



# SROI Evaluation Project Search

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For North Lanarkshire Council

**April 2013**





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# 1. Introduction

This evaluation report examines the potential impact and social value created by the Social Enterprise Longford programme.

## North Lanarkshire Council

North Lanarkshire is one of the 32 council areas in Scotland, neighbouring the Northeast area of Glasgow City Council. The area borders six other council areas and with an approximate population of 326,400 it is the fourth largest local authority in Scotland.

North Lanarkshire counts around 1,415 adults with a learning disability<sup>1</sup> and the Council and other statutory and voluntary organisations provide a range of services varying from locality services to supported employment opportunities.

## NLC Supported Employment Service

NLC Supported Employment Service provides support to people with disabilities looking for employment. The service offers a range of support, including:

- ★ Vocational profiling: identifying the skills and abilities of the individual, including Job Tasters
- ★ Job matching: matching the individual to the right job, place and environment
- ★ Job finding
- ★ Job coaching: customised on site job training
- ★ Monitoring: agreed on-going monitoring visits within work situations
- ★ Aftercare: flexible support to the individual and their employer

## Project Search

The Project Search Model was first developed at Cincinnati Children's Hospital in 1996 and has since grown to include over 200 franchised sites across a number of industries in the United States, Canada, UK and Australia. Project Search is a targeted programme of employment training and support programme for people with learning disabilities.

The model runs over an academic year and students work in three placements between September and June. They start and finish each day in their Project Search classroom on site where they discuss what they have been doing that day, participate in skills training and carry out supported job searches with the support of their Job Coach.

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<sup>1</sup> SCLD: Statistics Release: Adults with learning disabilities - implementation of 'The same as you?' Scotland 2011, An Official Statistics Publication for Scotland, Annex B: Local Authority Level eSAY Statistics.



By working in a number of placements over the course of the year, students are able to demonstrate skills and experience they can use when looking for paid work. Students are supported by their Job Coaches in either finding similar work on site with the host employer or with other employers.

In North Lanarkshire Project Search has been delivered by a partnership between NLC, NHS Lanarkshire, SERCO and Motherwell College. The partnership set up a Steering Group in February 2010 that meets monthly to develop and manage the project.

NLC procured a franchise license for the project and the first Project Search pilot started its operation in 2010/11 at Wishaw General Hospital. In the current academic year 2012/13 Project Search also opened sites at Monklands Hospital in Airdrie and Hairmyres Hospital in East Kilbride. There are plans to roll out Project Search in up to another eight sites across Scotland.

Project Search accommodates eight students per year at each site. The programme runs from Monday to Friday from September to June. Students meet in the on-site classroom at 9am where they stay until 10am when they leave to take up their placements. They leave their work placement at 2.45pm and return to the classroom at 3.00pm for a daily debrief with their Lecturer.

The students complete three placements of 10-12 weeks during their time on the course. Throughout the course, together with their Lecturer and Job Coach, they decide what kind of employment would be most suitable for them. Job coaches work with NHS Lanarkshire and SERCO to identify suitable entry level jobs for the students to apply for. This could include portering, catering, cleaning or administration.

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

Every day our actions and activities create and destroy value; they change the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. Social Return on Investment (SROI) is a framework for measuring and accounting for the full social, economic and environmental impact of activities, including the ones that have no direct monetary value.

The key principle of SROI is that it measures change in a way that is relevant to the people that are experiencing change. The main difference with other methods of social impact measurement is that SROI puts a monetary value on these impacts and calculates a ratio of return for those organisations that are contributing to create the change.

The international SROI Network has developed and published the 'Guide to Social Return on Investment' that is now widely accepted as the standard for SROI work<sup>2</sup>. In conducting this SROI analysis, we have followed the principles of this guide. These are:

- \* involvement of stakeholders
- \* a focus on understanding what changes

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<sup>2</sup> A Guide to Social Return on Investment, The SROI Network, 2012. This is an updated version of the 2009 Guide to SROI that was published by the Cabinet Office. The guide can be downloaded at [http://www.thesroinetwork.org/publications/doc\\_details/241-a-guide-to-social-return-on-investment-2012](http://www.thesroinetwork.org/publications/doc_details/241-a-guide-to-social-return-on-investment-2012)



- \* value the things that matter
- \* only include things that are material
- \* avoid over-claiming
- \* transparency
- \* verification of the result.



## 2. Scope and Stakeholders

This Section defines the scope and boundaries of the study, examines the Theory of Change for Project Search, and describes the main stakeholders to the programme.

### Scope of the analysis

The purpose of this SROI evaluation is to understand the social, economic and environmental value created by Project Search. Project Search wants to evaluate the social value created by the programme and assess if any adjustments are required to the remainder of the programme.

NLC intends to use this SROI evaluation to:

- \* understand better the way that Project Search achieves changes in the lives of the students, their parents and carers and other stakeholders;
- \* evidence the impact of the programme to the North Lanarkshire Partnership and other stakeholders, in particular to demonstrate value for money;
- \* convince employers in other areas of Scotland to host one of the seven planned Project Search projects;
- \* provide feedback to the students and their parents on the project;
- \* improve future service delivery.

We have limited the scope of this SROI evaluation to first Project Search pilot site in **Wishaw General Hospital**. This site is now at its third cohort of students and has a large group of students that have graduated and are now in employment.

The timeframe of this **SROI evaluation** of Project Search is the latest full year of Project Search, the period from **September 2011 till August 2012**.

### Stakeholder analysis

This SROI evaluation explores the changes to stakeholders as a result of Project Search. Stakeholders are the people, organisations, or entities that experience change, whether positive or negative, as a result of the activity that is being analysed.

The first step has been to identify all the stakeholder groups that are material, or relevant with a significant impact expected, to the scope of this analysis and to decide whether to include them in the analysis.

#### Materiality

SROI, like financial accounting, only considers outcomes that are material to the stakeholder and to the scope of the project. Any analysis must therefore focus on those impacts that are *relevant* to the project and *significant* in size in order to give a true and fair picture of the programme.

Table 2.1 shows all identified stakeholders that have been considered and the reason for inclusion or exclusion as a material stakeholder to this study.



**Table 2.1: Project Search Stakeholder Analysis**

Stakeholder	Included	Reason for in/exclusion
Project Search Graduates	Yes	Primary beneficiaries of the Project Search programme.
Project Search Students	Yes	Primary beneficiaries of the Project Search programme.
Parents/Carers of Graduates and Students	Yes	We expect a significant impact on families as a result of students finding employment.
Supervisors (NHS & SERCO)	Yes	Significant impact expected on the supervisors.
Job Coaches and Lecturers	No	No significant impact expected for the Job Coaches and Lecturers, for whom supporting people with learning disabilities in finding and retaining employment is part of their normal job, for which they receive a salary.
NHS Lanarkshire	Yes	We expect Project Search participants to make less use of health services and we expect NHS and its staff to benefit from employing Project Search participants..
SERCO	Yes	We expect SERCO and its staff to benefit from employing Project Search participants.
NLC Supported Employment Service	No	The service will learn from their experience with Project Search and thus improve their overall service delivery. However, this is not deemed material.
Scottish Consortium for Learning Disability	No	No material outcomes expected, apart from an increased understanding of developing and supporting employment programmes.
Learning Disability organisations	No	No material outcomes expected, apart from an increased understanding of developing and supporting employment programmes.
Scottish Government	Yes	Employment of people with learning disabilities is expected to achieve significant resource reallocation benefits for the Scottish Government.
Motherwell College	Yes	We expect Motherwell College and its staff to benefit from teaching Project Search participants.

### Theory of Change

The Theory of Change identifies the planned and expected changes brought about in the main stakeholders to the programme. The Theory of Change sets out the reasons why NLC wanted the programme and has funded it, and why Motherwell College, NHS Lanarkshire and SERCO wanted to be involved in implementing it.

#### Theory of Change

The Theory of Change (also sometimes called Logic Model or Impact Map) describes the causal relationship between input – output – outcomes/impact.



We have developed our Theory of Change on the basis of the report to the Health and Care Partnership that established the project, monitoring and evaluation data collected and presented by CEiS using the Demonstrating Value tool and discussions in the Project Search SROI Steering Group. We have then refined our Theory of Change based on the results of the stakeholder consultation, as shown in the Impact map (Appendix A).

### Stakeholder engagement

The SROI analysis explores the changes to stakeholders as a result of Project Search. We have tested the Theory of Change through a process of consultation to determine the value created for each stakeholder group.

Project Search has two main types of beneficiaries: students and graduates. Students are those that are in the programme of training and work-experience placements. Graduates are those that finished their training and work-experience programme and are now working and receive aftercare support.

To determine the outcomes for the Project Search graduates we have interviewed all graduates from the first and second cohort. Even though the graduates of the first cohort are outwith the scope of this analysis, we have interviewed them to get a better understanding of the depth of the outcomes and their lasting impact.

To establish the outcomes for the Project Search students, those who were in training and work-experience placements, we have interviewed the current cohort of students. It would be impossible for those who were students last year and now in employment to differentiate between their experiences as a student and as a graduate.

Table 2.2 describes the scope of the consultation that was possible within the time and resources available.

**Table 2.2: Scope and Method of Stakeholder Engagement**

Stakeholder	Total	Method and Scope of Engagement
Project Search Graduates	8	Face to Face interviews with 14 students
Project Search Students	7	Face to Face interviews with 7 students
Parents/Carers of Graduates/Students	15	Face to Face interviews with 13 parents
Supervisors	8	Face to Face interview with 7 supervisors, managing 17 students and graduates
NHS Lanarkshire	1	Telephone Interview NHS Lanarkshire Deputy Director HR
SERCO	1	Telephone Interview SERCO Manager



## 3. Input

This Section describes and values the input of the various stakeholders to Project Search.

### North Lanarkshire Council

North Lanarkshire Council (NLC) provides in-kind support to the project in the form of a Locality Leader (Job Coach) of its Supported Employment Team. The cost for this is £29,448 per year. NLC also pays for the annual franchise fee of £320, which makes NLC's total contribution £29,768.

### Motherwell College

Motherwell College provides Lecturers and a part of the Employment Development Manager's time. This amounts to £40,142 per year.

### Other Stakeholders

For the time and effort of the students, the graduates and their parents we have not attached a monetary value. The time and effort of the NHS and SERCO are part of their normal duty and we have not attached a monetary value.

### Total Input

The total input including financial and in-kind contributions for Project Search is therefore £69,910.



## 4. Outcomes and Evidence

This Section describes the identified outcomes of Project Search, the indicators for achieving these outcomes, the quantity and duration of the outcomes, and the financial proxies identified to value them.

From the stakeholder consultations a range of outcomes emerged. The output of Project Search and outcomes identified through the stakeholder consultations are shown in Table 4.1.

**Table 4.1: Output and Outcomes**

Stakeholder	Output	Outcomes
Graduates	8 supported employment places	<ul style="list-style-type: none"> <li>* Increased happiness</li> <li>* Increased structure in life</li> <li>* Increased purpose in life</li> <li>* Improved social skills</li> <li>* More friends</li> <li>* Increased confidence</li> <li>* Improved physical health</li> <li>* Increased independence</li> <li>* Increased skills</li> </ul>
Students	7 supported training and work experience places	<ul style="list-style-type: none"> <li>* Increased purpose in life</li> <li>* More friends</li> <li>* Increased confidence</li> <li>* Improved physical health</li> <li>* Increased independence</li> <li>* Increased skills</li> </ul>
Parent/Carers	8 supported employment places plus 7 supported training and work experience places	<ul style="list-style-type: none"> <li>* More time to do other things (break from caring)</li> <li>* Increased peace of mind because son / daughter better prepared for the future</li> <li>* Changed attitude son / daughter</li> <li>* Happier son / daughter</li> <li>* Improved family relationships</li> <li>* Son / daughter can handle change better</li> <li>* Worries the job will come to an end</li> <li>* Concern because they may be financially worse off</li> </ul>
Supervisors	8 people with learning disabilities supported in employment and 7 in work experience	<ul style="list-style-type: none"> <li>* Increased management skills</li> </ul>
NHS	8 people with learning disabilities employed	<ul style="list-style-type: none"> <li>* Increased understanding of and ability to employ people with learning disabilities</li> <li>* Resource re-allocation because people with learning disabilities are using less health services</li> </ul>
SERCO	8 people with learning disabilities employed	<ul style="list-style-type: none"> <li>* Increased understanding of and ability to employ people with learning disabilities</li> </ul>
Scottish Government	8 people with learning disabilities employed	<ul style="list-style-type: none"> <li>* Reduction in benefits</li> </ul>



Stakeholder	Output	Outcomes
NLC	8 people with learning disabilities supported in employment and 7 in work experience	* Reduction of local authority support
Motherwell College	7 people with learning disabilities trained and supported in work experience	* Increased understanding of and ability to teach people with learning disabilities

### Negative Outcomes

Interventions seldom only have positive changes and as a result, most of the time negative outcomes also occur. To paint a true picture of the impact of Project Search and to avoid over-claiming, we have specifically probed for negative outcomes in our consultations.

The students and graduates could not come up with any negative aspects of the project or their job. The parents, however, did express two negative outcomes:

- \* Some parents worried that the job would come to an end, or that there would be no job at the end of the student year.
- \* Some parents stated that due to the benefit system, they were concerned that they may be financially worse off.

Research from NLC's Supported Employment Service shows that on average their clients are £111.70 per week better off<sup>3</sup>.

### Outcome Indicators

Table 4.2 shows how we would know if the identified outcome has been achieved (indicator).

**Table 4.2: Outcome Indicators**

Stakeholder	Outcomes	Indicator
Graduates	* Increased happiness	number of graduates reporting increased happiness
	* Increased structure in life	number of graduates reporting increased structure in life
	* Increased purpose in life	number of graduates reporting increased purpose in life
	* Improved social skills	number of graduates reporting improved social skills
	* More friends	number of graduates reporting more friends, number of activities undertaken with work friends
	* Increased confidence	number of graduates reporting increased confidence
	* Improved physical health	number of graduates reporting improved health, number of graduates that are more active
	* Increased independence	number of graduates reporting increased independence
* Increased skills	number of graduates reporting increased skills; number of graduates receiving certificates	

<sup>3</sup> Based on 152 people supported in employment by NLC's Supported Employment Service. Of these 152 no-one was financially worse off because of getting a job.



Stakeholder	Outcomes	Indicator
Students	* Increased purpose in life	number of students reporting increased purpose in life
	* More friends	number of students reporting more friends, number of activities undertaken with work friends
	* Increased confidence	number of students reporting increased confidence
	* Improved physical health	number of students reporting improved health, number of PS students that are more active
	* Increased independence	number of students reporting increased independence
	* Increased skills	number of students reporting increased skills; number of PS students receiving certificates
Parent / Carers	* More time to do other things (break from caring)	number of parents reporting more free time
	* Increased peace of mind because son / daughter better prepared for the future	number of parents reporting greater peace of mind
	* Changed attitude son / daughter	number of parents reporting changed attitude
	* Happier son / daughter	number of parents reporting a Happier son / daughter
	* Improved family relationships	number of parents reporting improved family relationships
	* Son / daughter can handle change better	number of parents reporting their son / daughter handling change better
Supervisors	* Worries the job will come to an end	number of parents reporting worries the job will end
	* Concern because they may be financially worse off	number of parents concerned because they may be financially worse off
	* Increased management skills	number of supervisors reporting being a better manager
NHS	* Increased understanding of and ability to employ people with learning disabilities	NHS reporting better understanding of and ability to employ people with LD; increased number of people with LD employed
	* Reduced use of health services	Number of students and graduates reporting improved health
SERCO	* Increased understanding of and ability to employ people with learning disabilities	SERCO reporting better understanding of and ability to employ people with LD; increased number of people with LD employed
Scottish Government	* Reduction in benefits	number of people with learning disabilities employed
NLC	* Reduction of local authority support	number of people with learning disabilities employed or trained
Motherwell College	* Increased understanding of and ability to teach people with learning disabilities	Motherwell College reporting better understanding of and ability to employ people with LD; increased number of people with LD in College

We have identified one subjective indicator for every outcome and tried to back that up with an objective one. This should not be viewed as two indicators, but as a subjective and objective part of the indicator to avoid double counting. In some cases it was not possible to identify an objective indicator.

The next step in the SROI-evaluation is to establish for how many of the people in each stakeholder group the identified outcomes will happen (quantity) and for how long will they last (duration).



## Quantity

For the Project Search graduates and the parents we have analysed the consultation responses and have calculated the number of times a certain outcome was reported by the stakeholder. This gave us overall percentages of occurrence of the outcome, which we then multiplied by the total number of stakeholders and rounded the result to the nearest one digit. For the other stakeholders we have taken the number of consultees that mentioned the achievement of an outcome.

## Duration

Some outcomes have the potential to last for the rest of someone's life (e.g. confidence, skills, etc.) while others will last only for the duration over which activity occurs. Because we have consulted with two cohorts of graduates, we have been able to evidence that outcomes last for at least two years. For some outcomes that have the potential to last longer we have assumed that they would last for three years. After three years it will not be possible to credibly link the outcomes with Project Search.

Table 4.3 (overleaf) shows the quantity and duration.

**Table 4.3: Quantity and Duration of Outcomes**

Stakeholder	Outcomes	Quantity (no. of stakeholders)	Duration (years)
Graduates	* Increased happiness	6	2
	* Increased structure in life	3	2
	* Increased purpose in life	3	3
	* Improved social skills	3	3
	* More friends	8	2
	* Increased confidence	7	3
	* Improved physical health	6	2
	* Increased independence	7	3
Students	* Increased skills	6	3
	* Increased purpose in life	4	3
	* More friends	6	2
	* Increased confidence	7	3
	* Improved physical health	3	2
	* Increased independence	7	3
Parent/Carers	* Increased skills	4	3
	* More time to do other things (break from caring)	13	2
	* Increased peace of mind because son / daughter better prepared for the future	13	2
	* Changed attitude son / daughter	15	2
	* Happier son / daughter	13	2
	* Improved family relationships	3	2
	* Son / daughter can handle change better	10	2
	* Worries the job will come to an end	3	2
* Concern because they may be financially worse off	3	2	



Stakeholder	Outcomes	Quantity (no. of stakeholders)	Duration (years)
Supervisors	* Increased management skills	8	3
NHS	* Increased understanding of and ability to employ people with learning disabilities	1	3
	* Reduced use of health services	10 (7 graduates and 3 students)	2
SERCO	* Increased understanding of and ability to employ people with learning disabilities	1	3
Scottish Government	* Reduction in benefits	8	2
NLC	* Reduction of local authority support	15	2
Motherwell College	* Increased understanding of and ability to teach people with learning disabilities	1	3

## Financial Proxies

SROI analysis uses financial proxies to establish the value of the identified outcomes. Usually price is used as a proxy for the value of products and services, when there is an associated market price.

There are several techniques to find proxies (see textbox). Most of the outcomes reported by the stakeholders cannot be traded at an open market or are intangible. For these we have identified the closest comparable value of a product/service with a market price (revealed preference method of value determination). For the NLC and the Scottish Government we have used a potential cost saving or resource re-allocation (the outcome does not lead to a quantifiable cost saving, but allows the stakeholder to use its budget to spend on other target groups or different activities).

When looking at financial proxies to value intangible outcomes it is important to keep in mind that it is irrelevant whether stakeholders can afford to buy something, they are simply ways of putting a monetary value on an outcome without a market price.

### Financial Proxies:

- \* **Cost saving** - a direct cost-saving for the stakeholder.
- \* **Increased income** - an increase of income for the stakeholder.
- \* **Contingent valuation** - a survey-based stated preference technique for the valuation of non-market resources (willingness to pay/ accept).
- \* **Revealed preference** - a price-based technique that looks at people's behaviour in related markets and takes the value from the price of related market-traded goods.
- \* **Travel cost method** - a form of revealed preference that takes the value of the time and travel cost people are willing to spend to access the good or service.
- \* **Wellbeing Valuation** - a relative new technique that looks at determinants of people's wellbeing (e.g. life satisfaction or quality of life), whereby income is one of the determinants.



Table 4.4 shows the description of the financial proxy for each identified outcome and the source of this proxy. The source of the proxy can be found in the Impact Map (Appendix A).

**Table 4.4: Financial Proxies**

Stakeholder	Outcomes	Financial Proxies	Value
Graduates	* Increased happiness	Cost of a Course in Happiness	£200.00
	* Increased structure in life	Cost of a time management course	£354.00
	* Increased purpose in life	Cost of 1-1 Coaching in Job Interview Skills (face-to-face)	£200.00
	* Improved social skills	Cost of customer care training	£394.80
	* More friends	Cost of membership activity club (Round Table)	£99.48
	* Increased confidence	Cost of confidence training	£1,195.00
	* Improved physical health	The average spend on health	£343.20
	* Increased independence	Cost of support worker for 3 days per week	£1,170.00
	* Increased skills	Earnings increase gained by moving from no qualification to at least Level 2 qualification	£1,456.00
Students	* Increased purpose in life	Cost of 1-1 Coaching in Job Interview Skills (face-to-face)	£200.00
	* More friends	Cost of membership activity club (Round Table)	£99.48
	* Increased confidence	Cost of confidence training	£1,195.00
	* Improved physical health	The average spend on health	£343.20
	* Increased independence	Cost of support worker for 3 days per week	£1,170.00
	* Increased skills	Earnings increase gained by moving from no qualification to at least Level 2 qualification	£1,456.00
Parent/Carers	* More time to do other things (break from caring)	Average cost hobby	£279.79
	* Increased peace of mind because son / daughter better prepared for the future	Cost of family mediation	£535.00
	* Changed attitude son / daughter	Average cost life skills coaching course	£473.99
	* Happier son / daughter	Cost of Calm Kids - Teach Children how to Meditate Course	£145.00
	* Improved family relationships	Cost of relationship counselling (6 sessions)	£345.00
	* Son / daughter can handle change better	Cost of child counselling (6 sessions)	£240.00
	* Worries the job will come to an end	cost of income protection insurance	-£428.88
	* Concern because they may be financially worse off	reduction in income	-£520.00
Supervisors	* Increased management skills	Cost of RICS Certificate in Management	£960.00
NHS	* Increased understanding of and ability to employ people with learning disabilities	Cost of a learning disability awareness workshop	£700.00
	* Reduced use of health services	Average cost of Health Services for a person with learning disabilities.	£3,241.03



Stakeholder	Outcomes	Financial Proxies	Value
SERCO	* Increased understanding of and ability to employ people with learning disabilities	Cost of a learning disability awareness workshop	£700.00
Scottish Government	* Reduction in benefits	Cost of Employment and Support Allowance	£4,798.95
NLC	* Reduction of local authority support	Average cost of a local authority support package for someone with ASD	£1,520.00
Motherwell College	* Increased understanding of and ability to teach people with learning disabilities	Cost of a learning disability awareness workshop	£700.00



# 5. Impact

This Section examines the impact of the programme with reference to the other factors that influence it.

It is important to establish the impact of the service in order to provide credibility and to avoid over-claiming. The impact of the service will be determined by attribution, deadweight and drop-off.

## Attribution

In many cases change is not caused by one single activity, but comes as a result of more than one service and/or persons working together. SROI analysis uses attribution (a term stemming from economic cost-benefit analysis) to assess how much others have attributed to the identified outcome. In SROI analysis attribution is taken as a straight percentage and deducted from the total impact.

### Estimating Impact

- **Attribution** – the part of the outcome that can be attributed to the project activities.
- **Deadweight** – how much of the outcome would have happened anyway.
- **Drop-off** – the decline in the outcome over time.

Table 5.1: Attribution

Stakeholder	Outcomes	Attribution	Rationale
Graduates	<ul style="list-style-type: none"> <li>★ Increased happiness</li> <li>★ Increased structure in life</li> <li>★ Increased purpose in life</li> <li>★ Improved social skills</li> <li>★ More friends</li> <li>★ Increased confidence</li> <li>★ Improved physical health</li> <li>★ Increased independence</li> <li>★ Increased skills</li> </ul>	13%	This attribution percentage is a result of the number of interviewees having a Social Worker that also helps to achieve these outcomes. We have assumed that the Social Worker is responsible for 25% of the outcome.
Students	<ul style="list-style-type: none"> <li>★ Increased purpose in life</li> <li>★ More friends</li> <li>★ Increased confidence</li> <li>★ Improved physical health</li> <li>★ Increased independence</li> <li>★ Increased skills</li> </ul>	13%	This attribution percentage is a result of the number of interviewees having a Social Worker that also helps to achieve these outcomes. We have assumed that the Social Worker is responsible for 25% of the outcome.
Parents / Carers	<ul style="list-style-type: none"> <li>★ More time to do other things (break caring)</li> <li>★ Increased peace of mind because son / daughter better prepared for the future</li> <li>★ Changed attitude son / daughter</li> <li>★ Happier son / daughter</li> <li>★ Improved family relationships</li> <li>★ Son / daughter can handle change better</li> <li>★ Worries the job will come to an end</li> <li>★ Concern because may be financially worse off</li> </ul>	13%	The attribution percentage of the parents / carers is directly linked to the attribution percentage of their children



Stakeholder	Outcomes	Attribution	Rationale
Supervisors	* Increased management skills	0%	No attribution from others
NHS	* Increased understanding of and ability to employ people with learning disabilities	0%	No attribution from others
	* Reduced use of health services		
SERCO	* Increased understanding of and ability to employ people with learning disabilities	0%	No attribution from others
Scottish Government	* Reduction in benefits	0%	No attribution from others
NLC	* Reduction of local authority support	0%	No attribution from others
Motherwell College	* Increased understanding of and ability to teach people with learning disabilities	0%	No attribution from others

## Deadweight

Deadweight is a measure to describe the amount of outcome that would have happened anyway, even if the activity had not taken place. For this report we have defined the deadweight as what would have happened if Project Search would not have occurred.

Table 5.2: Deadweight

Stakeholder	Outcomes	Deadweight	Rationale
Graduates	* Increased happiness	6%	Based on ESay statistics 6% of all people with learning disabilities that can work are in employment <sup>4</sup> .
	* Increased structure in life		
	* Increased purpose in life		
	* Improved social skills		
	* More friends		
	* Increased confidence		
	* Improved physical health		
	* Increased independence		
Students	* Increased skills	6%	Based on ESay statistics 6% of all people with learning disabilities that can work are in employment.
	* Increased purpose in life		
	* More friends		
	* Increased confidence		
	* Improved physical health		
	* Increased independence		
Parents / Carers	* Increased skills	6%	Based on ESay statistics 6% of all people with learning disabilities that can work are in employment.
	* More time to do other things (break from caring)		
	* Increased peace of mind because son / daughter better prepared for the future		
	* Changed attitude son / daughter		
	* Happier son / daughter		
	* Improved family relationships		

<sup>4</sup> Statistics Release: Adults with learning disabilities - implementation of 'The same as you?' Scotland 2011, An Official Statistics Publication for Scotland. Total adults where employment status is known is 15,867. Of those 2,387 are in employment, of which 1,002 (42%) in open employment, which is 6%.



Stakeholder	Outcomes	Deadweight	Rationale
	<ul style="list-style-type: none"> <li>* Son / daughter can handle change better</li> <li>* Worries the job will come to an end</li> <li>* Concern because they may be financially worse off</li> </ul>		
Supervisors	<ul style="list-style-type: none"> <li>* Increased management skills</li> </ul>	0%	This outcome would not have happened without Project Search
NHS	<ul style="list-style-type: none"> <li>* Increased understanding of and ability to employ people with learning disabilities</li> <li>* Reduced use of health services</li> </ul>	0%	This outcome would not have happened without Project Search
SERCO	<ul style="list-style-type: none"> <li>* Increased understanding of and ability to employ people with learning disabilities</li> </ul>	0%	This outcome would not have happened without Project Search
Scottish Government	<ul style="list-style-type: none"> <li>* Reduction in benefits</li> </ul>	6%	Based on ESay statistics 6% of all people with learning disabilities that can work are in employment.
NLC	<ul style="list-style-type: none"> <li>* Reduction of local authority support</li> </ul>	6%	Based on ESay statistics 6% of all people with learning disabilities that can work are in employment.
Motherwell College	<ul style="list-style-type: none"> <li>* Increased understanding of and ability to teach people with learning disabilities</li> </ul>	0%	This outcome would not have happened without Project Search

### Materiality of Impact

In our analysis of attribution and deadweight we have found no outcomes where attribution and deadweight or a combination of these two has led to an impact that is not relevant or significant and therefore not material.

### Impact

The impact of the service is calculated by the quantity of the outcomes multiplied by the value of the financial proxy, minus attribution and deadweight.



Stakeholder	Outcome	Quantity	Proxy	Attribution	Deadweight	Impact
Graduates	* Increased happiness	6	£200.00	13%	10%	£939.60
	* Increased structure in life	3	£354.00	13%	10%	£831.55
	* Increased purpose in life	3	£200.00	13%	10%	£469.80
	* Improved social skills	3	£394.80	13%	10%	£927.39
	* More friends	8	£99.48	13%	10%	£623.14
	* Increased confidence	7	£1,195.00	13%	10%	£6,549.80
	* Improved physical health	6	£343.20	13%	10%	£1,612.35
	* Increased independence	7	£1,170.00	13%	10%	£6,412.77
	* Increased skills	6	£1,456.00	13%	10%	£6,840.29
Students	* Increased purpose in life	4	£200.00	13%	10%	£626.40
	* More friends	6	£99.48	13%	10%	£467.36
	* Increased confidence	7	£1,195.00	13%	10%	£6,549.80
	* Improved physical health	3	£343.20	13%	10%	£806.18
	* Increased independence	7	£1,170.00	13%	10%	£6,412.77
	* Increased skills	4	£1,456.00	13%	10%	£4,560.19
Parents / Carers	* More time to do other things (break from caring)	13	£279.79	13%	10%	£2,847.98
	* Increased peace of mind because son / daughter better prepared for the future	13	£535.00	13%	10%	£5,445.77
	* Changed attitude son / daughter	15	£473.99	13%	10%	£5,567.06
	* Happier son / daughter	13	£145.00	13%	10%	£1,475.96
	* Improved family relationships	3	£345.00	13%	10%	£810.41
	* Son / daughter can handle change better	10	£240.00	13%	10%	£1,879.20
	* Worries the job will come to an end	3	-£428.88	13%	10%	-£1,007.44
	* Concern because they may be financially worse off	3	-£520.00	13%	10%	-£1,221.48
Supervisors	* Increased management skills	8	£960.00	13%	10%	£7,680.00
NHS	* Increased understanding of and ability to employ people with LD	1	£700.00	13%	10%	£700.00
	* Reduced use of health services	10	£3,241.03	0%	10%	£29,169.29
SERCO	* Increased understanding of and ability to employ people with LD	1	£700.00	13%	10%	£700.00
Scottish Government	* Reduction in benefits	8	£4,798.95	13%	10%	£34,552.44
NLC	* Reduction of local authority support	15	£1,520.00	13%	10%	£20,520.00
Motherwell College	* Increased understanding of and ability to teach people with learning disabilities	1	£700.00	0%	0%	£700.00



## Drop-Off

For outcomes that last longer than one year it is likely that the effect of the outcome will diminish over time. The outcome will be influenced by other factors and it will be less attributable to the activity. This is calculated by deducting a straight percentage from the outcome each year.

We do not have research data available to establish the drop off rate. Therefore we have assumed a drop off percentage of 33% for this SROI evaluation. This is to reflect that:

- ★ the impact of the project on the graduates and students will lose its importance over time. Other influences and interventions will enhance and change the outcomes, or without any other interventions the outcomes will fade;
- ★ the impact of increased skills will wear off over time, if they are not regularly updated; and
- ★ the impact of the project on changed attitudes and behaviour will become less over time, as these need to be regularly be reconfirmed and will be influenced by other events and interventions over time.



## 6. Social Return on Investment

In this Section we outline the overall Social Return on Investment produced by Project Search.

The Social Return Value is expressed as a ratio of return and is derived from dividing the value of the impact by the value of the Investment. However, before the calculation is made, the Impact Value is adjusted to reflect the Present Value (PV) of the projected outcome values. This is to reflect the present day value of benefits projected into the future.

Discounting is applied to those values that have been projected for longer than 1 year. The interest rate used to discount the value of future benefits in this case is 3.5%<sup>5</sup>.

In our calculations<sup>6</sup> of the impacts we have established the total of all impacts of the project at £291,506. This represents the total value created by Project Search.

$$\text{SROI} = \frac{\text{Total Present Value}}{\text{Total Input}}$$

The Total Present Value for the project, at a discount rate of 3.5%, is £276,659. This represents the total value created by Project Search whereby the earning capacity of the amounts in the future is discounted.

The Net Present Value, the Total Present Value minus the total of all investments (£69,910) is £206,749. This amount represents the total extra value created by Project Search.

This gives an SROI ratio of £276,659/ £69,910= **£3.96: £1**. This means for every pound of investment in Project Search £3.96 social value is created.

<sup>5</sup> This is based on the UK Government Green Book recommended discount rate for public funds.

<sup>6</sup> All amounts are rounded to Pounds



## 7. Sensitivity Analysis

This Section sets out our analysis of the sensitivity of results to key changes in our underlying assumptions.

The results presented in this SROI evaluation are based on assumptions and variables according to available evidence including qualitative data on the experience of stakeholders.

We have undertaken a sensitivity analysis to test these assumptions and variables given that there are areas of the base case that could be derived from imperfect evidence. Table 7.1 shows which areas we selected as those with the most potential to affect the results

Table 7.1: Sensitivity Analysis

Item	Base Case	New Case	SROI
Attribution	0-13%	25% for all outcomes	£3.16:£1
Deadweight	0-10%	25% for all outcomes	£3.15:£1
Drop Off	33%	25% for all outcomes	£4.20:£1
Duration	2-3 years	5 years for all outcomes	£5.59:£1

The sensitivity analysis shows that if the already conservative values used in the analysis are reduced even further, the SROI index does not fall below £3.15:£1. This value would be achieved if the deadweight for all outcomes was 25%. Even in this worst case scenario Project Search is unlikely to return less than £3.15 for every £1 invested.

We have tracked participants for three years and concluded that outcomes keep maintained over this period. We found that outcomes become stronger, rather than weaker over time, provided the graduate keeps working. If we change our conservative estimate of the drop off rate from 33% to 25% the SROI ratio increases to £4.20:£1.

If we assume a duration of five years, not unlikely, the SROI ratio increases to £5.59:£1.



# 8. Conclusion

This Section presents an analysis of the social value created by the programme and outlines our conclusions from the study

## Social Value Created

Figure 8.1 shows the value created by each of the stakeholder groups.

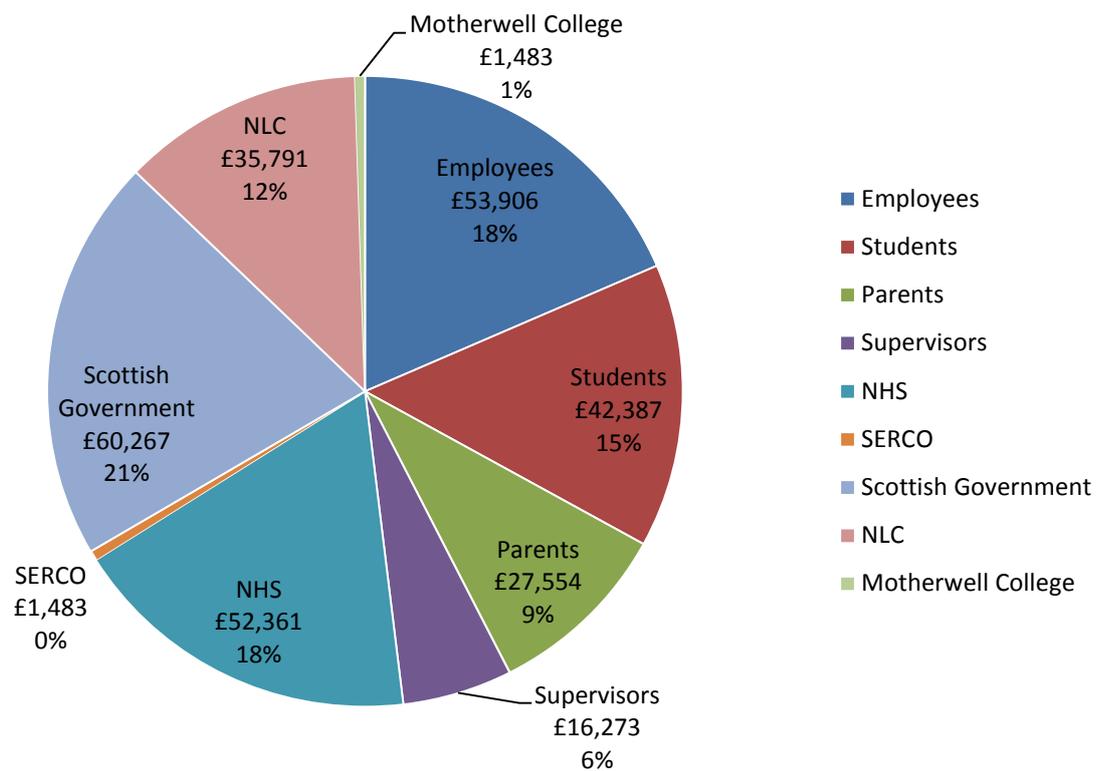


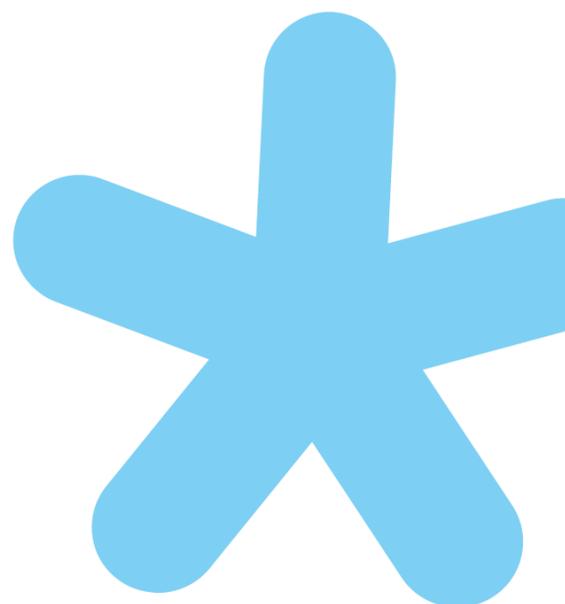
Figure 8.1 shows that around a third of the value of Project Search (33%) is created for the graduates and students. There is also considerable value created for the Scottish Government (21%), the NHS (18%) and NLC (12%).

## Conclusions

The SROI evaluation for Project Search has shown that the programme of training, work experience and supported employment for people with Learning Disabilities is creating a considerable social value of £3.80 for every pound of investment.

The range of outcomes from Project Search is in line with the expectations of funders and deliverers.





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