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Catalysts for Community Action and Investment:
A Social Return on Investment analysis
of community development work
based on a common outcomes framework

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This report has been submitted to an independent assurance assessment carried out by The SROI Network. The report shows a good understanding of the SROI process and complies with SROI principles. Assurance here does not include verification of stakeholder engagement, data and calculations. It is a principles-based assessment of the final report

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Executive summary

Introduction

This study assesses the impact of community development work, using primary research in four communities in England: St. Giles (Lincoln), Brighton, Dewsbury Moor (Dewsbury, West Yorkshire) and Cleobury Mortimer (Shropshire).

The study employs the SROI methodology to understand the social value created by community development work, using a common outcomes framework. The means that the study focuses only on the shared outcomes across the four Local Authorities, and it does not take into account the outcomes specific to individual authorities. Based on an evaluation of community development activities between mid-2009 and mid-2010, it finds that for each £1 invested, £2.16 of social and economic value is created. And that for every £1 a Local Authority invests in a community development worker, £6 of value is contributed by community members in volunteering time.

The context for this study

At the time of writing, the government is beginning to flesh out its ambitions for the Big Society and its drive for localism in the context of huge anticipated cuts in the public sector. At the 2010 Conservative party conference, the Prime Minister talked about his plan to shift power and responsibility from the state to the citizen, evoking the First World War general Lord Kitchener, stating "Your country needs you." The Big Society theme converges with that of a smaller yet more empowered state which is taking shape in the form of the Decentralisation and Localism Bill and includes a range of proposed new powers to encourage communities to take action and responsibility for their local areas, whether that is through the running of local services or the ownership of land in the form of community land trusts.

Research into the impact of community development is pertinent to the vision of the current government of a society based on mutual responsibility. Community development workers can act as catalysts for grassroots community action, mobilising volunteers, building community based initiatives and encouraging local people to inform, design and in some case deliver local services. The community development worker can act as a lever to engage the knowledge, energy and local innovation of communities to contribute to the tackling of local challenges.

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.

What is community development?

Community development is a way of working with local communities, to achieve change within communities to problems that they themselves identify. It is a collective process, not a one-off intervention, co-produced with, not for communities.

Community development work is fundamentally about enabling, facilitating and building capacity for a community to address its own needs. Community development workers catalyse change in the communities they work in by helping people to contribute their own time and talent to a wide range of activities.

Community development levers in the unique knowledge and skills of local people to address the challenges faced by themselves and their community. In this way, community development work has the potential to be more sustainable, effective, and less burdensome on the public purse harnessing the potential and energy of local people. Community development work seeks to build sustainable partnerships whereby a community works with governmental and statutory agencies and authorities in identifying the needs, and contributing where appropriate to meet these needs.

Successful community development is able to build an infrastructure of support and cooperation which allows for the resources to provide a community development intervention – primarily embodied in a community development worker – to be redeployed in response to the evolving needs of different localities.

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.

The research challenge

This study seeks to measure the hard-to-measure outcomes of community development work. To apply the SROI methodology to community development, we adopted a common outcomes framework for analysing the impact of community development work on different stakeholders. In adopting this approach, we have included, in the quantitative analysis, only those outcomes shared across the four local authority case studies.

We organised four workshops (one in each local authority) with stakeholders to explore how they were impacted by the activities of the community development workers: a theory of change for how community development work creates outcomes. In arriving at a set of common outcomes, we have utilised **nef**'s (the new economics foundation's) research around the definition and measurement of well-being. Each outcome identified by the stakeholders was mapped to its relevant component of well-being.

Once the well-being outcomes were established, indicators were selected and data collection tools created for each of the material stakeholder groups. The indicators used are based on questions from existing established national surveys, including the European Social Survey and the Department for Communities and Local Government's (CLG's) Place Survey.

Data collection tools and a data collection strategy were developed in partnership with community development workers to investigate the extent to which the outcomes identified in the theory of change were being achieved. The data collection took place in July/August 2010 with 451 research participants. The majority of questions drafted were identical to questions asked in either the European Social Survey (2006) or Place Survey (2008), allowing for national and local benchmarking. The results were analysed and modelled to understand the "distance-travelled": the extent to which outcomes were being achieved.

The outcomes were measured as indicator composites, drawing together results for multiple indicators: two for personal well-being (Resilience and Self-esteem, and Positive Functioning) and two for social well-being (Supportive Relationships, and Trust and Belonging). Results were interpreted against a national benchmark.

A cost benefit analysis model was employed in the calculation of the SROI ratio. The model accounts for distance travelled towards the achievement of outcomes, rather than a binary achievement or non-achievement of an outcome. Impact considerations are integrated into the modelling to understand the extent to which the distance travelled would have occurred without community development activity (the "deadweight") and the extent to which changes in well-being outcomes for individuals can be attributed to community development. All input costs and outcome benefits, both financial and non-financial were placed on a net present value basis; a number of established 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 – and benefits were modelled as diminishing over time at a drop-off rate based on primary research. Sensitivity analysis was performed on a number of assumptions within the model to test its robustness.

Key issues

- Participants in our research noted that a key outcome of community development work is to create a positive image for a place: a benefit to the entire wider community of a place which is poorly regarded in the mainstream public perception. The link between positive place identity and self-esteem at the scale of the individual was investigated in further depth.

- A number of outcomes were identified for individual case studies which were not common to all four case studies, and are therefore excluded in the SROI analysis. Often these outcomes involved impacts outside the well-being framework, such as financial impacts for individuals helped into employment. The impact of this methodology is that the SROI ratio for common outcomes produced by community development work is likely to be significantly lower than an SROI ratio which could be modelled for an individual case study of community development activity, or a specific community group.

- Community well-being is produced through a collective process of social interaction in a place. However, it is measurable most readily at the scale of the individual. Familiar community development objectives, such as community cohesion, are measured in this study through the lens of personal well-being.

- A community development activity intrinsically works through co-production: volunteers from the community jointly produce the outcomes from which they benefit and which extend out to others in the community. Therefore, this study considers volunteers alongside local authority expenditure as comprising the investment in community development activity.

- Community development workers told us that their jobs involved a significant number of tasks, for example engaging in advocacy within the Local Authorities in which they are employed. This study focuses on the well-being outcomes for individuals supported by community development workers. The input of community development workers is considered holistically, extending beyond the direct support they provide to volunteers from the community. However, it should be noted the many tasks undertaken by community development workers have an impact which is undoubtedly greater than that which this study models.

Key findings

Our research identified outcomes for three types of beneficiaries:

1) individuals who volunteer to deliver community projects

2) those who participate in the activities of community projects

3) members of the wider community who do not participate.

Our research also identified and modelled benefits for Local Authorities and government agencies.

SROI methodology involves identifying financial proxies that represent the value of different outcomes for stakeholders. When we measure a change in an outcome for stakeholders, the overall value of the outcome is calculated using the proxy value for that outcome (see Table 4.7), as well as how great the reported change is. So while the biggest impact on well-being was in seen relation to positive functioning for those delivering or participating in community development projects and activities, the highest overall value for this stakeholder was created by virtue of improved supportive relationships. This is because the financial proxy which represents the value of supportive relationships is greater than that which represents the value of to positive functioning.

The results indicate that community development creates £2.16 of social and economic value for every £1 invested; an SROI of 2.16:1. This shows that for an investment of £233,655 in community development activity across four authorities the social return was approximately £3.5 million. It also shows that for every £1 a local authority invests, £15 of value is created. Furthermore:

- The time invested by members of the community in running various groups and activities represents almost £6 of value for every £1 invested by a local authority in employing a community development worker.

- 36% of the value created by community development work is manifested in the form of an improvement to the supportive relationships enjoyed by volunteers, participants in community activities, and the wider community. This equates to £1,273,215 in terms of the value of improved relationships. This is a cumulative value created across all four authorities for the improvement to supportive relationships (see table 4.7).

- 28% of the value created by community development work is manifested in the form of an improvement to the feelings of trust and belonging fostered among volunteers, participants in community activities, and the wider community. This equates to £992,213 in terms of the value of trust and belonging. This is a cumulative value created across all four authorities for feelings of trust and belonging (see table 4.7).

- The greatest changes in well-being are evidenced for those who volunteer to deliver community projects (see Figures 5.1 and 5.2), worth £395,358 in social value.

- For those either delivering or participating in community development projects and activities, the biggest impact on well-being is in relation to positive functioning: feeling competent, engaged and living life with meaning and purpose (see Figures 5.1 and 5.2).

- The element of well-being most impacted for those in the wider community is around personal resilience, optimism and self-esteem (see Figure 5.5).

These findings support the conclusion that community development is meeting the needs it has identified, namely:

a need for social and organisational structures in a locality which allow for residents to engage with one another, trust and respect each other, and effectively influence the provision of services, facilities and activities to their community.

- Quote from community development worker

The structure of this report

The introduction explains the commissioning of this study in its wider context. Successive chapters then provide details of the SROI methodology employed in assessing the impact of community development work (Chapter 2) and set out a definition of community development work (Chapter 3). Chapter 4 presents the story of *how* community development work leads to changes in people's lives – the theory of change – and concludes with a section which validates and verifies this theory by reference to relevant research literature. Chapter 5 describes how the impact of community development work is measured and modelled. Chapter 6 presents the results which demonstrate the impact of community development work through SROI modelling, followed by a brief conclusion.

Introduction

At the time of writing, the government is beginning to flesh out its ambitions for the Big Society and its drive for localism in the context of huge anticipated cuts in the public sector. At the 2010 Conservative party conference, the Prime Minister talked about his plan to shift power and responsibility from the state to the citizen, evoking the world war general Lord Kitchener in stating "Your country needs you." The Big Society theme converges with that of a smaller yet more empowered state which is taking shape in the form of the Decentralisation and Localism Bill and includes a range of proposed new powers to encourage communities to take action and responsibility for their local areas, whether that is through the running of local services or the ownership of land in the form of community land trusts.

Research into the impact of community development is pertinent to the vision of the current government of a society based on mutual responsibility. Community development workers can act as catalysts for grass roots community action, mobilising volunteers, building community based initiatives and encouraging local people to inform, design and in some case deliver local services. The community development worker is in a position to act as a lever to engage the knowledge, energy and local innovation of communities to contribute to the tackling of local challenges.

In April 2010, the Community Development Foundation (CDF) commissioned **nef** consulting to conduct a Social Return on Investment (SROI) analysis of the impact of community development work. The analysis was based on examples of community development work from four local authorities – Kirklees, City of Lincoln Council, Brighton and Hove, and Shropshire – each of whom applied to CDF to participate in the analysis. The SROI calculation is based on an evaluation of the community development work over a three-year period: from mid-2007 to mid-2010.

Community development work is extremely varied. To apply the SROI methodology to it, we adopted a common outcomes framework for analysing the impact of community development work on different stakeholders. In adopting this approach, we have included, in the quantitative analysis, only those outcomes shared across the four local authority case studies. Outcomes unique to a particular case study, while referenced in the report, are not included in the analysis.

Successive chapters provide details of the SROI methodology employed in assessing the impact of community development work (Chapter 2) and set out a definition of community development work (Chapter 3). Chapter 4 presents the story of *how* community development work leads to changes in people's lives – the theory of change – and concludes with a section which validates and verifies this theory by reference to relevant research literature. Chapter 5 describes how the impact of community development work is measured and modelled. Chapter 6 presents the results which demonstrate the impact of community development work through SROI modelling, followed by a brief conclusion.

nef (the new economics foundation)

nef consulting is the consulting wing of the **nef** (the new economics foundation). **nef** is a think-and-do tank with a 25-year history of promoting social justice, environmental

sustainability, and well-being. One of the ways it has done this is to support communities with tools and approaches to help them build their own capacity to achieve these goals. Another way is through its advocacy that regeneration programmes should be judged by the long-term outcomes, which are meaningful to those intended to benefit, not by simply counting outputs.[1] Building on this approach to evaluation, **nef** developed the SROI methodology during the 2000s.

The Community Development Foundation (CDF)

The Community Development Foundation (CDF) is a leading source of intelligence, guidance, and delivery on community development in England and throughout the UK. CDF is a non-departmental public body and a registered charity supported by Communities and Local Government.

CDF's vision is for an inclusive and just society. Its mission is to lead community development analysis and strategy in order to empower people to influence decisions that affect their lives.

CDF integrates five key areas of expertise – policy, programme delivery, practice, evaluation and research – so that the groups it works with get comprehensive support. This includes:

- making practical recommendations to policymakers and politicians, based on thorough research and evaluation, rooted in grassroots experience

- taking a community development approach to managing grant programmes on behalf of government sponsors, ensuring applicants are fully supported through the entire process

- working with community development workers, local authorities and the voluntary and community organisations, sharing learning and promoting the value of the community development profession

- conducting research into key issues affecting communities and the community development sector to inform policy and practice. CDF's most recent study is the first England-wide survey of community development practitioners and managers since 2002.

More information about CDF's activities can be found at www.cdf.org.uk

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[1] Lawlor E and Nicholls J (2007) *Hitting the target, missing the point* (London: **nef**). Available at: http://www.neweconomics.org/publications/hitting-target-missing-point

1. Methodology

This chapter outlines the method we have employed to assess the impact of community development work.

nef consulting's common outcomes framework and value for money analysis of community development work is based on SROI methodology recognised by the Cabinet Office.[2]

SROI is a rigorous measurement framework that helps organisations to understand and manage the social, environmental, and economic value that they are creating. **nef** consulting's SROI framework is an approach to measurement developed from, and combining, cost-benefit analysis and social auditing. 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.

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, CDF and **nef** consulting established the scope of the work to include four case studies of community development activity. The case studies were selected from four contrasting communities: St. Giles (Lincoln), Brighton, Dewsbury Moor (Dewsbury, West Yorkshire) and Cleobury Mortimer (Shropshire). For each locality, a community development worker liaison was appointed for this analysis. Inevitably, each liaison differed in job title and position within varying organisational structures, but all were ultimately employees of a local authority, and all performed similar tasks and activities as part of their role in community development. Table 1.1 describes the four case studies – the formal title of the community development liaison and the number of community groups which participated in our research.

We brought the local authority representatives together at a workshop to determine material stakeholders[3] for inclusion in the analysis. The workshop also provided the representatives with the opportunity to explore common outcomes that stakeholders (from each of their localities) experience as a result of community development work.

> **Stakeholders**
> Those people or groups who are either affected by or who can affect policy.

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[2] For full details of the SROI methodology, see the Cabinet Office guide to SROI:
http://www.neweconomics.org/publications/guide-social-return-investment

[3] Materiality is the accountancy term employed to describe the stakeholders who, if omitted from the analysis, would adversely impact the results of the analysis.

Stakeholder engagement is key to understanding the outcomes stakeholders experience and how they value them. Four workshops were organised (one in each local authority) with material stakeholders to explore how they were impacted by the community development workers' activities. The theories of change developed[4] in the workshops were then synthesised into one theory. An impact map summarising that theory of change is described in the following chapter. This impact map only incorporates those outcomes of community development work which were identified as common to all of the various community groups and activities which community development work supported in the four case studies.

> **Impact map**
> An impact map demonstrates how an organisation's inputs and activities are connected to its outputs and how in turn these may affect stakeholders' outcomes. Impacts can then be derived from the identified outcomes.

Table 1.1. Scale of community development work analysed, for each case study participating in research

Local Authority	Community development worker: job title of our liaison	Groups participating in research: scale of each case study
Brighton and Hove City Council	City Neighbourhood Support Officer Communities & Equality Team	10 groups from across City
Kirklees Borough Council	Community Worker	1 – Moorside Minors, Dewsbury Moor
City of Lincoln Council	Community Development Worker St. Giles Neighbourhood Team LCDP	10 groups from St. Giles neighbourhood
Shropshire Council (Unitary Authority)	Senior Community Regeneration Officer Community Working	1 – Cleobury Country Ltd.

Once the outcomes were established, indicators were selected and data collection tools created for each of the material stakeholder groups. The indicators used were based on questions from existing established national surveys including the European Social Survey and the DCLG Place Survey.

Use of these surveys provided us with a way of measuring the counterfactual – a key component for establishing impact. Impact is the net effect one has in achieving identified outcomes over and above what would have happened anyway and minus the contribution of any other party. The data collection tools developed also sought to establish attribution; i.e. the amount of credit that community development work could claim in achieving the identified outcomes. Consultation with local authority representatives also provided an underpinning to the assumptions around attribution.

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[4] A theory of change is an articulation of how an organisation's inputs (financial or otherwise), as well as the activities those inputs fund, impact the identified stakeholders.

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 and attribution, 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 established 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.

Training in the SROI methodology has been provided for the local authority representatives (and representatives of CDF) to embed the methodological understanding within these organisations to encourage ongoing use of the methodology.

2. What is community development?

This chapter provides an overview of community development work – the commonly understood constitution of the profession and its context at the national scale.

The established definition for community development[5] is:

> *'a long–term value-based process which aims to address imbalances in power and bring about change founded on social justice, equality and inclusion.*
>
> *The process enables people to organise and work together to:*
>
> > *• identify their own needs and aspirations*
> >
> > *• take action to exert influence on the decisions which affect their lives*
> >
> > *• improve the quality of their own lives, the communities in which they live, and societies of which they are a part.'*

Decision-makers across government and political parties have long aimed to transfer power back into the hands of citizens, while at the same time restoring faith and trust in the democratic system. However, these initiatives require communities to understand and influence the operations of complex bureaucracies, and require authorities to better interact and engage with said communities. Community development workers strengthen the quality and quantity of these relationships.[6] As summarised by *The Community Development Challenge,* a comprehensive government report from 2006, articulates that community development is a set of values embodied in an occupation using certain skills and techniques to achieve particular outcomes or provide an approach used in other services or occupations.

Community empowerment, citizen engagement and civic participation are all key elements of community development work and are designed to improve community cohesion and ultimately build stronger communities. The ways in which community development workers support communities to build such capacity is described in the following chapter.

Community work is a key component of local authorities' service offers. There are estimated to be 20,000 community development workers in the UK.[7] The breakdown of workers across the country is approximately in proportion to the national populations of the UK and within England approximately in proportion to regional populations. Community development workers work with a range of groups, including volunteers, children, partnership bodies, and older people. The groups used as a sample of such work for this analysis cut across all of these groups, described in further detail in the following chapter.

Figure 2.1 presents a breakdown of the types of policy areas that community development workers assist groups with. Over 50% work in the field of regeneration, over 40% work on issues of poverty, and more than 60% work on social inclusion. With this concentration of
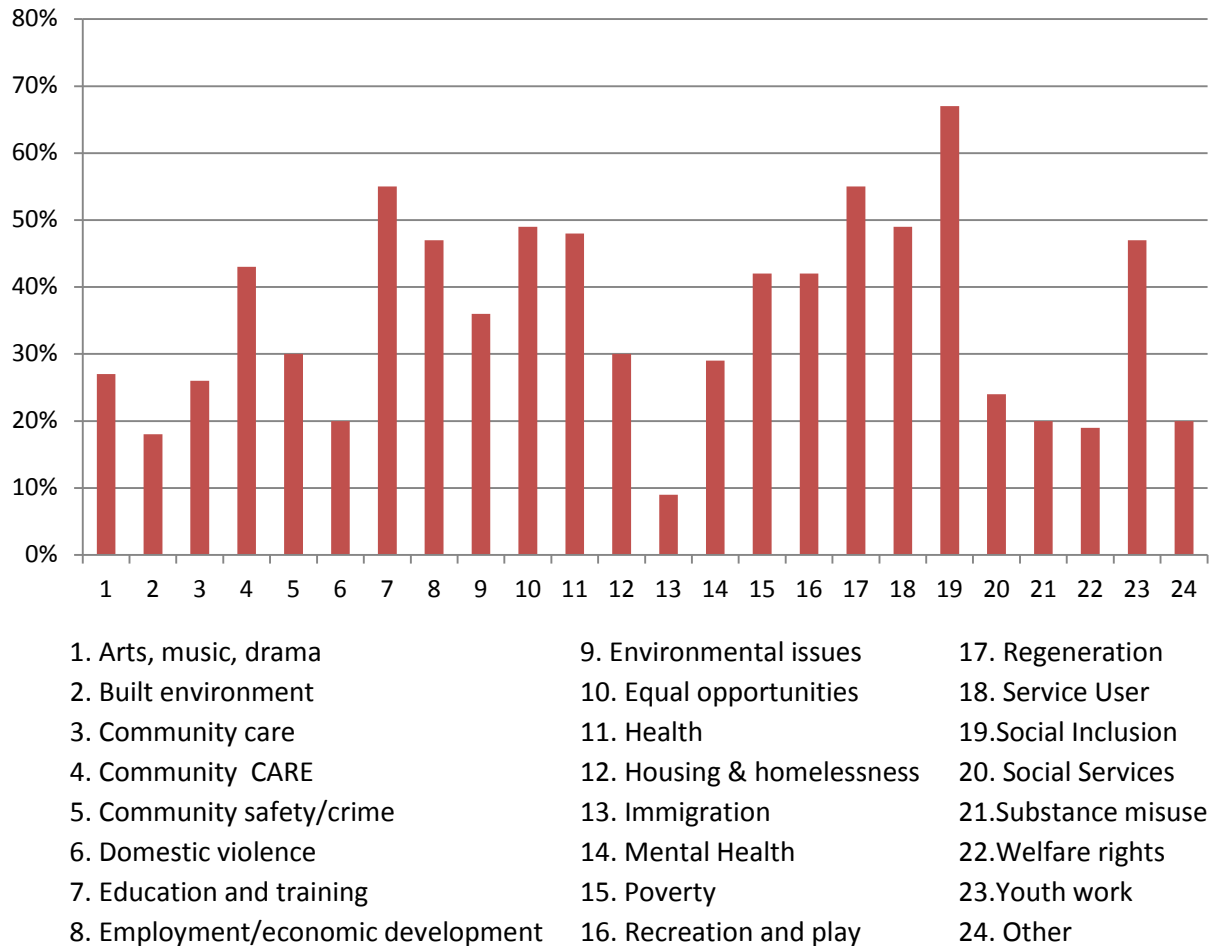
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[5] Life Long Learning UK (2009) National Occupational Standards for Community Development

[6] *Report on survey of community development practitioners and managers 2010* (London: Community Development Foundation)

[7] *The Community Development Challenge 2006* (London, CLG).

activities, it is evident that community development work most often takes place in communities with above-average levels of deprivation.

Chapter 3 contains a detailed description of the needs community development work addresses, and the process by which those needs are addressed, based on primary research undertaken in order to create the theory of change. The final section of Chapter 3 examines the wider research context and includes references to other studies which have sought to define community development work.

1. Arts, music, drama	9. Environmental issues	17. Regeneration
2. Built environment	10. Equal opportunities	18. Service User
3. Community care	11. Health	19.Social Inclusion
4. Community CARE	12. Housing & homelessness	20. Social Services
5. Community safety/crime	13. Immigration	21.Substance misuse
6. Domestic violence	14. Mental Health	22.Welfare rights
7. Education and training	15. Poverty	23.Youth work
8. Employment/economic development	16. Recreation and play	24. Other

Figure 2.1. Policy areas or types of work engaged with by community development workers.

Reproduced from Survey of Community Development Workers in the UK, p.8, 2004, CDF

3. Theory of change

Introduction

In order to ascertain the social and economic value created by community development work, it is necessary to understand *how* community development work leads to changes in 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. SROI analysis goes beyond this and focuses on the outcomes, or changes, that occur in the lives of participants as a result of these activities. Essentially it is the story of how the activities of community development work create change and make a difference. We call the relationship between activities, outputs, and outcomes the *theory of change*. Formally depicted in the form of an impact map, a theory of change for community development work is presented in this section.

SROI analysis values changes generated to the end beneficiary. It is worth highlighting that community development work is often a step removed from the end beneficiary. Community development workers support community-based organisations to deliver projects, programmes, and activities – usually using volunteers. The approach taken by this analysis was to assess and quantify the valuable outcomes created for all beneficiaries, and then determine the role that community development work has had in creating these changes, taking into account the structure of support.

Theory of change for community development

Our first research task involved the organisation of a workshop which brought together liaising community development workers from the four participating localities. Participants mapped the activities and outcomes of their work, using a storyboard exercise.[8] The aim of this exercise was to theorise how community development work creates change for key stakeholders.

The needs that community development work addresses

The starting point for this story is a summary of the needs that community development work addresses. Participants at the workshop identified needs, which were consolidated into the following categories:

- Lack of cohesion in communities, fragmentation, and lack of trust amongst and between people from different neighbourhoods and backgrounds.

- Lack of trust and consequently little meaningful or effective engagement with local decision-making processes.

- Conflicts and tensions within communities and between different groups.

- Health disparities (health issues in deprived areas).

- Lack of community facilities (e.g. places to meet).

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[8] www.proveit.org.uk/storyboard.html

- Need for a richer and more robust local economy.

- Conflict between service providers' needs and residents' needs and wants.

More directly, the need may be defined as *a need for social and organisational structures in a locality* which allows for residents to engage with one another, to trust and respect each other, and to effectively influence the provision of services, facilities, and activities to their community. For example, local people may find greater success in establishing local businesses, or hiring local staff, if the training courses available reflect the demand in their community. Health issues are more likely to be tackled successfully if local people contribute as stakeholders and partners in disseminating messages around healthy lifestyles and preventative care.

Participants in the storyboard exercise then described how the actions they take relate to these needs, and how these actions produce initial results, ultimately leading to longer-term outcomes.

How community development work addresses these needs

Community development work is fundamentally about enabling, facilitating, and building capacity for a community to address its own needs. Community development workers catalyse change in the communities in which they work by helping people to contribute *their own* time and talent to a wide range of activities. A community development approach capitalises on the human resources that are available, and realises the potential of local residents to contribute to community activities. In this way, community development work has the potential to be more sustainable, more effective, and less burdensome on the public purse than directly providing certain services and activities. Community development work seeks to build a sustainable culture whereby a community partners with governmental and statutory agencies and authorities in identifying its needs, and contributing where appropriate to meeting these needs. Most community development workers hold the view that if they are successful in the long term the community will no longer need support from a community development worker to articulate its needs and the community will ultimately work in a productive partnership with the public and private sectors.

Successful community development is able to build an infrastructure of support and cooperation which allows for the resources to provide a community development intervention – primarily embodied in a community development worker – to be redeployed in response to the evolving needs of different localities.

Day-to-day, community development workers often help people *organise* a community-based organisation or community-based activity. This can involve drawing on their experience and skills in how to write a constitution, structure a meeting, take minutes, open a bank account, or ensure that appropriate safeguarding measures are in place for volunteers. In many cases, the community worker provides information, advice and guidance (IAG) to groups on issues such as how to apply for funding and grants, or where to get appropriate training, or how to get publicity for and raise awareness of their activities. Often, a community development worker has knowledge of, and access to, important networks where information is exchanged. A community development worker might be able to better articulate challenges to, or more forcefully demand answers from relevant people who work in local public services.

The community development workers we liaised with identified the following ways of working as important to community development:

- Forums, neighbourhood charters, cross group working – facilitation of contacts between and within groups of residents, brokering relationships with service providers and residents.

- Cross community events that bring people together with a common purpose (e.g. community clean-up days, parades, demonstrations, celebration events).

- Engage with local schools to reach people not normally included or involved (e.g. healthy eating messages promoted at school, then transferred to home environments).

- Training and development courses for residents.

- Support for developing robust governance policies and procedures for community groups.

- Conflict resolution and support.

- Support for accessing funding, or for specific business needs.

Participants at our workshop highlighted several aspects of the approach taken by community development work that were crucial to its success:

- 'Start where people are at.'

- Talk to people, listen and make sure people can see that they are being listened to.

- Take the time to establish a presence, build trust and a make a commitment to remain in a neighbourhood for the long-term.

- Be responsive to many issues, and don't just focus on one agenda.

'We want people to see that good things happen on estates.'

'We understand where they're coming from, we're just like them.'

\- Committee member on providing activities for local families

Local case studies – stakeholder engagement workshops

We held further storyboard workshops in each of the four localities, bringing together the volunteers from the community who run the groups supported by our liaising community development workers.

In Cleobury Mortimer, and Dewsbury, our case studies involve a single community group in each locality, supported by our community development worker liaison. In Cleobury, these discussions involved a comprehensive sample of volunteers from the community who directly run the specific community group. In Lincoln and Brighton, we brought together a representative sample of individuals involved in running a range of groups which are supported by the liaison community development worker. In Lincoln, Brighton, and Dewsbury, representatives of local public services and statutory agencies also attended and contributed.

The facilitated discussion allowed for an in-depth exploration of how the various activities and actions delivered by community projects contributed to the achievement of outcomes for key stakeholders. At the four local workshops, a key distinction was made between those people in the local community involved in *running* or *delivering* a community group, project, programme, or activity, and those *participating*, who directly benefited. We have labelled

these groups of individuals as stakeholder 1 and stakeholder 2, respectively, for the purposes of this analysis. The workshops focused on how the actions and activities organised by stakeholder 1 created opportunities and benefits, and ultimately important personal, social and economic *outcomes* for stakeholder 2.

There are also benefits created by community projects for the wider community. For example, if a community group works to clean up a local park, all users of the park in the wider community benefit. A common theme across all localities was the objective to improve the reputation of the place: to generate and demonstrate positive stories about people in the community to themselves, their community, and to a wider audience outside the local community. This was evident in Cleobury where the community felt it was historically not given sufficient resources from the County administration. It was also true in two urban neighbourhoods which attracted negative media following high-profile crime cases in the regional and national media. The effect of creating pride in a place, and a positive sense of place identity, was reported as something that affected the community beyond those participating and directly benefiting from community projects. The wider community was taken forward in our analysis as a material stakeholder: stakeholder 3.
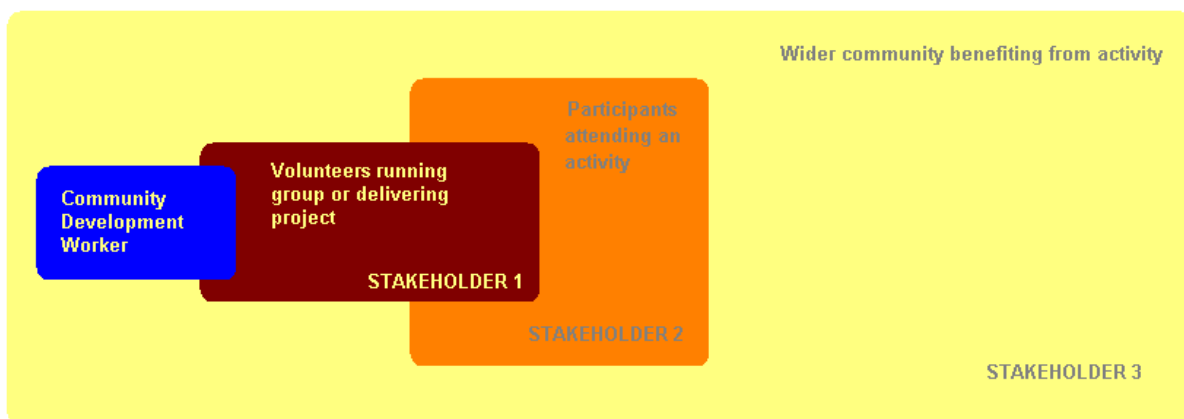
Figure 3.1. Stakeholder groups

Identifying common outcomes

Our research then sought to synthesise the learning from the four local workshops to identify outcomes that were common to community development work in each locality: objectives which were common to the range of the groups and projects supported, in all four areas.

The impact map (Table 3.1) describes the outcomes for stakeholders 1, 2, and 3, drawing on the language articulated at the stakeholder engagement workshops. Participants at the workshops were prompted to understand changes at the scale of the individual: what does the change mean for the person affected?

The impact map also summarises the community development worker inputs, which facilitate, enable, and build capacity among community groups to deliver projects, programmes, and activities, which lead to the full spectrum of outcomes for stakeholder 1, a wide range of outcomes for stakeholder 2, and a limited, specific range of outcomes for stakeholder 3. The lists of inputs, activities, and outputs represent a synthesis – or distillation – of what we found as being common across a cross-section of community projects that

participated in the research. The lists are neither comprehensive nor exhaustive. Our research does not attempt to take a census of community development or to elaborate on the complex range of responsibilities required of community development workers to carry out both interpersonal and organisational tasks in order to contribute to community empowerment.

In arriving at a set of common outcomes we could take forward to measure in our analysis, we have utilised **nef**'s research around the definition and measurement of well-being to build upon the results of our primary research at stakeholder engagement workshops. For the common outcomes identified by stakeholders, we have undertaken a mapping exercise to identify the relevant component of well-being. These components are taken from the indicator structure developed by **nef** in the National Accounts of Well-being[9] (Figure 3.2). Several of these components draw on identical terminology to that used by stakeholders: in particular, the fostering of optimism, self-esteem and belonging in a community were frequently mentioned.

It is important to note that while the objective of community development work is to achieve community-wide changes, this is ultimately expressed, achieved and measurable at the individual level. Many of these individual outcomes are achieved through a communal process. Indeed changes in the two components of social well-being – supportive relationships and trust and belonging – are socially-dependent, they intrinsically involve a collective change across many individuals in one's social network.

The purpose of Table 3.1 is to relate community development outcomes – which are familiar and have been documented in other research – to a well-being framework[10]. The value of this exercise is to understand community development outcomes within a framework which uses a language applicable across diverse professions. Many of the well-being components relate to concepts of familiar to those interested in community development, for example:

- 'trust and belonging' encompasses – at the individual scale – the sense of community cohesion in one's local area;

- 'supportive relationships' reflect the extent of social capital as experienced at the individual scale in close relationships (bonding social capital).

- 'engagement' includes the opportunities one has to learn new things

- 'meaning and purpose' relates to a feeling of empowerment: that what you do in life is valuable, worthwhile and valued by others.

By taking forward measurement of well-being in a manner consistent with national data collection, this study is able to benefit from benchmarking to achieve a high level of robustness.

As noted above, in establishing a common outcomes framework for community development work, our study does not include outcomes which are important for *specific* projects and activities supported by community development work – such as the impact that certain projects have on the physical health of participants – but not *common to all* projects and

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[9] www.nationalaccountsofwellbeing.org

[10] In Table 3.1, several (stakeholder) outcomes are composed of two bullet points. This means that the stakeholder outcomes are mutually dependent on one another, and are grouped together as they relate to the same well-being components in the right-hand column.

activities. Furthermore, while almost any activity can have an impact on the well-being of an individual, certain activities produce outcomes which are important in their own right – an activity which helps people into employment is best assessed for the economic impacts it produces for participants. This study does not seek to measure non-well being outcomes of community development work such as changes in financial circumstances. Again, these outcomes were not evidenced as common across our four participating case studies.

Well-being

The importance of well-being is emerging as a key public policy objective. A growing number of policy and government initiatives have given an ever-more prominent role to well-being. For example, in 2000 the UK Local Government Act gave local authorities the power to promote social, economic, and environmental well-being in their areas. In 2002, the Prime Minister's Strategy Unit published a paper *Life satisfaction: the state of knowledge and implications for government*. The UK Sustainable Development Strategy committed the Government to exploring policy implications of well-being research in 2005. The Organisation for Economic Cooperation and Development (OECD) and Eurostat (the statistical office of the European Union) are also committed to measuring and fostering the progress of societies in a multi-dimensional way.

In 2006, the UK Government cross-departmental Whitehall Well-Being Working Group set out to develop a 'shared understanding' of well-being. It defined well-being as follows:

a positive physical, social and mental state… that individuals have a sense of purpose, that they feel able to achieve important personal goals and participate in society. It is enhanced by conditions that include supportive personal relationships, strong and inclusive communities, good health, financial and personal security, rewarding employment, and a healthy attractive environment.

The components and sub-components that capture this definition are presented in Figure 3.2.
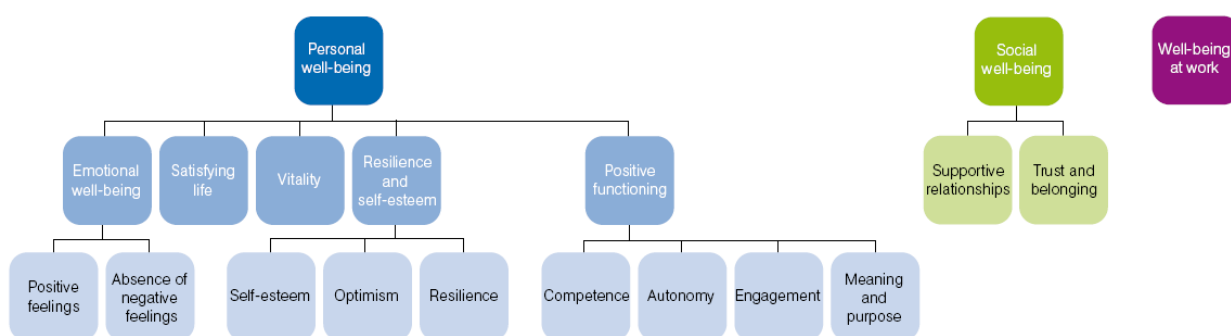

Figure 3.2. Indicator structure within the example national accounts framework[11]

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[11] This structure of well-being indicators was developed by **nef** as a framework for how National Accounts of Well-being *could* be constructed based on the European Social Survey dataset.

Not all of the sub-components of personal well-being are included in our community development theory of change. However, those that are include psychological resources: a sense of optimism, self-esteem, as well as evidence of positive functioning such as demonstrating autonomy or competence, and both sub-domains of social well-being: supportive relationships and trust and belonging.

Additional stakeholder groups

In addition to the key stakeholders (1, 2, and 3) within each local community, the workshop participants identified four additional stakeholder groups that benefit from community development work:

1. **Business community**

   - (e.g. local businesses, entrepreneurs, and business support organisations)

2. **Community development workers**

3. **Local authority**

   - (e.g. directorates responsible for the local economy, community safety, environmental services, housing, education etc.)

4. **Government statutory agencies**

   - (e.g. National Health Service including social care services, HM Treasury, Department for Work and Pensions)

The outcomes for these stakeholders were also explored at the stakeholder engagement workshops and through follow-up telephone interviews with community development worker liaisons. They are summarised in Table 3.2. The outcomes created by community development work for the business community and for community development workers themselves are not taken forward in the statistical SROI analysis. Our research indicated that an impact on the business community was not commonly observed by research participants across the four localities or across the community groups, projects and activities supported by community development work. As individuals, community development workers reported that they benefited from their work through job satisfaction and financial remuneration. However, experience of SROI shows that workers delivering an intervention would have been likely to experience the same benefits in alternative employment without the intervention.

In one instance, a workshop participant from a business support service (funded by a Regional Development Agency) reported that the provision of this service was more effective due to the role of the community development worker in referring individuals from local groups. However, this benefit can be characterised as primarily accruing to the individual supported and the business support service. The business community (which may ultimately employ this individual)

> The work undertaken by Cleobury Country Limited, in Shropshire, has had a focus on fostering economic development for a number of years. The economic value to the local economy created by their projects, including marketing campaigns and the recently opened Cleobury Country Centre, is being assessed through other research and evaluation exercises.

receives no net benefit due to displacement – due to the fact that the business would have filled this position with another individual anyway.

We did learn of several instances where involvement in a community group has significantly improved employability for an individual who participated in running that group and delivering activities (stakeholder 1), ultimately leading to periods of employment. However, again, these were exceptional rather than common outcomes.

Table 3.1. Impact map depicting the outcomes generated by community development work, mapped to a well-being framework for stakeholder groups 1) individuals who volunteer to deliver community-led activities; 2) individuals who participate in community-led activities; and 3) members of the wider community (who do not participate)

Community development worker inputs *What is the intervention?*	Community-led activities and outputs *What happens as a result of the intervention?*	Outcomes for key stakeholders *What is the outcome of these activities and outputs?*	Stakeholder *Who is affected?* 1	2	3	Well-being component *How do we understand change at the scale of individual well-being?*
Enabling: - Providing links to contacts through existing professional networks - Sharing knowledge of community challenges, needs, aspirations - Sharing experience between groups and localities and through time - Publicising groups and activities through contacts - Providing encouragement and support Facilitating: - Organising group meetings and meetings between groups - Chairing meetings - Brokering contact with other groups, agencies - Conflict resolution and mediation	The organisation and delivery of: Activities: • Sports • Arts (e.g. drama, photography, choir) • Vocational (e.g. ICT, numeracy) • Business support (e.g. premises, loans) • Celebrations (e.g. community gala) Advocacy: • Lobbying to service-providers (e.g. social housing landlord, police force) • Coordinating response to statutory agency and governmental consultation (e.g. school reorganisation, planning application) • Attracting resources for new community facilities (e.g. grant applications to construct library or sustain community centre)	• Positive role models, positive peer pressure: sense of duty and commitment to place	■	■	■	Optimism · Trust and Belonging · Supportive Relationships
		• Reduced isolation – contact with neighbours	■	■		Supportive Relationships · Trust and Belonging
		• People more tolerant of each other through getting to know neighbours	■	■		
		• More attractive public spaces (less litter, more 'buzz'/activity, fewer vacant/derelict buildings)	■	■	■	Self-esteem · Autonomy
		• Feel safer in the neighbourhood (e.g. less ASB)	■	■		
		• Increased sense of belonging to the neighbourhood	■	■	■	Meaning and Purpose · Optimism · Trust and Belonging
		• Positive place identity – people proud of neighbourhood	■	■	■	
		• Sense of purpose, responsibility and leadership	■			Meaning and Purpose · Engagement · Trust and Belonging
		• Greater trust in the abilities of others in group	■			Meaning and Purpose · Supportive Relationships · Trust and Belonging
		• Sense of belonging to a group	■	■		

Capacity-building: - Transfer of organisational skills (e.g. taking minutes, keeping accounts) - Advice on how to organise, administer group - Advice on how to secure funding - Advice on how to deliver activities and services	Awareness: • Health awareness (e.g. cancer prevention) • Neighbourhood Watch • Neighbourhood newsletter • Promotion of local businesses (e.g. business directory) • Promotion of local tourism	• New experiences and skills learned • Transferable skills in organisational management, administration (e.g. book-keeping, minute-taking)	■ ■ ■		Competence	Resilience	Engagement
		• Better able to identify and communicate needs on behalf of community	■		Resilience	Engagement	
	Outputs for stakeholders 1 and 2: Regular attendance and routine Meeting new people Learning new things	• Greater respect from direct beneficiaries of project and wider community	■		Meaning and Purpose	Self-esteem	
		• People know better what is going on and what help and services are available	■ ■ ■		Resilience	Meaning and Purpose	
		• Increased awareness of link between behaviours and outcomes; more responsible lifestyles (e.g. cancer prevention, energy usage)	■ ■ ■		Competence	Resilience	Supportive Relationships
		• Statutory authorities and agencies more accessible and responsive to inquiries, needs	■ ■ ■		Competence		
		• Recognition of achievement and pride in achievement	■ ■		Self-esteem	Meaning and Purpose	Optimism

Table 3.2. Impact map for other stakeholders

STAKEHOLDER	Outputs produced as a result of community development work to support community groups	OUTCOMES	Taken forward in SROI analysis?
Business community (e.g. local businesses, entrepreneurs, and business support organisations)	Workforce training opportunities	Better-trained workforce	No – While local businesses may be more successful, the wider business community receives negligible net benefit due to the substitution effect: increased business success in one place displaces business success elsewhere.
	Networking opportunities	Increased knowledge of local community of residents and businesses (to better meet demand)	
	Better awareness to potential customers – other businesses and the public	Increased business activity turnover and growth	
Community development workers	Job satisfaction	Health and well-being	No – Experience of SROI shows that workers delivering an intervention would have likely to experienced the same outcomes in alternative employment without the intervention.
	Work experience	Employment and improved employment prospects	
Local authority (e.g. directorates responsible for the local economy, community safety, environmental services, housing, education, etc.)	Population is more satisfied with the area; reduction in population 'churn' as more people stay in the area	Reduced expenditure on initiating relationships with new residents	No – Population stability is subject largely to other influences e.g. property market, allocation of social housing, housing development and migration.
	Residents engage with and challenge the local authority to deliver appropriate services and facilities	Services delivered more effectively (i.e. services/facilities that are appropriate in delivering outcomes for residents) and efficiently (i.e. value for money in delivering services/facilities)	**Yes**
	Programmed activities using volunteers (e.g. sports, mentoring)	Potential saving in delivering programmed activities with paid staff	No – SROI analysis accounts for the value of volunteer time, which will negate staff expenditure.
	Improved business environment	Increase in business rates	No - Revenue goes to Central Government and is then redistributed among local authorities.
	Increased take-up of local services	Increased pressure on service delivery – _may have negative implications for the local authority against limited resources_	No

STAKEHOLDER	Outputs produced as a result of community development work to support community groups	OUTCOMES	Taken forward in SROI analysis?
Government statutory agencies (e.g. National Health Service including social care services, HM Treasury, Department for Work and Pensions)	Reduced unemployment	Reduced expenditure on benefits	No – Negligible evidence available of unemployment impact being common to study participants.
	Improved health and well-being	Reduced expenditure on health and social services	**Yes**
	Reduction in crime	Reduced expenditure on policing, criminal justice	No – Impact on crime only mentioned exceptionally by stakeholders.

Research and policy context

This section details the process we undertook to validate and verify our theory of change described in the preceding sections. We reviewed the theory of change produced by our stakeholder engagement in the context of other recent studies which have investigated either:

1. the impacts of community development work; or

2. the interventions (other than community development work) which impact on outcomes identified in our research.

As described earlier, common impacts identified at stakeholder engagement workshops were framed within the well-being indicator structure. **nef** consulting shared interim findings with the Centre for Well-being, a programme team at **nef**, to secure validation for this approach and to take guidance on an appropriate strategy of verification.

An area of particular interest were the benefits identified for the wider community (stakeholder 3) who do not participate in any activities with community development workers. Key benefits for stakeholder 3 relate to the improved reputation of the neighbourhood and the positive image for the neighbourhood in the media and in the public perception.

The wider community also benefits from the fact that a significant number of community development activities achieve an improvement in the delivery of various public services as community needs are better articulated and reflected.

We sought to identify secondary research which had investigated these two hypotheses, through a search of academic journals and published research from relevant institutions and agencies such as the Community Development Exchange and CLG. This exercise found broad support and concurrence with our theory of change.

Several studies have investigated how the reputation of a place affects the behaviour of its residents. The material and psychological disadvantages of living in a neighbourhood with a poor reputation include discrimination in the labour market and in accessing finance; people's self-esteem can be damaged by living in a notorious area. As a means of dealing with these negative effects, residents of a neighbourhood in which they experience incivilities may engage in 'distancing strategies'.[12] Several studies have argued that a poor reputation – whether based on a realistic assessment or not – is a self-fulfilling prophecy, as people see the benefit in disassociating themselves from stigmatised social networks and reducing their participation. As well as isolating themselves from local social life, residents may protect themselves from the affect of the bad reputation by using social differentiation – identifying certain groups locally as scapegoats for the reputation. Again, this serves to make the perception of social and communal disorganisation real and creates friction rather than cohesion.[13]

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[12] Airey L (2003) Nae as nice a scheme as it used to be: lay accounts of incivilities and well-being. *Health & Place,* **9(2):** 129–137.

[13] Permentier M, van Ham M and Bolt G (2007) Behavioural responses to neighbourhood reputations. *Journal of Housing and the Built Environment* **22:** 199–213.

The RSA's current research project, *Connected Communities,*[14] involves advocating that policy-makers draw on social network analysis to understand how individual behaviour change is affected by relationships with others: friends, colleagues, neighbours and 'familiar strangers'; for example, postmen.

The Community Development Challenge, published by Communities and Local Government, in 2006[15] provided research-based evidence on the role of community development workers, which shows consistency with the stories and explanations gathered as part of our research:

The basis of community development is a set of values about collective working, equality and justice, learning and reflecting, participation, political awareness, and sustainable change.

Community development workers have four key roles: change agent, service developer, access facilitator, and capacity builder. Their work is composed of six core aspects:

1. Helping people find common cause on issues that affect them;

2. Helping people work together on such issues under their own control;

3. Building the strengths and independence of community groups, organisations and networks;

4. Building equity, inclusiveness, participation and cohesion amongst people and their groups and organisations;

5. Empowering people and their organisations where appropriate to influence and help transform public policies and services and other factors affecting the conditions of their lives; and

6. Advising and informing public authorities on community needs, viewpoints and processes and assisting them to strengthen communities and work in genuine partnership with them.

As further validation for our theory of change, the research which supports *The Community Development Challenge,* found wide-ranging benefits coalescing around five specific common outcomes:

1. Residents are brought together around common concerns, and create improvements in their neighbourhood;

2. Dialogue is created between residents and authorities;

3. Positive interaction is created between formerly isolated neighbours;

4. People learn new organising skills; and

5. Groups and organisations negotiate improvements for their members and other residents.

Other papers we reviewed emphasised that community development has a dual-facing role – towards communities and towards agencies. Both communities *and* agencies need to feel empowered to build their capacity to work effectively *together* in order for successful community development to take place. Much local-authority-based community development

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[14] RSA projects website (2010) Available at: http://www.thersa.org/projects/connected-communities

[15] Communities and Local Government (2006) *The Community Development Challenge.* (HMSO: London). Available at: http://www.communities.gov.uk/documents/communities/pdf/153241.pdf

work is about supporting other council departments to develop their practice in relation to communities, using the structural links with colleagues to raise the profile of community empowerment.[16]

The capacity of community development workers to capitalise on their knowledge and experience of working in communities and influence the wider policies and practices of their colleagues within local authorities is explored in a recent action research project of the Community Development Foundation, written up in *Art of influence.*[17] The research summary concludes by stating community development workers have a core role in terms of identifying and developing community-based solutions to local problems – but they must also ensure public service decision makers hear local views and act on them.

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[16] COGS (2008) *Empowerment in action: case studies of local authority community development.* (London: Community Development Exchange). Available at:
http://www.cdf.org.uk//c/document_library/get_file?uuid=82b2f49c-bf07-441a-a9d7-6e64bb6797ac&groupId=10128

[17] Pitchford M, Archer T and Rainsberry M (2010) *Art of influence: how to make the case for community development* (London: CDF). Available at*:* http://www.cdf.org.uk/web/guest/publication?id=190845

4. Impact

In this chapter we describe how the impact of community development work is measured and modelled.

Data collection tools and a data collection strategy were developed in partnership with community development workers in order to investigate the extent to which the outcomes identified in the theory of change were being achieved.

Indicators

Indicators are a way of evidencing whether an outcome has been achieved, whether change has taken place and by how much. To measure the impact of community development work, we need to understand the 'distance travelled' by each of the stakeholder groups – the extent to which an outcome is indicated as having changed over a given period of time.

A critical consideration in demonstrating distance travelled is measurement at two points in time. Community development work, and the outcomes it fosters, is widely understood as a long-term endeavour. Since 2006, the government has stated that it expects departments to fund third sector organisations with three-year grants as the norm rather than the exception.[18] We have therefore sought to measure impact over the period of 2007 to 2010 for each of the identified material stakeholders.

One inherent limitation of our research methodology is that we do not have the benefit of having collected data with the individuals who form part of our present study, back in 2007. We cannot make a direct comparison between indicators for the identical individuals who comprise our stakeholder groups. Without the benefit of 'before and after' longitudinal data, the impact modelling for this study relies on two strategies. First, collecting distance-travelled data by asking questions to stakeholders today which are retrospective – asking them to reflect on changes over the last three years – and secondly, benchmarking the data we collected in August 2010 against results collected from representative samples (nationally and locally) for the same indicators in 2007, or as close to 2007 as possible.

The first indicator set selected for this analysis are the well-being questions from the European Social Survey (ESS). These questions are directly linked to the well-being framework (Figure 3.2) that mapped onto the common stakeholder outcomes as presented in Table 3.1. For each well-being sub-component (e.g. self-esteem, competence) **nef** has access to the ESS database of questions and responses. The ESS is an academically driven social survey designed to chart and explain the interaction between Europe's changing institutions and the attitudes, beliefs, and behaviour patterns of its diverse populations. A number of questions in the ESS are designed to assess overall well-being, and the survey collected data from a representative sample of over 2152 respondents in the UK in 2006.

The second indicator set we have used is the Place Survey: the most comprehensive data available for understanding how residents in England perceive the neighbourhoods in which

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[18]http://www.cabinetoffice.gov.uk/media/cabinetoffice/third_sector/assets/Three%20Year%20Funding%20Guidance.pdf

they live, undertaken in 2008. Over 500,000 people participated in the Place Survey, covering every local authority in England.

Stakeholders 1 and 2

Relevant questions were taken from these two surveys to form the core of a questionnaire administered to a sample of the stakeholder 1 and stakeholder 2 groups by the community development worker liaisons. The majority of questions drafted were identical to questions asked in either the ESS or the Place Survey. A number of questions are retrospective, asking respondents to reflect over the period of the previous three years.[19]

We also sought to collect some basic information in the questionnaire relating to the stakeholders' participation in community projects: for example, whether this was the first community project they were involved with; the number of hours spent volunteering or participating; the number of months they'd been involved; the number of people they had met as a result of being involved; and the types of things they were learning.

We formulated the questionnaire with the intention of minimising the administrative burden for community development liaisons and maximising the scale of response. The questionnaire was designed to be completed as a pen-and-paper exercise by stakeholders themselves (rather than by an interviewer). An additional goal was that the questionnaire could be completed in 10 minutes, with minimal supervision – i.e. as a self-explanatory exercise. The questionnaire for stakeholder 2 differs very slightly to that composed for stakeholder 1, reflecting the different nature of their involvement in community projects.

Stakeholder 3

For stakeholder 3 – the wider community – the range of outcomes identified was far less extensive than for stakeholders 1 or 2. A postcard-size survey was formulated with only three questions, all replicated from the questionnaire designed for stakeholders 1 and 2. The survey was necessarily shorter because of the distance of stakeholder 3 from community development projects – the assessment of which is the primary purpose of this research – and a burdensome data collection tool would have been likely to generate a low response rate.

Implementation

Following a cognitive testing process with the community development worker liaisons, the questionnaire was refined, reflecting changes in question wording, order, and composition. One community group conducted the stakeholder 2 questionnaire exclusively with young people. For this group, we worked with the community development worker liaison to adapt and shorten the questionnaire as appropriate to this audience.

A summary of how multiple indicator questions have been aggregated to provide more robust composite indicators, for each of the four well-being components, is shown in Table 4.1.

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[19] Full questionnaires for stakeholders 1, 2 and 3 can be found in the appendices.

Table 4.1. Well-being composite indicators

		Baseline data	S1	S2
Stakeholder 1 - Volunteers delivering a project and Stakeholder 2 - Participants directly benefiting from a project	**Resilience and Self-esteem**			
	'I'm always optimistic about my future'	ESS	19d	18d
	'In general I feel very positive about myself'	ESS	19c	18c
	Positive Functioning			
	I am able to influence decisions which affect my local area	Place Survey	9d	9d
	To what extent do you feel that you get the recognition you deserve for what you do?	ESS	17	16
	Overall, have you had the opportunity in the last year to learn new things in your life?	ESS	5	5
	Overall, how much of the time in the past week have you been interested and enjoyed the various things you've done?	ESS	6	6
	'I generally feel that what I do in my life is valuable and worthwhile'	ESS	19b	18b
	Supportive Relationships			
	'There are people in my life who really care about me'	ESS	19a	18a
	How much of the time during the past week have you felt lonely?	ESS	18	17
	Number of role models in the community	assumed as constant over time; i.e. 'stayed the same' over three years (retrospective question)	10h	10h
	Trust and Belonging			
	Do you think most people can be trusted, or you can't be too careful?	ESS	16	15
	To what extent do you feel that people treat you with respect?	ESS	14	13
	I feel that I belong to my neighbourhood or local area	Place Survey	9a	9a
	To what extent do you feel that people in your local area help one another?	ESS	13	12
	To what extent do you feel that people treat you unfairly?	ESS	15	14
Government Agencies				
	What have you learnt as a result of volunteering with this project? More aware of issues (e.g. sustainability)	N/A; the question relates specifically to participation	7d	7c
	What have you learnt as a result of volunteering with this project? How to make positive changes in my life	N/A; the question relates specifically to participation	7e	7d

		Baseline data	S3
Resilience and Self-esteem			
	I am aware of the help and services available to me	assumed as constant over time; i.e. 'stayed the same' over three years (retrospective question)	2c
	e) Clean streets	Place Survey	1e
	f) The level of crime	Place Survey	1f
	g) Parks and open spaces	Place Survey	1g
Positive Functioning			
	I am aware of when and where community events are happening	assumed as constant over time; i.e. 'stayed the same' over three years (retrospective question)	2b
	I am able to influence decisions which affect my local area	Place Survey	2d
Supportive Relationships			
	h) Number of role models in the community	assumed as constant over time; i.e. 'stayed the same' over three years (retrospective question)	1h
Trust and Belonging			
	I feel that I belong to my neighbourhood or local area	Place Survey	2a
Local Authority			
	In the last year, how often have been treated with respect and consideration by your local public services?	Place Survey	3
	I am aware of the help and services available to me	assumed as constant over time; i.e. 'stayed the same' over three years (retrospective question)	2c

Stakeholder 3 - the wider community

Data collection

Data was collected for stakeholder groups 1, 2, and 3, using the four community development worker liaisons as administrators and coordinators of this process in their local area. The CDW liaisons supervised the filling out of questionnaires for stakeholders 1 and 2. The stakeholder 3 postcard survey was distributed in a number of ways in order to get a sample which was representative of the wider community in which our four community development projects work. Some community development workers knocked on hundreds of doors; others placed surveys at reception areas and information areas in public buildings such as libraries. Brighton conducted data collection using internet-based versions of the same questionnaires. Data from the questionnaires indicated that these individuals were involved in a range of community projects – over 50 different projects in total.

Each community development worker liaison was given a target of 10 responses from stakeholder 1, 20 from stakeholder 2, and 100 from stakeholder 3. The responses achieved across the four local areas are presented in the Table 4.2.

Table 4.2. Sample sizes and proportions

	Stakeholder 1	Stakeholder 2	Stakeholder 3
Sample size	59	84	308
Sample size as a proportion of stakeholder group	37%	19%	1%

308 responses were collected from stakeholder 3 – roughly a 1% sample of the total Stakeholder 3 population of the four wider communities across the country, within which our participating community development worker liaisons operate (29,430 total).

Proxy selection

Research was undertaken to find financial values – proxies – for the four well-being components that were identified as capturing the range of diverse outcomes for stakeholders 1, 2, and 3. A 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. Separate proxies were selected to represent the value of the outcome hypothesised for local authorities and for statutory government agencies. The proxies selected are described in Table 4.3.

Table 4.3. Proxy selection

Stakeholder	Outcome	Proxy	Description	Rationale
1 - Volunteers delivering a project;	Resilience and Self-esteem	£1,240	Cost of Cognitive Behavioural Therapy to build psychological resilience and self-esteem: £62 per session; 20 session treatment. Source: Units Costs for Health and Social Care, published by the Personal Social Services Research Unit: http://www.pssru.ac.uk/pdf/uc/uc2007/uc2007.pdf	A monetary representation of the value to the individual of the intervention which the NHS recommends for individuals with moderate to severe depression. The objective of the objective to build psychological resilience and self-esteem for the individual. Source: National Institute for Clinical Excellence Commissioning Guide for Cognitive Behavioural Therapy: http://www.nice.org.uk/media/878/F7/CBTCommissioningGuide.pdf
2 - Participants directly benefiting from a project; and 3 - The wider community	Positive Functioning	£2,964	Additional median annual wages earned by employed people vs. self-employed people. Source: National Statistics Feature: Self-employment in the UK labour market, Guy Weir, Labour Market Division, Office for National Statistics, September 2003 http://www.statistics.gov.uk/articles/labour_market_trends/Self_employment_Sep03.pdf	A monetary representation of the opportunity cost to an individual of pursuing self-employment rather than employment. Research shows that autonomy – a sub-component of positive functioning – is the principal motivation for pursuing self-employment, and the mechanism by which self-employment leads to higher job satisfaction. Those who pursue self-employment can be conceptualised as demonstrating the value of this autonomy, in foregoing the monetary advantage of working for an employer. Sources: Job Satisfaction and Self-Employment: Autonomy or Personality?, Thomas Lange, Bournemouth University http://eprints.bournemouth.ac.uk/12599/2/Self-Employment_and_Job_Satisfaction_final.pdf UK: Self-employed workers, Helen Newell, University of Warwick, 2009 http://www.eurofound.europa.eu/ comparative/ tn0801018s/uk0801019q.htm
	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	A monetary representation of the value to an individual who benefits from supportive relationships. Supportive relationships are defined as being frequent and high quality with close friends, family and others who provide support. Source: BHPS data 1997-2003 as analysed by Nattavudh Powdthavee (2008) Putting a price tag on friends, relatives, and neighbours, *Journal of Socio-Economics* **37**(4).

	Trust and Belonging	£ 15,666	Increase in annual value attributed in change from 'talking to neighbours once or twice a week' to 'talking to neighbours on most days', as calculated using regression analysis comparing correlations between 1) income and life satisfaction and 2) neighbour interaction and life satisfaction.	Monetary representation of the value to an individual who benefits from high feelings of trust and belonging. Trust and belonging is defined as being treated fairly and respectfully by people where you live. Source: British Household Panel Survey data 1997-2003 as analysed by Nattavudh Powdthavee (2008) Putting a price tag on friends, relatives, and neighbours. *Journal of Socio-Economics* **37(4)**1459–1480.
Local Authority	Services delivered more effectively (i.e. services/ facilities that are appropriate in delivering outcomes for residents) and efficiently (i.e. value for money in delivering services/faciliti es)	£ 389,000	Cost estimate for local authorities (one district (Lincoln) and four upper-tier/unitary (including Lincolnshire)) of implementing the proposed Duty to Promote Democracy. Calculated as £86,000 for each county and unitary authority providing the equivalent of two employees working in this area and a publicity budget; and, £45,000 for each district authority providing 0.5 employees with administrative support and a publicity budget. Source: DCLG Impact Assessment on the proposed Duty to Promote Democracy, 2008 http://www.communities.gov.uk/documents/communities/pdf/1087956.pdf	An estimate of the expenditure required by four local authorities to implement an intervention designed to ultimately achieve the same outcome as theorised for community development work: the Duty to Promote Democracy 'would involve duty to promote understanding of the council's and its named partner authorities functions and governance processes and how to get involved including standing for office or a civic role'
Government Statutory Agencies	Reduced expenditure on health and social services	£ 0.96	Department of Health per capita spending on health awareness advertising (£56.43m in 2008-9; this is £0.96 per capita based on UK population as recorded in 2001 Census) Source: House of Lords Written Answers, 5 October 2009 http://services.parliament.uk/hansard/Lords/ByDate/20091005/writtenanswers/part095.html	An estimate of the per capita expenditure required by a large government department to raise awareness and promote lifestyle changes in the general population.

Impact considerations

The data which comprises our indicators of distance travelled for stakeholders needs to be understood in a wider context in order to produce a robust estimate of the impact of community development work. We take into account a number of impact considerations under the following headings. These adjustments are made in the SROI model.

Deadweight

Deadweight considers the counterfactual; i.e. what would have happened anyway, in the absence of an intervention.

In analysing the community development intervention, we sought to understand whether there were broad trends which showed change in the outcomes was occurring in the general population. Although ideally we would conduct research with a 'control group' – a comparable local area without a community development worker intervention – in reality there is an absence of previously published research which could provide an appropriate comparison for the outcomes identified in this analysis. Conducting 'parallel' research with a control group was beyond the scope of the commission for this analysis.

The approach taken for the consideration of deadweight involves a comparison of our outcomes data against national and local data which reports using the same indicators. Further detail is provided in Appendix 2. Our assumption is that indicators for well-being – such as those questions taken from the ESS and the Place Survey – have remained constant since the time of those surveys (2006 and 2008 respectively); i.e. there is no deadweight to be accounted for in the base case analysis.[20]

Attribution

Attribution considers the part played by other factors in creating a change in the outcome. Some of the observed outcome is likely to have been caused by the contribution of other organisations or people – other influences in the lives of stakeholders.

For this analysis, we assess the proportion of credit that can be attributed to involvement in activities supported by community development worker. To do this, our assumption is that the proportion of change in outcomes which can be attributable to such activities is proportionate to the time invested in participating in these activities. We have therefore calculated the time spent by volunteers as a proportion of the scale of productive hours in a standard working week (37.5 hours). The implicit assumption is that other activities (such as employment) within the scope of a typical working week have equal potential to contribute to well-being outcomes for individuals, and these – as well as factors in personal and domestic life – are likely to account for a large proportion of any change observed in well-being outcomes.

The attribution rates for the three stakeholder groups are presented in Table 4.4.

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[20] Chapter 5 includes a section which covers sensitivity analysis: the impact of changing the assumption of zero deadweight is tested to understand its impact on the SROI ratio.

Table 4.4. Attribution rates

Stakeholder	Attribution rate	Attribution calculation
1 – volunteers delivering a project	16%	6.06/37.5
2 – community group participants	11%	4.29/37.5
3 – local community	1.8%	Derived from multiplication of attribution rates for stakeholder 1 and stakeholder 2

Calculating attribution for stakeholder 3 is less straightforward. This group's benefit from community development work as a result of the changes created in their community by stakeholders 1 and 2. Stakeholder 3 has no direct contact with community development workers and is presumed to not participate in community groups or activities.

The data collection process for stakeholder 3 was limited to 12 retrospective questions, none of which was directly related to well-being (such as those asked in the ESS and in our questionnaires for stakeholders 1 and 2). In formulating composite indicators for the four components of well-being for stakeholder 3, the indicators serve as *proxies* for well-being. For example, improved parks and cleaner streets are proxies for feeling better about your neighbourhood, and therefore yourself, and so a higher level of self-esteem (this connection is explored in the Research and Policy Context section of the Theory of Change section).

Although the data collected may indicate that outcomes have shown significant change for stakeholder 3, the extent to which change in outcomes can be attributed to community development work is low: there are a number of other factors which are likely to be of greater influence on their perception of their neighbourhood, their awareness of community events and services, and their sense of belonging and ability to influence decisions.

The formula we have used to calculate attribution for stakeholder 3 is a mathematical reflection of there being two degrees of separation from the community development intervention. The community development intervention works alongside stakeholder 1 to create opportunities for participation by stakeholder 2 in various groups and activities. The wider community (stakeholder 3) benefits in turn from the activities of stakeholder 2 – from improving the physical appearance of public spaces (used by the wider community) to young people attending organised activities (which keep them active, healthy, and occupied productively). These activities also benefit the wider community by producing positive media coverage and a positive reputation. Thus, for stakeholder 3, the attribution of outcomes to community development work can be conceptualised as a derivative product of the attribution calculated for stakeholders 1 and 2, respectively.

Displacement

Often, the outcomes produced by an intervention can be observed to have an effect on other related outcomes. For example, an intervention which encourages young people to be physically active by providing an after-school rugby activity may displace young people's

participation in other after-school sports clubs which also seek to encourage physical activity as an outcome.

However, our model assumes there are no displacement effects related to community development work. Community development workers do not displace others doing a similar job, and the volunteers involved in the intervention (stakeholder 1) do not displace other volunteers: in reality, community activities expand and contract in relation to the available volunteer input.

Benefit period

The outcomes that are achieved by community development work for stakeholders are likely to last for a period of time following the intervention. We have assumed that the benefits of community development work continue to last for as long as people are involved as volunteers organising activities (stakeholder 1) or participating in activities (stakeholder 2). Our research showed that for both stakeholder 1 and stakeholder 2, the average length of time of involvement in their project, group or activity was five years.[21]

Stakeholder 3 continues to benefit (indirectly, as a result of the activities of stakeholders 1 and 2, and with a low level of attribution) for as long as stakeholders 1 and 2 are active. In turn, the benefits realised for local authorities and by government agencies are a product of changes fostered by the activities of stakeholder 1 and 2. We have therefore calculated, for all stakeholders, the value of the outcomes inclusive of a benefit period of five years.

Drop-off

Over the five-year benefit period, the outcomes achieved by stakeholders are unlikely to be maintained at the same level as observed immediately following the intervention. We have modelled outcomes over the benefit period with the assumption that that the outcomes for the populations of stakeholder 1 and 2 will drop off at a rate proportionate to the rate that individuals drop out – i.e. end their involvement in projects supported by community development workers. We are able to derive this estimate from the data collection process, which included asking respondents their length of involvement: 81% of stakeholder 1 and 78% of stakeholder 2 reported that they had been involved in their project for five years or less. We therefore assume that this rate of churn holds over the course of the benefit period. Benefits for stakeholder 3, local authorities, and government agencies are assumed to drop off in proportion to the drop-off for stakeholders 1 and 2 (Table 4.5).

Inputs

The community development 'intervention' was conceptualised as lasting three years, and we collected data from local authorities on the investment made in the four community development workers over this period as being the financial input to the intervention. This included salaries as well as associated management and administration overhead costs and expenses related to the job.

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[21] However, this average was heavily influenced by several respondents with a very long period of involvement: our research found that 80% of respondents reported the length of their involvement as being 5 years or less.

Table 4.5. Drop-off rates for stakeholders

	After 1 year	After 2 years	After 3 years	After 4 years	After 5 years	Method
Stakeholder 1	14%	38%	59%	64%	81%	Observed drop-out rate of S1
Stakeholder 2	14%	23%	56%	66%	78%	Observed drop-out rate of S2
Stakeholder 3	14%	27%	57%	66%	78%	Weighted average of drop-out rates for S1 and S2
Local authorities	14%	27%	57%	66%	78%	Weighted average of drop-out rates for S1 and S2
Government agencies	14%	27%	57%	66%	78%	Weighted average of drop-out rates for S1 and S2

In an SROI analysis, the principle of ascribing financial values to social outcomes and outputs is always extended to the calculation of the non-financial inputs. In the case of community development work, those who volunteer their time to organise, manage, and deliver community projects and activities (stakeholder 1) represent the significant non-financial input in our model. We collected information from stakeholder 1 on the amount of time they spent volunteering – an average of around 6 hours per week. This figure is then scaled up to represent the input of the total constituency of stakeholder 1 (161 people). This represents over 51,000 hours in the last year. We have also estimated the number of volunteer hours as an input cost for the three-year input period and the five-year benefit period, based on the 'ramp-up' and 'drop-off' assumptions detailed in the right-hand column of Table 4.6. Further detail is provided in Appendix 2. The total value of non-financial inputs was calculated over £1.4 million[22] for the eight-year period analysed, at constant prices (Table 4.6).

Notes on methodology

Survey methods: the ESS was conducted by interviewers face-to-face, while the Place Survey was a postal survey. Most participants in our survey conducted the survey under supervision, for stakeholders 1 and 2, and remotely for stakeholder 3. The different forms of data collection are a potential source of inaccuracy, even when respondents are considering a question with the same wording.

In our modelling of the populations of the different stakeholder groups, we have subtracted the number of stakeholders 1 and 2 from stakeholder 3 to avoid double counting. However, it is likely that certain respondents to the postcard survey, classified as stakeholder 3, may in fact be active volunteers involved in running a community-based group or delivering an

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[22]The national minimum wage of £5.93 was used as a proxy for the value of each hour devoted by volunteers. The hourly national minimum wage is deemed an appropriate proxy because it represents the opportunity cost of spending an hour volunteering to deliver community development projects. Since much of the volunteering is done outside of conventional working hours, the labour market opportunities available are likely to be in occupations with hourly compensation close to the minimum wage. In reality, the value of the contribution made by volunteers varies between individuals, and includes those with limited ability to earn in the formal economy as well as those with skills and experience which are highly valued in the labour market.

activity, or participated as a beneficiary of the activities of a community group. There is no feasible way of identifying such individuals and filtering out their responses.

**Table 4.6. Input costs (financial and non-financial equivalents); constant 2010 values**

Year	Local authority input		Value of S1 volunteer hours (£5.93/hour)		TOTAL		*Proportion of 2010 volunteer hours*
2008	£	78,633	£	181,486	£	260,119	*60%*
2009	£	76,311	£	241,982	£	318,292	*80%*
2010	£	78,711	£	302,477	£	381,188	*100%*
2011			£	260,756	£	260,756	*86.21%*
2012			£	187,744	£	187,744	*62.07%*
2013			£	125,163	£	125,163	*41.38%*
2014			£	109,518	£	109,518	*36.21%*
2015			£	57,366	£	57,366	*18.97%*
TOTAL	£	233,655	£	1,466,492	**£**	**1,700,147**[23]	

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[23] Note: In SROI modelling, future values are included on the basis of Net Present Value (NPV), and thus subject to a 3.5% annual discount rate. The input costs taking into account NPV are £1,643,428

5. Results

Indicators

Results from the survey conducted with the three stakeholder groups are presented in the following sub-section. Figures 5.1 and 5.2 present the average response score per question in blue bars for stakeholder 1 and red bars for stakeholder 2. The responses have been transformed to benchmark against the national average, which is calibrated to 5.0 on a 10-point scale. Questions are grouped to provide composite indicators for the four components of well-being (Table 4.1). The lines across bars represent the composite results – averages of the responses to the constituent questions. The questions for both stakeholders 1 and 2 come either from the well-being component of the ESS or from the Place Survey.
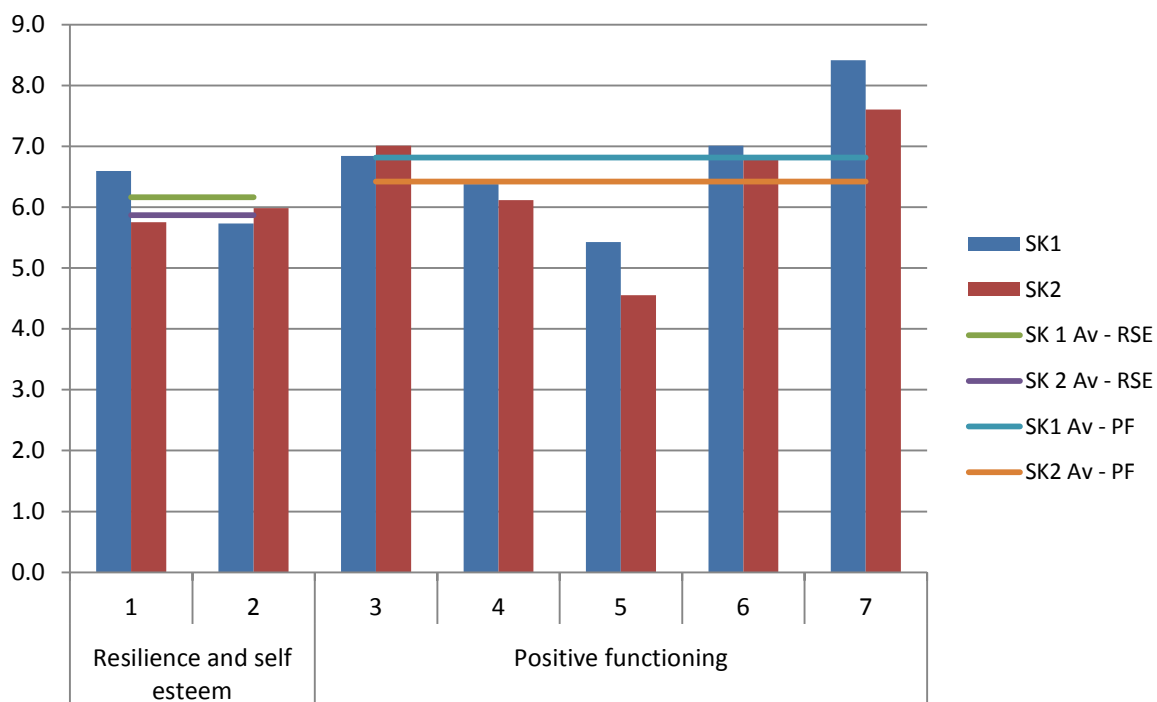
1   'In general, I feel very positive about myself'
2   'I'm always optimistic about the future'
3   Overall, how much of the time in the past week have you been interested and enjoyed the various things you've done?
4   Overall, have you had the opportunity in the last year to learn new things in your life?
5   To what extent do you feel that you get the recognition you deserve for what you do?
6   'I generally feel that what I do in my life is valuable and worthwhile'
7   I am able to influence decisions which affect my local area

Figure 5.1. Personal well-being outcome indicators – stakeholders 1 and 2

- On average, stakeholder 1 (SK1) has slightly higher average levels of resilience and self-esteem as well as positive functioning than stakeholder 2 (SK2) though the difference is not significant. Both groups score higher[24] than the national average of 5.0. It might be expected that stakeholder group 1 score higher than stakeholder 2 on account of their involvement in creating and running the group, in not only receiving benefit from participation in the activities of the group.

- In only three of the seven questions asked regarding personal well-being was stakeholder 1 significantly above stakeholder 2.
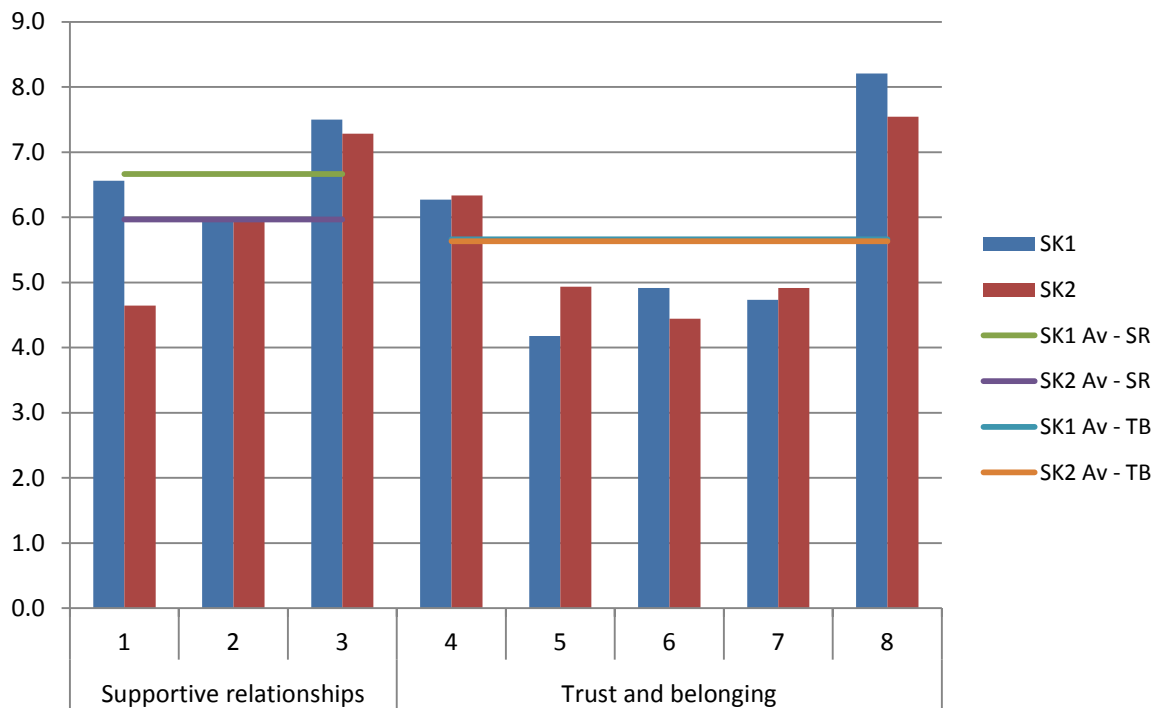
1	How much of the time during the past week have you felt lonely? *
2	'There are people in my life who really care about me'
3	Number of role models in the community
4	To what extent do you feel that people in your local area help one another?
5	To what extent do you feel that people treat you with respect?
6	To what extent do you feel that people treat you unfairly? *
7	Do you think most people can be trusted, or you can't be too careful?
8	'I feel that I belong to my neighbourhood or local area'

*question is reverse coded

Figure 5.2. Social well-being outcome indicators – stakeholders 1 and 2

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[24] The method for conducting the survey for this work and that collected for the national average was not the same. It is therefore possible this could account for some of the difference in the scores.

- With regard to Social Well-being, stakeholder 1 scores, on average higher than stakeholder 2 for the outcome, Supportive Relationships.

- For Trust and Belonging, both stakeholder groups score above the national average. This is, however, largely on account of very high responses to feeling they belong to their neighbourhoods. This question, along with one other question (under the Trust and Belonging composite) elicited responses from both stakeholder groups above the national average of 5.0.

- Average scores for stakeholders 1 and 2 are higher for Personal Well-being, than for Social Well-being.

- On average, stakeholder 1 scored higher than stakeholder 2 for both Personal Well-being and Social Well-being.

We can cut the above outcomes 'distance travelled' results for stakeholder 1 and 2 by length of involvement with a project, intensity of involvement in a project and whether a respondent had been involved in a community development project previously as a result of demographic data collected. Filtering results by length of involvement with a project, and by whether a respondent was previously involved did not yield conclusive results. Figures 5.3 and 5.4 show the distance travelled (above the 5.0 benchmark) for stakeholder 1 and 2, respectively, on each of the four well-being components, based on the intensity of involvement in a project (hours per month)
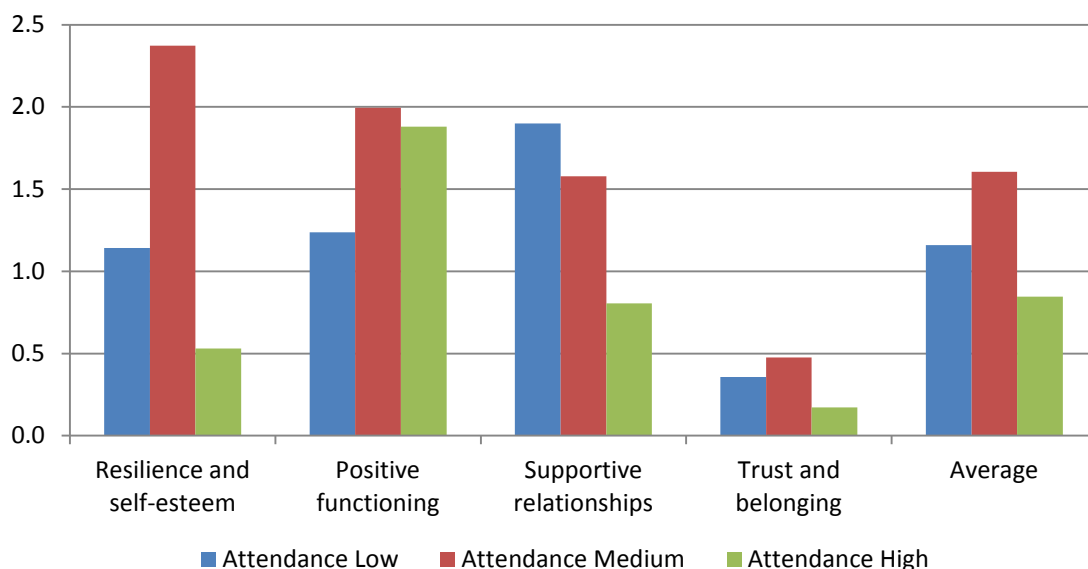
Figure 5.3: Well-being outcome indicators – stakeholder 1 (by attendance levels: low = < 9hrs/month, medium = 9–29hrs/month, high = >29hrs/month).

- When considering attendance levels for stakeholder 1, we see a near uniformity of peaks across the outcomes for those attending between 9–29 hours per month. This might suggest this is the optimal amount of time those running community groups should engage with them to maximise well-being.
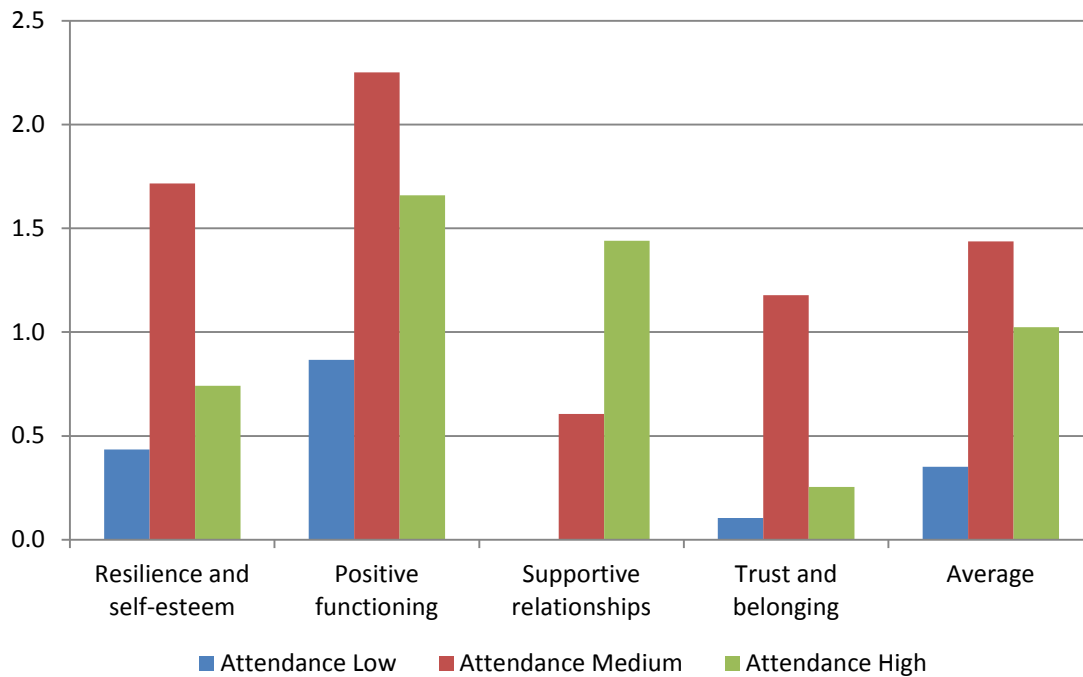
Figure 5.4. Well-being outcome indicators – stakeholder group 2 (by attendance levels: low = < 9hrs/month, medium = 9–29hrs/month, high = >29hrs/month).

- As with Stakeholder 1, when considering attendance levels for stakeholder 2, we see a near uniformity of peaks across the outcomes for those attending between 9–29 hours per month.

Figure 5.5 presents the well-being outcome results for stakeholder group 3. With only one question asked for each of the social well-being outcomes – supportive relationships and trust and belonging, the average for each of these outcomes is equal to the response code (blue column).

On average, well-being scores for stakeholder 3 are marginally lower than for stakeholders 1 and 2. However, because the composites do not consist of identical questions, it is not possible to consider this result significant.
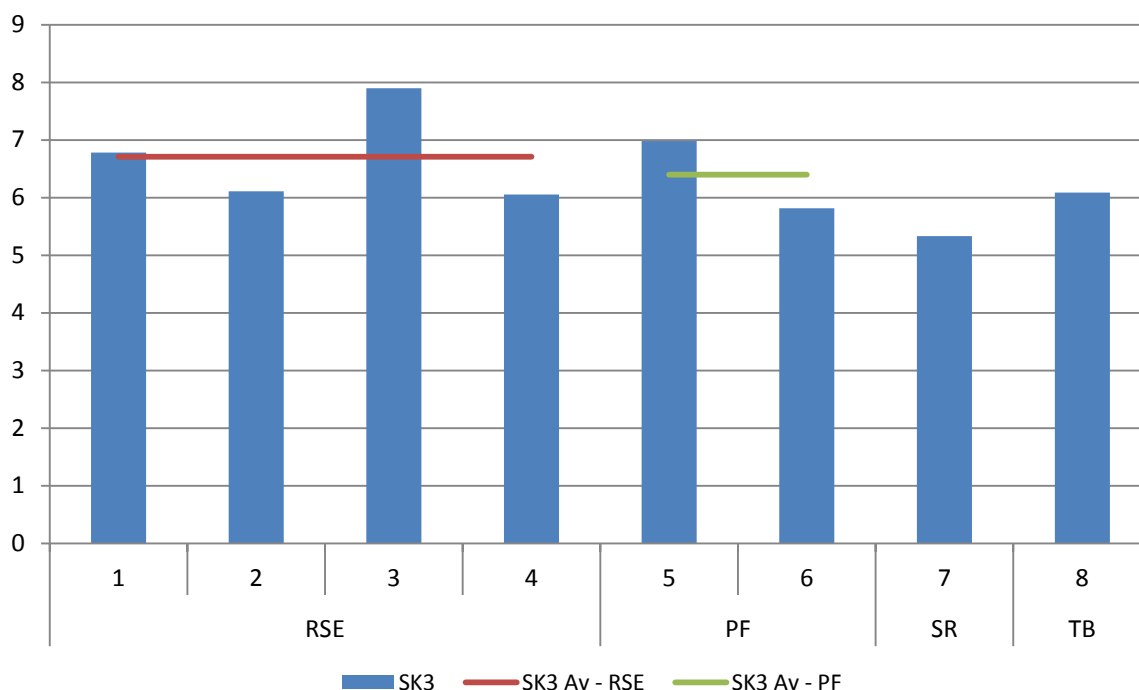
1. 'I am aware of the help and services available to me'
2. Whether clean streets have changed *(paraphrased)*
3. Whether crime levels have changed *(paraphrased)*
4. Whether parks and open spaces have changed (*paraphrased*)
5. 'I am aware of when and where community events are happening'
6. 'I am able to influence decisions which affect my local area'
7. The number of role models in the community
8. 'I feel that I belong to my neighbourhood'

Figure 5.5. Social well-being outcome indicators – stakeholder 3

SROI ratio

Taking the above results,[25] accounting for the impact considerations discussed in the previous section and placing them in the model, the SROI ratio arrived at for community development work (based on the four sample locations used in the analysis) is **2.16**. This means that every £1 invested in the programme (by both local authorities in terms of provision of CD workers and their support structure and the time put aside by stakeholder group 1 – the community group members), £2.16 in social value is created.

Figure 5.6 presents the breakdown of value to the different stakeholders captured in our analysis.

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[25] A distance travelled of 1 point, on a 10 point scale, is interpreted as representing the achievement of 10% of the outcome and thus is modelled as being worth 10% the full financialised value of this outcome.
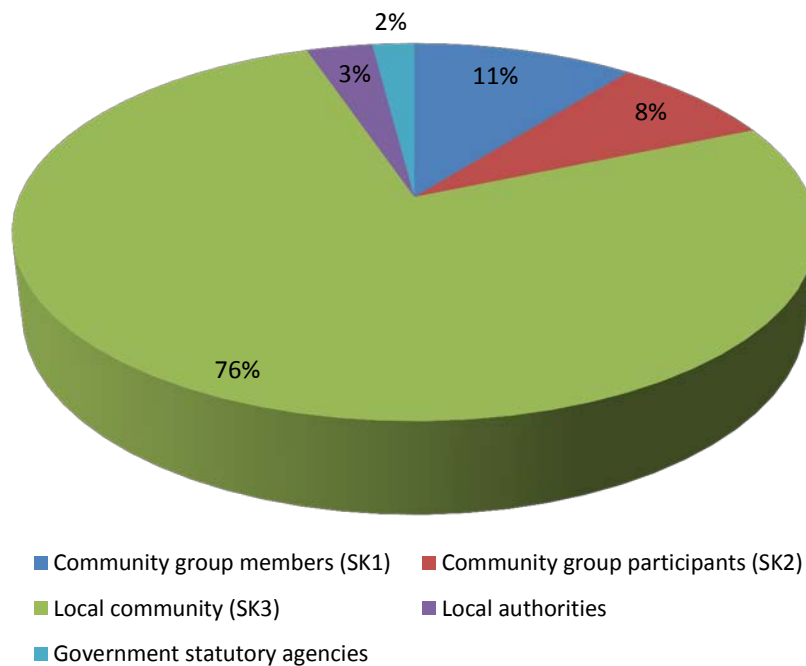
Figure 5.6. Breakdown of value by stakeholder

The most significant value created is for the local community with a little over three-quarters of the total value. That the value created is so much greater than for the other two stakeholder groups is solely on account of the greater number of people in stakeholder group 3. As we showed in the previous sub-section, average distance travelled for stakeholder 1 was the greatest of the three key stakeholder groups. A full breakdown of modelled values, by stakeholder and outcome, is presented in Table 4.7.

This ratio is only based on those outcomes we found common to the community development work we sampled. While we feel these are common to all community development work, individual community development projects may have other outcomes. As such, this ratio may underestimate the value of their work; for instance, community development work with a specific aim of assisting people into employment. The economic value of increasing chances of obtaining work for the individual plus the benefit to the state of someone moving from claiming benefits to paying tax are not included here.

In arriving at this ratio, we recognise the number of assumptions that have needed to be made. We therefore recommend that the ratio is considered as a range, rather than a single figure. Conducting sensitivity analysis on those accounts will produce a range for the ratio – akin to polling figures being plus or minus x% confidence.

Table 4.7. Value created by community development work, by stakeholder

Stakeholder		Value created (£)	%
1 – **volunteers delivering a project**	Resilience and Self-esteem	**15,893**	0.4%
	Positive Functioning	**52,261**	1.5%
	Supportive Relationships	**257,718**	7.3%
	Trust and Belonging	**69,486**	2.0%
Sub-total stakeholder 1			*11.2%*
2 – **community group participants**	Resilience and Self-esteem	**21,263**	0.6%
	Positive Functioning	**75,207**	2.1%
	Supportive Relationships	**88,389**	2.5%
	Trust and Belonging	**102,119**	2.9%
Sub-total stakeholder 2			*8.1%*
3 – **local community**	Resilience and Self-esteem	**350,860**	9.9%
	Positive Functioning	**576,759**	16.3%
	Supportive Relationships	**927,108**	26.2%
	Trust and Belonging	**820,608**	23.2%
Sub-total stakeholder 3			*75.5%*
Local authorities		**111,385**	**3.1%**
Government statutory agencies		**72,873**	**2.1%**
TOTAL		**3,541,929**	**100.0%**

Sensitivity analysis

The sensitivity analysis considers the impact that changing various assumptions has on the SROI ratio of the "core model" – the model which is based on the methodology and assumptions described above. Firstly, impact considerations are varied. Secondly, alternative proxies are employed for those outcomes which have the greatest value in the core model. Thirdly, the benefit period was hypothesised as being three years – a more conservative assumption which accounts for "outliers" – a small minority of participants in community development activities who remain involved for a very long time and therefore influence the mean (average) across our sample (five years).

The first key assumption we vary is deadweight. In our base case, we assumed that well-being, as measured by the ESS and the Place Survey has remained constant in recent years based on the fact that the last three years have seen deterioration in the economic circumstance for many in the UK. If we were to vary that assumption by, for example, 2% either way, the SROI ratio would vary between 1.69 and 2.62.

It is possible that the approach used to estimate the attribution for the stakeholders directly involved with community groups (1 and 2) underestimates the well-being generated from those hours spent each week with the group. Increasing the attribution levels of stakeholders 1 and 2 to 25% and 20% respectively (an increase of 55% and 80% respectively) would result in the ratio rising to 2.36.

We have referred to the difficulty in arriving at an attribution rate for stakeholder 3. If the figure used in the base case is increased or decreased by 100%, the ratio varies between 1.34 and 3.78.

The proxy which is highest in financial terms is that attached to the outcome of achieving and increase in supportive relationships and an increase in trust and belonging. In the core model, proxy values for these well-being outcomes for individuals are over £15,000 per individual. An alternative proxy for these outcomes has been employed to further test the sensitivity of the core SROI ratio. The alternative proxy is household spending on leisure. It is hypothesised that an improvement in supportive relationships and trust and belonging could be secured by pursuing "recreation and culture" activities. Such activities are considered "quality time" for families, and usually take place in public space, enjoyed alongside strangers (e.g. cinema, theatre, sports events). However, activities would have to be undertaken inclusive of other household/family members in order to achieve the social benefits of relationship building associated with these activities; therefore a household spending figure is employed (£3,034 annually; Source: Living Costs and Food Survey 2009[26]). Employing this alternative proxy for both Supportive Relationships and Trust and Belonging outcomes produces an SROI ratio of 1.04.Finally, running the SROI model with a three-year benefit period produces an SROI ratio of 2.03, taking into account the adjustment of input values to acknowledge volunteer time is not invested beyond 3 years hence.

Taking the lowest and highest score from the above sensitivity analysis, we suggest that **the SROI ratio for the core work of community development work varies within the range of 1.-0 and 3.8.**

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[26] http://www.statistics.gov.uk/cci/nugget.asp?id=284

Conclusion

In conducting this analysis, we were set a significant challenge: to demonstrate the value of community development work, in all its various shades. The methodology employed provided a route path for us to meet that challenge. Our results were verified by ongoing consultation with community development workers and the Community Development Foundation – see Appendix 2.

Through the articulation and examination of community development work's theory of change, key outcomes have been identified that cut across the range of community development activities and speak to a common set of stakeholder groups. These outcomes are firmly rooted in the field of well-being, both personal and social.

Through the modelling of data collected against these outcomes, the analysis suggests that community development work provides a good social return on the investment made, both by local authorities – in their investment in supporting community development works, and by volunteers – in their investment of their own time. The analysis suggests the social and economic value that is created, both for those directly linked with community development work, those indirectly linked (in the local community), and local government institutions, suggests that community development is meeting the needs it has identified, namely:

a need for social and organisational structures in a locality which allow for residents to engage with one another, trust and respect each other, and effectively influence the provision of services, facilities and activities to their community.

- Quote from community development worker

Appendix 1. Stakeholder 1 questionnaire

Community survey: tell us about your area

The **new economics foundation** and the **Community Development Foundation** are working with your local authority to understand the impact that local community development workers are having on people in your area.

In June 2010 we conducted a workshop and learned from local people about the changes happening in your area. We have used this information to design this questionnaire so that we can measure the changes for local people. You can help us by giving answering the questions below. It should take less than ten minutes. There is space on the final page to make comments or add any detail to your responses.

Please respond honestly – your answers will be treated anonymously

THIS SECTION IS ABOUT YOUR INVOLVEMENT IN THE COMMUNITY

1. **What is the name of your community project or group?**

    _____

2. **How long have you been involved with your community project or group?**

    _____

3. **How many hours per month do you volunteer with your project or group?**

    _____

4. **Were you involved in <u>other</u> community projects before being involved with this project?**

    ☐ YES   *...if yes, please name the projects_____*
    ☐ NO

THIS SECTION IS ABOUT THINGS YOU ARE LEARNING IN YOUR OVERALL LIFE

5. **Overall, how much of the time in the past week have you been interested and enjoyed the various things you've done? (tick one)**

All or almost all of the time	Most of the time	Some of the time	None or almost none of the time
☐	☐	☐	☐

6. **Overall, have you had the opportunity in the last year to learn new things in your life? (place a tick against the following scale)**

No opportunity	0	1	2	3	4	5	6	Very many opportunities
	☐	☐	☐	☐	☐	☐	☐	

THIS SECTION IS ABOUT THINGS YOU ARE LEARNING THROUGH THIS PROJECT

7. **What have you learnt as a result of volunteering with this project? (tick all that apply)**

☐ **...how to be a leader (e.g. direct a meeting or coordinate other people)**
☐ **...how to get along better with people**
☐ **...how to perform a specific responsibility (e.g. taking minutes, book-keeping)**
☐ **...I've become more aware of issues in the community**
☐ **...how to make positive changes in my personal life**
☐ **other: _____**

8. **How many new people have you met and got to know through volunteering with this project?**

_____

50

THIS SECTION IS ABOUT WHAT YOU THINK ABOUT YOUR COMMUNITY

9. **Think about the following statements, and list whether you agree with them today. Then think back to three years ago (or when you first moved to the area if it was less than three years ago). Would you have agreed then? Feel free to explain why you feel this way.**

	DEFINITELY AGREE	TEND TO AGREE	TEND TO DISAGREE	DEFINITELY DISAGREE
a) 'I feel that I belong to my neighbourhood or local area'				
TODAY	☐	☐	☐	☐
THREE YEARS AGO	☐	☐	☐	☐

*Why?*_____
_____

	DEFINITELY AGREE	TEND TO AGREE	TEND TO DISAGREE	DEFINITELY DISAGREE
b) 'I am aware of when and where community events are happening'				
TODAY	☐	☐	☐	☐
THREE YEARS AGO	☐	☐	☐	☐

*Why?*_____
_____

	DEFINITELY AGREE	TEND TO AGREE	TEND TO DISAGREE	DEFINITELY DISAGREE
c) 'I am aware of the help and services available to me'				
TODAY	☐	☐	☐	☐
THREE YEARS AGO	☐	☐	☐	☐

*Why?*_____
_____

	DEFINITELY AGREE	TEND TO AGREE	TEND TO DISAGREE	DEFINITELY DISAGREE
d) 'I am able to influence decisions which affect my local area'				
TODAY	☐	☐	☐	☐
THREE YEARS AGO	☐	☐	☐	☐

*Why?*_____
_____

10. **Thinking about your local area, for each of the following things below, do you think each has got better or worse over the last three years, or has it stayed the same? (tick one for each a) to h))**

Compared to three years ago?...	BETTER	STAYED THE SAME	WORSE	DON'T KNOW
a) Activities and facilities for teenagers	☐	☐	☐	☐
b) Activities and facilities for 5-12 year olds	☐	☐	☐	☐
c) Activities and facilities for under 5s	☐	☐	☐	☐
d) Community activities	☐	☐	☐	☐
e) Clean streets	☐	☐	☐	☐
f) The level of crime	☐	☐	☐	☐
g) Parks and open spaces	☐	☐	☐	☐
h) Number of role models in the community	☐	☐	☐	☐
Other (please specify):	☐	☐	☐	
Comments:				

11. **Thinking about any positive changes in the community that you have identified in Question 10, to what extent is the work of your community project or group responsible for those changes happening? (place a tick on the following scale)**

	0	1	2	3	4	5	6	A great
Not at all	☐	☐	☐	☐	☐	☐	☐	deal

12. **In the last year, how often have been treated with respect and consideration by your local public services? (e.g. police, schools, hospitals, council etc.)**

All of the time	Most of the time	Some of the time	Rarely	Never	No contact
☐	☐	☐	☐	☐	☐

Comments:

_____

THIS SECTION IS ABOUT YOU AND THE OTHER PEOPLE IN YOUR COMMUNITY

13. To what extent do you feel that people in your local area help one another? (put a tick on the following scale)

Not at all	0	1	2	3	4	5	6	A great deal
	☐	☐	☐	☐	☐	☐	☐	

14. To what extent do you feel that people treat you with respect? (put a tick on the following scale)

Not at all	0	1	2	3	4	5	6	A great deal
	☐	☐	☐	☐	☐	☐	☐	

15. To what extent do you feel that people treat you unfairly? (put a tick on the following scale)

Not at all	0	1	2	3	4	5	6	A great deal
	☐	☐	☐	☐	☐	☐	☐	

16. Do you think most people can be trusted, or you can't be too careful? (put a tick on the following scale)

Can't be too careful	0	1	2	3	4	5	6	7	8	9	10	Most people can be trusted
	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	

17. To what extent do you feel that you get the recognition you deserve for what you do? (put a tick on the following scale)

Not at all	0	1	2	3	4	5	6	A great deal
	☐	☐	☐	☐	☐	☐	☐	

18. How much of the time during the past week have you felt lonely? (tick one)

All or almost all of the time	Most of the time	Some of the time	None or almost none of the time
☐	☐	☐	☐

19. To what extent do you agree with the following statements? (tick one for each a) to d))

		AGREE STRONGLY	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	DISAGREE STRONGLY
a)	'There are people in my life who really care about me'	☐	☐	☐	☐	☐
b)	'I generally feel that what I do in my life is valuable and worthwhile'	☐	☐	☐	☐	☐
c)	'In general I feel very positive about myself'	☐	☐	☐	☐	☐
d)	'I'm always optimistic about my future	☐	☐	☐	☐	☐

If you want to explain your answers to any of the questions, or have any further comments, please write these below:

_____

_____

_____

_____

_____

_____

_____

_____

Appendix 2. Stakeholder 3 postcard survey

Tell us about your area

The new economics foundation and the **Community Development Foundation** are working with your local authority to understand the impact of local community development workers on people in your area. You can help us by giving three minutes to answer three questions below, and returning it in the box adjacent. All results will be anonymous.

1 Think about the following statements, and tick the box appropriate to the extent you agree with them today. Then think back to three years ago...would you have agreed then?

			DEFINITELY AGREE	TEND TO AGREE	TEND TO DISAGREE	DEFINITELY DISAGREE	DON'T KNOW
a)	"I feel that I belong to my neighbourhood or local area"	Today	☐	☐	☐	☐	☐
		3 years ago	☐	☐	☐	☐	☐
b)	"I am aware of when and where community events are happening"	Today	☐	☐	☐	☐	☐
		3 years ago	☐	☐	☐	☐	☐
c)	"I am aware of the help and services available to me"	Today	☐	☐	☐	☐	☐
		3 years ago	☐	☐	☐	☐	☐
d)	"I am able to influence decisions which affect my local area"	Today	☐	☐	☐	☐	☐
		3 years ago	☐	☐	☐	☐	☐ *please turn over...*

2 Thinking about your local area, for each of the following things below, do you think each has got better or worse over the last three years, or has it stayed the same? (tick one for each a) to h))

Compared to three years ago?...	BETTER	STAYED THE SAME	WORSE	DON'T KNOW
a) Activities and facilities for teenagers				
b) Activities and facilities for 5-12 year olds				
c) Activities and facilities for under 5s				
d) Community activities				
e) Clean streets				
f) The level of crime				
g) Parks and open spaces				
h) Number of role models in the community				
Other:				

Comments_____

3 In the last year would you say that you have been treated with respect and consideration by your local public services? (e.g. police, schools, hospitals, council etc.)

☐ All of the time ☐ Most of the time ☐ Some of the time ☐ Rarely ☐ Never ☐ Don't know

Comments_____

Thank you. If you would like to receive a copy of the results of our work please provide your email address (optional)_____

Appendix 2.: SROI Audit Trail

This Appendix provides detail and justitication for the approach to SROI evaluation taken for the analysis of community development work in this study.

Distance-travelled scores in future years (benefit period):

The Core SROI model assumes that the well-being scores of beneficiaries, which have been calibrated against a national average (deadweight), and adjusted for the participation of individuals in other activities with their time (attribution; see Table 4.4) are indicators of the value of community development activities. These well-being levels are maintained in future years, with the value accruing annually, based on distance of the individual from the national average at the time of data collection, rather than the continual improvement in well-being over time.

Calculation of the value of inputs – volunteer time:

As stated in the introduction, the scope of this evaluation is an assessment of the value created by community development activities between mid-2007 and mid-2010. Volunteers who run the projects, groups and events which are supported by community development activities invest significant time, and section 2.3 of the SROI Guide advises that they should be included in the calculation as part of the denominator (the value of investment). As part of our data collection, we measured – for a sample of beneficiaries/participants (Stakeholder 1) – the hours invested in 2010. An understanding was developed of the participation of these individuals across the intervention period (three years) and the benefit period (five years), highlighted in Table 4.6, based on the evidence of the rate at which Stakeholder 1 ceases to contribute to the community development- supported project. An "orthodox" approach – strictly following the SROI Guide – would only include the value of volunteer time during the investment period, and not beyond into the benefit period. However, community development-supported interventions are intrinsically volunteer-led and volunteer-delivered. The most realistic assumption is that following the investment period of community development support, the projects, groups and events will continue to operate – producing both valuable outcomes and consuming volunteer time in doing so.

Verification of the result

Community development workers from the four case study locations participated in a two-day SROI training course, delivered by nef consulting, at which they were provided with instruction on how to implement the SROI methodology, and detail on how it was proposed to be applied to this evaluation. Key assumptions – such as the chosen approach to attribution and the valuation of volunteer inputs – were subject to consultation with community development workers at subsequent intervals. The client for the study – the Community Development Foundation – provided a significant interrogation of all assumptions and methods on production of a draft report, drawing on decades of experience of evaluating community development work. Comments were integrated into the final report, including changes to the articulation of the theory of change for community development work.