

The Difference that Right There Makes

Social Return on Investment Approach
to Impact Evaluation

Executive Summary

May 2024



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The full report can be downloaded from: www.rightthere.org

About Right There

Right There’s vision is for a world where everyone has an equal chance to create a safe and supportive place to call home. Everyone’s route to a safe, supportive home is different. Right There’s support reflects this: their services are person-centred and holistic; tailored to meet each individuals’ needs, strengths and aspirations. The organisation operates on the principle of meeting people where they are at in life, without judgment – walking alongside them and offering tailored support – to prevent homelessness and to help keep families together.

Despite its growth and adaptation over the last 200 years, the charity’s core purpose of ensuring equal opportunities for all remains steadfast, emphasising their unwavering commitment to communities and people. Rooted in communities across Scotland, Right There helps individuals and families facing tough times, as they navigate hardship or crisis situations. In doing so, they are addressing some of society’s most pressing social challenges today.

Right There annually supports around 11,500 individuals, adapting to the evolving needs of communities. It aids those facing multiple life challenges, increasing their vulnerability. The Five Pillars of Wellbeing: purpose, mental, relational, physical, and financial wellbeing, frame the needs of those supported. They provide a framework to understand an individual’s life journey.

In the last decade, significant global transformations have reshaped the landscape for UK charities like Right There. Factors such as the COVID-19 pandemic, economic challenges, and increasing mental health awareness have transformed the environment in which Right There operates. These changes have intensified community needs and increased demand for Right There’s intensive, holistic support.

Scope and Purpose of the Report

This report is instrumental in evaluating and communicating the difference that Right There makes across Scotland. By employing a robust mixed-methods research approach, the report combines narrative storylines of real experiences with economic valuations to illustrate the comprehensive difference that Right There makes. The primary aim is to quantify the socio-economic benefits generated by Right There’s diverse offer, providing a clear evidence base



to support ongoing measurement and future operations. Sonnet Advisory & Impact CIC has worked closely with Right There to provide:

- An expansion of the existing Theory of Change to explain the detail of how outcomes are delivered.
- An articulation of the value being brought by Right There for the people the organisation supports.
- An outcomes framework which enables Right There to continue to effectively measure the difference they make.
- A financial (socio-economic) evaluation reflecting the outcomes being achieved, identifying which stakeholder is benefiting and how.

Theory of Change

The Theory of Change (diagram overleaf) is a comprehensive framework that outlines ‘how’ and ‘why’ the desired changes within the communities Right There serves are expected to happen. This framework details the connections between activities, outcomes (primary and secondary), and long-term goals, offering a clear pathway of interaction that leads to substantial social impact. It helps clarify the mechanisms through which Right There’s support translates into improvements in the circumstances and well-being of those it helps. The Theory of Change also underscores the importance of adaptable, person-centred approaches and how they contribute to sustainable changes in individuals’ and families’ lives.

The Theory of Change is built to respond to individuals’ and families’ needs as they are framed by the Five Pillars of Wellbeing, and so, as a result, it prioritises adaptability and responsiveness based on immediate and longer-term need.



Needs

- Purpose
- Financial Wellbeing
- Relational Wellbeing
- Mental & Emotional Wellbeing
- Physical Wellbeing

- Somewhere Safe To Stay
- Help To Find & Sustain A Tenancy
- Help To Build On Strengths & Develop Skills
- Help To Access Support & Opportunities
- Help To Find Belonging & Purpose And A Place In A Community

Theory of Change



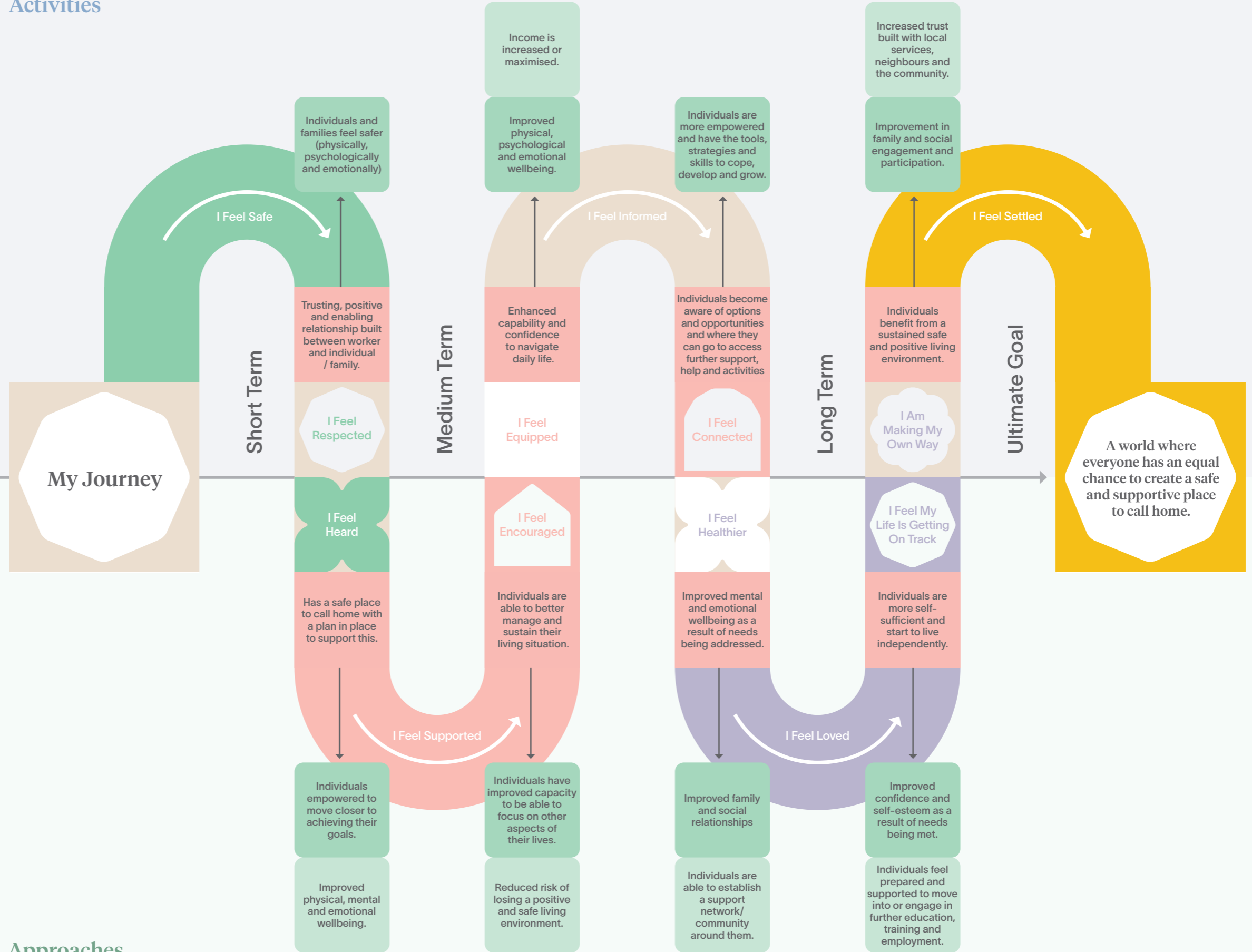
← What We Do →

← How We Do It →

Monitoring & Sharing

Goal-Based Planning / Housing / 1-1 Support / Advocacy / Coaching / Mentoring / Counselling / Group Support

Activities



Approaches

Person-Centred And Individually Tailored / Psychologically Informed / Holistic Support / Strengths Based Approach / Prioritising Areas Of Need / Strengthening Communities / Trusting Individuals & Collaborative Working

Learning & Adapting

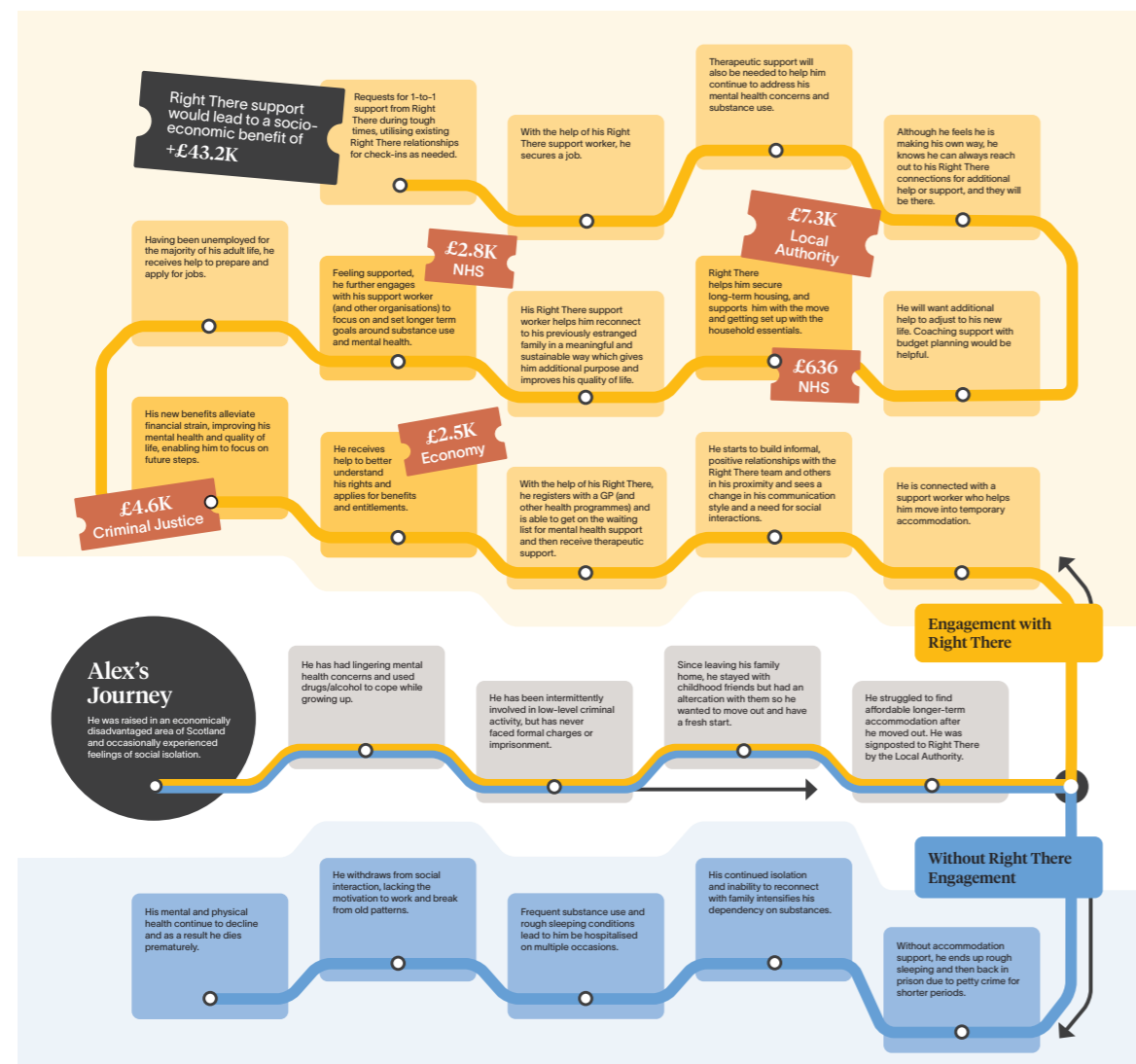
Archetypical Storylines

The archetype storylines developed through the report serve as vivid, narrative-based tools that encapsulate the typical experiences of individuals and families Right There supports. Utilising archetypes enables us to select relevant and realistic metrics for measuring the difference Right There makes (outputs, outcomes and indicators of change) as they are deeply informed by the storylines of the people supported.

Working with Right There and the people it supports, we explored the stories of five main archetypes (one of them, Alex's, illustrated below). This exploration included identifying, mapping out, analysing and validating using different sources:

- their needs,
- their journey to Right There,
- the time period they are supported by Right There and
- the difference Right There has made in their lives – as well as what could happen if they did not access help from Right There (the counter-factual).

These storylines are instrumental in humanising the data, holding the complexity of their situations and ensuring Right There's work and the difference it makes, becomes relatable and understandable to stakeholders. By presenting detailed archetypical life journeys, these storylines illustrate the strengths of each, the challenges they face on their journey and the transformative impact of Right There on their lives. They enable stakeholders to see the potential outcomes of support in varying scenarios and in different circumstances.



Outcomes Framework

Where the Theory of Change concentrates on understanding the 'how' and 'why' behind achieving change, the outcomes framework is dedicated to identifying, measuring, evidencing and validating that change has happened, and the scale and quality of this. It draws out the outcomes (which we've now spoken at length about), and presents them in a structure, including the types of indicators that would demonstrate or evidence that the change has actually occurred.

Right There requires an approach to ongoing measurement that enables it to be delivered consistently and regularly by the Right There team, and validated independently, and developed further. The outcomes framework will help Right There to measure and evidence the difference it has made.

The overarching outcomes framework has been unpacked into Right There's three key areas of focus: 'At Home, For People; and In the Community.' This is important because:

- Every person that Right There supports is unique, and so different activities and approaches will be drawn in at different times within their journey.
- It is crucial that any measurement of impact is flexible enough to be able to collect the right data at the right time, but still be consistent across programmes.
- It is helpful for each programme to see the journeys of people and the outcomes they achieve along the way, come alive within the outcomes framework.
- Having a specific part of the framework dedicated to their programme and their work, enables them to align with the specifics of the impact data they need to collect and the frequency of this.

Economic Evaluation of Outcomes

The economic evaluation applies Social Return on Investment (SROI) methodologies to quantify the economic value of the outcomes achieved through Right There's activities and approaches. The journey maps for each archetype not only narrate people's life experiences and the outcomes achieved against those, but they are used to quantify the economic value associated with those outcomes (assigning monetary values to them).

The results of the economic evaluation show the value to society generated by Right There support for each archetype. The analysis shows that Right There generates a social benefit worth millions of pounds, offering compelling evidence of its value to society.

The Difference Right There Makes

Right There has a profound and lasting impact on individuals, families, and communities across Scotland. By addressing the root causes of social and economic instability, Right There helps people to rebuild their lives, resulting in reduced dependency on public services and enhanced community resilience. The organisation's strengths-based focus on empowerment, skills building, and resilience not only alleviates immediate hardships but also equips individuals with the tools and confidence to navigate future challenges.

The transformative impact of Right There's work extends beyond the individuals it directly supports, influencing broader societal outcomes such as reduced homelessness, lower unemployment, and improved mental health. These changes contribute to a stronger, healthier society, underscoring the significant role that Right There plays in Scotland's social fabric.

Right There's deep understanding of the changing landscape is also essential for strategic planning and future-proofing its operations. By analysing the interconnected factors that affect both their work and the lives of those they support, Right There is better positioned to anticipate and respond to emerging needs. This proactive approach helps in crafting an offer that is

By meeting people’s needs in the way it does, Right There generates a social benefit to society of at least £308.6m, based on one year’s cohort of referrals to Right There, which is on average, 3,820 households (equates to approximately £81k impact value per household supported).

not only responsive but also anticipatory, thereby enhancing the sustainability of it. As Right There continues to evolve, its commitment to staying informed and adaptable is more important than ever, ensuring that its services remain aligned with the real and pressing needs of the communities it serves.

Right There’s model is designed around a deep, empathic and comprehensive understanding of the multifaceted nature of adversity faced by the people and communities the organisation supports. Right There’s activities and approaches are specifically tailored to meet the complex needs of individuals and families who face overlapping challenges such as poverty, homelessness, and mental health issues. The crux of the Right There approach is the fostering of trusting, positive, and enabling relationships between support workers and individuals or families. This acts as the primary catalyst for positive outcomes. These relationships model healthy interpersonal dynamics and conflict resolution, creating a safe space for open communication.

The report not only measures outcomes but also seeks to deepen the understanding of how Right There’s activities contribute to systemic change within the communities it serves. Through detailed analyses, the report identifies key success factors and areas for improvement, offering strategic insights that can guide policy-making and programme development. This dual focus on both quantitative and qualitative outcomes ensures a holistic view of the organisation’s impact, underpinning its advocacy and funding efforts with solid data.

This foundation enables those supported by Right There to find a safe place to call home and establish plans based on their own goals and ambitions. Their person-centred approach ensures that each interaction is tailored to the individual’s circumstances, which not only helps in meeting immediate need, but also in promoting empowerment, self-sufficiency, growth and independence. This approach enables people to better navigate and overcome challenges more effectively. Right There’s commitment to walking alongside its clients, offering support as needed without judgment, is a core component of why it makes such a difference.

