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# Measuring the Impact of Community Mobilisers

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A Social Return on  
Investment analysis  
of Early Help  
programme provided  
by Community  
Action MK

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## Executive Summary

### Introduction

This report aims to quantify the social benefits provided by the Early Help programme delivered by Community Action MK and commissioned by Milton Keynes Council. The period covered by this report is April 2012 to March 2015.

This study uses SROI methodology to understand the social value created by the work of Community Action MK. This means the report focuses on outcomes for all, rather than just direct savings made to council service. It will employ cost-benefit analysis models in order to place value on the change that is seen across the communities in which the work takes place. The report finds that the likely figure for SROI is £8.15. This means for each £1 of value inputted there is £8.15 of value created. If you just take into account Milton Keynes Council input, then they see a return of £9.84.

### What is Social Return on Investment?

SROI is a measurement framework that helps organisations to understand and manage the social, environmental, and economic value that they are creating. It takes into account the full range of social benefits to all stakeholders, rather than simply focusing on revenue or cost savings for one stakeholder. SROI enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value. The methodology is set in government papers and by the SROI Network.<sup>1</sup>

### Community Development and Community Mobilisers

Community development is a process of working with local communities, to achieve change within communities. Through identifying the issues, problems, skills and capacities locally, communities are able to identify actions that can be taken to overcome the issues and problems by utilising the skills and capacity of the local community. It is a collective process, not a one-off intervention, co-produced with, not for communities.

The practice and purpose of community development sits centrally within an agenda of Big Society and localism; its core purpose is to engage local people in community based activity to improve their local areas.

Community Action deliver their community development work through Community Mobilisers. A Community Mobiliser is a community-based worker who supports people to be their own architects, designing the services that meet their needs.

### The research process

The author was commissioned to research and produce this report in order to quantify the outcomes of their Early Help programme which is funded by Milton Keynes Council. Via a combination of data collected and stored by Community Action MK and research carried out, the

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<sup>1</sup> A Guide to Social Return on Investment Cabinet Office 2012  
[http://www.thesroinetwork.org/publications/doc\\_download/241-a-guide-to-social-returnon-investment-2012](http://www.thesroinetwork.org/publications/doc_download/241-a-guide-to-social-returnon-investment-2012)

report will aim to arrive at an estimate of Social Return on Investment (SROI). Agreed upon SROI methodology was used throughout.

The process began with initial meetings with Community Action MK where the outcomes and impact map were devised. Following this was analysis of the data provided by Community Action MK and research of contemporary analysis of community development. This then created a variety of SROI calculation in order to arrive at the final figure.

## Key Findings

- There were five identified beneficiary stakeholder groups
  - Volunteers
  - Attendees of sessions
  - Those receiving information, advice or guidance from CA:MK
  - The wider communities
  - Milton Keynes Council
- The total social benefit generated for the benefit period (up to five years) was calculated at £10,970,298
- The total from both Milton Keynes Council and volunteer time comes to £1,345,787.
- This gives a SROI ratio of £8.15 per £1 invested.
- The lowest possible SROI ratio figure is estimated at £3.31 and the maximum is £16.48
- If only Milton Keynes Council contribution is considered then the SROI ratio is £9.84
- Benefits to Volunteers (39%) and Attendees at sessions (37%) receive the largest proportion of the value created
- There is potentially further value created but it could not be evidenced or quantified with the data and research. The report was only able to focus on short to medium term benefits and those that have the most direct contact with Community Action MK.
- Further research should be put into looking at evidencing the long-term effects of community development work.

## Challenges and Limitations

- The most significant limitation to the report is the lack of data or research that demonstrates the long term effects of the intervention. The rationale behind work of this nature is for it to have a far reaching and long lasting impact.
- The role of the community mobiliser is one step removed from direct intervention. They enable members of the community to provide their own solutions to issues. Due to this, measuring levels of attribution can be difficult. A level of assumption had to be made due to gaps in the data available.

## 1. Introduction

### 1.1 Scope

Community Action Milton Keynes (CA:MK) were commissioned by Milton Keynes Council to run an early help programme entitled 'Community Engagement and Empowerment'

The service is summarised as;

*"Community Action: MK were commissioned in April 2012 to provide 'Community Engagement and Empowerment' as part of the council's 'early help' services for children and families. The contract is for 3 years, with a value of £355,000 for 2014/15. This is made up of:*

- • £192,000 contributed by Children and Families
- • £75,000 contributed by Environment/Neighbourhood Services
- • £88,000 contributed by Regeneration

*The purpose of the provision is to facilitate and oversee a proactive and vigorous programme of community activity that will support and enable residents to become active citizens.*

*The Provider is responsible for supporting residents to initiate and develop a range of community initiatives, linking with schools, children's centres, Children and Families Practices, youth services, parish and town councils, faith groups and others so that they better understand the needs and issues affecting residents in their area."*

The report shall cover the work carried out between April 2012 and March 2015. It will aim to investigate all areas of the work that have material outcomes and have significant data available to evidence. The report shall err on the side of caution and take a prudent approach to all assumptions made. With this in mind, the calculations within this report can be taken to be at the lower end of estimates with the true value unknown due to the wide reaching and multi-faceted nature of the work.

### 1.2 Who are Community Action MK?

Community Action MK are a charity and company limited by guarantee based in Milton Keynes.

Everything Community Action: MK does is based on the belief that individual's involvement in community activity leads to an enhanced quality of life. An important part of the way we have delivered our objectives since November 2003 is through the Community Mobiliser (CM) service. Community Mobilisers are community based workers who support people to be architects of services that meet their needs.

The foundation of the service is that an active and involved community leads to an improved quality of life for people in that neighbourhood, and that those we are targeting are the experts on what they need and want. The principles of the CM approach were established in early 2003 through consideration of community work both nationally and internationally, but particularly focusing on the pioneering work in the Chicago of the 1930s and 1940s where the concept of 'Community Organisers' for the 'Back Yards Programme' was developed. One of the most famous proponents of Alinsky's approach to nurturing 'Peoples Organisations' is Barrack Obama, and David Cameron has

incorporated the approach into his proposals for the Big Society. (Saul D Alinsky (Oct 1989) *Reveille for Radicals*: Vintage Books Edition)

### 1.3 About the author

Bruce Fenning is a Finance Manager with a registered charity based in Milton Keynes and a graduate in Mathematics from the University of Warwick with specialties in dynamical systems and statistical modelling. He has over five years experience in charity finance and over two years experience developing and implementing Social Return on Investment (SROI) methodologies. He has previously authored papers on SROI for another charity including papers on Early Help Intervention work programmes which have similarities to the work being analysed in this report. The circulation of these reports led to him being commissioned by Community Action MK to write this report.

### 1.4 What is a community mobiliser?

#### 1.4.1 The basic idea

A Community Mobiliser (CM) is a community-based worker who supports people to be their own architects, designing the services that meet their needs. Fundamentally the CM approach is about helping people talk about their interests, ideas and issues and empowering those people to take action to meet those needs. We know that thriving communities are ones where there are many self-sufficient voluntary groups which allow residents to follow their own interests, and progress their ideas to reality. This means that these communities have more volunteers (than the norm) who feel moved to work with their neighbours and fellow residents to make their communities the best they can be. A CM's work is about helping, enabling, and facilitating their communities to make those things happen.

#### 1.4.2 What is the impact of a CM service?

Milton Keynes is the only place in the UK which has Community Mobilisers. CA:MK started the service back in 2003 and has spent the intervening eleven years developing the CM model, measuring its impact and refining our ways of working.

At a general level we know from research conducted by the New Economic Foundation in 2010 that for each pound invested in Community Development the social return on this investment is £8, at the very least.

We are currently conducting some research on the Social Return on Investment which the Early Help programme has brought about and will circulate this in the last week of June. This will provide estimates of the financial benefits different aspects of the programme have brought.

More specifically, the CM service has been evaluated twice by the Open University and these found a large set of positive impacts from a CM working within a community. They saw increases in:

- Levels of activity amongst communities
- The range of people involved in those activities
- Opportunities for volunteering
- Volume of volunteering
- Number of communication methods within community
- The volume of dialogue within community

- Level of confidence/self esteem of community members
- Membership of local community groups
- Take-up of training opportunities
- Involvement of community groups in decision making process

#### 1.4.3 Impact Story - Volunteering at the People's Allotment (the Lakes Estate)

The People's Allotment on Pinewood Drive has two key volunteers. At first they relied on meeting once a week, through the Community Mobiliser. Now they are in contact with each other independently, making their own arrangements and meeting regularly. They are now supporting other volunteers to further encourage their commitment to the project and have started to plan next year's tasks and planting schedule. They told us, *"We have just been awarded a £200 grant from the Milton Keynes Community Foundation..."* which will help fund the vital equipment needed to maintain the plot.

One of the volunteers told of us of the impact it has on his mental health and wellbeing, *"Volunteering here has had a massive impact on my life, where I live I have no garden and just being out in the open helps me clear my head."* He went on to say, *"If the allotment was not supported by the Community Mobiliser my volunteering here would not be possible."*

#### 1.4.4 Practically, what does a CM do?

A CM's work has a number of objectives which are described below.

##### *Asset Mapping*

The CM starts by building a picture of the community by finding out about the current 'assets' of his/her community.

- Physical assets - finding out what community buildings and facilities are available and their physical state of repair; how easily accessed they are by the community
- Demographics - including size of population, age, gender and ethnic group distributions; employment, crime, health indicators and so on.
- Groups and activities currently running in the community
- Interests, ideas and issues - what's on the minds of the people the CM meets and talks with right now
- Stakeholders - what other agencies are delivering which services in the community and how, when, where.

This step allows the CM to draw a map of his/her Community and its assets and gather evidence to support the identification of some short and longer term priorities. This first step exemplifies our asset or strengths based approach to mobilising communities.

##### *Giving a voice to the Community*

The CM's primary tool is talking with members of his/her community. He/she engages individuals and groups to explore their interests, issues and ideas, as well as the positive impact actions, activities and events in the community are having. Many community members have issues about where they live and the CM's job is to gain a full understanding of these and what the individual

thinks could help to make things better with the ultimate goal of helping that person identify what action he/she might take. So the CM approach is fundamentally solution-focused.

Each month each of our CM's produce a "Dialogue Report" which pulls together (via QuickChat, our mobile App) all the conversations he/she has had with community members over the last four weeks. This gives a snapshot of what's on people's minds and what they are talking about. CA:MK also produces a Programme Report which does the same thing but across all nine communities we serve in Milton Keynes. This (close to real-time) data is useful to our stakeholder colleagues in letting them know what the salient issues are and can also provide a proactive mechanism by which we investigate how communities view some issues.

### **Signposting to local services**

The CM directs community members to Training and Volunteering Opportunities, Job Clubs and employment-related advice, and can look into any other advice they might be seeking. QuickChat allows us to collate information about how many people CM's are signposting and to which services. MK Advice Network Partnership finds this extremely useful data to help it shape its service provision.

### **Support for new and existing groups**

If members of the community need help with setting up a group, finding and applying for funding, group activities etc, the CM is able to provide that support. They work with their CA:MK Support & Development team who are able to provide specialist help with advice and volunteering.

### **Support Local Environment Projects**

CM's have worked to support community groups who want to improve their immediate environment, conducting surveys, reporting issues to SERCO, mounting clean-up days, etc

## **1.5 What is Social Return on Investment?**

A paper titled 'A guide to Social Return on Investment' defines social return on investment as;

*"Every day our actions and activities create and destroy value; they change the world around us. Although the value we create goes far beyond what can be captured in financial terms, this is, for the most part, the only type of value that is measured and accounted for. As a result, things that can be bought and sold take on a greater significance and many important things get left out. Decisions made like this may not be as good as they could be as they are based on incomplete information about full impacts.*

*Social Return on Investment (SROI) is a framework for measuring and accounting for this much broader concept of value; it seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits.*

*SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated. For example, a ratio of 3:1 indicates that an investment of £1 delivers £3 of social value.*

*SROI is about value rather than money. Money is simply a common unit and as such is a useful and widely accepted way of conveying value."*

The use of monetary proxies for social, economic and environmental value offers several practical benefits:

- it makes it easier to align and integrate performance management systems with financial management systems;
- it aids communication with internal stakeholders, especially those responsible for finances and resource allocation, and with those who prefer quantitative to qualitative ways of learning;
- it induces transparency since it precipitates the clarification of which values have been included and which have not been included;
- it permits sensitivity analysis to show which assumptions are more important in that the result is more affected by changes in some assumptions than others;
- it helps identify the critical sources of value and so streamlines performance management

### 1.6 Community empowerment and well-being

According to the Coalition Government, the Big Society is a call for greater social action: for people to give up their time, effort and money to support local causes as part of a new culture of voluntarism and philanthropy. The Government hopes that by reducing the role of the state, greater responsibility will be devolved to the local level and that, in response, residents will rise to the challenge of taking greater control over shaping their local area and responding to local challenges.

Academic studies have demonstrated that volunteering can have a positive effect on a range of aspects of individual well-being, including: happiness, life satisfaction, self-esteem, sense of control over life, improved physical health and alleviating depression<sup>2</sup>. There is at least in principle the potential for the Big Society to promote higher levels of well-being amongst individuals. The prominence of the Big Society agenda also places renewed emphasis on the role of the voluntary and community sector in society.

The report shall be focusing largely on these well-being benefits for the individuals that volunteer or attend groups or events. Due to limitations of data or research available, the consequentially effects from higher levels of well-being are not included.

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<sup>2</sup> Thoits, P. A. & Hewitt, L. N. (2001), 'Volunteer Work and Well-being', Journal of Health and Social - <http://www.asanet.org/images/members/docs/pdf/featured/volunteer.pdf>

## 2. Methodology

In order to demonstrate the effectiveness of Community Action MK's early help intervention work, an analysis of the social return of investment (SROI) has been calculated. The approach to the calculation of the SROI was carried out in line the Cabinet Office paper called 'A guide to Social Return on Investment'.

The stages of an SROI analysis include:

1. Establishing scope and identifying stakeholders
2. Mapping outcomes
3. Evidencing outcomes and giving them a value
4. Establishing impact
5. Calculating the SROI
6. Reporting, using, and embedding

For this analysis, the author worked in conjunction with several of members of staff within CA:MK. All data that has been used within the report had been collected previously by the organisation to use as evidence to MK Council, who are the commissioners of this programme. Where there are areas where data could not cover the total SROI process then appropriate data was taken from academic research in the related area. Where this is the case it will be clearly stated and appropriate sensitivity analysis will take place. Due to time constraints, no new data collection was performed purely for this report.

The theory of change was developed by the author in collaboration with members of staff of CA:MK. It is also based upon the data provided as well as research performed on work of this nature. Following the input from CA:MK the impact map (which is presented later in table 3.1) was developed by the author, reducing the initial variety of outcomes to a smaller and more focused collection of material outcomes that have basis on adopted methodology used by other organisations.

SROI, like financial accounting, only considers outcomes that are material to the stakeholder and to the scope of the project. We have therefore focused on those impacts that are relevant to CA:MK and significant in size in order to give a true and fair picture of the impact of the service.

A cost benefit analysis model was employed in the calculation of the SROI ratio. The model accounts for each of these considerations: 1) distance travelled towards the achievement of outcomes; and 2) impact considerations – deadweight, attribution, displacement and leakage as well as benefit period and drop-off rate and inputs (financial and non-financial). All costs and benefits were placed on a net present value basis and a number of approaches were used to create financial values for those outcomes for which there is no market traded price; for example, the value of self-esteem. Sensitivity analysis was performed on a number of assumptions within the model to test its robustness. This is discussed further in the report.

### 2.1 Additionality and Calculation Methodology

As discussed previously, Social Return on Investment calculations rely being able to measure the level of impact (i.e. the number of individuals experiencing the outcome) and then being able to quantify the value of that impact. The estimate of the value of an outcome is referred to as a

financial proxy. The multiplication of total impact and the value of that impact gives the gross benefit. Therefore, with a particular intervention then we can say;

$$G = T \cdot V$$

Where T is the total impact value, V is the value of the financial proxies for that impacts and G the gross benefits.

However, this figure is not a true reflection of the impact of the intervention being provided. In order to get this true understanding we are required to calculate what is known as Net Additionality.

### 2.1.1 Net Additionality

Net additionality reflects the final overall additional activity that arises after the original gross benefits have been adjusted to take account several factors. The application of these factors is necessary in order to ensure we are just looking at the activity that is additional i.e. what effect the intervention is having when it is compared to the baseline. The following additionality adjustments will be considered in this report;

- Deadweight –The proportion of total outputs/outcomes that would have secured anyway without the intervention in question
- Displacement –The proportion of outputs/outcomes that are reduced elsewhere in the target area.
- Attribution – This is an assessment of how much of the outcome was caused by the contribution of other organisations or people
- Leakage – The number or proportion of outputs/outcomes that benefit those outside the target area of the intervention

All these figures are given as a percentage in the report. The combination of these adjustment factors will give us the *Additionality Ratio*. Put simply, the net additionality ratio is that proportion of the gross effects which are net additional.

The additionality ratio will be calculated multiplicatively which means the factors are treated as not mutually exclusive.

$$AR = (1 - DW) \cdot (1 - DS) \cdot (1 - A) \cdot (1 - L)$$

Where AR is the additionality ratio, DW is deadweight, DS is displacement, A is attribution and L is leakage. This equation is entirely consistent with the Additionality Guide and the calculations used by the Department of Business Innovations and Skills.<sup>3</sup>

It follows that

$$N = AR \cdot G$$

Where N is the net additionality, AR is the additionality ratio and G is the gross benefit as discussed earlier.

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<sup>3</sup> Research to improve assessment of additionality, Department for Business Innovation and Skills - [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/191512/Research\\_to\\_improve\\_the\\_assessment\\_of\\_additionality.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/191512/Research_to_improve_the_assessment_of_additionality.pdf)

### 2.1.2 Present Value, Impact Periods and Discounting Rates

Another consideration that needs to be made is the length of the benefit. Some outcomes may last over a period of time and it is important to look at how long the effect will be in place. Some impacts may last longer than others. There are two factors to take into when looking at impacts in the future

- *Discount Rate* - Discounting recognises that people generally prefer to receive money today rather than tomorrow because there is a risk (e.g., that the money will not be paid) or because there is an opportunity cost (e.g. potential gains from investing the money elsewhere). This is known as the 'time value of money'. In this report this rate will be set at 3.5% in line with the recommendations in the HM Treasury Green Book<sup>4</sup>.
- *Drop Off/Relapse/Recidivism Rate* – This is a rate which quantifies the expected drop-off for the impact. For example, if you ran an intervention weight loss which had a level of impact initially, how many of those individuals would still be feeling the effects two or three years down the line and how many would relapse to their original state prior to the intervention?

Using these two factors you can calculate the impact by a particular year as followed

$$I_n = N \cdot (1 - r)^n \cdot (1 - D_n)$$

Where  $I_n$  is the impact for year n, N is the net additionality, r is the discount rate and  $D_n$  is the drop-off rate at year n.

Present value is defined as the summation of impact over all the applicable years. Social return on investment is interested in calculating the total present value across all impacts and all years. Therefore if you define  $T_j$  as the total value of a particular benefit (of m total benefits) over a n year benefit period then

$$T_j = \sum_{i=1}^n I_{i,j}$$

And the total present value would be the summation of the m different individual benefits.

$$P = \sum_{j=1}^m T_j$$

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<sup>4</sup> Green Book HM Treasury [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/220541/green\\_book\\_complete.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/220541/green_book_complete.pdf)

## 3. Theory of Change

### 3.1 Introduction

To fully understand and ascertain the social and economic value created by Community Mobilisers, we need to understand how Community Mobilisers' work lead to changes in local people's lives.

It is common for community development work to be evaluated in terms of the outputs generated. Outputs tell us that an activity has taken place, such as the number of people who have been trained. For SROI, analysis has to go beyond that and focus on outcomes or changes that happen to individual as a product of the work being carried out. Therefore the process of SROI is largely interested in the process of change, looking at the changes experienced by all stakeholders involved from the initial activities through to final outcomes. This process from inputs/activities, outputs and outcomes is referred to as the *theory of change*.

SROI analysis is interested in evaluating these changes generated for the end beneficiary. However, it is worth noting, that the work carried out by Community Mobilisers is generally one step removed from end beneficiaries. They act as facilitators for change, allowing individuals to achieve change via opportunities to which they have signposted or introduced the individual. They operate a model where they do not deliver directly or directly effect change.

With this in mind, there are two approaches that could be taken to perform the analysis of the social impact of the community mobiliser work;

- a) only assess and quantify the valuable outcomes in individuals with direct contact and involvement with Community Action MK or;
- b) Quantify and assess the valuable outcomes for all beneficiaries and then attempt to determine the role that the community mobilisers' work had in creating that change.

Both methods have their slight problems which had to be considered. In the case of the first option, this method would mean that one would potentially not take into account the full impact that the organisation is having and as such the social return calculation will be lower and may undervalue the work being carried out.

The second method has the problem regarding quantifying the level of attribution that can be given to the work carried out. With this approach, there will be a large volume of beneficiaries but with low levels of attribution (e.g. if you take into account the wider communities as a beneficiary, there are a large amount of individuals that could potentially have change but the level of influence from the community mobiliser on that change would be low). Therefore this method allows the calculation to take into account the full range of changes being caused, unlike the previous method. The issues would lie with the ability to be able to properly quantify the level of influence that the work being carried out has. Once you have a large population, the uncertainty of the attribution figures is propagated. Essentially this means that small variations in the attribution level could mean significant variances for the final impact figure being calculated.

For this report, it was decided that the second of the two options would be carried out in order to get a full understanding of the change being effected. In order to monitor the sensitivity of the data used throughout, the impact will be measured with three separate calculations. These will be a base

case (the assumed most likely case with the data given), worst and best case (these will use what are assumed to appropriate maximum and minimum values where there is a degree of uncertainty).

### 3.2 Initial Meetings

The research began by having a meeting with members of staff at Community Action MK. The purpose was to do the initial mapping of the stakeholders and outcomes involved in the work of the Community Mobilisers.

The potential outcomes identified initially were;

- Improved mental wellbeing
- Reduction in isolation
- Improved self-esteem
- Improved skills
- Improved academic attainment
- Better access to employment
- Healthier eating
- Increased physical activity
- Improved finances
- Improved housing and shelter conditions
- Reduction in crime/vandalism
- Improved local environment and public spaces
- Improved community cohesion
- Increased community capacity; skills, knowledge, interested and ideas
- Reduction in antisocial behaviour
- Increased resident awareness and understanding of public services
- Greater collaboration between residents and agencies
- Better relationships with local services
- Reduction in need for local services e.g. health services

The following step involved looking at separate stakeholder groups and identifying those that will be involved in the report. The process was to identify the level and type of impact that the work by Community Action MK was having upon these groups and whether the size of social return was worth inclusion in the report. The criteria used for the decision were:

- i. Whether there was a significant level of social return being generated
- ii. Whether the level of attribution to CAMK was significant
- iii. Whether the value was being created or displaced from other areas (substitution effect)

The table on the following page (table 1.) shows the stakeholder groups that will be carried forward and studied further for this report. The discussion had with CAMK along with the way in which the data was stored regarding their engagements highlighted distinct groups of stakeholders. These make up the first four listed on the table. The remainder are not identified in the data stored by CAMK but were considered due to the potential effect the work could have on them.

Stakeholder Group	Description	To be used?	Reason
Residents/Community	The wider communities of the areas in which the Community Mobilisers work.	Yes	The main beneficiaries of the programme are the individual in the communities and a variety of outcomes are generated for them.
Volunteers	The individuals which CAMK help volunteer	Yes	The main beneficiaries of the programme are the individual in the communities and a variety of outcomes are generated for them.
Attendees of groups/events organised	Those who attend groups and events set and run by volunteers	Yes	The main beneficiaries of the programme are the individual in the communities and a variety of outcomes are generated for them.
Individuals who are referred to or receive advice or training	Individuals that the community mobilisers signpost to other organisations for advice, guidance or training	Yes	The main beneficiaries of the programme are the individual in the communities and a variety of outcomes are generated for them.
Local organisations	Local third sector, charity and community groups. Will have individuals referred for advice, guidance, training or to resolve problems	No	The organisations will experience no additional social return. Social return is generated for individuals referred to them but this is already taken care of in the above stakeholder groups. The only potential social return would be increased business along for these organisations to attract additional funding. However there is little data available on this and the attribution to CAMK would be very small. Therefore it will not be considered from this point on
Local services	Local public services e.g. health services, waste and refuse, police services	No	This will be treated as a separate stakeholder for the calculation process however outcomes relating to individuals may use the cost saving for local services as a financial proxy. For example, increase in physical activity may be valued by the potential saving to the health services.
Citizens Advice Bureau	Will have individuals referred for advice, guidance, training or to resolve problems	No	As above, value is only created for the individuals receiving help or advice. Other value generated is negated by the substitution effect; value is displaced rather than created.
Milton Keynes Council	The commissioning organisation for the programme and local authority covering the area in which the work takes place	Yes	In addition to value create for residents of the local authority, which is dealt with in the above stakeholder groups, CAMK also provide value for the Council itself.
Housing Associations	Will have individuals referred for advice, guidance, training or to resolve problems	No	As above, value is only created for the individuals receiving help or advice. Other value generated is negated by the substitution effect; value is displaced rather than created.
Local Business and Wider MK economic area	Local businesses and MK economically	No	Value generated is negated by the substitution effect; value is displaced rather than created.

**Table 1 List of stakeholders and a discussion on their use in the report**

## 3.2 Identifying Common Outcomes

Now that the list of stakeholders is finalised, the outputs and outcomes of the work carried out by CAMK need to be analysed in order to arrive at an impact map.

### 3.2.1 Well-being

Analysis of the data provided as well as the descriptions and rationale of the programme show that there is a large importance on individual well-being and improving it. This is in line with current public policy at both national government and local council level.<sup>5 6</sup>

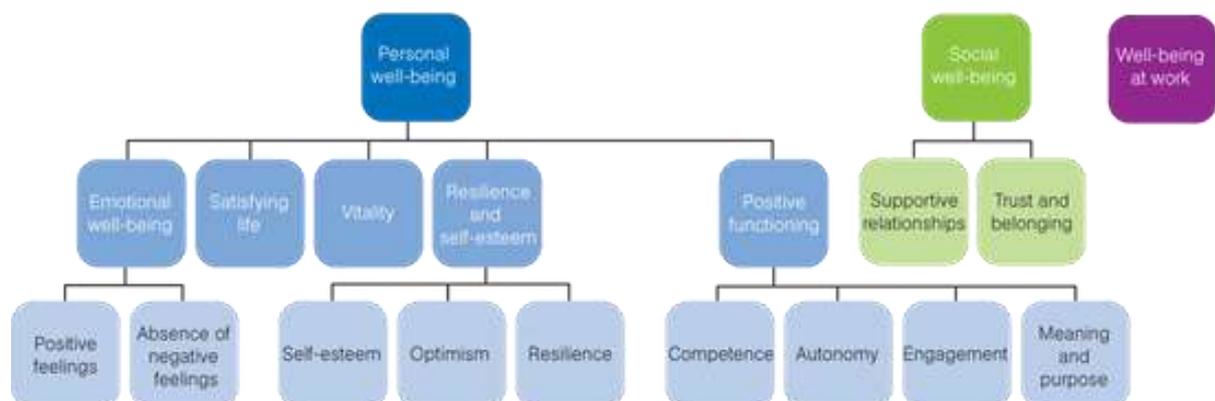
With such a large proportion of the outcomes generated relating to improvement or changes in well-being, it stands to follow that potentially a significant amount of the social value created will come in this area too. Therefore it is paramount that the understanding and analysis of the outcomes in this area.

To look at well-being, this report shall use The 'National Accounts of Well-being'. The National Accounts of Wellbeing are an attempt to assess societal progress by '*explicitly capturing how people feel and experience their lives, help to redefine our notions of national progress, success and what we value as a society.*'<sup>7</sup>

Well-being is most usefully thought of as the dynamic process that gives people a sense of how their lives are going, through the interaction between their circumstances, activities and psychological resources or 'mental capital'.

Further definitions can be given as mental capital is defined as 'a person's cognitive and emotional resources' and well-being as 'a dynamic state, in which the individual is able to develop their potential, work productively and creatively, build strong and positive relationships with others, and contribute to their community'.

In order to record well-being, the 'National Accounts of Well-being' have defined indicators which encompass the multiplicity and dynamism of the up the above definitions. In essence these are the areas of well-being which they have tried to quantify in order to record national levels of well-being.



<sup>5</sup> The government launched the national well-being programme - <https://www.gov.uk/government/collections/national-wellbeing>

<sup>6</sup> The ONS carries out well-being related data collection - [http://www.ons.gov.uk/ons/dcp171766\\_352740.pdf](http://www.ons.gov.uk/ons/dcp171766_352740.pdf)

<sup>7</sup> *National Accounts of Wellbeing: bring real wealth onto the balance sheet*, New Economic Foundation - <http://www.nationalaccountsofwellbeing.org/public-data/files/national-accounts-of-well-being-report.pdf>

**Figure 1. Indicator structure with the National Accounts of Wellbeing Structure**

The focus of this report will be analysing well-being at the middle level of this structure i.e. it will look to study and quantify the changes experienced in relation to Emotional Well-being, Satisfying Life, Vitality, Resilience and Self-Esteem, Positive Functioning, Supportive Relationships and Trust and Belonging.

Personal well-being is made up of five main components, some of which are broken down further into subcomponents. These are:

- Emotional well-being. The overall balance between the frequency of experiencing positive and negative emotions, with higher scores showing that positive emotions are felt more often than negative ones. This is comprised of the subcomponents:
  - Positive feelings – How often positive emotions are felt.
  - Absence of negative feelings – The frequency with which negative emotions are felt, with higher scores representing less frequent negative emotions.
  - Satisfying life. Having positive evaluation of your life overall, representing the results of four questions about satisfaction and life evaluations.
- Vitality. Having energy, feeling well-rested and healthy, and being physically active.
- Resilience and self-esteem. A measure of individuals' psychological resources. It comprises the subcomponents:
  - Self-esteem – Feeling good about yourself.
  - Optimism – Feeling optimistic about your future.
  - Resilience – Being able to deal with life's difficulties.
- Positive functioning. This can be summed up as 'doing well'. It includes four subcomponents:
  - Autonomy – Feeling free to do what you want and having the time to do it.
  - Competence – Feeling accomplishment from what you do and being able to make use of your abilities.
  - Engagement – Feeling absorbed in what you are doing and that you have opportunities to learn.
  - Meaning and purpose – Feeling that what you do in life is valuable, worthwhile and valued by others.

Social well-being is made up of two main components:

- Supportive relationships. The extent and quality of interactions in close relationships with family, friends and others who provide support.
- Trust and belonging. Trusting other people, being treated fairly and respectfully by them, and feeling a sense of belonging with and support from people where you live.

The benefit of these sub-components is that they match data that is already being stored in relation to the work by CAMK in such things as the well-being surveys that are filled in by volunteers. Also, if we look at the initial list of outcomes discussed earlier in this section you can see the link between and these broader sub components.

Initial Outcome List	Linked Well-being Indicator
Improved mental wellbeing	Covered by all
Reduction in isolation	Supportive Relationships
Improved self-esteem	Resilience and Self-Esteem
Improved skills	Positive Functioning
Improved academic attainment	Positive Functioning
Better access to employment	Positive Functioning
Healthier eating	Vitality
Increased physical activity	Vitality
Reduction in crime/vandalism	Trust and Belonging
Improved local environment and public spaces	Trust and Belonging
Improved community cohesion	Trust and Belonging
Increased community capacity; skills, knowledge, interested and ideas	Positive Functioning and Trust and Belonging
Reduction in antisocial behaviour	Trust and Belonging

**Table 2. Links between initial hypothesised outcomes and Well-being indicators**

Two of the sub-components do not feature in the report, these being Emotional Well-being and Life Satisfaction. While looking through the data it was decided that there were no outcomes where directly linked to these. While the work carried out may lead to more positive emotional feelings or a higher perceived sense of life satisfaction there is neither the data collected or stored about these areas nor the robust data available to prove such a causal link.

### 3.2.2 Wider-Community Outcomes

The well-being indicators above cover the majority of the outcomes that the work produces. These well-being indicators apply well to the smaller groups of individuals, these being the volunteers and attendee at group sessions, since there is a better range of data available to evidence the outcomes.

However when we consider the effects on the wider community, there is not the conclusive evidence available to justify significant well-being changes. Therefore the report will focus on wider reaching outcomes that are more justifiable for a larger group such as the entire community that the Community Mobiliser work within. After analysis of the work being carried out, the following three outcomes were identified

- Improved environment and green spaces – using research in this area to look at the improvement a community can see from these changes.
- Improved community cohesion – looking at whether there are indicators and effects experienced related to increased cohesion and communication within a community.
- Reductions in crime, vandalism and anti-social behaviour.

### 3.3 Impact Map

Inputs of Community Development Work	Community Activities and outputs	Outcomes	Applicable Stakeholder Group	Corresponding Well-being Component	Other Outcomes	
<i>What is the intervention?</i>	<i>What happens as a result?</i>	<i>What are the outcomes of these activities and outputs?</i>	<i>Which group experiences this outcome?</i>	<i>How does this fit with well-being indicators?</i>	<i>What other non-well-being outcomes happen?</i>	
Asset Mapping - Physical Assets - Demographics - Groups and activities currently running - Interests, ideas and issues - Stakeholders  Giving a voice to the community - Engage individuals and groups to explore their interests, issues and ideas, as well as the positive impact actions, activities and events in the community are having.  Signposting to local services  Support for new and existing groups  Support local environment projects	Activities - Local Interest Groups - Community Engagement Groups - Schools, Children and Young People - Environment Groups	Reduction in isolation - individuals see neighbours and friends more regularly	Volunteers Attendees	Supportive Relationships	N/A	
		People more tolerant and trusting of neighbours	Volunteers Attendees	Supportive Relationships Trust and Belonging	N/A	
	Information, advice and guidance - Provide advice and help where possible to resolve local issues - Referring to local services to help resolve issues  Advocacy - Lobbying to service-providers (e.g. social housing, landlords etc.)	Sense of belonging to a group	Volunteers Attendees	Trust and Belonging	N/A	
		Sense of purpose, responsibility and leadership	Volunteers	Positive Functioning Resilience and Self-Esteem Trust and Belonging	N/A	
		Proud of neighbour and feeling safer in neighbourhood	Volunteers Attendees Community	Positive Functioning Trust and Belonging	Community Cohesion Reduction in Crime and ASB	
		More attractive spaces, more green spaces available	Community	Trust and Belonging	Improved Environment	
		Awareness -Raising awareness of local services - Raising awareness of opportunities in the community	New skills learned	Volunteers Attendees Individuals receiving information, advice or guidance	Positive Functioning Resilience and Self-Esteem	N/A
			Increased community capacity	Community	Positive Functioning Resilience and Self-Esteem	N/A

		Increased awareness of link between behaviour and outcome (e.g. environment impact, energy usage etc.)	Volunteers Attendees	Positive Functioning Supportive Relationships	N/A
		Resolution of identified problems	Individuals receiving information, advice or guidance	Positive Functioning Self Esteem and Resilience	N/A
		Increased awareness of local services, what is going on and what help is available	All	Positive Functioning	N/A
		Better able to identify and communicate needs on behalf of community	Volunteers	Positive Functioning Self Esteem and Resilience	N/A
		Improved skills and better employment opportunities	Individuals receiving information, advice or guidance	Positive Functioning	Increased income
		Improved physical health awareness or positive change in physical health	Volunteers Attendees Individuals receiving information, advice or guidance	Self Esteem and Resilience, Vitality	
		Improved academic attainment	Volunteers Attendees Individuals receiving information, advice or guidance	Positive Functioning Self Esteem and Resilience	Increased income

Table 3. Impact map showing the outcomes generated by CAMK's work that shall be used within this report.

## 4. Measuring Impact and Calculating SROI

In this section the methods of measurement and modelling are describe and in turn, how these are used to quantify the impact of Community Mobiliser work.

### 4.1 Volunteers

The first stakeholder group to look are the volunteers. Community Action MK facilitates members of the community to engage in volunteering opportunities, both formally and informally. The benefits of volunteering have been discussed in depth and a variety of health and well-being benefits have been indentified<sup>8 9</sup>

*“Volunteering can positively affect individuals’ well-being due to various motivational reasons. The different cannels can be roughly divided into two groups: (1) People’s well-being increases because they enjoy helping others per se. The reward is internally due to an intrinsic motivation to care for others’ welfare; (2) People volunteer instrumentally in order to receive a by-product of volunteer work. People do not enjoy volunteering per se but their utility increases because they receive an extrinsic reward from volunteering.”*

The major themes of well-being benefits have that have emerged from research are;<sup>10</sup>

- Volunteering supports mental and physical health by providing stimulation, something to do, exercise, as well as routine and structure in life.
- The social aspect of volunteering is highly valued. It provides the opportunity to be socially connected thus buffering the effects of depression, loneliness and social isolation
- Volunteering has a positive effect on attitudes, stress and coping style
- Volunteering takes people out of their own environment, helps them to gain perspective and broaden their outlook
- The additional benefits in terms of positive outcomes for volunteers are the feel good factor of making a contribution to the lives of others and being appreciated and valued for what they do

For this report, the outcomes indentified on the impact map will be the ones analysed.

#### 4.1.1 Level of Impact and Financial Proxy

Volunteers are given surveys to complete by CA:MK and the responses to these form the major part of the evidence regarding changes in perceived well-being. Over the duration of the three years of the programme there have been 5,027 volunteers and they have worked a combined total of 20,289 hours. This gives an average of 5.14 hours worked per volunteer. This is comparative to the mean volunteering hours given by the survey respondents and with a 90% confidence margin; therefore it can be assumed that the survey is representative of the entire volunteering population

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<sup>8</sup> Is Volunteering Rewarding in Itself? S Meier, A Stutzer - <http://ftp.iza.org/dp1045.pdf>

<sup>9</sup> Volunteering and Health: What Impact Does It Really Have? Casiday, R., Kinsman, E., Fisher, C. and Bamba, C. (2008).

<sup>10</sup> The Impact of Volunteering on the Health and well-being of the over 50s in Northern Ireland Volunteer Now, University of Ulster - <http://www.volunteernow.co.uk/fs/doc/publications/impact-of-volunteering-on-health-report-summary-2013.pdf>

The wellbeing surveys ask 5 questions

1. I am confident I can access the support I need within my community
2. I feel safe in my community
3. My community has the skills and knowledge to improve our area
4. I can influence decisions which affect my community
5. How many hours have you volunteered in the past month?

These questions can be linked to the wellbeing indicators as followed;

Survey Question	Well-being indicator
I am confident I can access the support I need within my community	Resilience and Self-Esteem
I feel safe in my community	Trust and Belonging
My community has the skills and knowledge to improve our area	Supportive Relationships
I can influence decisions which affect my community	Positive Functioning

Table 4. Mapping of survey questions to well-being indicators.

The next step required is to identify those that have experienced change. In order to do this the response data was analysed. A comparison was done between those that do not volunteer at all and those that volunteer regularly (over 10 hours per month). While the sample sizes were relatively small, there was still a difference seen between the mean responses, enough to justify there is a change at a 90% confidence level. The following table shows the probabilities that someone from the regular volunteering group exceeds the zero volunteering group, this can be taken as an estimate of the expected number of individuals one would expect to experience change.

Question 1	
Base	15.38%
High	24.73%
Low	4.98%
Question 2	
Base	17.68%
High	26.95%
Low	7.15%
Question 3	
Base	11.38%
High	19.47%
Low	2.76%
Question 4	
Base	27.58%
High	33.12%
Low	21.14%

Table 5. Expected values for changes (see Appendix 1 for full data)

### Financial Proxies

Wellbeing Indicator	Financial Proxy	Description	Source
Positive Functioning	£2,964	Cost of behavioural therapy to build psychological resilience and self-esteem: £62 per session x 20 sessions	Job Satisfaction and Self-Employment: Autonomy or Personality?, Thomas Lange, Bournemouth University
Resilience and Self-Esteem	£1,240	Additional median wages earned by self-employed vs. employed. Research shows that autonomy – a subcomponent of positive functioning – is the principal motivation for pursuing self-employment, and the mechanism by which self-employment leads to higher job satisfaction.	Units Costs for Health and Social Care, published by the Personal Social Services Research Unit
Supportive Relationships	£15,500	Increase in annual value attributed in change from "seeing friends and relatives once or twice a week" to "seeing friends and relatives on most days", as calculated using regression analysis comparing correlations between 1) income and life satisfaction and 2) seeing friends and life satisfaction	Nattavudh Powdthavee (2008) Putting a price tag on friends, relatives, and neighbours
Trust and Belonging	£15,666	Combination of calculations regarding regular contact with neighbours, feeling safe in one's community and benefits from neighbourhood quality	Nattavudh Powdthavee (2008) Putting a price tag on friends, relatives, and neighbours

Table 6. Financial proxies for well-being indicators.

The following financial proxies have been determined for the value of having a positive change in one of the four well-being indicators. The proxy represents what the full achievement of the outcome is worth to the individual, by identifying things that are market-traded which would achieve these outcomes, or identifying the opportunity cost of the outcome not occurring. The predominant method used for the latter was shadow pricing.

The combination of the above information leads to the following calculation for gross benefit.

<b>Volunteers</b>				
		Low	Base	High
No of Volunteers		2721	2721	2721
<b>Q1 Confidence, self-esteem and resilience</b>				
% that see change		4.98%	15.38%	24.73%
No of Volunteers that see change (rounded to nearest unit)		136	418	673
Financial Proxy		1,240	1,240	1,240
Gross Benefit		168,640	518,320	834,520
<b>Q2 Trust and Belonging</b>				
% that see change		7.15%	17.68%	26.95%
No of Volunteers that see change (rounded to nearest unit)		195	481	733
Financial Proxy		15,666	15,666	15,666
Gross Benefit		3,054,870	7,535,346	11,483,178
<b>Q3 Supportive Relationships</b>				
% that see change		2.76%	11.38%	19.47%
No of Volunteers that see change (rounded to nearest unit)		75	310	530
Financial Proxy		15,500	15,500	15,500
Gross Benefit		1,162,500	4,805,000	8,215,000
<b>Q4 Positive Functioning</b>				
% that see change		21.14%	27.58%	33.12%
No of Volunteers that see change (rounded to nearest unit)		575	750	901
Financial Proxy		2,964	2,964	2,964
Gross Benefit		1,704,300	2,223,000	2,670,564
<b>Total Gross Benefit (per year)</b>		<b>6,090,310</b>	<b>15,081,666</b>	<b>23,203,262</b>

Table 7. Calculation of gross benefit for Volunteers.

## 4.1.2 Additionality Ratio

### Net Additionality

#### Deadweight

This is the measure of individuals that would have achieved the results without the intervention. For this the national average rate of volunteering at least once per month has been used. This was 48% for 2013-2014<sup>11</sup>.

#### Displacement

There are no effects being displaced so this value will be set to zero. Community Mobilisers do not displace others doing a similar job and the volunteers involved do not displace other volunteers.

#### Leakage

This value has been set as per the migration rate for Milton Keynes.<sup>12</sup>

#### Attribution

This is potentially the most difficult additionality factor to quantify. In line with other research done in the same field, a similar method to calculate attribution will be used. The method used will look at the average time spent volunteering as a proportion of 37.5 hours (the average working week). The rationale behind this being that it allows the remaining amount of the time the individual spends working or equivalent to be equally responsible for effecting change as the time spent volunteering. From the survey results, the average weekly time spent volunteering is 6.61 hours. This means the level of attribution to other organisations is 82%. This figure will be adjusted for the low and high cases to examine the effect that changes in attribution could have.

#### Drop Off Rate

Based on available volunteering statistics<sup>13</sup>, the drop off rate for volunteers is

	Drop off rate
Year 1	0%
Year 2	14%
Year 3	38%
Year 4	59%
Year 5	64%

Table 8. Drop off rates for volunteers.

These numbers show the proportion of people that stop volunteering regularly after the initial intervention. From these figures it is clear that there is a pay-off period of approximately 5 years, beyond that the levels of volunteers drop below the national average and it is difficult to justify that the initial intervention is still having an effect.

<sup>11</sup> Community Life Survey 2013-2014 - <https://www.gov.uk/government/collections/community-life-survey>

<sup>12</sup> Local Authority studies – Analysis of data and evidence for Milton Keynes – ONS - <http://www.ons.gov.uk/ons/guide-method/method-quality/specific/population-and-migration/pop-ests/local-authority-population-studies/local-authority-studies/milton-keynes.pdf>

<sup>13</sup> Catalysts for Community Action and Investment: A Social Return on Investment analysis of community development work based on a common outcomes framework - NEF

### 4.1.3 Present Value Calculation

The combination of all the above information leads to the following calculation;

Total Gross Benefit		6,090,310	15,081,666	23,203,262
Deadweight		53%	48%	43%
Attribution		90%	82%	74%
Displacement		0%	0%	0%
Leakage		2%	2%	1%
Additionality		4.53%	9.17%	14.73%
<b>Annual Value created</b>		<b>276,079</b>	<b>1,383,411</b>	<b>3,418,486</b>
Discount Rate		3.50%	3.50%	3.50%
	Drop off Rate			
Year 1	0%	276,079	1,383,411	3,418,486
Year 2	14%	229,118	1,148,093	2,837,002
Year 3	38%	159,397	798,726	1,973,696
Year 4	59%	101,718	509,703	1,259,504
Year 5	64%	86,188	431,880	1,067,200
<b>Present Value</b>		<b>852,500</b>	<b>4,271,812</b>	<b>10,555,888</b>

Table 9. Present Value calculation for Volunteers social value

### 4.2 Attendees at sessions

The next stakeholder group to be considered are attendees at the various groups and events that the programme enables. The community mobilisers enable members of the community to become volunteers and they set up a variety of community such coffee mornings, school groups, common interest groups etc.

The data collected and stored by CA:MK includes a list of the groups/events and a figure that is referred to as 'filled spaces'. This is a statistic (comparable to 'throughput' or other similar metrics) that gives the total attendance figure. Therefore the summation of all the 'filled spaces' gives the total attendance at all groups/events over the three year. The issue this presents is that it most likely that individuals will attend a group regularly if it is recurring weekly or monthly.

If an individual attends several sessions, the net benefit to that individual will not be compounded. This means that the calculation cannot work solely with this 'filled spaces' figure to calculate the level of impact. The figure that is needed is total unique attendees; however this has not been recorded. A few assumptions are required in order to estimate total unique visitors.

By analysing the data, it can be determined that although there were 3,948 sessions, approximately 1,183 are unique, which is 29.96%. It follows that we could estimate there to be 3,140 unique attendees. This assumption would be based upon all attendees at each regular unique event to be the same and attendees from one unique event do not attend another. While this is probably not

the exact truth, the effects of both of these points would roughly negate each other. The estimate is at least representative of the right order of magnitude. The value will be varied across the three cases to investigate its effect on the final value.

#### 4.2.1 Types of Groups/Events

The groups and events set up by the volunteers and community cover a wide variety of areas, however they can be broken down to the following 5 categories

- Community/Interest Groups
- Children/Young People
- Community Led Planning
- Employment
- Environmental

##### **Community/Interest Groups**

These make up the majority (56% by attendance) of the activities. It covers a wide range of things such as coffee mornings, craft clubs, cookery clubs, street dance clubs, healthy eating workshops etc. The main purpose behind these activities seems to be to create environments for people and to share and learn new skills. The areas individuals will experience benefits are on the social well-being elements – trust and belonging and supportive relationships. While learning new skills may lead to other benefits, such as an increase in positive functioning, the attribution level for CA:MK will be so low that it becomes immaterial. Also without any further it is difficult to justify the magnitude that the effect is having.

##### **Children/ Young People**

These are activities cover a range of activities, mostly child play session. On top of the social benefits talked about above there are also further benefits for the child that attends the session.

*The value and benefits of play have been the subject of intensive research over past decades and there is ample evidence, from a wide range of sources, that children who have the opportunity to play freely benefit from it in a large number of ways. Those benefits cover the very foundations of their bodily and mental development, their health, emotional development and resilience, creativity and problem-solving skills, socialisation amongst peers and the sense of agency and opportunities they have to influence change in their everyday environment<sup>14</sup>*

Therefore benefits to Positive Functioning and Self-Esteem and Resilience shall be used too.

##### **Community Led Planning**

These are activities where residents aid in planning local events or attend meetings with the local authority or local services in order to influence. This gives the individual benefits in trust and belonging as well as positive functioning – particularly in the areas of meaning and purpose.

##### **Employment**

These cover job clubs and CV writing sessions. The quantity of these sessions, by attendance, is very low (1.56%) and thus the net effect will be immaterial and as such no further effects of these session will be carried forward.

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<sup>14</sup> People Make Play – The impact of staffed play provision on children, families and communities – Play England

## Environmental

These are mostly activities aimed at improving the local environment, which in turn leads to a higher sense of local pride and belonging. This part of the report will only concern itself with the effects on the individuals attending the sessions, wider community benefits are discussed later.

### 4.2.2 SROI Calculation

Session Attendees		Low	Base	High
No. of Attendees		2728	3410	4263
<b>Supportive Relationships - benefits from reduction in isolation</b>				
% that see change <sup>15</sup>		23%	25%	28%
No. of Attendees that see change		614	853	1,172
Financial Proxy		15,500	15,500	15,500
Gross Benefit		9,517,000	13,221,500	18,166,000
Deadweight <sup>16</sup>		25%	23%	21%
Attribution <sup>17</sup>		94%	89%	85%
Displacement		0%	0%	0%
Leakage		2%	2%	1%
Additionality		4.62%	8.30%	12.10%
<b>Annual Value created</b>		<b>440,022</b>	<b>1,097,464</b>	<b>2,197,605</b>
Discount Rate		3.50%	3.50%	3.50%
	Drop off			
Year 1	0%	440,022	1,097,464	2,197,605
Year 2	14%	365,174	910,785	1,823,792
Year 3	38%	254,051	633,631	1,268,808
Year 4	59%	162,121	404,349	809,684
Year 5	64%	137,368	342,612	686,059
<b>Present Value</b>		<b>1,358,737</b>	<b>3,388,840</b>	<b>6,785,947</b>

Table 10. SROI Calculation for Supportive Relationship for Attendees

The above calculation applies for the entire population since all attendees, regardless of the type of session, benefit from increased contact with other people.

<sup>15</sup> Figure from community life survey – 75% chat their neighbours at least once a month

<sup>16</sup> Figure from community life survey – 75% chat their neighbours at least once a month

<sup>17</sup> Similar calculation as before for attribution but based on 4 hours per week

<b>Session Attendees</b>				
<b>Child/Young People - Increase in Positive Functioning</b>		Low	Base	High
No. of Attendees		882	1102	1378
% that see change <sup>18</sup>		27%	27%	27%
No. of Attendees that see change		238	298	372
Financial Proxy		2,964	2,964	2,964
Gross Benefit		705,432	883,272	1,102,608
<b>Present Value</b>		<b>100,714</b>	<b>226,394</b>	<b>411,882</b>
<b>Community Planning - Increase in Trust and Belonging</b>				
		Low	Base	High
No. of Attendees		193	241	301
% that see change <sup>19</sup>		44%	44%	44%
No. of Attendees that see change		85	106	132
Financial Proxy		15,666	15,666	15,666
Gross Benefit		1,331,610	1,660,596	2,067,912
<b>Present Value</b>		<b>190,113</b>	<b>425,632</b>	<b>772,473</b>
<b>Environmental - Increase in Trust and Belonging</b>				
		Low	Base	High
No. of Attendees		86	108	135
% that see change <sup>20</sup>		14%	14%	14%
No. of Attendees that see change		12	15	19
Financial Proxy		15,666	15,666	15,666
Gross Benefit		187,992	234,990	297,654
<b>Present Value</b>		<b>26,840</b>	<b>60,231</b>	<b>111,189</b>

Table 11. SROI Calculation for benefits from different types of sessions

As this table shows, these aspects of the activities provide small benefits to the individuals involved, however the majority of the value is created by increased contact with locals, reductions in isolation and building of better support relationships. The by-product of this is community cohesion which is discussed later.

<sup>18</sup> Figure of effectiveness from 'Let Make Play' – Play England

<sup>19</sup> Percentage of individuals that want more in local area from Community Life Survey

<sup>20</sup> Percentage of those that do not feel like they are part of the community from Community Life Survey

### 4.3 Individuals receiving Information, Advice and Guidance

Community Action MK gathers a lot of information through ‘dialogues’. These are conversations that the community mobiliser will have with members of the community where they will try to get an understanding of the ideas, issues, interests and impacts. Where issues have been raised the Community Mobiliser will either help resolve the problem or help refer the individual to an appropriate service or agency that can help. Since the beginning of the period being covered, there have been 13,207 recorded dialogues. The issues raised cover a wide variety of topics, this report will look at the six most common themes among issues though. These are highlighted below.

Area of issue	% of total	Total Issues
Education	10.80%	1426
Environment	11.37%	1501
Housing	3.36%	443
Financial	3.40%	449
Employment	5.63%	743
Community Led Planning	6.53%	863
	41.08%	5425

Table 12. Breakdown of six categories of issues.

Also recorded with the dialogue data is the manner in which the issue was resolved, this is referred to as ‘action taken’.

	Resolved by CAMK	Resolved by residents/peers	Signpost/Referral	Total % that required resolution
Education	17.84%	23.62%	18.59%	60.05%
Environment	18.34%	20.26%	16.42%	55.01%
Housing	19.23%	23.08%	20.19%	62.50%
Financial	16.46%	25.32%	17.72%	59.49%
Employment	9.38%	12.50%	4.69%	26.56%
Community Led Planning	27.52%	15.60%	12.84%	55.96%

Table 13. Breakdown of resolution action types

Each method of action has slightly different additionality ratios due to differ levels of attribution mostly.

	Low	Mid	High
Resolved by CAMK	16.23%	18.03%	20.04%
Resolved by residents/peers	14.20%	15.78%	17.53%
Signpost/Referral	6.83%	7.89%	9.02%

Table 14. Additionality for different action results.

Using this we get a calculation such as this.

	Low	Base	High
<b>Education</b>			
Total Issues	1426		
<b>Resolved by CAMK</b>	17.84%		
Number of Actions	254	254	254
Effectiveness	25%	32%	40%
Beneficiaries	64	81	102
Financial Proxy	5000	5000	5000
Annual value created	320000	405000	510000
Additionality Ratio	16.23%	18.03%	20.04%
Drop Off Multiplier	3.09	3.09	3.09
Present Value	160,360	225,507	315,524

Table 15. Summary of calculation for those receiving education related information, advice and guidance.

There are 18 of these required, 6 different issues and 3 types of resolution per issue. So rather than show the details of all, it can be summarised as such.

Issues	Low	Base	High
Education	486,789	592,129	726,170
Environment	542,239	666,936	797,177
Housing	212,530	268,172	344,587
Financial	252,978	325,161	409,933
Employment	155,550	202,295	231,632
Community Led Planning	209,480	254,222	305,866
<b>Total</b>	<b>1,859,566</b>	<b>2,308,915</b>	<b>2,815,365</b>

Table 16. Summary of social values for all information advice and guidance.

#### 4.4 Wider Community

The final stakeholder group to look at in terms of the residents of the area in which the mobilisers work is the wider community.

While the first three groups have focused on the well-being for individuals who have had some sort of intervention from CA:MK, this section will focus on whether there are an effects that are generated that affect the wider community beyond those that have the initial intervention. This presents its own challenges, as states already earlier, the work of a Community Mobiliser is already one step removed from direct intervention. We are now attempting to look another step along that process.

When the benefits improved social well-being are researched, the most common term brought up is that of community cohesion

*"The term 'community cohesion' has been around for centuries in the writings of political theorists. It is widely used to describe a state of harmony or tolerance between people from different backgrounds living within a community. It is linked to the concept of social capital and the idea that if we know our neighbours and contribute to community activity then we are more likely to look out for each other, increase cohesion and minimise the cost of dependency and institutional care."*<sup>21</sup>

The core concept is captured quite clearly in the definition used by the Local Government Association (LGA) in two guides written in 2002 and 2004 respectively:

"A cohesive community is one where:

- there is a common vision and a sense of belonging for all communities;
- the diversity of people's different backgrounds and circumstances is appreciated and positively valued;
- those from different backgrounds have similar life opportunities; and
- strong and positive relationships are being developed between people from different backgrounds and circumstances in the workplace, in schools and within neighbourhoods."

Source: 'Guidance on community cohesion' (LGA, Dec 2002) and 'Community cohesion - an action guide' (LGA, 2004)

Building cohesion has wider benefits to individuals, groups and communities such as:<sup>22</sup>

- Community empowerment including people helping each other out, coming together to solve problems and trusting one another;
- Volunteering;
- Equalities and perceptions of fair treatment;
- Preventing crime and anti social behaviour and necessary interventions;
- Sense of belonging and having friends from different backgrounds, which will bring other benefits;
- More efficient use of public resources;
- Enhancing the quality of life of everyone in the community;
- Community gets involved in solutions as well as public agencies;
- People from all generations have a sense of hope and positivity about their lives.

One of the most direct and tangible effects of community cohesion are crime levels. Communities with a higher sense of cohesion have been shown to have lower levels of crime<sup>23 24</sup>

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<sup>21</sup> The Cohesion Institute, Coventry University -

<http://www.cohesioninstitute.org.uk/Resources/Toolkits/Health/TheNatureOfCommunityCohesion>

<sup>22</sup> Tomorrow Together A strategy for building a cohesive community in Coleraine (July 2010), Coleraine Borough Council <http://www.colerainebc.gov.uk/content/file/2010/CommunityCohesion.pdf>

<sup>23</sup> [http://www.bucksdaat.co.uk/attachments/093\\_crime\\_cohesive\\_communities.pdf](http://www.bucksdaat.co.uk/attachments/093_crime_cohesive_communities.pdf)

## Crime

Crime in Milton Keynes has dropped over the last five years of available data (09/10 to 13/14). In absolute terms for all crimes there has been a 27.47%. However, when you look at the 9 estates in which the Community Mobilisers work then the drop in crime has been 38.14%. So there is evidence there that something has happened within these communities that has reduced crime above and beyond the drop being seen across the whole of Milton Keynes.

CA:MK are not the only organisation within these communities and there will be a variety of work being done by other organisations as well as the local council as well. So in no way can we attribute all the benefit but the preceding sections highlight enough being done around social well-being for a small consideration to be made.

There have been a variety of papers written on the subject, with certain papers<sup>24</sup> saying that a shift in community cohesion can cause up to a 3% drop in crime, with other more conservative at 1%. Therefore for this section, the low estimate will be 0%, the base will be 1% and the upper case will be 3%.

Analysis of the surrounding areas shows that displacement of crime is unlikely. Also leakage is not a factor when considering this benefit.

The correct estimation of attribution and deadweight are the important factors for the additionality ratio. From the data available, it is shown that there would be very little deadweight i.e. those areas that would have reduced crime rates without intervention. It has been shown that there are a variety of reasons behind crime with the wider societal context being a large contributing factor<sup>25</sup>. Regions can become stuck in a cycle where deprivation and lack of community cohesion lead to high crime rates, which in turn increase deprivation and lowers cohesion. There is little to no evidence that shows areas breaking free of this cycle without some form of external intervention. Large amounts of evidenced based research have shown that interventions of particular types are the most common method of crime reduction. Attribution is set at the same value as for the volunteer attribution. The assumption being the time exposed to the CA:MK intervention (which was the basis of the original calculation) would be proportionally similar to the exposure the local community would get when you CA:MK's service to the other services in the area.

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<sup>24</sup> Social interaction, inclusion and community cohesion – Forest Research  
[http://www.forestry.gov.uk/pdf/urgp\\_evidence\\_note\\_011\\_Social\\_interaction\\_inclusion\\_and\\_community\\_cohesion.pdf/\\$FILE/urgp\\_evidence\\_note\\_011\\_Social\\_interaction\\_inclusion\\_and\\_community\\_cohesion.pdf](http://www.forestry.gov.uk/pdf/urgp_evidence_note_011_Social_interaction_inclusion_and_community_cohesion.pdf/$FILE/urgp_evidence_note_011_Social_interaction_inclusion_and_community_cohesion.pdf)

<sup>25</sup> What Works to Reduce Crime? A Summary of the Evidence Justice Analytical Services Scottish Government, Dr. Liz Levy, Dr Dharshi Santhakumaran, Dr Richard Whitecross <http://www.gov.scot/Resource/0046/00460517.pdf>

<b>Community Cohesion - Crime</b>				
		Low	Base	High
	Total cost of crimes against individuals in 9 areas <sup>26</sup>		39,645,500	39,645,500
	Reduction in crime	0.00%	1.00%	3.00%
	Value of crime reduction (gross benefit)	0	396,455	1,189,365
Deadweight			0%	0%
Attribution			82%	82%
Displacement			0%	0%
Leakage			0%	0%
Additionality		100.00%	18.00%	18.00%
<b>Annual Value created</b>		<b>0</b>	<b>71,362</b>	<b>214,086</b>
Discount Rate		3.50%	3.50%	3.50%
	Drop off Rate			
Year 1	0%	0	71,362	214,086
Year 2	14%	0	59,223	177,670
Year 3	38%	0	41,201	123,604
Year 4	59%	0	26,293	78,878
Year 5	64%	0	22,278	66,834
<b>Present Value</b>		<b>0</b>	<b>220,357</b>	<b>661,072</b>

Table 17. Calculation of social value of crime reduction.

### Other Benefits

Other wider community benefits were discussed at the initial meetings with CA:MK, some of these included

- Improved social well-being for all residents
- Improved academic attainment, job performance and positive functioning
- Reduction in the need for local services
- Reduction in poverty, improvements in quality of life

However, upon review of the data available and literature on the matter that was available, it was not feasible to draw robust enough conclusions to justify any of these outcomes occurring, at least at a material level.

In the interest of being prudent, none of these were carried forward to be investigated. The issue with the nature of the work is that the Community Mobiliser is always a step removed from direct delivery. Once you begin to look at two or three degrees of separation from there, it is always

<sup>26</sup> Based upon average costs of crime from <http://webarchive.nationalarchives.gov.uk/20110218135832/rds.homeoffice.gov.uk/rds/pdfs/hors217.pdf> and breakdown of crime types from MK Observatory <http://www.mkiobservatory.org.uk/>

difficult to quantify. If CA:MK wish to explore this area of benefit further, which if fully understood could show a large amount of generated value, then they would have to embark on a large piece of research which would interview and collect data on a statistically significant section of the population of the areas in which they work.

#### 4.5 Milton Keynes Council

In addition to the benefits for council services that are discussed at other stages in the report, it is worth including the financial benefit that has been provided in terms of data collection on behalf of the council. The work that the community mobilisers have done has collected an extensive amount of data. Following meetings with CA:MK, it was stated that MK Council has used this information in shaping local services and policy.

To allow for this, there should be a consideration for the cost of the data collection. The average cost per respondent for data is somewhere in region of £4.00 to £4.20<sup>27</sup>.

	Low	Base	High
Dialogue Data Collected	16,614	16,614	16,614
Average cost per data collected	£4.00	£4.10	£4.20
Total Cost	66,456	68,117	69,779

Table 18. Summary of data collection costs

#### 4.6 Inputs

For the work there are two areas of input to be considered. Firstly, there is the funding from MK Council which totals £1,115,000 over the three years. There is also the value of the volunteers' time. This has been calculated using the drop off rates from earlier and the average volunteer from the data stored by CA:MK

Drop off	Volunteer Numbers	Hourly Value	Value
0%	20289	£6.50	131,879
14%	6763	£6.50	37,805
38%	6763	£6.50	27,255
59%	6763	£6.50	18,023
64%	6763	£6.50	15,825
			230,787

Table 19. Calculation of Volunteer input

<sup>27</sup> Value given as \$6.37 in A Comparison and Evaluation of Two Survey Data Collection Methodologies P Weir S Beri - [https://www.amstat.org/sections/SRMS/Proceedings/papers/1999\\_066.pdf](https://www.amstat.org/sections/SRMS/Proceedings/papers/1999_066.pdf)

	MK Council Funding	Volunteer Input	Total
up to Year 1	1,115,000	131,879	1,246,879
Year 2		37,805	37,805
Year 3		27,255	27,255
Year 4		18,023	18,023
Year 5		15,825	15,825
Total Input	1,115,000	230,787	1,345,787

Table 20. Total Inputs for the programme.

This means the total input value for the programme is £1,345,787

#### 4.7 Total Present Value and SROI Ratio

	Low	Base	High
Volunteers	852,500	4,271,812	10,555,888
Attendees	1,676,404	4,101,097	8,081,491
Information, advice, guidance	1,859,566	2,308,915	2,815,365
Wider Community	0	220,357	661,072
MK Council	66,456	68,117	69,779
Total Present Value	4,454,926	10,970,298	22,183,595

Table 21. Present values of the separate stakeholder groups/beneficiaries

	Low	Base	High
Present Value	4,454,926	10,970,298	22,183,595
Input	1,345,787	1,345,787	1,345,787
Net Present Value	3,109,139	9,624,511	20,837,808
SROI Ratio	3.31	8.15	16.48

Table 22. SROI Ratios for whole programme.

So following all the previous calculation we arrived at the above SROI ratios. The base case represents what it assumed to be most likely and the low and high act as reasonably minimum and maximum limits to the social return value.

## 5. Analysis of Results

### 5.1 Sensitivity Analysis

Since there are many facets to the delivery of this programme, it was decided that the calculation would use three cases so there could be a running total of how flexing the more unknown variable would affect the final figure. It is usual with SROI calculation to only use one set of assumptions, this would have been those listed in the base case, if the report was presented in such a way.

As can be seen from table 18, it can be said, with reasonable confidence, that the SROI lies between 3.31 and 16.48. While initially, this may seem like a large error margin, a look back through the data presented earlier in the report shows the large number of variables being worked with. Therefore error margins are compounded so this spread is to be expected.

In order to test the sensitivity of the data, certain variables will be stressed to see the overall effects it would have.

#### Drop-Off Rate

If the drop-off was to drop to 100% immediately after year 1 i.e. all volunteers and groups immediately ceased and CA:MK left an area.

	Volunteers	Attendees	Information, advice, guidance	Wider Community	MK Council	Total
Year 1	1,383,411	1,328,126	747,734	71,362	68,117	3,598,749
Year 2	0	0	0	0	0	0
Year 3	0	0	0	0	0	0
Year 4	0	0	0	0	0	0
Year 5	0	0	0	0	0	0
Total	1,383,411	1,328,126	747,734	71,362	68,117	3,598,749

Table 23. Yearly Present values with 100% drop off

So even in the event of no benefits beyond the year 1, the present value is still 3,598,749 which gives a SROI of £2.89. Even if you take the low estimate and drop-off down to 100% then the SROI ratio becomes £1.15. However, current research and literature does indicate and agree upon there being at least short term benefits from the type of intervention that CA:MK provides.

#### Changes in Additionality Ratio

If we take the benefit to be the 5 years as discussed, then in order for the SROI to drop below £1 then for the base case additionality would have to be reduced by 88%, for the low case a 70% drop is required. This would be a significant change from what has been researched from the data for the additionality factors. It can be said with some confidence that the additionality ratio is above this level.

With these points in mind, there is a large confidence that the range of SROI figures given are accurate. The only foreseeable ways for the programme to make a net loss (an SROI below £1) is either if the programme is significantly different in impact terms when compared to similar

programmes that were researched or the data stored and provided by CA:MK was not truly representative of the work carried out. In the case of both of these points, there is minimal to nil risk of these being factors, at least not to a level that could significantly affect the end results.

## 5.2 Other Analysis

In terms of where the value is generated, the pie chart below shows the distribution of value between the five groups.

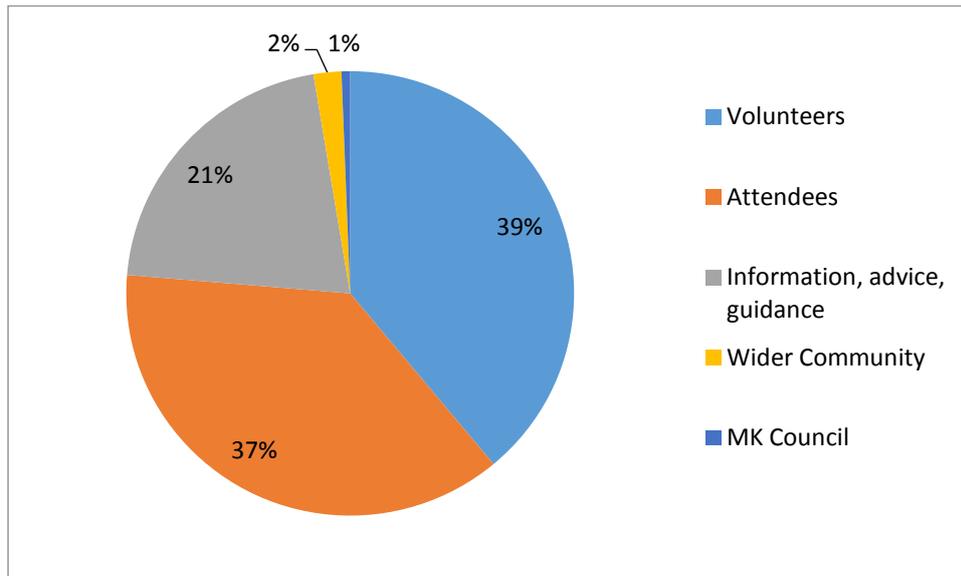


Figure 2. Distribution of value created amongst different groups

As figure 2 shows, the majority of the value created is for volunteers and attendees (76% in total). While this is true for the report, it may not be completely representative of the true value. As mentioned previously, the report has focused on being as prudent as possible and only quantified outcomes which could be clearly evidenced. The rationale behind the community mobilisers' work is to provide long-term benefits and enable the community to address its own needs. The long-term and wide ranging potential benefits of the work need to be fully investigated.

The SROI ratios if you consider only the funding from Milton Keynes Council (this can be seen as the return on investment specifically just for the Council) look like this:

	Low	Base	High
Present Value	4,454,926	10,970,298	22,183,595
Input	1,115,000	1,115,000	1,115,000
SROI Ratio	4.00	9.84	19.90

Table 24. Social return if only MKC contribution is considered.

## 6. Conclusion

Currently, the report believes the SROI ratio, for the base case, to be £8.15 per £1 invested. However, this is a prudent estimate and if further evidence became available regarding the long-term benefits of the work then the calculation should be performed again to take this into account.

The report has a large focus on the short to medium term benefits and mostly those benefits relating to improvements in well-being.

After going through the SROI process there are some key points that need to be considered relating to limitations of this initial calculation and recommendations for Community Action MK for future SROI calculations. Now that the framework for the calculation has been established

### 6.1 Limitations

There were a number of challenges and limitations that did affect parts of the report and there were small gaps in data that had to be filled by making certain assumptions. Where assumptions have been made, they are detailed in the report.

- Lack of research available about the long term benefits of the community development work carried out by Community Action MK. There is a potentially large amount of value that cannot currently be quantified with any reasonable accuracy.
- The data stored by Community Action was based around the reporting needs for MK Council which, while completely understandable, was focused more on recording output levels rather than outcomes. In certain situations assumptions had to be made, based on statistical information available, about the level of impact being had by the work.
- The primary method of financial proxy calculation was generated using shadow pricing and linear regression models. Therefore it provides an overall financial quantity for the benefit but does not identify savings to particular local services. If there is a particular interest in separating out individual local services then this method can be investigated but would require further information than that currently stored by CA:MK.

### 6.2 Recommendations

The author has the following recommendations based upon the findings through the report and the limitations listed above.

- Community Action MK should review the financial proxies used within this report annual and review the framework at a regular interval (every three years would be sufficient)
- A greater focus should be placed on data that evidence outcomes. Community Action MK should review the theory of change for the work they perform and identify common identify and metrics for outcomes and well as outputs.
- An impact map should be developed before work begins and this should set the precedent for the expectation of outcomes for those that they work with and will also define how information will be stored to evidence these outcomes.

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