

# Social Return on Investment Analysis

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Clyde Muirshiel Park Authority

This report provides a forecast of the social return from the collective investment of partner local authorities into Clyde Muirshiel Park Authority, for the delivery of management services to Clyde Muirshiel Regional Park.

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## Executive Summary

The report provides a forecast of the social return from the collective investment of partner local authorities into Clyde Muirshiel Park Authority, for the delivery of management services to Clyde Muirshiel Regional Park.

It is important to stress from the outset that the benefits that are measured are those that are made possible by the provision of a management service and have been identified following consultation with those who were directly affected. The analysis was undertaken during 2013 and was commissioned by the Clyde Muirshiel Park Authority.

Social Return on Investment (SROI) provides a principled approach that can be used to measure and account for a broad concept of value. It enables the social, environmental and economic benefits a service or activity delivers to be calculated.

The analysis identified those most affected by the service and records and values some of the changes they experience. These include:

**Individuals** are able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment, to feel better and more relaxed after being outdoors and to gain information about the natural and cultural heritage of the park and are supported to enjoy it responsibly with respect and understanding for the environment.

**Members of community groups** can gain additional benefits as a consequence of more prolonged contact with the Ranger service. Individual members are able to take part in social activities and events, become more confident and as a result take part in further activities and assume new roles within their communities. Progression to other opportunities, both paid and unpaid, is possible as individuals gain new practical skills such as building and map reading, enhance their communication techniques and experience working with others.

**Providers of community based projects** are able to access expert advice and assistance which allows them to improve the quality of the activities they offer.

**Volunteers**, who play a vital role in supporting and sustaining the park, gain individual benefits. They gain new practical and environmental skills, which result in improved employability or further volunteering opportunities, have more social contacts and are more confident in dealing with challenging situations. By providing a service to the community, volunteers have improved self-esteem and gain a sense of worth and purpose as they feel valued by the community.

**Schools and other learning providers** are able to provide outdoor learning opportunities and by being supported to engage directly with their environment are able to attract funding for new initiatives. **Pupils and students** are able to participate in unique learning experiences, gain new skills and take part in work experience.

**Public and Private Landowners** benefit from the systems which are in place to support and manage visitors. The Park Authority responds to incidents and offers professional advice and support.

**Agencies and service providers** report that service delivery is improved and their costs reduced as a result of enquiries and issues being dealt with by Clyde Muirshiel Regional Park staff. In addition, funds are secured from external sources which are used to maintain or improve the infrastructure and amenity of Clyde Muirshiel Regional Park.

**Local businesses** and the **local economy** gain additional revenue as a result of visitors to the park

It was found that every £1 invested would generate around £9 of benefits. By applying a sensitivity analysis, or varying any assumptions made in the calculation, the value of the benefits derived ranges from £7 to £13.

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# 1. Introduction

This report describes and quantifies the potential social return from the collective investment of partner local authorities in providing a management service that delivers, supports and enables recreation, conservation and tourism within and around the Clyde Muirshiel Regional Park. It seeks to identify those who experience change, both positive and negative, as a result of the services that are provided by the Clyde Muirshiel Park Authority in relation to the Regional Park

In preparing this analysis access to relevant reports was provided and their use is acknowledged. The reports were: Clyde Muirshiel Park Authority's Park Strategy and the Annual Report containing details of visitor numbers and participation in events during 2012-13.

The work carried out for this report was commissioned by the Clyde Muirshiel Park Authority and undertaken from July to November 2013. It was supported by staff from the Ranger services in the Clyde Muirshiel Regional Park.

The period that is considered in the analysis is a duration of one year.

## 1.1 Background

A Regional Park is an extensive area in the countryside in which existing land uses continue, but are managed on a consensual basis to enable public access and to protect local landscapes.

Local authorities can seek to establish regional parks within their boundaries, however all such proposals must be ratified by Scottish Ministers.<sup>1</sup>

Regional parks offer a unique opportunity, '*to integrate recreation with other activities, to undertake wider landscape and habitat management and to promote the area for the benefit of residents and visitors*'.<sup>2</sup>

## 1.2 Clyde Muirshiel Regional Park

Clyde Muirshiel Regional Park was formally confirmed in 1990 and covers an area of around 28,100 hectares in Inverclyde, North Ayrshire and Renfrewshire and provides access to the surrounding countryside.

The Regional Park has three principal aims:

- To conserve and enhance the natural beauty, biodiversity and cultural heritage of Clyde Muirshiel Park.
- To encourage and enable learning, understanding and enjoyment of Clyde Muirshiel Park
- To promote and foster environmentally sustainable development for the social and economic well-being of the people and communities within the Clyde Muirshiel Park area.

The Regional Park is overseen by Clyde Muirshiel Park Authority which is a Joint Committee of Renfrewshire, Inverclyde and North Ayrshire Councils.

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<sup>1</sup>Wildlife and Countryside (Scotland) Act 1981

<sup>2</sup>[Publication Detail - Scottish Natural Heritage](#)

*“The Authority is charged with functions relating to tourism, recreation and conservation within the Park area<sup>3</sup>”*

Day to day management of the Park is delegated to a Park Manager who directs the use of the Park’s resources and has responsibility for around the equivalent of 40 full time members of staff.

Renfrewshire, North Ayrshire and Inverclyde Councils are the three partners in the Park Authority. The Minute of Agreement between the three authorities delegates some of their respective functions with regard to tourism, recreation and conservation within the area including and adjoining Clyde Muirshiel Regional Park to the Park Authority. The local authorities have an enabling role and contribute to the outcomes which the management activities of the Park Authority deliver for others.

The vision of the Park is,

*“That the Park Authority, through sustainable management of its resources, improves the quality of life for the residents and visitors in the Regional Park area”*

Most visits to the park take place for recreation or access and are supported by providing a framework of access opportunities linked through a network of paths, trails and cycle routes. These link directly to local and national strategies and the Core Path Plans. The Park provides a unique habitat for many different species of plant and animal life and a large area is designated a Site of Special Scientific Interest. Almost 85 % of land in the park is in private ownership and is put to a wide range of uses including farming, commercial forestry, shooting, the supply of public water and renewable energy.

Data from car counters at managed sites indicates that 606,649 people were welcomed, either directly, face to face or through interpretation, publication or other service on to sites; however it is estimated that the park receives an estimated 1.5 million visitors annually.

In the space of a few hours visitors can explore rock pools on the beach at Lunderston Bay, walk in the woods at Parkhill and go kayaking at Castle Semple Loch. As well as offering a wide range of outdoor recreational opportunities Clyde Muirshiel is home to one of the UK’s rarest breeding birds – the Hen Harrier. The Regional Park has three visitor centres at Castle Semple, Muirshiel and Greenock Cut and a countryside campsite at Barnbrock Farm, near Lochwinnoch.

### **1.3 Policy Context**

Clyde Muirshiel Park Authority contributes to the Scottish Government’s five key objectives.<sup>4</sup>

- Wealthier and fairer
- Smarter
- Safer and stronger
- Greener
- Healthier

It is recognised that taking part in outdoor recreation improves health and wellbeing and provides opportunities for people to improve their understanding of the natural environment through direct contact. Recent research suggests that regular physical activity in a natural environment can reduce the risk of experiencing poor mental health by as much as 50%.<sup>5</sup> As a result of these proven benefits the Government wishes to increase the proportion of adults

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<sup>3</sup> Park Strategy 2008-2011 Extension to 2012

<sup>4</sup>[Strategic Objectives - Scottish Government](#)

<sup>5</sup>[Regular physical activity in natural environments halves risk of poor mental health | Centre for research on environment, society and health](#)

making one or more visits to the outdoors per week.<sup>6</sup> This will require individuals to have a better understanding of the value provided by outdoor recreational activities and an increased awareness of the availability of green spaces. The Park Authority is taking action to promote and support opportunities for informal recreation, particularly amongst individuals that are physically or mentally challenged, and to encourage better environmental understanding.

National statistics indicate that this is gradually being achieved with the numbers of outdoor visits increasing. 48% of adults made one or more visits to the outdoors per week in 2010, compared with 46% in 2009, and 44% in 2006.

Day trips and tourist visits to the countryside have a vital role to play in sustaining local economies. The Scottish Recreation Survey<sup>7</sup> found that the average expenditure on an outdoor visit was £7. Parks and greenspaces have an inherent intrinsic value and a recent study suggested that the asset value of parks and greenspaces should be considered in more detail and their significance to local communities and businesses assessed<sup>8</sup>. By applying the methodology used in this approach the value of a major public park has been calculated to be £108 million.

The Scottish Government strategy 'Skills for Scotland: Accelerating the Recovery and Increasing Sustainable Economic Growth'<sup>9</sup> identifies measures to improve the skills and employability of individuals. It recognises the crucial role that community based projects can play in helping achieve these objectives. The Park Authority provides opportunities for community based projects and volunteers to take part in a range of conservation activities that allow them to gain new practical and social skills.

The Curriculum for Excellence provides a single curriculum in all Scottish schools for children and young people from 3 -18. It aims to, 'allow for greater opportunity and choice to help young people realise their individual talents'.<sup>10</sup> Its purpose is to ensure that young people become successful learners, confident individuals, responsible citizens and effective contributors. The Park Authority maintains links with schools and provides opportunities for pupils to learn about the environment and nature in an outdoor classroom setting.

Research clearly demonstrates that communities in which individuals have a sense of connection and belonging are safer. Individuals are much less likely to commit criminal acts against people or property if they have a common purpose and shared identity.

*'Participation in nature activities has been shown to increase a sense of community strength and pride'*<sup>11</sup>

The Central Scotland Green Network is a national development within the National Planning Framework and involves public agencies and partners working together to achieve a common purpose. It seeks to transform the environment of Central Scotland, 'through the creation of a high quality green network enhancing people's lives, supporting the economy, allowing nature to flourish and addressing climate change'

The activities of the Park Authority make a contribution to delivering these aims at a local level.

To make the countryside open and accessible to all the Scottish Parliament passed the Land Reform (Scotland) Act 2003 which gives everyone statutory access rights for recreational purposes on most land - provided these rights are exercised responsibly. To facilitate this it places various duties on local authorities, one of which is the requirement to produce core

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<sup>6</sup>[Increase the proportion of adults making one or more visits to the outdoors per week](#)

<sup>7</sup>[Scottish Recreation Survey](#)

<sup>8</sup>[CABE making the invisible visible](#)

<sup>9</sup><http://www.scotland.gov.uk/Publications/2010/10/04125111/0>

<sup>10</sup>[Curriculum for Excellence](#)

<sup>11</sup>[http://www.groundwork.org.uk/pdf/Green\\_spaces\\_worth.pdf](http://www.groundwork.org.uk/pdf/Green_spaces_worth.pdf)

path plans. A path network, signage and access points are essential requirements in ensuring that safe public access to the countryside can be made widely available.

Measures designed to support outdoor recreation activities and to maintain the special rural character and landscape quality of the Clyde Muirshiel Regional Park are provided for in member local authority local plans.

The practical aspects of the Park Authority are delivered by skilled officers who provide a variety of recognised recreational, educational, conservation, countryside and estate management functions.

*'Rangers promote the enjoyment, understanding and care of Scotland's outdoors through: the first hand provision of information, advice and activities; interpretation; the management of sites and facilities; and seeking to secure responsible behaviour'<sup>12</sup>*

**The work of Rangers and the other teams in the Park can be found in the reports to the Park Authority Joint Committee and on the Park's website [www.clydemuirshiel.co.uk](http://www.clydemuirshiel.co.uk)**

## **1.4 Social Return on Investment**

Social Return on Investment (SROI) provides a principled approach that can be used to measure and account for a broad concept of value.

SROI measures social, environmental and economic change from the perspective of those who experience or contribute to it. It can be used to identify and apply a monetary value to represent each change that is measured. The resultant financial value is then adjusted to take account of contributions from others. In this way the overall impact of an activity can be calculated and the value generated compared to the investment in the activities. This enables a ratio of cost to benefits to be calculated. For example, a ratio of 1:3 indicates that an investment of £1 in the activities has delivered £3 of social value.<sup>13</sup>

Whilst an SROI analysis will provide a headline costs to benefits ratio, it will also deliver a detailed narrative that explains how change is created and evaluates the impact of the change through the evidence that is gathered. An SROI analysis is based on clear principles and progresses through set stages. SROI is much more than just a number. It is a story about change, on which to base decisions, and that story is told through case studies, qualitative, quantitative and financial information. The principles of the SROI approach are set out in Appendix 2.

There are two types of SROI analyses: a forecast SROI predicts the impact of a project or activity and an evaluative SROI measures the changes that it has delivered. This report is a forecast SROI analysis.

## **1.5 Purpose of the analysis**

This analysis was commissioned by Clyde Muirshiel Park Authority who wanted to demonstrate and value the multiple benefits that accrue from the collective investment of partner local authorities in providing management and other services in the Clyde Muirshiel Regional Park. In a time of financial restrictions it was felt important to identify the changes that key stakeholders experienced and to reflect their value in monetary terms.

Determining priority areas for service delivery is a complex process and many factors have to be taken into account. This analysis will provide information on how the Park

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<sup>12</sup>[Scottish Natural Heritage 'Rangers in Scotland'](#)

<sup>13</sup> In SROI, 'social' is taken as a shorthand for social, economic and environmental value

Authority impacts on different stakeholders and can be used to inform the decision making process.

The forecast SROI analysis can be used as a template for establishing a future framework that uses an outcome based approach to monitoring and evaluation.

## **2. Scope and stakeholders**

### **2.1 Scope**

This is a forecast of the social return from the collective investment of partner local authorities in providing management services in the Clyde Muirshiel Regional Park. The predictions are based on a one year period from 2012 to 2013 and utilised existing data.

### **2.2 Activity**

The Park Authority provides a series of functions that support activity in Clyde Muirshiel Regional Park.

These include;

- Inspecting, maintaining and enhancing the path network that allows people to access the park.
- Encouraging safe and responsible use of the park and minimising any adverse impact of access on landowners through promotion of the Scottish Outdoor Access Code.
- Protecting and enhancing landscapes and habitats.
- Improving access points and visitor facilities.
- Advising and supporting event organisers.
- Promoting community participation in conservation and management activities.
- Providing information and interpretation.
- Co-ordinating a partnership approach between local authorities and other stakeholders.
- Providing knowledge and expertise, especially on rural matters to the partner authorities.
- Providing a range of recreation and education events.
- Providing outdoor activities, especially watersports.
- Offering retail and catering services along with other tourism opportunities
- Maintaining the recreation infrastructure of the facilities of the managed sites.
- Delivering a variety of programmes designed to improve health and well-being.
- Targeting resources to benefit those who are most disadvantaged in society

### **2.3 Stakeholder identification and consultation**

All those who were likely to experience change as a result of the project (the stakeholders), were identified, the nature of any changes that might be experienced considered and how such changes might be measured explored. At the end of the discussions a list of those organisations or individuals whom it was believed would be significantly affected was drawn up (the 'included' stakeholders). Details about the rationale for including these stakeholders are provided in Appendix 1.1.

A list of those whom it was thought would not experience significant change, and hence it was not considered appropriate to contact for further discussion, was also identified (the 'excluded' stakeholders). More details on this group and the reason for their exclusion can be found in Appendix 1.1.

A consultation plan was established for each of the identified stakeholders using methodologies that best suited their individual needs. Consultation was facilitated by staff at

Clyde Muirshiel Regional Park. Appendix 1.2 sets out the engagement methods used for each stakeholder.

Stakeholders were consulted initially to confirm possible outcomes that had been identified as a result of discussion with staff from the Regional Park. These included representatives of members of the public, local and national organisations, partner local authorities and volunteers. Details can be found in Appendix 1.2

Stakeholders were consulted, in a variety of ways, at all stages of the process.

### 3. Theory of change from the perspective of stakeholders

One of the challenges in this analysis was to ensure that the benefits measured and valued actually occurred as a result of the Regional Park being managed and maintained and could not have been achieved without the support services that are provided. It could be argued, for example, that the health and wellbeing benefits individuals experienced could be gained by those individuals going for a walk in the park regardless of the services provided by the Park Authority. The critical question that had to be addressed was- would the park be used to the same extent and deliver the same benefits if it was not accessible, promoted, managed and maintained?

There is a lack of research data comparing access and use of areas of 'unmanaged countryside' in comparison to those of 'managed countryside'. In view of this a practical approach was taken and individuals were advised of the services that were delivered and asked how important they were in relation to their use of the Regional Park.

Many individuals reported that without paths, access points, advice and signage they would not be able to use the Regional Park. Almost half of those interviewed regarded these as essential to their ability to take part in activities in the park. A small number of individuals, particularly those who came to the park to take part in sporting activities, stated that they would use the park regardless and that whilst the services were welcome they were not essential. Because of the degree of uncertainty on this matter, and lack of supporting research evidence, a conservative approach was taken to calculating the impact of the Park Authority.

In some cases a direct causal link could be easily be established between an activity provided directly by the management service and the outcome experienced by the stakeholder e.g. the provision of practical training to volunteers or support to organisations arranging events.

The Regional Park offers opportunities to take part in outdoor physical activities such as walking, fishing, cycling, sailing, canoeing and jogging. The many benefits of greenspace activities are well documented and '*provide a very cost effective means of promoting health and wellbeing, as well as a mechanism for increasing community and citizen involvement in volunteering*'<sup>14</sup>.

All greenspaces, large and small, urban and rural deliver tangible benefits to people. The Regional Park provides an opportunity to access the countryside to people living in Scotland's largest city and it has been established that of all the possible greenspace locations that people visit the countryside is the most popular<sup>15</sup>

For many residents and visitors the Regional Park offers  
*"everything you could want- a learning experience, fresh air, great scenery and views, and a chance to feed the swans and sit beside the water and watch the world go by."*

#### 3.1 Individual visitors

By visiting the Regional Park individual visitors of all ages and abilities are able to access the health and wellbeing benefits of outdoor physical activity in a safe and accessible natural environment. Individuals can take part in a variety of physical activities which range from

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<sup>14</sup>Green Space [value of green space report](#)

<sup>15</sup>[Scottish Recreation Survey](#)

taking the dog for a walk to photography and from canoeing to exploring wildlife whilst walking on a forest trail.

Visitors are supported to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment. Areas are well signposted and visitor centres provide information about a wide range of topics including local wildlife and plants, Park events, and potential walking routes. Information on local attractions and how to use the Regional Park responsibly is readily available in a range of formats as is the Scottish Outdoor Access Code.

*"It is clean, friendly and there is always something to spot on the cycle down. I have used the water sports courses for my son which have been great for him - staff are just so understanding and great effort is put into courses."*

The park is seen as a safe place that can be visited by individuals who wish to go out on their own. For many local people it is part of their life and they incorporate a walk in the park into their regular routine. The park provides a range of activities to engage and entertain people returning to the area to visit friends and family.

*"My partner cycles daily but I prefer the cycle paths and scenery in the park – I feel safer".*

*"It is a way of getting out exercising and climbing up Windyhill for the views"*

*"I enjoy seeing what is happening on the loch and watching all the birds"*

One family visiting Muirshiel described how going for a cycle in the forest allowed them to spend some time together as a family and brought everyone together in a healthy way. The father added that when he was growing up he spent a lot of time in the country and he wanted his children to be able to enjoy the same experience.

*"It's magical all year round and it changes with the seasons – every day I come it is slightly different"*

The outdoor activities section has ensured that water sports are accessible to all and specialised sailing crafts are available for individuals with disabilities.

*"It is a safe place for children with special needs"*

### **3.2 Members of community based groups**

In common with individuals taking part in activities within the Regional Park, members of community groups will be able to access the health and wellbeing benefits of physical activity in the outdoors in a safe and accessible natural environment. Members of community groups can gain additional benefits as a consequence of more prolonged contact with the staff in Clyde Muirshiel Regional Park. Community led activities in the Regional Park are very varied and include practical conservation tasks, carrying out plant and animal surveys and exploring woodlands.

*"I didn't realise there were otters so close by. I haven't seen one yet but I live in hope. The Rangers are really knowledgeable about all the wildlife and I have learnt a lot."*

Individual members are able to take part in social activities and events, become more confident and as a result take part in additional activities and assume new roles within their communities. Progression to other opportunities, both paid and unpaid, is possible as

individuals gain new practical skills such as tool use, conducting surveys, map reading, enhancing their communication techniques and ability to work with others.

*“There’s so much to do and learn- there really is something for everyone.*

*I’ve now got involved in other activities that are going on in and have tried things I’ve never done before*

### **3.3 Providers of community based projects**

The Park Authority offers community groups access to professional advice and information on a variety of environmental and countryside management issues. In addition they offer practical support and assistance. In these way providers of community based services are able to improve the quality of the activities they offer.

The Rangers service make efforts to target groups who may have special needs and ensure that they have the same opportunities to take part in activities as others. Work was undertaken with Inverclyde Council on Disability to offer a disability scooter service along the first part of Greenock Cut.

*“The Rangers were great they encouraged everybody to take part and were very patient particularly with those young people who were a bit reluctant to take part*

*We have not been able to go out as a family (to the countryside) for years since I got confined to a wheelchair.....the new service is wonderful and it has brought my family back together again.*

The Park Authority is a leading exponent of an award winning treatment model for individuals experiencing mental health conditions called ‘Branching Out’. This is an innovative development for adults who use mental health services in Scotland. For each client, the service consists of approximately three hours of activities per week in a woodland setting over a 12 week period. Whilst the activities are adapted to suit the client group, site and time of year, they will generally include: physical activities; conservation tasks; bushcraft, and environmental art.<sup>16</sup>

*“Loved getting outdoors, meeting new people, learning new things, exploring new places, gaining the John Muir Award”*

### **3.4 Volunteers**

Volunteers play a vital role in supporting and sustaining the park and gain many individual benefits. They gain new practical and environmental skills, which result in improved employability or volunteering opportunities, have more social contacts and are more confident in dealing with challenging situations.

*“I have found out about other groups who work in the park”*

*“I know more about the environment and biodiversity”*

By providing a service to the community volunteers have improved self-esteem and gain a sense of worth and purpose as they feel valued by the community.

*“I have a better understanding of the conservation work going on in the park”*

*“I now know how to use tools carefully”*

<sup>16</sup> <http://www.forestry.gov.uk/branchingout>

Many volunteering tasks involve physical activity and as a result volunteers report improved levels of physical fitness. Tasks are very varied and include wildlife surveys, site clearance and general conservation activities.

By working with Inverclyde Volunteer Centre the Park Authority was able to gain a Volunteer Friendly Award.

*"I am currently at school and hope to go to University and study a biology related subject. I am taking part in the volunteering opportunities at the Park as part of my Duke of Edinburgh Award".*

*"Today I was cleaning up tracks and trails- it was really cold work but it keeps me fit. I was really glad when we got the fire going!"*

*"I have learned lots of new skills and used some pretty impressive tools. I was always interested in the environment but volunteering has inspired me to take things further".*

*"There are people from some of the different schools in the area who come along so I have made new friends that I would not otherwise have met."*

*"I enjoy helping out and working with everyone to make a difference"*

### **3.5 Schools and Pupils**

By visiting the Regional Park and taking part in the planned activities offered by the Activities Team and the Ranger Service schools are able to provide outdoor learning opportunities. The real life, hands on experience which this offers to pupils who are supported to engage directly with their environment offers a unique learning experience and makes a valuable contribution to the Curriculum for Excellence. A wide range of activities in which schools and pupils can take part is on offer both on and off site.

By working in partnership with the Park's staff schools have been able to access funding for new initiatives

*"They are more relaxed and engaged and it encourages them to think about their environment differently,"*

*"Being outdoors allows a different approach to be taken"*

*"The children are still learning and are able to gain multiple benefits".*

The pupils who visit the park are able to gain new practical skills which they can use at school and at home. By taking part in work based experiences some students have been able to gain a real insight and understanding of the multiple skills that are required by Countryside Rangers. In addition they gain new practical and social skills which enhance their future career and employment prospects.

*"I took part in work experience with the rangers and learnt about environmental management techniques"*

Special needs pupils from regional schools are encouraged and supported to participate in watersports that are designed for individuals experiencing disability. The facilities and expertise have been developed with community and external funding and support and as a result Castle Semple is now an RYA 'Centre of Excellence' for disability sailing

*"We get a strong reaction from even our non verbal pupils it really makes it all worthwhile.  
Our children get so much out of their sailing"*

### 3.6 Public and Private Landowners

Landowners derive benefits from the systems which are in place to support and manage visitors. Park Authority staff respond to incidents and offer professional advice, deal with difficulties and involve other agencies as appropriate.

*“Any incidents are usually quickly dealt with and resolved with minimum fuss”*

*“The Rangers service makes sure that the public are aware of what is on offer and they remind them of the Access Code”*

*“If there is a problem someone is about”*

In addition, landowners are able to benefit from improved access and infrastructure due to the resources that are invested in maintaining and improving the Regional Park. There is a fine balance between commercial interests and increasing public demand to access the countryside and the Park Authority has a key role in ensuring it is maintained.

*“Sometimes people forget that the land is how I make my living”*

*“Everybody wants to enjoy the countryside but they don’t seem to understand that for me it’s not just where I go for a walk on a Sunday afternoon its where I live and it’s my back garden they’re driving through “*

### 3.7 Agencies and service providers

External agencies and other council services reported that by having a Park Authority they can provide better services to the public. Park Authority staff have the necessary skills, knowledge and experience to provide a high quality professional service.

*“It saves our staff time and the Rangers are trained professionals who are much better placed to give the support that’s required*

Agencies indicated that their costs were reduced as a result of enquiries and issues being dealt with by Park Authority staff. If Park Authority staff were not there and able to deal directly with issues as they arose then they suggested that the responsibility to respond to public demand would fall on them.

The Ranger Service has the necessary knowledge and expertise to provide professional support and assistance in emergency situations.

Park staff provide knowledge and expertise to the three partner local authorities - Renfrewshire, North Ayrshire and Inverclyde Councils which is used to support their activities and in some cases provides specialist knowledge and experience that is not available within the local authority.

In addition, funds are secured from external sources which are used to maintain or improve the infrastructure and amenity of the Regional Park which is in the ownership of the partner local authorities.

### 3.8 Local businesses and the local economy

It should be pointed out that this aspect of the analysis was limited in scope and focussed on trying to identify the potential tourism value of the Regional Park by asking visitors to the Regional Park how much they had spent in the local area as a result of their visit. It didn’t take account of any other beneficial economic effects.

As with many of the other outcomes which were identified and measured, the part the Park Authority plays in delivering this change must be considered carefully. The approach taken was premised on the basis that it is their staff that help to create the conditions which made the visit and resultant spend possible.

*"I spent over £200 on fishing equipment- so I'll have to come back and make sure I use it"*

*"We' have just been to the café and had our lunch – it's our weekly treat!"*

*"We bought some drinks and snacks "*

The values recorded through this approach are in line with other research findings.

*' With visitor figures from 100,000 to 600,000 day visits per year for a facility such as a country park, activities centre, or a major nature reserve, and associated site-based staff, a project easily contributes from £1 m to £6 m per year to the local economy through visitor spend<sup>17</sup>.*

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<sup>17</sup><http://www.ukeconet.co.uk/images/stories/Countryside%20Recreation%20Economics%20Report.pdf>

#### 4.1 Investment (inputs)

The money invested by the stakeholders below was used to pay employee costs, property costs, transport costs, supplies and services and support services

Stakeholder	Description	Amount
*Volunteers	A detailed record of the hours spent by volunteers has been kept and is used.  616.5 days @ £6.31 x 7 per day	£27,230
Renfrewshire Council	Requisition	£631,400
Inverclyde Council	Requisition	£256,800
North Ayrshire Council	Requisition	£151,700
*Outdoor Activities income		£152,671
*Retail and catering income		173,887
*Grants and miscellaneous income		178,238
<b>Total inputs including *self generated for April 2012 to March 2013</b>		<b>£1,571,926</b>
<b>Total original input from three partner local authorities</b>		<b>£1,039,990</b>

**Input has to take account of all of the sources of investment in the activities that lead to the changes identified and measured. It is worth noting that in this case almost 34% of the total invested arises from income generated by the Park Authority.**

## 4.2 Outputs

The outputs describe, in numerical terms, the activities that took place as a result of the inputs. These activities or outputs will lead to change (or outcomes) for each of the identified stakeholders.

Stakeholder	Relevant outputs
Visitors	<ul style="list-style-type: none"> <li>• There are an estimated 1, 500,000 visits to the park each year</li> </ul>
Members of community groups	<ul style="list-style-type: none"> <li>• 1352 members of community groups take part in a programme of activities</li> </ul>
Providers of community based projects	<ul style="list-style-type: none"> <li>• More than 40 community based organisations gain advice, assistance and practical support in the course of delivering activities</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• 683 volunteers support a variety of activities</li> </ul>
Schools	<ul style="list-style-type: none"> <li>• 7926 pupils take part in 216 supported educational activities</li> </ul>
Landowners	<ul style="list-style-type: none"> <li>• More than 40 landowners receive advice and assistance and make use of maintained access routes</li> </ul>
Agencies and other service providers	<ul style="list-style-type: none"> <li>• More than 20 agencies and other service providers are able to benefit from the direct service delivery and additional resources provided by the management service</li> </ul>
Local economy and businesses	<ul style="list-style-type: none"> <li>• 1,500,000 visitors to the park spend varying amounts in the local economy</li> </ul>
Digital users	<ul style="list-style-type: none"> <li>• 4.9 million hits on Park website and 48,000 unique visitors. Over 900 likes on facebook</li> </ul>
Activity participants	<ul style="list-style-type: none"> <li>• 10,394 take part in 455 ranger led events</li> <li>• 5,648 take part in outdoor activity courses and programmes</li> </ul>

### 4.3 Quantities

It is important to clarify the number in each stakeholder group who will actually experience the outcome that has been identified. In many cases not all of the stakeholders involved will experience change, or indeed may do so to varying degrees. This is a forecast analysis and for some of the outcomes predicted cost savings have been applied and hence quantities are not relevant.

Stakeholder	Numbers achieving outcomes	Rationale
Visitors	<ul style="list-style-type: none"> <li>1,170,000 individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment</li> <li>1,350,000 individuals will feel better and be more relaxed after being outdoors and enjoying the scenery in a maintained and safe natural environment</li> <li>915,000 individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment</li> </ul>	<ul style="list-style-type: none"> <li>78% of respondents in the community survey identified this as a benefit</li> <li>90% of respondents in the community survey identified this as a benefit</li> <li>61% of respondents in the community survey identified this as a benefit</li> </ul>
Members of community groups	<ul style="list-style-type: none"> <li>1014 individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment</li> <li>135 individuals take part in social activities and events individuals become more confident and take part in additional activities and assume on new roles</li> <li>879 individuals will gain new practical skills</li> </ul>	<ul style="list-style-type: none"> <li>75% of those surveyed</li> <li>10% of those surveyed</li> <li>65% of those surveyed</li> </ul>
Community Organisations	<ul style="list-style-type: none"> <li>Providers of community based organisations are able to access expert advice and assistance which allows them to deliver better results</li> </ul>	<ul style="list-style-type: none"> <li>No of successful initiatives supported</li> </ul>
Providers of community based projects	<ul style="list-style-type: none"> <li>500 sessions for community organisations have been supported offering access to expert advice and assistance and allowing better results to be delivered</li> </ul>	<ul style="list-style-type: none"> <li>75% of those surveyed</li> </ul>
Schools	<ul style="list-style-type: none"> <li>6,737 outdoor educational</li> </ul>	<ul style="list-style-type: none"> <li>85% of those surveyed</li> </ul>

	experiences are provided for pupils	
School Pupils	<ul style="list-style-type: none"> <li>• 1,981 pupils gain new skills</li> <li>• 33 students gain work based experiences</li> </ul>	<ul style="list-style-type: none"> <li>• 25% of those surveyed</li> <li>• 100% of those surveyed</li> </ul>
Public and Private landowners	<ul style="list-style-type: none"> <li>• 40 landowners have received advice and assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Recorded number of incidents resolved</li> </ul>
Volunteers	<ul style="list-style-type: none"> <li>• 532 volunteers have more social contacts and increased confidence and can communicate effectively</li> <li>• 512 volunteers are much fitter and have improved health as a result of becoming more regularly physically active</li> <li>• 342 volunteers have improved self-esteem and a sense of worth as they feel valued by the community</li> <li>• 382 volunteers have gained new skills</li> </ul>	<ul style="list-style-type: none"> <li>• 78% of those surveyed</li> <li>• 75% of those surveyed</li> <li>• 60% of those surveyed</li> <li>• 56% of those surveyed</li> </ul>

## 5. Outcomes and valuation

Detailed results from the stakeholder engagement and information collection are represented in the impact map information in Appendix 1.

### 5.1 Outcomes evidence

The changes (or outcomes) which were identified, following consultation with each stakeholder, are detailed below along with information on how the outcome was measured (indicators). All of the outcomes reported were positive although opportunities to consider negative ones were provided. The outcomes which had to be excluded and the reason for this are listed in Appendix 1.3.

Stakeholder	Outcome	Outcome Indicator	Source of quantities or data
Community : occasional users	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	No of individuals who report feeling fitter	Consultation, reports and research evidence

	Individuals will feel better and be more relaxed after being outdoors and enjoying the scenery in a maintained and safe natural environment	No of individuals who report feeling better and being more relaxed	Consultation, reports and research evidence
	Individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment	No of individuals who report increased awareness and understanding of the environment and how to use it safely	Consultation, reports and research evidence
Members of community groups	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	No of individuals who report feeling better and fitter	Consultation and evidence in research.
	Individuals take part in social activities and events individuals become more confident and take part in additional activities and assume on new roles	No of individuals who report taking part in social activities and events	Consultation
	Individuals will be able to gain new practical skills such as building, map reading, conservation, communication etc.	No of individuals who have gained new skills	Consultation
Community Organisations	Providers of community based projects are able to access expert advice and assistance which allows them to deliver better results	No of successful initiatives that are supported	Consultation
School pupils and students	The ranger service enables schools to provide outdoor learning opportunities and engages with pupils to offer a unique learning experience related to the curriculum for excellence	No of sessions delivered	Consultation
	Young people gain new practical and social skills	No of pupils and students reporting the acquisition of new skills	Consultation
	Young people gain experience of the ranger's working environment	No of pupils taking part in work experience programmes	Consultation

Schools	Schools are able to secure funding by working in partnership with the park authority	Funding attracted	Consultation and review of reports
Public and Private Landowners	Systems are in place to support and manage visitors, respond to incidents and offer professional advice and as a consequence reduce conflict	No of reported incidents resolved	Reports
Other service providers and agencies	Service delivery is improved and costs reduced as a result of enquiries /issues being dealt with CMRP management service	Estimated savings in staff time	Stakeholder feedback
	Providers of environmental projects are able to secure funding by working in partnership with the park authority	Funding attracted	Consultation and review of reports
Volunteers	volunteers have more social contacts and increased confidence and can communicate effectively	No. of volunteers who report a marked increase in social activities	Consultation
	volunteers are much fitter and have improved health as a result of becoming more regularly physically active	No. of volunteers who report improved levels of physical fitness	Consultation and evidence in research.
	volunteers have improved self-esteem and a sense of worth as they feel valued by the community	number of volunteers who report better self esteem and feeling valued	Consultation
	volunteers have gained new practical and environmental skills which result in improved employability or volunteering opportunities	No. of skills gained by volunteers	Consultation /database
Local economy/businesses	Local business and the local economy gain additional revenue as a result of visitors to the park	Amount spent by visitors to CMRP	Consultation and research

## **5.2 Valuation**

Financial proxies have been identified which allow a monetary value to be placed on the changes experienced by individual stakeholders. In each case stakeholders have been consulted on the appropriateness of these measures and given the opportunity to make suggestions on potential financial proxies. These were taken into account in the final selection. In identifying the value given to a financial proxy attempts have been made to link the financial amount to the level of importance placed on the change by individual stakeholders.

Further information on how each outcome is valued is provided in Appendix 1.4.

## **6. Social return calculation and sensitivity analysis**

### **6.1 Duration and drop off**

Before the calculation can be finalised a decision has to be made as to how long the changes produced will last. In an SROI analysis the length of time changes endure is considered so that their future value can be assessed. The question to be answered is *'if the activity stopped tomorrow, how much of the value would still be there?'*

To predict the length of time changes will continue stakeholder opinion and independent research are both taken into account. There will be variations in the length of time benefits last according to the nature of the change and also the characteristics of individual stakeholders. Where significant assumptions have been required about the likely duration of change these have been considered in the sensitivity analysis in Section 6.4.

Many of the benefits gained by stakeholders have been the acquisition of new skills and it is expected that these will last three years. This is line with several certified practical skills assessments (e.g. first aid) in which competency levels are expected to last for a defined period. Other benefits have been considered to endure for a year as there is little supporting evidence that they will last longer. In many cases if the Park Authority service were to be withdrawn then it would no longer be possible to experience the benefits identified.

Outcomes which will continue to have a value in future years cannot be expected to maintain the same level of value for each of these years. This has been dealt with by assuming that the value will reduce or 'drop off' each year. This varies considerably depending on the particular outcome and is discussed in more detail in Appendix 1.6

Appendix 1.6 sets out the duration and drop off assumptions.

### **6.2 Reductions in value to avoid overclaiming**

As well as considering how long the changes a service or activity delivers will last, it is necessary to take account of other factors that may be influential. The recorded change might have happened regardless of the service, something else may have made a contribution to it or the service may have displaced changes taking place elsewhere. In considering the extent to which each of these factors have played a part in the total impact a realistic approach should be adopted. The aim is to be pragmatic about the benefits actually provided by the Park Authority management service and to recognise that the value it creates is affected by other events. The SROI methodology does this by taking all these factors into account in calculating the actual impact a project or activity delivers.

#### **6.2.1 Deadweight**

A reduction for deadweight reflects the fact that a proportion of an outcome might have happened without any intervention. For example volunteers rangers might have gained some of the benefits they experienced by taking part in alternative volunteering opportunities that included environmental activities. The detailed assumptions about deadweight are contained in Appendix 1.5.

### 6.2.2 Attribution

Attribution takes account of external factors, including the contribution of others that may have played a part in the changes that are identified. For instance, it is most likely that visitors to the Regional Park take part in outdoor physical activities in other areas and this will contribute to the changes they experience. The detailed assumptions about attribution are contained in Appendix 1.5.

### 6.2.3 Displacement

Displacement applies when one outcome is achieved but at the expense of another outcome, or another stakeholder is adversely affected. In the analysis this is considered to occur for a few stakeholders to a limited extent. By way of illustration, Volunteers might have taken part in other voluntary activities or have been able to allocate more time to any existing volunteering commitments. The detailed assumptions about displacement are contained in Appendix 1.5.

### 6.3 Calculation of social return

Appendix 1.7 details the values for each outcome that a stakeholder experiences and takes into account deductions to avoid over-claiming. These individual values have been added together then compared with the investment in the Ranger services in the Clyde Muirshiel Regional Park provided at section 4.1 above.

The results show a social return on investment of around £9 for every £1 invested based on the assumptions set out above.

### 6.4 Sensitivity analysis

In calculating the social return on investment it has been necessary to make certain assumptions which may include the use of data which is either not subject to universal agreement or which cannot be adequately evidenced. To assess how much influence this has had on the final value that has been calculated a sensitivity analysis is carried out and the results recorded. By doing this the value of the benefits can be expressed within defined limits.

The most significant assumptions that were made were tested in the sensitivity analysis as detailed below:

Factor	Assumption	Variation	Result
Reduce high value financial proxies by 50%	>£400	Down by 50%	9.25
Reduce deadweight for visitor outcomes by 50%	Between 48% and 80%	Between 24% and 40%	11.18
Reduce attribution for visitor outcomes by 50%	Between 50% and 68%	Between 25% and 34%	11.85
Reduce visitor spending by 50%	£6.6 each	£3.30 each	7.11

Reduce attribution and deadweight for visitor spending 50%	40% and 25%	20% and 12.5%	12.74
Vary visitor numbers by +and -150,000	1,500,000	1,650,000 and 1,350,000	10.24 and 9.03

It can be seen that visitor spending has the most significant impact on the investment ratio. As has already been highlighted the findings are in line with more robust research but this remains the area about which there is least certainty. The evidence used, although collected directly from stakeholders, is based on a fairly small sample size.

The other factors tested in the sensitivity analysis have limited impact and there can be a degree of confidence that the assumptions made in calculating impact would not significantly affect the final result.

## 6.5 Materiality Considerations

At every stage of the SROI process judgements have to be made about how to interpret and convey information. Sometimes the rationale behind the decision is obvious and fully evidenced, on other occasions additional explanation or information may be required. SROI demands total clarity and complete transparency about the approach that is taken so that there is no possibility of confusion or misinterpretation. Applying a concept of materiality means that explanations must be offered for information that can be interpreted in different ways and which can exert influence on the decisions others might take.

The concept can be of particular importance in ensuring that outcomes for stakeholders are relevant, are not perceived as being duplicated and that the different values individual stakeholders may ascribe to the changes they experience are understood.

In assessing issues that are material SROI requires that various factors are taken into account. Stakeholder view is of paramount importance and from the outset, and throughout the preparation of this analysis stakeholders were invited to comment on the interpretation of data and the inclusion of information. Engagement took various forms including e mail requests for comment, telephone interviews and meetings.

### Role of Park Authority

One of the biggest challenges in this analysis has been to ensure that the changes measured have actually occurred as a result of the contribution made by the Park Authority. A detailed explanation of the approach taken to avoid giving credit to the service for outcomes for which they are not responsible has been provided in the introduction to section 3. In addition levels of deadweight and attribution have been set at a fairly high level when there is a need to rely on inferring a causal link.

### Contribution to local businesses/economy

There is a degree of uncertainty over the figures used for local spending however this can be cross referenced to independent research sources. The figures used err on the side of caution and are tested in the sensitivity analysis. However the contribution to the local economy of the Regional Park goes beyond enabling visitor spending. Additional revenues

generated by events and the contribution to the local economy of employment that is maintained directly or indirectly as a result of the Regional Park have not been considered.

### **Common outcomes**

Visitors and members of community based organisations each identified gaining the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment as one of the outcomes they would achieve. The degree to which the change is experienced and the significance placed on it are different for each group and so have been assessed separately. Visitors have intermittent contact with the Regional Park and many other factors contribute to the change they experience. Members of the community groups take part in longer programmes and derive more of the change they experience as a direct result of contact with the Ranger service.

### **Avoiding double counting**

The health and wellbeing benefits for visitors and members of community based organisations have been treated separately as they have been valued differently. It is possible that a few members of the community based organisations stakeholder group may also have been included in the visitor stakeholder group but the numbers of potential duplicates are very small. Even if 500 were counted in this way the impact is less than 0.00001%.

### **Stakeholder group composed of other service providers and agencies**

Within the constraints of the analysis it was not possible to carry out a detailed investigation of the benefits that the management service delivered to the stakeholder group of service providers who experience improved service delivery. Selected stakeholder interviews identified some of the ways in which service delivery was improved but none of those interviewed were able to provide detailed information on potential cost savings. As a result it was necessary to identify a financial proxy and the one selected was the cost of a Communication and Information Officer.

Applying sensitivity adjustments to key assumptions produces a range for the SROI ratio of between £7 and £13 for every £1 invested.

## **7. Conclusion and recommendations**

This report identifies and values the many benefits that the collective investment of partner local authorities in providing services in the Clyde Muirshiel Regional Park delivers. Benefits have been identified and valued from the perspective of those who will be able to experience change as a result of the management services.

Most of the stakeholders who were engaged in the process valued the professional support, dedication and enthusiasm of the staff team highly. Concerns were expressed that in the current financial climate there might be a reduction in resources. It was felt that this might lead to a diminution in services both in terms of practical support, the availability of advice and assistance and also in terms of reduced quality of the park infrastructure.

The benefits each stakeholder experiences have been outlined but what is much harder, if not impossible, to express in an analysis of this nature is the diversity of opportunities that the Regional Park offers, the pleasure and enjoyment it provides and the esteem in which the Rangers, Instructors, shop and other staff are held.

### **Recommendations**

#### **R1. The report provides a framework that should be used to move towards an outcomes based approach to evaluation**

Increasingly services are required to demonstrate the impact or change that they deliver and to do that it is necessary to understand what changes. This report identifies who experiences change, the nature of the change and how it can be measured. It provides a framework that can be adapted and used as appropriate in surveys and consultations or as the basis for an evaluative SROI analysis.

#### **R2. An outcomes based visitor survey should be undertaken**

This analysis drew on the findings of visitor questionnaires scaled up to reflect the views of the total number of visitors it is estimated that the park receives. It was limited in nature and would be worth repeating at key points throughout the year to identify any seasonal changes. It would be appropriate to carry out a visitor survey but to include some questions that measure changes or outcomes.

#### **R3. The support provided to community based groups should be re-assessed**

Significant impact on their health and wellbeing is reported by individual members of community groups as a result of taking part in activities. Undertaking more direct work and support with community based organisations will allow the management service to play a key role in delivering health improvements. By targeting approaches at those organisations that are working with socially excluded groups the management service would be able to make a contribution to addressing health inequalities. This work has already started in relation to the provision of support for targeted walking groups and the acquisition of boats that can be adapted for use by disabled people. The changes such projects deliver should be explored in some detail and the learning recorded and used to influence the development of other projects.

**R4. The Regional Park delivers a varied and extensive programme of public events supported**

To capture the impact of these events and how they contribute toward supporting the Regional Park to deliver its required outcomes simple evaluation forms should be introduced and organisers requested to encourage their completion as a condition of the support that they received

**R5. A systematic review of the benefits that are delivered to other organisations should be undertaken.**

The exact nature of the contribution that the Regional Park staff makes to partner local authorities and external organisations is not properly understood. Although it was possible to identify two key outcomes, improved service delivery and securing additional resources, it is likely that there are others. It would be worthy exploring this in some detail and in the process attempting to calculate the potential cost savings to each stakeholder. This would provide useful information that could be used to influence the provision of financial support.

## Appendix 1: Audit trail and impact map information

### 1.1 Stakeholders identified who were included or excluded

In the course of discussion with the Regional Park Management Team it was possible to identify in excess of 100 potential stakeholders who experienced change to varying degrees. To ensure that stakeholder engagement was manageable and focussed on those who experienced the greatest change it was decided to sort stakeholders into small groups or clusters that it was thought would be likely to experience similar outcomes. In each of these identified groups at least two individual stakeholders were consulted. Consultation took place on the basis that unanticipated or negative outcomes might be reported and should this occur that particular stakeholder would be removed from the group and considered separately.

Stakeholder	Included/ excluded	Rationale
Visitors/Individuals	Included	Key stakeholders and likely to experience significant outcomes.
Volunteers	Included	Key stakeholders and likely to experience significant outcomes.
Renfrewshire, Inverclyde and North Ayrshire Councils	Included	Funder and likely to experience significant outcomes.
Individual farmers/ Accommodation providers, Forestry Commission Scotland	Included as part of 'landowners' group	Stakeholders with similar interests and likely to experience similar changes.
Scottish Wildlife Trust/ Police/ Other local authority services/Scottish Natural Heritage/ RSPB/ Local Access Forums/ Ramblers/ Princes Trust/ Capability Scotland/ British Horse Society/ Scottish Hill Runners/ Cycling Scotland/ Historic Scotland/	Included as part of 'agencies and service providers group'	Stakeholders likely to experience similar outcomes.
SAMH/ Clyde Orienteering Club/ Pound and Pace/ Visibility/ Paths for All/Get Oot Get Active/Action for Children, Vernon Centre/ Opt in/ Project Youth/ Outward Bound/ Gateside Project/ / Semple Sports Access Partnership/ Inverclyde Volunteer Centre/ Engage Renfrewshire/ Ayrshire Community Trust/	Included as part of 'providers of community based projects'	Stakeholders likely to experience similar outcomes

Community Networks Trust/ Sailability Access Sailing	group	
Cardonald and North Glasgow Colleges/ Todham, Williamsburgh, Symington, Hazelwood, Howood Primary Schools and Johnston High/Paisley Grammar/ St Mathew Academy/ Bridge of Weir PS / Fordbank PS/ Lochwinnoch PS/ Stanley PS /West PS, Largs Academy/ University of West of Scotland	Included as 'school' group	Stakeholders likely to experience similar outcomes
NHS	Excluded	Unlikely to experience significant outcomes

## 1.2 Engagement methods for 'included' stakeholders

Stakeholder	Method of Engagement	Date	Number
Visitors/ Individuals	Individual questionnaires	June to August 2013	219
Members of community groups	Individual interviews	June to August 2013	19
Community Organisations	individual Interviews	June to August 2013	9
Schools	Individual questionnaires	June and September 2013	8
Private and Public Landowners	Individual interviews	June to August 2013	3
Other service providers and agencies	Individual interviews	August to December 2013	4
Volunteers	Individual questionnaires and Questionnaires	October to November 2013	8

### 1.3 Outcomes identified but not measured

During the study, some outcomes were identified which were not included in the final impact map:

Stakeholder	Outcome	Indicator and proposed method of measurement	Rational for exclusion
Individual visitors	Opportunity to spend quality time with family	No. of individuals reporting improved family relationships.  Specific question included in individual surveys	Although identified by some participants there was insufficient evidence for this to be properly valued and included in the impact calculation.
Event organisers	Able to provide safer, better organised events which attract increased numbers of participants	No. of participants reporting satisfaction with signposting and safety of event	Although identified by some participants there was insufficient evidence for this to be properly valued and included in the impact calculation
Local economy	Financial contribution from events	This will require more detailed investigation	Highlighted as a potential outcome in research used in the analysis
	Financial contribution from job creation	This will require more detailed investigation	Highlighted as a potential outcome in research used in the analysis
	Impact on other activities e.g. support for local artists, authors and business. Demand for local visitor accommodation	This will require more detailed investigation	Highlighted as a potential outcome in research used in the analysis

## 1.4 Financial proxies

All of the outcomes that were included had a financial proxy assigned to them.

Stakeholder	Outcome	Description of financial proxy	Value	Source
Community : occasional users	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	cost of trip to a gym	£5.00	<a href="http://www.renfre.wshireleisure.com/centre/pricing.asp">http://www.renfre.wshireleisure.com/centre/pricing.asp</a>
	Individuals will feel better and be more relaxed after being outdoors and enjoying the scenery in a maintained and safe natural environment	cost of visit to a managed and maintained nature reserve	£2.00	The RSPB: Lochwinnoch: About Lochwinnoch
	Individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment	cost of printing 10 pages from a web site based on paper costs of 1p and average copy costs of 20p per sheet 21p x 10 £2.10	£2.10	internet searches
Members of community groups	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	cost of years gym membership	£350.00	<a href="http://www.renfre.wshireleisure.com/theclub/">Prices   http://www.renfre.wshireleisure.com/theclub/</a>
	Individuals take part in social activities and events individuals become more confident and take part in additional activities and assume on new roles	50% increase in average spend on social trips out	£21.12	Family Spending 2011 Appendix 1 Components of Household Expenditure 2010 Table A1 at 9.4.1 , 9.4.2 9.4.3(8.80 a week) 12 weeks @ 1.76 £21.12
	Individuals will be able to gain new practical skills such as building, map reading, conservation, communication etc.	cost of John Muir gathering session to support environmental volunteers	£15.00	John Muir Award Gatherings
Community Organisations	Providers of community based projects are able to	cost of technical support/	£350	<a href="http://www.forestry.gov.uk/pdf/CSG">http://www.forestry.gov.uk/pdf/CSG</a>

	access expert advice and assistance which allows them to deliver better results	professional fees as defined by CSGN		<a href="#">NDevelopmentFund2013-14-ApplicationForm.doc/\$file/CSGNDevelopmentFund2013-14-ApplicationForm.doc</a>
School Pupils	The ranger service enables schools to provide outdoor learning opportunities and engages with pupils to offer a unique learning experience related to the curriculum for excellence	cost of an outdoor educational experience	£8.50	<a href="#">Tickets and Prices</a>
	Young people gain new practical and social skills	cost of John Muir gathering session to support environmental volunteers	£15.00	John Muir Award Gatherings
	Young people gain experience of the ranger's working environment	Training Course	£500.00	Average cost of a practical introductory course to environmental and countryside management
Schools	Schools are able to secure funding by working in partnership with the park authority	Funding Secured	£12,000	Average Grant
Public and Private Landowners	Systems are in place to support and manage visitors, respond to incidents and offer professional advice and as a consequence reduce conflict	costs of a professional mediation service	£400.00	<a href="#">What is mediation? - Scottish Mediation Network</a>
Other service providers and agencies	Service delivery is improved and costs reduced as a result of enquiries /issues being dealt with CMRP management service	salary of communication and information officer (3)	£75,000	<a href="#">Communications Officer Jobs And Vacancies - Scotland   Simply Hired UK</a>
	Providers of environmental projects are able to secure funding by working in partnership with the park authority	Funding Secured	£ 686,037	Annual Report
Volunteers	volunteers have more	100% increase in	£420.00	Information from

	social contacts and increased confidence and can communicate effectively	average spend on social trips out		stakeholder engagement groups. Family Expenditure and Food Survey 2009 Table A9 4.1 and 4.2. spend on social outings £21 per week (20 weeks)
	volunteers are much fitter and have improved health as a result of becoming more regularly physically active	Average cost of swimming session is 6.90 10 sessions 69	£69.00	<u>Internet Searches</u>
	volunteers have improved self-esteem and a sense of worth as they feel valued by the community	average value of a donation to charity	£114.40	Family Expenditure and Food Survey 2009 Table A1 13.4.2.2 £2.20 per week
	volunteers have gained new practical and environmental skills which result in improved employability or volunteering opportunities	Costs of 1 week rural estate management introductory course @£295, Introduction to wildlife open course @ £75. plant identification and survey management course @£75 and 1 day orienteering course @£75	£520.00	internet searches by volunteers
Local economy/businesses	local business and the local economy gain additional revenue as a result of visitors to the park	Estimated contribution	£9,000,000	Projection of actual reported spend

## 1.5 Deductions to avoid over-claiming

Stakeholder	Outcome	Rationale for deadweight	Rationale for displacement	Rationale for attribution
<b>Community : occasional users</b>	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	48% National research suggests 48% of adults made one or more visits to the outdoors per week in 2010.	0% No similar recreational facility on offer locally	68% Based on % of responses from visitors who indicated they gained benefits from other outdoor activities
	Individuals will feel better and be more relaxed after being outdoors and enjoying the scenery in a maintained and safe natural environment	48% National research suggests 48% of adults made one or more visits to the outdoors per week in 2010	0% No similar recreational facility on offer locally	68% Based on % of responses from visitors who indicated they gained benefits from other outdoor activities
	Individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment	80% Reflection of other information sources eg TV and internet	0% No similar recreational facility on offer locally	50% Based on % of responses from visitors who indicated they gained benefits from other outdoor activities
Members of community groups	Individuals will be able to access the health and wellbeing benefits of outdoor physical	38% National research suggests 38% of adults are physically active	0% No similar programme on offer locally	5% Limited alternative opportunities available

	activity in a maintained and safe natural environment			
	Individuals take part in social activities and events individuals become more confident and take part in additional activities and assume on new roles	28% % of population who attend events/ activities (National Household Survey)	0% No similar programme on offer locally	15% Based on % of responses from members who indicated they took part in other volunteering opportunities
	Individuals will be able to gain new practical skills such as building, map reading, conservation, communication etc.	25% It is estimated that 25% of Scottish People acquire skills through volunteering.	0% No similar programme on offer locally	5% Based on % of responses from members who indicated they took part in other environmental volunteering opportunities
<b>Community Organisations</b>	Providers of community based projects are able to access expert advice and assistance which allows them to deliver better results	0% No other agency has level of expertise	0% No similar programme on offer locally	25% Some staff members in community organisations have level of knowledge and understanding
<b>School pupils and students</b>	The ranger service enables schools to provide outdoor learning opportunities and engages with pupils to offer a unique learning experience related to the curriculum for excellence	25% Schools can take part in other supported outdoor environmental activities	10% Schools may choose to come to the Regional park in preference to other locations	25% Schools can take part in other supported outdoor environmental activities

	Young people gain new practical and social skills	25%	10%	25%
	Young people gain experience of the ranger's working environment	25%	0%	5%
<b>Schools</b>	Schools are able to secure funding by working in partnership with the park authority	0%	0%	0%
<b>Public and Private landowners</b>	Systems are in place to support and manage visitors, respond to incidents and offer professional advice and as a consequence reduce conflict	0% No alternative form of support	10% Legal / other professional advice might not be sought	0% No alternative form of support
<b>Other service providers and agencies</b>	Service delivery is improved and costs reduced as a result of enquiries /issues being dealt with CMRP management service	10% Limited number of enquiries are dealt with by others	0% No alternative service	10% Limited number of enquiries are dealt with by others
	Providers of environmental projects are able to secure funding by working in partnership with the park authority	0% No alternative form of support	0% No alternative service	0% Other agencies assist with specific fundraising initiatives
<b>Volunteers</b>	volunteers have more social contacts	31% National research suggests that 31%	10% Recognition of limited number	5% Recognition of potential

	and increased confidence and can communicate effectively	of Scottish People volunteer in some capacity	who will no longer participate in other volunteering opportunities	contribution from other volunteering opportunities
	volunteers are much fitter and have improved health as a result of becoming more regularly physically active	31% National research suggests that 31% of Scottish People volunteer in some capacity	10% Recognition of limited number who will no longer participate in other volunteering opportunities	5% Recognition of potential contribution from other volunteering opportunities
	volunteers have improved self-esteem and a sense of worth as they feel valued by the community	31% National research suggests that 31% of Scottish People volunteer in some capacity	10% Recognition of limited number who will no longer participate in other volunteering opportunities	5% Recognition of potential contribution from other volunteering opportunities
	volunteers have gained new practical and environmental skills which result in improved employability or volunteering opportunities	31% National research suggests that 31% of Scottish People volunteer in some capacity	10% Recognition of limited number who will no longer participate in other volunteering opportunities	20% Recognition of potential contribution to skills acquired from other volunteering opportunities
local economy/businesses	local business and the local economy gain additional revenue as a result of visitors to the park	40% Contribution from other activities not known but considered likely.	5% No similar attraction in area	25% Contribution from other activities not known but not considered likely

## 1.6 Duration and drop off assumptions

Stakeholder	Outcome	Duration	Drop off	Rationale
Community : occasional users	Individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment.	3	25%	Acquisition of new skills will last for 3 years but diminish each year
Members of community groups	Individuals will be able to gain new practical skills such as building, map reading, conservation, communication etc.	3	25	Acquisition of new skills will last for 3 years but diminish each year
Community Organisations	Providers of community based projects are able to access expert advice and assistance which allows them to deliver better results	3	25%	Acquisition of new skills will last for 3 years but diminish each year
Schools	Young people gain new practical and social skills	3	25%	Acquisition of new skills will last for 3 years but diminish each year
	Young people gain experience of the ranger's working environment	3	25%	Acquisition of new skills will last for 3 years but diminish each year
Volunteers	volunteers have more social contacts and increased confidence and can communicate effectively	2	3%	New friendships formed will last and are likely to be maintained
	volunteers are much fitter and have improved health as a result of becoming more regularly	2	3%	High levels of fitness will be achieved and are likely to be maintained

	physically active			
	volunteers have gained new practical and environmental skills which result in improved employability or volunteering opportunities	3	3%	Acquisition of new skills will last for 3 years but diminish each year

## 1.7 Calculation

Stakeholder	Outcome	Quantity	Value	Less Deadweight	Less Displacement	Less Attribution	Impact
Community : occasional users	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	1170000	£5.00	48%	0%	68%	£973,440.00
	Individuals will feel better and be more relaxed after being outdoors and enjoying the scenery in a maintained and safe natural environment	1350000	£2.00	48%	0%	68%	£449,280.00
	Individuals are able to gain information about the natural and cultural heritage of the park and have confidence in enjoying it responsibly with respect and understanding for the environment	915000	£2.10	80%	0%	50%	£192,150.00
Members of community groups	Individuals will be able to access the health and wellbeing benefits of outdoor physical activity in a maintained and safe natural environment	1014	£350.00	38%	0%	5%	£209,036.10
	Individuals take part in social activities and events individuals become more confident and take part in additional activities and assume on new roles	135	£21.12	28%	0%	15%	£1,744.93
	Individuals will be able to gain new practical skills such as building, map reading, conservation, communication etc.	879	£15.00	25%	0%	5%	£9,394.31
Community Organisations	Providers of community based projects are able to access expert advice and assistance which allows them to deliver better results	500	£350.00	0%	0%	25%	£131,250.00
School pupils and students	The ranger service enables schools to provide outdoor learning opportunities and engages with pupils to offer a unique learning experience related to the curriculum for excellence	6,737	£8.50	25%	10%	25%	£28,990.15

	Young people gain new practical and social skills	1,981	£15.00	25%	0%	5%	£21,171.94
	Young people gain experience of the ranger's working environment	33	£500	25%	0%	25%	£9,281.25
Schools	Schools are able to secure funding by working in partnership with the park authority	1	£12,000	0%	0%	0%	£12,000.00
Public and Private Landowners	Systems are in place to support and manage visitors, respond to incidents and offer professional advice and as a consequence reduce conflict	127	£400.00	0%	10%	0%	£45,720.00
Other service providers and agencies	Service delivery is improved and costs reduced as a result of enquiries /issues being dealt with CMRP management service	3	£75,000.00	10%	0%	10%	£182,250.00
	Providers of environmental projects are able to secure funding by working in partnership with the park authority	1	£686,037.00	0%	0%	0%	£686,037.00
Volunteers	volunteers have more social contacts and increased confidence and can communicate effectively	532	£420.00	31%	10%	5%	£131,818.43
	volunteers are much fitter and have improved health as a result of becoming more regularly physically active	512	£69.00	31%	10%	5%	£20,841.75
	volunteers have improved self-esteem and a sense of worth as they feel valued by the community	342	£114.40	31%	10%	5%	£23,081.68
	volunteers have gained new practical and environmental skills which result in improved employability or volunteering opportunities	382	£520.00	31%	10%	20%	£98,684.35
Local economy/businesses	local business and the local economy gain additional revenue as a result of visitors to the park	1	£9,900,000.00	40%	5%	25%	£4,232,250.00

## Totals

The SROI calculation is expressed as a ratio of return from investment. It is derived from dividing the monetised value of the sum of all the benefits by the total cost of the investment. To get the true value of the impact it must first be adjusted to reflect its Present Value (PV);

	Year 1	Year 2	Year 3	Year 4	Year 5	Total Social Return	Total Present Value (PV)
<b>Impact Value</b>	£7,458,421.90	£7,225,162.20	£440,816.79	£162,248.30	£0.00	£15,286,649.19	£14,489,952.46

this process is called discounting and reflects the present day value of benefits projected into the future. PV is applied to those values that have been projected for longer than 1 year. The interest rate used to discount the value of future benefits is 3.5%; the recommended discount rate for public funds in the Government Green Book<sup>18</sup>.

In this report the following figures were used to calculate the social return on investment.

The total present value (PV) is £14,489,952.46 and the total investment figure in the same period to generate this value is £1,571,926.

The SROI ratio is calculated by dividing the present value by the investment.

**The social return from investing in providing countryside and visitor management services in the Clyde Muirshiel Regional Park is predicted to be in the region of £9 for every £1 invested.**

<sup>18</sup> HM Treasury. The Green Book, Appraisal and Evaluation in Central Government  
<http://www.nhstayside.scot.nhs.uk/chp/pkchp/focus/6.pdf>

## Appendix 2: The Principles of SROI

Principle	Description
Involve stakeholders	Inform what gets measured and how this is measured and valued by involving stakeholders
Understand what changes	Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended or unintended
Value the things that matter	Use financial proxies in order that the value of the outcomes can be recognised. Many outcomes are not traded in markets and as a result their value is not recognised
Only include what is material	Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact
Do not over-claim	Only claim the value that organisations are responsible for creating
Be transparent	Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders
Verify the result	Ensure independent appropriate assurance

The SROI Network has published a comprehensive guide to SROI. This can be downloaded at [www.sroinetwork.org.uk](http://www.sroinetwork.org.uk)

## **Acknowledgements**

To be completed