social Value is about understanding the relative importance that people place on their wellbeing and using the insights we gain from this understanding to make decisions. To understand this value, we apply the Principles of Social Value (Social Value International, 2024), as outlined in the table below:

<b>Principle</b>	<b>Our approach</b>
Principle 1: Involve Stakeholders	We have engaged with a range of stakeholders in both the qualitative and quantitative research undertaken to ensure that the stakeholder voice is central, with particular focus on employability clients.

Principle 2: Understand What Changes	We have undertaken qualitative research with a range of stakeholders to inform our Theory of Change and help us understand both intermediate and Well-Defined outcomes for all stakeholders.
Principle 3: Value the Things That Matter	Our work is underpinned by what matters to our clients and other stakeholders and our valuation is based on what they have told us is important to them through our qualitative and quantitative data collection.
Principle 4: Only Include What Is Material	We have based decisions on what outcomes to include on the input of our clients and other stakeholders.
Principle 5: Do Not Overclaim	We have utilised qualitative interviews with stakeholders to identify deadweight, duration, displacement, drop-off and attribution to ensure that we are not overclaiming the impact of RTW services.
Principle 6: Be Transparent	We have used a multi-stage approach to stakeholder involvement, testing assumptions based on the data at every stage and feeding the learning into the next stage of data collection through validity testing. We have also employed sensitivity testing to demonstrate the range of estimates of value.
Principle 7: Verify the Result	We have engaged stakeholders throughout the process to help verify and update the Theory of Change and the relative value and importance of outcomes.
Principle 8: Be Responsive	RTW is using this process as the starting point of embedding Social Value within their day-to-day activities and to underpin decision making to optimise value for stakeholders now and in the future.

Table 1: Our approach to the principles of Social Value

### 1.3 Background of North Lanarkshire and Routes To Work

Over the past two centuries, North Lanarkshire has experienced economic turbulence, from the boom of the iron and steel industrialisation during the 19th and 20th century to the collapse of these industries by the start of the 21st century (Encyclopaedia Britannica, 2018). As a result, the people of North Lanarkshire have experienced socioeconomic hardship, with North Lanarkshire now identified as one of the six council areas with the largest increase in material deprivation since 2016 (Scottish

Government, 2020). With these levels of material deprivation and unemployment in North Lanarkshire, the continued support of individuals experiencing difficulty entering employment is essential to the social and economic recovery of this Local Authority Area.

Due to this identified area of need, Routes To Work was founded in 2002 as a non-profit organisation that provides employability and skills services to people who are unemployed, underemployed, or not in education or training. Since opening, RTW has transformed in excess of 23,000 North Lanarkshire residents' lives by moving them into employment. With the support of a wide range of partner organisations and its arms-length external organisation (ALEO) partnership with North Lanarkshire Council, the RTW service offering includes:

- Community outreach and engagement: place-based services and activities at locations within local community centres (e.g. Job fairs at local football clubs; family festivals in local parks; stalls in local markets; and door-knocking to gain engagement from the hardest-to reach individuals)
- Assessment of needs and action planning: identifying barriers to employment and assessing the skills and abilities of clients, documenting future actions or necessary support
- Health and wellbeing support: including funding and referrals for mental health services; holistic therapies; gym membership; and food vouchers
- Financial advice and support: providing advice for budgeting; support with claiming benefits or 'better-off' calculations; and payment of grants to support pre-employment and transition to employment expenses (e.g. travel, subsistence and childcare costs)
- Accredited and non-accredited training: an in-house skills team offering accredited and non-accredited courses in areas such as food hygiene, mental health and wellbeing, and a range of funded vocational training, utilising a framework of training providers for personal and professional development
- General employability skills: including job searching, CV preparation, interview skills and application support
- Work experience: linking clients to on-site training, volunteering opportunities, working interviews and work trials
- In-work support: flexible aftercare for clients and employers for six months post-job entry to maximise the chances of ensuring job-sustainability and career progression.

Due to the current geographic footprint of RTW, the primary beneficiaries (or clients) are currently predominantly based in the North Lanarkshire Local Authority Area in Scotland, located east of the Glasgow City Region. According to the National Records of

Scotland (mid-year estimates for 2024), the total population size is 341,400 individuals, with 219,178 residents of a 'working' age (16-64 years old).

The employability landscape in North Lanarkshire has changed post the Covid-19 pandemic. An unemployed person is defined as an individual aged 16-64 who is not able to get a job but would like to be in employment whereas an economically inactive person is an individual aged 16-64 who is not in employment or seeking it (ONS, 2024). Common groups include students, early retirees, those long-term sick and those looking after family (Scottish Government, 2024). From 2018/19 to 2022/23, the number of economically inactive residents in North Lanarkshire has risen from 47900 to 60000. This is above the Scottish average of 22.6% compared with 27.6% (ONS, 2024). Plus, the number of residents who no longer wish to work has risen from 37400 to 51300. Those determined as long-term sick has risen from 15900 to 25400 and over half of those are off work due to a mental health condition. However, the rate of unemployment has decreased from 78000 to 65000 (Nomis, 2024). This is below the Scottish average of 3.8% compared with 3.5% (ONS, 2024).

In 2018, Routes To Work developed an internal tool (The Progression Tool, see Appendix O) to understand the impact of employability interventions, based on the Scottish Government's employability pipeline (Employability in Scotland, 2024) which was a five-stage framework for identifying distance from the labour market. Alongside this, an Assessment Tool was created (The Five-Point Star, see Appendix P) to help RTW caseworkers to assess client barriers to work. The learning and themes from both tools formed part of the desk research undertaken at the start of the KTP project.

Following the early stages of the KTP and the Forecast report, enhancements were made to both tools based on stakeholder feedback. This included an addition to the Five-Point Star to include confidence and motivation (renamed Understanding You, see Appendix Q). The Progression Tool was also simplified with explanations of each stage aligned to the Scottish Government's Employability Pipeline (Employability in Scotland, 2024) and renamed Routes to Change (see Appendix R).

## 2 Scope

### 2.1 Objectives

The purpose of this evaluation report, is to demonstrate the impact RTW has on the individuals, the economy and wider society, enabling RTW to:

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

### 2.2 Activity

RTW supports clients to move towards, into and through employment. Using the tools outlined above, they help clients find the specific support they need and track their progress during their employability journey. An average of 2000 (2070 in 2023) clients register with RTW every year and benefit from the activities outlined above. Clients are primarily unemployed or underemployed residents of North Lanarkshire (with some clients in other Central Belt Local Authority areas) aged 16-64 years old. Due to the individualised nature of each client’s needs and ‘readiness’ for work, the duration that they access the activity differs based on their requirements and may include referral to specialised services. This activity is in line with the Scottish Government’s Fair Work, Child Poverty and Employability agendas (Scottish Government, 2024).

The table below outlines the programmes of activity that RTW clients engage in, how they are funded, their target client base and the actual registrations and job outcomes for 2023/24.

<b>Programme</b>	SPF 31	SPF 35	Working For Families	No-One Left Behind
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<b>Funding</b>	Funded by UK Government  Place-based team focusing on areas for 6 months at time  Solely working with economically inactive residents within each ward	Funded by UK Government  All age mainstream employability programme  Includes thematic team focusing on health, housing, justice, 50+ and Long-term unemployed	Funded by Scottish Government  Focuses on supporting parent, particularly lone parents into work or advancing in employment	Funded by Scottish Government  Focuses on supporting young people aged 16-19 into a positive destination such as employment, apprenticeships or further education
<b>Registrations</b>	67	831	207	270
<b>Job starts</b>	15	483	87	134

Table 2: RTW programmes of activity

## 2.3 Inputs

RTW are a non-profit organisation, so all funding received supports the day-to-day delivery of services, and all the central support functions such as Human Resources and Marketing. Some of this funding is via funding streams as outlined below, with supplementary income from other sources, e.g., management fee from North Lanarkshire Council, funding for working with Schools. All income that RTW receive is used to provide RTW services which is why the total turnover figure for 2023/24 has been used in the Value Map to calculate inputs.

The streams outlined here cover caseworker salaries, beneficiary costs, premises and client training. Further breakdown of this income and expenditure by programme is provided in Appendix F.

- **Working For Families**

Funded by the Scottish Government. Provides support for unemployed, economically inactive and low-income parents - families living in households whose equivalent income is below 60% of the UK median income (Scottish Government, 2024). Also, enables those in work to upskill.

- **Shared Prosperity Fund**

Funded by the UK Government and is split into two separate funds:

\***SPF35** - supports unemployed people in North Lanarkshire.

\***SPF31** – supports economically inactive residents, focuses on engagement and support activities for those who have specific support needs. Such as carers and those with disabilities.

- **No One Left Behind (NOLB)**

Funded by the Scottish Government. Provides support for unemployed and economically inactive young people aged 16-19 years old, including those leaving school or intending on leaving school.

These funding streams have evolved since 2021. The European Structural Fund, Young Person's Guarantee, Community Renewal Fund and Prospects for Parents no longer exist. The current funding streams, particularly NOLB, provide a more personalised approach to employability support. The aim is to deliver a system that is more tailored and responsive to people of all ages who want help and assistance on their journey into employment, specifically those with health conditions, disabled individuals and those disadvantaged (Employability in Scotland, 2024).

As a result of these changes in North Lanarkshire's landscape and developments in funding streams, RTW has implemented a more place-based and targeted approach. This has included employing community engagement workers and peer mentors, directly from the local community who understand the local needs and barriers to encourage engagement and participation in RTW's services.

Some of the methods include, engaging with clients locally in community centres, libraries, secondary schools, door knocking and implementing community programmes such as allotment building, gardening and 'cooking on a budget'. It also includes hiring specialised caseworkers that are responsible for helping those with protected characteristics and inequalities including those aged 50+, young people, housing, health, justice experienced, health, parents/carers and long-term unemployed.

The other key input is the **time** given by RTW clients, caseworkers, partners and employers. This includes one-to-one individualised support, identification of barriers, aftercare when moving into employment, financial advice, support groups and skills/training courses. Beneficiaries' time is not typically financially valued (Social Value International, 2024).

See columns C and D of the Value Map in Appendix C for information relating to **inputs**.

## 2.4 Outputs

Routes To Work activities provide a range of personalised services that enable clients to achieve both employability outcomes and their individual goals. Due to the personalised nature of these activities the duration of them differs for each client,

depending on their needs. For example, a client further from the labour market may spend more time with RTW undertaking support activities.

The outputs include:

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

Appendix S details the training delivered by Routes To Work in 2024 which highlights the breadth of support available to clients and the client uptake of this.

This evaluation is an analysis of activities undertaken between April 2023 and March 2024.



## 3. Stakeholders

### 3.1 Stakeholder analysis

As defined by Social Value International, stakeholders are “people or organisations that experience change or affect the activity, whether positive or negative, as a result of the activity being analysed” (Goodspeed et al, 2012). Principle 1 ‘Involve Stakeholders’, states that stakeholders must be identified and consulted throughout the evaluation process, meaning that the value and the means by which it is evaluated, is informed by those impacted by or who impact, the activity.

Clients are the primary ‘beneficiaries’ of RTW’s services. However, in the forecast report, other stakeholders were also identified during qualitative engagement with clients and caseworkers. Third party research was also undertaken to inform stakeholder analysis, e.g., DWP research on the cost-benefits of supply-side interventions (Fujiwara, 2013). This current evaluation identified and verified the inclusion and exclusion of other stakeholders by interviewing clients, caseworkers and various partners, including North Lanarkshire Council, Voluntary Action North Lanarkshire, Skills Development Scotland, NHS Health Improvement leads and a local Jobcentre. Those interviewed were asked who else they thought might experience changes as a result of RTW activities, to try and disclose any missing stakeholders. As is common in similar evaluations some stakeholders are excluded due to the need to focus on primary beneficiaries (e.g., Walk et al, 2015).

Material outcomes are those relevant to stakeholders and significant in terms of quantity, duration, value and causality (Goodspeed et al., 2012). As all the stakeholders were consulted, this helped determine the materiality of the stakeholder groups and their outcomes. Relevant and significant outcomes experienced by different stakeholder groups influence if they are material and merit including or excluding from this evaluation report. Table 2 below outlines the identification of stakeholder groups and the justification for their inclusion or exclusion.

Principle 4 ‘only include what is material’ states that information and evidence must be included in the accounts to give a true and fair depiction, so that stakeholders can outline reasonable conclusions surrounding impact (Social Value International, 2024). In order to comply with this principle, the materiality and the inclusion or exclusion of certain stakeholder groups has been shaped throughout this evaluation report, through the qualitative engagement carried out (see table 3).

Some stakeholder groups were initially considered and then excluded due to high levels of deadweight, attribution, displacement and drop-off. For instance, various partners such as Skills Development Scotland and North Lanarkshire Council were initially considered and then dropped due to the considerable number of other organisations also contributing to their positive outcomes of reducing poverty and improving positive destination targets.

See column A of the Value Map in Appendix C for information on stakeholders.

The table below sets out the key stakeholders identified through the forecast report, desk research and qualitative interviews undertaken as part of this evaluation. The potential outcomes detailed here are from the forecast report as these were being tested in the full evaluation. The updated outcomes are provided later in this report. Where stakeholders have been excluded from the analysis, justification has been provided.

<b>Included Stakeholders</b>	
<b>Key Stakeholders</b>	<b>Potential Outcomes</b>
Clients	<ul style="list-style-type: none"> <li>• Getting a job or apprenticeship</li> <li>• Feeling more financially comfortable</li> <li>• Improved mental health</li> <li>• Improved your confidence</li> <li>• More motivated to achieve goals</li> <li>• Getting a qualification or completing a training course</li> <li>• More resilient to changes in life</li> <li>• More physically active</li> <li>• Less isolated</li> <li>• Strengthened relationships with family/friends</li> <li>• Feeling more belonging in community/neighbourhood</li> </ul>
RTW Caseworkers	<ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Reduced mental health</li> </ul>
NHS	<ul style="list-style-type: none"> <li>• The impacts of improved mental and physical health have an impact on the required service provision of the NHS</li> </ul>
Employers	<ul style="list-style-type: none"> <li>• Employers receive suitable candidates for their vacancies</li> </ul>
UK Government	<ul style="list-style-type: none"> <li>• Reduced number of benefits claimed</li> <li>• Increased tax revenue</li> </ul>
Families of Clients	<ul style="list-style-type: none"> <li>• Improved mental health</li> <li>• Improved relations with family</li> <li>• Feeling more belonging to community/neighbourhood</li> </ul>
<b>Excluded Stakeholders</b>	
<b>Stakeholders</b>	<b>Justification for Exclusion</b>

Local Partner Organisations (e.g. North Lanarkshire Council and Voluntary Action North Lanarkshire)	<ul style="list-style-type: none"> <li>• Not included as any outcomes experienced have high levels of deadweight and attribution</li> <li>• Many publicly funded organisations in Scotland have similar aims, in line with Scottish Government policy priorities and therefore there is significant overlap in both activities and impact, e.g., there are a significant number of other organisations that also help alleviate ‘poverty/child poverty and positive destination’ targets in Scotland</li> </ul>
Scottish Government and Skills Development Scotland	<ul style="list-style-type: none"> <li>• Not included as any outcomes experienced have high levels of deadweight and attribution</li> <li>• Many publicly funded organisations in Scotland have similar aims, in line with Scottish Government policy priorities and therefore there is significant overlap in both activities and impact, e.g., there are a significant number of other organisations that also help alleviate ‘poverty/child poverty and positive destination’ targets in Scotland</li> </ul>
Families of RTW Staff	<ul style="list-style-type: none"> <li>• Families are not included as any outcomes experienced have high levels of deadweight and attribution. For instance, the impact that RTW has on their wellbeing will be low due to the impacts of other organisations and individuals</li> </ul>

Table 3: Included and excluded stakeholders

Predominantly, the intended beneficiaries of RTW are its clients. They experience several changes, up to and including securing employment, as a result of the individualised services they experience. However, other stakeholders also experience changes as a result of RTW’s services. Semi-structured interviews were chosen to allow clients, caseworkers, employers and partners to go into more depth about their experiences with RTW and to identify the outcomes experienced. The experiences of clients have also been triangulated with data from staff, employer and partner interviews to ensure all relevant outcomes have been included.

All clients who registered with RTW in March and April 2024 were invited to participate in the survey in May 2024 and then again in August 2024 to determine any changes from taking part in RTW activities. Those clients consist of parents/carers, young people aged 16-19, older people aged 55+, those with disabilities, those in deprived communities and those with experience of the justice system. This included clients across all the funded programmes detailed above. From this cohort, clients who agreed to take part in qualitative interviews were invited to do so. While we aimed to get a sample of clients which would represent the different funded programmes and different characteristics, the sample size was smaller than expected, meaning that we are unable to be representative of client subgroups and as a result we have been cautious in the claims made throughout this report.

Caseworkers sampled for qualitative interviews were involved across the full range of RTW funded activities and programmes. For partners, those consulted included those who benefit different aspects of RTW's services and experience different changes, including representatives from North Lanarkshire Council, the NHS, Voluntary Action North Lanarkshire, local Jobcentres and Skills Development Scotland. For employers, those consulted included those across various industries who employ residents across North Lanarkshire, including retail and manufacturing.

SVI Standard on Applying Principle 1: Involve Stakeholders (Social Value International, 2024: 16) states that

*“The SVI Report Standard does not define a minimum number (or percentage) of stakeholders that should be involved as this will vary based on the context and scope of analysis. In practice, this judgement on how many stakeholders to involve should be made by whoever is collecting data and will depend on the audience and purpose of the data collection”*

Having involved a range of stakeholders in this evaluation and acknowledging the smaller sample size for the qualitative fieldwork, having undertaken previous in-depth and broad ranging qualitative work with a similar cohort of clients for the forecast report and working to data saturation in this phase (sampling interviewees until no new themes or outcomes emerge) means that we have met Principle 1.

In line with Principle 5, Do Not Overclaim, there were key differences in the processes and analysis of the 'Social Value' client survey for the forecast and evaluation report. For instance, for the evaluation, the analysis of the data was more thorough. Clients who moved in a negative direction for each survey question were subtracted from those who demonstrated a positive change. Those who 'maintained' their score were excluded from the analysis as they had not experienced change. The forecast was based on assumptions and any client who demonstrated a move in a positive direction for a specific outcome was recorded as achieving an outcome.

To supplement the primary data collected, some secondary information was used to inform the analysis. For example, data from the RTW annual staff survey was used to capture information on mental health, and the employer survey was used to capture information on the suitability of candidates received from RTW for job vacancies. While this information is a useful supplement to the primary data collected, there may be limitations in using secondary data, e.g., not capturing additional outcomes.

## 4. Understanding outcomes

### 4.1 Outcomes consultation

This is the scope of the SROI, covering 2024 with fieldwork undertaken during the period of June to August 2024. The table below details the plan of action for the qualitative stage of the research process, including why the stakeholders were chosen, sampling sizes, the inclusion of subgroups and what outcomes they were predicted to experience (based on the forecast report and fieldwork). The plan also details the **actual** numbers that were consulted and interviewed, to verify existing outcomes and determine new outcomes. See Appendix I, J, L and K for the client, caseworker, partner and employer interview guides.

Stakeholder	What we think changes for them (why they are included)	Size of group	What biases or differences might there be in the group?	How will we make a sample as representative as possible to cover all these possible biases and differences?	Target number to be involved	Number who participated	Method of involvement		
							HOW?	WHO?	WHEN?
Clients	<p>Getting a job or apprenticeship</p> <p>Feeling more financially comfortable</p> <p>Improved mental health</p> <p>Improved your confidence</p> <p>More motivated to achieve goals</p> <p>Getting a qualification or completing a training course</p> <p>More resilient to changes in life</p> <p>More physically active</p> <p>Less isolated</p> <p>Strengthened relationships with family/friends</p> <p>Feeling more belonging in community/neighbourhood</p>	2070	May only present the positives aspects of RTW, as are still engaging with services.	<p>Clients asked to participate include those involved in all RTW's programmes, including Working for Families, No One Left Behind, SPF31 and SPF35.</p> <p>Clients involved in the different programmes may experience dissimilar services.</p>	10 interviews	5 interviews	<p>Interview questions focus on what changes clients experience because of RTW activities. Also, deadweight, attribution and drop-off.</p>	<p>KTP Finisher to conduct interviews and analyse the transcripts.</p>	<p>July and August 2024. To be done either face-to-face in a RTW office, Online via MS Teams or on the telephone.</p>

Staff	Improved mental health Reduced mental health	74	May only present the positives aspects of RTW, as are employees.	Caseworkers asked to participate include those involved in all of RTW's programmes, including Working for Families, No One Left Behind, SPF31 and SPF35.  Those involved in the different programmes will have clients with different characteristics. For instance, those justice experienced, parents/carers, older people aged 55+, young people and those from deprived communities.	6 interviews	6 interviews	Interview questions focus on what changes they perceive clients experience as a result of RTW activities. Ask them about their role and what they enjoy and dislike about it.  Also, deadweight, displacement, attribution and drop-off.	Same as above	June via MS Teams.
Partners	To check levels of deadweight and attribution given the partnership approach to employability	5 key partners of which multiple	May only present the positives, to	Include a variety of representatives from different partners,	10 interviews	8 interviews	Interview questions focus on what changes they	Same as above	August via MS Teams.

	in North Lanarkshire and Scotland	<p>individuals and departments are relevant to RTW.</p> <p><i>It is challenging to define the number of partners and individuals from those partners who might be eligible to participate as RTW have direct and indirect contact with many organisations within and outwith North Lanarkshire however for the purposes of this consultation, key contracts from key</i></p>	not damage partnership.	<p>including 3 from North Lanarkshire Council, 1 from local Jobcentre, 1 from Skills Development Scotland, 2 from local NHS and 1 from VANL.</p> <p>Therefore, gain different views from all different organisation types, including Local Authority groups from employability, supported enterprise and justice departments. The Jobcentre, Third/Voluntary Sector and Health Sector.</p>			<p>perceive clients experience as a result of RTW activities and the impact of RTW's services on their organisation.</p> <p>Ranking exercise which asks them to rank outcomes in order of importance (on a scale of 1 -12) in relation to their organisation but also how they think clients would rank the outcomes.</p> <p>Also, deadweight, attribution,</p>		
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		<i>partners were approached.</i>					displacement and drop-off.		
Employers	Receive suitable candidates for their vacancies.	1000 employers	May only present positives, to not damage relationship with RTW.	Include a variety of representatives from different business sectors including manufacturing and retail.	6 interviews	2 interviews	8 interviews were conducted.  Interview questions focus on what changes they perceive clients experience as a result of 'Routes To Change' activities and the impact of gaining RTW clients on their business.  Ranking exercise which asks them to rank outcomes in order of importance	Same as above.	The interviews took place in August via MS Teams.

							<p>(on a scale of 1 -12) in relation to their organisation.</p> <p>Also, attribution, deadweight, displacement and drop-off.</p>		
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Table 4: Qualitative involvement plan for stakeholders

## 4.2 Relevant outcomes

Principle 2 ‘understand what changes’ advises to communicate how change is created and analyse this through evidence collated, identifying positive and negative changes, as well as those intended and unintended. This comprises three components: creating Well-Defined outcomes, designing indicators to measure the outcomes and measuring the outcomes (Social Value International, 2024).

### 4.2.1 RTW Client Chain of Events

The client chain of events from the forecast report is shown below. This was based on the qualitative fieldwork undertaken for the forecast in 2022 which consisted of 5 focus groups and 11 interviews. This information was supplemented by data from the Client Involvement survey 2021 which had 441 responses. The analysis of the data determined the medium-term and longer-term impacts to find the ‘Well-Defined’ outcomes.

This information also informed the creation of the Social Value survey that was thereafter sent to clients to determine the outcomes experienced, the level of value placed on these and the likely timescale of impact to support the SROI calculation.

# CHAIN OF EVENTS

For RTW service users

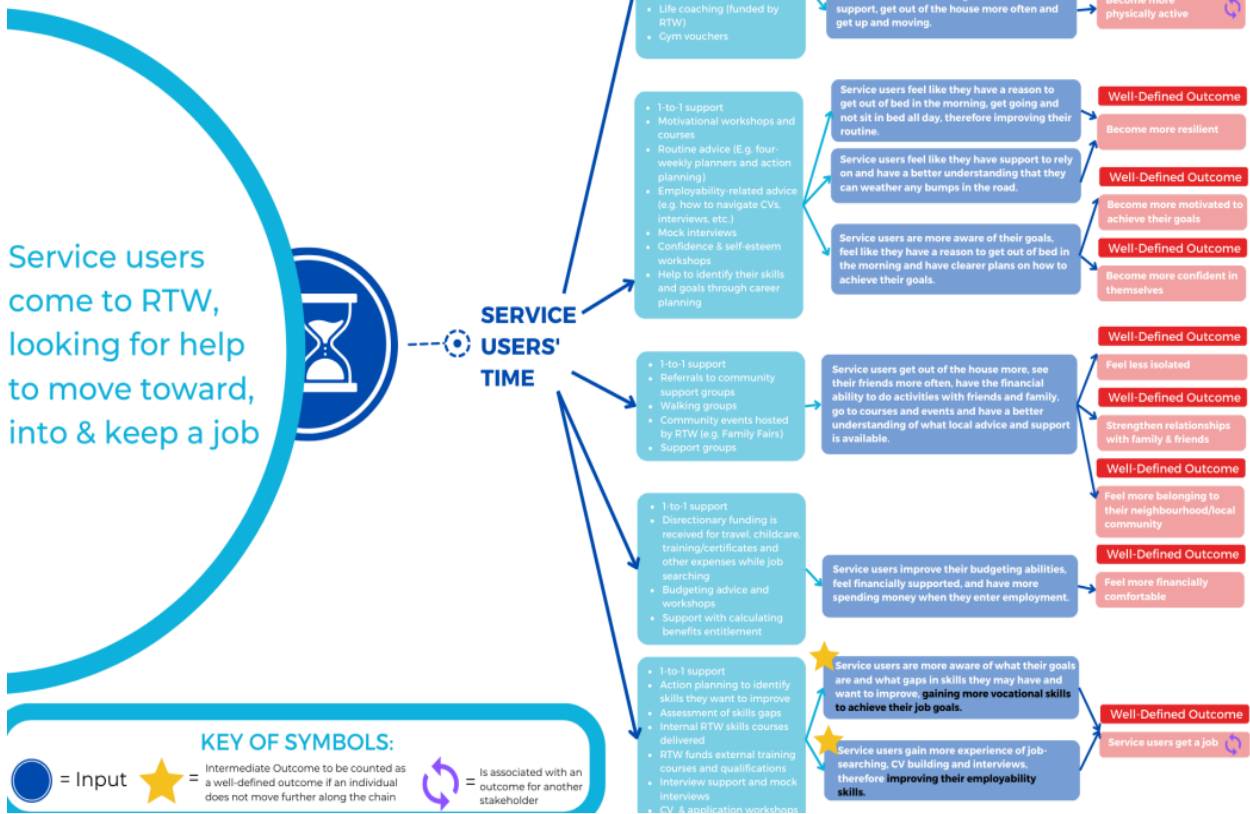


Figure 1: RTW Chain of Events from 2022 Forecast Report

The client chain of events from this evaluation is shown below. This was based on the qualitative fieldwork consisting of qualitative interviews with 5 clients undertaken for this evaluation in 2024. This work aimed to verify if the stakeholder outcomes had changed or stayed the same and whether there were any additional outcomes that hadn't been captured in the forecast. The questions reflected an open approach to identifying outcomes and used prompts such as "how does that make you feel?" and "what are these impacts". This enabled the uncovering of unintended and negative outcomes.

To determine the Well-Defined outcomes (those that describe a specific change that provides the best opportunity to increase or decrease value), an analysis of the transcripts was carried out. The themes and outcomes uncovered were then crosschecked with the outcomes detailed in the forecast, highlighting any additional significant themes. The outcomes for clients were also triangulated with the interviews undertaken with partners and caseworkers to reduce the risk of over-claiming and double-counting client outcomes.

In line with the forecast report, most of the same client outcomes were revealed. These included become more physically active, becoming more resilient, becoming more motivated to achieve their goals, becoming more confident in themselves, feel less isolated, feel more belonging to their neighbourhood/local community, strengthen relationships with family and friends, feel more financially comfortable, gaining more vocational skills, improving their employability skills and get a job.

However, additional Well-Defined outcomes were also uncovered, such as improve their mental wellbeing, started volunteering and managing finances better. Additionally, new intermediate outcomes were also revealed during the interviews, including decreased substance abuse, decreased digital exclusion and improved hygiene/taking more care of physical appearance.

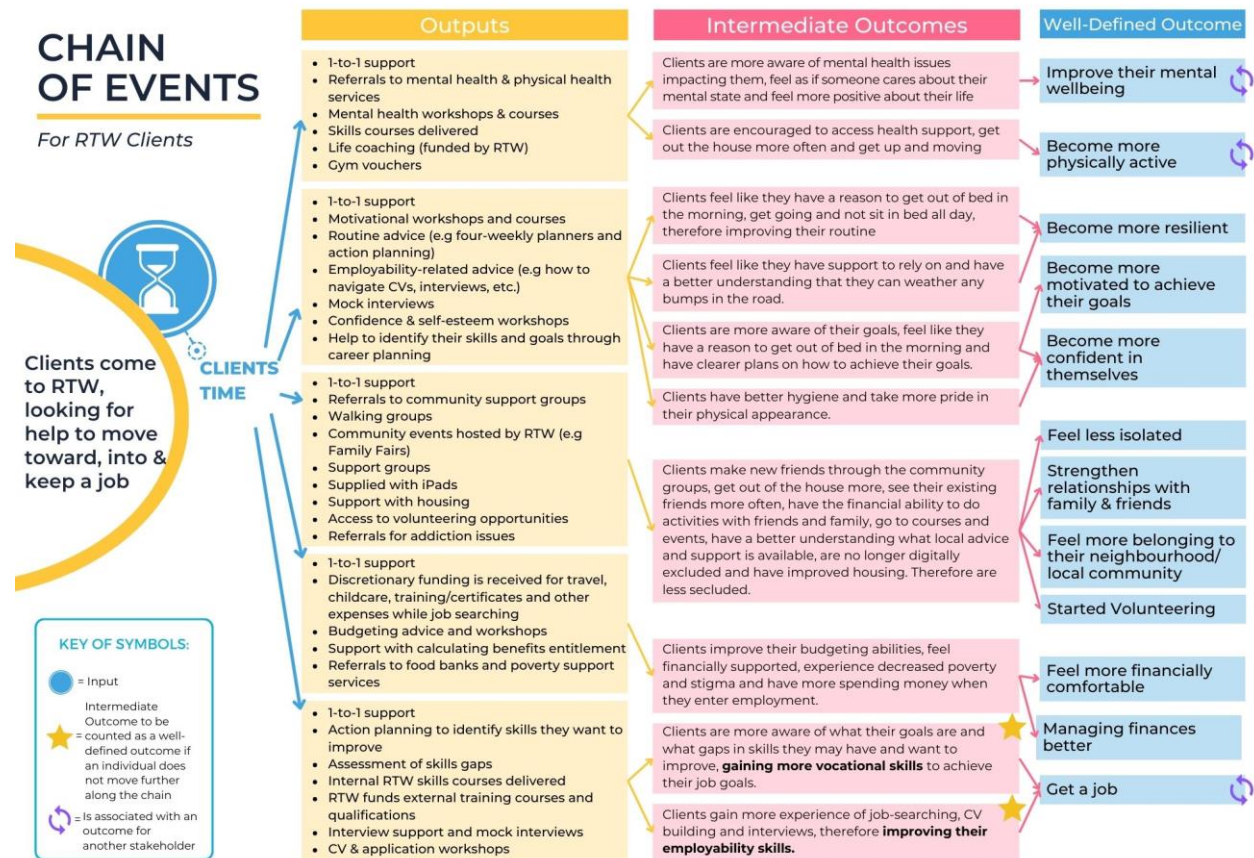


Figure 2: RTW Client Chain of Events from current evaluation

#### 4.2.2 Employers and RTW Staff chain of events

The employers and staff chain of events from the forecast report is shown below. This was based on the qualitative fieldwork undertaken for the forecast in 2022 which consisted of

10 interviews with caseworkers and secondary analysis of the 69 responses to the 2021 employee survey as well as 37 responses to the 2022 employers survey.

# CHAIN OF EVENTS

For employers and RTW staff

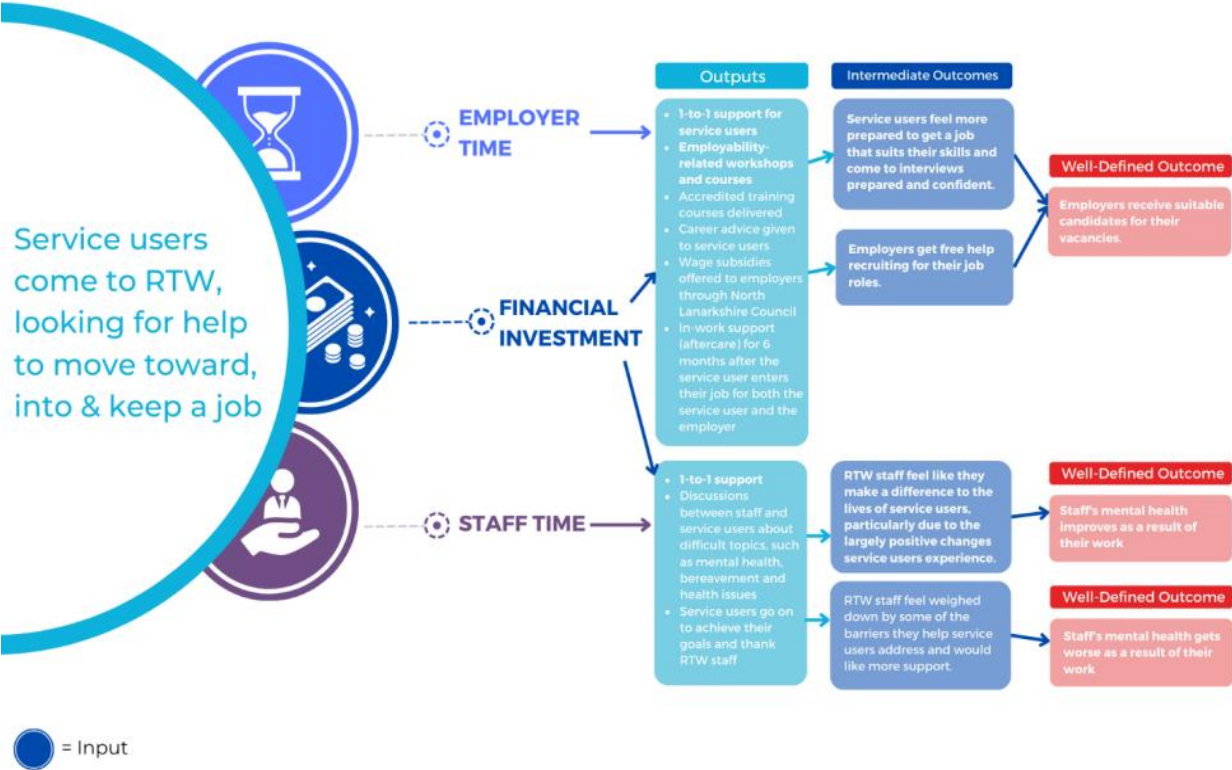


Figure 3: RTW Staff and Employer Chain of Events from 2022 Forecast Report

For this evaluation, it was decided to separate out the RTW staff chain of events from the employer chain of events to improve clarity.

The RTW staff chain of events from this evaluation is shown below. This was based on the qualitative fieldwork undertaken consisting of qualitative interviews with 6 staff for this evaluation in 2024. This work aimed to identify whether the stakeholder outcomes had changed or stayed the same and whether there were any additional outcomes that hadn't been captured in the forecast. As the table of events show, there were no new outcomes identified for staff.

# CHAIN OF EVENTS

For RTW staff

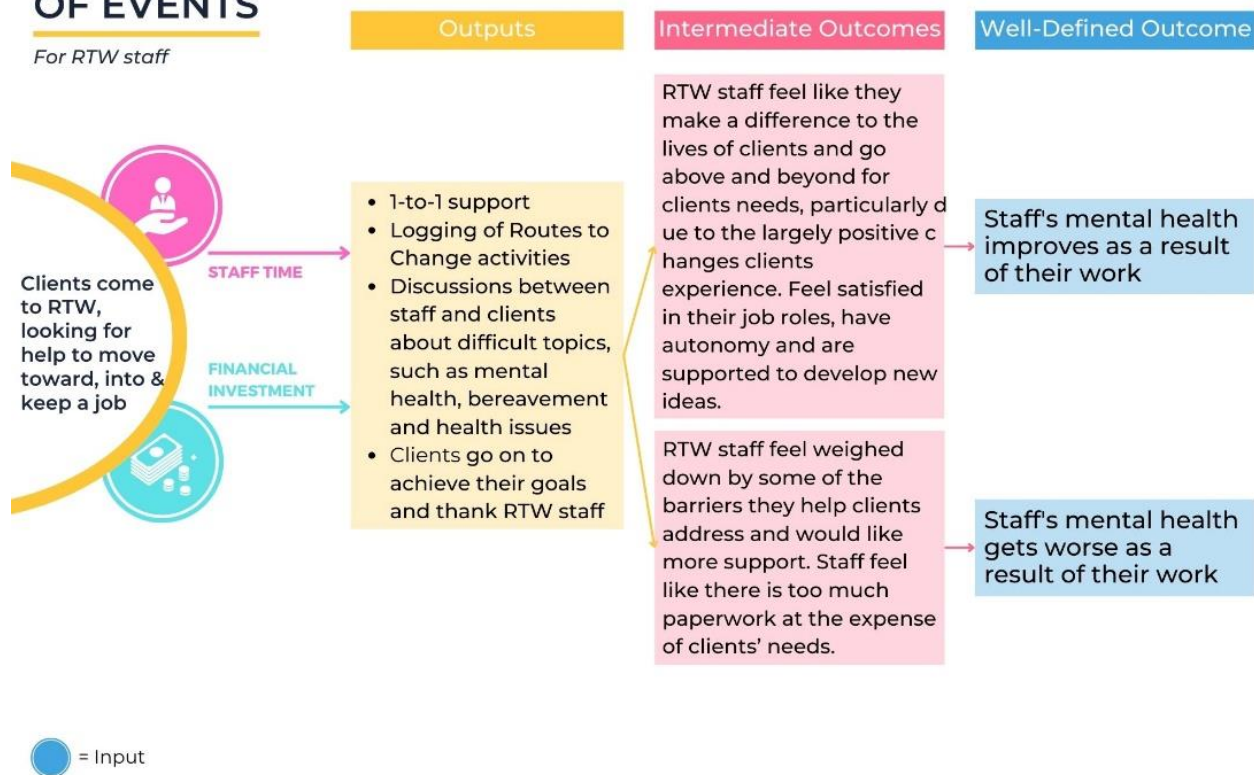
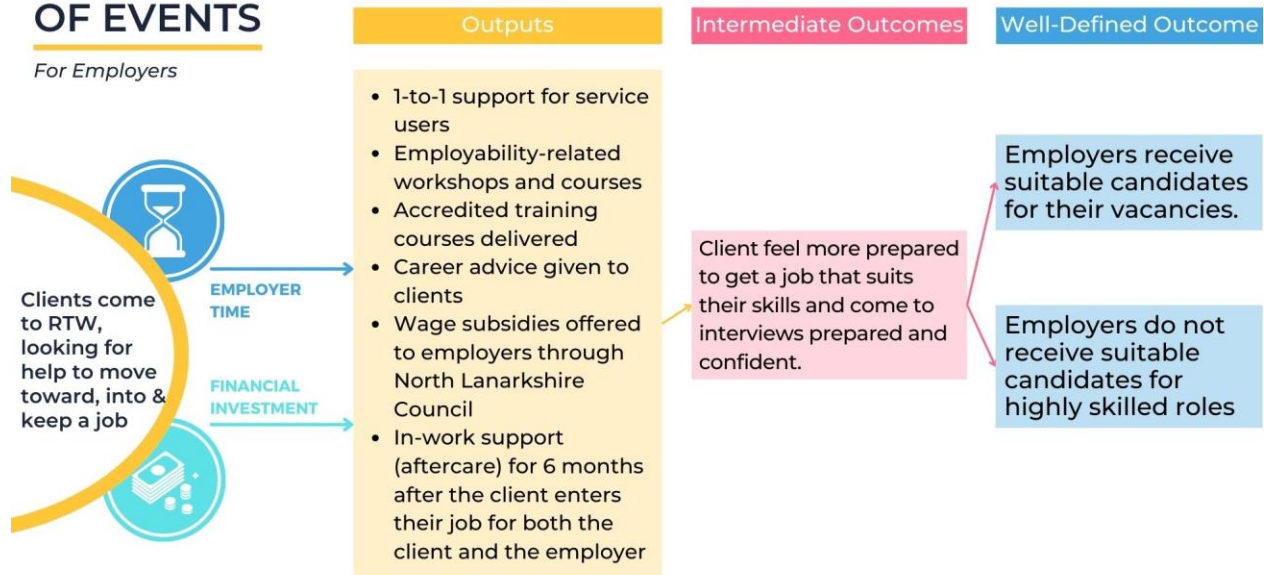


Figure 4: RTW Staff Chain of Events from current evaluation

The employers' chain of events from this evaluation is shown below. This was based on the qualitative fieldwork undertaken consisting of 2 employer interviews for this evaluation in 2024. Based on the interviews with employers, a new outcome was identified which was 'employers do not receive candidates for highly skilled roles'

# CHAIN OF EVENTS

For Employers



● = Input

Figure 5: RTW Employer Chain of Events from current evaluation

## 4.2.3 UK Government and NHS chain of events

The UK Government and NHS chain of events from the forecast report is shown below. This was based on desk research evaluating employability programmes and unit cost databases, e.g., Manchester Unit Costs Database.



# CHAIN OF EVENTS

For UK Government and NHS

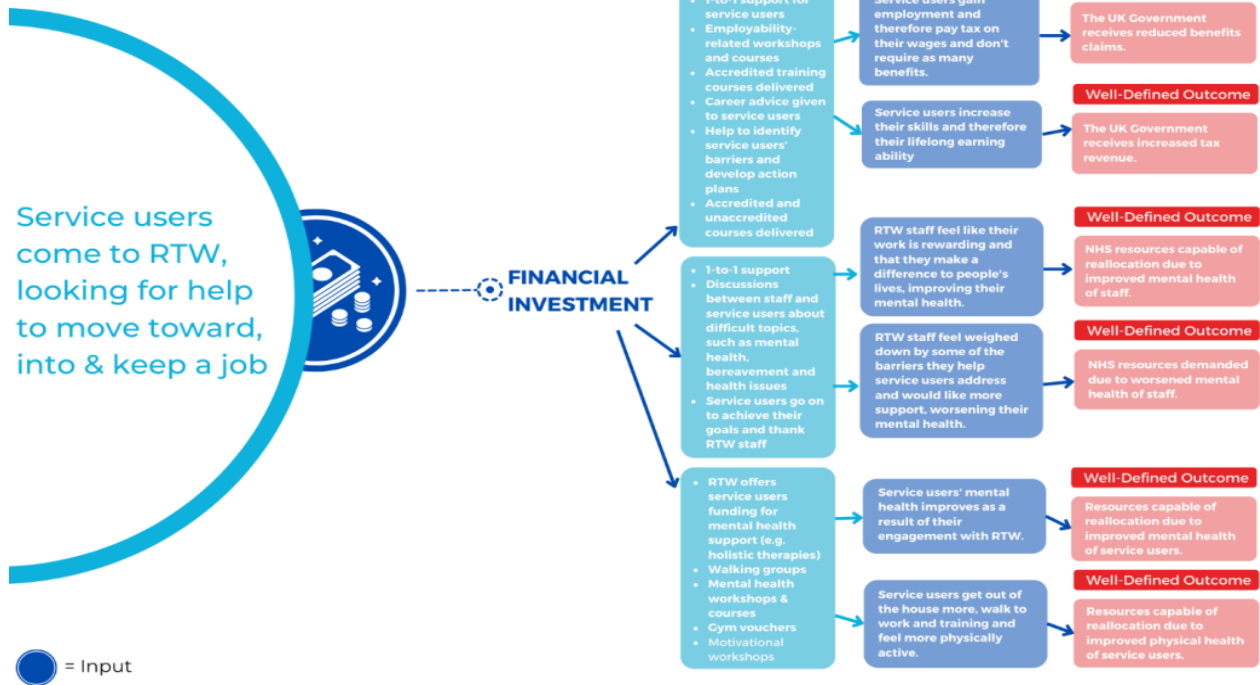


Figure 6: UK Government and NHS Chain of Events from 2022 Forecast Report

The UK Government and NHS chain of events from this evaluation is shown below. This was based on the qualitative fieldwork undertaken consisting of 8 partner interviews for this evaluation in 2024. This work aimed to verify if the stakeholder outcomes from the forecast report which was based solely on secondary research were relevant and whether there were any additional outcomes that hadn't been captured in the forecast. Based on the interviews with partners, the following outcomes were removed, NHS resources capable of reallocation due to the improved physical health of clients, resources capable of reallocation due to the improved mental health of staff and NHS resources demanded due to the worsened mental health of staff. One additional outcome was added, NHS resources capable of reallocation due to the improved mental wellbeing of clients.

# CHAIN OF EVENTS

NHS, UK Government



Figure 7: UK Government and NHS Chain of Events from current evaluation

## 4.3 Outcomes and evidence

The table below shows all the Well-Defined outcomes identified for this evaluation report for every stakeholder group based on the interviews with clients, staff, employers and partners.

Stakeholder Group	Well-Defined Outcome
Clients	<ol style="list-style-type: none"> <li>1. Improve their mental wellbeing</li> <li>2. Become more physically active</li> <li>3. Become more resilient</li> <li>4. Become more motivated to achieve their goals</li> <li>5. Become more confident in themselves</li> <li>6. Feel less isolated</li> <li>7. Strengthen relationships with family and friends</li> <li>8. Feel more belonging to their neighbourhood/local community</li> <li>9. Started volunteering</li> <li>10. Feel more financially comfortable</li> </ol>

	<ul style="list-style-type: none"> <li>11. Managing finances better</li> <li>12. Gaining more vocational skills (intermediate and Well-Defined outcome)</li> <li>13. Improving their employability skills (intermediate and Well-Defined outcome)</li> <li>14. Get a job</li> </ul>
RTW Staff	<ul style="list-style-type: none"> <li>1. Staff’s mental health improves as a result of their work</li> <li>2. Staff’s mental health gets worse as a result of their work</li> </ul>
Employers	<ul style="list-style-type: none"> <li>1. Receive suitable candidates for their vacancies</li> <li>2. Do not receive suitable candidates for highly skilled roles</li> </ul>
UK Government	<ul style="list-style-type: none"> <li>1. The UK Government receives reduced benefits claims</li> <li>2. The UK Government receives increased tax revenue</li> </ul>
NHS	<ul style="list-style-type: none"> <li>1. NHS resources capable of reallocation due to the improved mental wellbeing of clients</li> </ul>

Table 5: Summary of Well-Defined outcomes by stakeholder

### 4.3.1 Client outcomes

#### 4.3.1.1 Outcome 1: Improve their mental wellbeing

Clients discussed how they felt more positive because of RTW’s support services and knowing their caseworker was there to support them towards employment. Those clients that gained a job also commented how their mental state had dramatically improved:

*‘And just knowing that I had somebody (caseworker) had my back and that improved my mental state dramatically... I didn’t feel useless anymore. I knew that there was a light at the end of the tunnel. You know, I knew that I was going to get some kind of job at the end of my engagement, and that in itself was exciting regardless of the job I was going to be employed in, I was going to be a part of a team. You know, I was gonna have a wage at the end of the month’*

*‘I would say that I feel more relaxed. I don’t know what it is. I suffered from anxiety all my life, but I just feel that I’m in a good place in a good place just now’*

*'The thought of being back out - earning money and paying taxes again. Yeah, for my mental health, it's absolutely positive. It really is positive'*

*'From about 1988 and they were becoming more regular where I was having 4-5 months off work with depression and anxiety. The skill level of the job I had was decreasing, to try and relive the stress. In the end, I got let go by the hospital because I didn't follow sickness procedures ... because I was sick. Because I was depressed and anxious, I didn't fill in the timesheets. That was when I was 58, so I thought that was me. I didn't know how to get back into work. I couldn't organise myself. RTW has been a great gateway. Obviously, I wouldn't have got the job without RTW. The job has made me.... work used to stress me out. I now work for the church – I am a team guy. It has stabilised me and has stopped me having so many lows. I don't have to be told what to do. I don't have as many of those episodes anymore'*

Caseworkers reported how they referred clients with severe mental health issues to through paid and unpaid specialised support services. The support improve their mental health:

*'we put him on neurolinguistic programming. He has a brain injury after falling unwell with encephalitis. He was in his 30s and nearly died. Most people with encephalitis are not expected to work again. But it affected him particularly mental health and anxiety. Prior to becoming unwell he was a manager in hospitality, and he had his own dance school. So, all these things he previously had he could no longer do. He was in a position where he was living with his mum again and needs a lot of support...I wanted him to have specialised support. (Caseworker referred him to brain health mental health specialist and encephalitis support group). That client had actually came back himself and said that the support was life changing for him. To have that specific support for him to understand what had happened to him. But also for him to be able to come to terms with what had happened and move on. He felt like he was stuck in his life. That having to come to terms with the fact that his entire life had been turned upside down. Processing that he had nearly died. Processing that I'll never do the things that I had done before'*

(in-work caseworker)

*'There's always going to be an element of him where he looks back to what he when he was a wee boy and he's always going to hate himself for it (committed serious crime). I just think that's the way it is. But he's been through a life coach and he's done things and you can see he's more positive and it has helped... sitting down and talking to someone, knowing that he's got stuff to offer and you can you can see him when he comes in that he's in a better place than he was when I first met him'*

(justice caseworker)

Partners discussed how the RTW wellbeing workshops helped clients mentally:

*'I think it's (the RTW workshops) kinda built their confidence up this way because maybe people have been struggling with their mental health and they weren't in the right position to go for work. Obviously, it definitely does build their wellbeing up'*

(North Lanarkshire Council)

*'Many of the mental health issues that people present with often older people, but younger as well. Some things that are slightly different for older people. When people talk about their mental health, it isn't that they have a diagnosed mental illness. It's probably stress. Related to housing money problems, addiction, family issues'*

(North Lanarkshire Council)

*For young people, often, we hear that young people have more mental health issues these days than they used to have. It's probably not really the case. I'm saying but it is something that a lot of young people present or say they have and again it isn't a deep-rooted psychological problem or a mental illness that you would diagnose with a lot of young people. It's simply the stress and strain of what life is like - having no money, having very little confidence in themselves. So RTW offer that support'*

(North Lanarkshire Council)

#### 4.3.1.2 Outcome 2: Become more physically active

Clients noted how they were more physically active and felt healthier by attending various groups and training sessions or because of their new work routine:

*'Yes, it's got me walking more. I average around 8000 steps a day. Even just walking up and down to the church (for work) -sometimes its twice a day I go in and out, just because of the nature of the job. It has got me moving things. On Sundays, I set out the chairs for the Sunday service and then put them away again. If you are doing it for an hour – it all adds up. I've lost a bit of weight'*

*'I have lost a stone. Just felt that was going into a wee holiday routine when I finished up with my redundancy, I was enjoying myself. I was away on holiday, a couple of meals and a wee drink and that and, you know, sitting up late at night, watching the telly and eating all the rubbish of the day. So, I'm in a routine again and working in production is a lot harder than what I imagined'*

*'So I live about 2 miles away from where my caseworker had her appointments. I just walk up there. Physically, yeah. It's made me - everything's a positive'*

Caseworkers also highlighted how clients were more active by attending RTW's walking groups, outdoor activities and making use of their free subsidised gym pass:

*'We've had a quite a big focus on kind of being outdoors, the walking group, and the outdoor allotment'*

(community-based caseworker)

*'I don't know anything about gardening. So, I'm just going to let him take a lead and show me how to do it. But they sent an e-mail out a month ago and asking if people were interested in helping out, they can just fire it up and do it. So, I thought, well, it's better for him to be doing that and just sit in the house ruminating and getting worse'*

(justice caseworker)

Another new intermediate outcome uncovered by a caseworkers and partner was that clients with addiction issues got referred to the appropriate addiction specialists, improving their physical health.

*'And again to be specific because I'm working with people with criminal records. Quite a lot of them want to do turbine work. Because quite often people say if I could get away from where I live or away from a lot of problems would dissipate because I wouldn't know the same people and I wouldn't have the same problems. So, if you if they can do what we're away for three weeks at a time. They are A put money in their pocket. They are B not taking gear or drinking and that in itself can solve a lot of issues'*

(justice caseworker)

*'The other one you sometimes see if people have criminal records and addiction issues – RTW help with that'*

(justice caseworker)

#### 4.3.1.3 Outcome 3: Become more resilient

Clients discussed how they became more resilient. By engaging with caseworkers, they learnt coping strategies and developed healthier routines, in order to manage setbacks and hurdles when job-searching whilst unemployed:

*'Yeah, I would say that I definitely have better routines. I go to my bed early. I go to my bed earlier. Now I used to sit up till like 2:00 o'clock in the morning quite easily. I would put my wee boy to school and by 9:00 o'clock. I'll be back in my bed, and I would sleep all day. I*

*woke up at quarter-to- three, sorry and get ready to go and pick my son up. That was my routine. That was my life. And whereas now I like being in my bed, if I'm not like in my bed and tucked in for 11:00 o'clock, I'm happy'*

*'If it wasn't for RTW - I keep stressing, I know it's only for an interview, but it was like going in to face Mike Tyson. RTW put me at ease. I can guarantee you that I wouldn't have gone for the interview, if it wasn't for my caseworker '*

*'They pushed me – they wouldn't let me slide back and procrastinate about doing my CV and things like that. Not in an aggressive way – just in a coaching sort of way. That was the best thing. If they said they were going to do something they, did it. Was good to know I could rely on them if I needed them'*

Caseworkers also discussed how by having regular meetings, clients built and developed coping strategies:

*'It's not about doing everything for them. I try to give them the tools and the skills in order to equip them because what happens when I'm not there... You do see that resilience build in clients'*

(in-work caseworker)

*'I try to give them those skills. You know if for whatever reason that job does end later down the line – they have the skills to make that change and be able to do what they need to for their life. Their family. Whatever that may be and it works'*

(Working For Families caseworker)

#### 4.3.1.4 Outcome 4: Become more motivated to achieve their goals

Clients expressed that they were more motivated by engaging in employability, training and motivational courses. This improved their routines:

*'Doing the training courses – the training courses are in Airdrie. So it's cycling for Wishaw. It's like being back at work, having a schedule, having to be somewhere for a certain time. Learning new things and experiences. All the tips and tricks. When I left high school – I just went straight into work. I didn't do any training or anything like that. It's a good feeling'*

*'Yes, it has shown me that I can learn new skills and new things and enjoy it -rather than being chucked on scrap heap – gives you hope. That's the best thing – keeps you positive and engaging in life.*

*'Given me a focus rather than sitting about and drinking tea/beer. Rather than sitting about or whatever, I am actually focusing my time and achieving targets and getting out the house. Saving me from sitting on my bum and vegetating'*

Caseworkers also discussed how clients were more independently motivated and self-sufficient by engaging in workshops and training groups:

*'One of the girls who's just found out that she's got a job offer. So the other girls are like, Oh my gosh, she's got a job. So we want to do that. They want to almost all stay on the same path, and they don't want to distance themselves from each other. So when one flies, they all take or they all fly almost'*

(community-based caseworker)

*'You can say to him - when you first came to me you said you weren't interested in this, you weren't interested in that. Now you have done all of this and you've done all of that and you're actually looking for jobs yourself. So you can see you progressed. And it's you that's done that - it's not me. I mean I might have helped you do it – but I've not done it'*

(justice caseworker)

*'You know a client will say thank you, but I love saying to those clients well done – you know you have done it. You are the one that is going to work every day. You are the one that is earning the money that is putting the food on the table. You are the one that is juggling the childcare and the other juggles that we all have going on. It is lovely seeing clients make that change and say to them you know – this is down to you'*

(in-work caseworker)

#### 4.3.1.5 Outcome 5: Become more confident in themselves

Clients stated that they felt more confident in themselves, because of the regular support and encouragement received from their caseworkers and attendance of support groups. Plus, the check-ins with their Action Plans to see if they were progressing with their job goals.

*'it has changed dramatically. Even before I started work. It really increased my confidence. And because I knew that my caseworker was doing a one-to-one approach near to my plan, my action plan that gave me confidence that I did actually have the ability to get back to work. You know that I wasn't just going to be stuck on the booth the rest of my days. Made me feel like I am worth it'*



*'It sounds crazy, but I would definitely say that it has boosted my confidence. That yes, I will go back to work. I will be back in a digger. That gave me so much more confidence. To do more things, you know I've looked for jobs possibly starting in September and stuff like that'*

This increase in confidence was also noticed by caseworkers and partners:

*'I would say confidence, self-esteem, is the main thing that's improving because when I get people coming to see me first time and again, I'd imagine this probably across the board a lot of time people don't necessarily speak very highly themselves or suppose if you've been long term unemployed or you've done a jail sentence, etcetera. The way society deals with you is it kind of paints the picture that you are just you are scrounging you are doing this'*

(justice caseworker)

*'one of the young girls we are working with, she plays a guitar. So she had some mental health issues and lots of stuff going on. Social anxiety, you name it... so she came down, brought the guitar and I said to her 'play us a wee song'. She said 'aye okay'. She started playing and one of my colleagues said 'I'll sing along with you' and she started singing 'Candy' by Paolo Nutini'*

(young person caseworker)

*'I thought, oh my goodness, what where am I gonna start with this? You could hardly hear her when she was talking and she was so nervous and looked so uncomfortable. You seen the difference in her, so through those weekly interventions. We began to see her change. Sometimes it's like a light bulb. The way I describe it is sometimes a client comes into you and there's nothing behind their eyes. Behind that face – there's no-one there. There's no light bulb. Like they are just so sad, like broken, sometimes. So, like you start to see that they are coming alive again. They're smiler, chattier, more motivated, more confident because of all the different interactions'*

(Working For Families caseworker)

*'if they are further away from the labour market – they can help them feel more confident with things like confidence building and motivation'*

(North Lanarkshire Council)

*'A significant minority of young people feel worse about themselves when they leave school than they did when they started, and we need to do something to help those young people. So that's a group of young people we get as well and often the things they need are the confidence building that RTW offers'*

(North Lanarkshire Council)

A new intermediate outcome uncovered by caseworkers and clients that was not mentioned in the forecast, was that clients physically showed their improved confidence, by taking better care of the personal hygiene and physical appearance. For example, for one client:

*'I really love the routine of having to get up every morning having to pack out. What am I going to wear tomorrow? I was so excited because I've lived in Adidas stuff for the past three years. That was my kinda my identity. But having the ability go into a buy a decent pair of shoes.... Yeah, so it's changed that as well. I'm looking at my presentation more. Yeah, I mean, there was some days they felt that like there was some days that I would basically pull my trackies over my jammies, put my hair up in the bobble and that's how I present myself in the world. Whereas now I take a wee bit more care on my presentation'*

Comments from caseworkers supported this viewpoint:

*'I had a client in her 50s, she had never worked like she'd had quite a traumatic upbringing. Found it very difficult in society in general but got to the point she came along and one day she'd went for a haircut. She'd been away shopping. These were things that she didn't do, things that we take for granted on daily basis - is like walking into hairdressers and getting a haircut and going for a coffee and going food shopping and things. And she came in for an appointment. And I was like, 'you're looking great'. And she's like, 'I know'.*

(community-based caseworker)

*'When I first met him, he was very unclean. Not shaven, dirty clothes and dirty hair. His hair was really dirty. It was long. then I also remember the girls were like that (name of caseworker) - take a look down your clients here. And I looked and I'm like, where? There is this guy standing with a suit on. I couldn't believe it, the transformation, the haircut, a wash. The trousers and shirt, you know? ... He just looked alive. When they came to see me previously, he was, yeah, he was alive. But there was nothing there. You know, there was no feeling, no emotion. He was just existing. And through small interventions that, you know, and we can make is massive to someone'*

(Working For Families caseworker)

*'After attending groups. She has changed her appearance. She got a haircut. She started wearing makeup. She started taking personal hygiene a lot more seriously'*

(community-based caseworker)

#### 4.3.1.6 Outcome 6: Feel less isolated

By attending RTW's groups, gaining employment and having more disposable income to meet people, clients disclosed how they felt less isolated:

*'Because I got the job. It got me out of the house and got me out of the rut of being on my own most of the time...'*

*'I don't feel embarrassed about seeing people because I am not working because I have some sort of job'*

*'And taking part in the training courses I really enjoyed because that was like a kind of gentle introduction to being in amongst people again. Yeah, I was just getting myself back out into community again and remembering that actually quite like people. I went through a couple of years of really not liking people and being quite isolated'*

*'This is the first time I have worked in a factory; I'm met a lot of new folk and I don't feel as isolated'*

Caseworkers also noted how clients had become less isolated by attending groups.

*'She was living a very isolated life. So, I know through the caseworkers that were working with her. So since attending RTW, she has massively changed her life. She was attending social groups. Things that she had not done for years and years and years. She had effectively locked herself away and made herself a prisoner'*

(in-work caseworker)

*'So, we've got a group of kinda younger females who I would say because of COVID, were socially isolated. They were in their formative teenage years when they should have been out and about making these social interactions. Three of the girls in particular - when we ask the questions about like, what's your social network like? Like, what do you do with friends and family? And they're like nothing like - we stay at home all the time. Like literally haven't no social network and were very much isolated.... Through the peer group they have their own social network'*

(community-based caseworker)

*'And the 'boost' course we be done in Coatbridge. It was for those long time unemployed. People have done it and then they've kind of formed their own kind of peer mental support group through that became pals and they stayed in contact with each other. And I suppose it's just like it's good for anyone. If you've been isolated'*

(community-based caseworker)

One caseworker also uncovered how their clients were no longer digitally isolated. They discussed how the young people they had mentored had become less digitally excluded, as RTW managed to supply them with iPads:

*'I managed to get each of the young guys an iPad so as I can keep in contact with them it was through Community Scotland, so they've now got an e-mail. I've now got phone contact with them. I am relentless with that. What's up? I'm relentless. I had to give them a pep talk the other day. They can also chat with friends'*

(young person caseworker)

#### 4.3.1.7 Outcome 7: Strengthen relationships with family and friends

Although in the forecast it was noted that clients had an improved relationship with their family, it came out as a more prominent outcome in these interviews. Clients discussed how they could do more activities with their family because of their improved incomes:

*'I can take my mum out for lunch now. I used to be able to do that. I used to be able to afford that'*

Clients discussed how by engaging with RTW and gaining employment their families were less worried about them.

*'You know my son in particular, he wouldn't get upset, but don't say he was so much he could be doing. You'd get so many skills and things like that. So he's actually thrilled that I'm back doing, you know, a proper job where I'm utilising all the skills that I gained over the years'*

*'My mum was always worried sick about me, whereas my mum will phone me. Go. How was your work today? You know, and I mean, I also don't want to detail where, but I say, oh, yeah, it was a really good day. We were out and about and all that kind of thing. And she loves that, you know. So I think it's give a lot of contentment to my family that I have got something that's sustainable and something that I potentially could be really quite good at because of all my previous skills'*

Another client discussed how RTW helped them get out of their previous 'shift worker role'. As a result, they can now spend more quality time with their children and grandchildren.

*'More or less for the last 35 years there was four on and four off 2 weeks a day shift one week a night shift. I have a wee girl at 11, I just felt that what my 12 hour shift full time I was coming then going to bed because I was up early. So time catching up with my wee girl. I was coming in, having something to eat, going for a shower and then going to bed. I appreciate my time now and it's only been a couple of months. As I say, it was coming in*

*from 4, 12-hour shifts, I'd eat, shower, bed and time flew. I appreciate what I've got now in life ...I have enjoyed spending time with my wee lassie and my older family. I'll go and see my family. I'm interested, I do their gardens and that too. I have the gran-weans over a lot now too'*

Caseworkers noted how the community and family inclusive programmes enabled clients to bond with their children:

*'...with the allotment, he's keen to then teach his he thinks that's an activity that he can share with his children in the back garden. He's like what I can learn at the allotment. I can take back. And that can be an activity that he can share with, his kids'*

(community-based caseworker)

*'So we had a breakfast with Santa which we had like 20 families with 40 children. So, there was like over 40 children there and they were all provided their breakfast. They met Santa Claus and they done activities and things'*

(community-based caseworker)

Caseworkers and partners mentioned how the community groups RTW ran enabled the client to form new friendships:

*'So we've got a group of kinda younger females.. who all were gaining support with employability, aged 17, 19 and 20. They are now sharing phone numbers. They go walks. They go for coffees. They now have created their own peer group'*

(community-based caseworker)

*'These community programmes mean they are around people and maybe make friends'*

(Voluntary Action North Lanarkshire)

#### 4.3.1.8 Outcome 8: Feel more belonging to their neighbourhood/local community

Clients also discussed their improved sense of belonging to their local neighbourhood/community by getting out and about more often, joining groups, meeting new people and getting jobs locally:

*'It is not rocket science that I am doing but it's helping people in the church. Not only does it help the likes of pensioners, RTW and Citizens Advice. But you also have kids groups that come in – ones for disadvantaged kids. There are pensioner groups'*

*'You know, when I was really unwell after my stroke, my mental health deteriorated dramatically as well. Then COVID happened and I lost a lot of people through COVID. So*

*my mental health was really, really bad. And I got to the point where I'd spent a couple of years where I didn't interact people through choice. You know, I would dressed in black. I wanted to be invisible, and I would go shopping at half 10 at night. So I don't need to speak to people and stuff like that. So for me. The biggest thing that's happened to me since joining RTW. Is feeling comfortable and confident and talking to people in the community again'*

Caseworkers also highlighted that by implementing various methods of engagement with a 'community-based approach', clients had an improved sense of belonging to their local community:

*'we have like a tea and coffee morning, we have people along just to get that social interaction, we have a walking group within part of this project. We've also set up an allotment to get people outdoors. It makes them more involved in the community'*

(community-based caseworker)

*'done 'cooking on a budget' workshop, where it was about people coming along, but actually doing something practical rather than them doing something that they're going to be sitting at a desk on a computer, applying for jobs. So we've done had like this provider to come in and do a cooking on a budget but because of the multicultural differences within N Lanarkshire – I contacted owner who job who runs a Nigerian charity? And she came along and she taught our clients how to cook Nigerian food. So they got a bit of cultural knowledge. so these engagement activities were what got people to come along to RTW. It was very much. That's probably what I'm trying to get is having a different approach when you're community based'*

(community-based caseworker)

*'...he'll just drop into the Craigneuk office. That itself has changed – his circumstances. His ability to speak to people in the community. He did say that he didn't think he would be able to progress and he kind of thought that his life would go back to what it was'*

(justice caseworker)

One partner also praised the community-based programmes offered:

*'So it's not quite employability, but they allow their clients to be more involved in community. They funded a community programme called 'cooking on a budget' and they provided air fryers for residents'*

(Voluntary Action North Lanarkshire)

#### 4.3.1.9 Outcome 9: Started volunteering

Clients and partners noted how clients were volunteering more often because of the volunteering opportunities RTW advertised:

*'I have started, to do some volunteer work at a nature reserve for Lanarkshire Council – once a week, every Wednesday'*

*'Before I got my job (in peer mentoring). I did some youth volunteering'*

*'we recognise volunteering as a goal to get into employment. Our partnership with RTW enables that'*

(Voluntary Action North Lanarkshire)

#### 4.3.1.10 Outcome 10: Feel more financially comfortable

A positive effect of gaining employment was that clients felt more financially free and could afford to pay for luxuries, new hobbies, holidays and achieve personal goals.

*'I can go on holiday again, having money in the bank. Being able to buy stuff ... the goals ... they just keep growing to be fair. It's like an excited little kid. Yeah. You know?'*

*'I've been able to go on holidays with my fiancé for the last couple of years. I'm going on holiday to Portugal with my fiancé in September – this is our third time. The job has given me hope for the future and as I said, I wouldn't have got the job without RTW, so I feel grateful'*

*'When I retire, if I keep up with job, I'll be able to save up and run a car, join a golf club and things like that. I have got possible plans for the future. Whereas, before I was living kind of week by week, month to month, a benefit to benefit amount existence. I'm making holiday plans and things like that. It's definitely given me options that weren't there before. Before it was just kind of survival. During Covid, lockdown didn't affect me, because I was kind of in lockdown already. I wouldn't go out very much'*

*'Having a wage at the end of the month is just outstanding. I love it. Having a wee bit of flexibility and freedom in my spending and that. Was it something you can do if you're on benefits. You know, so, I mean, I've just put myself to go away to Berlin for my birthday. I'm going to Berlin for a night. And I would never have been able to do that if I did. They have a wage coming in'*

*'I can buy the posh raspberries instead of the cheap raspberries'*

*‘I mean, I’m planning on going, I want to go to Japan in 2027 and that was always that I’m up for that honestly. You know it was always on my white board that I’d like to go to Japan but since I have hit sustainable employment – it can be a reality. And a realistic goal’*

*‘She sent me a text today and has started a new job She’s working with the call centre, earning £18,000. She is 16-year-old, earning £18,000 right. And is on Commission and then the text she just told me ‘I’ve got a bonus and I get it next week.’ She says. ‘I’ve splurged my first paydays. I’ve spent it all, but I’m going to be more sensible because I’m going to start saving up half my wages for a car.’ Aspirations there’*

Caseworkers and partners also revealed how RTW staff could refer those financially vulnerable to food banks and poverty support services. RTW also provides discretionary funding for travel, childcare and other employment related needs whilst clients are job searching:

*‘She had a benefit issue. That girl had no money for two months. But we had welfare rights step in and he got it changed and sorted instantly. Yeah, it was quite a difficult time. We had got her some help at Poverty Action in Cumbernauld, to be able to get some food and toiletries and things like that’*

(Working For Families caseworker)

*‘So I know for the fact that quite a few of my clients have ended up getting like vouchers to get food’*

(50+ caseworker)

*‘A huge barrier N Lanarkshire is transport and don’t actually mean people having cars, it’s sometimes the barrier is getting from one part to another. So that is something that we know we all know it’s been an issue for a long time, but I think routes to work would step in to help in some way. They help with childcare as well’*

(NHS Health Improvement Lead)

#### 4.3.1.11 Outcome 11: Managing finances better

RTW provides workshops for budgeting advice and support with calculating benefits. Clients and partners expressed how this helped clients manage their finances better:

*‘Made me feel better (attending the workshops), less worried about money and things like that’*

*‘I mean it’s basically I’ve opened up the world for me, that sounds about cliche, but it’s true, so many opportunities for me ...and not worry that I’m going to be skint for the rest of the month’*



*'They help clients balance their finances and manage their money more'*

(Job Centre)

*'Financial too – people are afraid to leave benefits and start something – they can get skills and support in stuff like that'*

(North Lanarkshire Council)

#### 4.3.1.12 Moving into employment

As explained in the Value Map, getting a job is a Well-Defined outcome for RTW clients (outcome 14). Where that outcome is not met, there are intermediate outcomes that serve as Well-Defined outcomes, e.g., gaining vocational skills (outcome 12) and gaining employability skills (outcome 13). The qualitative feedback for all three outcomes is detailed here.

#### 4.3.1.13 Outcome 12: Gaining more vocational skills (intermediate outcome which can be Well-Defined)

By outlining and discussing their employability goals and aspirations in their 1-1 sessions, caseworkers can direct them to the relevant internal/external trainings and qualifications courses. During the interviews, clients, caseworkers and partners discussed how clients improved their vocational skills. Firstly, clients:

*'I have done first aid training, health and safety training and one for the retail industry. I'm hoping to move into anything – get a job in hospital or Tesco or Sainsburys'*

*'If you've been at a company for 35 years and you get used to certain things and you know I was 21 when I started and finished at 56. There's a big difference between 21 and 56. You know, you get into a way. The world is a different place, I even told her, sending emails and things, I felt very behind. RTW has helped us out – with how you write the emails'*

*'In 2018, I had a heart attack. And obviously it floored me. I decided last year that I'm fit enough now - this is all medically backed up – that I can go back to work. I've got a huge amount of experience with diggers. Unfortunately, during the time I was recovering, my digger ticket ran out. And my caseworker. She said, I would be eligible to regain my digger licence. My course is quite expensive – it's £2,500'*

Partners made similar comments:

*'For many it's long term unemployment, so they haven't worked for a long, long time and therefore their interpersonal skills are probably outdated in terms of the current labour market. Therefore, they need help updating those interpersonal skills., as well as vocational skills and RTW do that through work experience'*

(North Lanarkshire Council)

*'Some of your clients leave school and they have no qualifications. So they've maybe left school with no academic qualification, they (RTW) help them gain some qualifications'*

(North Lanarkshire Council)

*'They (client) could be looking for a CSCS card. Or they could be looking for what was going to be looking for like you're looking for anything like training courses like funding, that kind of thing'*

(Skills Development Scotland)

#### 4.3.1.14 Outcome 13: Improving their employability skills (intermediate outcome which can be Well-Defined)

More commonly, RTW offers their clients 1-1 support from caseworkers and employability skills courses from the internal skills team. Clients, caseworkers and partners discussed how this improved their employability skills, including CV writing, interviewing and applying for job roles:

*'I went for a full-time job for 35-year council to, being unemployed for the first time in years. I didn't really know what was my next, you know, stage in life was and I contacted RTW, and everything was set in motion for me. I've been for two interviews, and I was successful'*

*'She (caseworker) gave me a sheet of paper with pointers. If I go for another interview – I've got it up the stairs. I know how to address myself and everything again'*

*'The opportunity and the support for the interview – in the past I might have panicked but they took away the panic. They held my hand when it was needed'*

*'They can help with something as simple as CV writing or interview skills'*

(North Lanarkshire Council)

*'I've got women the now, who she was like, 24 years unemployed. She looked after her heavily autistic son, who's now sort of a grown man, and her husbands always worked. But because her sons are grown man...She had a great background. She was like a legal secretary and administrator in legal firms and things, clever lady. So what I done was booked her into the Excel training at Pitmans in Glasgow which are training provider. And it turned out to be a much more intensive course than I thought. So there's actually 20 modules - just for an Excel course and it's a six month course. So it's really in depth. She's now in run about module 15 or 16. They do a test after the first ten, which she passed. She's in the second wave and she's progressing towards the end'*

(50+ caseworker)

One partner mentioned how RTW offered specialised employment support for those with disabilities

*‘Very recently in the last couple of weeks I was out seeing. A deaf hub, a Lanarkshire of deaf hub who had advised to me that some of the people they were supporting were experiencing barriers because they didn't have interpreters to go to interviews. Now there is funding there for them to get support once they are in employment, but there was this initial barrier of: What did they do when they're going for interviews? So, I spoke to RTW, and I put the two organisations in touch with each other and it's been agreed that RTW will support them with interpreters’*

(Voluntary Action North Lanarkshire)

#### 4.3.1.15 Outcome 14: Get a job (Well-Defined outcome)

By receiving the support in employability and vocational skills, clients and caseworkers discussed how they benefitted and gained a job:

*‘Well basically they were trying to help me with my interview for the church and develop my CV, so my caseworker went over it with me and sent it to the church. The church took me on for 6mths initially. It was funded through RTW and now the church has taken me on.’*

*‘They helped me with my interview skills - I was terrified, and I thought to heck, I'm going to apply for it anyway and see what happens. I'd done some interview skills courses and confidence building with the skills team’*

(previous client who is now employed as a RTW peer-mentor)

*‘He had a degree in forensic science. But on paper, was getting interviews all the time, but was his personality was very stiff. Like he couldn't relax into an environment. He was very academic. It was really challenging for them. I think he became really quite deflated, using different knowledge, using interview different techniques and getting him to relax a bit. He knows the job inside out - the employer was looking for someone that was going to fit into the team, so he got an entry level job’*

(communities caseworker)

*‘I had a client, and she had never worked for 20 years. She could hardly look at you. Then again it was through a lot of intervention. I did a lot of prep, mock interviews. Long story short, she got the catering job with the NHS in Wishaw, and we were at an event and she loved that. You know, she did really well and doing great in the job. We were at an event and we were getting some feedback on her because these placements were coming to an end.’*

*And they said she was amazing. She's one of our best workers and she got offered a permanent post'*

(Working For Families caseworker)

*'He didn't really think he had much to offer cause he must have thought to himself - I've been in jail for 17 years - I've not done a lot, but then he actually looked at what he'd done when he was in jail. He'd done like hunners of courses, and he'd done quite a lot of stuff. If you'd been a freeman and just sat on a couch for 15 years. You're no more employable than another person. I suppose his life – the upturn was massive. Because he didn't think getting it off her. But now he's now working, and he got a job in October'*

(justice caseworker)

*'She just needed a bit of reassurance, her confidence building back up about encouragement, someone to listen.*

*But within that she needed Arla training and within this is a level 6 that she needed to get in back into housing with up-to-date training that could potentially get her into a better paid job and a better title within housing. And it was quite difficult, and it was quite stressful for her, but we managed to get the funding to put that in place and from there, yeah, there was many ups and downs and lots of setbacks at times with that with the amount of studying, but long story short, she has passed. She's just waiting on her certificate, and she was head haunted for a kind of manager's job for another housing association'*

(Working For Families caseworker)

## 4.3.2 RTW staff outcomes

### 4.3.2.1 Outcome 1: Staff's mental health improves as a result of their work

Staff discussed how they feel their job can be very rewarding. They will often go 'above and beyond' within their role to help clients because they want to see them succeed. They also mentioned how they are encouraged to develop new ideas/projects and have autonomy within their roles which is very satisfying.

*'I'm probably going be bit emotional about it, but it does give you can I sense of pride, as individuals we can't change the world, but as a collective we can make a massive difference'*

(community-based caseworker)

*'She might never get a job, but she's now part of society. She wasn't part of society at the beginning. I think that's probably. I think that is just as rewarding as somebody putting money into the tax system'*

(community-based caseworker)

*‘Probably the autonomy aspect of it. I don't need to go cap in hand asking for I can do things as long as I can make a case for why it would help me or help the client’*

(justice caseworker)

*‘Right now, I'm enjoying the level of support I'm getting to develop this programme. That's fantastic because I feel like, I've got lots of left field ideas and I like to continually and try and improve what we deliver, and I get a lot of support from both my team leader and my operations manager. So, I like that kind of support. I really enjoy my work’*

(young persons caseworker)

*‘If I went back to sales, I'd probably make more money, so it's not just about the wages. It's nice coming to a job where at the end of the day, you go up the road and you've managed to help a few people move on in their lives and we look at it for a job's perspective. But sometimes, you know that affects the whole family, that one person getting that job and it changes their thought process and the dynamics of their life. So, I really like what we do. My favourite bit of the bit of the job is helping people 100% as I said, because if it was a bit money I would go somewhere else’*

(50+ caseworker)

*‘I think staff are incredibly good at putting clients at the centre – I think despite the adversity of short staff or things going on or politics of funding in the background. I would say that the majority of staff always put a client at the centre of what they are doing. They will try and argue a case or put something though and give them that support. We as a collective – that is what we are here for. We are in quite a privileged position, that we get to support people. That client is always at the centre’*

(in-work caseworker)

#### 4.3.2.2 Outcome 2: Staff's mental health gets worse as a result of their work

Some staff revealed that they feel weighed down by some of the barriers they support services users with and feel they need more specialist support and training to know how to professionally cope with their clients' needs:

*‘Obviously the clients ... it could be domestic abuse, could be rape, it could be drug addiction. It's heavy’*

(Working For Families caseworker)

*'And sometimes that can be challenging if someone tells you that – they are on the brink of suicide. There's no debrief for us. Like there's no way we walk away from these very challenging conversations with people- we're not trained to switch off from that sometimes. We debrief with our colleagues. But there's only so much. Like sometimes you can have very challenging conversations, and if you're in a working environment that can be quite difficult to pull your socks up and move on to the next client because your diary is preset for that day. So, if you have, for example, a client that comes in and says was a victim of rape. Then an hour later, you've got another client like that can be. I find that quite challenging'*

(community-based caseworker)

*'but also being able to maintain that without burning out ourselves. Because when you're listening to these things all the time that you become. Not deflated or disillusioned, but they can be difficult to maintain at a level of personality. When you're listening to terrible things all the time'*

(community-based caseworker)

### 4.3.3 Employer outcomes

#### 4.3.3.1. Outcome 1: Receive suitable candidates for their vacancies

As detailed in the forecast report, the employers praised how they receive suitable employees for their job roles. During fieldwork for this evaluative report the supermarket recruiter discussed how RTW's clients often come to the interviews prepared, confident and willing with appropriate skills and experience needed for the job:

*'Yeah, we're more entry level jobs, but I would say most of the clients I've been getting to have warehouse experience. Or they've got even skills that are not warehouse but are like transferable as well, which is really good in the short for time. They are more interested as well. They ask more questions, or they've done a bit of research as well about the company before coming in for the interview and what the job is which is brilliant. They are a bit more confident. I would definitely say that a bit more kind of dedicated and they do want to work as well. Obviously, they're coming to RTW because they want to work. It's not like maybe a job centre that's just maybe tick a box off. So I'd definitely say they're a bit more reliable and that way as well they're a bit better, candidates. They'll show up for interviews as well. They make that more effort as well, which is amazing'*

(supermarket recruiter)

#### 4.3.3.2 Outcome 2: Do not receive suitable candidates for highly skilled roles

The manufacturing hiring manager also stated that RTW was not able to offer him a suitable candidate for a more specialised role, as they did not have the necessary skills or qualifications.

*‘The politest way to put it is the calibre of candidates - I’ve brought in five new people into this business since I started at Christmas. And the calibre of people that I’ve interviewed, if you like from other areas, have been of a far higher standard than those that I’ve interviewed, from RTW. It’s probably qualifications and to a degree, life skills. If I was interviewing again for assembly line workers or non-skilled, I would probably happily go back through routes to work to try and find me a candidate. But if I was looking for a design engineer then I think it’d be highly unlikely RTW would have anybody’*

(manufacturing hiring manager)

#### 4.3.4 NHS, UK Government Outcomes

##### 4.3.4.1 UK Government outcomes

Outcome 1 and 2: As indicated in the Theory of Change, the Well-Defined outcomes for The UK Government are that they receive reduced benefit claims and increased tax revenue if people move into employment.

An interview with a manager in the local Job Centre found that RTW support their organisation by getting more people into work, including those with complex and specialised needs:

*‘So that could be obviously for people increasing their hours at work and RTW can obviously help that. Well, it’s obviously assisted our resources because our resources are really quite low sometimes. So for RTW being there, it’s like an additional support. They’ve obviously got a full team of caseworkers depending, so they may have like youth caseworkers. Caseworkers for 50+ clients, restorative justice and housing. All helping people move into work’*

(Job Centre)

##### 4.3.4.2. NHS outcomes

Outcome 1: Resource reallocation due to improved mental wellbeing of clients

Interviews with NHS staff in North Lanarkshire found that the services that RTW provides enables clients to build a support network and therefore become less reliant on NHS mental health services. The impact of clients improved physical health on their services was not mentioned which differs from the secondary research gathered for the forecast report:

*‘Services like RTW provide that additional support to people. Ultimately, what that does is that that increases their individual resilience, and it also increases their kinda informal support network that the individuals have got round about them, which subsequently probably means that they might be less reliant on healthcare services because they’re kind of built-up kind of social supports’*

(NHS Health Improvement Lead)

*‘It lightens our load to have them as a partner. We need to address poverty, inequalities and mental health, to have them in your corner. I suppose in a way the service that RTW provides is similar to the service that health improvement provides’*

(NHS Health Improvement Lead)

### 4.3.5 Additional partner outcomes identified (not Well-Defined outcomes)

#### 4.3.5.1 Skills Development Scotland Outcome: Aided with positive destination targets

The interview with the staff member from Skills Development Scotland discussed how they worked together to help young people enter positive destinations. However, this outcome has not been included due to the high levels of deadweight and attribution associated:

*‘So, we work really closely with RTW in North Lanarkshire, so I’ve kind of talked about the operational level where it is about supporting the young people into work. So just so that you’re aware we’ve got a database with everybody that’s been through school within Scotland. But we look at North Lanarkshire. So, if there’s any we’re not able to get in touch with a young person then I catch up with RTW’s Head of Operations and we do a cross check to see if they are registered with RTW – if neither organisation got that young person. We’re then able to flag up to the North Lanarkshire task force to see that we’ve got real concerns about the young person’*

(Skills Development Scotland)

#### 4.3.5.2 North Lanarkshire Council and Voluntary Action North Lanarkshire outcome: Aided with poverty and child poverty targets (not Well-Defined outcomes)

The four local stakeholders stated how much they valued RTW’s services and partnership. They commented how they worked together to tackle poverty and child poverty in the North Lanarkshire area. However, it is not included as a Well-Defined outcome because of the high levels of deadweight and attribution associated:



*'We work towards improving the tackle poverty strategy in North Lanarkshire and that strategy has got four key drivers. One of the main drivers of that strategy is employment, recognising that employment is a vehicle to lift people out of poverty. That employment obviously needs to be sustainable. It needs to be like a decent wage. It needs to have good terms and conditions. Something I quite like about RTW is that a lot of the jobs that they support clients into are jobs where they've got better terms and conditions. It's very infrequently a 0-hour contract, so it allows people to kinda do you know the same amount of hours that gives people a protected, income, that allows them to kind of plan for their future and things like that'*

(North Lanarkshire Council)

*'They are a significant partner in meeting our strategic objectives, alleviating poverty and increasing the increasing opportunities for our residents'*

(Voluntary Action North Lanarkshire)

*'Those that can and wish to work it might take them out of poverty and maintain them out of poverty. We've got huge child poverty; I think 1 in 4 children in N Lanarkshire are in poverty it's significant. With RTW's help, the more people that can get into employment, that takes them away from potential poverty, and in-work poverty, that sort of thing, then we all benefit. For North Lanarkshire, which means that we're all benefit in terms of local people are working locally and spending locally'*

(North Lanarkshire Council)

*'Poverty, inequalities, specifically child poverty is a big, big strategic objective of our organisation. And you know, through us referring people to RTW, working with people within our community. That' just, you know, is giving people hope and supporting them to get out into the workplace, to get out into society'*

(North Lanarkshire Council)

See column F of the Value Map in Appendix C for information on **outcomes**.

## 5. Measuring outcomes

This is the scope of the SROI for 2024, with fieldwork taking place in the period of May 2024 to August 2024. The table below details the plan of action for the quantitative stage of the research process, including why stakeholders were chosen, sampling sizes, the inclusion of subgroups and the predicted changes they were expected to experience. The plan also details the **actual** numbers that completed the surveys. See Appendix H, M and N

Stakeholder	What we think changes for them (why they are included)	Size of group	What biases or differences might there be in the group?	How will we make a sample as representative as possible to cover all these possible biases and differences?	Target number to be involved (sample size)	Actual number of those who participated	Method of involvement		
							HOW?	WHO?	WHEN?
Clients	<p>1.Improve their mental wellbeing</p> <p>2.Become more physically</p> <p>3.Become more resilient</p> <p>4.Become more motivated to achieve their goals</p> <p>5.Become more confident in themselves</p> <p>6.Feel less isolated</p> <p>7.Strengthen relationships with family and friends</p> <p>8.Feel more belonging to their</p>	<p>2070</p> <p>This is the number of clients who have registered with RTW between April 2023 and March 2024.</p>	<p>May only disclose the positives aspects of RTW, as are still engaging with services.</p>	<p>Clients asked to participate include all those who enrolled with RTW in March and April 2024 i.e. those involved in all of RTW's programmes, including Working for Families, No One Left Behind, SPF31 and SPF35.</p> <p>Clients involved in the different programmes may experience</p>	<p>477</p> <p>This is the number of clients registered with RTW in March and April 2024</p>	<p>89 clients filled in the survey within two months of registration and 21 clients filled in the survey again after 3 months of engaging with RTW.</p>	<p>Social Value client survey asks clients a range of questions, including about their mental and physical health, vitality and sense of belonging to community etc. Also, asked clients to rank outcomes in order of importance and the how long they think</p>	<p>Sent out the survey via Survey Monkey and analyse all the data on Excel and Jamovi.</p>	<p>Clients did the survey in May and completed the survey again after 3 months of engaging with RTW.</p>

	neighbourhood/local community 9. Started volunteering 10. Feel more financially comfortable 11. Managing finances better 12. Gaining more vocational skills 13. Improving their employability skills 14. Get a job			different services.			outcomes will last (duration).		
Staff	1. Staff's mental health improves as a result of their mental health 2. Staff's mental health gets worse as a result of their mental health	74	May only disclose the positives aspects of RTW, as are employees.	All RTW staff fill in survey.	74	60	RTW staff survey questions are around work/life balance, satisfaction with job, workload, and physical and mental health.	The survey is secondary data, done by staff annually.	Staff completed the survey in October 2023 and RTW Finisher to analyse the report created by RTW's Chief Executive.

Employers	1.Receive suitable candidates based on their vacancies  2.Do not receive suitable candidates for highly skilled roles	839  This is all the employers with whom RTW have placed a client in the last 12 months	May only disclose positive aspects, to not damage partnership.	Includes various employers RTW engages with across different business sectors including, care, construction, manufacturing, personal services, retail and transport.	84	43	RTW Employer survey asks what the main challenges their business faces and how RTW helps with their recruitment needs.	The survey is a secondary survey, completed by various employers	Employers completed the survey in 2023 and RTW Finisher to analyse the report created by RTW's service improvement manager.
UK Government	1.The UK Government receives reduced benefits claims  2.The UK Government receives increases tax revenue	2070 clients  This is the number who have registered with RTW between April 2023 and March 2024.	N/A	Clients include all those who enrolled with RTW in March and April 2024 i.e. those involved in all of RTW's programmes, including Working for Families, No One Left Behind, SPF31 and SPF35.  Clients involved in the different	N/A	N/A	RTW's client management data outlines all the training courses and job outcomes clients gain.	Analyse client data on excel.	RTW Finisher analysed client management data for number of clients receiving accredited training and number of clients entering employment.

				programmes may experience different services.					
NHS	1.NHS resources capable of reallocation due to the improved mental wellbeing of clients	2070 clients  This is the number of clients who have registered with RTW between April 2023 and March 2024.	May only disclose the positives aspects of RTW, as are still engaging with services.	Clients asked to participate include all those who enrolled with RTW in March and April 2024 i.e. those involved in all of RTW's programmes, including Working for Families, No One Left Behind, SPF31 and SPF35.  Clients involved in the different programmes may experience different services.	477  This is the number of clients registered with RTW in March and April 2024.	89 clients filled in the survey within two months of registration and 21 clients filled in the survey again after 3 months of engaging with RTW.	Social Value client survey asks clients a range of questions, including about their mental health, vitality, wellbeing and vitality. Also, asked clients to rank outcomes in order of importance and the how long they think outcomes will last (duration).	Sent out the survey via Survey Monkey and analyse all the data on Excel and Jamovi.	Clients did the survey in May and completed the survey again after 3 months of engaging with RTW.

Table 6: Quantitative stakeholder involvement plan

## 5.1 Quantity of outcomes

Principle 2 states: a Well-Defined outcome ‘describes a specific change for someone (or a groups of people) that provides the best opportunity to increase or decrease value’ (Social Value International, 2024). The Well-Defined outcomes for clients and staff used in this evaluation were generated through the qualitative fieldwork undertaken for the forecast evaluation and then refined and tested through further qualitative fieldwork. Well-Defined outcomes for employers and partners were generated through secondary research and then refined and tested through qualitative fieldwork.

### 5.1.1 Indicators for Clients

The Social Value client survey was created to measure the Well-Defined outcomes as detailed in the Theory of Change above. This survey was undertaken with clients within two months of registration with RTW to create a baseline and then again after three months of engagement to measure distance travelled.

The Well-Defined outcomes were revised based on client feedback collected during the qualitative fieldwork and amendments made to ensure that the Theory of Change reflected the client journey.

The survey was distributed to all new clients who registered with RTW in March and April 2024. The survey was then redistributed to clients after 3 months of engagement to understand any change experienced.

Number of clients who completed the ‘Social Value’ survey after registration	Number of clients who completed the ‘Social Value’ survey after 3 months of engagement with RTW.
89	21

Table 7: Social Value Survey completion rates

While the aspiration was to be able to deep-dive into the data by RTW funded programme to understand the impact of different interventions on different clients, the response rates above have not been enough to allow us to do this.

To calculate the SROI for the year, these numbers were extrapolated to the total number of clients for the year, 2070. For example, to quantify how many clients felt ‘less isolated’, those who increased their mean score for Qu20 (a) (b) (c), asking about feelings of isolation, were recorded as achieving the outcome. Then any negative outcomes were subtracted from the above total i.e. any client who maintained or decreased their mean score.

An example of how this was done is shown in the table below:

<p><b>Achieved the outcome:</b> 8/21 clients increased their mean score for feeling ‘less isolated’</p> <p>=38%</p> <p>38% of 2070 =787</p>
<p><b>Did not achieve the outcome:</b> 5/21 clients decreased their mean score for feeling ‘less isolated’</p> <p>=24%</p> <p>24% of 2070 =497</p>
<p><b>Total quantity (for Value Map):</b></p> <p>Achieved the outcome – those who did not achieve the outcome</p> <p>787 – 497 = <u>290</u></p>

Table 8: Example calculation of quantity of Well-Defined Outcome

The table below shows the outcome indicators for clients, how they relate to the different parts of the Social Value Survey, and how each question was analysed to generate the quantity used in the Value Map:

Outcome	Indicator and Source	Amount of Change
1: Improve their mental wellbeing	Questions 13, 17 and 18 of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, using life satisfaction 1 -10 scale, asking about their life satisfaction, mental health and vitality.	Any client who moves 1 point in life satisfaction 1 -10 scale or mental health question asking them to rate their mental health from poor to excellent or improves mean score for Subjective Vitality Scale AND maintains/improves their score in the other 2 questions will be recorded as achieving the outcome. Any client who moves their score in a negative direction for at least 1 of the questions will be subtracted from the above total



<p>2: Become more physically active</p>	<p>Question 16 and 19 of 'Social Value' client survey done at beginning of engagement with RTW and then again after 3 months of using services, asking them to rate their physical health and scale of physical activity.</p>	<p>Any client who moves 1 point in physical health question or improves mean score for physical activity scale AND maintains/improves their score in the other question. Any client who decreases their score for at least one question will be subtracted from the above total.</p>
<p>3: Become more resilient</p>	<p>Question 14 and 15 of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, using Routine Scale and Resilience Scale</p>	<p>Any client who improves their mean score for one question AND maintains or improves their mean score for the other question will be recorded as achieving the outcome. Any client who reduces their mean score for at least one question will be subtracted from the above total.</p>
<p>4: Become more motivated to achieve their goals</p>	<p>Question 25 (d) of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, asking them to rate their motivation to achieve their goals.</p>	<p>Any client who moves to 'agree' or 'strongly agree' OR maintains 'agree' or 'strongly agree' statement will be recorded as having achieved the outcome. Any client who moves in a negative direction will be subtracted from the above total.</p>
<p>5: Become more confident in themselves</p>	<p>Question 25 (a) (b) and (c) of 'Social Value' client survey collected at the beginning of engagement with RTW and then again after 3 months of using services, asking them</p>	<p>Any client who demonstrates a move to agree/strongly agree in one sub question AND maintains a neutral/agree/strongly agree score for the other sub questions will be recorded as achieving the outcome. Any client who demonstrates a move in a negative direction for at</p>

	to rate their confidence on a Likert scale.	least one sub question will be subtracted from the above total.
6: Feel less isolated	Question 20 of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, asking how often they feel isolated.	Any client who improves their mean score will be recorded as achieving the outcome. Any client who decreases their mean score will be subtracted from the above total.
7: Strengthen relationships with family and friends	Questions 21 and 22 of 'Social Value' client survey done at the beginning of engagement with RTW and then again after 3 months of using their services, asking them if they can rely on their family or friends if something serious were to happen.	Any client who maintains OR moves to 'a little', 'somewhat' or 'a lot' for 1 or both questions will be recorded as achieving the outcome. Any client who moves in a negative direction for at least one question will be subtracted from the above total.
8: Feel more belonging to their neighbourhood/local community	Question 23 of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, asking how much they feel belonging to their neighbourhood.	Any client who improves their mean score will be recorded as achieving the outcome. Any client who decreases their mean score will be subtracted from the above total.
9: Started volunteering	Question 24 of 'Social Value' client survey question done at the beginning of engagement with RTW	Clients who move from 'no' to 'yes' will be recorded as achieving outcome.

	and then again after 3 months of using services, asking if they have volunteered at least once in the past month.	Any client who moves from 'yes' to 'no' will be subtracted from the above total.
10: Feel more financially comfortable	Question 26 and 27 of 'Social Value' client survey done at the beginning of engagement with RTW and then again after 3 months of using services, asking them about their debt and financial management.	Any client who improves their score for one question AND maintains or improves their score for the other question will be recorded as achieving the outcome. Any client who reduces their score for at least one question will be subtracted from the above total.
11: Managing finances better	Question 28 and 29 'Social Value' client survey done at the beginning of engagement with RTW and then again after 3 months of using services, asking about how satisfied they were with their household income and how they have been coping financially in the past month (both on scales of 1-5). Those who improve their score for 1 question and maintain/move in the other question will be recorded as achieving the outcome.	Any client who improves their mean score for one question AND maintains or improves their mean score for the other question will be recorded as achieving the outcome. Any client who reduces their mean score for at least one question will be subtracted from the above total.
12: Gaining more vocational skills	Client management record of the number of clients who received	Number of clients who have received accredited and non-accredited training.

	accredited and non-accredited training.	
13: Improving their employability skills	Question 30 of 'Social Value' client survey done at beginning of engagement with RTW and then again after 3 months of using services, asking them if they have received employability skills or support.	Number of clients who have received employability support for at least 1 thing.
14: Get a job	Client management record of number of clients entering employment	Number of clients recorded as entering employment.

Table 9: Data used for Well-Defined Client outcomes

While the table above demonstrates how progress towards outcomes is measured there are clients who have maintained existing levels of Well-Defined outcomes or whom there has been a negative impact. See section 7.3.3 where this is outlined as a limitation of the report. Additional qualitative work with clients would help to better understand individual client journeys.

### 5.1.2 Indicators for Staff

The Well-Defined outcomes for RTW staff were defined through the qualitative fieldwork undertaken for the forecast report and tested and refined through the qualitative fieldwork undertaken for this evaluative report. The quantity of outcomes was collated from the existing RTW staff survey, where data on staff mental health is captured annually however a limitation is that it does not allow us to capture any additional outcomes.

The table below details the outcome indicators for staff:

Outcome	Data Source	Indicator
1: Staff’s mental health improves as a result of their work	Qu 31 of RTW Staff Survey 2023	Number of staff scoring 'very positively' or 'positively' when asked how work affects their mental health.

2: Staff’s mental health gets worse as a result of their work	Qu31 of RTW Staff Survey 2023	Number of staff scoring 'negatively' or 'very negatively' when asked how their work affects their mental health.
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Table 10: Data used for Well-Defined Staff outcomes

The table above outlines how staff achievement of outcomes has been measured. However, there will be some staff that have not experienced change or who have had a negative impact. As this data is based on secondary information, additional primary fieldwork would need to be undertaken to understand staff experience.

### 5.1.3 Indicators for Employers

The quantity of outcomes was collated from the existing RTW Employer Survey where data around satisfaction with services is received annually, however a limitation is that it does not allow us to capture any additional outcomes.

The table below details the outcome indicators for employers:

Outcome	Data Source	Indicator
1: Receive suitable candidates for their vacancies	Question 6(b) of Employer Survey 2023/24	Number of employers scoring 'very satisfied' or 'satisfied' when asked how satisfied they are with RTW's services.
2: Do not receive suitable candidates for highly skilled roles	Question 6(b) of Employer Survey 2023/24	Number of employers scoring 'quite satisfied' or 'very dissatisfied' when asked how satisfied they are with RTW's services.

Table 11: Data used for Well-Defined Employer outcomes

While the above table shows how employer outcomes have been measured there will be some employers who have not experienced change or who have had a negative impact. As this data is based on secondary information, additional primary fieldwork would need to be undertaken to understand employer experience.

### 5.1.4 Indicators for NHS and UK Government

The quantity of outcomes for the NHS and UK Government was collated from the Social Value client survey and client management data.

The table below details the outcome indicators for partners:

Outcome	Data Source	Indicator
UK Government 1: The UK Government receives reduced benefits claims	Client management record of number of clients entering employment	Number of clients in the year who have entered employment
UK Government 2: The UK Government receives increased tax revenue	Client management data for number of clients receiving accredited training	Number of clients who have received accredited training
NHS 1: NHS resources capable of reallocation due to the improved mental wellbeing of clients	Questions 13, 17 and 18 of 'Social Value' client survey question done at beginning of engagement with RTW and then again after 3 months of using services, using life satisfaction 1 -10 scale, asking about their life satisfaction, mental health and vitality	Number of clients who report improved mental wellbeing (taken as umbrella term for life satisfaction, mental health and vitality) in Social Value client survey

Table 12: Data used for Well-Defined Partner outcomes

While the above table shows how the NHS and UK Government outcomes have been measured by consulting RTW clients there will be some who have not experienced change or who have had a negative impact, impacting the NHS and UK Government outcomes.

See column G and H of the Value Map in Appendix C for information on **indicators** and **quantity**.

## 5.2 Value of outcomes

Principle 3 ‘value the things that matter’ states that decisions about distributing resources between different options need to recognise the values of stakeholders. Value describes the relative importance of different outcomes, told by stakeholder’s preferences (Social Value International, 2024).

To determine the value of each outcome, financial proxies were applied. Financial proxies are a monetary reflection of the relative importance of identified outcomes. They do not represent a cash amount but rather a monetary value to signify the relative importance for each stakeholder (Goodspeed et al., 2012). Information on the outcomes for RTW clients was captured through the qualitative interviews undertaken with clients and caseworkers, both for the forecast report (SeBlonka, 2022) and which were then updated for this evaluation report. The relative importance of these outcomes was captured through the client survey and the caseworker, partner and employer interviews. However, given the

focus on the client journey, only the client survey data was used as the basis for the valuation calculations.

To calculate the value of each client outcome, the technique of Wellbeing Valuation was administered. This approach uses statistical analysis of existing questionnaire datasets to value the effect on wellbeing from changes in life circumstances and life satisfaction. This is done by calculating the increase in income that would be necessary for an equivalent increase in wellbeing (Social Value International, 2024).

The financial proxies for client outcomes are drawn from HACT Social Value Bank. This method was chosen as it centres on an individual’s wellbeing as a determining factor for social impact. This technique of Wellbeing Valuation applies population-level surveys to evaluate the impact of non-market goods on life satisfaction, contrasted with the impact of income on life satisfaction. With statistical econometric analysis, the monetary value to individuals attaining certain outcomes appears.

In comparison with other methodologies for determining financial proxies, such as cost-based approaches, the Wellbeing Valuation methodology allows a satisfactory level of rigour for this evaluation that is ‘cost-effective’ and ‘user-friendly’ for the resources available within RTW. Although this comes with certain limitations regarding whether these values correspond with the context specific to RTW clients and their representation of an ‘average’, it provides a tactical summary of Social Value for an organisation such as RTW (SeBlonka et al., 2022).

Monetary valuation through tailored, resource-intensive processes like revealed-preference, the ‘Value Game’, or choice experiments were not chosen due to the protected characteristics of clients and their only being newly registered with RTW. However, a limitation of using the HACT tool is that the financial comparisons are not Scottish or employment specific. This limits the accuracy of the SROI generated. See Appendix B and D for financial proxy sources.

To evaluate the relative importance of each Well-Defined outcome from the client’s perspective, a ranking question was used in the ‘Social Value’ client survey. Qu31 displays all the Well-Defined client outcomes and clients are asked to rank the value of each outcome on a scale of 1-10, with 10 being very important. The Social Value client survey can be found in Appendix H.

The results of client ranking of Well-Defined outcomes are shown in the table below:

Outcome	Weighting	Weighting (Rounded)	Ranking
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Becoming more resilient to changes in your life	7.95	8	1
Becoming more motivated to achieve your goals	7.9	8	2
Feeling more financially comfortable	7.81	8	3
Improving your relationships with family	7.80	8	4
Becoming more confident in yourself	7.71	8	5
Improving your mental wellbeing	7.62	8	6
Improving your relationship with your friends	7.00	7	7
Get a job	6.9	7	8
Less isolated	6.9	7	8
Becoming more physically active	6.81	7	9
Getting a qualification or completing a training course	6.14	6	10
Feeling like you belong in your community/neighbourhood	5.48	5	11
Volunteering more often	4.38	4	12

Table 13: Client ranking of Well-Defined outcomes

Table 12 reflects the options given in Qu31 of the Social Value client survey. Therefore, there are minor differences in language in comparison to the Well-Defined outcomes in the Value Map and Theory of Change. For example, based on the qualitative research undertaken it was decided to combine improving relationships with family and friends into one Well-Defined outcome, to reflect that some clients may not have family, and this may not be a measurable outcome for them.

To triangulate the ranking information provided by clients, employers and stakeholders were also asked ‘how do you think your clients would rank the following items in order of relevance of importance, when partnering with RTW?’. Differences in opinions were apparent. Partners ranked ‘feeling more financially comfortable’ as the most important outcome. Employers ranked ‘feeling more financially comfortable’ and ‘getting a job or apprenticeship’ as the most important outcome. Both groups ranked ‘becoming more physically active’ as the least important. This provides an interesting perspective on what other stakeholders consider important for clients, however the client view was used for the calculations in the Value Map.

See Appendix E for the values applied to each of the Well-Defined outcomes.

See column N of the Value Map in Appendix C for information on **weighting**.



### 5.3 Outcomes without relevant values

The outcomes without relevant values (e.g., HACT did not supply an appropriate proxy value) include become more resilient, become more motivated to achieve their goals, feel less isolated and managing finances better. To apply a value to these outcomes, a calculation was undertaken using the average score of similarly weighted outcomes.

An example of how a missing value for an outcome was calculated is illustrated below:

<p>Average Calculation:</p> <p>Missing Value: 'become more resilient to changes in life'</p> <p>*all those with similar ratings out of 10</p> <p>*then divide those outcomes by the number of similar outcomes</p> <p>*outcomes weighting of 8 (rounded to whole number)</p> <p>= more financially comfortable (£10990) + improved relationship with family (£7844) + becoming more confident in self (£9506) + improved mental wellbeing (£21498)</p> <p>= £10990+£7844+£9506+£21498</p> <p>= £49838 ÷ 4</p> <p><b>Total value for Value Map = £12459.50</b></p>
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Table 14: Example calculation of missing value

### 5.4 Valuing Well-Defined outcomes for other stakeholders

The HACT valuation for mental health was used in the Value Map for RTW staff members.

To calculate the Social Value to the NHS, Department for Work and Pensions and the HM Revenue & Customs, a variety of unit cost databases were applied including the Manchester Unit Costs Database and the NHS Unit Costs for Health and Social Care.

The value for employers who employ RTW clients is based on unit costs derived from direct cost-savings. In the survey, many employers felt RTW clients met their requirements. As a result of this finding, this outcome is valued utilising the average market cost of recruiting an employee, according to Glassdoor UK. These unit cost methods were chosen as they

provide alternative measures of value for regulatory services which are hard to value by other methods (Social Value International, 2024).

See Appendix B and D for the financial proxy sources. See columns O and P of the Value Map in Appendix C for information on **valuation approaches**.

## 5.5 Causality of outcomes

Principle 5 ‘do not overclaim’ states that considerations should be made about what might have happened without the activities taking place. Also, the possibility of the outcomes occurring without the activity (Social Value International, 2024).

To accurately calculate the impact of RTW’s services and not ‘overclaim’, the role of other external organisations and influences were considered where they may impact client outcomes. During the interviews, clients, partners, employers and RTW staff were asked questions relating to deadweight, attribution, displacement and drop-off to allow us to gauge the overall impact of RTW’s services taking account of any causalities. As a result, for each of these categories in the Value Map, discounts are applied between 0% and 65% in line with the data collected regarding the experiences of stakeholders. Further detail on the discounting rates and supporting qualitative evidence are provided in this section and a summary table in Appendix G.

## 5.6 Deadweight

Deadweight is a measure of the amount of outcome that would have happened even if the activity had not taken place (Goodspeed et al., 2012). Deadweight rates for RTW services are usually low as deadweight rates are typically lower for stakeholders that are ‘hard to reach’ (Goodspeed et al., 2012). For example, the possibility of someone who has been long-term homeless moving into employment without aid is unlikely, whereas the possibility is much higher if support is gained. This signifies that if both groups encountered similar outcomes the impact would be more significant for the harder to reach clientele. It is recommended that in cases of public policy and trying to ensure investment in activities, decisions should be made by other individuals, and their tests of credibility may be different from what is needed for internal decisions (Social Value International, 2024).

### 5.6.1 Deadweight for Clients

To determine the levels of deadweight for client outcomes, clients were asked ‘what do you think your life would look like if you hadn’t received support from Routes To Work?’ and ‘how much do you think this would have happened without Routes To Work?’. Clients discussed how they would not have gained the qualifications, improved their employability skills or gained employment if it wasn’t for RTW. As a result of these comments,

deadweight for these Well-Defined outcomes in the Value Map has been set at 10% to reflect the low likelihood of these outcomes being achieved without RTW:

*‘None of this would have happened if it wasn’t for RTW. I had given up.’*

*‘Nothing – I went to the unemployment office, and they were a waste of time and effort.’*

*‘I know that without RTW, and this is the truth – I might not have gone for the interviews because of my anxiety. If it wasn’t for my caseworker – I wouldn’t have gone for the interview – she put me at ease.’*

*‘Zero would have happened – unless I came up with £3000-£4000 myself (client needed funds to get digging qualification/certificate).’*

*‘I probably wouldn’t have, won’t feel anywhere near. If I was still registered with [another employability support service]’. I don’t think I would be feeling anywhere near the way. I feel just now. I would probably still be waiting for my CV back, you know’*

For all other Well-Defined outcomes, deadweight in the Value Map has been set at 25% to represent the potential of other contributions to these outcomes had the RTW service not been available.

### 5.6.2 Deadweight for Staff

For the two Well-Defined outcomes for staff, a 50% deadweight has been applied in the Value Map to represent that they may experience similar impacts with another employer if they did not work for RTW.

### 5.6.3 Deadweight for Employers

For the employer Well-Defined outcomes, employers were asked what would have happened without RTW. They stated that they wouldn’t have been able to fund additional employees and wouldn’t have been able to hire as many employees without RTW’s support:

*‘Routes To Work, in effect, has allowed us to bring in an additional role and an additional employee because we’re employee owned, we’ve got to be careful with budget and spend and salary costs. With this being a new role in the middle of the year, we hadn’t really budgeted for it. The RTW funding has helped us to do this earlier than we probably would have’*

(manufacturing hiring manager)

Therefore, deadweight for both employer Well-Defined outcomes has been set at 25% in the Value Map to represent the likelihood that employees could have been sourced elsewhere and/or alternative funding may have been available.

#### 5.6.4 Deadweight for NHS

For the NHS Well-Defined outcomes, deadweight was set at 25% due to the qualitative feedback gained from the interviewees on the impact of RTW. The NHS Health Improvement Leads for North Lanarkshire stated that RTW was the main organisation they referred people to for employability and mental wellbeing support.

*'There are so many employability organisations. I don't know what one does, what, and it's really it was really hard to keep on top of that for a period of time. Then RTW came along and were like no matter who the individual is or what barriers they're experiencing we can help. They are the main organisation we get our staff to refer our clients to'*

(NHS Health Improvement Lead)

#### 5.6.5 Deadweight for UK Government

For the UK Government Well-Defined outcomes, deadweight in the Value Map was set at 25% to recognise that clients may achieve these if another service existed instead of RTW. Partner organisations praised the number of residents RTW supports into employment and how it was the 'go-to' organisation for employability support in North Lanarkshire:

*'A fantastic service in the North Lanarkshire area. They are really well-established organisation with a good reputation, you know they've supported a lot of people into work. I think what they're really good as they go into the communities and that they're working in, supporting economically inactive people'*

(North Lanarkshire Council)

See column Q of the Value Map in Appendix C for information on **deadweight**.

### 5.7 Attribution

Attribution is an assessment of how much of the outcome was caused by the contribution of other organisations or people (Goodspeed et al., 2012) and in similar evaluations has been based on evaluator decision based on stakeholder consultation (Walk et al, 2015). Working in partnership is critical to the success of RTW and is reflected within their key values. RTW acts as a 'go-to' service for clients, where they can then be referred to other specialised services. These partners include, the NHS, SAMH, North Lanarkshire Council, Citizens Advice and Tackling Poverty. Also, clients have other supports such as family and friends. Social Value UK stipulates that it is important to consider the involvement of other

individuals and organisations that contribute to the outcome. It is also important to consider the contribution and investment of stakeholders when determining the financial value of inputs needed for the activity to occur (Social Value International, 2024).

### 5.7.1 Attribution for clients

Based on the qualitative fieldwork with clients, attribution was applied to the Value Map at levels of 0%, 25%, 35% or 50% depending on the level of attribution detailed in discussion about other sources of support.

Vocational skills were applied at 0% attribution because RTW clients are either provided accredited training by RTW or funded to attend accredited training by RTW meaning that it is entirely attributable to RTW.

Confidence, friends and family, motivation, resilience, belonging to community/neighbourhood, less isolated were applied at 25% attribution to recognise that while RTW were responsible for much of the impact, other people and organisations also contributed by supporting them with these outcomes.

For example, one client detailed the impact of RTW support on their confidence:

*‘They were very understanding of my individual needs. All my fears and my barriers, and I believe that my caseworker really took time to try and understand that and understand why, you know, it had impacted on my life so much with confidence and motivation’*

While another client discussed a range of individuals who provide support:

*‘The volunteer (in church) who – she is a nurse, and she understands it. The minister too – he understands it and accepts it – knows that I try hard. My daughter older, she supports with my mental health and my efforts. And my fiancé is aware too – she knows that I try hard and work hard.’*

*‘Just ... my family, they’re highly delighted that I’m back to work again’*

A partner organisation highlighted the support that RTW provides helping individuals engage with their communities:

*‘They do a lot of community engagement work – things like ‘cooking on a budget’. These community programmes mean they are around people and maybe make friends’*

(Voluntary Action North Lanarkshire)

Another partner organisation detailed the impact that RTW support has on individual resilience of clients:

*'RTW provide additional support for people, ultimately, what that does is that that increases their individual resilience'*

(NHS Health Improvement Lead)

Mental wellbeing, financial comfort, managing finances, started volunteering, physically active were applied at 35% attribution to recognise the specialist external support available in North Lanarkshire for these activities to supplement that provided by RTW. For example, RTW clients are able to access free gym and fitness activities across North Lanarkshire to support physical health outcomes. Voluntary Action North Lanarkshire is also a source of support and referral to local volunteering opportunities.

Caseworkers detailed client examples where clients had been supported to access external targeted support for their health conditions funded by RTW:

*'We put her on neurolinguistic programming. And took her back to overcoming the kind of childhood trauma. So, it was almost like changing a belief system in her mind, like she thought this is what it's been like for all these years. I need to continue to live like this'*  
(community-based caseworker)

*'He has a brain injury after falling unwell with encephalitis. He also attends an encephalitis support group now. That client had actually came back himself and said that the support was life changing for him. To have that specific support for him to understand what had happened to him'*  
(in-work caseworker)

*'There's always going to be an element of him where he looks back to what he when he was a wee boy and he's always going to hate himself for it (committed serious crime). I just think that's the way it is. But he's been through a life coach and he's done things and you can see he's more positive and it has helped... sitting down and talking to someone, knowing that he's got stuff to offer and you can see him when he comes in that he's in a better place than he was when I first met him'*  
(justice caseworker)

Partner organisations also detailed where they provide support, for example, in checking welfare eligibility:

*'We have a welfare rights officer assigned to our service. So as soon as a client comes to us, all the key welfare cheques and you know managing and finances and things are all done at our end'*

(North Lanarkshire Council)

Getting a job and employability skills were applied at 50% attribution as clients will be accessing support from other organisations, e.g., Job Centre, other employability or recruitment organisations, careers centres.

One client mentioned how he managed to get a job through a local agency:

*‘Brightwork – they are an agency based in Glasgow. So, I just phoned them up and filled in an online form. Then they took me for an interview’*

Partner organisations also highlighted the support they provide, for example with careers support that contributes towards the Well-Defined outcomes:

*‘So, we’ve got an advisor linked up with them in that respect as well. So that we can provide the careers guidance’*

(Skills Development Scotland)

### 5.7.2 Attribution for Staff

Attribution for staff for the two Well-Defined outcomes was applied at 50% as improving or worsening mental health is likely to be attributable to a range of individuals, organisations and other influences, such as specialist therapists, and life circumstances outside of work.

### 5.7.3 Attribution for Employers

Attribution for employers for the two Well-Defined outcomes was applied at 35% as there are other sources of employees and support to find employees in North Lanarkshire. In the qualitative fieldwork, employers were asked if they used any other employability or recruitment services to gain suitable employees. They stated that they used local recruitment agencies, the Jobcentre, Remploy (local third sector employability service) and LinkedIn. The Supermarket recruiter stated that RTW was their main source of contact:

*‘I think we’ve got 4 recruitment companies on the books, but I tend to use 2. Also, with our internal marketing person there in place, we use LinkedIn as well. I also use the traditional line of job adverts’*

(Manufacturing hiring manager)

*‘We can I keep in touch with the Jobcentre and Remploy that’s a company in Motherwell, Hamilton area as well, but that’s just kind of on the odd occasion, if anything. Personally, I use RTW, I’m always in contact with them. If anything, every week or every second week as well. So, I’d say RTW is definitely my main person that I would go to’*

(Supermarket recruiter)

## 5.7.4 Attribution for NHS

For the NHS Well-Defined outcomes, an attribution rate of 35% as this reflects the client outcome for mental wellbeing. The NHS Health Improvement Leads recognised how RTW supports their clients with their mental wellbeing and RTW Caseworkers also commented on the positive impact RTW can have on the NHS's services:

*'It lightens our load to have them as a partner. We need to address poverty and inequalities, to have them in your corner, that we can refer to, yes it lightens our load. I suppose in a way the service that RTW provides is similar to the service that health improvement provides'*

(NHS Health Improvement Lead)

*'You'll see more and more of the good news stories, the work that's been done with the NHS, the mental health teams, the GP link workers there, they're now starting to understand what additional support we have - overcoming the barriers so one it's supporting the clients, but it's also supporting these other organisations that are probably under pressure with people going and using the NHS, or a GP Link Worker or mental health services - when maybe they're not the right service for them, maybe like a wee well-being group is more suitable. Maybe it's not health maybe it's well-being, but they're accessing a health service because the clients don't differentiate between the difference of health and wellbeing'*

(Community-based caseworker)

## 5.7.5 Attribution for UK Government

The level of attribution for the UK Government Well-Defined outcomes was set at 0% for vocational training (due to the provision/funding of this by RTW) and at 35% for getting a job. A partner organisation outlined the additional support that RTW provides in North Lanarkshire for those seeking work:

*'Because our resources are really quite low sometimes. So for RTW being there, it's like an additional support. For the full team, they've obviously got a full team of caseworkers depending, so they may have like youth caseworkers. Caseworkers for 50+ clients, restorative justice and housing'*

(Job Centre)

See column S on the Value Map in Appendix C for information on **attribution**.

## 5.8 Displacement

Displacement is an assessment of how much of the outcome displaced other outcomes (Goodspeed et al., 2012). To determine the levels of displacement for each Well-Defined



outcome clients were asked ‘did you give up anything or change anything to work with RTW?’ All the clients commented ‘no’ and said they did not give up anything in order to work with RTW. As such, displacement has been added to the Value Map at 0% for all client outcomes excluding getting a job in line with DWP guidance on Cost-Benefit Analysis calculations for supply-side employment interventions.

Similarly, the displacement rate for employment outcomes for employers and UK Government is 45% based on DWP guidance for the substitution effect of supply-side employment programmes (e.g. training). The displacement rate for vocational training is 20% as per guidance from the Manchester Unit Cost Database for demand-side employment interventions.

See column R of the Value Map in Appendix C for information on **displacement**.

## 6 Future value

### 6.1 Duration and drop-off for Client Well-Defined Outcomes

Duration is defined as how long an outcome continues after the intervention and drop-off is defined as the decline of an outcome over a number of years (Goodspeed et al., 2012).

To evaluate the amount of time each client expected to experience the positive change in each Well-Defined outcome, a ‘duration’ question was used in the ‘Social Value’ client survey. Qu32 displays all the Well-Defined client outcomes and asks the question ‘how long do you think these changes to your life would last?’. The options are – only during your time with RTW, 1-6 months, 6 months – 1 year and more than 1 year. See Appendix H. The average score recorded was ‘6 months – 1 year’. This information was supplemented by qualitative information collected from stakeholders which asked how long do you think these changes will last?’.

During the qualitative engagement, some clients and partners stated how RTW’s services could have life-long impacts on a client’s life. Clients noted the longevity of qualifications, and the other changes experienced:

*‘You get the qualifications for life – it’s a positive aspect of it. It will last forever’*

*‘Forever, definitely. Lifetime changes’*

Partners felt that the distance travelled by clients indicated lifetime impact:

*‘I think it's it has to be a lifetime. That experience has to be a lifetime experience in terms of where they started and where potentially they could end up’*

(North Lanarkshire Council)

Others focused on the level of support for clients helping with the sustainability of outcomes:

*'It seems like when an individual is supported into employment that it's the right employment and it does seem to be, I suppose that kind of more sustainable approach. So, you're not ending up with somebody who's in a job for a week and that's it'*

(NHS Health Improvement Lead)

As a result of both the quantitative and qualitative data, most client Well-Defined outcomes were given a duration of one year. Those that were given a duration of five years included: mental wellbeing, physical health, getting a job, vocational and employability skills as the qualitative evidence demonstrates that these changes have a longer impact.

As those with a longer duration than one year need to have drop-off applied, 25% was applied to mental wellbeing, physical health and getting a job as the impact of RTW services will vary post-support. A drop-off of 0% was applied to vocational and employability skills as the client will continue to benefit from these in other contexts.

## 6.2 Duration and drop-off for Staff Well-Defined Outcomes

For the staff Well-Defined outcomes, a duration of one year was applied to reflect the annual collection of this information and the likelihood of changes within employment from year to year.

## 6.3 Duration and drop-off for Employer Well-Defined Outcomes

For the employer Well-Defined outcomes, employers were asked during the interviews 'how long do they often retain someone for who was a previous client of RTW?'

They commented how they often retain staff for a long time:

*'But in the main longevity in this business is quite high. I think the average 10 year so far is probably 10 years plus'*

(manufacturing hiring manager)

*'I think we have a lot of people that have come through RTW that are still employed with us, which is brilliant'*

(Supermarket recruiter)

As a result, the duration for the Well-Defined outcome on suitable candidates has been set at 5 years with a drop-off of 25% to account for the employer influence once the candidate

ceases in-work support with RTW after 6 months of starting work. The duration of the Well-Defined outcome on not getting suitable candidates was set at one year, as RTW gets high numbers of clients each year with varying skills who can be matched with employer vacancies.

## 6.4 Duration and drop-off for NHS Well-Defined Outcomes

For the NHS Well-Defined outcomes, partners were asked about the likely timescale of impacts. As these were seen to be long-term, the duration was five years with a drop-off of 25% to reflect the potential for changing circumstances post-support.

The Health Improvement Leads commented how the outcomes could last forever:

*'We know that if you're paid employment. You will have better physical and mental health. You'll see your GP less often. I couldn't say the actual timescale but years, yeah'*

(NHS Health Improvement Lead)

## 6.5 Duration and drop-off for UK Government Well-Defined Outcomes

For the UK Government Well-Defined outcomes, partners commented how the outcomes could last years. As such, the duration was five years with a 25% drop-off on employment due to the likelihood of changes post-RTW support, and a 0% drop-off on vocational qualifications as these are retained by the individual.

Partner organisations commented on how previously unemployed parents could become positive influences and the generational impact:

*'I think that's immeasurable, isn't it really, the impact that has? Things like parents who then are becoming good role models for their children? So, it's not just about them, it's about the impact of generations to come. And I think you know that we talk a lot about generations that have never seen their parents work, so they sleep all day and they're up all night on the, you know, the Xbox or Netflix or music, whatever day turns into night, night turns into day. And even if that one person gets into work, that impacts the whole family- they could all be off benefits'*

(NHS Health Improvement Lead)

*'So, if you help people get into work, you start, they start. Their health gets better; therefore, they don't need as much help their kids do better at school. They are not claiming housing benefit. That lasts forever'*

(North Lanarkshire Council)

See columns J and T of the Value Map in Appendix C for information on **duration** and **drop off**.

## 6.6 Sensitivity analysis

Principle 6 ‘be transparent’ states the evaluation should show the basis on which the analysis is truthful and honest and show it will be reported to and discussed with stakeholders (Social Value International, 2024). It is important to avoid double counting of outcomes and over-claiming the total Social Value through a combination of stakeholder engagement, outcome testing and sensitivity analysis. The following tables demonstrate that there is limited sensitivity found in the quantity of outcomes and financial proxies with levels staying within the range of the forecast SROI.

The table below shows a sensitivity analysis that tests for sensitivities around the following aspects of each outcome, including values and levels of deadweight, attribution, displacement and drop off. This is done for SROI analyses to estimate the extent to which the results change based on assumptions and judgements made during the evaluation process (Goodspeed et al., 2012).

### 6.6.1 Sensitivity analysis for financial values

Below is the sensitivity analysis that was undertaken to demonstrate the potential range of SROI values were the different elements to change (deadweight, displacement, attribution, drop off), and if the financial proxies or quantities of outcomes were higher or lower than currently stated.

Item	Tests	Current SROI	New SROI	Difference
Deadweight	-Reduce deadweight by 50%	£7.34	£11.74	+£4.40
	-Increase deadweight by 50%		£2.93	-£4.41
Displacement	-Reduce displacement by 50%	£7.34	£12.21	+£4.87
	-Increase displacement by 50%		£2.46	-£4.88
Attribution	-Reduce attribution by 50%	£7.34	£12.46	+£5.12

	-Increase attribution by 50%		£2.22	-£5.12
Drop off	-Reduce drop off by 50%	£7.34	£12.69	+£5.35
	-Increase drop off by 50%		£5.51	-£1.83
Financial Proxies	-Reduce all financial proxies by 25%	£7.34	£5.45	+£1.89
	-Increase all financial proxies by 25%		£9.22	-£1.88
Quantity of Outcomes	-Decrease quantity of outcomes by 10%	£7.34	£6.6	+£0.74
	-Increase quantity of outcomes by 10%		£8.07	-£0.73

Table 15: Sensitivity analysis

### 6.6.2 Sensitivity analysis for financial proxies

Additional sensitivity tests have been undertaken with the Well-Defined outcomes with the highest monetary valuation of financial proxies used, including improved mental wellbeing of clients, reduced number of benefits claimed, and entry into employment for clients to reduce overclaiming and demonstrate the variability of valuations for such outcomes.

The sensitivity analysis provides us with additional SROI ranges for those outcomes, all within the range identified in the original SROI.

Outcome	Original Proxy	Proxy Increase/Decrease	New SROI
Client 1. Improve their mental wellbeing	£21,498	- Decrease by 50% =£10,749	+£8.11  -£6.56

		- Increase by 50% =£32,247	
UK Government 1. The UK Government receives reduced benefits claims	£14,847.30	- Decrease by 50% =£7423.8  - Increase by 50% =£22,270.80	+£5.89  -£8.78
Client 14. Get a job	£12,392	- Decrease by 50% =£6196  - Increase by 50% =£18588	+£6.22  -£8.45

Table 16: Sensitivity analysis of proxy values

## 7 Conclusions

### 7.1 SROI

The Social Return on Investment for Routes To Work’s services is at least £7.34 for every £1 invested in its services, with a range of £2.22- £12.69. Demonstrating that RTW provides its stakeholders with significant Social Value and fiscal value.

RTW is a crucial employability support provider for North Lanarkshire residents. It is also, a visible and valued service for residents, communities, employers, other third sector and local government organisations as evidenced in the qualitative feedback collated for this evaluation.

RTW transforms the lives of many local residents facing inequalities, hardships and barriers to employment by providing holistic and targeted support. Not only does RTW help their clients into employment but also goes ‘above and beyond’, helping with softer skills such as health, wellbeing, support networks, finances, confidence and motivation. These softer skills have only recently been recognised by the Scottish Government (Employability Pipeline, 2024), demonstrating the innovative and pioneering service RTW provides.

North Lanarkshire has some of the 1% most deprived communities in Scotland, with levels of deprivation increasing (North Lanarkshire Council, 2020). This indicates the need for the service RTW provides, helping change the economic and social landscape of the local authority area.

By continuing to provide holistic and tailored support for its clients and collaborating with local stakeholders, RTW can continue to create Social Value and help residents out of the poverty cycle by enabling them to progress into employment, improve their standard of living, overall wellbeing and local support networks.

### 7.2 Most important outcomes

Detailed in the table below are the Well-Defined outcomes with the highest value in descending order. Four of these are client Well-Defined outcomes, and one is a UK Government Well-Defined outcome.

Outcome	Value
Client 7. Strengthen relationship with family and friends	£5,572,671.75
Client 4. Become more motivated to achieve their goals	£5,508,656.44

UK Government 1. The UK Government receives reduced benefits claims	£4,044,627.23
Client 14. Get a job	£3,116,092.32
Client 6. Feel less isolated	£1,230,533.44

Table 17: Highest value Well-Defined outcomes

### 7.3 Risks and limitations

#### 7.3.1 Sample size

The sample size upon which this evaluation is based is smaller than expected due to the timelines dictated by the KTP project and therefore caution should be taken in basing funding decisions on the data within this report.

#### 7.3.2 Outcome duration

The Social Value client survey question that measures outcome duration does not clearly map across to the duration options for the Value Map. Therefore, the outcome duration reported in the Value Map is based on quantitative data collected from clients, supplemented by the qualitative information collected from stakeholders.

#### 7.3.3 Stakeholders not experiencing Well-Defined outcomes

Across several Well-Defined outcomes, clients had maintained their scores between the first and second survey. This suggests that the three-month timeframe was not enough to see significant impact of RTW services and that further qualitative fieldwork with clients would help to understand their journey.

In addition, the other stakeholders also may not experience the Well-Defined outcomes and this also needs to be further researched and understood.

#### 7.3.4 Double counting

In an SROI evaluation, ‘double counting’ refers to when numerous Well-Defined outcomes overlap (Goodspeed et al, 2012). While every effort has been made to limit double counting in this report (see section 6.6), there is a risk that some outcomes overlap. For example, the financial value to society of someone commencing volunteering or commencing work may be double counted if someone achieves both outcomes.



### 7.3.5 Use of existing surveys and data

A limitation of some of the quantitative data used in this report, is that it is from existing RTW surveys or data held by RTW in their client management system. Therefore, while we are able to measure quantity of existing outcomes from this data, we are unable gather any additional outcomes.

## 7.4 Recommendations: Embedding Social Value within RTW

The following recommendations are focused on supporting RTW to embed Social Value in their day-to-day work allowing them to undertake regular evaluations to understand the impact of their services on stakeholders, and to use this information to ensure that they provide services to clients that enhance wellbeing and Social Value. The recommendation section is therefore split into six parts to reflect the range of activities that would contribute to this work.

### 7.4.1 Embedding Social Value at organisational level

RTW aspires to embed Social Value in their organisation and daily practice. Current plans include all-staff training on Social Value and the identification of Social Value Champions across the business. To undertake regular evaluations of Social Value, RTW should embed the regular collection of data from clients in programme delivery to improve engagement and to provide regular feedback data to help RTW understand the client journey and improve client support.

### 7.4.2 Social Value Client Survey improvements

The Social Value survey was created at the outset of this project based on secondary research and qualitative engagement with a range of RTW stakeholders. In keeping with Social Value guidance, this should be updated regularly to ensure it reflects the Well-Defined outcomes from stakeholders so that measurement of impact is accurate.

There are some specific improvements that can be made to the current survey based on the experience of this evaluation. The survey is currently very long at 32 questions and response rates and mid-completion drop out suggest that this is putting clients off engaging. As such, the survey should be improved to remove any questions where the data can be sourced elsewhere, e.g., client data management system, and any questions where the data is not contributing useful information to the evaluation, e.g., two questions asking about the same indicator. In addition, specific alterations to questions to ensure that they are capturing the necessary data on Well-Defined outcomes, e.g., employability skills question should focus on the impact of these rather than what they are. In addition, the two

final questions which focus on valuing Well-Defined outcomes and valuing the duration of Well-Defined outcomes should be more clearly aligned to the Theory of Change and to allowing clear information on duration to be collated for the Value Map.

### 7.4.3 Collecting longitudinal data

For the purposes of this evaluation, RTW clients completed the Social Value survey twice, firstly post-registration and secondly after three months of engagement. Going forward, a longer period of engagement in RTW services should be considered for evaluation to fully capture the impact of services on the Well-Defined outcomes for clients and other stakeholders.

### 7.4.4 Analysing data by sub-groups

As highlighted in this report, RTW delivers a range of employability programmes targeted at demographic sub-groups. Future evaluations should ensure that enough data is collected so that analysis can take place by sub-group so that RTW can consider the achievement of outcomes at sub-group level, helping them to gain a deeper understanding of the impact of different interventions with different groups.

### 7.4.5 Application of proxy values

In the forecast and this evaluation, HACT financial proxies have been used to value the impact of RTW interventions. The limitations of this are recognised in this report and RTW should consider whether more context specific proxies could be generated through working with clients, e.g., Values Game or whether there are better proxies for Scotland and/or employability interventions.

### 7.4.6 Supporting staff mental health

During the interviews with caseworkers, they revealed that that they can experience poor mental health, as a result of the heavy circumstances clients unload, such as mental health issues, poverty and abuse. In the staff survey, 28% of staff revealed that they always or often feel exhausted at work. Therefore, RTW should consider training and support for caseworkers in order to protect their mental health when dealing with these challenging client circumstances.

## 8 Verification

To verify this evaluation report and build upon the forecast, additional qualitative work was undertaken with RTW clients, staff, employers and partners to update the Theory of Change. For the final analysis of this report, senior staff from Routes To Work and academics from the University of the West of Scotland have been involved in reviewing and verifying the final results. It has also been submitted for assurance with Social Value UK.

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## Appendix B: Financial Proxies

### Appendix B.1 Financial Proxy Sources Client Well-Defined Outcomes

Client Outcome	Financial Proxy	Source
1.Improve their mental wellbeing	£21,498	HACT Social Value Bank for ‘relief from depression/anxiety’
2.Become more physically active	£2695	HACT Social Value Bank for ‘frequent mild exercise’
3.Become more resilient	£12,459.50	Average value for similarly weighted outcomes
4.Become more motivated to achieve their goals	£12,459.50	Average value for similarly weighted outcomes
5.Becomore more confident in themselves	£9506	HACT Social Value Bank for ‘high confidence’
6.Feel less isolated	£7543.5	Average value for similarly weighted outcomes
7.Strengthen relationships with family & friends	£7844	HACT Social Value Bank for ‘can rely on family’
8. Feel more belonging to their neighbourhood/local community	£2601	HACT Social Value Bank for ‘talks to neighbours regularly’
9. Started volunteering	£3,545	HACT Social Value Bank for ‘volunteering regularly’
10.Feel more financially comfortable	£10,990	HACT Social Value Bank for ‘financial comfort’
11.Managing finances better	£12,459.50	Average value for similarly weighted outcomes
12.Gaining more vocational skills	£3451	HACT Social Value Bank for ‘vocational training’

13.Improving their employability skills	£853	HACT Social Value Bank for 'job-related training – employer'
14.Get a job	£12,392	HACT Social Value Bank for 'full-time employment'

## Appendix B.2 Financial Proxy Sources Staff Well-Defined Outcomes

Staff Outcome	Financial Proxy	Source
1.Staff's mental health improves as a result of their work	£21,498	HACT Social Value Bank for 'relief from depression/anxiety'
2.Staff's mental health gets worse as result of their work	-£21,498	HACT Social Value Bank for 'relief from depression/anxiety'

## Appendix B.3 Financial Proxy Sources Employer Well-Defined Outcomes

Employer Outcome	Financial Proxy	Source
1.Receive suitable candidates for their vacancies	£1,602.14	Glassdoor UK Average cost per hire for recruitment services. For 2023/24
2.Do not receive suitable candidates for highly skilled roles	£1,602.14	Glassdoor UK average cost per hire for recruitment services. For 2023/24.

## Appendix B.4 Financial Proxy Sources NHS Well-Defined Outcomes

NHS Outcome	Financial Proxy	Source
1.NHS resources capable of reallocation due to improved mental wellbeing of clients	£6390.38	NHS Unit Costs of Health and Social Care 2024 - £114 per client week for private and voluntary sector day care for adults requiring mental health support. Multiplied by 52 for one year.

## Appendix B.5 Financial Proxy Sources UK Government Well-Defined Outcomes

UK Government Outcome	Financial Proxy	Source
1.The UK Government receives reduced benefits claims	£14,847.30	Manchester Unit Costs Database for the average fiscal value of a Job Seekers Allowance claimant entering employment for one year.
2.The UK Government receives increased tax revenue	£105.90	Manchester Unit Costs Database value for NVQ Level 2 qualification, based on increased tax revenue, National Insurance contributions and VAT.



## Appendix C: Value Map

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

## Appendix D: Quantities of Client Outcomes

Outcome	Source	Percentage and number that experience positive outcome  % applied to total clients for 2023/24	Percentage and number that experience negative outcome  % applied to total clients for 2023/24	Total number who experience outcome  =positive outcome minus negative outcome
1.Improve their mental wellbeing	Qu13,17 and 18 of Social Value client survey	9/20=45% 45% of 2070 =932	11/20=55% 55% of 2070 =1139	-207
2.Become more physically active	Qu16 and 19 of Social Value client survey	9/21=43% 43% of 2070 =890	9/21=43% 43% of 2070 =890	0
3.Become more resilient	Qu14(a) (b) and 15 (a)-(f)	9/21=43% 43% of 2070 =890	10/21=48% 48% of 2070 =994	-104
4.Become more motivated to achieve their goals	Qu 25 (d) of Social Value client survey	11/21=52% 52% of 2070 =1076	3/21=14% 14% of 2070 = 290	786
5.Become more confident in themselves	Qu 25 (a) (b) (c) of Social Value client survey	4/21 = 19% 19% of 2070 =393	8/21=38% 38% of 2070 =787	-394
6.Feel less isolated	Qu 29 (a) (b) (c) of Social Value client survey	8/21=38% 38% of 2070 =787	5/21 24% of 2070 =497	290
7. Strengthen relationships with friends and family	Qu 21 and 22 of Social Value client survey	17/21=80% 80% of 2070 =1656	4/21=19% 19% of 2070 =393	1263
8.Feel more belonging to their neighbourhood/local community	Qu 23 (a) (b) (c)	6/21=29% 29% of 2070 =600	11/21=52% 52% of 2070 =1076	-476
9.Started volunteering	Qu 24 of Social Value client survey	2/21 10% of 2070 =207		207
10. Feel more financially comfortable	Qu 26 and Qu27 of Social Value client survey	6/21=29% 29% of 2070 =600	13/21=62% 62% of 2070 =1283	-683
11. Managing finances better	Qu 28 (a) (b) and Qu 29 (a) (b) (c) of	8/21=38% 38% of 2070	11/21=52% 52% of 2070	-289

	Social Value client survey	=787	=1076	
12. Gaining more vocational skills	Client management data			649
13.Improving their employability skills	Qu 30 of Social Value client survey	21/21=100% 100% of 2070 =2070		2070
14.Get a job	Client management data			1016

## Appendix E: Financial Proxy Sources

Glassdoor (2024). How to Calculate Your Cost Per Hire [online]. Available from:  
<https://www.glassdoor.co.uk/employers/blog/calculate-cost-per-hire/>

HACT (2024). Social Value Bank [online]. Available from:  
<https://hact.org.uk/tools-and-services/uk-social-value-bank>

Jones, K. and Burns, A (2021) Unit Costs of Health and Social Care Personal Social Services Research Unit, University of Kent, Canterbury [online]. Available from:  
<https://www.pssru.ac.uk/project-pages/unit-costs/unit-costs-of-health-and-social-%20care-2021/>

Manchester Unit Cost Database (2023). Cost Benefit Analysis Tool [online]. Available from:  
<https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>

## Appendix F: RTW Spending by Programme 2023/24

<b>NOLB</b>	
Staffing Costs	284, 673
Overheads	37,484
Training & Learning Development Fund	32,298
Life Coaching	11,010
Pre-employment Discretionary Fund	1,673
Sustained Employment Discretionary Fund	9,292
Client Travel	4,656
Skills & Training (including routeway)	9,481
Teaching Consumables/Materials	465
Client Hospitality (groups)	495
	£391,527
<b>WFF</b>	
Staffing Costs	284, 673
Overheads	37,484
Training & Learning Development Fund	32,298
Childcare – Employment	11,010
Life Coaching	1,673
Pre-employment Discretionary Fund	9,292
Sustained Employment Discretionary Fund	4,656
Client Travel	9,481
Skills & Training (including routeway)	465
Teaching Consumables/Materials	495
Client Hospitality (groups)	320
	£252,070
<b>SPF31</b>	
Staffing Costs	350,626
Overheads	27,172
Training & Learning Development Fund	11,611
Childcare – Employment	51
Life Coaching	7,058
Pre-employment Discretionary Fund	1,390
Sustained Employment Discretionary Fund	2,720
Client Travel	1,797
Skills & Training (including routeway)	698

Teaching Consumables/Materials	138
Client Hospitality (groups)	589
	£403,851
<b>SP35</b>	
Staffing Costs	1,516, 563
Overheads	159,183
Training & Learning Development Fund	95,635
Childcare – Employment	3,530
Life Coaching	7,968
Pre-employment Discretionary Fund	2,414
Sustained Employment Discretionary Fund	32,375
Client Travel	18,698
Skills & Training (including routeway)	5,160
Teaching Consumables/Materials	3,687
Client Hospitality (groups)	3,183
	£1,848,395

The financial investment detailed in cell D36 of the Value Map is the total turnover of RTW in 2023/2024. The tables above show the total income and expenditure per programme of activity and does not include other areas of income e.g. management fee from North Lanarkshire Council.

## Appendix G: Explanation for Causality-Variable Decision Making

### Appendix G.1 Deadweight

Outcome	Discount Rate	Reason for Rate
Clients get a job	10%	Clients discussed how they wouldn't have secured a job without RTW.
Clients gaining more vocational skills	10%	Clients discussed how they wouldn't have gained a qualification/skills course without RTW.
Improved employability skills of clients	10%	Clients discussed how they wouldn't have improved their employability skills without RTW.
All other client outcomes	25%	Clients didn't mention contributions of other services on these outcomes during the interviews, therefore represents the potential of other support.
Staff outcomes	50%	Reflects that staff may experience similar impacts with another employer.
Employer outcomes	25%	Employers stated they wouldn't be able to fund additional employees. Also, represents the likelihood that employees could be sourced elsewhere.
NHS outcome	25%	North Lanarkshire Health Improvement Leads stated RTW was the main organisation they referred people to for employability and wellbeing support.
UK Government outcomes	25%	Partners stated RTW was the 'go-to' organisation for employability support in North Lanarkshire. However, it reflects that clients may achieve outcomes if another service existed.

## Appendix G.2 Displacement

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

## Appendix G.3 Attribution

Outcome	Discount Rate	Reason for Rate
Improved mental wellbeing of clients	35%	Clients and RTW staff cited clients receiving other interventions to help with their wellbeing, such as specialist therapists.
Becoming more financially comfortable, improved financial management, started volunteering and becoming more physically active for clients.	35%	Reflects the specialist external support available in North Lanarkshire, to supplement that provided by RTW.
Improved vocational skills of clients	0%	As accredited training is provided by RTW or wholly funded by RTW, it is entirely attributable to RTW.
Improved employability skills of clients	50%	Clients reported receiving employability skills from other interventions such as the Job Centre and recruitment agencies.
Clients get a job	50%	Clients reported receiving employability skills from other interventions such as



		the Job Centre and recruitment agencies.
All other client outcomes	25%	Clients generally felt RTW is the primary source of the changes to their life, with some additional support cited.
All staff outcomes	50%	Improvement or worsening mental health is likely to be attributed to a range of individuals, organisations and other influences such as specialist therapists, organisations and other influences.
All employer outcomes	35%	Employers stated that they use other recruitment agencies and employability services to find employees.
NHS outcome	35%	Reflects the client outcome for improved mental health.
UK Government - increase tax revenue to UK Government as a result of qualifications	0%	As accredited training is provided by RTW or wholly funded by RTW, it is entirely attributable to RTW.
UK Government - value to DWP as a result of employment	35%	Reflects the additional support that RTW provides in North Lanarkshire for those seeking work, partners recognised these.

**Appendix G.4 Duration**

Outcome	Duration	Reason for Rate
Improved mental wellbeing of clients	5 years	Clients and partners stated how the impact of RTW’s services can last a lifetime.
Improved physical activity of clients	5 years	Clients and partners stated how the impact of RTW’s services can last a lifetime.
Clients get a job	5 years	Clients and partners stated how the impact of RTW’s services can last a lifetime.
Clients gaining more vocational skills	5 years	Clients and partners stated how the impact of RTW’s services can last a lifetime.

Improved employability skills for clients	5 years	Clients and partners stated how the impact of RTW's services can last a lifetime.
All other client outcomes	1 year	Reflects average score recorded from Qu32 of Social Value client survey which asks, 'how long do you think these changes to your life would last?'
Staff outcomes	1 year	Reflects the annual collection of this information surrounding mental health/satisfaction in role and the likelihood of changes within employment from year to year.
Employers receiving suitable candidates for vacancies	5 years	Employers stated that if they received suitable candidates, they would retain them for a considerable amount of time.
Employers not receiving suitable candidates for highly skilled roles	1 year	RTW gets high numbers of clients each year with varying skills who can be matched with employer vacancies.
NHS outcome	5 years	Partners stated that outcome can last years.
Increase tax revenue to UK Government as a result of qualifications	5 years	Partners stated that outcome can last years.
Value to DWP as a result of employment	5 years	Partners stated that outcome can last years.

## Appendix G.5 Drop-Off

Outcome	Duration	Reason for Rate
Improved mental wellbeing of clients	25%	A conservative estimate was applied to reflect that although most clients and partners felt their new mindset will last a lifetime, this may change if new circumstances arise, such as lack of ongoing support with RTW.
Improved physical activity of clients	25%	A conservative estimate was applied to reflect that although most clients and partners felt their improvements in physical health would last years, this may change if new circumstances arise.

Clients get a job	25%	A conservative estimate was applied to reflect that although most clients and partners felt their new job role could be sustained for years, this may change if new circumstances arise, such as redundancy and changes in job contract conditions.
Clients gaining more vocational skills	0%	Any vocational qualifications/skills will be retained by the clients post engagement with RTW.
Improved employability skills of clients	0%	Clients will continue to benefit from their employability skills in other contexts.
Employers receiving suitable candidates for vacancies	25%	A conservative estimate was applied to account the employer influence once the candidate ceases in-work support with RTW after 6 months of starting work.
NHS outcome	25%	A conservative estimate was applied to reflect the potential for changing circumstances post-support.
UK Government - increase tax revenue to UK Government as a result of qualifications	0%	Any vocational qualifications/skills will be retained by the clients post engagement with RTW.
UK Government - value to DWP as a result of employment	25%	A conservative estimate was applied to reflect if circumstances arise, such as redundancy and changes in job contract conditions.
All other outcomes	0%	Not applicable as all other outcomes have a duration of one year and therefore do not require discounting for drop-off in future years.

## **Appendix H: Social Value Client Survey**

This appendix is available as an attachment to the report or on request

## **Appendix I: Client Interview Guide**

This appendix is available as an attachment to the report or on request

## **Appendix J: Staff Interview Guide**

This appendix is available as an attachment to the report or on request

## **Appendix K: Employer Interview Guide**

This appendix is available as an attachment to the report or on request

## **Appendix L: Partner Interview Guide**

This appendix is available as an attachment to the report or on request

## **Appendix M: Staff Survey**

This appendix is available as an attachment to the report or on request

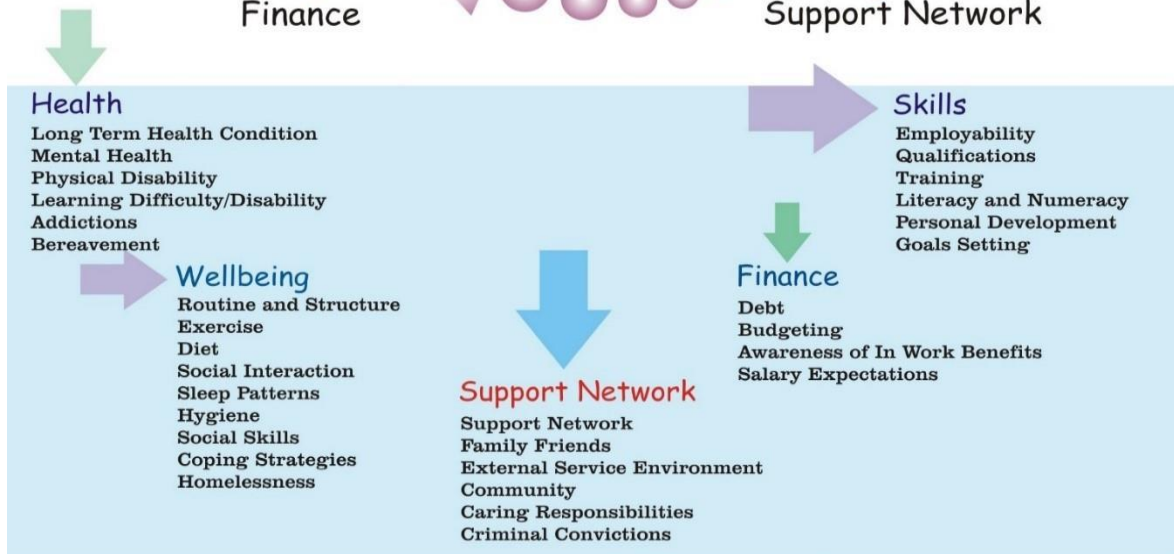
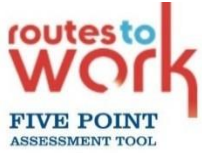
## **Appendix N: Employer Survey**

This appendix is available as an attachment to the report or on request

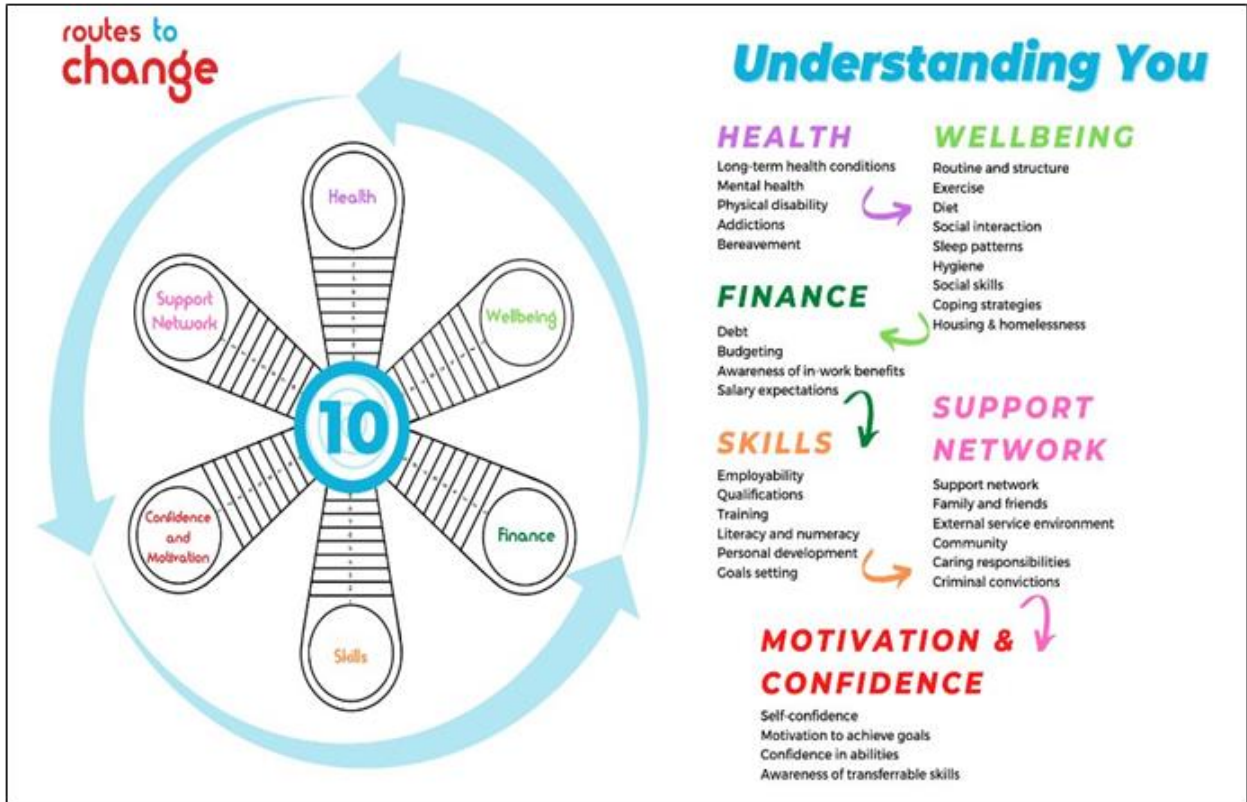
# Appendix O: Progression Tool



# Appendix P: Five-point Star

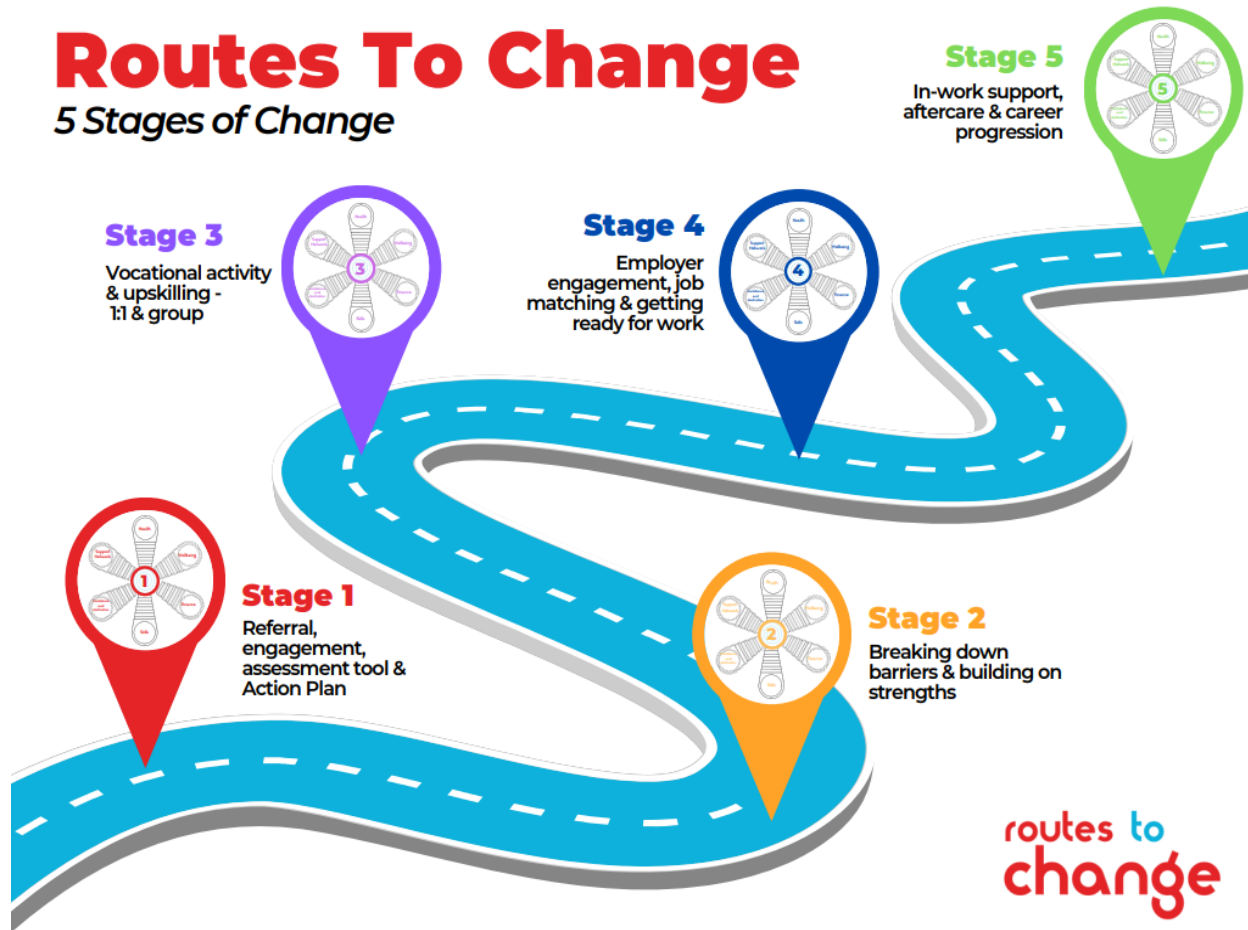


# Appendix Q: Understanding You



# Appendix R: Routes to Change

## Routes To Change 5 Stages of Change





## Appendix S: RTW Training Delivery 2023/24

<b>Title</b>	<b>Number of courses</b>	<b>Clients completed</b>
Action Planning and IT Skills	1	2
BOOST	4	31
Cleaning and Disinfection	3	15
Cover Letter and CV Support	1	5
Employability Award Level 3	14	57
End of Course Celebration	1	5
First Aid	13	46
Food & Health	8	37
Food Hygiene	5	38
Health & Safety	15	84
Impress at Interviews	5	38
Induction and My World of Work	1	2
Infection Control	3	14
Interview Skills	24	135
Job Search and Tips When Starting Work	1	1
Job Search Club	1	3
Learn My Way to Digital IT	4	19
Manual Handling	3	15
Mental Health and Wellbeing	5	17
Mock Interviews and CV Support	2	7
NHS Application Support	3	19
NHS Interview Skills	1	1
NLC Expression of Interest Form Support Session 1	1	2
NLC Expression of Interest Form Support Session 2	1	2
NLC Modern Apprenticeship – Application Support	1	2
Personal Development Skills	4	11
Positive Destinations	1	9
REHIS Health and Safety	2	4
Retail Routeway	7	61
Scottish Power – Application Support	1	1
SQA Employability	12	46
WorldHost	20	121

## Appendix T: Client Activities (Outputs) Input to Hanlon for 2023-2024

Activity	Count
<b>Communication (25,381 activities)</b>	
Phone call	9267
Email	8560
Text	3416
In Work Support - Follow up phone call or email or letter or WhatsApp	2834
WhatsApp	643
In work support call or meeting (initial contact)	583
Letter/CV to employer	31
In Work Support - Pay Day Appointment	25
Letter sent to client	22
<b>Confidence &amp; Motivation Support (442 activities)</b>	
Guidance/Advice	174
Take Home Task	63
Confidence and Motivation Discussion	60
Goal Setting	49
Development of Interpersonal Skills	35
Referred to Partner for Personal Development	21
Personal Development	18
Challenging Belief System	14
Accessed Client Progression Motivational Tools	3
Started Basic Skills	3
Referred to RTW Personal Development Intervention	2
<b>Employability Skills Support (12,689 activities)</b>	
One to One Telephone Meeting	1637
One to One Face to Face Meeting	1396
CV Builder	1151
One-one meeting	998
Direct approach to employer	704
Applied for Prospects Vacancy	618
RTW Skills Training Completed	576
Job Interview	463
Application Forms	445
Career planning/matching	432
Job Search	406
ELW Pre-Screen	395
Interview skills	377

Referred to ELW	259
Interview Arranged	257
Learning needs assessment complete	241
Completed In-Work Support	176
Course search	175
Skills Discussion	153
One:One Meeting RTW	149
Completed Training with External Provider	116
Central Community Learning & Employability Hub Session - Non-Accredited	100
Started training with external provider	100
Labour Market Discussion	92
RTW Skills Training Commenced	91
Career action	82
Referred to External Training	73
Completed Accredited Training with External Provider	68
Started Accredited Training with External Provider	64
Childcare Advice & Guidance	62
Referral to External Skills Service	61
RTW Internal Training completed	61
Work Trials	61
One to One Online Meeting	54
Referral to RTW Skills Service	51
Job Goal Discussion	49
Refer to RTW Internal Training	35
Transport Advice	35
In Work Etiquette	34
Interview preparation	30
Skills Partner Discussion	28
RTW Internal Training commenced	25
Achievement accredited certificate	24
Skills Analysis completed	24
Childcare Contact Providers	22
Central Community Learning & Employability Hub Session – Accredited	18
Achieved Accredited Qualification (No ISCED Level)	17
Achieved ISCED Level 4 Qualification	17
Entered full time accredited further education	16
Completed Basic Skills	12
Increased/Gained Benefits	12
RTW Accredited Training Completed	12
Refer to RTW Accredited Training	11
Entered full time higher education	10

Childcare	9
Childcare Private nursery	9
Completed Accredited Training/Qualification	9
Referred to Childcare caseworker as	9
Achieved ISCED Level 5 Qualification	8
Childcare Childminder	8
RTW Skills Customer Care Routeway Commenced	8
Started Volunteering	8
RTW Accredited Training Commenced	7
Basic IT Workshop	6
Childcare Out of School Care	5
Started Accredited Training/Qualification	5
Achieved ISCED Level 1 Qualification	4
Achieved ISCED Level 3 Qualification	3
Referred to Lit/Num Support	3
Achieved ISCED Level 2 Qualification	2
Skills training	2
Achieved Vocational Licence	1
Applied for College Course	1
Childcare Search	1
College Interview	1
Entered full time training	1
Entered part time accredited further education	1
Entered part time higher education	1
Referred to Housing	1
Work Experience	1
<b>Finance Support (1003 activities)</b>	
Discretionary Fund	696
Finance Discussion	87
Referral to Financial Inclusion	58
Referred to Welfare Rights	22
Referred to Financial Partner	18
Finance Partner Discussion	16
Referred for Debt Advice	15
Out of Work Funding Approved	12
Budgeting Support	11
In Work Support - Aftercare One to one meeting	11
Referred to CAB	11
Referred for Financial Health Check	9
Referred to Benefits Agency	8
Into Work Benefits Advice	7

Completed BOIWC	6
Out of Work Funding Applied	5
Childcare Funded	4
Referred to Social Security Scotland	4
In Work Funding Approved	3
<b>Progression &amp; Action Planning (4,052)</b>	
Action Plan agreed with client	653
Client Progression Tool	612
Initial Stage 2	515
Completed Routes to Change	397
Initial Stage 1	301
Initial Stage 3	285
Action Plan Review	247
Completer: Completed Action Plan / Left to Job or FE/FT	212
Started Action Plan Stage 3	165
Client Progression Review	158
Started Action Plan Stage 2	137
Started Action Plan Stage 1	78
Started Action Plan Stage 4	50
Initial Stage 4	48
Completed Action Plan Stage 2	47
Completed Action Plan Stage 3	41
Initial Stage 5	25
Completed Action Plan Stage 1	23
Started Action Plan Stage 5	22
Referred to RTW Progression Routeway	18
Completed Action Plan Stage 4	13
Completed RTW Progression Routeway	5
<b>Support Network (84 activities)</b>	
Accessed community activities and groups	50
Accessed social activity	11
Support Network Discussion	11
Supported to connect with friends and family	7
Partner Support Network Discussion	5
<b>Wellbeing Support (301 activities)</b>	
Accessed mental wellbeing intervention	77
Accessed physical intervention	65
Accessed nutritional intervention	58
Wellbeing Discussion	48
Supported with routine and structure	18
Completed RTW Personal Development Intervention	15

Completed RTW Wellbeing Intervention	10
Referred to Wellbeing Partner	8
4 Week Planner Completed	1
Wellbeing Partner Discussion	1
<b>Health Support (192 activities)</b>	
Health Discussion	81
Health Partner Discussion	31
Health intervention	26
Referred to Health Partner	23
Completed RTW Mental Health Intervention	10
Referred to RTW Mental Health Intervention	7
Referred to RTW Physical Health Intervention	5
Directed to NHS Support	3
NHS Treatment	3
Improved Physical or Mental Health	2
Completed RTW Physical Health Intervention	1
<b>Total Activities 2023-2024</b>	<b>44144</b>



To learn more  
about Routes to  
Work please visit:

[www.routestowork.co.uk](http://www.routestowork.co.uk)

