



**East of England**  
Local Government Association



**Norfolk** County Council



**Suffolk**  
County Council

# Social Impact Bonds: from Myth to Reality

## East of England Regional Conference

25<sup>th</sup> January 2018



@ukgolab  
#SIBsMythReality



# GOVERNMENT OUTCOMES LAB

**Cllr Keith Kiddie**

Chair of the Business & Property Committee,  
Norfolk County Council



# GOVERNMENT OUTCOMES LAB

## James Magowan

Senior Policy Advisor,  
Centre for SIBs,  
Department for Culture, Media and Sport

# Agenda for the day



GOVERNMENT  
OUTCOMES  
LAB

- 10.00 Welcome and opening remarks from co-hosts
- 10.20 Some theory. *GO Lab*
- 11.00 Learning from current practice.  
*Manchester Treatment Foster Care SIB, Jock Rodger*  
*West London Zone Collective Impact Bond, Nigel Ball*
- 12.15 Some more theory. *GO Lab*
- 12.45 Lunch & networking
- 13.30 Workshop sessions:  
  1. Deciding if a SIB is feasible – *Andreea Anastasiu, GO Lab.*
  2. Developing SIBs – *Graham Phillips, Norfolk CC; Andrew Cuthbertson, Suffolk CC*
- 14.30 Social investment and the role of social investors in developing a SIB project. *Neil Stanworth, ATQ Consultants, and Andrew Levitt, Bridges Fund Management*
- 15.30 Next steps & closing remarks
- 16.00 Close

Join at  
**slido.com**  
**#SIBs**



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# GOVERNMENT OUTCOMES LAB





# GOVERNMENT OUTCOMES LAB

About the GO Lab



# About us

Joint partnership  
between UK  
Government &  
Oxford University

Established in 2016

Based at the  
Blavatnik School of  
Government, in  
Oxford

Centre of academic research and practice with a mission to improve the provision of public services to tackle complex social issues, with a focus on outcome based models

# Problem statement

There is room to improve the way government commissions public services in order to deliver greater social impact and value.

*(focusing on those that tackle complex and social issues across health, social care, criminal justice, employment and education)*

# Impact

Commissioning is more efficient and effective,  
delivering additional social impact and value.

# Strategy

## Research

Generating, synthesising and communicating knowledge for practitioners and academics

## Advise

Developing commissioners' skills through learning opportunities and advice, and through connecting people and nurturing peer-to-peer network.

## Connect

Raising awareness and debate by convening academics and practitioners, celebrating good practice and via public communications

## Support available from GO Lab

Enhance knowledge amongst commissioners & related professionals

Facilitate peer learning between commissioners

Reduce technical complexity of new commissioning approaches

# Support available from GO Lab

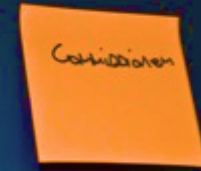
Knowledge Hub  
[golab.bsg.ox.ac.uk](http://golab.bsg.ox.ac.uk)

Communities of  
practice  
(peer learning)

How to  
guides



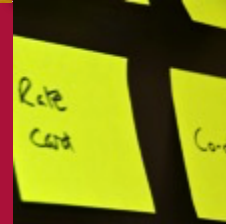
Commissioners'  
journey tool



Webinars

HOW TO  
GUIDE  
CONTRACTING  
AND GOVERNANCE

Advice  
surgeries



Events &  
workshops



SIB  
projects  
database



Executive  
education



Fellows of  
Practice



# The GO Lab is a centre of academic research and practice for outcome based commissioning & social impact bonds

This is our digital hub for resources and insights from across this emerging field

**Blog**



To learn, to serve, to lead: the vision for the GO Lab >

**Event**



Social Impact Bonds: from Myth to Reality - East of England regional event >

**Event**



How Social Investment makes a SIB a SIB (and why commissioners should care) >

# 'How to' guides

- Feasibility assessment
- Procurement
- Setting & measuring outcomes
- Contracting and governance
- Evaluation

All available online at:  
[golab.bsg.ox.ac.uk/technical-guides](http://golab.bsg.ox.ac.uk/technical-guides)



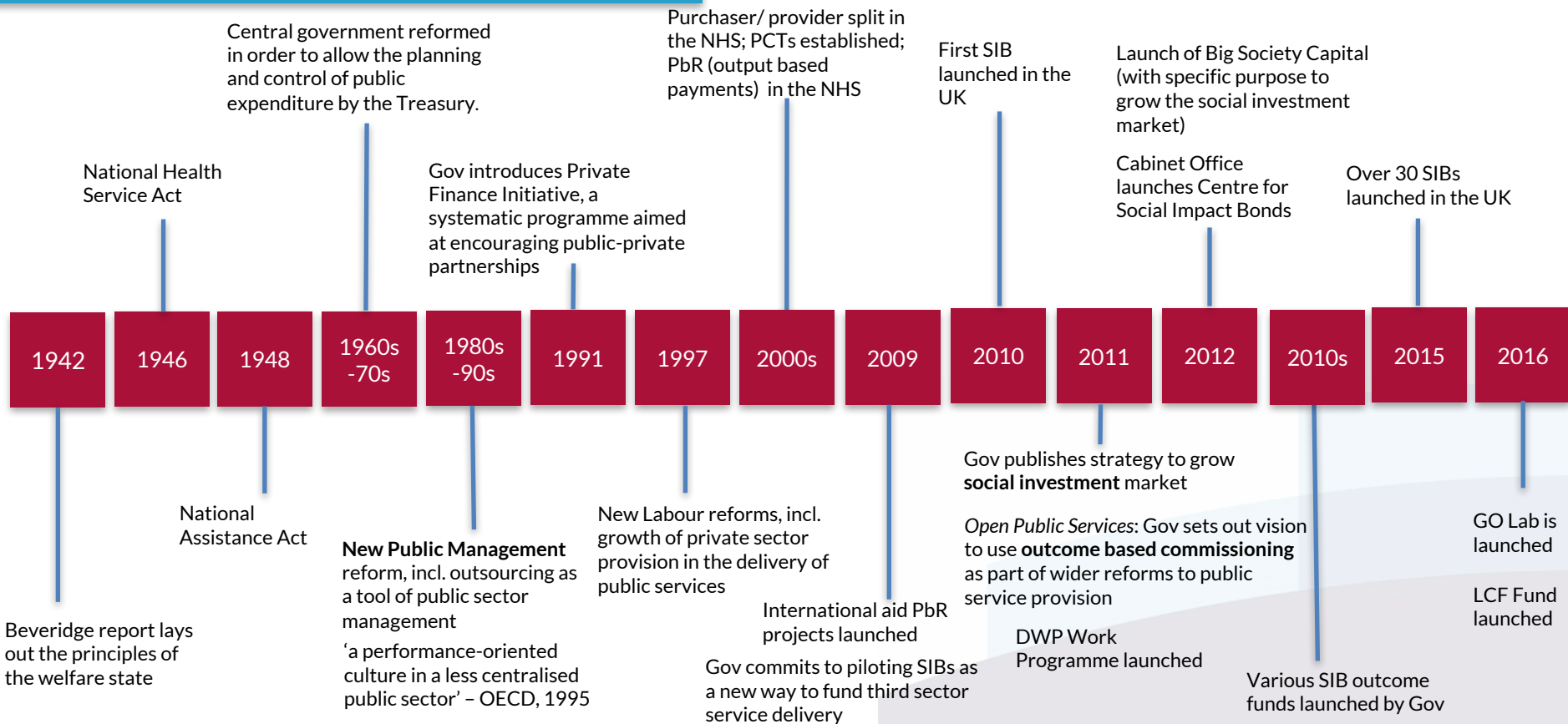


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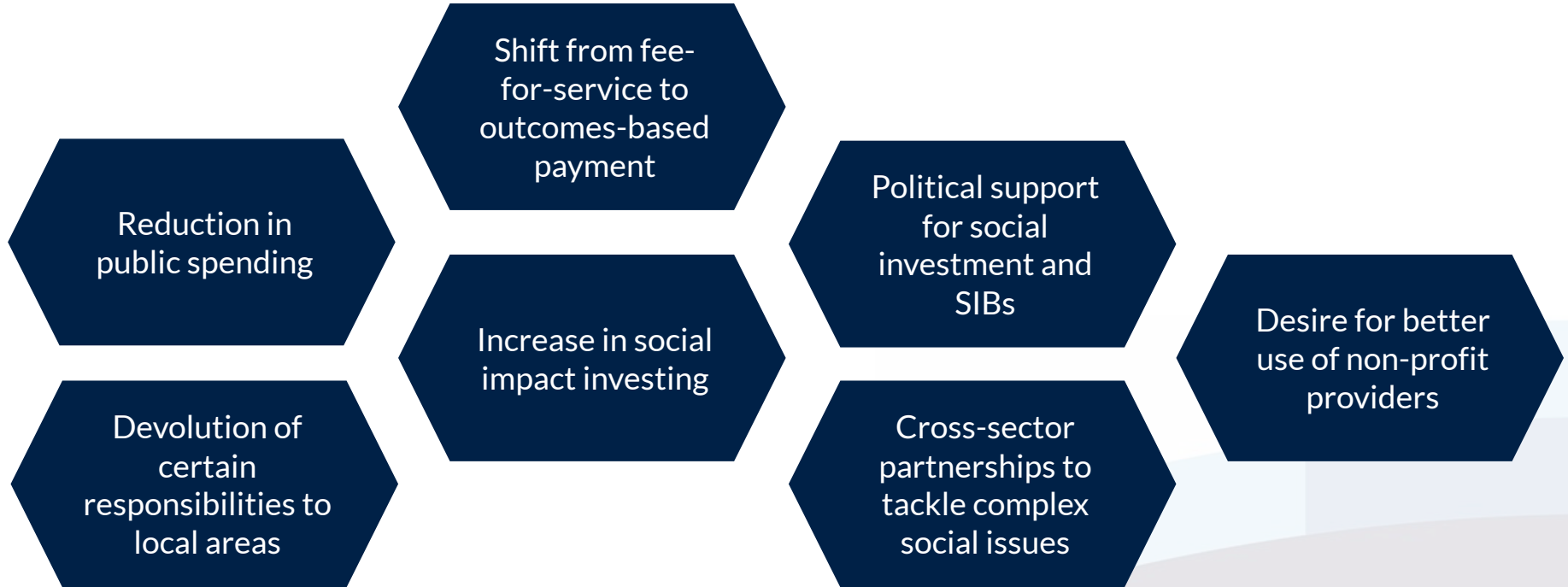
The context of SIBs



# How did we get here?



# Commissioning landscape

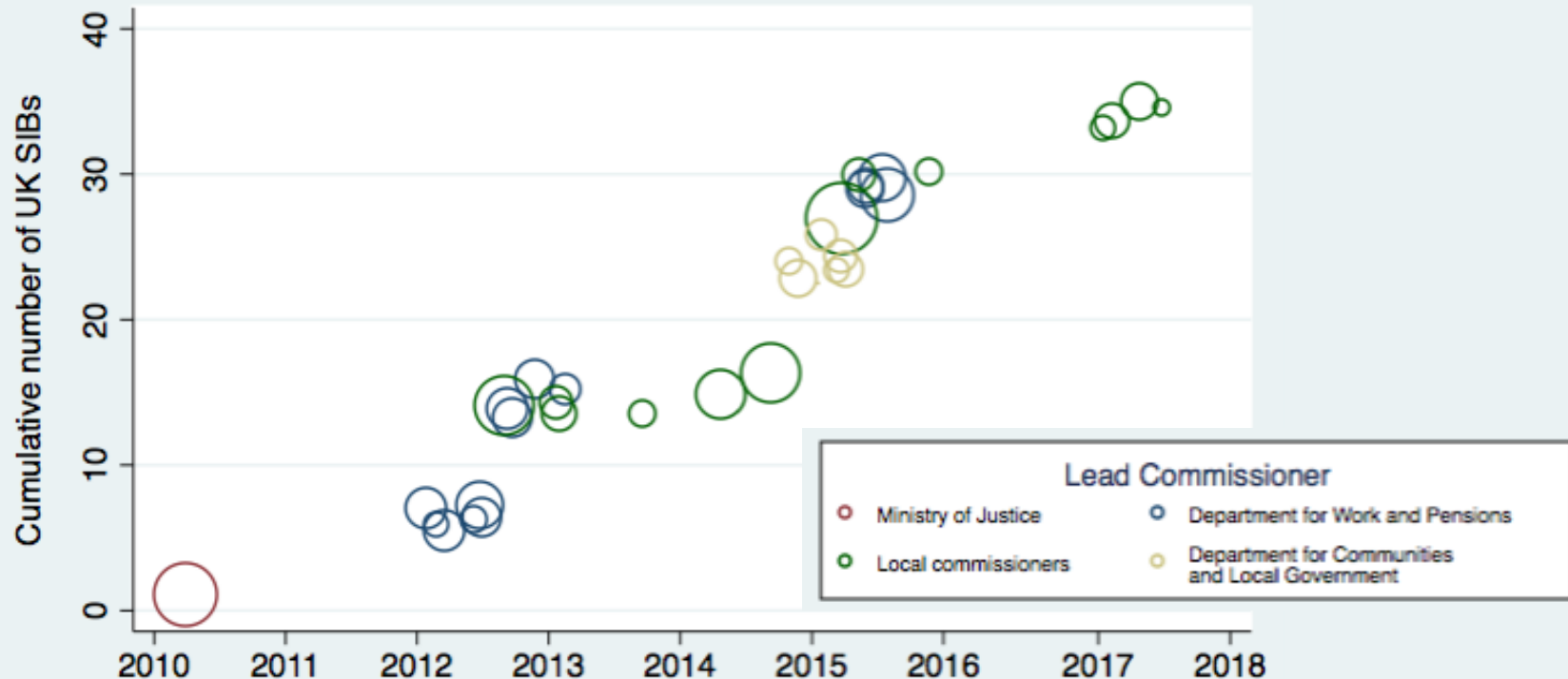


# What are SIBs?



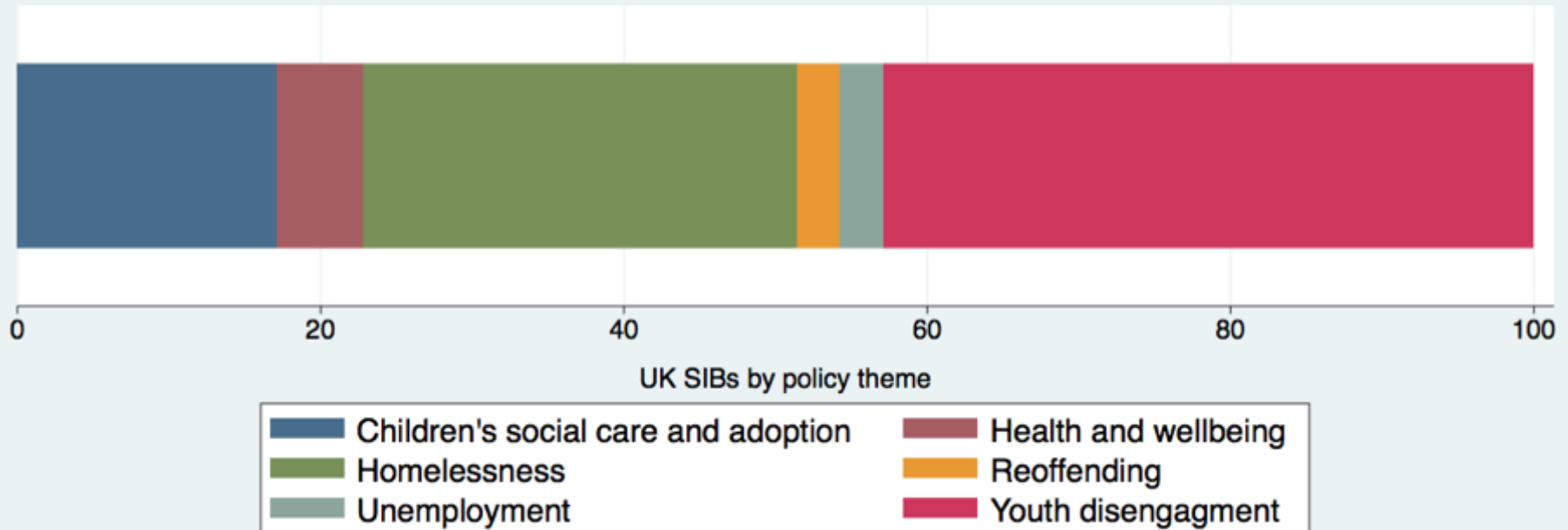
# SIBs in the UK

Figure 1: Number of UK SIBs over time, by lead commissioner and scaled according to contract value (£)



# SIBs in the UK

Figure 2: Proportion of UK SIBs by policy theme





# UK Government outcomes funds for SIBs



DWP Innovation Fund 2012-15	Rough Sleepers 2012-15	Youth Engagement Fund 2014-18	Fair Chance Fund 2014-18	DfE Innovation Programme 2016-	Rough Sleepers 2016-	Social Outcomes Fund/ Commissioning Better Outcomes 2013-	Life Chances Fund 2016-
DWP	GLA	DWP	DCLG	DfE	DCLG	Cabinet Office/ Big Lottery Fund	DCMS
NEETS	Homeless	NEETS	Homeless young people	Care leavers	Homelessness	Complex needs	Complex needs
Attendance Behaviour Qualifications; Employment	Stable accommodation Volunteering and training Employment	Volunteering and training Employment	Stable accommodation Education Employment	Qualification and training Accommodation Employment Stability and wellbeing	Stable accommodation Employment Mental and physical wellbeing	Project defined	Project defined

Rate Card

Bespoke outcomes framework



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Why use SIBs?



# Some ways of contracting

Service contract

Grant

Payment by results

SIB

# Two key mechanisms: outcomes payment & risk transfer



# Why use SIBs?

Public Service Challenge

**Silo budgets**

**Short-term focus (political & financial)**

**Difficulty creating change**

Implications for services

Fragmented public services: duplications, gaps, inadequate communication

Reactive public services responding to crises

Poor performing services go unchanged

Implications for citizens

Fragmented, reactive, stagnant services which fail to respond to the needs of vulnerable individuals.

**COLLABORATION**

Enable collaboration across multiple commissioners & within provider networks. Service activities 'wrap around' service users.

**PREVENTION**

Enable 'invest-to-save'. Dual-running of services with (social) investors funding 'upstream' interventions.

**ROOM TO INNOVATE**

Risk transfer enables innovation. New interventions. Enhanced performance management. Systematic learning.

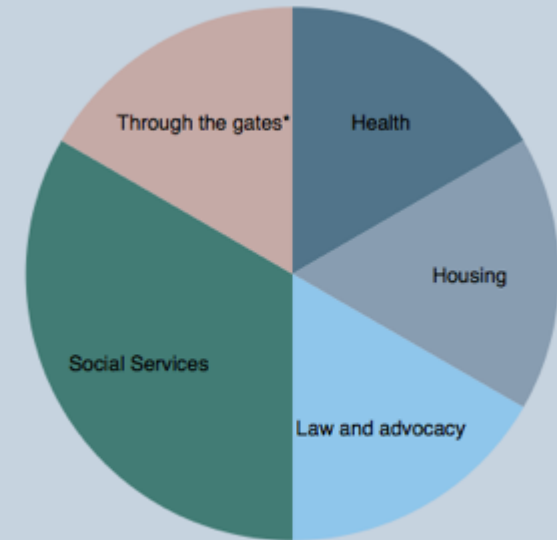
SIBs' potential for public service reform

# Collaboration: Peterborough One Service SIB

## Overview

- This SIB was set up to prevent reoffending by providing rehabilitation support in the community.
- **The One Service provided a holistic, integrated service delivery by linking multiple providers into a single service.** The service included housing assistance, drug and alcohol treatment, employment assistance, parenting assistance, and mental health support.

Voluntary sector providers in Peterborough 'ONE service'



Voluntary sector providers by International Classification of Non-profit Organizations, provided by NCVO  
\*Through the Gates is a new CIC and could not be classified by ICNPO

# Prevention: Essex MST SIB

## Overview

- Increasing numbers of looked after children
- High costs of residential care
- Staying in care is associated with poor outcomes for the children in areas such as education, offending and wellbeing
- Multi-Systemic Therapy (MST) is an evidence-based programme that delivers family therapy in the home through highly qualified therapists over three to five months with the aim of keeping families together and avoiding out-of-home care.



# Innovation example: Ways to Wellness SIB

## Overview

- People from disadvantaged backgrounds more likely to suffer with long-term health conditions (LTC)
- Enabling people with LTC to self manage their condition can improve their life quality and reduce demand for health and care services.
- **Ways to Wellness** - a social prescribing intervention targeting people aged 40-74 living in areas of high socio-economic deprivation who have long term health conditions. **One of the first UK organisations to deliver a 'hub' model of social prescribing on a large scale.**

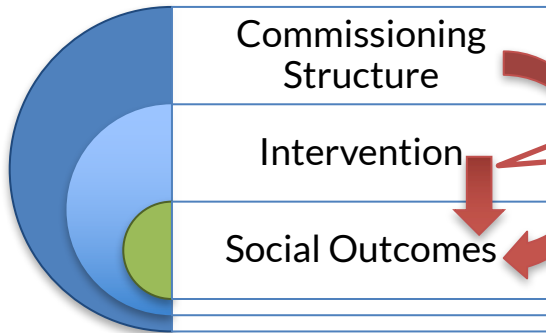




# Do SIBs work?

SIBs are still relatively new – academic evaluation suggests that the approach is promising, but it is not yet proven.

The GO Lab has conducted a systematic review of *all* available evaluation material on UK SIBs (**33 studies reviewed** – 18 qualitative; 10 mixed method; 5 quantitative)



Evaluations to date assess the impact of the intervention rather than commissioning structure

So whilst some SIBs have delivered improved outcomes, we don't know much the SIB structure contributed to this. It is reported that some of the work would not have happened at all were it not for a SIB.

# Lessons learned

## Basics

- ✓ Make sure a SIB is the best method of delivering a service
- ✓ Ensure goals are clearly expressed and shared among stakeholders
- ✓ Ensure stakeholder roles are clear

## Technical bits

- ✓ Plan early for the administrative burden of data collection, particularly for providers
- ✓ Clearly define cohort/eligibility requirements
- ✓ More emphasis should be placed on curtailing perverse incentives
- ✓ Ensure outcomes and payment mechanisms are clear

## Nature of the relationship

- ✓ Funding should be suitably flexible to aid providers and meet beneficiary need
- ✓ Cooperation and partnership building is essential to SIB success
- ✓ Shared learning is an important – but often overlooked – benefit of SIBs



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Case study 1  
Jock Rodger, Manchester



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# **Social Impact Bonds 'a commissioner's view'**

Jock Rodger

Formerly Strategic Lead Commissioner  
Manchester City Council

- Why did Manchester City Council get involved in a SIB?
- Context
- Social Outcomes Fund
- Ideas
- Decisions

# Strategic background



- Central government policy
- Local government policy
- Inspection outcomes
- Horizon scanning

# Governance

- Politics / politics
- SMT
- DMT(s)
  - Performance measurement
  - Data reporting
  - Contract management



# Planning

- Long lead times for new initiatives
- Buy-in at all levels needed (both strategic and operational)
- Partnership involvement
- Referral pathways
- User engagement

# Finance

- Long term budget planning / SIBs will span multiple years
- Budget pressures
- Accounting practice

# Procurement

- What is to be procured?
- Why are we needing to formally procure?
- How are we going to procure?
- Any issues? E.g. TUPE

# Capacity

- Internal staff 'churn'
- Staff move on
- Directorate priorities
- Competing priorities
- Staff 'views'

# Nervousness

- New / different
- Potential risks e.g. reputational
- A distraction
- Not serious because we aren't paying!

# Timescales

- These are slow moving ‘beasts’
- Difficult to brigade with other planning exercises – element of guesswork

# Legalities

- The contract
- Agreeing clear payment points
- How to allow change and contractual evolution

# Concluding thoughts



- The Successes
- The Challenges
- The Learning





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West London Zone, Nigel  
Ball





HERTFORDSHIRE

ESSEX

GREATER LONDON



South Brent

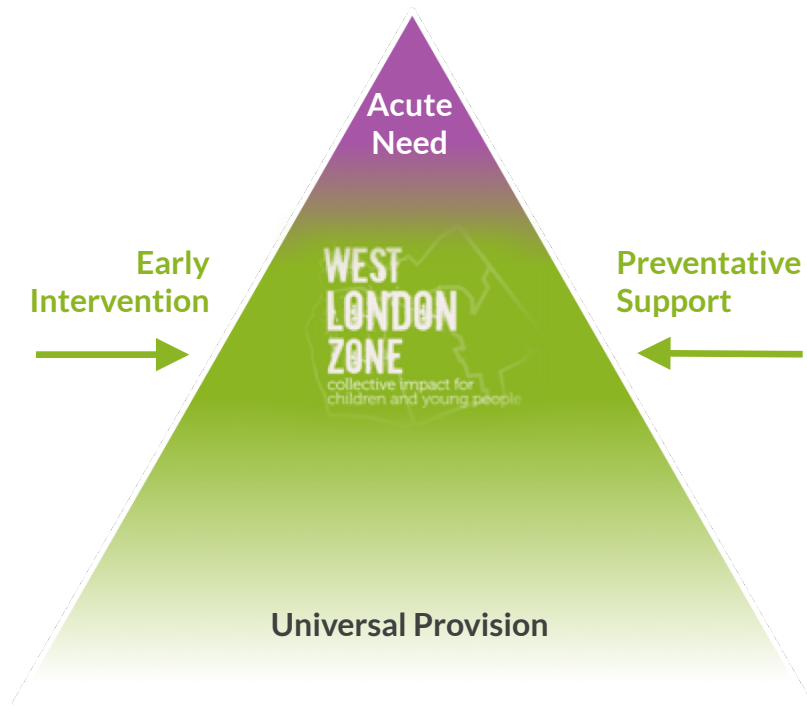
North Hammersmith

North Westminster

North Kensington

SURREY

**Identify:** proactively seek the children at risk



Collect data and target children showing concerns around:

- **Academic progress**  
*Significant time out of the classroom (poor behaviour and/or attendance)*
- **Physical health**  
*Lack of exercise, poor nutrition, risky behaviours (sex, substance misuse)*
- **Wellbeing**  
*Stress, anxiety, depression or other mental ill health*
- **Peer relationships**  
*Including risk of being bullied or bullying*
- **Parental involvement**  
*In education and school*

# Identify: proactively seek the children at risk

## STEP 1:

Generate a long list of pupils with multiple key risks

Rank children by a **count** of the following priority risks:

- School Attendance
- English Attainment (Reading & Writing in Primary)
- Maths Attainment
- Strengths and Difficulties (Full SDQ)
- School Engagement
- Parental involvement in education

## STEP 2:

Rank pupils by considering their wider risks

Within priority ranking, rank based on a **count** of secondary risks:

- Insufficient exercise
- Risky health behaviours e.g. substance misuse
- Offending behaviour
- SDQ - Emotional Wellbeing
- SDQ - Peer Relationships
- SDQ - Conduct
- SDQ - Hyperactivity
- Wellbeing
- Interaction w/ antisocial peers
- Parents' family management
- Poor parental attachment
- Bullying victimisation
- Lack of significant adult
- Child's social support
- Community environment
- Overcrowding
- Demographic factors (IDACI, IMD, FSM, SEN, EAL)

## STEP 3:

Agree cohort to target with input from schools

In partnership with schools, decide final list taking into account:

- Additional context from teachers and staff
- WLZ exclusion factors, such as:
  - Statutory attendance issues (<80%)
  - EHC plan
  - CAMHS involvement
  - Criminal justice system involvement
  - Severe addiction
  - Imminent LAC transition
  - Statutory agency involvement
  - Serious disability

Key to information sources:

- School admin data
- WLZ My Voice Survey information
- School discussion

# Act: Bespoke package of support from partnership of local charities



Family befriending



Forest School



Butterfly Reading programme



After school adventure play club



Good physical health support



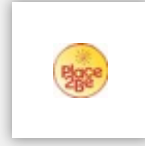
Volunteer home reading



After school multi skills club



Parent/child and home learning course



1:1 and group therapy



Small group tutoring



Reading helpers in school



Circus in the community

# Act: Link Worker assigned to each child and family



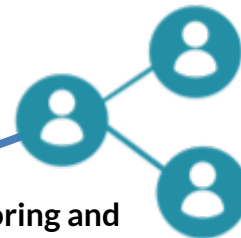
## Setting goals and motivating children

- Constant 'trusted adult' presence
- Strengths-based approach
- Keeps close eye on progress



## Managing charity partners

- Manage logistics  
(security, safeguarding, rooms, etc.)
- 'Passport' children at the start
- Ensure supports compliments school



## Tailoring and tweaking support

- Support tailored to each individual
- Adapt support if necessary
- Signpost to opportunities in community



## Engaging parents

- Consent gained at the start
- 'Neutral', i.e. not school/social services
- Ensure smooth communication  
(school, parent, child, partner)

# Monitor: Data system and tracking

Start of the year	<i>Who are we going to work with?</i>	School admin data, WLZ survey data
Every day/week:	<i>How are we working with the cohort?</i>	Link Worker data, partner data
Every term:	<i>How is our cohort progressing?</i>	School data
End of the year:	<i>What was our impact?</i>	Putting all the data together

## West London Zone Data Tracking App

Choose a Link Worker

- Jack
- June
- Linda
- Simone

Choose an Anchor

- Primary School
- Secondary School A
- Secondary School B

Choose a need level

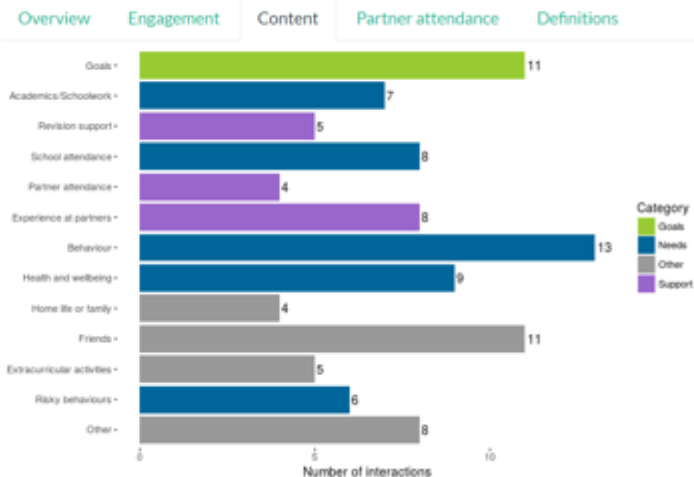
- Intense
- Low
- Medium

Choose a partner

- Tutoring
- Therapy
- Mentoring
- Sports

Choose a starting date

Choose an end date





# Case study

## IDENTIFY



Sept 2016

- 12-year-old boy from an Irish traveler family.
- Low attendance and academics (particularly English)
- Low confidence. Sits quietly in the back of the playground/library at lunch.
- Told Link Worker he hated school



## ACT



LW from Sept 2016; Partners from Jan 2017

- 1:1 with LW; problems with school and goals for improvement
- Support from **London Sports Trust** and **Clement James Centre**
- LW positive engagement with parent; had only heard negative things from the school in the past



## ACHIEVE

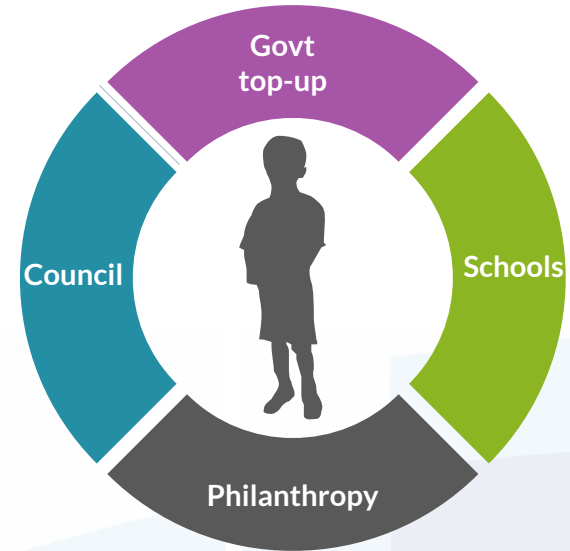


August 2017

- Between Feb and July 2017, John's reading age improved by **23 months**.
- Through his support, John has developed relationships with other students. Group of friends who he now plays football with at lunch.
- Attendance rate now **99%**
- No longer requires extra tutoring sessions, but he will continue to receive **light touch** support from his Link Worker

# Financing model

- Local co-commissioners for school age children
- Public and private money
- All commissioners pay together for each named child
- Outcomes contract, paid on results
- Working capital from Bridges Fund Management
- Risk share





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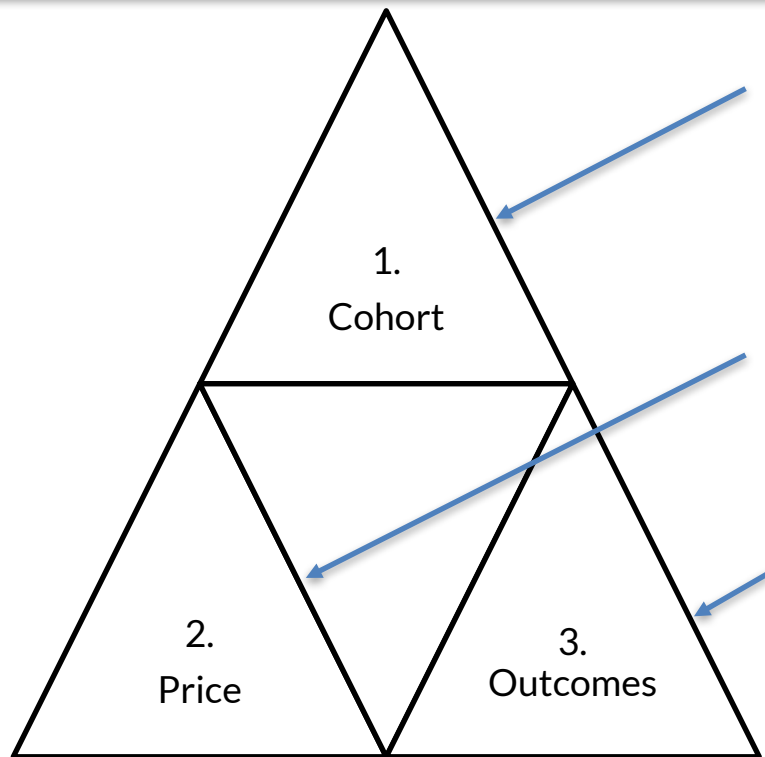


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What makes a good SIB?



# The ideal SIB design



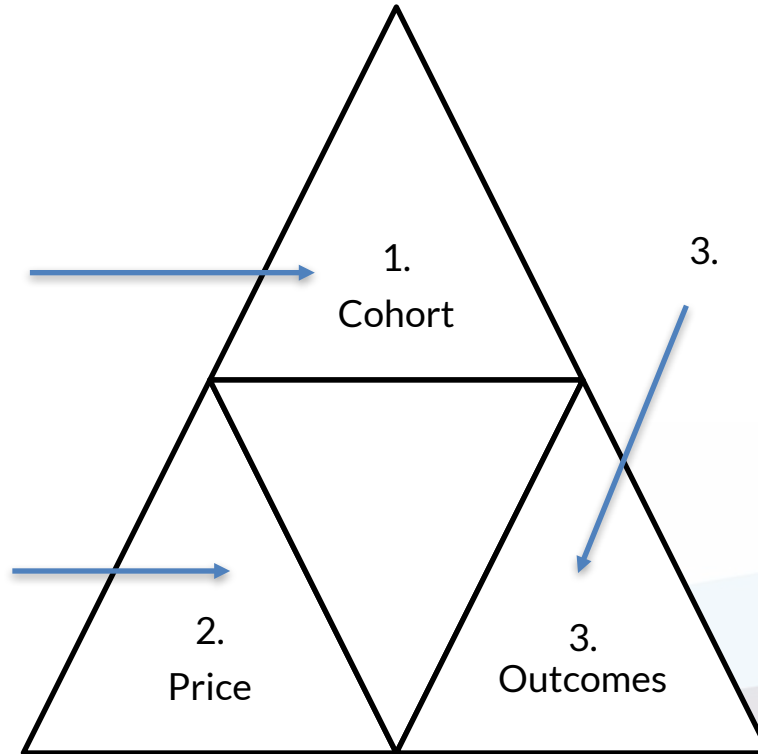
- 1. Tightly defined eligible cohort**
  - Clear, objective criteria
  - Understanding of how far participants are from the desired outcomes
  - Independent referral / identification mechanism
- 2. Accurate price-setting of outcomes**
  - Robust estimate of likely level of benefit vs what would happen anyway ("deadweight")
  - A way to get confidence that any outcomes are caused by the intervention ("attribution")
- 3. Alignment between payable outcomes and policy objectives**
  - Logical link between activity, outputs and outcomes
  - Adequate period of time for tracking
  - A way to tell if the effect has 'stuck'

Whilst it is not practical for these aspects to be perfect, commissioners should focus on them to avoid perverse incentives for providers

# What does 'bad' look like

1. Cohort specification/referral too crude or easily influenced

2. Lack of transparency in how prices were set for outcomes



3. Paid outcomes are not closely linked to policy intent or are too short-term

# After lunch – workshop sessions

1. Deciding if a SIB is feasible – *Andreea Anastasiu, GO Lab.*  
**(Old Hall)**

2. Developing SIBs – *Graham Phillips, Norfolk CC; Andrew Cuthbertson, Suffolk CC; Nigel Ball, GO Lab.*

**(Chapel Box)**

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Lunch break



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# Workshop sessions

1. Deciding if a SIB is feasible – *Andreea Anastasiu, GO Lab.*  
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









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Break Out session 1:  
Deciding SIB feasibility

	Define the problem	Suitability of OBC	Define the cohort	Potential intervention	Internal capacity & commitment	Market capacity & commitment	Defining the outcomes	Scale, time & value	Feasibility established
<b>Commissioner Actions</b>	Locate good quality data that defines impact and cost of the problem	Assess suitability of the problem against OBC approach	Establish the criteria for defining the cohort	Evaluate potential interventions	Assign senior lead and secure stakeholder commitment	Test capacity and experience in the market	Define the primary outcomes	Weigh up the value of the OBC against time to implement	Consider the relative benefit of OBC against other options
									
<b>Considerations</b>	<ul style="list-style-type: none"> <li>✓ Ensure data will enable the measurement of a counterfactual</li> <li>✓ Look at direct and indirect costs</li> <li>✓ Consider the impact on other commissioner budgets</li> <li>✓ Check the overall cost of the problem exceeds a viable minimum</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clear &amp; measurable outcomes</li> <li>✓ Clear eligibility</li> <li>✓ Freedom to operate</li> <li>✓ Response to financial incentives</li> <li>✓ Outcomes achieved in 3-5 years</li> </ul>	<ul style="list-style-type: none"> <li>✓ Service users with negative outcomes that can be improved</li> <li>✓ Definition is clear &amp; beyond dispute by either party</li> <li>✓ Ensure that there is an accurate forecast of future need across a contracting period of 3-5 years</li> </ul>	<ul style="list-style-type: none"> <li>✓ Viable and credible intervention exists</li> </ul>	<ul style="list-style-type: none"> <li>✓ Ensure leadership by an officer with delegated authority of leadership team</li> <li>✓ Is there commitment from key decision makers and stakeholders?</li> </ul>	<ul style="list-style-type: none"> <li>✓ Is there an established delivery market?</li> <li>✓ Or is there capacity and willingness from provider (s) to co-invest in developing a new intervention?</li> </ul>	<ul style="list-style-type: none"> <li>✓ Test whether there is a broad consensus around the outcomes of value to the different commissioners involved.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Decide whether to define a rate card or use competition to determine value</li> <li>✓ Value of grants available</li> <li>✓ Factor in the development period prior to implementation against need for delivery</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consider whether there are appropriate alternative means of commissioning the services than using OBC</li> </ul>



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Break Out session 2:  
Developing a SIB discussion  
with Norfolk and Suffolk CCs

	Analysis of cohort	Develop an outcomes framework	Payment mechanism
<b>Commissioner actions</b>	Develop a detailed understanding of the target cohort	Develop an outcomes framework that reflects priorities & underpins payment terms	Create payment terms that represent best value for money
			
<b>Considerations</b>	<ul style="list-style-type: none"> <li>✓ Analysis of case records &amp; other sources to capture range of needs &amp; types of service users;</li> <li>✓ Segmentation &amp; typologies of target cohort;</li> <li>✓ Objective criteria for identifying the cohort;</li> </ul>	<ul style="list-style-type: none"> <li>✓ Types of outcomes (hard, soft, binary);</li> <li>✓ What outcomes would have happened anyway?</li> <li>✓ Attribution;</li> <li>✓ Metrics;</li> <li>✓ Data availability;</li> </ul>	<ul style="list-style-type: none"> <li>✓ Timing of outcome payments;</li> <li>✓ Optimum mix of payment types (i.e. outcomes, fee for service);</li> <li>✓ Evidence required to trigger payment and data required;</li> </ul>



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Social investment & the role of  
social investors

Andrew Levitt & Neil  
Stanworth



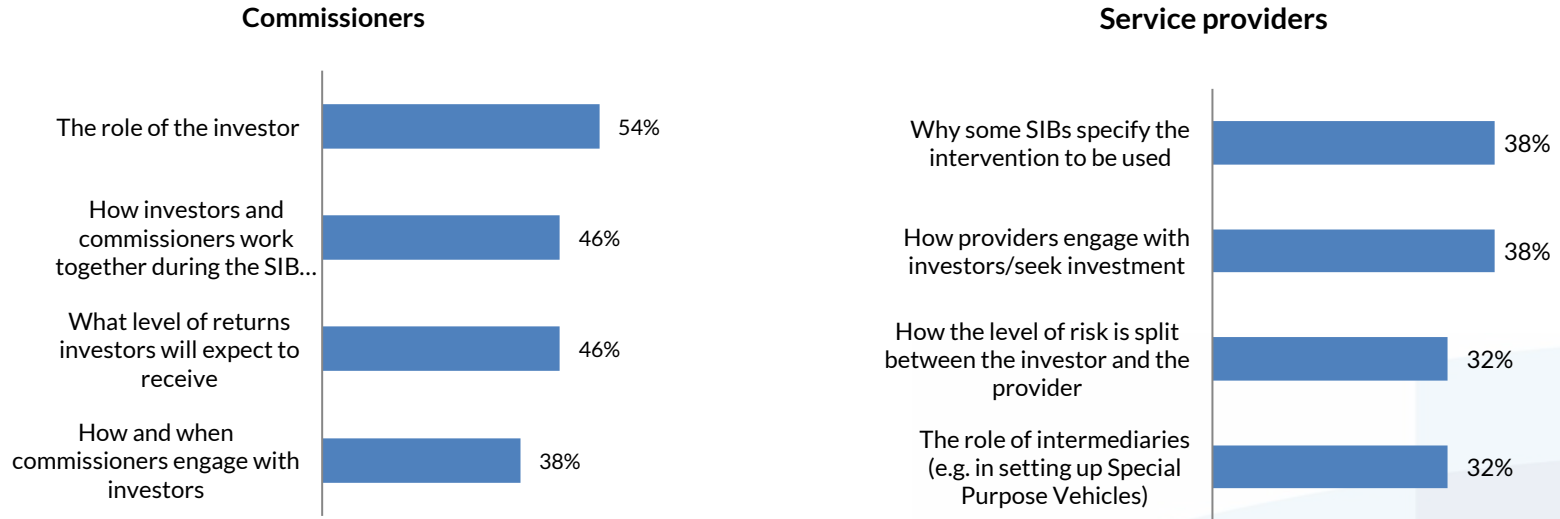
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Why choose a SIB approach?  
Neil Stanworth, Director ATQ



# Findings from CBO evaluation

Which aspects of SIBs do you feel your organisation does not understand?



Source: *Commissioning Better Outcomes: Update report December 2016*

The survey found that misunderstanding of investors and their motivations and expectations is the single biggest issue for SIB commissioners and equal first for providers.

# Ways to contract for social interventions



## Fee for service contract

Risk stays with commissioner  
Focus on inputs and contract compliance  
No investor needed

## Outcomes-based FFS contract

Risk stays largely with commissioner  
Focus on outcomes and contract compliance  
No investor needed

## Payment by results contract

(Some) financial and operational risk passes to provider  
Payment link drives outcomes  
Investor not that motivated to achieve outcomes

## SIB-type contract

Operational risk with provider  
Financial risk with investor  
Payment link drives outcomes  
Investor very motivated to achieve outcomes

# Payment by Results vs SIBs

## PROs

## CONs

Payment by  
results  
contract

Easier to manage  
Can work well if you  
trust the provider to  
deliver

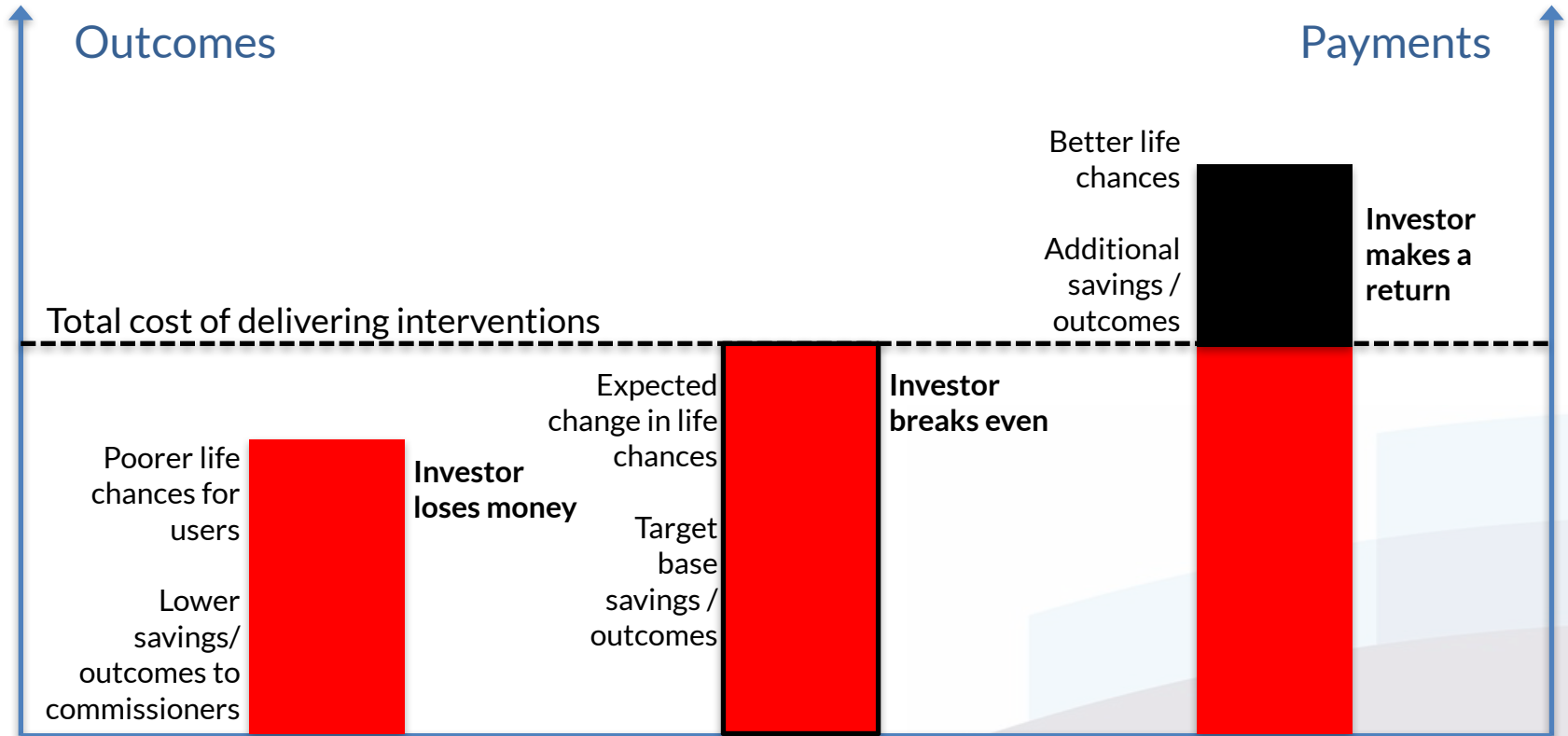
Limits market to  
larger providers  
Limits risk but does  
not always drive  
performance

SIB-type  
contract

Allows more  
providers to bid  
Investors  
incentivised to drive  
performance

Likely to be more  
complicated  
Potentially higher  
management costs

# Why is the SIB investor more committed?



# Balancing risk to you and the investor

Greater risk to investor

- No guarantee of referrals
- No/low early payments
- High performance requirement at 'break even'
- Low flexibility to change contract variables
- Too much payment for harder outcomes

Greater risk to commissioner

- Contracted minimum referrals
- High payment for early outcomes
- Outcomes easy to achieve
- Flexible contract terms
- Too much payment for easy outcomes

# Engaging with investors



## Recommended

- Consult to test assumptions during development
- Allow to engage with decision makers
- Ensure flexibility and time to engage providers during procurement
- Look at the whole deal cost, not notional 'returns'

## Optional

- Involve directly in co-design of contract
- Pre-procure investor and jointly select providers
- Allow investor to manage contract delivery





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Andrew Levitt, Bridges Fund  
Management



# UK Social Impact Bonds – Better Outcomes, Better Value

January 2017

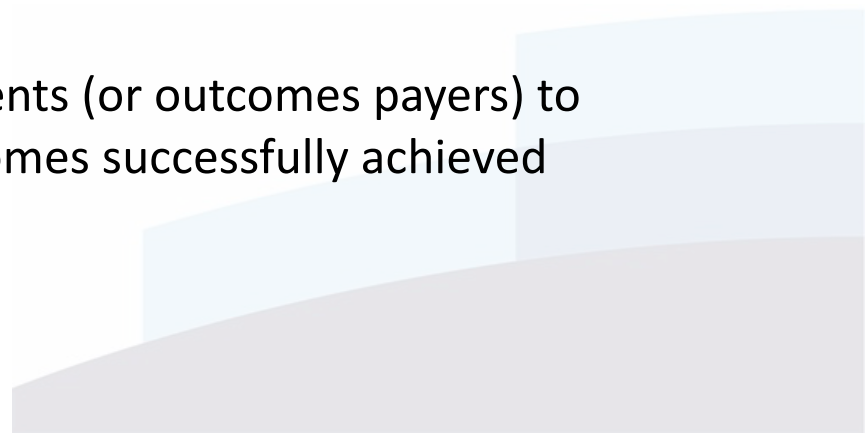
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## Why use a social outcomes contract to deliver a project?

A 'social outcomes contract' is typically a more extreme form of 'payment by results'

**Social outcomes contracts can help commissioners to:**

1. Launch a new service – and only pay for what works
  2. Drive better outcomes from your existing services
  3. Co-ordinate with other departments (or outcomes payers) to contribute to payments for outcomes successfully achieved
- 

## Why raise dedicated project finance (using a SIB)?




Some payment by results contracts have performed badly, if not appropriately financed

Social outcomes contracts (or PbR) can sometimes fail:

1. Some providers cannot bid – if they can't raise the working capital needed to 'pre-finance' the project delivery
2. Some providers might bid, but subsequently miss their targets, and cut back on service provision to save costs
3. Some providers might not take the risk seriously (or underestimate the level of delivery risk in achieving the outcomes)

# Case study

In a SIB, investors can invest more to fix the issues, and drive best impact from the project

<p>Foster care</p> 	
<p>Contracts</p>	
<p>Results</p>	<p>Contract extended</p>
<p>Learnings</p> <p>References:</p> <p><a href="http://reescentre.education.ox.ac.uk/wordpress/wp-content/uploads/2017/04/StepDownBirmingham_Prelim-Findings_ReesCentreApr2017.pdf">http://reescentre.education.ox.ac.uk/wordpress/wp-content/uploads/2017/04/StepDownBirmingham_Prelim-Findings_ReesCentreApr2017.pdf</a></p> <p><a href="https://www.theguardian.com/social-care-network/2017/oct/12/council-projects-budget-bonds-third-party-funding">https://www.theguardian.com/social-care-network/2017/oct/12/council-projects-budget-bonds-third-party-funding</a></p>	<ul style="list-style-type: none"><li>• <b>Open procurement</b>, so commissioner is confident of the best deal</li><li>• <b>Diligence previous issues, and invest in improvements:</b><ul style="list-style-type: none"><li>• Introduced a <b>3-month matching period</b> for foster carers</li><li>• Invested in <b>'care-experienced mentors'</b> to the programme</li><li>• Created centrally-managed <b>consortium of 3 fostering agencies</b></li><li>• <b>Paid for an additional social worker into Birmingham</b></li></ul></li><li>• Results:<ul style="list-style-type: none"><li>• <b>Significant improvement in children's lives</b> (Oxford Uni report)</li><li>• OFSTED highlighted it as example of <b>best practice in fostering</b></li><li>• <b>£17m cost savings</b> forecast for Birmingham</li></ul></li></ul>



## Contact Us

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Support available from the  
GO Lab and others

# Support available from the GO Lab

- **Advice Surgeries**
  - The GO Lab team are available on Tuesday mornings to provide advice and support via phone or online. Book at <https://golab.bsg.ox.ac.uk/advice-surgeries>
- **Access information and resources**
  - Our website includes technical guides, introductory materials, a publications library and a projects database. <https://golab.bsg.ox.ac.uk>
- **Events & webinars**
  - We host events and training sessions for officials in commissioning authorities. <https://golab.bsg.ox.ac.uk/events/>

# Support available from GO Lab

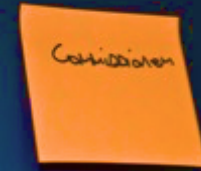
Knowledge Hub  
[golab.bsg.ox.ac.uk](http://golab.bsg.ox.ac.uk)

Communities of  
practice  
(peer learning)

How to  
guides



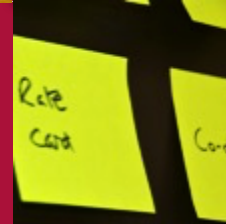
Commissioners'  
journey tool



Webinars

HOW TO  
GUIDE  
CONTRACTING  
AND GOVERNANCE

Advice  
surgeries



Events &  
workshops



SIB  
projects  
database



Executive  
education



Fellows of  
Practice

## Support available from others

- **Centre for Social Impact Bonds**
  - As part of the Office for Civil Society at DCMS, it provides expert guidance on developing SIBs, shares information on outcome based commissioning and supports the growth of the social investment sector
- **Good Finance**
  - provides information on social investment for charities and social enterprises.
- **BLF directories of SIB investment funds & advisors**
  - Both documents can be downloaded from the GO Lab Publications Library



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Next steps  
(peer network)  
and closing remarks



# Stay in touch



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