



Forecast of Social Return on Investment of Nineveh Ridge activities (April 2011 to March 2012)

"I wish all the doubters and the people who just think we should slam people on methadone, could just come and see how much more productive an approach this is."

APRIL 2011





A Story of Change

“When I started coming here I used to do nothing else, but now I have started a computer course and am going out walking. I wouldn’t be doing that if I hadn’t come.

I’d become very isolated and not really interested in anything. I was just sort of drinking really. Coming here was a combination of getting back into some routines and getting engaged with things going on in the world and socialising and also reducing my drinking and getting more of a grip on that.

I’m a lot happier in myself now.... I argue less with my partner and I’ve reconnected to nature now, which is something I’ve always really felt strongly about.

I think I’ve learnt loads really....I’ve never had an allotment, so I’ve learnt a lot about horticulture and quite a bit about animal husbandry.

My partner thinks coming here is great for me. I get home and I’m in a really good mood and I’m not drunk. And often I don’t drink so much because I’m so knackered I have to go to bed and that’s really good.

It is very therapeutic in that respect. Coming here makes me feel calmer and it gets me a bit out of my head. Because I tend to be a bit of a head case, it’s definitely good for me.”

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Executive Summary

The following report is a forecast of the social return created by Nineveh Ridge activities. Nineveh Ridge care farm is a social enterprise that helps vulnerable people to re-engage with themselves, the wider community and the natural world by enabling them to learn new skills and do real productive work in a supportive and therapeutic environment.

Measuring value....

“They’ve got this one chap who is extremely vulnerable. The 1st couple of weeks he went he really didn’t speak to anybody at all and he’s been going for 4 weeks now.... Normally he would just take his food and go back down to the woodworking shelter but he actually stayed with all those people and was talking. His mum picked him up at the end of the day and she said ‘oh I don’t suppose you’ve had a word out of him yet’ and she was absolutely amazed that they had had. Now you couldn’t put that down as an outcome could you; ‘will converse with people’. But you’ve probably made more progress with him in 4 weeks than our service would have done in a year if he had just been turning up to see a drug worker once a week and not conversing with him. Now he’s doing stuff that he’s proud of, that he’s interested in.”

(Commissioner)

Everything that we do in our daily lives has an impact on the world in which we live; it can be positive or negative, and may create or destroy value.

This wider value is often difficult to quantify in strict financial terms and this can mean that many important aspects are disregarded. Social Return on Investment (SROI) is a framework that seeks to overcome this by incorporating all social, environmental and economic aspects and thereby allowing a more complete and accurate picture of overall impact to emerge.

SROI uses financial proxies to help to conceptualise the value of the change that stakeholders experience as a result of the activities under consideration. The people and organisations involved provide information about what really happens for them – the nature of the change and its relative importance – and the SROI then articulates this from their perspective. All aspects of change are considered - positive and negative, intended and unintended – and these are then recorded on an impact map to help conceptualise the underlying story and to portray the aspects of associated value.

Undergoing this process has provided Nineveh Ridge with a better understanding of the overall impact of their activities and will enable them to more ably demonstrate the value

they create for a range of stakeholders. The care farm only started operating in 2010 and is seeking to develop a modus operandi that provides real benefits for all concerned. This SROI is a forecast of activities from April 2011 to March 2012 and incorporates all material investment that it is anticipated will occur during this period. The farm has the capacity to accommodate greater numbers of clients than have been included in this analysis, but the numbers included were perceived by stakeholders as being realistic and will help to ensure that over-claiming does not allow a distorted picture to emerge. In order to demonstrate the actual outcomes that occur as a result of Nineveh Ridge activities, the chains of events that lead to these have been identified. This helps to show not only what is really happening but also clarifies how and why a care farm environment can facilitate such outcomes.

The social change that has been explored in this analysis includes the following:

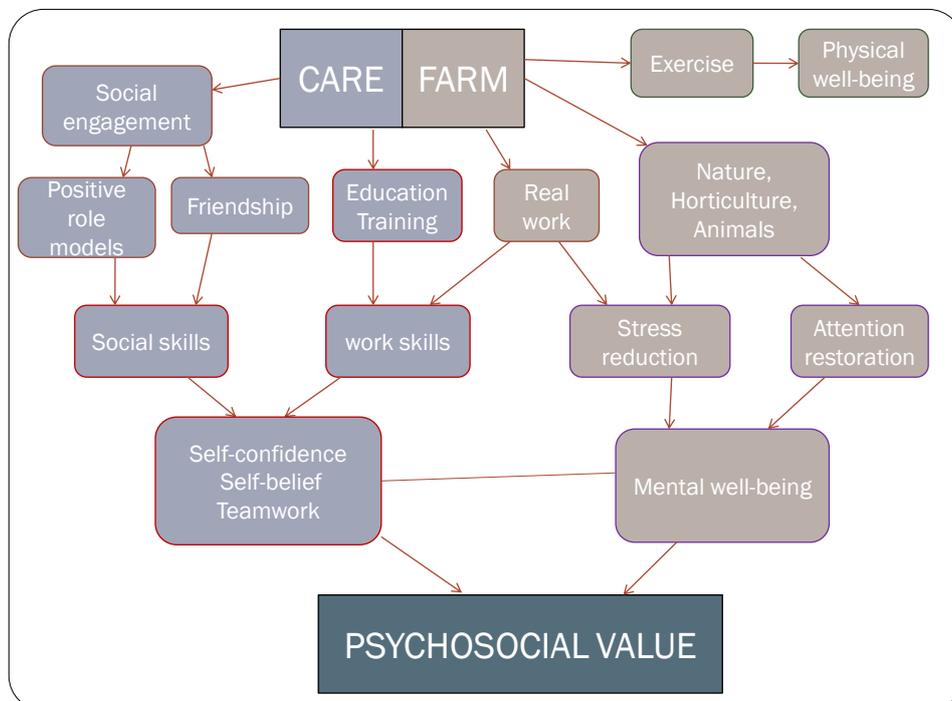
- Structured work based activities in a productive environment allow participants to develop a range of transferable skills that have value in the market-place. New opportunities emerge for volunteering and paid employment.
- Engaging positively with a range of different people in a non-judgmental and supportive environment impacts on wider personal well-being; changes can result in relation to aspects including self-esteem, self-confidence and self-efficacy. This helps participants to reconnect not only with themselves but also with those around them.
- Growing food, looking after animals and helping a natural environment to flourish provides a sense of perspective and enables participants to develop a better understanding of their own place within the world as a whole. This facilitates inner reflection, reduces stress levels and allows clients to achieve personal restoration with less dependence on drugs (prescribed and otherwise).
- Clients are active and engaged in physical activity whilst on the care farm and their overall health improves.

This analysis estimates that for every £1 invested in Nineveh Ridge Care Farm activities, the likely social value created will fall between £3 and £4 based on the information currently available.

This is a forecast analysis and includes suggestions concerning how data might best be collected during the actual period in question in order to facilitate an improved subsequent evaluative analysis.

“I’ve got something to look forward to now; it’s worth living for sort of thing. When I go home I’m bouncing. I’m so happy it makes the atmosphere at home a lot better because I used to be so down the children and my wife couldn’t speak to me, they didn’t want to bother me. But now the atmosphere is improved so much at home; it’s a lot more relaxed and things are flowing a lot better. I’m taking the benefits home with me just by being happy. Before I used to follow my wife around like a little puppy; wherever she was I was. I was always like there. But now she drops me off at the farm, she goes home, she has a few hours to herself and so she feels better. Just having some time to herself and not panicking; she knows I’m so relaxed up here that I’m not going to do anything silly. If you’re with each other all day there is nothing to talk about like. When I go home tonight she’ll say ‘what have you been up to today’ and stuff and you can have better conversations than like before when we just used to sit in the chairs at home and stare at each other.”

(volunteer)



Possible pathways from care farm to psychosocial value

Assurance Statement

This report was submitted to the SROI Network Assurance Panel of September 2011.

“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.”

Acknowledgements

The analysis was undertaken by Chris Leck and he was also the sole author of the report. It is however important to acknowledge that it has required input and support from a range of Nineveh Ridge stakeholders; their contributions were critical and thanks are due for the help that was provided.

1 Introduction and Background

This SROI analysis relates to the activities undertaken by Nineveh Ridge Care Farm, and provides a picture of the associated value that is created.

1.1 Nineveh Ridge Care Farm

Nineveh Ridge care farm opened in 2010 as a non profit-making social enterprise, and is therefore required to reinvest all profit generated in the pursuit of social and environmental benefits. It operates from a small working cattle farm that comprises of 40 acres of grassland on the border of Worcestershire and Shropshire. A selection of raised beds and a polytunnel facilitate the growing of a wide range of vegetables, and the farm also now keeps pigs, goats, chickens and sheep in addition to the cattle. Care farm clients are able to engage in all aspects of farm life, and these include the following:

- Practical experience of running a small farm and the chance to develop farm animal husbandry skills
- Horticultural activities relating to the whole process of organic food growing - from planting the seed to harvesting and eating the produce
- Various maintenance and environmental tasks including hedging, fencing, tree planting, building and tool maintenance / repair
- Making items for use on the farm and elsewhere
- Planning, designing and constructing a range of structures for the use of farm visitors – regardless of species!

Nineveh Ridge Aims:

- To adhere to a working day structure and so encourage a connection with the workplace / learning environment away from the farm
- To learn to work and socialise with others as part of a team
- To work to plans with targets to meet
- To give clients the chance to work towards OCN qualifications

Nineveh Ridge Objectives:

- To provide social, educational, therapeutic and developmental opportunities for a variety of clients
- To ensure everyone feels respected and valued for their part in the project
- To help the farm remain viable and protect the rural heritage of small farms

The farm is owned and managed by Mark and Pippa Bannister; Mark has over 30 years of farming experience and Pippa has 25 years of teaching experience and is a trained counsellor. They are currently open for 4 days a week, with client sessions generally lasting for 6 hours (10am – 4pm). They are however willing and able to remain flexible in order to accommodate everyone who wants to participate at the farm. They are keen to work with a range of client groups and are focussed on providing farming related activities that are tailored to meet individual requirements; the express intention is to treat everyone equally in a welcoming and non-judgmental manner.

1.2 The Care Farm Concept

Care farms essentially use farming activities to promote mental and physical health. A scoping study undertaken by the University of Essex in 2008 identified 76 such care farms in the UK, with these varying greatly in terms of size and structure.

The main user groups in this country are currently disaffected young people, those with drug and alcohol problems, and people with learning disabilities or mental health issues. There are however many other vulnerable groups who could also potentially benefit from the provision of care and the opportunity for recovery or rehabilitation that such farms can provide. Whilst farms are traditionally concerned with the provision of edible sustenance, care farms also provide sustenance in the arenas of physical and mental wellbeing. This can result in benefits for the farm family, the farm environment and wider society.

Care farmers receive direct payments from the clients or relevant commissioners and also benefit from having extra people working on the farm. Increased mechanisation and changes in farming practice have contributed to farmers becoming increasingly isolated; care farming provides an opportunity to reengage with the wider community.

The presence of additional people on the farm also benefits the wider environment as it becomes possible to engage in more labour intensive, traditional, land management activities. These tend to be more supportive of local flora and fauna and result in a more aesthetically pleasing, resilient and sustainable landscape.

Although there has been only limited research into the value provided by care farms, it is a form of provision that is currently expanding across Europe and elsewhere. Research has identified the following 4 aspects as being perceived by clients as critical to the success of a care farm placement; the community on the farm, the attitude of the farmer, the type of work and the green environment (Elings and Hassink, 2008). As a result of having spent time on a care farm, participants report improvement in their general well-being, their sense of freedom and space and their integration into society (Di Iacovo and O'Connor, 2009). These and related physical, mental and emotional benefits have also been shown to emanate from

participation in better researched green care interventions that relate solely to animals, horticulture and nature. The fact that all these (and other) aspects are generally present on a care farm suggests that this environment may be ideally suited for helping to meet the individual needs of large numbers of people .

Research undertaken in the UK (Hine et al, 2008) has identified improvements in people's mood and self-esteem after spending a day on a care farm, and European research (Elings and Hassink, 2008) suggests the following range of potential benefits:

Physical health	Mental health	Social
More physical strength	Increase in self-esteem	Better social interaction
Better appetite	Increase in self-respect	More social contacts
Development of skills	Enthusiasm	More social skills
Better use of energy	Increase in self-awareness	More independence
Better use of senses	Increase in responsibility	Employment

No evidence base is currently available showing the extent to which such improvements might be sustained over time, but care farming is an example of multifunctional agriculture that can potentially meet a range of current needs in society (agricultural, public health and social inclusion) by combining care for the land with care for people.

1.3 Social Return on Investment

Much of the wider value associated with activities that take place in the real world is not easily quantifiable in strict financial terms and this has traditionally resulted in many relevant aspects simply being disregarded. Social Return on Investment (SROI) is a framework that seeks to measure, account for and communicate this broader concept of value by incorporating wider social, environmental and economic aspects. This allows a more complete and accurate picture of overall impact to emerge.

SROI measures change in ways that have been identified as relevant by the various concerned stakeholders (the people/organisations that experience the change) and articulates this from their perspectives. All relevant outcomes are identified and then represented in monetary terms.

The resultant ratio of benefits to costs allows the total associated value to be more easily conceptualised, but this number should not be considered in isolation as it tells only one part of the overall story. SROI clarifies and demonstrates true value in a meaningful and justifiable manner by collecting a range of information from all relevant stakeholders. Quantitative and qualitative data facilitate the identification of the most important outcomes,

and justifiable financial proxies are included to conceptualise aspects that would otherwise be overlooked. Relevant stakeholders are involved throughout this process to ensure that the selected outcomes genuinely reflect their perceptions of relative importance.

Further information about SROI can be found in the Cabinet Office sponsored Guide to SROI (The SROI Network, 2009), but these are the essential principles and procedures that guide the process:

SROI Principles

1. Involve material stakeholders
2. Understand what changes
3. Value what matters
4. Include only what is material
5. Avoid over-claiming
6. Be transparent
7. Verify the result

SROI Procedures

1. Establish scope and key stakeholders
2. Map outcomes
3. Evidence and value outcomes
4. Establish impact
5. Calculate the SROI
6. Report, use and embed

Standard SROI terms and definitions have been used throughout this report and are outlined in the Appendix.

1.4 Transparency

The analysis has been undertaken in association with a PhD on the subject of 'The Psychosocial Value of Care Farms' and the author had previously visited Nineveh Ridge on a number of occasions and was already known by some stakeholders. Nineveh Ridge care farm only started in 2010 and activities are still developing and expanding; this is a forecast SROI that has been based on information provided by current stakeholders. There are however only 3 clients currently attending who have been participating for a period exceeding 3 months. This report is therefore firmly based on information provided by those who attend Nineveh Ridge (and all direct quotations have been provided by Nineveh Ridge stakeholders), but is supported by evidence gathered from similar farms with a more established client base.

Mentoring was supported by funding from Capacity Builders and provided by an SROI trainer / accredited practitioner during the compilation of this report. Quality assurance will be sought from the SROI Network Assurance Panel.

Even for the young ones you can be very clear about what learning outcomes you want the children to achieve by participating and engaging in specific activities. So it might be to be responsible for weighing the lambs or whatever they might do, but there also might be a more core curriculum outcome which is perhaps to do with working with a peer or it might be quite numerical.... For our children of course there's a lot of social value because, especially the young ones, they might not have developed like their peers. They might not have learnt to play, to share and to learn together. Their own circumstances might be quite difficult. Families who are perhaps dysfunctional in some ways through alcoholism, or single parents and those sorts of issues which will often have an impact on them. So they are perhaps not sleeping, not understanding family values or community values. There is a whole web of different sorts of benefits from it as well as just the educational ones.

I think, for these children, that's the benefit to me. To take them out of working with adults who are teachers, to give them an experience of different types of adults....

There's definitely a great deal of value provided by care farms for our children. It is used as a sort of carrot for the children and they do generally love it. Some of them can't cope with the lack of structure I have to say. We don't tend to send those because if they're going to act up when they're there then there's not a lot of point. If their difficulties have been correctly identified then this is something we will already be aware of, but sometimes schools haven't really got to the bottom of what triggers the children's difficulties. But certainly most are responding very positively to the experience and they get a lot out of it....

For a number of these families it might be the only time they get positive feedback from a short stay school. It's a period when they can get somebody saying how nice their son - it's usually boys rather than girls - has been or how thoughtful and caring or whatever. I'm sure those families will also feel more positive if they are getting that sort of praise.

It is about returning them back to mainstream education, but you can't just bundle them in as it were. If you haven't addressed the issues they'll just promptly fall back out of the system and become permanently excluded."

(commissioner)

2 Scope

2.1 SROI type and purpose of analysis

The purpose of an SROI can be either evaluative or forecast. Whilst the former is conducted retrospectively and is based on the actual outcomes that have already occurred, the latter seeks to predict the social value that will be created if the activities result in the anticipated outcomes.

This is a forecast SROI analysis for the period 1st April 2011 to 31st March 2012. Nineveh Ridge Care Farm has only been in operation for a relatively short period of time and some aspects are still under development. They are however focussed on ensuring that they provide the best possible service for their users that delivers real and lasting benefits. This SROI is therefore intended to inform their strategic development and also provide potential clients, funders and commissioners with a clear understanding of what exactly Nineveh Ridge care farm can provide.

2.2 Aims and Objectives

- To produce an SROI Report and Impact Map that can be used to demonstrate the overall value provided by Nineveh Ridge Care Farm
- To identify justifiable indicators to enable Nineveh Ridge to measure the outcomes and social impact of the activities and training that they provide for vulnerable individuals
- To produce a forecast document that can be utilised to identify any changes / further initiatives that are realistically achievable and will help to maximise the social value that Nineveh Ridge Care Farm provides

2.3 Project activities

The focus of this SROI is the care farming activities that take place at Nineveh Ridge and provide day placements for a range of potentially vulnerable adults and children. Most participants in 2010 were adults with a history of drug / alcohol misuse and children from Short Stay Schools (attending on different days), but increasing numbers of adults with mental health issues are also now starting to use the farm. As previously indicated, Nineveh Ridge is a relatively new service provider and the number of clients attending the farm increased during the compilation of this report; it is anticipated and intended that this figure will continue to grow during the forecast period. 11 full day and 6 half day places are currently contracted, but the providers have the capacity and intention to accommodate 8 clients on a daily basis (40 day placements per week). There is however clearly no

guarantee that all client places will be filled during the year in question and this analysis has therefore been based on an achievable mid-point scenario whereby current contracts are maintained and an additional 6 full day client placements are commissioned. This effectively translates to 20 day placements a week (17 full day, 6 half day); Nineveh Ridge would still only be operating at half the desired capacity, but this is perceived as an acceptable and justifiable level on which to base this initial forecast.

2.4 Theory of change

This analysis sought to identify all aspects of the service provided by Nineveh Ridge Care Farm before considering how these might be further developed to maximise associated value. The following ‘theory of change’ provided the basis for this undertaking and was developed to help conceptualise what was actually happening at ground level:

The theory of change underpinning this analysis is that Nineveh Ridge care farm provides economic, environmental and social value. As a direct result of the care farm activities the farm business expands, the farm environment is improved and people with a range of personal needs are able to develop a range of useful skills in a supportive natural environment. This generates relevant outcomes that relate to areas including physical health, personal well-being and community engagement. Subsequent and related changes in behaviour have consequences that impact positively on interpersonal relationships and levels of wider societal participation.

This theory of change helped to conceptualise the areas that were explored during this analysis, but was not shared with stakeholders to ensure that their input to the process was not influenced as a result.

“It’s good just to do a day’s graft and come back at the end of the day feeling tired....I didn’t realise how weak I was until I came here and started lifting things.....I feel stronger and healthier than I have in a long time.”

(client)



3 Investment

Nineveh Ridge Care Farm receives funding from various sources, with this generally relating to the payment of participant 'fees'. Some of these are paid by the relevant service commissioner – currently a Short Stay School (SSS) and a Drug and Alcohol Action Team (DAAT) - and others come through personal budgets/direct payments that enable people to identify and access services that meet their individual needs. Additional income is generated by Higher Level Stewardship (HLS) payments and this is included in the analysis because it would not be possible to meet the relevant requirements without the input of the care farm volunteers and clients.

A new classroom has recently been built at Nineveh Ridge, but the associated funding was provided specifically to facilitate environmental training and educational activities for local groups rather than for the benefit of care farm clients. They may make limited use of this building but this is unlikely to contribute to outcomes for relevant stakeholders and is not therefore considered material. Related investment has not been included in this analysis.

It is possible that a small amount of income will be generated during the forecast period from the sale of surplus produce to members of the local community. This possibility is not however factored into the analysis as the farmers anticipate that such sales will be minimal at best; food currently grown on the care farm is generally shared with farm visitors or eaten on-site but the associated value is not yet sufficient to merit inclusion.

Table 1 outlines relevant anticipated stakeholder investment and this information is also included in the input column of the accompanying impact map.

Table 1: Forecast stakeholder investment (April 2011 – March 2012)

Stakeholder	Purpose of investment	Type of investment	Nature of investment	Anticipated investment (annual)
Mental health service users	Individual payments to attend farm	Monthly payments from personal budgets	9 individuals paying £50 to attend for 1 day a week (50 weeks a year)	£22,500
Worcestershire DAAT	To enable clients to attend	Block contract for a maximum of 8 client placements	£270 fixed weekly payment (50 weeks a year)	£14,040
Short Stay School	To enable children to attend	Block contract for a maximum of 6 children	£120 fixed weekly payment (38 weeks a year)	£4,560
Defra	Higher Level Stewardship	Payment for activities to enhance and protect farm environment	£2,500 paid every 6 months until end of agreement	£5,000
Total Investment (April 2011 – March 2012)				£46,100

“Putting down on a piece of paper that they actually attended 6 out of 8 sessions, some people might say ‘that’s not much of an outcome is it?’ But for some of our client group that’s a major outcome.... We’ve got a couple of people into work already and _____, who had been working with 1 of the guys, she had been working with him the year before and she said that she was utterly amazed at the transformation (since coming to Nineveh Ridge)”

(commissioner)

4 Stakeholders

All stakeholders were initially identified for the purpose of this analysis, and the most relevant (material) were then selected and included.

4.1 Stakeholder identification

Clients: They are the primary stakeholder as Nineveh Ridge care farm is essentially and principally seeking to meet their needs. The group does however include people with a range of needs (KS 1 and 2 children not currently in mainstream education and adults with issues relating to mental health and/or drug/alcohol misuse) who will use the service differently and seek alternative outcomes. Each group has therefore been kept separate for the purpose of this analysis.

A significant proportion of the clients who attend through the DAAT contracted scheme do not currently complete their programme at the farm. There are a wide range of potential reasons for this (which should be identified and ideally addressed before such clients 'disappear'), but this will of course impact on outcomes and must be factored into the analysis. This group have therefore been further sub-divided between those who complete their programme and those who attend for an average of 3 months. This is a rather arbitrary cut-off point (that is not of course cast in stone) but it helps to clarify and articulate the additional impact of sustained attendance at the farm. The analysis is founded on the assumption that half the DAAT participants (4) will attend for a full year, that 3 placements will be filled by a total of 12 clients attending for shorter periods of time (averaging 3 months) and that the final placement will effectively be unused and is therefore discounted.

The block contract with the Short Stay School is currently for 6 children, but it is the school's intention that they will each attend for one term before returning to mainstream education. This forecast is therefore founded on the assumption that a total of 18 children will attend Nineveh Ridge over the period in question.

Family and friends: Relationships with those who are nearest and dearest are often affected by the sort of behaviour or circumstances that result in people attending Nineveh Ridge. Change that results for clients from participation at the farm is also therefore likely to have an impact on this group.

Farmers: They provide a great deal of input to the project and in return receive income that allows them to carry on farming and job satisfaction from helping clients and volunteers to progress successfully on their personal journeys.

Volunteers: They enable Nineveh Ridge to provide a suitable level and range of activities and service delivery and receive various benefits in return. The majority of the volunteers that currently help at Nineveh Ridge have previously faced similar experiences / issues to the clients, and the distinction between these 2 groups is not always clear cut.

Referral agents: A Drug and Alcohol Action Team (DAAT) and a Short Stay School (SSS) currently provide funding through the commissioning of block contracts at Nineveh Ridge to access suitable placements for their clients / students.

National Government : The Department for Environment, Food and Rural Affairs (Defra) provide funding through the Higher Level Stewardship (HLS) scheme to develop and enhance the natural environment on the farm, and most of the related work is undertaken by care farm clients. The Department for Work and Pensions (DWP) ultimately benefits from people learning skills that can then be transferred to the workplace.

Society / local government: Some of the outcomes that relate to society may also impact on national government departments and it is important for the purpose of this analysis to ensure that these are not double counted. All those relating to health care provision are therefore included in this section to avoid this possibility. Other relevant aspects may relate for instance to antisocial behaviour, policing, community cohesion and lost income generation opportunities.

Farm customers: They support a local enterprise and receive fresh, organic local produce.

Care Farming West Midlands (CFWM): They are the regional body that supported the initial development of Nineveh Ridge and work to promote the concept and practice of care farming to a range of relevant commissioners and associated organisations.

Turning Point: They are currently contracted by Worcestershire DAAT to identify and accompany their clients. This contract is however being taken over in April 2011 by **Stonham Services** (part of the Home Group).

The local natural environment: Activities undertaken by Nineveh Ridge clients to meet HLS requirement have a direct and beneficial impact on local flora and fauna.

Timber yard: They provide the farm with surplus timber (free of charge) that is then used to make things for use on the farm and to be taken home by clients.

Butcher: He prepares slaughtered farm animals for consumption and in return receives half of the produce.

4.2 Excluded Stakeholders

Identifying and measuring changes that result directly from an activity is not always a straight forward process, and this can be a particularly pertinent issue in relation to change that relates to personal well-being amongst people who also participate in other activities.

Relevant impact can also manifest itself in aspects of people's wider lives and may occur away from the place where the actual activities take place (i.e. the farm). Given the wide range of ways in which such change can occur, and the fact that every participant is a unique individual with an equally unique range of circumstances and needs, a potentially unmanageable amount of data could be generated that could not be effectively analysed in a report of this scale. The analysis has therefore focussed on the aspects and stakeholders that are shown to provide or receive real change in order to ensure that a true and fair picture emerges.

In order to provide an accurate and manageable analysis that allows impact to be assessed and understood, it is necessary to focus on the stakeholders (and outcomes) that can be shown to be most relevant to this analysis and its predetermined scope. Relevance is essentially judged according to the following criteria:

- Where change is expected or has been seen to occur on similar farms
- Where there is a direct financial impact of the change

It is of course possible that significant stakeholders can still be overlooked during the initial stages of the SROI process, and primary stakeholders were therefore consulted about this from the outset. It is only after the process is complete that there can be any degree of certainty concerning those that should be included and stakeholder relevance was continually reassessed as the true story of change unfolded.

The following outlines the rationale behind selecting the stakeholders to exclude from the SROI:

Care Farming West Midlands (CFWM): Their activities have undoubtedly played a crucial role in raising awareness / promoting the value of care farming in the region and it is acknowledged by the farmers at Nineveh Ridge that they would not be operating at their current level had it not been for their input. They were therefore initially included as a material stakeholder, but it became apparent during the course of the analysis that they no longer contribute directly to the outcomes associated with the Nineveh Ridge operation.

Turning Point: They are contracted by Worcestershire DAAT to provide transport for relevant clients and accompany them on the farm. They are not however directly involved in the service provision at Nineveh Ridge and their role has been ambiguous to say the least.

The Stonham Group will take over responsibility for this aspect during the forecast period and it is therefore possible that they will become more directly relevant as a stakeholder than their predecessor.

The local natural environment: There are significant relevant outcomes as a result of Nineveh Ridge activities but these are included elsewhere in relation to Defra Stewardship funding. It would have been justifiable to include the environment as a stakeholder by for instance using ‘future generations’ as a proxy, but relevant benefits were judged to be reflected elsewhere.

Timber yard: The care farm is able to make wooden products at minimal direct financial cost, but there is negligible material change for the company concerned.

Butcher: He receives half the meat produced on the farm, but this is in lieu of financial payment and has no consequential impact in relation to the care farm operation.

Care farm customers: Small amounts of farm produce are occasionally sold informally to community members and this stakeholder was originally included in the analysis. It did however become apparent as the analysis progressed that the number of people concerned, the related income and the associated outcomes were currently minimal and immaterial for the purpose of this analysis.

4.3 Stakeholder engagement

An engagement plan was developed and implemented to ensure that a suitable proportion of the concerned stakeholders had the opportunity to provide meaningful and robust input to the analysis. Table 2 indicates the numbers of stakeholders that contributed to the analysis and the manner in which this occurred.

Table 2: Stakeholder engagement

Included stake-holders	What we think changes for them (why they are included)	Total size of group	Number that contributed	Method of involvement	
				How?	Who?
DAAT clients	<ul style="list-style-type: none"> • New work skills • Improved physical health • Eat more nutritious food • Improved social skills 	20	10	Client questionnaire	SROI practitioner
				Client interviews	SROI practitioner

	<ul style="list-style-type: none"> • Spend more time outside • Improved self-confidence, self-esteem • Less stressed • Attention restoration • Improved quality of life 			Observation of clients on farm	SROI practitioner, volunteers, farmers
				Review of existing literature	SROI practitioner
Mental health clients	<ul style="list-style-type: none"> • New work skills • Improved physical health • Eat more nutritious food • Improved social skills • Spend more time outside • Improved self-confidence, self-esteem • Less stressed • Attention restoration • Improved quality of life 	9	3	Client questionnaire	SROI practitioner
				Client interviews	SROI practitioner
				Observation of clients on farm	SROI practitioner, volunteers, farmers
				Review of existing literature	SROI practitioner
Short Stay School (SSS) children	<ul style="list-style-type: none"> • Educational needs met • Improved social skills • Improved behaviour • Increased self-esteem • Increased self-confidence 	18	4	Conversation with children	SROI practitioner and school teacher
				Observation of children on farm	SROI practitioner, farmer, school teacher
Volunteers	<ul style="list-style-type: none"> • Learn new skills • Improved self-esteem • Improved quality of life • Increased self-worth (altruism) • Improved relationships 	4	4	Interview	SROI practitioner
Farmers	<ul style="list-style-type: none"> • Farm continues to operate and is able to develop • Job satisfaction increases • Receive income • Improved quality of life 	2	2	Farmer questionnaire	SROI practitioner
				Farmer interviews	SROI practitioner
Worcs DAAT	<ul style="list-style-type: none"> • Suitable placements available for clients • Clients stop needing their services 	1 team	1	Interview	SROI practitioner

School	<ul style="list-style-type: none"> • Meet children's needs • Children return to mainstream school 	1 school	3 (Area manager, school head and teacher)	Interview	SROI practitioner
Families of clients (adults and children)	<ul style="list-style-type: none"> • Less disruption at home • Improved relationships • Improved quality of life 	47 (max)	1	Questionnaire	SROI practitioner
Society/local government	<ul style="list-style-type: none"> • There are a range of public services (including the police, health services, social services) that will make savings over a sustained period if relevant client behaviour changes 	n/a	n/a	Published data	SROI practitioner
National government (Defra and DWP)	<ul style="list-style-type: none"> • Local natural environment improves • Less benefit payments 	n/a.	n/a	Published data	SROI practitioner

Material stakeholders were initially consulted about their broad perceptions of the service that Nineveh Ridge provides and how they believe this to facilitate change and provide associated value. After relevant outcomes had been identified with stakeholders they were then asked to provide further input to the following stages of the SROI process:

- Quantifying outcomes
- Developing indicators
- Valuing outcomes
- Estimating deadweight and attribution

This level of engagement helped to ensure that the analysis is a fair and accurate portrayal of what really takes place for those concerned. Stakeholders will also be encouraged to provide further feedback following the completion of the final report.

4.4 Stakeholder involvement

Clients: Most of the primary data that informs this analysis was collected directly from clients on the farm. A range of research techniques were applied – including questionnaires, interviews and participant observation - to ensure that a true and complete picture emerged. A total of 13 adult clients completed questionnaires and 4 were also interviewed.

A range of statements relating to different aspects of mental well-being and overall cognitive functioning have been scored on a Likert scale by adult clients. They are asked to complete

these within 1 month of starting at the care farm and prior to leaving or after a period of 12 months so that any associated change can be identified. This comparative data is not of course available to inform this forecast but will be invaluable to a subsequent evaluative SROI of the same period. Such techniques can only tell part of the story – responses can reflect temporary mood swings caused by unrelated matters and cannot be proven to relate to the care farm activities – but it is nevertheless a valuable tool for identifying aspects of change. A range of additional questions enabled clients to personally record how they have changed as a direct result of attending the farm, and sets of cards were provided that individually name these changes and the various aspects that might contribute to the overall experience. Participants selected those that they felt related to their own personal experience before placing these in order of importance.

School children: An Operational Manager for Short Stay School provision was interviewed by telephone regarding her perceptions concerning outcomes for children from attending Nineveh Ridge, as was the school head teacher and the teaching assistants who accompany them to the farm. It was not possible to interview the children themselves as the necessary ethical permission was not forthcoming from parents / carers. The author of this report did however actively participate on the farm during one of their visits and was able to talk informally with 4 children about their experiences.

Farmers: Mark and Pippa completed a questionnaire providing information about the current and anticipated service provided by Nineveh Ridge Care Farm. They were also interviewed on a number of occasions to provide additional information concerning specific activities and relevant developments.

Volunteers: 4 volunteers were interviewed and asked about their involvement at the farm. They were encouraged to discuss what they feel they provide and what they receive in return for helping at Nineveh Ridge. They also outlined how they personally have changed and any change they have seen in clients during their time spent at the farm.

Placement commissioners: Worcestershire DAAT has a block contract for 8 placements at Nineveh Ridge and their lead commissioner was interviewed. This interview also provided valuable information concerning the impact (potential and actual) of attending this farm as compared to other care farms and related forms of provision.

Turning Point employees were consulted to provide information about the current situation regarding people who had previously attended the farm but were no longer participating. They were also interviewed about their perception of the service provided and the wider associated value.

Family members: Adult clients were asked to take home short forms for a family member / friend to complete in order to gauge their feelings concerning any change that had resulted for them from the participant attending Nineveh Ridge. This was not however something that people seemed comfortable about doing and only one questionnaire was returned. It was similarly not possible to collect data directly from children's families. It is clear from interviews undertaken with clients, volunteers and professionals that changes occurring as a result of attending the farm will indeed impact on wider relationships, but no direct corroborative evidence is yet available. This has been taken into account in the analysis and less impact is claimed with regard to wider relationships than is perhaps likely in reality to prove to be the case.

4.5 Stakeholder interviews

Interviews with stakeholders were designed to provide them with the maximum opportunity to identify and articulate relevant outcomes; a semi-structured design was adopted to ensure participants were able to play an active role in setting the overall agenda and direction. The following aspects were however always central to help facilitate an accurate, appropriate and justifiable SROI analysis:

- What has changed
- Has this all been positive
- Was it all expected
- How long might this change last
- How can this change be seen
- How important is the change to you
- What is the order of importance of changes identified
- How else might this have been achieved
- Did anything / anyone else contribute to the change (and how much)
- What might otherwise have happened

5 Outcomes and Evidence



5.1 Impact Map

The nature of the change that is anticipated to occur for relevant stakeholders has been identified, measured and valued on an impact map. Relevant sections of this are included in the report where appropriate, but it is recommended that the full impact map is also consulted to provide further explanation and clarification.

5.2 Stakeholder inputs and outputs

This forecast has made use of the figures that relate to the last 12 months of operation and has then sought to anticipate future developments. It is however based on Nineveh Ridge operating at a certain level regarding the actual numbers of clients attending. The current financial climate and cuts in available funding may of course have an effect on this, but it is equally possible that increased use of personal budgets – allowing individuals to personally identify and choose suitable placement venues – and the ability of G.P.'s to refer and fund placements directly will counteract this. It is therefore considered that the numbers used for this analysis are consistent and provide a prudent and meaningful forecast.

All relevant inputs by significant stakeholders are incorporated. The time of care farm clients has been included as an input, but has not been assigned a financial value (in line with the standard approach to SROI documented in the guide); volunteer time has however been

valued at the level of the minimum national wage, as is currently accepted SROI practice. The impact that this has on the final SROI figure is considered later in relation to sensitivity analysis.

The following are the primary activities that were considered in the analysis:

- Farm activities enable the acquisition and development of a range of work skills in a supportive environment
- Clients undertake real, meaningful and valued work
- Caring for animals enables people to engage with non-judgmental living beings and to take responsibility for the well-being of others
- Vulnerable people are able to get out of their usual environment, interact with others and enhance their social skills
- Participants eat a healthy meal and undertake a range of activities that encourage physical activity
- The local natural environment is improved as a result of relevant work undertaken on the farm
- School children receive an enjoyable learning experience that enhances their knowledge of farming and environmental issues
- Food and wooden items are produced

All relevant activities have been outlined and quantified on the impact map as follows:

Stakeholders	Inputs		Outputs
Who will we have an effect on? Who will have an effect on us?	What will they invest?	Value £	Summary of activity in numbers
Clients (drug/alcohol) who attend for an average of 3 months (DAAT funded)	Time and effort	£0.00	16 adults are provided with a nutritious meal, spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.
Clients (drug/alcohol) who complete their programme (DAAT funded)	Time, effort and commitment	£0.00	4 adults are provided with a nutritious meal, spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.
Clients (mental health) who use direct payments to attend farm	Time, effort, commitment and money	£22,500.00 (50.9.50)	9 adults spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.
Children who attend for 1 school term (school funded)	Time	£0.00	18 children spend time on a farm and are shown how to look after animals and the natural environment.

Volunteers	Time at minimum wage	£14,400.00 (8.36.50)	4 people share their skills and provide general support.
Farmers	Time, commitment, effort, expertise, experience and care	£0.00	2 people are employed.
Worcestershire DAAT	Funding to provide placements	£14,040.00 (270.50)	n/a
School	Funding to provide placements	£4,560.00 (120.38)	n/a
Families/friends of clients	Care and concern	£0.00	n/a
Society / local government	n/a	£0.00	n/a
Central government (Defra)	Higher Level Stewardship	£5,000.00	n/a
Central government (DWP)	n/a	£0.00	n/a
TOTAL		£60,500.00	

5.3 Theory of Change - Outcomes

The author of this report has been collecting data over the last 12 months from clients at a number of care farms to identify the associated psychosocial value; 12 Nineveh Ridge participants have completed a questionnaire that measures various aspects of mental well-being. This questionnaire includes the following scales:

- **Mental Well-being (WEMWBS):** The Warwick-Edinburgh Mental Well-being Scale is a 14 item scale designed to assess an individual's state of mental well-being (thoughts and feelings) in the previous two weeks (Tennant et al., 2007).
- **Self-efficacy:** The General Self-Efficacy scale is a 10 item scale designed to measure personal ability to deal effectively with a variety of stressful situations (Schwarzer et al., 1999).
- **Resilience:** This concept concerns the personal qualities that enable an individual to thrive in the face of adversity and display successful stress-coping ability (Connor and Davidson, 2003).
- **Sense of Coherence:** This concept and the associated scale concerns the social factors behind health and illness manageability (Lundberg and Peck, 1994).
- **Environmental Identity Scale:** This scale measures the extent to which the natural environment impacts on a person's self-concept (Clayton, 2003).
- **New Economics Foundation wellbeing scale:** Four statements have been included that relate to 'purpose in life', 'social support', 'self-esteem' and 'autonomy' (NEF, 2009).
- **Happiness and life satisfaction**

Although such scales can help to identify relevant changes, it is important to be aware that scores may initially drop as participants develop a more realistic understanding of the personal journey on which they have embarked, and the challenges and issues associated with facing up to current behaviour and circumstances are faced. It is one thing for instance to say that you want to reduce / stop medication (whether prescribed or otherwise) but it is quite another to actually go through the process of achieving this change.

Research participants are being asked to repeat this process after a 12 month period has elapsed or prior to leaving the farm (whichever occurs soonest) so that longitudinal comparisons can be made, but only 3 Nineveh Ridge clients have yet been in a position to provide this. Mental well-being has been found to be consistently lower amongst new Nineveh Ridge clients than the national average (a median score of 45 as compared to 51), but individual scores have increased for those who have completed the scale on more than one occasion. Although insufficient comparable data is yet available from Nineveh Ridge to identify relevant change, the evidence provided by the wider PhD currently suggests that this is likely to occur in relation to a range of aspects of well-being and environmental connectedness.

3 Nineveh Ridge clients who have attended the farm for over 3 months were also asked to indicate how they felt they had changed as a direct result of the care farming activities. They all agreed that this included the following:

- I feel that my life is changing for the better because of coming to the farm
- I have developed new interests through coming to the farm
- My physical health has improved since coming to the farm
- I have made new friends at the farm
- I have learnt new work skills at the farm

2 people agreed with the following statements, whilst the 3rd felt unsure:

- I feel more positive about myself than when I started at the farm
- I have started to enjoy my life more since coming to the farm
- My mental health has improved since coming to the farm
- I am more keen to try new things than when I started at the farm
- I am more confident about meeting new people since coming to the farm

1 person disagreed with the following:

- I have started eating more healthy food since coming to the farm (they then stated that this was because they had always eaten healthily)
- I sleep better since coming to the farm

It is therefore apparent that participants believe they receive a range of benefits from attending the farm. The 4 adult participants who were interviewed (3 referred through the DAAT team and 1 with mental health issues) were asked to select the 3 outcomes that they felt most strongly applied to their own experiences from a selection of 15 possibilities (all of which have been previously identified by participants of the wider care farm PhD research):

- Taking less drugs / alcohol (3)
- Feeling more positive about self (3)
- More able to get a job (1)
- Doing more activities away from the farm (1)
- Feeling healthier (1)
- Enjoying life more (1)
- Sleeping better (1)
- Going out more (1)

These are all positive and important outcomes that are accompanied by improvements in physical and mental health and are shown in stakeholder interviews to have a profound impact on people's wider lives.

“Care farming provides opportunities for young people to have different experiences than they would normally for social interaction and learning outside the classroom...I see it as a whole package really. It's an opportunity to do some nurturing – learning how to look after others, be it animals, plants or other people....I see that there are lots of different reasons for using it: building confidence and self-esteem, trying new experiences. It does have an impact on student behaviour. It's definitely a carrot to keep them on target during the rest of the week.”

(head teacher)

“The most important change is perhaps one of those soft skills rather than a hard one, and that is their confidence in themselves. You know ___ is a good example actually. When she came here she was always willing and able but she didn't want responsibility; she wanted to be told what to do... She didn't really want to learn before, but now it's all she wants to do. She's made up her mind that she's going to go for a job in horticulture and for that reason she is now making a real conscious effort of wanting to learn everything she can..... Confidence I think is far more important than anything else because once you've got the confidence you can do whatever you like.”

(farmer)

"I needed to get out and do something where I wasn't going to be drinking all day long like. So this was more of a time filling thing like.

It has helped because you know it's given me that break I still have a drink of an evening but it's more like a controlled thing now rather than just like fire it all down like.

I'm doing a lot better on the other days now like as well. I'm drinking a lot less than I was.

I can't really say there's anything I don't like here. I like it all mate. Yeah I like it all. I've definitely got an affinity with the animals like. I like getting stuck in like. It's something to do at the end of the day. You do learn different things as well. I've started doing pottery as well now at an art workshop in Worcester. I've only been doing it for four weeks.

The farm has certainly prepared me more in a way for when I do get a job. Not if I get a job, when I do get one like. Out here I'm doing a bit of physical work. You're mingling with different people as well, like, which is obviously going to help. I'm not one of these shy, retiring people so I am quite happy enough like. I'll get on with anybody like. It does help like this. When you're working, you've always got that bit of banter... it does help like getting used to being around people again. It will take a bit time to get on my feet again. So it does help in that respect, definitely.

I feel like I'm getting my old self back again to be honest...It has actually brought me back out of my shell again a bit like.

(client)

"There's another girl there who is actually eating. She's so, so thin, but when she goes there she does eat and hopefully soon she'll start eating in between. It's hard to quantify those kind of outcomes. There's one lad who has really formed an attachment to ..., and it could be the 1st positive male role model that he's had in his life. Of course they know all about attachment theory and so they are trying to get him off working with other people. These are huge benefits that I think no one outside the field would even think about unless they were involved with working with vulnerable clients. For some people it is the first step on the ladder."

(commissioner)

For some stakeholders (e.g. funders), the most material and desired changes may not actually relate to themselves but will instead be felt by others (e.g. clients). It is imperative that such stakeholders are included, but this results in some parts of the impact map remaining blank when there is no material change for those concerned. Relevant change is always therefore shown against the actual stakeholder to whom it relates.

Stakeholders	Outputs	The Outcomes (what changes)
Who will we have an effect on? Who will have an effect on us?	Summary of activity in numbers	Description How would we describe the change?
Clients (drug/alcohol) who attend for an average of 3 months (DAAT funded).	16 adults are provided with a nutritious meal, spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.	<p>Clients eat a nutritious meal and are physically active in a restorative natural environment; health starts to improve.</p> <p>Clients do something productive and show themselves that they are capable of achieving this without the support of drugs / alcohol.</p>
Clients (drug/alcohol) who complete their programme (DAAT funded).	4 adults are provided with a nutritious meal, spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.	<p>Clients are active over a sustained period, their physical health improves and drug / alcohol dependence is reduced.</p> <p>Clients engage as part of a team in productive activities and develop a range of transferable skills that increase confidence, self-esteem, self-efficacy and employability.</p>
Clients (mental health) who use direct payments to attend farm.	9 adults spend time outside in a natural environment and have the opportunity to engage in a range of productive activities.	<p>Clients work as part of a team in a supportive natural environment and are better able to communicate / engage with other people and deal with issues that arise. Stress levels decrease, self-esteem and mental health improve.</p> <p>Clients participate regularly in productive activities and develop a range of transferable skills that increase confidence, self-efficacy and employability.</p>
Children who attend for 1 school term (school funded)	18 children spend time on a farm and are shown how to look after animals and the natural environment.	Children have fun outside, enjoy the learning opportunities provided on the farm and their knowledge and self-confidence increase.
Volunteers	4 people share their skills and provide general support.	<p>Volunteers are helping other people (giving something back) and levels of personal worth and self-confidence increase.</p> <p>Volunteers gain work experience, develop skills and are engaged in a worthwhile activity that improves prospects and increases employability.</p>

Farmers	2 people are employed.	Farmers gain increased job satisfaction and their overall quality of life improves.
		Increased stress and workload; family life suffers.
Worcestershire DAAT	n/a	Material outcomes for other stakeholders.
School	n/a	Material outcomes for other stakeholders.
Families of service users	n/a	Changes in client / child behaviour have positive impact on family life and relationships improve.
Society / local government	n/a	Freeing up resources associated with particular behaviour / illness.
Central government (Defra / DWP)	n/a	The natural environment on the farm improves; biodiversity increases and carbon impact decreases.
		Less benefit payments are claimed.

5.4 Valuing apparently similar changes

There are 2 aspects of this theory of change that could potentially be interpreted as counting the same outcome twice and thereby presenting an inaccurate picture.

a) Identifying changes that may appear to relate to the same aspect:

- Confidence
- Self-esteem
- Self-efficacy
- Quality of life

b) Double counting changes that are actually part of the same overall chain of events:

- Learning new work skills
- Becoming prepared for work
- Getting a job

5.4.1 Well-being

Well-being is a frequently used term that is difficult to define let alone measure and quantify. Confidence, self-esteem, self-efficacy and quality of life are all personal aspects that influence, and are influenced by, overall mental well-being. All such cognitive and affective aspects can be seen as being in a reciprocal relationship with the environment in which we operate and the way in which we behave. Changes in any single aspect of well-being may be related to a behavioural development that can be measured or valued by similar indicators and financial proxies, but this does not mean that all aspects of overall well-being should just be lumped together as a generic outcome.

There is increasing recognition in the UK and elsewhere of the value of measuring subjective well-being. The Office of National Statistics published a report in February 2011 that proposed such measures be used for the following purposes: monitoring progress, informing policy design and policy appraisal. The report distinguishes between three broad types of SWB measure, namely 'evaluation' (global assessments), 'experience' (feelings over short periods of time) and 'eudemonic' (reports of purpose and meaning, and worthwhile things in life) and suggests that all these aspects should ideally be measured. The questionnaire used to inform this report incorporates measures that meet each of these criteria; overall life satisfaction is assessed, people indicate how they have been feeling recently and respondents also provide information about the worthwhile aspects of their lives. Self-confidence is an aspect of well-being that was mentioned by all the interviewed Nineveh Ridge participants, and was said to have increased as a result of being able to get out of the house and participate in real workplace activities that are both enjoyable and rewarding. There are however numerous additional aspects of the Nineveh Ridge operation that client interviews have identified as promoting well-being, with these relating to the farm environment and the social dimension in addition to the opportunity to learn, use and develop new skills in a place that is focussed on doing real work but in an essentially relaxed and therapeutic manner. Working as part of a team with a range of different people allows clients to support and heal one another.

Changes to various aspects of well-being are therefore central outcomes regarding the value that Nineveh Ridge provides, and all relevant aspects are considered and included in their own right where appropriate.

"Wherever you go, if you're someone new then you're always nervous, but it's so welcoming here. People talk to you and they listen to you. I think as well they give you support and you can give them support. You're helping each other out sort of thing. There's some people come down here that are really nervous and find they're really agitated with their medication and that. I think just giving them that relaxed feeling it helps them as well as it helps yourself".

(client)

5.4.2 Chains of events

Although it is possible to identify chains of events that can happen to people whilst they are attending a care farm – getting out of bed and developing a work ethic will enable people to learn new work skills and ultimately get a job – there is clearly no guarantee that every individual will follow the same path and at the same rate. Equally some people may find it easier than others to work as part of a team, develop improved communication skills and then start to participate more actively in the wider community. Differences in personal circumstances, background, needs and abilities will all contribute to an individual's progression, and it is neither realistic nor desirable to assume that identical stories of change will occur for everyone. There are certainly areas in which change can be anticipated and seen to take place for Nineveh Ridge clients – and similar outcomes may result – but care farm participants are of course unique and may be inclined to resist attempts to push them down a particular path at a predetermined rate. When some participants start at the farm they are in a place where they feel unable to face the rest of the world without the support of a range of legal and illegal drugs (including alcohol). Just sitting in the minibus for an hour travelling to the farm in the morning can be a challenge, let alone remaining sociable and active for a sustained period. Developing the desire and ability to achieve this is clearly a significant outcome – and has an associated value – but many people will then move onto the next stage in the same overall chain of events. DAAT clients may for instance find themselves on related journeys, but those who complete the programme are likely to travel furthest; amongst participants who progress fully through all identified stages this may result for instance in their getting a job or significantly reducing illegal drug use. When this does indeed occur it would be presenting an overinflated and inaccurate picture if every stage of their personal journey were to be counted and valued independently. Where a chain of events has been identified it is assumed that the value of all the stages that have been achieved will be included in the value assigned to the furthest stage reached.

It would only ultimately be possible to guarantee that a completely accurate picture was presented if this were an evaluation and every Nineveh Ridge participant was considered individually. This is not however a realistic proposition when undertaking an analysis of this nature, and is clearly impossible when providing a forecast of future and currently unknown events. It is imperative that this analysis does not seek or appear to present an overinflated value of the outcomes associated with attending Nineveh Ridge, and care has therefore been taken to only include (quantify) clients in their most advanced stage of change when a chain of events has been identified.

5.5 Negative and unintended change

It is important to remain open to the possibility that, for every positive intended outcome, there may also be a negative unintended consequence. This has been considered throughout the analysis and any such outcomes that have been identified have been included in red on the impact map. It is hoped that raising such aspects at this stage will help to ensure that steps can be taken to keep their impact to a minimum. A proxy value was assigned when it was felt that there was any likelihood of significant change that should be taken into account and considered further, but it is hoped that appropriate action at this stage will help to prevent such negative outcomes becoming critical.

5.6 Outcome materiality

The suitability of all outcomes, indicators and proxies, as indeed stakeholders, has been constantly reassessed during the course of this analysis. A possibly unique feature of a care farm relates to the fact that there are a whole range of aspects that can contribute towards change and resultant value. These may relate for instance to the natural environment, the animals, the horticulture, the social engagement, learning new practical skills, being physically active or indeed any combination of these. It is not possible to be certain for a forecast which of these will be most important for clients during the period in question and indeed any or all may be found to have contributed to overall change.

Some of the outcomes that were initially identified as potentially relevant were subsequently removed in order to keep the analysis clear and because selected proxies did not assign them a significant value (<1.5% of the total). Although the only negative outcome that remains in the analysis has been assigned a value of less than 1%, it is included because the relevant stakeholder emphasised its materiality. Its inclusion serves furthermore to underline the fact that such potential unintended consequences have been considered and taken into account. These are examples of the outcomes and indicators that were excluded from the impact map as a result of this process:

Outcome	Indicator
Clients attend the farm as a box ticking exercise before they are genuinely ready to break their drug / alcohol habit.	Number of clients who appear to be under the influence of drugs / alcohol and stop attending the farm without notice/explanation.
Clients become dependent on Nineveh Ridge and are troubled by the prospect of leaving the farm.	Number of clients who say they don't ever want to leave the farm.
Growing food, looking after animals and engaging with a natural environment provides clients with a sense of perspective and enables them to develop a better understanding of their own place in the wider world. This facilitates inner reflection and reduces stress levels.	Number of clients who say they are spending increased amounts of time in natural environments because of their restorative qualities and that they would like to find employment in this field.

Children engage with positive role models away from the school environment and social skills improve	Number of children who start to communicate better with adults on the farm
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All such excluded outcomes should however be considered and monitored in order to further assess their relevance and/or significance.

5.7 Indicators

As previously outlined, adult clients have completed standardised scales and statements to measure various aspects of well-being and this should continue during the forecast period to help identify relevant change. Such self-reported measures are however by their nature subjective, and triangulation has been sought when possible to validate their accuracy: how does the change manifest itself and can it be corroborated by an objective third party? Questionnaires and interviews have enabled Nineveh Ridge participants to share their initial expectations, to explain the extent to which these have been met, and to conceptualise how they feel they have changed as a result of spending time on the farm. Standardised scales and measures can help to show overall change, but it is only by consulting with participants directly that a real understanding can emerge of what this actually means to them and how it really impacts on their everyday life. Suitable proxies have been identified as a result of this consultation process that are felt to provide similar value, are available in the market place and are therefore quantifiable. All selected indicators and their source are outlined on the impact map.

Outcome Description	Indicator	Financial Proxy	Value £
<i>How would we describe the change?</i>	<i>How would we measure it?</i>	<i>What proxy did we use to value the change?</i>	<i>What is the value of the change?</i>
Clients (drug/alcohol, attend for an average of 3 months) eat a nutritious meal and spend time with others in a restorative natural environment; health starts to improve.	Number of clients who eat the food provided and say they are tired by the end of the day.	Cost of attending a health spa 10 times	£550.00
Clients (drug/alcohol, attend for an average of 3 months) do something productive and show themselves that they are capable of achieving this without the support of drugs / alcohol.	Number of clients who actively participate on the farm and abstain from drugs / alcohol for the day.	Mean daily amount spent by drugs user (£18 x 13) and 4 CBT sessions (£67 x 4)	£502.00

Clients (drug/alcohol, complete their programme) are active over a sustained period, their physical health improves and drug / alcohol dependence is reduced.	Number of clients who say they have reduced their drug / alcohol intake and their behaviour is seen to change accordingly.	Half the mean annual amount spent by a drug user	£3,354.00
Clients (drug/alcohol, complete their programme) engage as part of a team in productive activities and develop a range of transferable skills that increase confidence, self-esteem, self-efficacy and employability.	Number of clients who actively look for a job and start to participate in other groups / activities away from the farm.	Cost of interpersonal skills training course	£1,056.00
	Number of clients who get a job.	Minimum wage, 35 hours a week	£10,920.00
Clients (mental health) work as part of a team in a supportive natural environment and are better able to communicate / engage with other people and deal with issues that arise. Stress levels decrease, self-esteem and mental health improve.	Number of clients who communicate better on the farm, report improvements in relationships with others and farm / key workers see positive changes in perspective and behaviour.	Cognitive Behavioural Therapy £67 an hour, 20 sessions	£1,340.00
Clients (mental health) participate regularly in productive activities and develop a range of transferable skills that increase confidence, self-efficacy and employability.	Number of clients who would like to attend the farm more frequently and start to participate in other groups / activities away from the farm.	Cost of confidence training	£1,434.00
	Number of clients who get a job.	Minimum wage, 35 hours a week	£10,920.00
Children have fun outside, enjoy the learning opportunities provided on the farm and their knowledge and self-confidence increase.	Number of children who talk about what they have learnt at the farm and are seen by teachers to become more engaged.	Cost of a week long activity holiday in a natural environment	£419.00
Volunteers are helping other people (giving something back) and levels of personal worth and self-confidence increase.	Number of volunteers who report that they enjoy attending the farm / feel that they make a valuable contribution and this is supported by the farmer.	Cost of confidence in the workplace training course	£1,314.00
Volunteers gain work experience, develop skills and are engaged in a worthwhile activity that increases employability	Number of volunteers who say they have developed valuable transferable skills and want to find paid work in this field.	Cost of communication skills training course	£1,740.00
Farmers gain increased job satisfaction and their overall quality of life improves.	Farmers report enjoying their work more than before care farming and say that they are keen to continue.	Reported value of having job satisfaction (36% of wage)	£3,931.00

Farmers face increased stress and workload; family life suffers.	Farmers say their children resent the amount of time they are working and that this is straining relationships.	Average cost of a family holiday (2009 figures)	-£1,716.00
Changes in client / child behaviour have positive impact on family life and relationships improve.	Number of clients / children who report improvements in home relationships.	Average cost of a family holiday (2009 figures)	£1,716.00
Freeing up of resources associated with problematic drug use.	Number of clients who stop taking class A drugs.	The average total yearly societal cost of Class A drug use	£13,200.00
Freeing up of resources associated with serious mental health problems.	Number of clients whose mental health recovers sufficiently not to require statutory service support.	Local authority residential care (staffed hostel) for people with mental health problems	£13,156.00
Freeing up of resources associated with educating children in Short Stay Schools.	Number of children who return to mainstream education.	The difference in cost between educating a child in a Short Stay School and mainstream education	£8,000.00
The natural environment on the farm improves; biodiversity increases and carbon impact decreases.	HLS requirements are met.	Estimated HLS associated value (wildlife, landscape and carbon savings)	£9,350.00
Less benefit payments are claimed	Number of clients who get a job.	Cost of Job Seekers Allowance £67.50 x 52 weeks(2011 rate for over 25s)	£3,510.00

5.7.1 Financial Proxies

It would have been possible to select justifiable proxies that suggest a greater financial return, but this was avoided to minimise the risk of presenting an over-inflated picture. The ratio that conceptualises the financial return on investment is only one part of the wider story of change and must be considered in association with the entire report if the actual change that occurs is to be properly understood. A subsequent evaluative analysis may provide a higher ratio, but this will be founded on direct evidence that is not available for a forecast. A range of current stakeholders (including the farmers, volunteers, commissioners and clients) have however been consulted regarding the selection and suitability of the proxies that have been included to help ensure that they are applicable and relevant. Care has been taken to avoid proxies that appear excessive compared to available alternatives.

6 Impact



6.1 Duration of change

Many of the changes outlined in this report will potentially have a positive impact for a sustained period and indeed some of the current participants have described their associated impact as 'life changing'. It is not however yet possible to prove that this will indeed be the case or that such long-term outcomes can realistically be directly attributed to Nineveh Ridge activities. In order to account for this, and to avoid over-claiming, this analysis does not claim the duration of any change to be for longer than a 2 year period. This is not to say that changes will not continue to have an effect after the end of this period (and indeed some clients felt certain that this would be the case), but it is not yet possible to claim this with any degree of certainty given the fact that this is a forecast analysis concerning a relatively new organisation.

There are some aspects of change that will only apply during the actual time period in which Nineveh Ridge is directly involved, and in these cases impact has only been included for the year under consideration. As previously outlined, some clients are considered unlikely to complete their programme, but will nevertheless experience positive outcomes as a direct result of having spent time at the farm; It has been estimated for the purpose of this forecast that the average length of time such participants will attend is 3 months, although some will

in reality attend for shorter or longer periods. All relevant outcomes do however relate directly to the time spent at Nineveh Ridge and associated value for the individual participant will be felt / accrued during the year in question; duration of 1 year has therefore been assigned even though they may not actually attend for the entire period. All outcomes concerning clients who complete their programme or attend for the full year are however judged by relevant stakeholders to have greater value and longevity; they have therefore been assigned a duration of 2 years in this instance. Further information regarding specific stakeholder outcomes is included below in Table 3 (Additional factors contributing to outcomes).

6.2 Deadweight, displacement and attribution

All forecast changes in relation to each stakeholder have been considered in relation to each of these aspects. The very fact that this is a forecast means that all sources of deadweight, attribution and displacement are not yet apparent; it is however prudent to incorporate the effect of other potential influences in stakeholders lives that could lead to these outcomes, even though they cannot yet be identified with any degree of certainty.

Deadweight (would the change have happened anyway)

Given the personal circumstances of current clients and their descriptions of their behaviour prior to starting at Nineveh Ridge, it is unlikely that the identified changes would have occurred if they had not started to attend the farm. There is of course no guarantee of this and so a deadweight level of 5% has been applied throughout in recognition of this possibility.

Displacement (how much of the outcome has displaced other outcomes)

Currently available evidence does not suggest that displacement is likely to be relevant in relation to identified outcomes. An outcome that was initially identified concerning National Insurance and taxation payments has however been removed as it is probable that someone else would have taken the job and made the relevant payments if the care farm client had not been successful with their application.

Attribution (is any of the change down to others)

Given the wide variety in personal circumstances, and the fact that clients generally only attend Nineveh Ridge for 1 day a week, it is often not realistic to claim that participation on the farm will be solely responsible for the change that occurs. Some of those referred through DAAT for instance may also attend another care farm and this factor will contribute to outcomes. It is however likely that clients who attend the farm for a sustained period will

do so because both they and their relevant key workers feel that their needs are being met on the farm and this is certainly supported by information provided during interviews with current participants.

With regard to the children, this is the only out of school activity in such an environment that they undertake and so it is judged that related personal change is more likely to be the result of farm based activities. The children are however also receiving a range of alternative input from relevant professionals during the remainder of the week that will contribute significantly to the wider societal benefits that result from their returning to mainstream education; a high level has therefore been set in this instance, but this should not be seen as undermining the value of the change attributable to Nineveh Ridge activities.

Attribution will always vary between individuals and can only ever be an estimate based on the evidence available. Levels have generally been set higher than is perhaps necessary in recognition of the fact that participants operate in a wider world than that of Nineveh Ridge alone, but this fact should not be perceived as suggesting that the outcome is no longer relevant.

6.3 Drop-off

Where a change has been judged to last beyond the forecast period (see duration above) it becomes possible that some of the change in future years may not be directly attributable to the activities under consideration. Drop off is therefore applied to allow for the fact that the quantity of the outcome may reduce over time as additional external factors exert influence and the causal link to the original intervention is reduced. Although no outcome in this analysis has been valued for longer than a 2 year period, it was felt appropriate to apply a drop-off level of between 20 and 50% to all those that have been assigned a value during the subsequent year in recognition of the fact that this a forecast analysis of a relatively new social enterprise that does not yet have longitudinal evidence available.

Table 3: Additional factors contributing to outcomes

Stakeholders	Outcomes	Comments
Clients who attend for an average of 3 months (DAAT funded)	Clients eat a nutritious meal and spend time with others in a restorative natural environment; health starts to improve.	They will generally leave before having achieved the sort of change that can be shown to have had a sustained impact on their lives. Duration is therefore minimal, but all relevant change occurs as a direct result of the time spent on the farm and so attribution is unnecessary.
	Clients do something productive and show themselves that they are capable of achieving this without the support of drugs / alcohol.	

Clients who complete their programme (DAAT funded)	Clients are active over a sustained period, their physical health improves and drug / alcohol dependence is reduced.	These clients may also have the opportunity to attend another care farm; attribution has been set fairly high in recognition of this fact. Evidence suggests duration of change is likely to be increased in relation to those who achieve these outcomes, but it is possible that other factors will contribute in the subsequent year and so a relatively high level of drop-off has been incorporated (particularly in relation to employment).
	Clients engage as part of a team in productive activities and develop a range of transferable skills that increase confidence, self-esteem, self-efficacy and employability.	
Clients (mental health) who use direct payments to attend	Clients work as part of a team in a supportive natural environment and are better able to communicate / engage with other people and deal with issues that arise. Stress levels decrease, self-esteem and mental health improve.	Clients with mental health issues do not attend other farms (or similar) and a lower attribution level has been applied; some does however remain as they may also be found to engage with other activities that contribute to relevant change. Evidence once again suggests duration of change will continue beyond the actual year in which they attend the farm, but a relatively high level of drop-off has been incorporated (particularly in relation to employment).
	Clients participate regularly in productive activities and develop a range of transferable skills that increase confidence, self-efficacy and employability.	
Children who attend for 1 school term (school funded)	Children have fun outside, enjoy the learning opportunities provided on the farm and their knowledge and self-confidence increase.	This is the only regular outdoor activity provided and no attribution has therefore been applied. Insufficient evidence was available to claim that related benefits for the children themselves would continue to be felt by them in future years.
Volunteers	Volunteers are helping other people (giving something back) and levels of personal worth and self-confidence increase.	All volunteers indicated that relevant outcomes were solely attributable to their involvement at Nineveh Ridge. It is however considered likely that associated value will only be maintained if they continue to volunteer in future years and so 1 year duration is appropriate.
	Volunteers gain work experience, develop skills and are engaged in a worthwhile activity that improves prospects and increases employability.	
Farmers	Farmers gain increased job satisfaction and their overall quality of life improves.	Duration has been included for a 1 year period as future input and related outcomes were considered by those concerned to be outside the scope of this analysis; associated value (negative and positive) will be accrued in future years rather than relating to the period under consideration.
	Increased stress and workload; family life suffers.	
Families of service users	Service user behaviour has less negative impact on family life and relationships improve.	Information provided by related stakeholders suggests that this outcome may have a longer duration than the 1 year period indicated, but it was not possible to verify this with sufficient evidence from the stakeholder group concerned. It is recognised that other factors may also contribute to this outcome, and this is reflected in a fairly high level of attribution.

Society / local government	Freeing up resources associated with problematic drug use.	All stakeholders concerned felt that outcomes in relation to wider societal costs were likely to be maintained in future years amongst those who achieved significant change that quite literally turned their lives around; duration of 2 years has been applied to reflect this fact. High attribution levels do however once again reflect the fact that Nineveh Ridge does not operate in isolation and other factors are also therefore likely to contribute (particularly in relation to school children who receive additional targeted input specifically intended to facilitate their return to mainstream education).
	Freeing up resources associated with serious mental health problems.	
	Freeing up resources associated with educating children in Short Stay Schools.	
Central government (Defra / DWP)	The natural environment on the farm improves; biodiversity increases and carbon impact decreases.	The requirements of HLS funding can be met because sufficient people are available to undertake the associated labour-intensive activities. It is estimated that care farm clients undertake 75% of related tasks and this is reflected in attribution. Relevant land management practices will however be ongoing and so duration of 1 year is appropriate.
	Less benefit payments are claimed.	The figures assigned to this outcome are a direct reflection of those which have been discussed previously in relation to stakeholders that gain employment.

6.3 Calculation of impact

Impact refers to the total quantified value of each identified change and is calculated by applying the following equation:

The financial proxy X the quantity of the outcome X the fraction of the change remaining after deadweight, attribution and / or displacement have been removed.

This calculation is applied to each row of the impact map and the total impact is the sum of these individual calculations.

The total impact of the activities that have been identified by this analysis at the end of the forecast period has been valued at **£152,210** and is shown on the impact map.

"I'm a lot better now. Here it gives you more motivation to get up in the morning because you know you've got something to go and do, and you feel this sense of achievement having people to talk to and not just being at home around the wife..... I feel more comfortable going into town and that with my wife and child now. I still get anxiety but I used to go into ___ and I wouldn't get out of the car, I wouldn't go into Tesco's, I wouldn't go anywhere. But I seem to wake up more positive on the days when I'm not here now and I feel more motivated on the days when I'm not here because you feel that you have got something to look forward to again later in the week; you will come back to the farm... It was stressful for my wife when I was ill so she's got her life back as well now and can do things that she wants to do.... It works both ways because your wife gets out and she's got things to tell you as well so you've got double the amount to talk about. It's better for both sides because I mean she was virtually my carer before and she has been for the last seven years.... Some days I feel better than others, but every day gets a bit better and that's the way I just hope it carries on until I can reach the stage where I can go back into full-time employment."

(volunteer)

7 Social Return Calculation

The following section outlines how the Social Return of the Nineveh Ridge activities has been calculated, but a more detailed explanation of the relevant procedures can be found in the Cabinet office sponsored Guide to SROI (Stage 5).

7.1 The future value of change

Some of the change that has been identified will last beyond the year in which the activities take place and this aspect has been previously discussed in relation to 'duration' and 'drop-off'. The value of change in the subsequent year has been included in this analysis and is then added to the current year's impact to provide a figure relating to overall value. It is however important to allow for the likelihood that in future years the actual monetary value may be worth less as a result of external inflationary changes. The present value has therefore been calculated using a discount rate of 3.5%, as recommended for the public sector in HM Treasury's Green Book.

The overall present value of the activities under consideration is **£205,167** after this discount rate is taken into account.

7.2 Social Return

The social return is expressed as a ratio of the present value divided by the value of inputs.

The forecast social return ratio for Nineveh Ridge is therefore

$$205,167 / 60,500 = \mathbf{3.39 : 1}$$

For every £1 invested in Nineveh Ridge activities there is £3.39 of social value created.

It is however perhaps more common when considering return on investment to subtract the initial investment from the final amount that is received (net return).

The forecast net social return ratio for Nineveh Ridge is therefore

$$(205,167 - 60,500) / 60,500 = \mathbf{2.39 : 1}$$

7.3 Sensitivity analysis

This forecast is by its very nature largely founded on justified estimations and assumptions; it is therefore important to consider in greater detail those that appear to have a significant effect on the final SROI figure. It then becomes possible to consider alternative scenarios and the associated level of change to the overall SROI.

Clients find employment

- Quantity of the outcome – 2 clients get a job. Preparation for employment is a critical aspect of the activities at Nineveh Ridge, and it is reasonable therefore to anticipate that at least 2 clients will move into full-time employment during the period in question (it is also of course possible that someone will gain employment after leaving the farm but nevertheless as a direct result of skills developed there). This indicator is derived from actual data for the current year, and is further supported by additional information gathered from questionnaires and interviews, with all adult clients indicating that they had developed new work skills and some stating they were actively engaged with trying to get a job. Given the current economic climate and the relatively small number of participants it was decided to only include this outcome for 2 clients, but this number is of course as likely to increase as to decrease.
- Financial proxy – minimum hourly wage for 35 hours a week. This figure represents the lowest income that is likely to be received as a result of full-time employment.
- Estimates of deadweight, attribution and drop-off. Given that these are forecast estimates, relatively high levels have already been set in recognition of the degree of uncertainty.

If no clients were to gain employment, and the associated savings in benefit payments are also removed, the SROI ratio drops by 13% from 3.39:1 to 2.94:1

The societal resources required by problematic drug users

- Quantity of the outcome – 2 clients stops taking class A drugs and society no longer needs to provide the resources associated with this behaviour. This indicator is derived from data gathered from current farm users for this analysis. It is also supported by the fact that all the drug users who had attended the farm for more than 3 months said that cutting their use of drugs and alcohol had been one of the most important and valuable outcomes.
- Financial proxy - the total yearly cost to society of class A drug use and related behaviour. A New Philanthropy Capital case study (Danny Boyle's Youth Centre, 2010) valued this at £13,200 annually in the UK (2009 prices), with this figure incorporating all central and local government costs (including the National Health Service). This is the figure that has been used in this analysis, although higher alternative figures are available. One estimate for example is that the total economic costs alone amount to £10,402 per user per annum and that if social costs are included this figure increases to £35,455 per user per annum.
- Estimates of deadweight, attribution and drop-off. Given that these are forecast estimates, relatively high levels have already been set in recognition of the degree of uncertainty.

If no change was experienced by society in relation to the costs associated with problematic drug use then the overall SROI figure would drop by 10% from 3.39:1 to 3.04:1

The societal resources required by people with mental health issues

- Quantity of the outcome – The mental health of 3 farm participants increases sufficiently that they no longer require additional external support. This indicator is based on information gathered from current farm participants, but is essentially an estimate as people with mental health issues have only recently started to attend the farm. It is however supported by the fact that 2 of the people interviewed felt that their mental health had already improved as a direct result of attending the farm and 3 participants indicated that they now felt more positive about themselves.
- Financial proxy - £13,156 p.a. is the mean costing provided by PSSRU (2010) for 'local authority residential care (group home) for people with mental health problems'. Curtis provides a range of mean costs for mental health residential care, with this

being the lowest and the highest being £31,564 p.a. (PSSRU, 2010). Given that the selected figure is the lowest available estimate, and does not include any associated economic cost, it is certainly justifiable. It did furthermore seem reasonable to include a cost that was broadly in line with that associated with class A drug use. People who find themselves in these situations certainly have very different issues and problems to deal with, but both have far-reaching consequences.

- Estimates of deadweight, attribution and drop-off. Given that these are forecast estimates, relatively high levels have already been set in recognition of the degree of uncertainty.

If all care farm clients with mental health needs were to continue to require full support from society then the SROI figure will drop by 16% from 3.39:1 to 2.86:1

The societal resources required to educate children in a Short Stay School

- Quantity of the outcome – 8 children return to mainstream education for a sustained period and society no longer needs to pay the additional costs associated with attending a Short Stay School. This is a rather arbitrary figure, and the education authorities certainly hope that it will in reality be higher.
- Financial proxy - £8,000 is the estimated difference in individual annual costs between attending a short stay school and receiving mainstream education (see link attached to impact map for information regarding the source). It would have been possible to select a higher figure given that there are also likely to be additional related costs but this was felt to be inappropriate given the fact that this is a forecast analysis.
- Estimates of deadweight, attribution and drop-off. High levels have already been set in recognition of the degree of uncertainty.

If all children who attend Nineveh Ridge were to continue to require this level then the SROI figure would drop by 13% from 3.39:1 to 2.96:1

Removing all societal value from the calculation

- It is clear that the change in relation to society as a whole is a significant factor in the overall ratio. This is not however surprising given that many of the costs associated with the care, recovery and rehabilitation of vulnerable people are effectively met by this stakeholder.

It is however noteworthy that an SROI figure of 2.07:1 remains even after all the cost savings for wider society are removed from the analysis.

Valuing the time of clients and the farmers

- As previously mentioned, the time clients spend at the farm is not currently assigned a financial value for the purposes of an SROI analysis. If the time of all adult clients who attend the farm were to be valued at the minimum wage (based on a six hour day), and the farmers were to receive a £20,000 salary, the forecast social return ratio would change significantly but would nevertheless remain positive:

$$205,167 / (60,500 + 51,824) = \mathbf{1.83:1}$$

Confidence range

This sensitivity analysis has considered the individual changes that have the greatest effect on the final ratio. The overall forecast has been based on realistic proxies, relatively high levels of attribution have been set and the duration of the relevant change has been kept low to avoid over claiming. The impact of Nineveh Ridge activities, represented by a value of 3.39:1 appears justifiable and may indeed prove conservative when better longitudinal data becomes available. In order to represent the fact that the analysis is based on a range of judgments, and paying due regard to the various figures provided above, it seems reasonable to conclude the following:

This analysis estimates that for every £1 invested in Nineveh Ridge Care Farm activities, the likely social value created will be between £3 and £4 based on the information currently available.

8 Comment and Recommendations

The aim of this forecast was to provide Nineveh Ridge with a clearer understanding of how they provide value to their stakeholders and to help conceptualise this value for the benefit of concerned third parties. It is also hoped that this report will help them to focus on ensuring that their activities meet the specific needs of the various participants to the greatest possible extent. The analysis might of course have benefitted from increased stakeholder input, but it is a forecast that will help to clarify what is actually happening and how this can best be shown. It is accepted that some relevant aspects might have been overlooked or valued somewhat inappropriately, but this will only become apparent when an evaluative analysis of the period in question is undertaken.

Given the importance of ensuring that this report remained manageable, comprehensible and accessible, it was felt appropriate to focus on specific outcomes that were identified by stakeholders as being of primary importance / significance. It is important to stress however that there are a wide range of individuals, with an equally wide range of needs, who attend Nineveh Ridge and that there are furthermore an equally large number of factors that might contribute to the range of outcomes that can result. Despite this breadth however it was felt by the stakeholders concerned that the outcomes selected and assigned a financial value for the purpose of this forecast suitably encapsulated what they felt was actually happening for them. This SROI has shown that the Nineveh Ridge operation can be expected to provide value on a number of levels during the period in question and that an identifiable and positive return on investment will be received by stakeholders.

Recommendations

- The most material and sensitive aspects that have been identified on the impact map should initially be the focus for the collection of data to inform an evaluative analysis and the selection of appropriate indicators.
- Nineveh Ridge would benefit from developing more effective procedures for tracking people after they have left the farm in order to gain a clearer understanding of the extent to which relevant outcomes are maintained / developed in the future. Duration, deadweight, drop-off and attribution are essentially founded on informed estimates supported by data provided by current stakeholders. Nineveh Ridge Care Farm is still developing, but the collection of relevant information concerning individual outcomes will in the future allow these to be underpinned by more objective and robust measurements.
- Further information is required about why a significant proportion of the clients with drug / alcohol issues do not continue to attend despite having suggested that they

were finding it worthwhile. It is noteworthy that the majority of the Nineveh Ridge clients who initially score highly on the mental well-being scale (WEMWBS) do not attend for a sustained period, and this may indicate that they are not necessarily in a position from which to benefit from this sort of intervention. A new service provider (Stonham Services) has taken over the Turning Point contract for enabling DAAT clients to attend the farm from 01/04/11 and this presents an ideal opportunity to put more effective monitoring and feedback procedures in place.

- It will be invaluable for an evaluative SROI to be subsequently undertaken in relation to the same period in order to assess the extent to which identified outcomes have been achieved and others might have been overlooked. This analysis should be shared with as many of the future stakeholders as possible so that they can provide their opinions and suggest any additions/changes that they consider relevant.



Appendix: SROI Definitions

Attribution: An assessment of how much of the outcome was caused by the contribution of other organisations or people.

Deadweight: A measure of the amount of outcome that would have happened even if the activity had not taken place

Displacement: An assessment of how much of the outcome has displaced other outcomes

Drop-off: Relates to duration and reflects reduction in outcome as a result of the weakening in the causal link to the original intervention

Duration: How long (usually in years) an outcome lasts after an intervention

Financial proxy: An approximation of value where an exact financial measure is impossible to obtain.

Impact: The difference between the outcomes for participants, taking into account what would have happened anyway, the contribution of others and the length of time the outcomes last.

Impact map: A table that captures how an activity makes a difference. That is, how it uses its resources to provide activities that then lead to particular outcomes for different stakeholders.

Inputs: The contributions made by each stakeholder that are necessary for the activity to happen.

Materiality: Information is material if its omission has the potential to affect the readers' or stakeholders' decisions.

Outcome: The changes resulting from an activity. The main type of change from the perspective of stakeholders are unintended (unexpected) and intended (expected), positive and negative change.

Outputs: A way of describing the activity in relation to each stakeholder's inputs in quantitative terms.

Scope: The activities, timescale, boundaries and type of SROI analysis.

Stakeholders: People, organisations or entities that experience change as a result of the activity that is being analysed.

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