

The Social Value of Double Impact

An SROI Evaluation by **morethanoutputs**

October 2021



Contents

1	Executive Summary	3
2	Introduction.....	7
3	Scope	9
4	Objectives	11
5	Method	13
6	Stakeholder Analysis.....	14
7	Outcomes Consultation	15
8	Deciding what to Measure	17
9	Developing a Value Map.....	18
10	Profile	24
11	Total Value.....	26
12	Social Return.....	27
13	Fiscal and Economic Value.....	28
14	Conclusion and Recommendations	31
15	Bibliography.....	33
16	Appendix: SROI Basic Propositions & Monetary Valuation	35
17	Appendix: Recovery model.....	37
18	Appendix: Theory of Change	38

Acknowledgments

This analysis was carried out by [morethanoutputs](#), led by Tim Goodspeed, an SROI practitioner accredited by Social Value UK. It was funded through a Reach Fund grant. The report was written by Natasha Jolob and Tim Goodspeed.

1 Executive Summary

Double Impact creates social value and improves lives: Service users feel connected and hopeful, they are positive and have a purpose, they feel in control.

This adds up to a significant amount of value in their lives. Activities across 4 sites in 2020/21, for 385 service users cost £774,000 and created value of around £5M.

The findings support an objective to scale up.

They also provide an opportunity to reflect on the impacts and develop the service further to increase these outcomes for service users.



1.1 Introduction

Double Impact Recovery Academies are recovery services that provide accredited and non-accredited learning, training, volunteering opportunities and employment support to people recovering from drugs and alcohol addictions. They also support service users to become peer mentors, recovery champions and community connectors.

Double Impact offers a unique service that deals with all the issues facing recovering people, helping to break the devastating cycle of addiction. Through collaboration with service users, they have developed an approach based around the principle of connection – connecting people to their hopes and personal strengths, to an effective support network, and to a range of opportunities and community assets which will move them away from their old life and into a new one – with no turning back.

In 2013 Double Impact received their first SROI report, showing a return ratio of 4 (Joelle Bradly, 2013). This provided a baseline and informed the development of data collection and reporting systems. Double Impact then continued to deliver its service, scaling up through securing public sector contracts. Performance management systems have since evolved over time and have been informed by academic research, service delivery practice and contractual requirements.



1.2 Evaluating Outcomes

Outcomes were defined by existing evidence. The CHIME definitions encapsulated service user consultations and academic research.

Outcomes
CONNECTEDNESS – feeling connected to someone or something in positive ways. (e.g. attending peer support and recovery groups, receiving/ giving support to others, feeling a sense of community)
HOPE – having hope for the future (e.g. optimism about your recovery, having dreams and aspirations, thinking positively, recognising your successes)
IDENTITY - feeling positive about yourself (e.g. valuing yourself, overcoming shame and guilt, accepting life on life's terms)
MEANING – having a purpose in your life (e.g. finding meaning in your recovery/ day to day life, spiritual awareness, having goals which are important to you)
EMPOWERMENT – feeling in control and empowered to do what you want (e.g. making positive changes, focusing on strengths, taking personal responsibility)

1.3 Most Important Outcomes

The combined quantity, value and causality of the outcomes was analysed to derive the total value of each outcome for all the service users who achieved it. In order of magnitude, the most important outcomes were:

Outcome	Quantity		Value		Causality	Total
	Survey result	Pro-rata	Weight	Value (£)		
Increased HOPE	98	343	3.1	£5,514	38	£1,170,840
Increased EMPOWERMENT	98	343	2.9	£5,209	42	£1,039,205
Increased MEANING	94	329	3.0	£5,127	41	£992,460
Increased CONNECTEDNESS	97	339	2.7	£4,786	40	£980,846
Increased IDENTITY	87	304	3.0	£4,640	40	£844,690
Reduced HOPE	0	0	3.1	-£5,514	38	£0
Reduced IDENTITY	1	3	3.0	-£4,640	40	-£9,709
Reduced CONNECTEDNESS	1	3	2.7	-£4,786	40	-£10,112
Reduced MEANING	1	3	3.0	-£5,127	41	-£10,558
Reduced EMPOWERMENT	1	3	2.9	-£5,209	42	-£10,604
TOTAL						£4,987,057

1.4 Social Value Principles

Double Impact have used SROI over a number of years (since their first SROI report in 2013) to measure the social value it creates for service users. This demonstrates continued commitment to measuring social value and keeping up-to-date – this reports improves on the method used in 2013.

More importantly, the method used (SROI) is not about claiming 'savings to the state' (fiscal value) or putting a value on achieving objectives – it is more about accountability to service users and listening to their life experience and values. This reports shows the changes in the lives of service users and the value they put on these changes.

1.5 Social Return on Investment

If the total value is compared with the investment and inputs required to create the value, a ratio of return can be calculated.

This means that: for every pound of investment in Double Impact activities there was 6 times as much social value created for service users. **This represents an increase on the 2013 social return and an increase in the value created for each service user since then.**

Activities across 4 sites in 2020/21, for 385 service users, cost £774,000 and created value of around £5M.

2 Introduction

2.1 About Double Impact

Double Impact is a registered charity established in 1998. Its founder member was a recovering addict who recognised the need for additional support for those leaving clinical treatment services. Its support originally focused around providing education/training and suitable housing (hence the name 'Double Impact') with the overall aim of supporting sustainable recovery and reintegration into the community.

It continues to be a user-led organisation that promotes peer support and peer mentoring, and it supports service users to access and develop mutual aid networks and community resources. Its geographical focus is the East Midlands with services currently in Nottinghamshire and Lincolnshire. Its services are place-based and embedded in the community, allowing efficient use of existing resources and fostering a sense of ownership and belonging in those who use them.

Since its early days, the organisation has developed and refined its delivery models based upon education, employment and peer support, and has successfully delivered many specialist programmes along the way. This learning has evolved into the current Recovery Academy Model, which was first commissioned in 2014. Four years later it is commissioned as part of three local authority contracts and is grant-funded in a fourth location.

In 2013 the charity set up a Community Interest Company (Synergy CIC Ltd) which runs a social enterprise, Café Sobar (www.sobar-nottingham.co.uk). It also delivers outcomes through several Big Lottery Funded projects.

2.2 Background

In 2013 Double Impact received their first complete SROI report, showing a return ratio of 4 (Joelle Bradly, 2013). This provided a good baseline and informed the development of its data collection and reporting systems. Double Impact then continued to deliver its service, scaling up through securing public sector contracts. Its performance management systems have since evolved over time and have been informed by academic research, service delivery practice and contractual requirements.

Double Impact has developed and improved its Recovery Academy Service Model through working closely with leading academic, Professor David Best BA Hons, MSc, PhD, Professor and Head of Criminology, Sheffield Hallam University. Professor David Best is arguably the leading academic in the field of addiction recovery and he is leading a 4-year research project on the Academy Model in Lincolnshire.

Double Impact received a grant from the Big Potential fund to help it to expand and scale up the successful Recovery Academy service so that it could increase its social impact whilst also securing sustainable funding from trading. This was to be achieved by commissioning external support to develop a business plan that included a market analysis, development of the Recovery Academy service model, financials and marketing plans and the development of the social impact model.

An initial social impact model was developed by an external consultant to set the scene for the business planning activities for the Recovery Academy. This drew on work to date including academic research, service-user consultations, existing performance reporting systems, its previous external evaluation, the indicators set out in the Recovery Capital survey (produced by Professor David Best), and the SROI evaluation of the national well established drugs and alcohol charity, Turning Point (morethanoutputs, 2014).

Funding was then secured from the Reach Fund to undertake a Social Return on Investment Evaluation in order to identify the social value and to inform the development of a social impact measurement framework. The purpose of this project funding was two-fold:

1. To use the social value number to promote and sell the product (despite knowing the nuances around this) and therefore increase the social impact and value of its incredible work; and
2. To use the social impact framework as part of the Recovery Academy Handbook, requiring that partners, sub-contractors and franchisees use the same consistent measurement framework. This would then allow Double Impact to collect consistent data and measure the total social value of the Recovery Academy.



3 Scope

The analysis was an evaluation of activities delivered over 4 sites:

- [Nottingham Academy](#)
- [Clean Slate \(criminal justice\)](#)
- [Notts Academy](#)
- [Lincs Academy](#)

The Double Impact Recovery Academies above, are recovery services that provide accredited and non-accredited learning, training, volunteering opportunities and employment support to people recovering from drugs and alcohol addictions. They also support service users to become peer mentors, recovery champions and community connectors.

The table below sets out the key activities that constitute the Recovery Academy model and programme.

Connect event	An introduction to the Recovery Academy. A short recovery film and runs discussions about the recovery opportunities and the support available to overcome the challenges and barriers that people are faced with. The future options are presented.
Recovery Cloud Map	A free recovery app to map individual assets and resources for recovery.
5 Ways to Well-being Map	Self-assessment against the 5 Ways to Well-being outcomes.
Me Today Map	Strengths-based self-assessment tool.
Maths and English Assessment (BKSB)	Needs assessment and diagnostic to inform planning.
Personal development planning	One to one support to develop a personal development plan.
Peer support groups	An informal, safe environment where people can share their experiences and connect with peers.
Service User Involvement Forums	Service users have a say about what is working and not working in recovery, what improvements need to be made and a discussion about how to collectively encourage people to connect with treatment and recovery services.
Internal mutual aid	Group facilitation training Mutual aid orientation training TBC following completion in Ops Manual.
Personal well-being training	CERTA accredited Personal Well-being training using transformative learning techniques
Key functional skills training	Accredited and non-accredited training in English, Math and IT – on-site delivery and/ or signposting.
Peer volunteering training	CERTA accredited training, support and volunteering for people still in treatment.
Recovery support mentoring	CERTA accredited training to enable people to become peer mentors and support other people to recover.
Employability skills	Employment – focused units in job searches, CV writing, interview preparation and post-employment.
Mutual aid	Support to identify and access mutual aid groups, and/ or develop mutual aid groups.
Recovery communities	Support to participate in VCS groups.

3.1 Activity Duration

Activities have been growing in size and geography from 2 sites in 2014 to the current 4 sites and a total 1,906 individuals supported over these 7 years.

However, for the scope of this analysis, an annual model was produced and so this report represents the value created each year, based on the current position. The year presented is the financial year 2020/21, as this covers the period when data was collected from service users.

3.2 Funding and Inputs

For the period above, the resources required to deliver the activities were as follows:

	2019-20	2020-21 (7 months)	Annual (pro-rata) costs
Nottingham Academy	£215,520	£123,200	£211,200
Clean Slate (criminal justice)	£63,347	£40,647	£69,681
Notts Academy	£90,476	£52,776	£90,473
Lincs Academy	£402,381	£234,721	£402,379
TOTAL	£771,724	£451,344	£773,733

The predicted annual costs for 2020/21 were comparable with 2019/20 and judged reliable to represent the inputs for a year of activity currently.



4 Objectives

Double Impact received a grant from the Big Potential Fund to help it to scale up its successful Recovery Academy service so that it could increase its social impact whilst also securing sustainable funding from trading. This was to be achieved by commissioning external support to develop a Business Plan that included a market analysis, service design, development of the Recovery Academy service model, financials, marketing plans and the development of a social impact model.

4.1 Evaluation Objectives

The purpose of the evaluation was to develop a social impact measurement model for the Recovery Academy and to measure the social return on the investment (SROI) as a baseline. This aim was to use the results to support the development of the product (a Recovery Academy Manual), and to sell the Recovery Academy model through a franchise, partnership or sub-contracts across the UK.

The primary audience for the analysis was Senior Management Team (SMT), the Recovery Academy Service Manager, the Business Development Manager. The results will be used to inform the Recovery Academy model which will then benefit other Voluntary and Community Sector organisations and Commissioners across the UK.

The priority was to bring together complex theories and practice into the Social Return on Investment framework. This will then help to 'sell' the social impact of the recovery Academy model. This work is unique that the SROI is being used to support business development, sales and income generation through trading. Double Impact is using the result to sell its social impact.

Importantly, the method used (SROI) is not about claim 'savings to the state' or putting a value on achieving objectives – it is more about accountability to service users and listening to their life experience and values. This reports shows the changes in the lives of service users and the value they put on these changes.

4.2 Limitations

Double Impact wanted to start with the outcomes that it knew were being experienced, building on existing work, including:

- Sheffield Hallam University REC-CAP outcomes which describe recovery capitals – assets or pre-conditions that give service users the best resources to draw on to recover.
- A social impact model developed by an external consultant that was based on consultations with three service users
- The previous SROI evaluation report
- Contract outputs and outcomes
- CHIME outcomes

The purpose of the evaluation was to increase the social impact and value through scaling up the Recovery Academy geographically.

The approach also provides an opportunity to reflect on the impacts and develop the service further to increase the outcomes for service users.

This evaluation result was informed by academic research and organisational experience. Services users were, therefore, not consulted for this work about what their outcomes were. Rather this work picks up from, and builds on, a culmination of some complex work that brings together theory and practice using the SROI principles to provide the client with what it needed - a good, robust and valid SROI value and measurement framework that can be used to support its business development activities, so that it can increase its social impact and value.



5 Method

This analysis followed the 6 stages of an SROI (except for engagement with stakeholders to develop definitions of outcomes). Outcomes were defined by previous research. The rest of the analysis was carried out to the standard approach to SROI as documented by the UK Government, Cabinet Office sponsored guide to SROI (Social Value UK, 2009).

5.1 About 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. As a result, things with financial value take on a greater significance and many important things get left out. Decisions made like this may not be as good as they could be as they are based on incomplete information about full impacts.

Social Return on Investment (SROI) is a framework for measuring and accounting for change and this much broader concept of value. Double Impact is using SROI to help it to identify its value for the purposes of identifying the value of its Recovery Academies so that it can replicate the model across the UK. The purpose is also to develop a simple measurement framework for customers to use so that it can identify the social impact centrally.

SROI is about value, rather than money. Money is simply a common unit and as such is a useful and widely accepted way of conveying value. In the same way that a business plan contains much more information than the financial projections, an SROI is much more than just a number. It is a story about change, on which to base decisions, that includes case studies and qualitative, quantitative and financial information.

SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated.

SROI is a principles-based methodology. This report does not contain an explanation of the principles or every step of the SROI process. For details of the principles and process and why they are important and a worked example, the Cabinet Office sponsored Guide to SROI (Social Value UK, 2009) should be referred to. For example, this report does not explain how outcomes have been valued in detail (in the same way that the account of an organisations finances would not explain how an asset had been valued in the accounts).

Equally, this report does not conclude any actions. It is simply an account of the social value using the SROI method. Business planning, strategic and management processes should conclude what actions should be taken now the value of stakeholders' outcomes are known and the most important outcomes revealed.

5.2 Being Transparent

Double Impact commissioned [morethanoutputs](#) to carry out this analysis. The analysis was undertaken by Tim Goodspeed who had no links with or interests in the Double Impact outside of this analysis.

6 Stakeholder Analysis

The scope of this analysis was focused on service users. Within the resources available to undertake the evaluation, the priority was to understand some detail of the impact of activities on service users to provide the evidence of impact on their lives, for the purposes of replicating the Recovery Academy model across the UK.

Other identified stakeholders could be included at a later stage. It is important to ensure that creating value for these primary beneficiaries was not at the expense of value for any other stakeholders. For example, other stakeholders that could be included in the analysis are:

- Volunteers and Peer Mentors
- Families and carers
- Ministry of Justice
- Policy and Crime Commissioners
- NHS
- DWP
- Social services

6.1 Population

Since 2014, 1,906 individuals were supported. In the year 2020/21 represented by this report, an estimated 385 individuals were supported.

6.2 Profiling

Service user's diversity was assessed. The most relevant (material) differences were:

- Gender
- Age
- Ethnic group
- Employment status
- Household make-up (single/parent/etc)

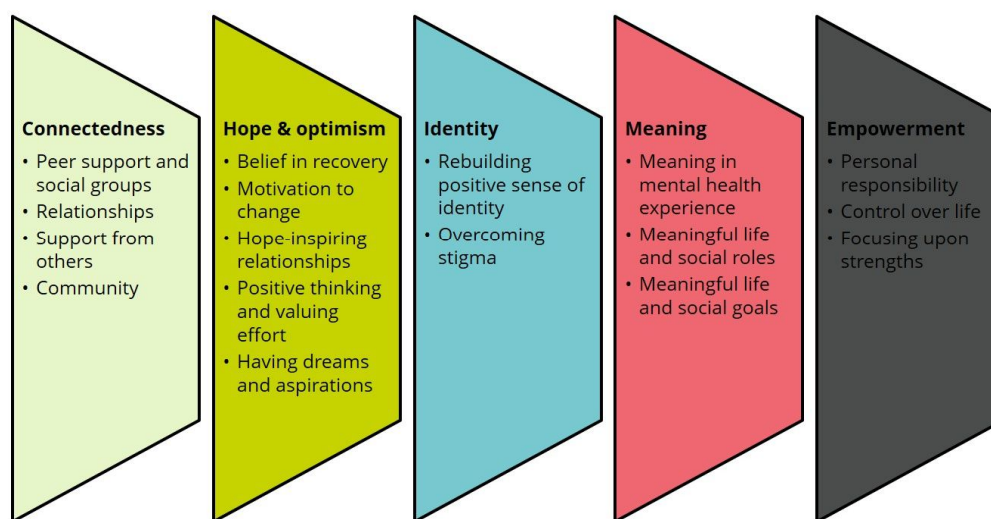
7 Outcomes Consultation

Consultations were undertaken with Double Impact staff to identify the outcomes to be measured. These were defined based on the following sources:

CHIME

The CHIME framework (Connection, Hope and optimism, Identity, Meaning, Empowerment) is a useful way to encourage conversations about wellbeing. It also empowers people to take local action to improve mental health support. The framework came to Double Impact from the Scottish Recovery Network.

The CHIME framework for personal recovery



Leamy et al. 2011

CHIME is simply a way to understand recovery and lays out 5 areas that have been observed to be significant in recovery journeys. The model was laid out by Mary Leamy, Victoria Bird, Clair Le Boutillier, Julie Williams and Mike Slade in a review published in The British Journal of Psychiatry in 2011.

Academic Research

Professor David Best's research on Recovery Capital (the sum of resources to initiate and sustain recovery from substance misuse). These include support from parents and family, partners, friends and neighbours and the individual's engagement with, commitment to and participation in the community. His work evidenced that recovery networks and community connections contributed to an individuals' recovery from drugs and alcohol (Best et al, 2017).

David Best developed a survey called REC-CAP (2016) for Double Impact to support it to identify the barriers and enablers for an individuals' recovery.

This strong evidence base – that social capital and community connectedness contributes to recovery, has informed the development of the Recovery Academy model and the social outcomes that are needed in order to support change.

Double Impact staff therefore advised that the outcome ‘connectedness’ was as the most important (priority) outcome to be measured.

Social Impact Model

Three service users with complex needs and at different stages of the recovery journey were interviewed by an SROI evaluator and independent consultant in 2013 (funded by the Big Potential grant). The most important outcomes were identified by service users as follows:

- Confidence and self-belief
- Coping and resilience
- Participation in activities
- Motivation, attitudes and behaviour

A social impact model was developed that encapsulated the priority outcomes of the service users, as well as the outcomes of the funders and commissioners. It drew on the following:

- External evaluation: SROI report August 2013
- Value of Substance: SROI report of Turning Point’s Substance Misuse Services July 2014
- Recovery Recruitment Evaluation report April 2015
- The indicators set out in the Recovery Capital survey that was disseminated in Lincolnshire (developed by Prof. David Best)

A theory of change was developed and is attached as an appendix.

8 Deciding what to Measure

8.1 Developing a Value Model

It was agreed not to define outcomes based on stakeholder consultations (explained above), but to use the CHIME definitions. Double Impact felt that these outcomes definitions best represented the outcomes of its service users. The CHIME definitions encapsulated the service-user consultations, academic research and they would ensure that the evaluation objectives could be achieved.

The simplest model, requiring the least resource going forward, was based on the CHIME outcomes, the number of service users and the activities they undertake. To build a Social Value model based on this, existing data will need to be reviewed to see what variables are available and what can be achieved from existing data.

These outcomes were the simplest and most relevant and accessible outcomes in regards to the development of a social impact model for the purposes of the Recovery Academy model and scaling up the model across the UK.

Important to note that any system and model must be proportional and the scope for this project concludes with developing *a simple system for monitoring [outcomes] in the future to complement outputs data*. Therefore, measurement of the baseline included discussion of the design of any future monitoring system.

8.2 Defining Outcomes to Measure

The definition of outcomes used in the model from consultations, translated into statements in a survey for service users.

Outcomes
CONNECTEDNESS – feeling connected to someone or something in positive ways. (e.g. attending peer support and recovery groups, receiving/ giving support to others, feeling a sense of community)
HOPE – having hope for the future (e.g. optimism about your recovery, having dreams and aspirations, thinking positively, recognising your successes)
IDENTITY - feeling positive about yourself (e.g. valuing yourself, overcoming shame and guilt, accepting life on life's terms)
MEANING – having a purpose in your life (e.g. finding meaning in your recovery/ day to day life, spiritual awareness, having goals which are important to you)
EMPOWERMENT – feeling in control and empowered to do what you want (e.g. making positive changes, focusing on strengths, taking personal responsibility)

that these are unprecedented times with difficult working conditions across the world, and stakeholder engagement has new challenges'. (Social Value UK, 2020).

However, a good response to the surveys was achieved, with 110 completed responses.

9.4 Modelling quantities of outcomes

Outcomes were measured and valued with primary data from service users.

From the sample that responded to the data collection surveys, results were projected on to the total populations with a simple pro-rata. The sample sizes represented a good response to the survey, but statistically small, and small in comparison to national studies, reducing the confidence in results.

The outcomes, in order of quantity (or frequency), were as follows:

Outcomes		
	survey result	pro-rata
Increased HOPE	98	343
Increased EMPOWERMENT	98	343
Increased CONNECTEDNESS	97	339
Increased MEANING	94	329
Increased IDENTITY	87	304
Reduced HOPE	0	0
Reduced IDENTITY	1	3
Reduced CONNECTEDNESS	1	3
Reduced MEANING	1	3
Reduced EMPOWERMENT	1	3

From the sample that responded to the data collection surveys, results were projected on to the total populations with a simple pro-rata. The sample sizes represented a good response to the survey, but statistically small, and small in comparison to national studies, reducing the confidence in results.

9.5 Value of Outcomes

Practice of Social Return on Investment analysis includes the value of outcomes to service users to see which outcomes are most important.

This is not always practiced in cost benefit analysis. However, Government guidance recommends that this is done. The Social Value Act (Public Services (Social Value) Act 2012), requires consideration of social value. HM Treasury guidance on cost benefit analysis also recommends that this was done (The Green Book).

This analysis prioritised the SROI principle of stakeholder involvement in the quantitative research. This meant that service users were empowered directly to tell us how much they valued their outcomes using a consistent comparable quantitative scale. Values for service users in this report are, therefore, all from primary data.



Another benefit of this approach is that there was no method bias between any outcome valuation for service users, enabling confident comparison and conclusion about the most important outcomes.

9.5.1 Relative Valuation

The priority order of outcomes, according to value, for service users is shown in the following tables. (These are the mean values for one outcome, according to service users).

The relative importance of outcomes was established through a weighting question. Service users were asked how important each outcome was to them, for example:

- not important to me
- not very important to me
- important to me
- very important to me
- the most important thing to me

Weighting was the preferred valuation method as it uses primary data and provides more opportunities for a consistent and fair evaluation of outcomes than traditional financial proxies from secondary and multiple sources.

Responses were coded to provide a quantitative score and the relative value of all outcomes to stakeholders can then be concluded on a consistent comparable scale.

All the outcomes were valued by stakeholders; but service users struggled to prioritise them to any significant degree. This is a common effect. The outcomes that respondents are being asked to value have been identified by their peers in answer to questions about what has changed in their life. These questions result in people identifying important changes first and not an exhaustive list of unimportant changes. It is natural to respond to such questions with the most important things first, and not to mention unimportant changes.

This is a deliberate part of the process. One of the principles of SROI is Materiality and the process is designed to efficiently find the most important outcomes. It is not a weakness, therefore, when we find all outcomes are valued by service users. In many ways, the most important outcomes are identified by defining outcomes, and the valuation in the quantitative stages only serves to provide some further definition.

The priority order of outcomes, in order of value to stakeholders is shown in the following table. (These are the mean values, per person, for each outcome, according to stakeholders).

Where weightings of outcomes are close together, conclusions should not be made about the absolute order of value in a relatively small sample size.

Outcomes	Value Weight
Increased HOPE	3.1
Increased IDENTITY	3.0
Increased MEANING	3.0
Increased EMPOWERMENT	2.9
Increased CONNECTEDNESS	2.7

9.5.2 Monetary Valuation

Putting a price or monetary value on a change in someone's life has many challenges, including technical and moral. However, without it, or another appropriate common unit, it is not possible to compare:

- the impact achieved across multiple stakeholders groups to conclude the most important changes overall; or
- the total value with the investment to calculate a social return on the investment as a baseline to improve on.

For these reasons, then, a financial proxy was selected to anchor the relative values (weights) against.

The reference chosen, was being free from drugs, sourced from the HACT Social Value Bank. Use of these data were licensed under a Creative Commons Attribution Non-Commercial No Derivatives International License.

The Social Value Bank is based on a statistical analysis of life satisfaction data from the British Household Panel Survey, Understanding Society and the Crime Survey for England and Wales under licence by the Economic and Social Data Service (ESDS). The analysis uses the Wellbeing Valuation technique (Daniel Fujiwara R. C., July 2011). The values in the Social Value Bank are based on work presented in the following publications: (Lizzie Trotter J. V., March 2014) (Lizzie Trotter J. V., May 2015) (Daniel Fujiwara J. V., September 2015).

The resulting monetary values are sensitive to the selection and appropriate adjustment of the proxy(s), and care should be taken with any conclusions about the absolute monetary values stated.

However, this approach is a good fit for the purposes of comparison stated above:

- the consistency of the monetary value references used enables comparison across stakeholder groups without any risk of source or method bias; and
- the calculation of a social return on the investment provides a baseline to improve on if the method is repeated.

Description	Value	
	Weight	(£)
Increased HOPE	3.1	£5,514
Reduced HOPE	3.1	-£5,514
Increased IDENTITY	3.0	£4,640
Reduced IDENTITY	3.0	-£4,640
Increased MEANING	3.0	£5,127
Reduced MEANING	3.0	-£5,127
Increased EMPOWERMENT	2.9	£5,209
Reduced EMPOWERMENT	2.9	-£5,209
Increased CONNECTEDNESS	2.7	£4,786
Reduced CONNECTEDNESS	2.7	-£4,786

9.6 Causality of Outcomes

Through the survey process, service users were asked how much of the change they experienced was down to Double Impact activities or if some of it could have happened without Double Impact activities.

For each potential change, could it be down to something else or someone else, or could it have happened anyway during the period you attended Double Impact. Is it all down to Double Impact - what do you think?

- None of it
- Some of it
- Most of it
- All of it

The results in the following table show the amount of each outcome that service users thought was not down to Double Impact.

Description	Causality
Increased HOPE	62%
Increased CONNECTEDNESS	60%
Increased IDENTITY	60%
Increased MEANING	59%
Increased EMPOWERMENT	58%

10 Profile

Service user's diversity was assessed. The most relevant (material) differences were:

- Gender
- Age
- Ethnic group
- Employment status; and
- Household make-up (single/parent/etc)

10.1 Gender

Female	53%
Male	46%
Other (please specify)	1%

10.2 Age

20 - 24	1%
25 - 29	11%
30 - 34	6%
35 - 39	16%
40 - 44	11%
45 - 49	18%
50 - 54	9%
55 - 59	14%
60 - 64	10%
65 - 69	1%
70 - 74	2%
75 - 79	1%
Prefer not to say	1%

10.3 Ethnic group

English/ Welsh/ Scottish/ Northern Irish/ British	88%
Mixed - White and Black African	1%
Mixed - White and Black Caribbean	5%
Other (please specify)	1%
Other Mixed/ Multiple ethnic background*	1%
Other White background*	4%

10.4 Employment status

Carer of other household member	1%
Casual worker – not in permanent employment	3%
Homemaker	4%
In Full-time employment	9%
In Part-time employment	12%
Other (please specify)	7%
Retired and living on state pension	2%
Student	2%
Unemployed or not working due to long-term sickness	60%

10.5 Household make-up

Other (please specify)	54%
Single parent family	19%
Two parent family	27%



11 Total Value

The combined quantity, value and causality of the outcomes was analysed to derive the total value of each outcome for all the service users who achieved it.

In order of magnitude, the most important outcomes were:

Outcome	Quantity		Value		Causality	Total
	Survey result	Pro-rata	Weight	Value (£)		
Increased HOPE	98	343	3.1	£5,514	38%	£1,170,840
Increased EMPOWERMENT	98	343	2.9	£5,209	42%	£1,039,205
Increased MEANING	94	329	3.0	£5,127	41%	£992,460
Increased CONNECTEDNESS	97	339	2.7	£4,786	40%	£980,846
Increased IDENTITY	87	304	3.0	£4,640	40%	£844,690
Reduced HOPE	0	0	3.1	-£5,514	38%	£0
Reduced IDENTITY	1	3	3.0	-£4,640	40%	-£9,709
Reduced CONNECTEDNESS	1	3	2.7	-£4,786	40%	-£10,112
Reduced MEANING	1	3	3.0	-£5,127	41%	-£10,558
Reduced EMPOWERMENT	1	3	2.9	-£5,209	42%	-£10,604
TOTAL						£4,987,057



12 Social Return

Finally, if the total value is compared with the investment and inputs required to create the value, a ratio of return can be calculated.

This means for that: for every pound of investment in Double Impact activities there was 6 times as much social value created for service users.

Activities across 4 sites, in 2020/21 for 385 service users cost £774k and created value of approx. £5M.

Total investment	£773,733
Value for Service users	£4,987,057
Social Return on Investment	6.45

By comparison this show an improvement based on the SROI evaluation that was undertaken in 2013, which showed total value for the service users of £1,836,148: Every one pound invested resulted in a social return on investment of £4.

However, we recommend caution in comparing the results because the purpose of the evaluations was different, some stakeholder groups were excluded and the outcomes were defined by Double Impact and not the service users.



13 Fiscal and Economic Value

Fiscal Value is the value to the State, or the knock-on impact on public services when the CHIME outcomes above occur in services users' lives. Many drug and alcohol services deliver this value, indeed some are designed to.

Double Impact also create Economic Value, or the knock-on impact on the economy when the CHIME outcomes above occur in services users' lives, in terms of training and employment that goes beyond value to public services.

13.1 Scope

As stated in 1.4, importantly, the method used here (SROI) is not about claiming 'savings to the state' or putting a value on achieving objectives – it is more about accountability to service users and listening to their life experience and values (Social Value International, 2017). This reports shows the changes in the lives of service users and the value they put on these changes.

However, it is also important to include at this point, the need to support the development of a measurement framework for the Recovery Academy so that it can be easily replicated across the UK and to help to 'sell' the Recovery Academy model to new customers so that Double Impact can increase its social impact. Whilst the outcomes above, and the recovery of service-users from drugs and alcohol usage are the most important outcomes, in terms of value to service-users, the 'sell' to customers (social enterprises and Commissioners) may also need to include the reduced demand on public sector services, or fiscal value.

This value can be in many different areas of public services. Traditionally, health, crime, housing and social services. But Double Impact also aim to produce additional Employment and Training impact.

Many commissioners are fully aware of the impact on their services of projects like Double Impact in terms of health, crime, etc, it is implicitly why some drug and alcohol treatment services are commissioned. Rather it is the social value to the individual service users that often needs to be better understood and evidenced to understand the value of drug and alcohol treatment.

But where commissioners do not have at their finger-tips the value in terms of reduced demand on their services that projects may be able to deliver, or importantly for Double Impact, the additional Employment and Training impact, it is useful to present it.

This requires local public services and the economy to be added to the analysis as stakeholders and their outcomes evaluated and valued.

We make the important point here again that the purpose of an SROI is first and foremost to identify the outcomes that are valued by the service-users; to identify how more can be done to increase this social value.

13.2 Modelling Fiscal Value

It is possible to estimate the potential fiscal value to public services and the value to the economy.

The quantification exercise did not include any questions related to these outcomes (because the CHIMEs outcomes were used and because they were not a priority as defined by the service-users).

These additional figures, that complement those included already, are not produced with the same method or rigour - commissioners have not been consulted as stakeholders, economic data has not been gathered etc in the same way that outcomes for service users have been evaluated and valued.

All the figures in this section are unit costs (the value each time one person achieves the change described).

These fiscal and economic values, then, should be viewed as broad indications, but they can be modelled with available data. If data for the volumes of these resulting from Double Impact is available, a total can be calculated and added to the social return. The causality of each of these should also be considered in the same way that it has been considered in the calculations above (9.6).

Care should be taken in applying these values as they not only assume average impact, but an average service; and we aim to reflect in this report how Double Impact is not an average drug and alcohol service.

13.2.1 Health, Crime, Housing and Social Services

UK Government Cost Benefit Analysis studies show the potential 'average' impact, or national average cost, of drug and alcohol treatment services (The Drug Treatment Outcomes Research study (DTORS)). DTORS was carried out by the National Drug Evidence Centre (NDEC) in collaboration with the National Centre for Social Research (NatCen) on behalf of the Home Office. DTORS models data from the National Drug Treatment Monitoring System (NDTMS) (University of Manchester, 2022). (Please note: NDTMS data does not provide a perfect read across to the data Double Impact collect).

Outcome	Indicator	Valuation	Unit Cost
Fewer victims of drug related offences	estimated no. of people who would have been victims of drug related offences based on number of estimated offences (below)	wellbeing value derived from BHPS data for an individual not worried about crime [HACT social value bank] (excludes the cost of items stolen as insurance costs are included in the national average annual savings below)	£13,596
Service Users offend less to pay for drugs and so there are fewer drug related offences	No. of Service Users (NDTMS version for consistency with proxy)	National average annual savings in reported offences from delivery of a structured drug treatment programme. Drug Treatment Outcomes Research Study (DTORS) (Home Office, 2009), p.14, according to NDTMS definition of Users in treatment	£14,907

Service Users receive support for the housing needs → housing needs met → fewer emergency housing cases	no. of Service Users no longer reporting re-occurring housing needs (source: TOPS)	average cost for those in residential hostels or night-time drop-in centre for one night or more in any 4 week period (DTORS)	£8,572
Service Users are better parents and so there are fewer child safeguarding cases	Service Users who stop substance abuse (actual abstinence) [TOPS data] who are also parents caring for children, multiplied by Nat ave % with children in care multiplied by no. of children (ave 1.7)	The average costs per person who had one or more children in care [DTORS]	£42,889
Service Users have improved health and so there are fewer Service Users presenting for medical treatment (including GP appointments, hospitalisation for overdoses, etc)	No. of Service Users (NDTMS version for consistency with proxy)	National average annual savings in health and social care costs (excluding mental and behavioural disorders) . Drug Treatment Outcomes Research Study (DTORS) (Home Office, 2009), p.13 according to NDTMS definition of Users in treatment	£2,585

[Figures updated to 2022 prices].

13.2.2 Employment and Training

Additionally, the Greater Manchester Cost Benefit Analysis model (New Economy Manchester, 2019) enables us to identify national average costs for a range of employment and training outcomes for local economies and local public services that Double Impact deliver.

Greater Manchester CBA Model outcome	Fiscal value
Employment and Support Allowance	
Fiscal and economic benefit from a workless claimant entering work	£12,818
Job Seeker's Allowance	
Fiscal and economic benefit from a workless claimant entering work	£12,657
Income Support	
Fiscal and economic benefit from a workless claimant entering work	£5,932
Not in Employment Education or Training (NEET)	
Average cost per 18-24 year old NEET	£4,257

14 Conclusion and Recommendations

The Social Value of Double Impact service is high – it achieves important, long-term outcomes for people with complex needs that are recovering from addictions and substance misuse. Academic research and Double Impact’s own intelligence and experience have identified that social connections are an important outcome in the recovery process. This was validated through some service-user consultations and the quantitative research.

This SROI evaluation had specific goals, which were to develop a social outcomes measurement framework and to identify the social value in order to increase the social value through selling the Recovery Academy model and replication across the UK. The analysis therefore bypassed some of the rigour required for an SROI evaluation that meets assurance standards.

Double Impact’s Recovery Academy model and the outcomes are supported and informed by long-standing evidence based national and international academic research. Double Impact therefore defined the outcomes that it felt would be best used and measured in order for it to achieve its goal of replication through the franchise, sub-contract or partnership model. In this way, this SROI Evaluation worked through the complexities presented and achieved its goals and purpose successfully.

We have appended the key factors that Social Value UK, as a leader in social value accounting, is seeking to address through the SROI evaluation - that is, using the results of SROI to identify the outcomes that are valued by the service users and seeking to increase the social value through making strategic, tactical and operational decisions. We want to emphasise the importance of this.

Double Impact are committed to this. Whilst this SROI evaluation did not strictly adhere to the Social Value Principles the purpose of this evaluation was in fact to increase the social value through replicating the Recovery Academy across the UK. Double Impact has committed to attending a Business Improvement Workshop, facilitated by the evaluators, to consider and respond to this evaluation and identify if and how it can further increase its social value.

In terms of the social outcomes, the evaluators found that the CHIMES outcomes were not particularly well defined and that there was some potential for double counting and over valuing of the outcomes. We would recommend that further research is undertaken to develop the outcomes pathway, and any dependencies between the outcomes.

We would also recommend that the social impact and value of the peer mentors is identified as well as the value to the wider community. To align with external outcomes models Double Impact may want to consider aligning with external outcomes models such as the Big Society Capital Outcomes Matrix to define citizenship and community outcomes, particularly as empowerment was considered an important outcome by the organisation. See here for possible outcomes and measures: <https://www.goodfinance.org.uk/measuring-social-impact/outcomes-matrix/app/measures> Other interesting observations included that the social outcomes had almost equal values, and that connectedness was valued slightly less than the other outcomes.

We would also recommend that the potential fiscal savings to commissioners are further identified and valued to support the promotion and sale of the Recovery Academy model. Again research to evidence the connection between the softer outcomes identified here and employment will make the business case stronger, and even better if Double Impact cross references this with the data collected through this evaluation.

In sum, the SROI Evaluation has provided Double Impact with evidence of its social value so that it can move forward with confidence when promoting and selling the Recovery Academy.

The SROI Evaluation has also provided Double Impact with an initial social outcomes measurement framework that will enable it to track the outcomes and value both internally and externally.

It is proposed that the social outcomes measurement framework for the Recovery Academy Manual is as follows:

Outcomes	Indicators	Data collection	Social value (per person, including causality)
Connectedness – feeling connected to someone or something in positive ways	The number of people that report a change using as scale from -5 to + 5	Annual survey	£2,891
Hope – having hope for the future	The number of people that report a change using as scale from -5 to + 5	Annual survey	£3,416
Identity - regaining a positive sense of self and identity	The number of people that report a change using as scale from -5 to + 5	Annual survey	£2,776
Meaning – having a purpose in life	The number of people that report a change using as scale from -5 to + 5	Annual survey	£3,019
Empowerment – feeling in control and empowered to do what you	The number of people that report a change using as scale from -5 to + 5	Annual survey	£3,032

15 Bibliography

- Best et al. (2017). *Recovery networks and community connections: identifying connection needs and community linkage opportunities in early recovery populations*. Alcoholism Treatment. Sheffield: Sheffield Hallam University.
- Daniel Fujiwara, J. V. (September 2015). *The Wellbeing Value of Tackling Homelessness*. London: HACT.
- Daniel Fujiwara, R. C. (July 2011). *Valuation Techniques for Social Cost-Benefit Analysis*. London: HM Treasury. Retrieved from https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/209107/greenbook_valuationtechniques.pdf
- Estimating the crime reduction benefits of drug treatment and recovery*. (2012). Retrieved from <http://www.nta.nhs.uk/uploads/vfm2012.pdf>
- HACT social value bank. (n.d.). Retrieved from <http://www.hact.org.uk/social-value-bank>.
- Joelle Bradly, W. B. (2013). *A Social Return on Investment (SROI) analysis of Double Impact citywide services in Nottingham for people recovering from alcohol/drug dependence*. Bangor: Iodestar.
- Lizzie Trotter, J. V. (March 2014). *Measuring the Social Impact of Community Investment: A Guide to using the Wellbeing Valuation Approach*. London: HACT.
- Lizzie Trotter, J. V. (May 2015). *The health impacts of housing associations' community investment activities*. London: HACT.
- morethanoutputs. (2014). *Value of Substance*. Retrieved from Social Value UK: <https://socialvalueuk.org/report/value-of-substance/>
- new economy manchester. (2015, GMCA Manchester). *Unit Cost Database*. Retrieved from new economy manchester: <http://www.neweconomymanchester.com/our-work/research-evaluation-cost-benefit-analysis/cost-benefit-analysis/unit-cost-database>
- New Economy Manchester. (2019). *Unit Cost Database*. Retrieved from Greater Manchester CBA model: <https://www.greatermanchester-ca.gov.uk/what-we-do/research/research-cost-benefit-analysis/>
- Oxfam International. (2021). *The Inequality Virus*. Oxford: Oxfam GB.
- Personal Social Services Research Unit. (2013). *Unit Costs of Health and Social Care*. Canterbury: Personal Social Services Research Unit.
- Public Services (Social Value) Act 2012*. (n.d.). Retrieved from http://www.legislation.gov.uk/ukpga/2012/3/pdfs/ukpga_20120003_en.pdf
- Social Value International. (2017). *The Seven Principles of Social Value, and why they are important for accountability and maximising social value*. Liverpool: Social Value International.
- Social Value UK. (2009). *The Cabinet Office sponsored guide to SROI*. Retrieved from <http://socialvalueuk.org/what-is-sroi/the-sroi-guide>
- Social Value UK. (2018). *Social Value Certificate*. Retrieved from Social Value UK: <http://www.socialvalueuk.org/social-value-certificate/>

Social Value UK. (2020). *A Response To COVID-19 And Application Of Principle 1*. Retrieved from Social Value UK: <https://socialvalueint.org/svi-publishes-a-response-to-covid-19-and-application-of-principle-1/>

Social Value UK Assurance Process. (n.d.). Retrieved from <http://socialvalueuk.org/sroi-analysis/assurance>

The Drug Treatment Outcomes Research study (DTORS). (n.d.). Retrieved from http://www.dtors.org.uk/reports/DTORS_CostEffect_Main.pdf

The economic and social costs of crime against individuals. (n.d.). Retrieved from <http://webarchive.nationalarchives.gov.uk/20100413151441/http://www.homeoffice.gov.uk/rds/pdfs05/rdsolr3005.pdf>

The Green Book. (n.d.). Retrieved from <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government>

University of Manchester. (2022). *National Drug Treatment Monitoring System* . Retrieved from Public Health England: <https://www.ndtms.net/>

16 Appendix: SROI Basic Propositions & Monetary Valuation

What is a cynic? A man who knows the price of everything and the value of nothing. **Oscar Wilde**

Most organisations have a pretty good idea of the costs of what they do. Annual accounts, management accounts, budget reports and a whole accountancy profession add up to a great deal of effort to make sure this is the case. Some organisations are quite good at counting what they do with these resources. They can track the number of users or contacts, or customers. Many can provide some evidence that these activities lead to some sort of change. But few can explain clearly why all this matters. What would happen if they did not exist? What is the real value of what they do? Social Return on Investment (SROI) sets out to redress the balance by looking at value not just cost. “SROI aims to increase social equality, environmental sustainability and wellbeing.” (Social Value UK).

Social Return on Investment (SROI) is a framework for measuring and accounting for change and this much broader concept of value.

Things that have monetary value or that are presented in monetary terms, for the most part, are the only type of value that is measured and accounted for. This includes the profit or loss/costs of delivering products and activities, the salary and tax contributions from a job, or GDP for a nation. These become definitions of success – money talks. As a result, these things with financial value take on a greater significance and many important things get left out and do not get considered equally when we make decisions. Decisions made like this are not as good as they could be as they are based on incomplete information about the combined importance of economic, social and environmental changes.

To put social changes on this more level playing field, we have translated them in to monetary values so they can be accounted for together with anything else with a monetary value, equally.

16.1 Confidence in Precision or Principles?

But just because we have translated changes in people’s lives in to monetary values, does not make these numbers absolute, objective or more scientific than qualitative stories about change. And indeed the numbers in this report are far from precise. Like many figures in financial accounts and economics that we use for decisions, the figures in this report are good enough indications of value to use in making decisions – but not absolute, objective or precise.

We must be careful not to conclude from this report that we can reduce something like a person’s dignity to a number; but at the same time, a person’s dignity should count for something and needs to be counted. So please understand how the numbers in this report represent real people who have told us about the changes in their lives and how important the changes are to them. This importance is represented in this report partly by a translation in to numbers about value.

Oxfam's report on the [Inequality Virus](#) shows how important it is right now to be addressing inequalities and measuring our impact – the first step it recommends is to value what matters (Oxfam International, 2021).

SROI is a principles based framework for accounting for social value. It aims to reduce inequalities by including the value of changes in people's lives in to our decision making management information by presenting them in numbers to go along side our other numbers that we use when making decisions (Social Value UK, 2018). This then is more of a principle to produce these numbers that represent the lived experience of people in our accounts and management information, than an imperative to get the numbers precisely right.

The principles are based around [accountability and improvement](#) for stakeholders (Social Value International, 2017). That it so say the things we measure must be:

- the changes in the lived experience of those we have impact on, described by them; and valued by them from their perspective (what is it worth to them); in order to
- include what's important to them in the numbers we use to make decisions; and, therefore improve activities to create more of (or maximise) those things that are important to them.

Confidence and assurance in the numbers in this report should come from these principles: that the numbers represent beneficiaries' stories. Confidence in using these numbers should not come from the precise figures (Social Value UK Assurance Process).

16.2 A Social Return on an Investment

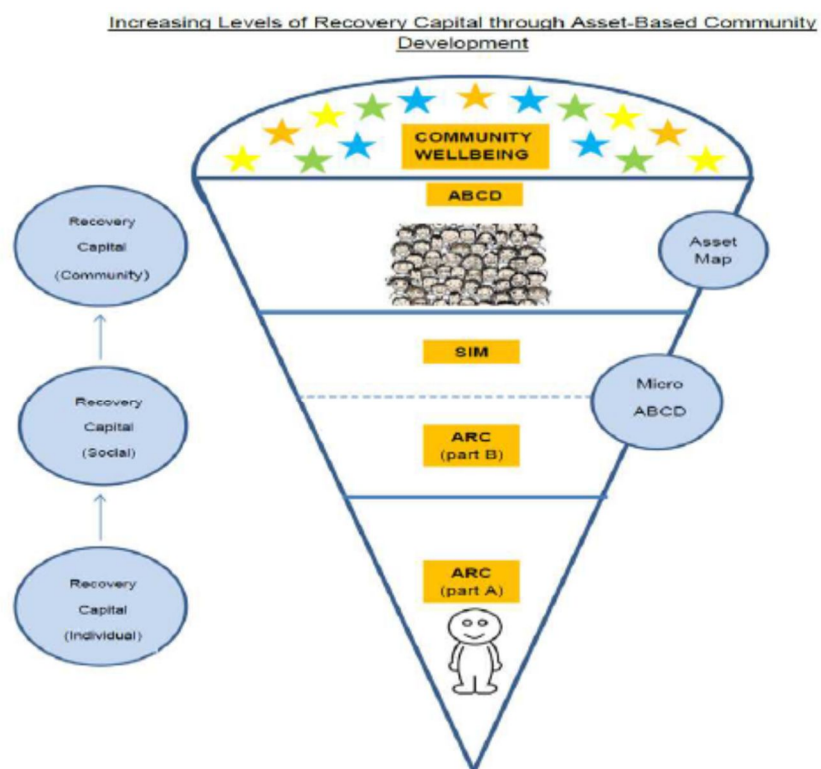
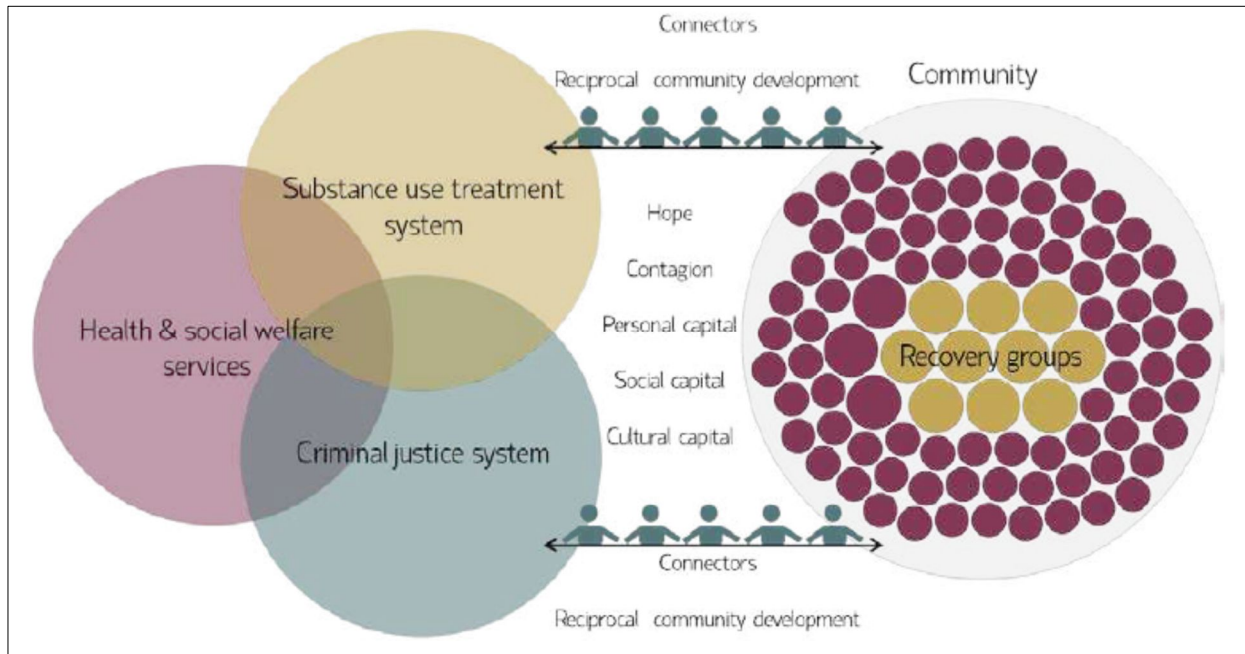
It is possible to say if we have the monetary valuation of changes in people's lives, that for every £1 invested in an activity, there is a social return of £6.45 or the total social value created is £4,987,057. But what does this mean if we do that? Does a figure for the total social value tell us about the lived experience of those we impact on? Does it actually driving improvements in service provision?

It can be useful if we follow the principles above about accountability and improvement.

Firstly, it can provide a single metric or index as baseline for the value we are creating. If we aim to improve, then measuring this shows us how we are improving and maximising value over time against this relative baseline.

Secondly, if we are using everything in this report for its primary purpose of increasing accountability and maximising value, then how can it be wrong to use this powerful investment analogy of a return (in monetary terms) to promote and sustain the activities and organisations that maximise value – or do 'more good'? But, beware of this second use of attractive figures without the first primary purpose for these numbers. To repeat, the primary purpose of these numbers, it is not about external audiences and promotion, but internal accountability and improvement.

17 Appendix: Recovery model



18 Appendix: Theory of Change

