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BIG ISSUE INVEST

Outcomes Investment Fund

Final report

Eight years of catalysing systemic change and public value

NEXT→

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Introduction

Over the past decade, the Outcomes Investment Fund (OIF) has demonstrated how innovative approaches to public service funding and commissioning can unlock better outcomes for individuals facing some of the UK's most complex and persistent social challenges.

Working with individuals and communities often underserved by traditional systems, OIF has supported outcomes-based approaches that align funding with results, enabling more flexible, person-centred and effective services.

This report brings together OIF's key insights, showing how outcomes-based investment, combined with flexible, risk-bearing capital, can enable innovation, support providers to test new approaches, and help commissioners deliver better outcomes in high-pressure environments.

The report is structured around four key themes:

Chapter 1:
An overview of social outcomes contracting and the pivotal role of BII

How social outcomes contracts work, and the financial and non-financial support required to deliver them

Chapter 2:
Investing in complex and high-risk social challenges

Where OIF invested, and how outcomes-based approaches were applied to complex sectors and populations

Chapter 3:
Better outcomes for end users

How these approaches translated into improved support and outcomes for individuals with multiple and complex needs

Chapter 4:
Recommendations moving forward

Key lessons and strategic insights to inform the next generation of outcomes-based funds and commissioning

Please note: this report is not an evaluation or intended to be a detailed review of each social outcomes contract. For detailed project level case studies[1], evaluations[2], and an overview of social outcomes contracting[3], including more information about the outcomes funding delivered by the Life Chances Fund[4], readers are directed to the Government Outcomes Lab website.

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OIF at a glance

The Big Issue Invest Outcomes Investment Fund (OIF) was launched in May 2017 with the ambition to scale preventative, early-stage services addressing persistent social challenges.



Funded through dormant accounts capital redirected for social impact via Better Society Capital, OIF deployed investment to fund innovative service models delivering measurable social outcomes, most of which were supported through the government's Life Chances Fund.

£8.5
million invested



£41.2 million
in outcomes contracts funded

£1
invested generated

£4.85
in outcomes

70%
of contracts were delivered in the most deprived areas of the country[5]

21
social outcomes contracts delivered



15,566
people accessed vital support services



OIF demonstrates how aligning funding with outcomes and enabling innovation in delivery can create more effective, person-centred services while helping public systems manage rising demand and constrained resources. At a time of growing pressure on public services, the Fund offers a practical, tested model for delivering better results and stronger value for society.

Chapter 1:

Overview of social outcomes contracting and the pivotal role of BII

Investing to scale and mainstream preventative services



Defining social outcomes contracting

Social outcomes contracts (SOCs) are designed to address a fundamental challenge in public services: how to fund approaches that deliver not just activity, but real, measurable change for people.

Under traditional models, commissioners pay for services regardless of whether they lead to meaningful outcomes. SOCs shift this approach by linking payment to the achievement of agreed social outcomes, such as sustained employment, improved mental health or reduced reoffending.

This creates stronger incentives across the system:

- **For commissioners:** improved value for money and reduced risk of ineffective spend
- **For providers:** flexibility to design services around individual needs
- **For the system:** greater focus on prevention and long-term impact.

However, SOCs introduce a key challenge. Delivery organisations are typically required to fund services upfront and only receive payment once outcomes are achieved. This creates financial risk and can act as a barrier to entry, particularly for smaller or specialist providers without access to working capital.

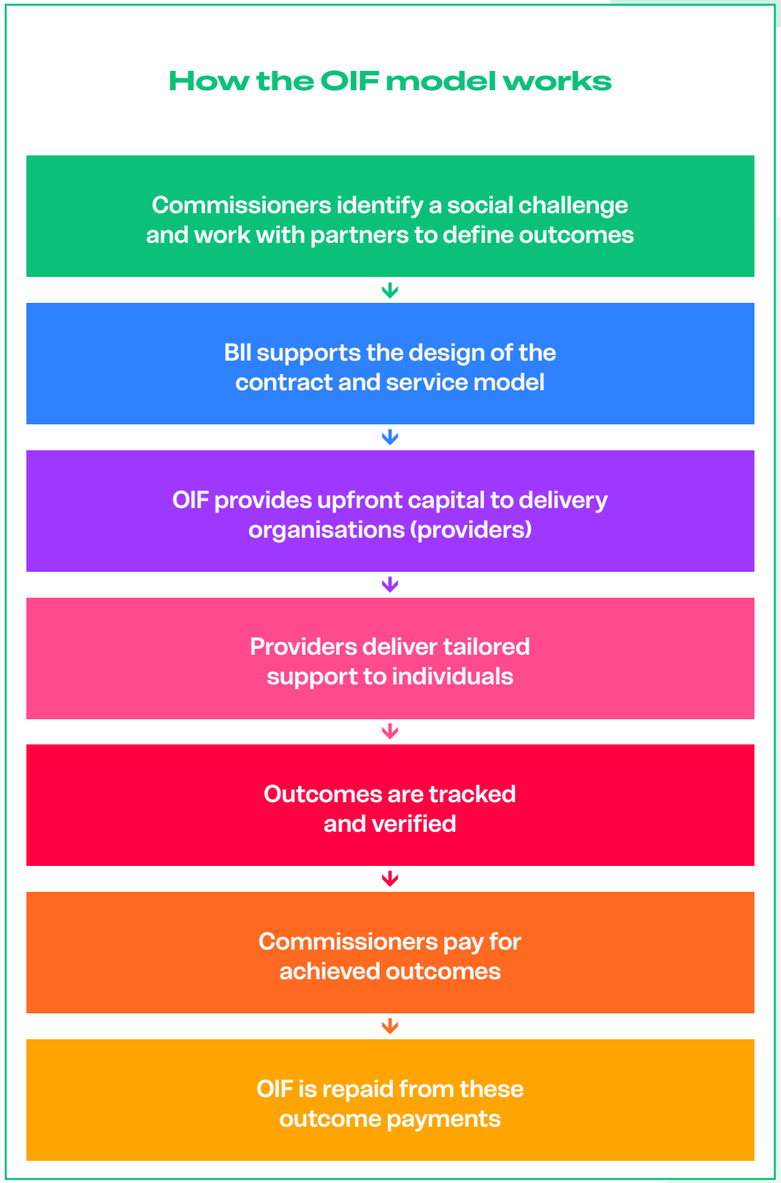
How OIF was different

OIF was designed to address this challenge, providing upfront, risk-bearing capital to enable smaller and specialist providers to participate in SOCs.

By supplying this capital, the model allowed providers to focus on delivering impact, while commissioners paid for results and financial risk was shared more effectively across the system.

Delivering this model in practice required both capital and deep collaboration across stakeholders.

How the OIF model works





“The Fund was designed to bridge the funding gap common to most social outcomes contracts. Instead, OIF provided upfront, risk-bearing capital, which enabled smaller and specialist providers with local knowledge to participate.”

Lars Hagelmann
Chief Operating Officer

The role of Big Issue Invest

BII's role in OIF extended well beyond providing finance. It combined investment with significant non-financial support to design, build and deliver effective outcomes contracts.

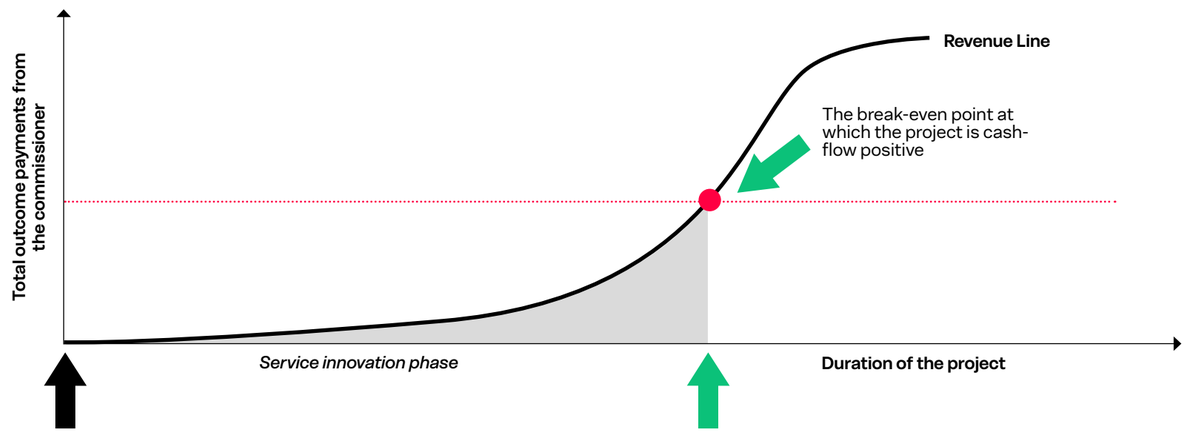
1 Financial role: enabling innovative delivery and shifting risk

Through OIF, BII provided the upfront capital required to deliver services under outcomes contracts, enabling delivery to begin before outcomes were achieved. This capital played a critical role in shifting financial risk away from delivery organisations by absorbing both performance and timing risk, while enabling smaller and specialist providers to participate. In doing so, it made complex and innovative outcomes contracts viable for commissioners, many of which would not have been deliverable without this type of financing.

Importantly, OIF's approach went beyond simply providing upfront capital. Repayment was typically linked to the delivery organisation's financial position rather than the point at which outcome payments commenced, meaning BII was often repaid only once the provider's net cashflow from the project had turned positive.

This created a 'window of innovation': it gave delivery partners greater flexibility to test and refine new approaches, invest time in engaging service users and tailor support around individual needs without immediate repayment pressures. It also helped organisations build financial resilience and adapt to changing circumstances, including significant external shocks such as the COVID-19 pandemic, ensuring their focus remained on achieving outcomes rather than managing short-term cashflow constraints. This shifted the investment risk solely to OIF, as repayments only started when the project broke even as a whole.

The Window of Innovation



Repayments to other outcomes fund start at the beginning of service delivery.

Repayments to OIF start when the project has broken even, reducing the financial pressure, and giving more time for innovation.

Our value is in creating the partnerships between delivery partners and commissioners, as well as providing guidance and experience in innovation and service design. By building these relationships, we can help ensure services become embedded and continue to deliver impact beyond the life of the contract.



Mark Lovell
OIF Investment Director

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The role of Big Issue Invest

2 Non-financial role: designing and strengthening the outcomes market

Equally important was BII's non-financial contribution. Outcomes contracts are complex to design and require significant coordination, capability and trust across stakeholders.

Designing these contracts required substantial upfront time, expertise and collaboration, ensuring services were both deliverable and aligned to real needs. In many cases, this also involved upskilling commissioners and providers to build understanding, confidence and capability in outcomes-based approaches, as the contracts were based on a tripartite agreement: funder (BII), delivery organisation and commissioners, with sign-off from the Life Chances Fund manager.

As part of this, BII played a central role across several areas:

Convening partnerships
Bringing together commissioners, delivery organisations and local stakeholders to develop viable programmes.

Designing contracts and services
Co-developing outcomes frameworks, pricing models and delivery approaches tailored to specific cohorts and places.

Building capability
Upskilling commissioners and providers to design, commission and deliver outcomes-based services effectively.

Driving performance and learning
Establishing reporting cycles, outcomes frameworks and data tools to track delivery and support continuous improvement.

Enabling adaptive delivery
Supporting programmes to evolve over time, refining service models and outcomes as evidence emerged or in response to external shocks, such as COVID-19.

Catalysing long-term system change
Embedding new ways of working through strong partnerships and operational independence, leading to lasting changes in how services are commissioned and delivered.

> **BII have been instrumental in building a strong, collaborative and solution-focused relationship amongst the partners. They have been able to translate the Local Authority's (LA) commissioning intent into practice and provided invaluable support and advice to the provider, particularly in terms of business acumen and expertise. BII established a close working relationship with Doncaster Metropolitan Borough Council and have been flexible and creative in considering how joint working can support needs within Doncaster and future strategy.**
>
> Doncaster Local Authority
> Commissioner, Big Picture Doncaster

Fund-level summary

The Outcomes Investment Fund, financed by Better Society Capital, was launched in May 2017 and has provided investment for 21 social outcomes contracts across the UK. The Fund made its final investment into the Refugee Transition Outcomes Fund in March 2022 and all programmes have now come to a close.

Number of investments
21

Total invested capital
£8,495,688

Value of outcomes contracts to commissioners
£41,180,278

Total reach
15,566
individuals
(vs expected reach of 11,574)[6]

Alignment to United Nations Sustainable Development Goals

48% — 3 GOOD HEALTH AND WELL-BEING
24% — 11 SUSTAINABLE CITIES AND COMMUNITIES
14% — 8 DECENT WORK AND ECONOMIC GROWTH
10% — 10 REDUCED INEQUALITIES
5% — 4 QUALITY EDUCATION

Investment Impact Assessment using Impact Management Norms

All 21 investments rated C

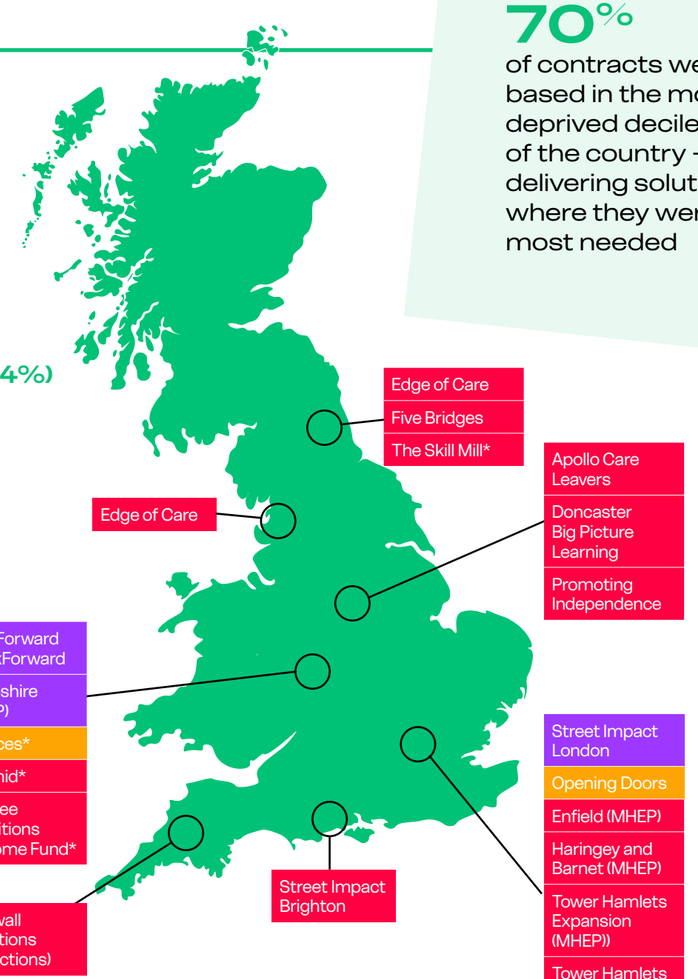
Does or may cause harm	Act to avoid harm	Benefit stakeholders	Contribute to solutions

Investment map

The Outcomes Investment Fund has invested across eight regions in the UK with the majority into:

London (33%)
West Midlands (24%)
Yorkshire and the Humber (14%)
North East (14%)

70% of contracts were based in the most deprived deciles of the country — delivering solutions where they were most needed



Map Key: Index of Multiple Deprivation

Upper Middle and Upper Decile 7–10

Middle Decile 5–6

Poorest Decile 1–4

Region	Number of investments	Total invested
West Midlands	5	£3,845,000
Yorkshire and the Humber	3	£1,775,000
London	7	£1,706,000
North East	3	£689,688
North West	1	£225,000
South East	1	£155,000
South West	1	£100,000

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Chapter 2:

Investing in Complex and High-Risk Social Challenges

Walking towards the difficult, to deliver life-changing interventions



Targeting areas of greatest need

OIF was designed to tackle entrenched social challenges across the UK, particularly in health and social care systems where rising demand, constrained budgets and fragmented provision limit the effectiveness of traditional service models.

Across the portfolio, OIF focused on people facing multiple disadvantages, where disconnected services and limited early intervention contribute to individuals falling through gaps between services and create greater pressure on public systems.

Applying outcomes-based approaches to complex sectors

OIF applied social outcomes contracts across a range of real-world settings where needs are complex, outcomes are difficult to achieve and system pressures are high. The table below shows both the breadth of social need addressed and the depth of the challenges, with a significant proportion of investment focused on physical and mental health, and related social care services.

OIF investment by impact category

Impact Category	No. of Contracts	Focus	Invested Capital
Youth Transitions & Education	5	Supporting vulnerable young people at key transition points, including those disengaged from education or involved in the justice system	£3,027,500
Disability & Mental Health Inclusion	7	Supporting people with severe mental health conditions, learning disabilities and long-term unemployment	£2,385,000
Family Preservation	3	Preventing family breakdown, including supporting parents with addiction and children at risk of entering care	£1,045,000
Resettlement & Integration	1	Supporting refugees to rebuild their lives and integrate into communities	£1,391,000
Homelessness & Crisis Support	4	Supporting individuals experiencing homelessness or housing insecurity, often with multiple and complex needs	£547,188
Assertive Health Outreach	1	Trialling new approaches to engage individuals with complex addiction needs	£100,000

How OIF supported innovation in complex systems

OIF investments often tested new approaches in areas where:

- → Outcomes are difficult to measure
- → Engagement with services is low
- → Needs are complex and long-term
- → Public systems face high cost and pressure

This included piloting intensive, personalised interventions for people who were already high users of public services but experiencing poor outcomes.

The model's strength was its ability to bring partners together to design tailored local solutions. This created more joined-up, higher-quality support for individuals, while building relationships and learning that continued to benefit communities beyond the life of the contract.

> **Adapting the model to the local context made the difference between something that worked in theory and something that delivered real outcomes in practice.**
>
> Mark Lovell
> OIF Investment Director

CASE STUDY

Frequent Attenders Project, Cornwall

Addressing entrenched addiction through assertive outreach
Service delivery by We Are With You ("WithYou")

The challenge

The project was established to support people with multiple complex needs and significant substance misuse issues who were "frequent attenders" at the Royal Cornwall Hospital: specifically, those attending A&E at least five times a year. These individuals often faced multiple barriers to engagement with traditional services, which struggled to reach or retain them.

The goal was to improve individual health outcomes and life expectancy while reducing the multi-million-pound strain on local emergency services.

Over
50%
of Cornwall's population lives in some of the most deprived areas of England

Around
35%
of A&E admissions were driven by a small cohort of "frequent attenders" with complex alcohol and drug misuse needs

Programme innovation

The programme introduced a proactive "assertive outreach" model that was an evolving, live research practice at the time of launch. Key components included:

1 **In-Hospital Presence:** A dedicated team operated within the hospital with full access to A&E records to proactively identify and engage eligible individuals with the highest levels of need.

2 **Judgment-Free Support:** The team provided confidential, intensive community-based recovery support, including detoxes, housing assistance, and mental health support.

3 **Bridging the Gap:** The service acted as a link between emergency clinical settings and long-term community recovery services.

The model was also adaptive. In response to learning during delivery, the payment framework was expanded in 2020 to cover both alcohol and drug misuse, ensuring the intervention better reflected the realities of service user need.



> **"Being part of a live research project has given the team an opportunity to reflect on its efficacy in delivering and sustaining outcomes in complex case management. The completed report highlights the importance of establishing and maintaining a robust therapeutic alliance with the service users who remain firmly at the heart of our endeavours.**
>
> **Lynda Edward**
> **Complex Needs Lead, WithYou**

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Z's story

Z entered the service due to intravenous drug misuse, and had a history of rough sleeping, and a controlling partner. She had a home through Housing First and a beloved dog.

Z was brought to hospital for an infection by her WithYou outreach worker and Housing First worker, but left the next day seeking drugs and alcohol. Her WithYou worker persuaded her to return and discuss her worries and concerns. Z explained that she didn't like being left on her own and was scared about her health, so hospital staff brought her fruit juice and clean pyjamas to make her more comfortable and promote a longer stay. When asked if she needed anything else, she responded "I just don't know, I'm not used to people caring for me when I'm ill".

Z stayed overnight, but received messages from her partner, threatening her dog and telling her to come home. WithYou were able to reassure her that she was safe in the hospital, and that they could seek refuge for the dog.

Z attempted to leave several more times, and WithYou continued to identify her barriers to staying in hospital, including withdrawal symptoms from alcohol and opiates, and worry due to not knowing her treatment plan. With this knowledge, her hospital contact visited Z after each scan and test to ensure she understood the plan and had appropriate withdrawal support.

Z stayed in hospital long enough to heal the infection and return home safely. She also had a hospital passport put in place, so that in case of future admissions, they could make quick reasonable adjustments to help her recovery.

Results

The project significantly reduced demand on acute services while improving outcomes for individuals with complex needs:

698 individuals were supported

263 individuals maintained engagement for 18 months or more — 137% of the target

334 people achieved a 60% reduction in their A&E attendances within 6 months

Why this matters

This programme illustrates how outcomes-based approaches can both improve individual lives and reduce pressure on overstretched health systems.

By linking funding to outcomes and enabling upfront investment, social outcomes contracts can:

- Reach individuals who are often excluded from conventional services
- Support innovation in high-risk, high-cost areas
- Deliver measurable improvements in both individual outcomes and demand on public services
- Generate evidence to inform more effective commissioning and system design

Access to risk-bearing capital, such as that provided through OIF, was critical in enabling these approaches in practice.

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Life-changing outcomes

Each programme funded by OIF supported people facing unique and complex sets of challenges

Vulnerable children

→ 103,000 children are in care away from home in the UK, as of 2025[7]

OIF's impact

1,398

children supported to stay with their families or out of local authority care into stable homes



Prison leavers

→ 1 in 3 young prison leavers in April to June 2024 went on to reoffend[9]

OIF's impact

238

young prison leavers did not re-offend for 12 months



People living in precarious housing or homeless

→ An estimated 383,000 people are homeless in England, including 175,000 children[8]

OIF's impact

727

people supported to sustain housing for 6 months or more



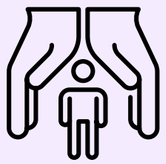
Refugees transitioning to life in the UK

→ 76% of refugees and asylum seekers feel they are not contributing to society as much as they would like to[10]

OIF's impact

1,178

refugees supported to integrate into local communities in the UK



People with learning disabilities or neurodivergence

→ Only 5% of adults in England with a known learning disability are in paid employment[11]

OIF's impact

214

people with learning difficulties supported to gain employment



People with mental health needs or conditions

→ Mental health services in England received 5.2 million referrals in 2024[12]

OIF's impact

7,047

people with mental health conditions supported to improve their health and wellbeing



People dealing with addiction

→ There were 5,565 deaths due to drug poisoning in England and Wales in 2024, the highest since records began in 1993[13]

OIF's impact

3,028

people and families engaged with services for drug and alcohol misuse



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Chapter 3:

Better outcomes for end users

Investing in treating the cause, while alleviating the symptoms



Focusing on those most at risk

A core philosophy of OIF was to "walk towards the difficult" – focusing on areas where challenges were most acute and where the potential for impact was greatest. Across the portfolio, this included young people disengaged from education or employment, individuals leaving care or custody, and those experiencing homelessness, poor mental health or addiction. These are groups for whom outcomes are hardest to achieve, and where failure to intervene early can have lasting personal and societal consequences.

Children and young people represented the largest impact user group across the portfolio, reflecting the Fund's strong emphasis on prevention and early intervention. By supporting vulnerable young people at critical stages of their development, OIF sought to improve long-term life outcomes while reducing the likelihood of more intensive and costly interventions later in life. Effective support at an early stage can help prevent challenges becoming entrenched, reducing future demand on health, social care, housing and criminal justice services.

A growing challenge: young people at risk

A significant proportion of the Fund's work focused on young people at critical transition points, particularly those at risk of becoming not in education, employment or training (NEET).

For many of these young people, challenges are interconnected. Disengagement from education is often linked to wider issues such as unstable home environments, poor mental health, or unmet additional needs. Without timely and effective support, these risks compound over time, leading to poorer outcomes and increased long-term pressure on public services.

Supporting young people at these points of transition represents one of the greatest opportunities to improve life outcomes, while also reducing future demand across education, employment and social care systems.



Designing services around people, not systems

A defining feature of OIF-supported programmes was the shift towards services designed around individuals, rather than institutional structures.

Working closely with commissioners and delivery partners, BII supported the development of:

- → More intensive, relationship-based support
- → Flexible, personalised interventions tailored to individual needs
- → Joined-up delivery across education, health, housing and care systems

This approach recognised that individuals facing multiple disadvantage often require coordinated, sustained support across different parts of the system.

As a result, services were better able to:

- → Engage individuals who had previously disengaged
- → Respond to changing needs over time
- → Support more meaningful and sustained outcomes

CASE STUDY

Doncaster Big Picture Learning

Re-engaging young people through tailored education
Service delivery by Big Picture Doncaster ("BPD") and Vega College

The challenge

The Doncaster Big Picture Learning ("BPI") contract was designed to support children who had disengaged from mainstream education in Doncaster, an area with high levels of school disengagement. Trends of deteriorating attendance and attainment among pupils put them at high risk of becoming NEET and facing poor long-term outcomes including exclusion, unemployment and involvement with the justice system.

Many pupils faced multiple and complex challenges including low confidence, poor mental health, and experience with the social care system or child services, meaning they required more personalised and sustained support.

People who are NEET at 18–19 years old are:

↓

20%

more likely to be unemployed a decade later

↓

on lower wages even twenty years into the future[14]



Programme innovation

The programme introduced the Big Picture Learning model, originally developed in the United States, to provide a more personalised and relationship-based approach to education. Delivery focused on small group settings, personalised learning plans and curricula built around students' interests, alongside strong pastoral support.

Early in delivery, it became clear that the model required significant adaptation to work in the local context. BII worked in partnership with the local authority and service providers, redesigning the approach to better reflect the needs of students and the realities of the UK education system. This included differentiating services for pupils at Key Stage 2 (aged 7 to 11 years old), Key Stage 3 (aged 11 to 14), and Key Stage 4 (aged 14 to 16), and tailoring both the support model and outcomes framework.

This flexibility was critical to ensuring the service could effectively engage young people who had struggled in traditional settings.

> **"BPD massively improved my son's mindset and has improved his relationship with school and learning and also our own relationship.**
>
> A parent's perspective on BPD

CASE STUDY

Results

BPI worked with
531
children during the project, more than double the expected reach[15]

306
Key Stage 3 pupils achieved good progress with their personal learning plans: **103%** of the contract target

185
Key Stage 4 pupils met their target for improved attendance at school: **98%** of the contract target

204
Key Stage 4 pupils achieved accredited qualifications

A detailed evaluation[16] of the programme, commissioned by the City of Doncaster Council, found the majority of pupils experienced positive impact, particularly in:

- → Improved engagement and attendance
- → Greater self-awareness, confidence and coping strategies
- → Stronger relationships with staff and peers
- → Increased involvement of parents and carers, improving connection to education

The programme demonstrated the value of personalised, relationship-based approaches in re-engaging young people at risk of long-term disengagement.

The evaluation also highlighted delivery challenges, including the time and resource required to redesign the model and establish appropriate outcomes and monitoring frameworks. It is worth noting that the redesign was only possible due to the significant support from Doncaster Council, reinforcing the importance of strong partnerships working towards the same outcomes.

Why this matters

This programme highlights how outcomes-based approaches can improve outcomes for young people at risk of long-term disengagement by intervening early and adapting services around individual needs.

By supporting more flexible, personalised models, outcomes-based approaches can:

- → Support young people at critical transition points
- → Move away from one-size-fits-all models towards tailored support
- → Enable services to adapt in response to real-world delivery
- → Create approaches that can be sustained within the public system

The success of the model led to recommissioning, embedding the approach within the local system and extending its impact beyond the life of the original contract. This will enable more young people to benefit from a proven approach, while helping to reduce the longer-term costs associated with disengagement and delayed intervention.

D's story

D started her journey with Vega College in September 2021.

Early on, D could be defensive and very verbally aggressive. As D spent more time at Vega College and became somewhat more settled, staff could see how anxious she was and that she used verbal aggression to keep others at a distance. At other times D would distance herself by shutting herself away in dark rooms to avoid speaking to others.

Over the school year, Vega College took several different approaches to support D in addressing her behaviours and becoming more engaged with her learning. They recognised and accepted that D needed time away from others to feel settled and safe. They found ways to allow D to be involved in activities, such as inviting D on walks with staff and other learners and regularly asking if she would like to talk. Staff from Vega College attended school days with D to help her build better relationships.

By following this consistent approach, D displayed notable improvement across the year. By July 2022, she was able to work in a classroom with her peers, something she could not do when she first started. On one occasion, after being supported by a staff member to reintegrate into school, D made the gesture of making a drink for that member of staff and sharing a hug with her. Although this gesture may have seemed small to others, this was a huge step for D as she had previously avoided physical contact with others.

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Chapter 4:

Recommendations moving forward

Strategic insights and expertise informing future product and programme development



A model for the future

The Outcomes Investment Fund (OIF) has demonstrated the value of outcomes-based investing in delivering measurable impact while enabling more effective use of public resources; £1 invested delivered £4.85 in outcomes. Across complex sectors such as health, social care and youth transitions, it has shown that flexible, risk-bearing capital and strong partnerships can achieve results where traditional models have struggled.

At a time of increasing poverty, inequality and pressure on public services, this approach offers a practical model for reform: linking funding to outcomes, supporting prevention, and helping public bodies manage risk while maintaining accountability.

Crucially, its impact extends beyond individual contracts, contributing to lasting changes in commissioning, service design and delivery. The experience of OIF provides a clear foundation for scaling outcomes-based approaches to deliver better outcomes for individuals and stronger value for society.

> **The real value of OIF extends far beyond the individual programmes it supported.**

The Fund showed what can be achieved when organisations are prepared to collaborate, share risk and remain focused on outcomes rather than activity alone. In doing so, it has built both evidence and experience across the sector.

As we look ahead, those lessons and relationships may prove just as important as the outcomes the Fund was designed to deliver.

Lars Hagelmann
Chief Operating Officer



Strategic recommendations for future vehicles

1. Blended finance

Future funds should combine investment with grants or catalytic capital to support service design, contract development and higher-risk programmes.

2. Partnerships and delivery infrastructure

Outcomes contracts can be complex with multiple stakeholders. Strong partnerships and delivery infrastructure including clear governance, aligned incentives and shared data systems are essential to managing complexity and delivering outcomes at scale.

3. Sustainability and system integration

Programmes should be designed from inception with a clear pathway towards long-term sustainability, whether through recommissioning, integration into statutory services or wider systems change.

(See following page for more detail)

Strategic recommendations for future vehicles

Three priorities emerge from the OIF experience

1

A need for flexible and blended structures

A key learning from OIF is that future outcomes funding models are most effective when designed as long-term, flexible and blended structures. Future funds should combine investment with grant or catalytic capital to support contract development, early-stage service design and higher-risk delivery.

Flexibility within contracts is also essential. During delivery, several programmes required adjustments to payment structures and outcome measures to reflect real-world delivery challenges and opportunities, demonstrating the need to move beyond fixed “payment by results” models towards more adaptive approaches.

2

Managing complexity with strong partnership and performance infrastructure

The OIF portfolio demonstrated both the potential and the challenges of delivering outcomes contracts within highly complex partnership structures. Across 21 social outcomes contracts, programmes often involved multiple commissioners, delivery partners, intermediaries and investors operating within shared governance arrangements. Building trust and alignment across these systems was critical to delivery success.

This underscores the importance of robust partnership structures, clear governance and strong performance management. Centralised data systems and transparent pricing are essential to maintaining accountability and coordination.

For example, the Chances programme involved 16 delivery providers and 21 commissioners, requiring coordinated oversight and shared data systems to manage delivery at scale.

3

Designing for system impact and sustainability

A core element of the OIF strategy was to create partnerships capable of influencing systems beyond the life of individual investments. Across the portfolio, this legacy emerged in several ways.

A core aim of OIF was to create impact beyond the life of individual contracts. Future programmes should be designed from the outset to influence systems, whether through recommissioning, service integration or wider changes in commissioning practice.

Across the portfolio, long-term impact has taken multiple forms, from services being embedded within public provision to broader shifts in how services are designed and delivered.

For example, in Sheffield, learnings from outcomes-based delivery informed changes to residential mental health pathways, with a greater focus on step-down and recovery, improving outcomes and reducing reliance on high-cost provision.

Importantly, success should not be defined solely by contract continuation, but by the extent to which learning shapes future service design and commissioning.

OIF’s legacy

The ways OIF-contracted services have influenced service provision going forward:

Recommissioning
Some services were re-contracted based on demonstrated effectiveness

Integration
Successful approaches were embedded into local authority provision or brought in-house

Adaptation
Learning from delivery informed new service models and commissioning strategies

Capability building
Providers and commissioners developed skills and confidence to continue outcomes-based approaches

OIF’s lasting legacy lies not only in the outcomes achieved, but in the shift it helped create in how public services, investors and delivery organisations work together to deliver social impact

OIF investment portfolio

Investee	UN SDG	Primary Customer Group	Invested Capital
Apollo Care Leavers (Sheffield Futures)	8 – Decent work and economic growth	Vulnerable young people	£225,000
Chances (Substance)	3 – Good health and well-being	Vulnerable children	£1,250,000
Cornwall Addictions (Addaction)	3 – Good health and well-being	Dealing with addiction issues	£100,000
Doncaster Big Picture Learning	4 – Inclusive and quality education	Vulnerable children	£750,000
Staffordshire Addiction Dependency Solutions (ADS)	3 – Good health and well-being	Dealing with addiction issues	£225,000
Enfield (Mental Health and Employment Partnership)	3 – Good health and well-being	Mental health needs and conditions	£300,000
Five Bridges (Changing Lives)	11 – Sustainable cities and communities	Living in precarious housing or homeless	£67,188
Haringey and Barnet (Mental Health and Employment Partnership)	3 – Good health and well-being	Mental health needs and conditions	£227,000
Intensive Family Support Service Humankind (Humankind)	3 – Good health and well-being	Dealing with addiction issues	£220,000
MoveForward (ThinkForward)	8 – Decent work and economic growth	Vulnerable children	£400,000
Opening Doors (Cromwood Housing)	11 – Sustainable cities and communities	Living in precarious housing or homeless	£200,000
Promoting Independence (South Yorkshire Housing Association)	11 – Sustainable cities and communities	Mental health needs and conditions	£800,000
Pyramid (Big Fostering Partnership)	10 – Reduced inequalities	Vulnerable children	£600,000
Refugee Transitions Outcome Fund (Big Integration Partnership)	10 – Reduced inequalities	Refugees	£1,391,000
Shropshire (Mental Health and Employment Partnership)	3 – Good health and well-being	Mental health needs and conditions	£204,000
The Skill Mill	8 – Decent work and economic growth	Ex-offenders and prisoners	£402,500
Street Impact Brighton (St Mungo's)	11 – Sustainable cities and communities	Living in precarious housing or homeless	£155,000
Street Impact London (St Mungo's)	11 – Sustainable cities and communities	Living in precarious housing or homeless	£125,000
Tower Hamlets Expansion (Mental Health and Employment Partnership)	3 – Good health and well-being	Mental health needs and conditions	£126,000
Tower Hamlets Learning Disabilities (Mental Health and Employment Partnership)	3 – Good health and well-being	Learning disabilities and other neurodivergence	£328,000
West London Alliance (Mental Health and Employment Partnership)	3 – Good health and well-being	Dealing with addiction issues	£400,000
		Total	**£8,495,688**

Acknowledgements

We would like to thank all the delivery partners and commissioners we have worked with over the life of the Fund, who innovated and delivered change to those who need it most.

Directors of the General Partner



Nigel Kershaw OBE
Nigel Kershaw joined The Big Issue in 1994, eventually becoming its CEO and now sits as Group Chair. Alongside Big Issue founder Lord John Bird, Nigel launched Big Issue Invest in 2004. Nigel is also the co-founder of The Big Exchange.



Stephen Howard LVO
Stephen Howard is the chair of Power to Change after retiring as chief executive of Business in the Community after 10 years in post. Stephen's other roles include chair of Thames Reach and trustee of Better Society Capital.



Holger Westphely
Holger Westphely has over 20 years of experience working in the social impact sector, first as a co-founder of Eastside People, and then in social investment with CAF Venturesome. Holger is currently the Managing Director for Big Issue Invest.

Investment Advisory Committee



Tim Farazmand (Chair)
Tim has worked for over 30 years in private equity. He currently chairs the Palatine Impact Fund, PCB Partners and Estio and holds various other Board positions.



Daria Kuznetsova
Daria Kuznetsova was recently appointed CEO of Impact Assessment in Melbourne, and has previously held several senior strategy roles including at the University of Arts London, Teach First and Better Society Capital.



Sir David Holmes CBE
David Holmes has been chief executive of Family Action since 2013 and is currently Chair of the Child Safeguarding Practice Review Panel. He was awarded a knighthood in 2024 in recognition of his service to children and families, having previously received a CBE in 2014.



Jeremy Rogers
From 1998 to 2008 Jeremy Rogers was at JP Morgan, becoming the youngest MD in JP Morgan's history. He is now chief investment officer for Big Society Capital and is also a senior adviser to the Rockefeller Foundation's Innovative Finance programme.



John Gilligan
John Gilligan has worked in the private equity and venture capital industry for more than 30 years. He is director of the Oxford Saïd Finance Lab at Saïd Business School, University of Oxford. John is also a visiting professor at Imperial College Business School.



Nick Temple OBE
Nick Temple is CEO of Social Investment Business. His previous roles include deputy CEO at Social Enterprise UK. In 2024 Nick received an OBE for his commitment to the social enterprise sector.



Sara Redford
Sara is an experienced social investor, and had spent over a decade structuring debt and quasi-equity solutions to support private equity backed management buyouts across Europe.

References

1. Life Chances Fund case studies →GO BACK TO PAGE 3
2. Life Chance Fund final evaluation: Data release →GO BACK TO PAGE 3
3. The Evolution of Social Outcomes Partnerships in the UK: Distilling fifteen years of experience from Peterborough to Kirklees →GO BACK TO PAGE 3
4. Life Chances Fund (LCF) Evaluation →GO BACK TO PAGE 3
5. 'Most deprived areas' refers to deciles 1 to 4 of the Index of Multiple Deprivation →GO BACK TO PAGE 3
6. Note that the higher than expected reach of service users represents more people accessing preventative and early-stage interventions, but doesn't equate to a higher total outcomes value. At £41,180,278, total outcome payments were lower than the expected £58,811,454, largely due to the underperformance of the Pyramid (Big Fostering Partnership) contract where outcomes values were particularly high. →GO BACK TO PAGE 9
7. Government data collated by Home For Good, rounded to nearest 1,000 →GO BACK TO PAGE 14
8. Analysis by Shelter, December 2025, rounded to nearest 1,000. →GO BACK TO PAGE 14
9. Ministry of Justice, Proven Reoffending Statistics Quarterly Bulletin, April to June 2024 →GO BACK TO PAGE 14
10. From Arrival to Integration: Building communities for refugees and for Britain - Commission on the Integration of Refugees →GO BACK TO PAGE 14
11. Learning disability - applying All Our Health - GOV.UK →GO BACK TO PAGE 14
12. Mental health pressures data analysis, British Medical Association →GO BACK TO PAGE 14
13. Deaths related to drug poisoning in England and Wales - Office for National Statistics →GO BACK TO PAGE 14
14. Impetus | Impetus' response to NEET statistics February 2026 →GO BACK TO PAGE 17
15. Based on median cohort estimate of 216 individuals at contracting stage. →GO BACK TO PAGE 18
16. Doncaster's Alternative Provision (Big Picture Doncaster and Vega College) Evaluation (2024) →GO BACK TO PAGE 18

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- The capital of Investors in the Funds is at risk.
- Any target is not a predictor, projection or guarantee of future performance.

OIF reporting disclosures

The Outcomes Investment Fund, "the Fund", markets itself under the Social Enterprise Fund label. The following disclosures are made in accordance with Article 13 (No 346/2013 & No 2017/1991), with reference to relevant sections of the main report as appropriate.

As managers of the Outcomes Investment Fund, Big Issue Invest is making available an annual report to the competent authority of the home Member State (FCA) for the qualifying social entrepreneurship fund, the Outcomes Investment Fund. We follow the financial year that is April 1st to March 31st. The report describes the composition of the portfolio of the Fund and the activities of the previous year.

No profits have been earned or funds of any sort distributed to investors thus far. The audited financial accounts for the Outcomes Investment Fund have been made available and shared with relevant stakeholders. These can be shared upon request.

The annual report has been produced in accordance with existing reporting standards and the terms agreed between the managers of the Fund and the investors. The report is made available to investors of the Fund in addition to any additional disclosures agreed.

This annual report is inclusive of at least the following:

a. details, as appropriate, of the overall social outcomes achieved by the investment policy and the method used to measure those outcomes. Readers are directed to the Outcomes Table for the most granular detail and elsewhere in the report for more aggregated figures.

b. a statement regarding all changes including any divestments that have occurred in relation to the Fund portfolio. No divestments have occurred due to concerns arising, all investments that have ended have done so due to agreed contract periods coming to an end or due to early repayment of investment. Readers are directed to the Investment Portfolio for an overview of all projects invested in by the Fund.

c. where a divestment does occur, a description will be included and will cover whether that occurred on the basis of the criteria as referred to in point (f) of Article 14(1).

d. information on the nature, value and purpose of the investments other than qualifying investments referred to in Article 5(1). Readers are directed to the Summary table. All of OIF's invested capital has been used to fund outcomes contracts with embedded measurable, positive social impact as the main objective, rather than funding social enterprises. Some of these contracts have been delivered through special purpose vehicles, while others have been delivered by social enterprises. As such, the Fund did not allocate funding based on the articles of associations of the delivery partners, but focused on ensuring the contracts maximise impact delivery.

e. a description of how environmental and climate-related risks are considered in the investment approach of the Outcomes Investment Fund. That is as follows; The Fund is investing to tackle inequity and drive better social outcomes for marginalised groups, it is with this lens that prospective deals are evaluated. As OIF has been financing social contracts, delivered by social enterprise partners, the investments did not assess environmental and climate-related risks of the contract delivery, especially as the operations are outside the high-emission and pollution sectors.

Financial statements and updates are prepared and shared with investors on a quarterly basis and a formal audit of the Fund is carried out annually. The audit confirms that money and assets are held in the name of the Outcomes Investment Fund and that the manager of the Fund has established and maintained adequate records and checks in respect of the use of any mandate or control over the money and assets of the qualifying social entrepreneurship fund and the investors therein.

INTRODUCTION

OIF AT A GLANCE

DEFINING SOCS

ROLE OF BII

FUND SUMMARY

INVESTING IN COMPLEX CHALLENGES

BETTER OUTCOMES FOR END USERS

FUTURE RECOMMENDATIONS

PORTFOLIO & GOVERNANCE

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