National Housing Conference 2015
Measuring Social Impact in Scotland

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Heading to go here

Link group structure

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Social Accounting and Auditing, a planning framework which enables organisations to prove and improve their performance, enabling them to plan and develop. The starting point is being clear about Vision, Mission, Objectives and Activities and to report about non-financial activity over a period of time – cyclical/annual.

Social Return on Investment identifies stakeholders’ objectives in relation to their engagement and develops indicators to assess how far these are met. SROI uses the power of numbers to put a financial value on the most important. A snapshot of projects.

Triple Bottom Line is the simultaneous pursuit of social, environmental and financial returns on investment - ‘the ultimate benchmark for social enterprise’(?)
## Compare and Contrast Social Return on Investment (SROI) and Social Accounting and Audit (SAA)

<table>
<thead>
<tr>
<th>SAA</th>
<th>SROI</th>
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<tbody>
<tr>
<td>More holistic framework</td>
<td>More selective of activities</td>
</tr>
<tr>
<td>External and internal aspects</td>
<td>External impacts mainly</td>
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<tr>
<td>Does not forecast</td>
<td>Can be used to forecast</td>
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<tr>
<td>More flexible</td>
<td>More prescriptive</td>
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<tr>
<td>Embedded</td>
<td>One-off - ?</td>
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<tr>
<td>No stress on financial proxies</td>
<td>“Financialises” all outcomes</td>
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<tr>
<td>Only acknowledges calculations</td>
<td>Stresses financial calculation</td>
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<td>Rigorous audit of social report</td>
<td>Light touch verification of reports</td>
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<td>Organisation owns the process</td>
<td>Externally developed process</td>
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Social Enterprise Academy, “As well as – Not instead of”

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What is SROI?

- Story of change – making a difference
- Impact measurement - of a PROJECT
- Financial values/proxies
- Ratio of investment to outcome
7 Principles of SROI

SROI is based on seven principles:

1. Involving stakeholders
2. Understanding what changes
3. Value the things that matter
4. Only include what is material
5. Do not over-claim
6. Be transparent
7. Verify the result
Establishing Scope

- Audience
- Forecast or evaluation – and period of study
- Resources (e.g. staff, information database) $8k
- Timescale for completion of study (3 months?)
  - MANAGEABLE
Impact Map

Stakeholder Inputs
What do stakeholders contribute to the activity/initiative/service? Time, resources, money etc

Stakeholder Outputs
What is created by the activity/initiative/service? All in numbers – quantity of end product
Impact Map / Table

- Stakeholder
- Inputs i.e. what they invest (described and quantified)
- Outputs (quantified activity)
- Outcomes
- Indicators
- Duration
- Financial proxy (described and quantified)
- Sources
- Deadweight, attribution, displacement and drop off
- Impact
- Discount
- Ratio
Older Persons Advice Project  SROI

- Income maximisation and holistic advice service for older person
- ‘Raised’ £13m for tenants of 6 partner HAs 2005 to 2013 (largest award £34k)
- Stakeholders included: older person households, partner HAs, Falkirk Council, NHS, Scottish Government
- 360 home visits
- Clients also given energy advice including negotiating energy refunds with Fuel suppliers and ensuring client is put on provider’s social tariff
- Referrals to support services such as Care and Repair, Social Work Aids and Adaptations Assessment and Tax Advice.
OPAP Outcomes

- Increased household income
- Reduced fuel poverty
- Improved quality of life
- Improvement in long term health
- Increased access to and uptake of support services
- Improved safety and security in the home e.g. adaptations
I was depressed and didn’t have the will to look after my home – I am living in another world now.

I can now pay for a chiropodist to come to my house.

The biggest relief is not having to worry about my fuel bills.

After my referral to social work services, I got a walk in shower fitted. What a difference!

The extra money helps us keep the car on the road.

Wish I had known about Care and Repair before.

I’ve never had so much money in my life.
Including the impact in future years at a discounted rate, the total present value of OPAP is calculated as £2,588,054.

The total invested to generate the total present value was £93,999. The SROI index is a result of dividing the total present value by the investment.

This gives a social return of £27.53 for every £1 invested in OPAP.

OPAP SROI Assured by SROI Network
Was it worth it for Link?

Yes!

- Understanding stakeholders and what we need to manage/plan
- Business tool
- Further significant investment from Scottish Government ($1400k – for $8k outlay)
- UK Housing Award 2009 - Most Outstanding Achievement in Housing in Scotland
- Herald Society Awards 2010 – Service Provider of the Year (over 65’s)
- Enhance reputation of Link as sector innovator
- Extended influence (Remember what the man said……)

Rolling out application of SROI to other Link Group activities
West Bridge Mill, Kirkcaldy, LinkLiving

76 people 16-30

Accommodation with support

Stakeholders- residents, Fife Council, NHS Fife, UK and Scottish Governments

Outcomes- increased independent living skills/tenancy sustainability/ employability/ financial capability, reduced alternative housing costs/homelessness, reduced support staff costs

SROI 3.69
West Lothian Care and Repair, Horizon HA

- 7000 older and disabled home owners
- Adaptations/repairs (inc. small repairs service)
- Advice and information
- £490k investment April-December 2011
- Stakeholders – service users, West Lothian Council, NHS Lothian, contractors
- Outcomes – reduced falls/accidents, remain longer living at home, increased feeling of security, reduced cost of (re) housing, reduced cost of care and reduced delay to hospital discharge process.

SROI 4.53
Impact Arts ‘Fab Pad’

- Community project, using arts as the catalyst to change lives, working with vulnerable young people with chaotic lifestyles. Training to turn a house into a home, then support to get work or further education  SROI  8
Hanover/Trust/Bield HA's

Adaptations  SROI  5.50
Very Sheltered Housing  SROI  1.50
Cost $44k

Well-being comparison
Very sheltered and care homes

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Vineburgh, Irvine
Ayrshire

Scotland’s first SROI of a housing-led Regeneration project
Cunninghame HA

$15m, 82 new homes
Stakeholders – tenants, Apprentices, Police, Community wardens, N Ayrshire Council, NHS Ayrshire, Contractor, Scottish Government

SROI 3.25 - 6.32
Social Accounts
To safeguard vulnerable tenants whilst sustaining independent households, and to provide psychological comfort to residents and their families

- By making medical adaptations to homes for tenants and residents who need them
- By providing a high quality 24-hour housing alarm service to tenants and residents who need it
Why Social Impact Measurement?

- Confirms/amends strategy and activity
- Too long hiding our light….
- Strengthen claim to be social enterprises, not subsidy junkies
- More competition/tendering – less money
- Convince/comfort commissioners, governments and lenders
- Attract others e.g. private investors, credit unions
- Value for Money (VFM) not just tenants and rents but other stakeholders
Value for Money – New Report, Housemark Scotland

- ’How Do You Know if You Are Providing Value For Money?’
- Not just tenants
- Evidence social impact
- Understand/control costs
- Influence commissioners, governments and lenders
- Justify Rent Policy/levels
Social Impact and Commissioning

- Commissioners – revert to working with third sector and service users in partnership
- PPP/ co-production/self-directed support/personalisation
- Cost cutting/Price musn’t be paramount
- Beware Social Impact Bonds and Social Investors (and academics)
- Take opportunities to influence change e.g. Procurement
- Reform Act, Community Empowerment Act, ‘Integration of Health and Social Care’ Act, Private Rented Sector Bill
- Leadership – break the ‘silo mentality’ and ‘tail wagging the dog’
Tendering/Procurement Issues

- Quality/Price ratio
- Consortia?
- ‘Capped’ tenders eg hourly rates
- ‘Scottish’ Living Wage $15.50 per hour
- Recognise ‘suicide bids’
- Enforce tender acceptance conditions
- Full Cost recovery / Profit sharing

Link’s last 5 ‘bids’ won on quality, not price
So, do it now (although you may be already.....)
Social Impact Measurement Guidance on the Web

- [http://www.sroi-uk.org/home-uk](http://www.sroi-uk.org/home-uk) - UK Network
- [http://www.thesroinetwork.org/](http://www.thesroinetwork.org/) - international website

‘Really Telling Accounts’ and ‘Social Accounting and Audit’  www.cbs-network.org.uk
Prove! Improve! Account! The New Guide to Social Accounting and Audit info@socialauditnetwork.org.uk
Social Enterprise Academy  www.theacademy-ssea.org
Social Value Lab  www.socialvaluelab.org.uk
Community Enterprise in Scotland (CEiS) – Demonstrating Value and Social E-valuator www.ceis.org.uk
Social Impact Tracker  www.thetoolfactory.com  software solutions
www.outcomesstar.org.uk  vulnerable people
www.questant.co.uk  funders
www.lm3online.org  local economy
www.philanthropycapital.org
Social Enterprise

Valuing People
Working together
Providing Homes
Building Communities

www.linkhousing.org.uk