

Investing in culture and community

The Social Return On Investing
in work-based learning at the
Museum of East Anglian Life



About this report

Accreditation of this report by the SROI network is pending. Following the principles of SROI, this report includes information about our methods as well as our findings. A full description of the process and assumptions is included in the Notes section.

We've tried to use plain English throughout with technical terms in brackets. Some names have been changed.

Contents

Summary	5
Key recommendations	9
Full Report.....	11
Background.....	11
Stage 1 Scope	13
The brief	13
Method	13
Principles.....	14
Stakeholders and engagement.....	15
Stage 2 Story of change	17
What the programme invests (inputs).....	17
What the programme does (activities and outputs)	18
The difference it makes (outcomes)	19
Stage 3 Evidence.....	23
How we know things have changed (indicators).....	23
Results	26
Stage 4 Establishing impact.....	29
What the programme can't take credit for (deadweight and attribution)	29
Did we transfer the problem? (displacement)	31
Results less the things the programme can't take credit for (impact)	32
Putting a value on the results (financial proxies)	33
How long the changes last (duration and drop-off).....	37
Stage 5 Calculating SROI	39
The value of the investment (Inputs)	39
Immediate value of the impact.....	41
Long term value of the impact	42
The Social Return On Investment	43
Stage 6 Using the learning.....	45
Appendices.....	46
Notes	51

Summary

Background

The Museum of East Anglian Life is a social enterprise and registered museum. With its collection, it uses its buildings and animals to help people ‘make friends, look at the world differently and give something back’.

This Social Return On Investment (SROI) analysis is of its flagship work-based learning (WBL) programme for long term unemployed people, funded by Suffolk CC’s Neighbourhood Learning in Deprived Communities Fund. Many of the participants have mental health or learning difficulties; Luke’s story illustrates it well.

Luke is 32. Three years ago he was sleeping rough. MEAL put him in contact with a housing charity which gave him accommodation and support. He then enrolled with a GP and started treatment for depression. MEAL invited Luke onto the programme, which he completed with 5 accredited qualifications.

A year on Luke is responsible for maintaining specific areas of the site as a volunteer and he’s back in touch with his family. He is passionate about MEAL and is valued highly by the team too. Luke plans to move on to a job and hopes first to gain an apprenticeship through the new Skills for the Future programme at MEAL and Gressenhall Farm and Workhouse.

Scope

SROI is a rigorous analysis that asks others to help us understand our wider impact in a quantifiable way. This analysis was intended to provide practical information on

pitching the WBL programme and raise the profile of MEAL’s social impact.

It focused on the year 2009-2010, but because it was retrospective we worked with participants who were still in touch from across the years to fill gaps in data. (New data processes are now in place.)

The programme has four **material stakeholder** groups: participants; their families (including in residential homes); the state and community; museum staff and volunteers. We worked with them to understand the story of what MEAL does.

The story of change

What the programme invests

The budget is 30k, but the programme has a wealth of other assets at its disposal because it’s based in a museum. In workshops, participants told us emphatically how important this was,

“where else could you work on a steam engine and build a kiln?”

so there is a significantly greater investment in participants than the budget suggests.

We also learnt what a huge emotional investment it takes from participants and families to overcome barriers to take part.

Karen told us she had spent her days in her room, crying all the time. Her mother was protective of her, as her learning disability meant she’d been bullied at school, and later at college too. In allowing Karen to attend, she had to put her faith in both MEAL and Karen to break that cycle.

Summary

What the programme does

The 8 week course ranges from grounds maintenance, through animal welfare to traditional crafts such as hurdle-making, printing and milling. Volunteers buddy participants and teach them practical skills. Formal training delivers accredited courses.

"we've done amazing things here, it was good to learn the old way of doing things."

Partners say it is the only course of its kind around and its local nature is important too; Bev and her son walk daily the four miles from their village. In fact, the benign environmental impact is an area to explore more.

The difference it makes

Participants identified four big changes: progression towards the world of work; more confidence and hope for the future; improved relationships and greater happiness. Karen says,

"I'm happy, happy, happy, happy!"

Families also see improvements in family relationships. The state and community see savings in welfare payments and locally, more efficient and effective service delivery. And museum staff and volunteers increase their understanding of disadvantaged people.

In keeping with SROI convention, we have not valued the inputs of participants, or happiness as an outcome. But recent focus on 'co-production' and national accounts of well-being demonstrate how these less tangible factors are being managed in other fields. It's an area we'd like to explore more so our narrative leaves us with a question:

If we want to 'manage' emotional investment and create happiness, how do we value them first?

The evidence

We collected evidence one to one with participants, partners, staff and families, using various creative techniques. MEAL managers found this extremely helpful:

"talking face to face with learners was the most valuable part."

In asking participants for indicators of what has changed, we pieced together ladders of progression based on the four stages of learning model (from an unconscious undeveloped to unconscious developed state). The stages reflect our participants lives – most are not at first ready to engage, but are referred. Here's Amjad's story:

Unconscious

Amjad had been isolated and barely left his flat for 8 years, till he was referred by his Occupational Therapist to MEAL.

Conscious

He began to engage, and had 100% attendance on the course.

Now Amjad is employed by the mental health team and is confident that his life has turned around.

Amjad learnt new skills and gained qualifications. He took responsibility for himself and in the end for a team.

A key learning is that this 'ladder of progression' is uneven. In moving towards work, all steps have value, but getting a job is the giant leap forward. Some participants though, are at risk of 'plateauing' when they are content in volunteering roles. At the same time the impact on the state is negative at first as participants are more active in taking up services. A key issue for the programme is to help participants move on.

Summary

Results

Participants moved around one and a half steps out of four on average. The greatest changes were towards work, with linked benefits to the state. We could represent this as ‘full outcome equivalents’, so for 37 participants, it is equivalent to 14 getting jobs.

Five out of seven families reported better relationships, some seeing big changes.

The results for practitioners were less with fewer involved, yet partners were exceptionally positive about the programme. All the museum staff increased their confidence but their experiences were more varied. Coupled with the risk of plateauing, these responses indicate the opportunity for

joint local approaches to progression; improving participants outcomes and job satisfaction.

Establishing impact

We can, of course, only claim part of the credit. Some changes might have happened anyway (deadweight) and some will be due in part to others (attribution).

What we can't take credit for

Knowing participants’ history, we assumed very little deadweight, which we confirmed by talking to their families. Luke, Karen and Amjad were typical, without other inspiration to turn their lives around.

However, being on the programme seems to trigger an upward spiral, generating other positive influences. We used pie charts with participants to attribute the outcome; for instance for Luke the housing support worker plays a major part, his GP a lesser part and his family an increasing role.

Because families experience wider influences, we have assumed things may

have changed for them anyway or as a result of others. This limits what we *claim*, though there is still plenty of ‘value’ created.

Conversely for practitioners we allocate no attribution as we consistently heard there was no-one else doing this kind of work. We allocate some deadweight so as not to over-claim.

Finally we must see if we ‘displaced’ the problem. The only risk is that participants get jobs that may have gone to others, so we reduce the benefit to state and community.

Valuing the results

We adjusted our ‘full outcome equivalents’ accordingly then allocated financial proxies as shown in the table below. Multiplying the two gives the immediate return in year one.

Recognising the unequal steps in progression, the two work and welfare-related outcomes are calculated differently to capture value (or cost) at different stages.

How long the changes last

Participant and family outcomes are part of a virtuous circle that continues to grow. However MEAL’s influence will drop off fairly quickly as part of a policy to avoid dependency. The value *claimed* reduces in the future, but real value goes on growing.

Practitioners’ outcomes are less durable, but more collaboration could create more value.

Calculating SROI

Because of the importance of the museum’s assets we allocated 5% of museum costs driven by visitor hours, at £18K. With the budget and volunteering value we invest in total £53K, an essential element of which is

the ongoing investment in cultural heritage

The table below shows how the social return is quantified.

Summary

Outcome & year 1 value	Proxy value x Results
Progression towards work: £80,659	Increased income from job over benefits £8,340 37 participants adjusted to 23 by attribution x average move of £3,540
Increased confidence and hope for the future: £11,806	Value of counselling £649, + value of work experience £1,139 35% x 37 participants = 13, adjusted to 7 by attribution
Development of positive relationships: £6,946	Cost of social life £1,458 + family counselling £333 30% of 37 participants = 11, adjusted to 5 by attribution
Better family life: £22,672	Cost of family counselling £333 + part cost of bringing up a child £4,805 54% of 48 family = 26, adjusted to 4 by deadweight & attribution
Welfare payment savings: £52,195	Extra service take up (-ve) + welfare savings + tax contributions (+ve) £8,921 37 participants adjusted to 20 by attribution & displacement x average move of £2,930
More effective and efficient local services: £494	Local network membership £25 + admin savings £110 4 out of 4 partner agencies, with no adjustment
Confidence with disadvantaged people: £258	Cost of diversity awareness training at £85 4 out of 10 staff and volunteers, 3 after deadweight

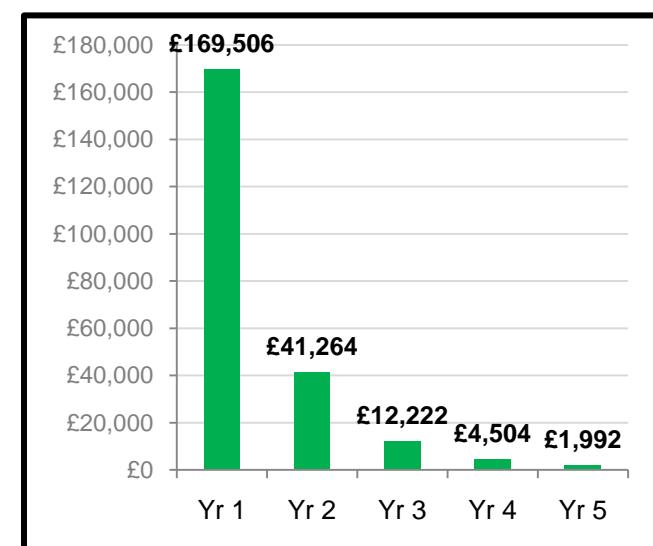
We see the highest returns from participants progressing towards work and the linked benefit of reduced welfare payments.

But even without targeting families,

there is significant hidden value in family outcomes

and a great opportunity for growth. The other outcomes, though small, are material because of the opportunities they present.

After discounting to present values, we return £229K over five years:



so that MEAL can claim responsibility for **£4.30 of social value for every £1 invested**.

Recommendations

The key issues on which MEAL and partners can build are:

Key need: Develop joint local approaches to progression; improving participant outcomes and practitioners' job satisfaction.

Key opportunity: Explore the hidden value in family outcomes.

Key investment: In cultural heritage.

Key issue: To 'manage' emotional investment and create happiness, we need to value them, moving towards co-production and accounts of well-being.

Key recommendations

Undertaking the SROI analysis provided many insights and four key areas of learning.

There is a need for joint local approaches to progression; which improve participants' outcomes and practitioners' job satisfaction

If all participants on the programme moved to level 4 on our ladder of progression where they are applying for jobs, the value of this outcome would more than double, from £81K to £173K giving a higher social return on investment of 6.4 to 1.

Alternatively the *same* return (4.3) would be achieved by working with 22 participants and ensuring they all move on.

The programme is effective in its incoming referral partnerships. We recommend that stronger local networks are also developed for ongoing referrals *from* the programme. This supports MEAL's intention to avoid participants becoming dependent on the museum.

The enterprise team already runs commercial flower growing and has links with a local malt producer, but more private and public sector partnerships could be developed. At a time when the state is reducing incapacity benefits in particular, this is a critical opportunity for participants. It is particularly apposite as MEAL embarks on a three year apprenticeship programme with Gressenhall Farm and Workshop.

More effective incoming and outgoing referral networks will also enable better data to be collected. All our research participants gave their permission for their information to be shared and so are likely to agree for the purposes of the programme. Some partners, for example the YMCA, already track participants for a year after their involvement. To effectively measure impact

in the future MEAL should gather baseline, six and 12 month data at least.

We know that partner agencies have increased job satisfaction because of smooth transactions with MEAL but at present the number of partners is limited. At the same time some museum staff and volunteers are not benefitting as strongly as they might. Wider and more effective partnerships could help with that too.

There is significant hidden value in family outcomes, a real growth opportunity

If the whole value of the change is counted and attribution to others taken out of the calculation, the families' outcome value goes up from £23K to £100K giving a ratio of 7 to 1. It seems if the programme could target families more, it could make a more significant impact.

MEAL already has relationships with families because it delivers so locally. The programme could feature family learning days or include families in individual learning plans to increase MEAL's level of influence. With the high level of response from families to our analysis (with seven out of nine returning questionnaires), MEAL could be reasonably confident that a stronger role would be welcome.

However it is also worth noting that we may have overvalued family outcomes. If we just value family relationships using the family therapy proxy of £333, the value of this outcome goes down from £23K to just £1.5K. In the model as it stands, this only reduces the overall ratio to 3.6 to 1 as most of the value in the current model comes

from participants, but it would also limit our scope for growth to 3.8 to 1.

The ongoing investment in cultural heritage is essential to the success of the work-based learning programme

Partners ask MEAL if the programme needs to be held at the museum, or if it could be run more cheaply elsewhere, at a training centre or farm for example.

The story of change indicated that it was the combination of the heritage and cultural assets which made the programme successful – the land, the collections, the animals, the crafts and the sense of belonging and place. Holding the programme in the museum ‘leverages in’ an extra investment of £18K of museum assets and £3K of volunteering value, which are critical to success. This combination of community and cultural investment is key.

It is worth noting that if the funding alone is included in the calculation at £32K instead of £53K, the SROI shows a return of 7.1 to 1. In fact, it would not be unreasonable to include the museum and volunteering investments as sustainability *outcomes* generated by the funder’s investment (placing them on the other side of the ratio) which could be considered the *funder’s* return. In this case, we see a ratio of 7.7 to 1.

To ‘manage’ emotional investment and create happiness, we need to value them, moving towards co-production and accounts of well-being

It is a well known feature of performance management that what gets measured is what gets done; focusing on the wrong measures risks incentivising the wrong outcome. For example, simple output targets for programmes of this kind reward high numbers of people completing a course, when participants may as likely be leaving early to take a job as drop out.

SROI is sophisticated in measuring truly valuable outcomes and credible by not over-claiming. Nonetheless, current convention could address the behavioural issues of performance management more. The latest re-focusing of public services uses behavioural economics to understand the importance of participants and their wider networks in successful services. There is a risk within our SROI that although the story of change does focus on participants’ inputs, because they are not valued, less analytical time is spent on understanding them and less management time on developing them. Similarly, if the convention is not to value well-being as a standalone outcome, other more traditional outcomes such as progress towards work may take precedence. We would like to see more discussion on this area within the SROI community.

Full Report

Background

MEAL

The museum's cause states that:

'The Museum of East Anglian Life is a social enterprise sharing the compelling story of East Anglian lives through historic buildings, collections and landscape. We aim to enrich people's lives, encouraging enjoyment, learning and participation through our public programmes, training and volunteering schemes.'

The museum is a space for people to be active, learn new things, look at the world differently, make friends and give something back'.

It was originally a county council museum then an independent charity which was in decline for several years, though it had large numbers of participants attending events such as Stowmarket Day and the beer festival. MEAL is now a social enterprise, charitable organisation and accredited museumⁱ, exploring the possibilities that this structure presents.

The museum has a collection of 45,000 objects and 15 historic buildings. It runs formal learning programmes with schools, colleges, families and teachers, does outreach work and puts on temporary exhibitions and demonstrations. It has a strong volunteer base with up to 160 volunteers a year contributing 35,000 hours.

MEAL is part of the eastern region's Learning Links project, placing trainee teachers in services other than schools. It is a lead partner to Norwich Museum as part of the Eastern region hubⁱⁱ.

The enterprise team runs several businesses, including commercial flower growing. The team also run the work-based learning and supported volunteering programmes and work with Hollesley Bay prison re-settlement programme.

MEAL sees its core competencies as long-term engagement with communities and use of its assets: its collections, site and social networks; its expertise in 'East Anglian life'. It has a particular focus on social capital and well-being. It is working with the new economic foundation's (nef) well-being department on a project exploring the five ways to well-beingⁱⁱⁱ and looking at the gross happiness index^{iv} at different historic periods. In 2011 it is also launching 'the Happy Museum'.

Work-based learning programme

The Work-based learning (WBL) programme is a flagship programme for MEAL. It provides training and experience for 8 to 12 people on an eight week programme at the museum. Participants work towards accreditation under the Sector Skills Council for land-based industries, LANTRA. MEAL is developing a stronger museums focus too.

The programme works with long term unemployed people, some of whom have disabilities or mental health issues. It currently targets people aged 19 and over but expects in the future to target 'NEETs' (those not in education, employment or training) from 14-19 years. Over the three years to August 2010 it will have worked with just under 150 participants.

Funding from September 2007 to August 2010 has come from the LSC through Suffolk County Council's Neighbourhood Learning in Deprived Communities fund (NLDC^V). It was hoped that the SROI would help secure ongoing funding.

The programme has had qualitative success, and staff members are able to tell personal stories of people going on to jobs and better lives. This analysis intended to demonstrate success through more rigorous evidence and ensure the project is costed appropriately in its next phase.

The course objectives are for participants to:

- Gain experience of working in a dynamic and exciting environment
- Gain practical experience in horticulture, land based operations, building and traditional crafts
- Develop an understanding of local culture and heritage
- Build confidence and communication skills
- Gain experience of working as part of a team



Work-based learners build a fence next to the stables



Volunteer Darren Dordoy works on the museum's collections. Darren is now a paid member of staff, a Senior Museum Assistant.

Stage 1 Scope

SROI analyses can evaluate past projects or plan new ones. This analysis is evaluative, although it will also inform future programmes. The first step is to be clear about scope and agree stakeholders.

The brief

Tony Butler, the museum's director, chose to commission an SROI analysis because he believes

“SROI is a complex and revealing methodology which avoids the imprecision of qualitative and blandness of quantitative evaluation”.

Strategically, MEAL hoped the SROI would help raise the profile of social enterprise and impact within the museum sector. More practically, the team also needed to pitch and price services appropriately.

The analysis is for a year of the programme, from 2009 to 2010, including four cohorts of 37 participants in total (from 47 starting the course).

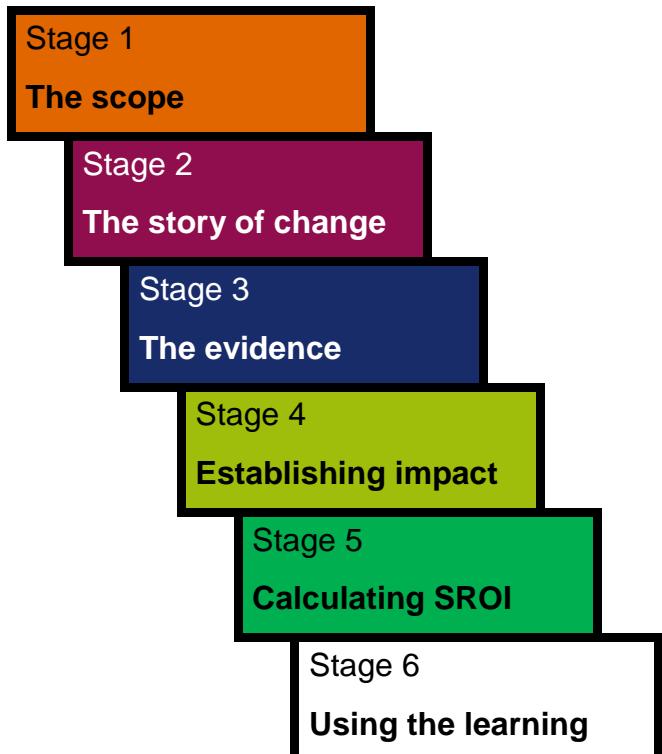
MEAL particularly wanted to explore any additional impact due to family groups attending together and environmental as well as social impacts. The team intended to identify indicator sets for ongoing use and explore the links with Generic Learning Outcomes (GLOs), Generic Social Outcomes (GSOs)^{vi} and the National Indicator Set (NIS)^{vii}.

Method

The analysis was completed by MB Associates working with one of the

Enterprise Managers, Katie Sargeant. Unusually for both a museum and an 'enterprise' role, Katie's background is in psychiatric nursing and her experience proved invaluable in working with participants' outcomes. Mandy Barnett led the analysis and was mentored by SROI trainers from the new economics foundation (nef).

There are six stages to SROI. As a new methodology, approaches are developing and in trying to communicate plainly, we have adapted the staging slightly.



Principles

The SROI principles are critical to its methodology. We also worked within the principles of MEAL.

SROI principles	MEAL principles
Involving stakeholders	Stewardship - We prize our distinctive and precious assets; our landscape, historic buildings and collections, people and livestock. We will care for and show them off to the standards they deserve.
Understanding what changes	Participation - We'd rather not do it on our own. We welcome all members of the community to get involved, be active and exchange knowledge.
Valuing the things that matter	Social enterprise - We want to be a resilient organisation. We'll be opportunistic and creative in using our unique assets and surroundings to help people fulfil their ambitions.
Only including what is material	Mindfulness - We encourage curiosity and consideration. Our work should inspire and entertain, be playful and thoughtful and help people take more notice about the world around them.
Not over-claiming	
Being transparent	
Verifying the result	

Stakeholders and engagement

We identify stakeholders that are ‘material’ to the analysis, beyond the immediate beneficiaries. Material stakeholders will be included in the calculations.

Clearly participants are the main focus of the programme and their families benefit just from seeing them supported. But we expected that families might see improvements in their own lives too, as many of the participants were heavily dependent and some almost housebound.

Because the programme is fundamentally about helping participants be work ready, we expected savings for the state in terms of welfare.

Bev's experience demonstrates the knock on effects on her family, on the state and into the future. Bev was referred by the Job Centre after 25 years bringing up her children. She embarked on the programme, then brought her son to participate too. She's now moved on to an apprenticeship and has been employed for six months.

We also thought that practitioners would benefit, either professionally or personally. We consulted with external delivery staff,

but in the end excluded them from the analysis because we had almost no response. We spoke to partner agencies who were very positive, but as a small group we combined them with the state. Finally we included museum staff and volunteers.

This resulted in a list of four material stakeholders, whom we worked with initially in focus groups to agree the story of change, then as sample groups to gather evidence.

We later identified that participants would benefit differently by sub-groups, for example those who were already volunteering at MEAL and those referred by Mencap. Future programmes could address these groups differently. This analysis includes them all.

Though we address our funders in our recommendations, they are not material in the analysis.

Through the scoping we identified these stakeholders and expected outcomes:

Stakeholders	Expected outcomes
Participants	Course objectives are to provide work experience; practical skills; better communication and team working skills and an understanding of local heritage
Significant family (including ‘family’ of those in residential homes or hostels)	Respite and improved family life
State and community , including partner agencies	Welfare payment savings and professional or personal development
Museum staff and volunteers , delivery staff were excluded from this group	Professional development (experience, earning capacity, job satisfaction, new contacts) and/or Personal development (learning about other people, challenging stereotypes)

Stage 2 Story of change

A principle of SROI is that it involves stakeholders to help us understand what we invest, what we do and the difference it makes – the ‘story of change’.

What the programme invests (inputs)

Our consultations uncovered two unexpectedly strong issues related to what we invest.

The first was the significance of the collection, practical heritage skills, and outdoor space to participants who described again and again how the hands-on experience was critical to their success.

“where else could you work on a steam engine and build a kiln?”

This meant we needed to include not just the programme budget but a significant allocation of the museum overheads to the analysis. The figures are shown in the calculations below.

Secondly, we learnt what a huge emotional investment it takes from participants and families to overcome barriers to take part.

Karen for example, told us she had been spending her days in her room, crying all the time. Her mother was protective of her, as her learning disability meant she’d been bullied at school, and later at college too. In allowing Karen to come to MEAL, she had to put her faith in both MEAL and Karen to break that cycle.

In other fields, it is recognised that success comes from the actions of both the service and the service user^{viii} but in keeping with SROI convention, we did not put a value on participant inputs. As we know that what gets measured is what gets done, we think there is scope for further discussion in how to recognise participant inputs in SROI.

Finally, we included a value for MEAL volunteers^{ix}, but we did not quantify partners’ inputs in the analysis because we wanted to show more cleanly the investment that MEAL makes. Instead we accounted for their contribution by attributing part of the outcomes to them.

The programme inputs are these:

Stakeholder	Inputs
Participants	Time + emotional engagement
Significant family	Time + emotional and practical support
State and community	Time + practical support of partners
Museum staff and volunteers	Budget + value of volunteering + allocation of staff costs + allocation of museum costs

What the programme does (activities and outputs)

The WBL programme receives referrals^x of people who are long term unemployed and typically have not seen any improvements through other interventions. Many have mental health or learning difficulties.

Participants are roughly typical of the local demography, although this is not monitored as the course deliberately takes all comers, and seeks not to 'define' participants.

The programme is for eight weeks, four days per week, six hours per day. In our year of analysis, forty-seven started the course and thirty-seven either completed the course or left for jobs. Twenty three went straight on to volunteering or training and three to paid employment.

The programme gives learners the opportunity to gain valuable work experience and to learn skills in animal welfare, grounds maintenance, buildings maintenance and traditional crafts such as

hurdle making, printing and milling. Course participants gain knowledge about how a museum works and why our history and culture is important to preserve. In addition to these core elements, learners can also gain first aid and fire marshall qualifications and a minimum of three nationally accredited skills qualifications. These courses are delivered by LANTRA Accredited trainer or through links with partnership organisations.

Each participant has a personal development plan and weekly supervision. Team building is an explicit part of the programme, and volunteers buddy participants as well as teaching them practical skills. The programme manager says:

"the programme's great because it's varied and long enough to make real relationships"



Learners help to construct an outdoor bread oven

The difference it makes (outcomes)

The outcomes from the programme fall into two groups, those that are dependent on improvements for participants, and those that relate to practitioners.

Participants

Participants were extremely positive about the programme. Luke's story illustrates it well.

Luke is 32. Three years ago he was sleeping rough. MEAL put him in contact with a housing charity which gave him accommodation and support. He then enrolled with a GP and started treatment for depression. MEAL invited Luke onto the programme, which he completed with 5 accredited qualifications.

A year on Luke is responsible for maintaining specific areas of the site as a volunteer and he's back in touch with his family. He is passionate about MEAL and is valued highly by the team too. Luke plans to move on to a job and hopes first to gain an apprenticeship through the new Skills for the Future programme at MEAL and Gressenhall Farm and Workhouse.

The outcomes they described boiled down to:

- progression towards the world of work – including gaining experience and skills or being more 'work ready' by participating in training or volunteering
- more confidence and hope for the future – including gaining wider life skills, a positive outlook and making plans
- improved relationships with other participants, the programme manager, volunteers and staff and at home

This is backed up by partner agencies too:

"we see the difference in the person - much more work ready, bags more confidence, have made friends"

A fourth outcome was the participants' description of how happy the programme had made them. In Karen's words,

"I'm happy, happy, happy, happy, happy!"

and Luke claimed he could not be happier too. This seems to be a distinct outcome, linked to the land, the collections, the animals, the crafts the sense of belonging and the place.

Following discussions within the SROI network we have not put a value to this outcome though the same issue arises as we describe regarding investments above; what gets measured is what gets done. In other fields happiness or well-being is being measured. For example the National Accounts of Well-being^{xi} count 'positive feelings' and 'absence of negative feelings'. The Coalition Government also plans to measure happiness and MEAL itself is active in this area. We would like to see more discussion about valuing well-being within SROI.

Families

Family outcomes are closely linked to those of participants.

"Having my son out of the house and doing something he enjoys has made a bid difference to the house and the time I've got"

Families described improved relationships and a happier household. Some also reported being happier in themselves.

State and community

We would expect the programme to generate welfare savings for the state, following on from participants' movement towards work.

Later in the analysis we found that state outcomes were slightly reduced by our participants getting jobs that may have gone to others, so 'displacing' some of the benefit. We explored at this point an additional outcome related to equality of opportunity for all, but excluded it from the final analysis as we felt it was beyond the scope of the programme. It may be worth further research when benefit cuts start to bite.

Our partner consultation also revealed a small but important affect on the effectiveness and efficiency of service delivery. Liaison with MEAL helps them to find successful placements and report more easily to their funders.

"[The programme] solved an awful lot of problems of trying to find placements for people to develop their skills, it's been amazing"

"we have to 'progress' people and this meets the targets"

Museum staff and volunteers

Our consultation indicated increased confidence in dealing with disadvantaged people, but when we went on to measure the outcome, we found staff evenly split in judging the experience positive or negative. We therefore excluded personal/professional development from the analysis, though it remains an important management issue.

In our final consultation with local stakeholders we came back to an issue that had been considered early in the project - the contribution of participants as ongoing volunteers to MEAL. In fact this affect was stronger than we expected and could even affect MEAL's sustainability. Though we didn't have the data to do justice to this outcome here, future data collection should explore the issue to see if it has significant affect on the social return.

The first five outcomes below are strongly related, arising directly from improvements for participants. The subsequent two 'practitioner' outcomes are more independent.

The outcomes that we agreed with stakeholders are:

Stakeholders	Outcomes
Participants	Progression towards the world of work Increased confidence and hope for the future Development of positive relationships
Significant family	Better family or community life
State and community	Welfare payment savings More effective and efficient local service delivery
Museum staff and volunteers	More confidence dealing with disadvantaged people

In completing the story of change we have better understood what the programme invests and the difference it makes. But It leaves us as well with a fundamental question for both MEAL and the SROI community:

If we want to ‘manage’ emotional investment and create happiness or well-being, how do we value them first?

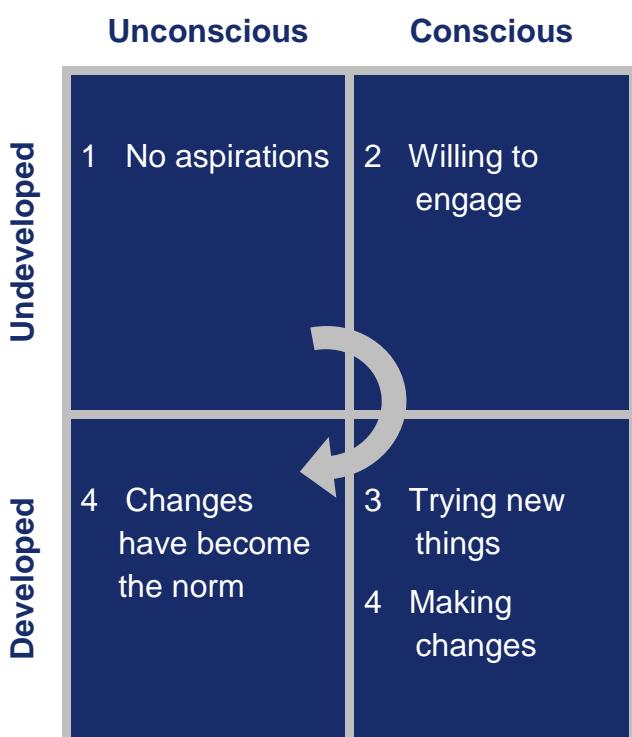
Stage 3 Evidence

Having refined the list of outcomes we move from focus groups to sample groups, to understand how much, if anything, changed for each stakeholder group. We start by agreeing how we know things have changed.

How we know things have changed (indicators)

For long-term unemployed participants progress may be in small steps and we needed to establish a scale of 'distance travelled'. Following our conversations with participants, we pieced together a model based on the Four Stages of Learning^{xii} in which the learner moves from an 'unconscious undeveloped' state to a final state of 'unconscious development' when changes have become the norm.

This model recognises that most of our participants started from a position (1) where they had little real desire to change, but had been referred to the course.



Each stage equates to particular indicators for each outcome^{xiii}, some universally accepted, some derived from our discussions with partners.

For example Amjed described being a team leader where before he had not left his home, an indicator that he was at level 4 in increasing confidence and hope for the future. Janet – Calvin's care worker - described him cooking for the household, where before he had not even spoken to them, indicating level 3 in terms of developing relationships.

"He was very withdrawn when he first came. He's now cooking on a Friday cook day, before he wouldn't even think about it, just done a pot noodle for himself"

The results of our data gathering are shown below, but the process also helped to show that participants' progress is not even but has significant steps. For example when they begin to care about their future participants are more active in taking up services and support before they begin to give more back – more visits to the GP, more training days and so on.

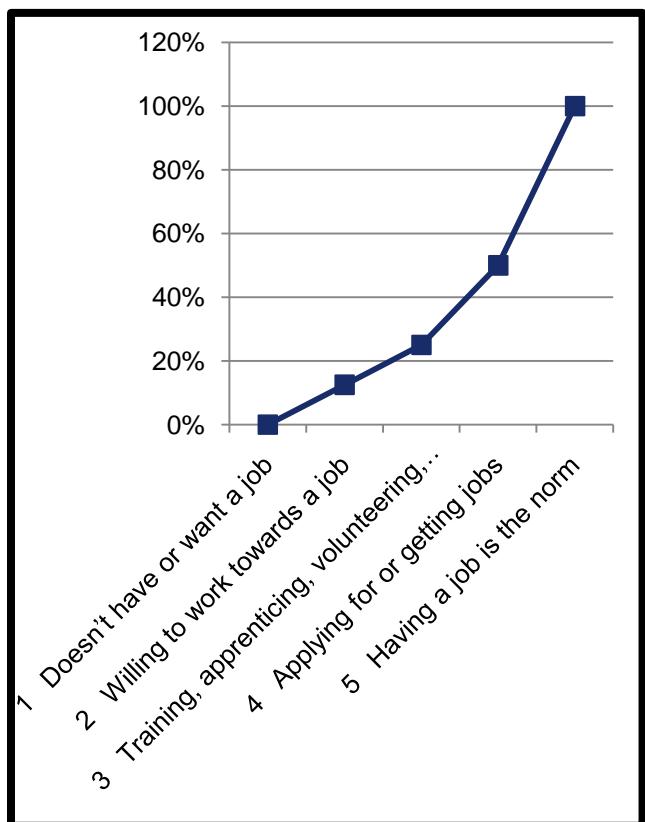
Luke was initially homeless and disengaged from society. After engaging with MEAL, he took up the offer of a housing support worker and signed on at the GP for help with his depression.

On the other hand, whilst all steps have value the most significant part of progressing towards employment is getting a job. Amjed's story is a particularly successful example:

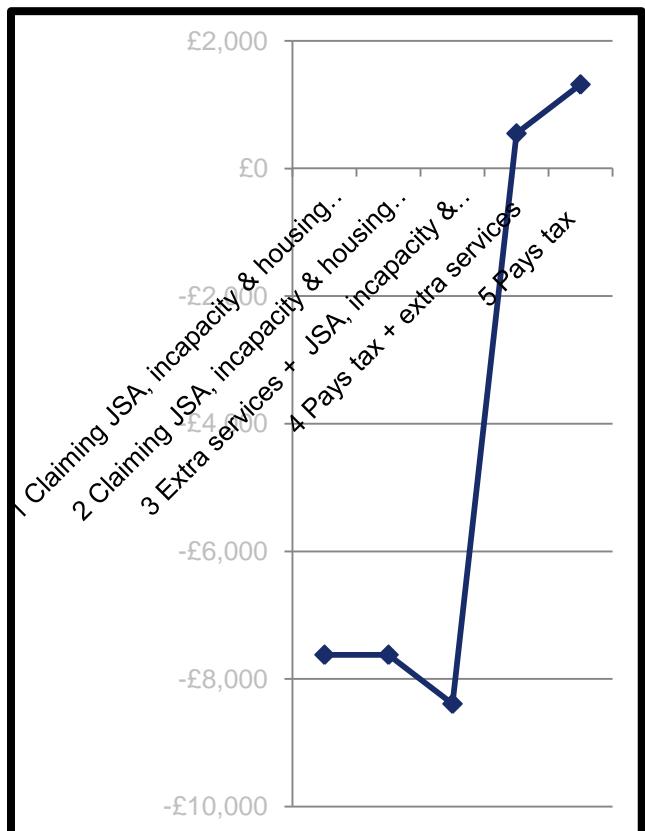


This means for some outcomes we cannot use the average movement as it will have different value depending upon where on the 'ladder' it falls. It also highlights the risk of participants becoming 'stuck' at key points, limiting the benefits to both themselves and the state. We have shown this graphically as outcome 'curves' and we judge that two outcomes have uneven curves: progression towards work where the final step is the most significant, and welfare payment savings where there is a negative impact before things improve.

% of value participants experience in progressing towards work



State's welfare payments/savings



In addition we learnt about the limitations of public consultations. The enterprise manager felt the first feedback from museum staff and volunteers was not an

accurate reflection as she knew the staff well. Subsequent one to one sessions gained different answers to the questions.

Our final indicators and data sources:

Stakeholder and method	Outcome	Indicators and data sources
Participants Interviews in person	Progression towards the world of work	Self assessment on ladder of progression plus objective measure of attendance, work produced, accreditations, CVs, applications, job interviews, job offers, jobs taken
	Increased confidence and hope for the future	Self assessment plus assessments, care and other plans, new/varied activities undertaken, reviews, work/other contracts and role descriptions
	Development of positive relationships	Self plus evidence of working in teams, other people ready to engage with participant, new relationships with services
Significant family Written questionnaire	Better family life	Self assessment on a scale
State and community Interviewed by phone	Welfare payment savings	Take up of benefits or extra services or payment of taxes
	More effective and efficient local service delivery	Self assessment on a scale using verbal prompts such as 'easier to find placement' or 'simpler reporting'
Museum staff and volunteers Workshop, followed up by interviews	More confidence dealing with disadvantaged people	Self assessment plus observation of managers.

Results

We asked our participants to judge where they had started and where they finished on the scale we had established and checked this against objective evidence.

We collated our responses, then applied two different methods to quantify the results.

- The first adjusts the number of results and then multiplies that by the value of a 'whole' outcome.
- The second adjusts the value of the outcome and then multiplies that by the whole cohort.

We used the second method to ensure we capture the irregular value of the two outcomes that show uneven curves.

The first method generates 'full outcome equivalents' where ten people benefiting from on average of half an outcome each, is five full outcome equivalents.

The participants' results reflect the primary purpose of the programme, with the strongest results being progression towards work, the second being increased

confidence and the third better relationships (38%, 35% and 30% movement.)

We saw different results for certain sub-groups, especially those referred by Mencap and those already volunteering. Different treatment of these subgroups seems useful, and MEAL's future plans are already adapted to target those who are more responsive to the programme.

Some participants, Karen and Luke for example, showed tremendous improvements and lives that were turned around. Others such as Calvin, showed what look like small changes to an outsider but are very significant to him and his residential family. A third type, including Claire, who suffers from severe autism, enjoyed the programme but saw no quantifiable change afterwards.

The results not only quantify value, but also provide valuable information about targeting.

The results are shown in the table below:

Stakeholder	Outcome	Data
Participants	Progression towards the world of work	<p>The average increase in value by progressing towards the world of work was £3.5K out of a total possible improvement of £8.3K and 37 are affected.</p> <p>(This equated to an average distance travelled of 38%, which is useful to compare with the other participant outcomes)</p> <p>The change was the least for the Mencap sub-group at half the average, and most for the group already volunteering at 75%</p> <p>9 out of 10 participants experienced progress. 26 out of 37 (70%) progressed into training, volunteering or work.</p>

	Increased confidence and hope for the future	The average distance travelled was 35% and 37 are affected, making 13 full outcome equivalents. 7 out of 10 participants experienced increased hope and confidence. The change was experienced by all the Mencap and previously volunteering people but only by 40% of other participants.
	Development of positive relationships	The average distance travelled was 30% and 37 are affected, making 11 full outcome equivalents. Half the participants experienced better relationships including all the Mencap participants but none of the volunteers.
Significant family	Better family life	The average improvement was judged to be 54% of a maximum score. 48 are affected, making 26 full outcome equivalents. 5 out of 7 parents felt relationships in the household had improved.
State and community	Welfare payment savings	The average value of welfare payment savings was just under £3K, out of a possible total of £9K using the participants data for progressing towards work and increasing confidence. 37 are affected. Around three of those had a negative affect (ie cost the state more) but these were outweighed by the few who generated savings of up to £8K.
	More effective and efficient local service delivery	Two partners scored this 4 out of 4, and one 3 out of 4. A minimum of 4 are affected, making 4 full outcome equivalents.
Museum staff and volunteers	More confidence	The average improvement was 40%. 10 people are affected, making 4 full outcome equivalents. All staff and volunteers improved their confidence in dealing with disadvantaged people but two remained less than confident. Two also felt it was not a beneficial experience, (not the same two) three believed it was fairly beneficial and only one rated the experience approaching excellent. On average, the experience was neither positive nor negative, ie nil effect, so we removed the outcome 'personal or professional development' from the analysis.

Our conclusion from gathering evidence is that the key issue for the service is the risk of participants getting ‘stuck’ in their progress. At the same time, partner agencies are extremely enthusiastic about liaising, which presents a great opportunity. Museum staff and volunteers experience is ambivalent, and so our key learning is that we need:

joint local approaches to progression, improving participants outcomes and practitioners’ job satisfaction.

Stage 4 Establishing impact

Some of these changes might have happened anyway (deadweight) and some will be due in part to others (attribution). We might even have passed the problem on to someone else (displacement). We adjust our results accordingly. We then put a value on the outcomes and see how long they last.

What the programme can't take credit for (deadweight and attribution)

Because we held one to one interviews with participants and spoke informally to families we have good information about who was responsible for what, and most of our discounting is accounted for as attribution rather than deadweight.

Our **participants** are long term unemployed people who are typically referred to us as a last resort and we have a good knowledge of their history. Consequently we judge that they would not have seen measurable change in their lives without this programme, although we include a small figure (5%) to be cautious.

However other agencies and families do contribute to the outcomes.

For example Amjed told us valued the Community Mental Health Trust highly, as well as MEAL. It had initially referred him, then after the programme he asked CMHT if he could start a group at MEAL. He led the group in a voluntary role, and in the end was offered a support worker job.

In interviews participants attributed two thirds of their success in progressing towards work to MEAL, around half of their improved confidence and a little less of their relationship improvements^{xiv}. Again, this reflects the primary purpose of the programme.

For instance for Luke the housing support worker plays a major part, his GP a lesser part and his family an increasing role.

It also demonstrates that the programme seems to trigger an upward spiral and is a catalyst for other positive influences.

Families may well have seen improvements to family life without the programme because they are subject to wider influences. We attributed MEAL's impact in the proportion that participants ascribe for improved relationships.

State and community welfare savings are a direct result of participants' outcomes. In attributing affect, we averaged participants' work and confidence results as we felt this outcome would be a result of both improved work and life opportunities.

We asked partners to attribute MEAL's contribution to more efficient and effective local services. They said it was all down to MEAL.

We estimated that a small proportion of **museum staff and volunteers** could increase their confidence in dealing with disadvantaged people through other walks of life, but that MEAL was entirely responsible for the effect described by them at this point in time.

The proportion we take off for deadweight and attribution is below. Please note that the SROI convention is to show deadweight and displacement as percentages to be taken off, but attribution as the percentage to be claimed. Our impact map shows all of these as percentages to be taken off as we believe this is clearer.

	Outcome	Less deadweight of:	Less attribution to others of:
Participants	Progression towards the world of work	5%	34%
	Increased confidence and hope for the future	5%	44%
	Development of positive relationships	5%	58%
Significant family (including 'family' of those in residential homes or hostels)	Better family life	25%	58%
State and community	Welfare payment savings	5%	39%
	More effective and efficient local service delivery	0%	0%
Museum staff and volunteers	Confidence in dealing with disadvantaged people	25%	0%

Did we transfer the problem? (displacement)

In some instances, a positive outcome for us might mean a negative effect on someone else or simply that the problem was no longer on our patch. We need to check for and take off the proportion that was displaced.

It is clear that increased confidence (for participants and staff), better relationships and family life, and more efficient local services are all benefits that have no displacement or other negative impact, in fact quite the opposite.

The only outcome where displacement might be seen is that our participants may take jobs in place of others. We judge this displacement effect to be irrelevant to participants, but relevant to state and community and we have discounted 8%, which is the proportion of participants from our cohort who got a job.

However this gave us considerable pause for thought. Without a counter-argument, it looks as though there is no benefit to the state in supporting our participants to achieve the ultimate outcome, to get jobs. At this point we explored another outcome for the state in promoting a more equal society. This highly philosophical issue opens a can of worms in valuation terms and we thought it beyond the scope of the project. But may be worth re-visiting in the current political climate around 'fairness' and with welfare cuts yet to bite.

The proportion we take off for displacement of each outcome is:

Stakeholder	Outcome	
Participants	Progression towards the world of work	0%
	Increased confidence and hope for the future	0%
	Development of positive relationships	0%
Significant family	Better family life	0%
State and community	Welfare payment savings	8%
	More effective and efficient local service delivery	0%
Museum staff and volunteers	Confidence in dealing with disadvantaged people	0%

Results less the things the programme can't take credit for (impact)

The elements above that are reducing the impact we can claim for MEAL – what would have happened anyway; what happened because of someone else; any transferral of the problem – we take off the results we previously established.

The results show one strong area of potential, the impact on families. This outcome is heavily discounted because nearly two thirds of the effect is attributed to others. Nonetheless, the MEAL programme

was clearly a trigger for these improvements and more conscious targeting of families could have a significant multiplier effect on the results.

Stakeholders	Outcome	Result in full outcome equivalents (or full cohort)	Our impact – result adjusted for deadweight, attribution and displacement
Participants	Progression towards the world of work	Full cohort of 37. Part outcomes are reflected in the value figure, instead of a full outcome equivalent	23
	Increased confidence and hope for the future	13	7
	Development of positive relationships	11	4
Significant family	Better family life	26	4
State and community	Welfare payment savings	Full cohort of 37. Part outcomes are reflected in the value figure, instead of a full outcome equivalent	18
	More effective and efficient local service delivery	4	4
Museum staff and volunteers	Confidence in dealing with disadvantaged people	4	3

Putting a value on the results (financial proxies)

A principle of SROI is to value the things that matter. Because SROI captures social and environmental, as well as economic benefit – things that have no *price* as such - we use proxies to represent the *value* created. This enables us to quantify the results meaningfully and gives us a common unit of measurement to compare the return with the investment.

For **participants** calculating a benefit from progressing towards work was straightforward and broadly economic, namely the difference between earning a minimum wage salary and receiving Job Seekers Allowance (JSA). Other social and personal benefits are captured in the other outcomes.

In order to reflect the ‘outcome curve’ identified above, we took the average increase in value rather than the average movement along the ladder, capturing the different values at different stages.

For confidence and hope for the future, we looked at both the value the NHS places on Cognitive Behavioural Therapy (CBT) and that which individuals place on life coaching, both of which could create similar outcomes. We selected CBT as being the closest to our participants’ experience. Although this was the best proxy we found, we think it is limited because it focuses on inputs rather than outcomes, it tends, therefore, to underclaim.

We also included a value for work experience as the confidence that participants described was as much about their working as personal lives.

The final participant value reflected improved adult relationships socially, with family and with work colleagues. We wanted to reflect all three, but assumed that the value of work relationships had already been captured in progressing to work.

To value social relations we took the average family spend on a social life and divided it by the average family size.

To value family relations we took a typical (Suffolk) spend on relationship counselling from the national charity Relate.

In valuing the **family’s** relationship however, we wanted to recognise the higher value that a parent places on their relationship than a son or daughter might. We therefore moderated the above figure with research which shows the cost of child rearing each year. We used a half of this figure, as most of our participants are adults.

We multiplied this by average family size minus one (the participant already accounted for) that is 1.3.

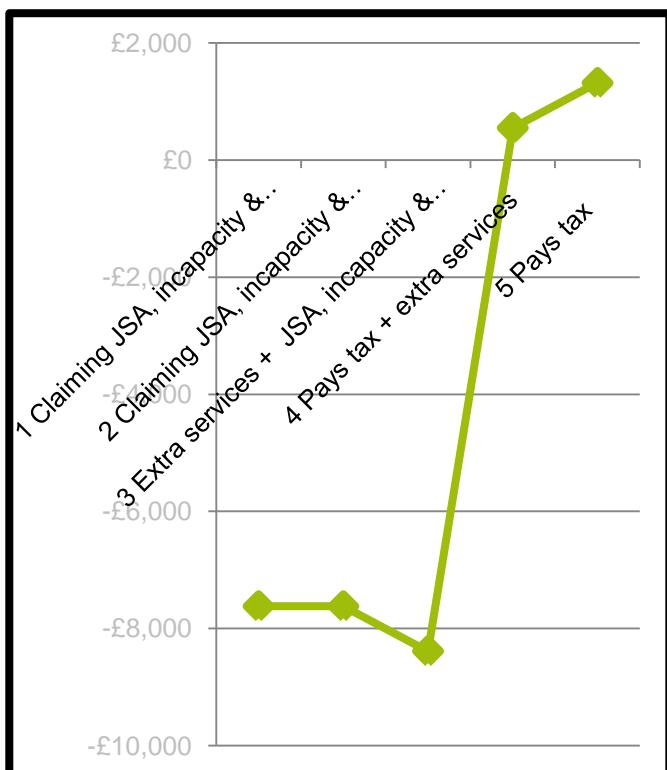
In valuing the **state and community** outcome of welfare payment savings we again needed to reflect the ‘outcome curve’ and so used the average increase or decrease in cost to the state.

We used participant results from both the work and confidence outcomes to inform this, as both will affect their take up or otherwise of services.

We identified these values at different stages:

1	Claiming JSA, incapacity and housing benefit	-£7,604
2	Claiming JSA, incapacity and housing benefit	-£7,604
3	Claiming JSA, incapacity and housing benefit + Extra take up of services	-£8,372
4	Extra take up of services + Making tax contribution	£549
5	Making tax contribution	£1,317
Total possible value		£8,920

The average movement therefore takes into account positive and negative values, with in some instances a move to a more negative outcome:



In valuing more effective and efficient local service delivery we have used figures for membership of a networking organisation plus a typical saving of two hours of admin per participant – the input identified in our workshop with partners. We then multiplied by four organisations who are regular partners of MEAL.

We valued the impact on **museum staff and volunteers** as the cost of attending a diversity awareness one day course – a real outcome of this work.

Our proxy values are these:

Stakeholder	Outcome	Proxy value for a full outcome
Participants	Progression towards the world of work	Increased yearly income due to having a job over benefits at £8,340
	Increased confidence and hope for the future	Value of CBT counselling at £649 for a course, plus the value of work experience at £1,139
	Development of positive relationships	Cost of a social life at £1,458 plus the cost of family counselling at £333
Significant family	Better family life	The cost of family counselling at £333 plus a proportion of the cost of bringing up a child at £4,805
State and community	Welfare payment savings	Tax income and reduced benefit and service take up at £8,920
	More effective and efficient local service delivery	Local network membership at £25 plus admin savings of £110
Museum staff and volunteers	Confidence in dealing with disadvantaged people	Cost of diversity awareness training at £85

By looking at both the numbers of people influenced and the value of the outcome we can see the biggest growth opportunity comes from families. Presently, our claim related to them is considerably limited by deadweight and attribution because they are not closely linked to the museum. Explicit targeting could be a real opportunity.

**There is significant
hidden value in family
outcomes, a real growth
opportunity**

How long the changes last (duration and drop-off)

Because SROI measures knock on affects, it includes long term as well as immediate value. So we need to know how long the changes last, and how long MEAL's influence lasts. We translate this into 'drop off' of the affect in each year.

In essence, we established that the outcomes related to participants were long term. On the whole they are part of a virtuous circle that is more likely to grow than to drop off.

The other side of that coin is that the influence of MEAL diminishes fairly quickly as other factors soon take over. MEAL sees this as one of the strengths of the course in avoiding dependency and encouraging the 'embedding' of outcomes; the final stage on our ladder of progression where the new status (having a job, being confident, having good relationships) becomes the norm.

For example, Tim had attended several initiatives through the Job Centre before he came on the programme. His own objective was to find himself accommodation at the caravan park at Lowestoft. Through the course, he got a job there as a cleaner and secured his place to live. He's self sufficient now, visiting the museum only to share his good news.

As we have been conservative in our estimation of how long MEAL's influence lasts, certainty about the duration of the outcome itself is less material – the value tails off anyway.

Practitioner outcomes however, are less durable and there is a management opportunity here both with partners and staff and volunteers. Partners are extremely enthusiastic about the value of the increased efficiency and effectiveness that MEAL brings, but they are a small group. Staff and volunteers, are more mixed. By working more together and with a wider network, MEAL can drive forward efficiency and effectiveness amid budget cuts and increase job satisfaction.

We have accounted for the duration of outcomes like so:

	Outcome	Outcome drop-off	Attribution drop-off
Participants	Progression towards the world of work	Outcome likely to grow instead of drop off	MEAL's influence tails off soon as other positive influences take over, so drop off is estimated to be 80%
	Increased confidence and hope for the future	Outcome likely to grow instead of drop off	MEAL's influence tails off soon as other positive influences take over, so drop off is estimated to be 80%
	Development of positive relationships	Outcome likely to grow instead of drop off	MEAL's influence tails off more slowly as relationships are linked to the place, so drop off is estimated at 50%
Significant family	Better family life	Outcome likely to grow instead of drop off	MEAL's influence will match that of participants' development of relationships, at 50%
State and community	Welfare payment savings	Outcome likely to grow instead of drop off	MEAL's influence will match that of participants progressing towards work and increasing confidence at 80%
	More effective and efficient local service delivery	This outcome is unlikely to last long in the current context so we estimate 1 year	MEAL's drop off is immaterial
Museum staff and volunteers	Confidence in dealing with disadvantaged people	This outcome is unlikely to last long in the current context so we estimate 1 year	MEAL's drop off is immaterial

Stage 5 Calculating SROI

We insert our input or investment value. To calculate immediate return we multiply the impact (results less what we can't take credit for) by the financial proxy. We project the value into the future, using what we know about duration. The totals are discounted to present value, recognising that money in the future is worth less than money today.

The value of the investment (Inputs)

Because the museum itself is so important to the story of change we allocated more of the museum overheads than the usual 5% of budget. Using visitor hours as a driver,

we allocated 5% of the *total* museum costs. This means an investment of £31K budget, £4K volunteering value and 18K of museum funding, making £53K in total.

Item	Amount
Budget - fees, accreditation, materials	£15,000
Project manager, at four days a week	£16,000
Volunteers' time	£3,787
Museum costs (using driver of visitor hours)	£18,272
Total social investment	£53,060

A purely financial investment would be:

Item	Amount
Budget - fees, accreditation, materials	£15,000
Project manager, at four days a week	£16,000
Museum costs (5% of programme budget)	£1,550
Total financial investment	£11

The investment of the museum's assets – its collections, spaces and skills, almost doubles the input into the programme. This means that commissioners of the work-based learning programme are seeing a significantly greater investment in participants than the budget suggests, but also that

**the ongoing investment
in cultural heritage is
essential to the success
of the work-based
learning programme**

Immediate value of the impact (year 1)

The highest figure is clearly generated by participants' progression towards work and the outcome is coupled closely with welfare payment savings. This might be expected from a work-based learning programme.

However having established earlier that there is significant hidden value in family

outcomes, we see that even without targeting families, a high value is returned.

The value of more efficient and effective local service delivery is low, and the effect on museum staff and volunteers is also small. But these remain important parts of the analysis as an opportunity for growth and an issue for management to address.

		Impact in full outcome equivalents	Financial proxy	Immediate value year 1
Participants	Progression towards the world of work (proxy adjusted instead of impact)	23 (not FOE)	£3,545 out of possible £8,340	£80,659
	Increased confidence and hope for the future		7	£1,788
	Development of positive relationships		4	£1,791
Significant family	Better family life	4	£5,138	£22,672
State and community	Welfare payment savings (proxy adjusted instead of impact)	18 (not FOE)	£2,930 out of a possible £8,921	£52,195
	More effective and efficient local service delivery		4	£135
Museum staff and volunteers	Confidence with disadvantaged people	3	£85	£258
Total				£175,549

Long term value of the impact (years 2-5)

Although we believe the participant related outcomes last a long time, MEAL's influence drops off sharply so the longer term value

that is attributed to MEAL is low, although the value for stakeholders is likely to grow.

		Outcome drop off	Attribution drop off	Value year 2	Value year 3	Value year 4	Value year 5
Participants	Progression towards the world of work	0%	80%				
				£16,132	£3,226	£645	£129
	Increased confidence and hope for the future	0%	80%				
				£2,361	£472	£94	£19
	Development of positive relationships	0%	50%				
				£3,678	£1,839	£919	£460
Significant family	Better family life	0%	50%				
				£11,336	£5,668	£2,834	£1,417
State and community	Welfare payment savings	0%	80%				
				£10,439	£2,088	£418	£84
	More effective and efficient local service delivery	100%	0%				
				£0	£0	£0	£0
Museum staff and volunteers	Confidence with disadvantaged people	100%	0%				
				£258	£258	£258	£258
Total				£44,226	£13,556	£5,170	£2,366

The Social Return On Investment

This means that for every £1 invested, MEAL can claim £4.3 of social value over five years.

	Immediate value year 1	Value year 2	Value year 3	Value year 4	Value year 5
Total	£175,439	£44,203	£13,551	£5,169	£2,366
Present value (3.5% discount)	£169,506	£41,264	£12,222	£4,504	£1,992
Total present value					£229,489
Total investment					£53,060
Social return^{xv}					4.3

Bearing in mind SROI principles not to over-claim and to ensure we include what is material, we need to test our thinking. We do this by ‘running’ the calculation using different assumptions (sensitivity analysis).

In the key recommendations on page 9 we explore decisions about the strategy of the programme. Here we test the calculations against delivery issues and for technical robustness.

The results are perhaps the most obvious starting point to test the model.

Given their history, expectations of participants’ progress might be low and a return that does better than break-even could be said to be worthwhile. All else being equal, the programme could work with as few as 6 participants (with corresponding family and state outcomes) and break-even. We explore in the recommendations the higher return we would gain by ensuring we move participants on to level four on our ladder of progression. Working with fewer

participants would clearly make this easier to achieve. For example, the same return would be achieved (4.3 to 1) by working with 22 participants (instead of 37) but ensuring the all move on to level 4. This would however influence the type of participants that the programme worked with.

Excepting our recommendation regarding families above, the only other elements that are likely to make much difference to the overall results are the other participant outcomes. If participants progress as much in confidence and relationships as they do towards work (ie moving 38%) it would make little difference to the ratio (4.4 instead of 4.3). Progressing towards work is clearly the area on which the programme should focus.

Calculating SROI

For many people the most challenging part of SROI methodology is the use of financial proxies, so it is useful to test those. The proxies we use are researched in detail but the most contentious might be claiming a value for participants work experience as well as counselling, and claiming a value for families related to bringing up a child. If we take out the first of these the ratio goes down little, to 4.2. If we take out the second, the ratio goes down to 3.6. So with a more cautious proxy this still shows a respectable return, but we think it significantly undervalues the importance parents especially place on family life.

The area where least external information was available to us was deadweight, though we countered that with good information on attribution. Taking the two issues together, we adjust our claims downwards by progression to work - 39%, confidence - 49%, relationships - 63%, family life - 83%, welfare savings - 44%, better local services - 0%, museum staff development - 25%. The last two might result in over-claiming,

but even if we attribute all these results elsewhere and claim no impact for MEAL, the ratio does not fall below 4.3 (the difference is taken up in rounding of the figures). We continue to include these stakeholders because although they don't make a material difference to the analysis, they are critical to the running of the programme and opportunities for growth.

We also might want to check we are not over-claiming the duration of the impact. If we see *no* benefit beyond the first year, the ratio goes down to 3.2 to 1. If we only see ongoing benefit related to the work and welfare outcomes, the ratio is 3.8. We are confident then, that the long-term benefit is something between the 3.2 and 4.3 return and most probably above 3.8.

In conclusion we believe our assumptions are cautious and if anything under-claim given the high drop-off and cautious attribution assumptions. The area that most affects the calculations is in the number of participants and their progress towards work where a balance needs to be struck.

Stage 6 Using the learning

The SROI process proved very helpful for MEAL, providing learning of a quality that other evaluation techniques would be unlikely to uncover. The key recommendations are included at page 9.

Although the political and funding landscape remains fluid, the review has supported MEAL in securing ongoing funds to run a reduced WBL programme, focusing on participants who can most quickly gain. It also informs the new Skills for the Future apprenticeship programme which MEAL will be delivering with Norfolk's Gressenhall Farm and Workshop over the next three years.

Areas for development

It proved too hard to get good information from a sample of our cohort. Instead we gathered information from a group who were still in touch from across the years (opportunity sampling) so we had enough information for an effective model. We also lacked effective information about the starting position (baseline data) which we asked participants to estimate, then checked with staff and families.

New approaches to collecting information will include both baselining and tracking data. For example, the YMCA – a key referral partner – routinely tracks participants for a year. Better local networks could agree to share this responsibility and information.

We noticed no difference for family groups attending together but do see a big growth opportunity related to families. A new focus for MEAL could have considerable impact here which we feature as a key recommendation.

We gained little systematic information about our environmental impact though we know anecdotally that the local nature of the project is significant. For example all participants live nearby so transport emissions are low; Bev and her son walk the four miles to and from MEAL daily. The benign environmental impact is an area we could explore more.

The GLOs and GSOs were a useful starting point but our final indicator set has more focus on life skills and a ladder of progression which we developed for the programme. We will need to see how this relates to Government business plans and new impact measures.

Reporting and verification

The results were reported to local stakeholders and funders in a seminar towards the end of the programme and their views were incorporated into the final report. The summary was also tested with the local partners who had participated in our workshop.

The report has been submitted for verification by the SROI Network.

Appendices

Appendix 1 - Process

SROI engages people with rigorous analysis to understand impact and knock on effect. There are six stages and 20 steps to our approach:

Stage 1 - the scope

- 1 The brief and the people affected (material stakeholders)

Stage 2 – the story of change

- 2 What the programme invests (inputs)
- 3 What the programme does (activities and outputs)
- 4 The difference we make (outcomes)

Stage 3 - the evidence

- 5 How we know things have changed (indicators)
- 6 Results (full outcome equivalents)

Stage 4 – establishing the impact

- 7 The proportion of the results that would have happened anyway (deadweight)
- 8 The proportion that happened because of what someone else did (attribution)
- 9 The proportion to discount because the problem has been transferred (displacement)
- 10 Results less these things the programme can't take credit for (impact)
- 11 Putting a value on the results (financial proxies)
- 12 How long the changes last (outcome drop-off)
- 13 How long the programme's impact lasts (attribution drop-off)

Stage 5 – calculating the return

- 14 The value of the investment (inputs)
- 15 The immediate value of the impact (year 1)
- 16 The long-term value of the impact (future years)
- 17 The return on investment (SROI ratio using present values of future returns)

Stage 6 – using what we've learnt

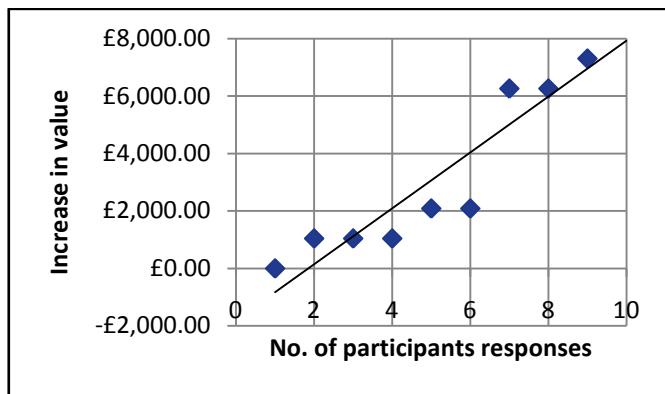
- 18 Verifying the results (assurance)
- 19 Reporting the results
- 20 Using the results to improve what MEAL does

Appendix 2 - Results

Participants

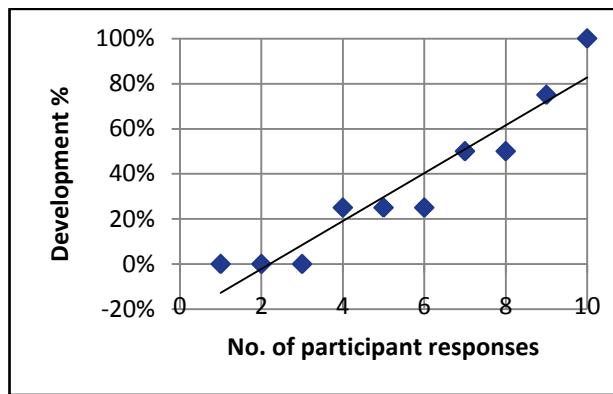
Progression towards the world of work

Average value: £3,540



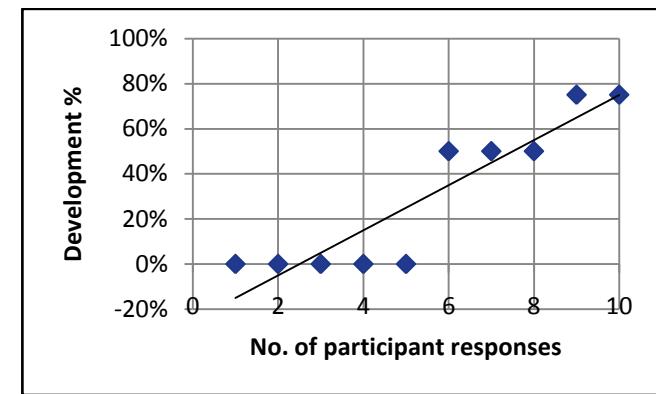
Development of confidence and hope for the future

Average development: 35%



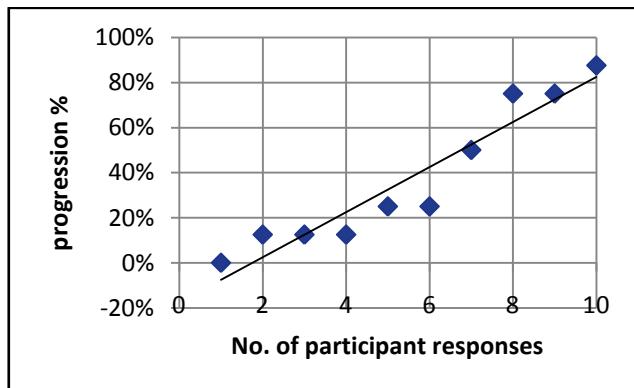
Development of positive relationships

Average development: 30%



Progression towards the world of work alternatively shown as:

Average progression: 38%

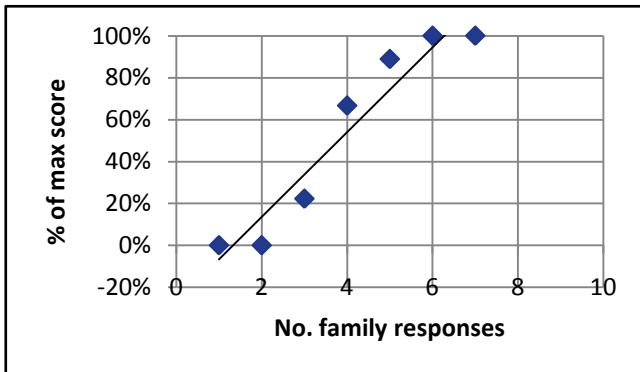


Appendices

Families

Better family life

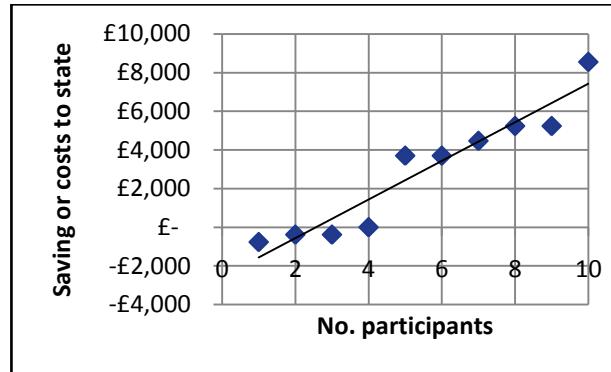
Average 'score': 54% of maximum



State and community

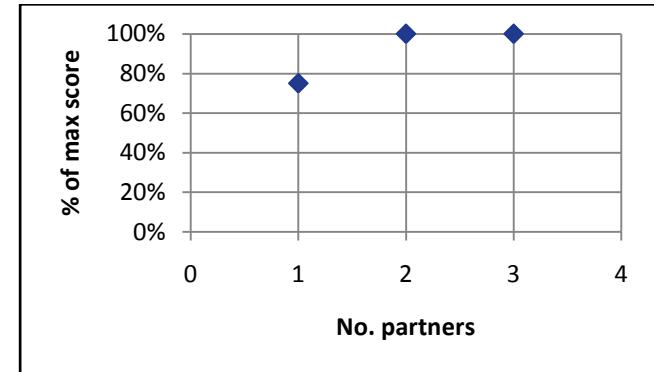
Welfare payment savings

Average saving: £2,936



More efficient and effective local services

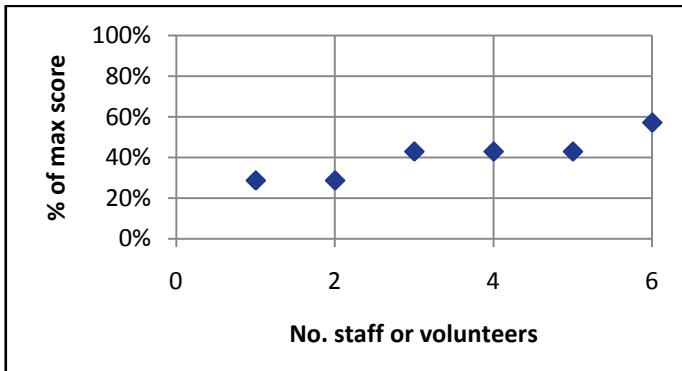
Average 'score': 92%



Museum staff and volunteers

More confidence in dealing with disadvantaged people

Average 'score': 40%



Appendices

Appendix 2 – Impact map

The people affected	Material stakeholders:	Participants			Significant 'family'	State and community		Museum staff & volunteers
What we invest:	Inputs	Time & engagement			Time & support	Time, budget, other support		Budget, staff, museum costs
What we do:	Activities and outputs	8 week training programme for long term unemployed people, many with mental health or learning difficulties.						
The difference we make:	Outcomes	Progression towards the world of work	Increased confidence and hope for the future	Development of positive relationships	Better family life	Welfare payment savings	More effective and efficient local service delivery	Confidence in dealing with disadvantaged people
How we know things have changed:	Indicators	Self assessment, attendance, accreditation applications etc	Self assessment , care plans, activities, reviews etc	Self assessment, teamwork, others prepared to engage etc	Self assessment	Participant outcomes	Self assessment	Self assessment and reports of others
Results:	Full outcome equivalents (different calculation for work & welfare)	37 affected	35% x 37 affected	30% x 37 affected	54% x 48 affected	37 affected	92% x 4 affected	40% x 10 affected
		37	13	11	26	37	4	4
% would have happened anyway:	Deadweight	5%	5%	5%	25%	5%	0%	25%
% due to someone else:	Attribution	34%	44%	58%	58%	39%	0%	0%
% of problem just transferred:	Displacement	0%	0%	0%	0%	8%	0%	0%
Results less what we can't take credit for:	Impact	23	7	4	4	18	4	3
Putting value on the results:	Financial proxy for a full outcome (different calculation for work & welfare)	Increased income from job over benefits – max £8,340 £3,545	Cost of CBT course + value of work experience £1,788	Cost of social life + cost of family counselling £1,791	Cost of family counselling + part cost of bringing up a child £5,138	Extra service take up (-ve) + welfare savings + tax contributions – max £8,938 £2,936	Local network membership + admin savings £135	Cost of training in diversity awareness £85
How long the changes and impact last:	Duration	Outcome grows, MEAL's influence drops off	Outcome grows, MEAL's influence drops off	Outcome grows, MEAL's influence drops off	Outcome grows, MEAL's influence as for participant	Outcome grows, MEAL's influence as for participant	Short lasting in current context, attribution drop off immaterial	Short lasting in current context, attribution drop off immaterial
	Outcome drop off	0%	0%	0%	0%	0%	100%	100%
	Attribution drop off	80%	80%	50%	50%	80%	0%	0%
Value of the investment:	Inputs:	-	-	-				£53,060
Immediate impact value:	Value year 1	£80,659	£11,806	£7,355	£22,672	£52,306	£494	£258
Longer term impact value:	Value year 2	£16,132	£2,361	£3,678	£11,336	£10,461	£0	£258
	Value year 3	£3,226	£472	£1,839	£5,668	£2,092	£0	£258
	Value year 4	£645	£94	£919	£2,834	£418	£0	£258
	Value year 5	£129	£19	£460	£1,417	£84	£0	£258
								£2,366

Notes

Background

- ⁱ The MLA's (Museum Libraries and Archives) accreditation scheme which sets nationally agreed standards for museums.
- ⁱⁱ The regional hubs are the structure for the national Renaissance in the Regions scheme for museums under the previous Government.
- ⁱⁱⁱ The five ways to well-being are defined as Connect, Be active, Take notice, Keep learning, Give.
- ^{iv} Gross national happiness was a term coined by the king of Bhutan in 1972. The ongoing concept is an attempt to define quality of life indicators beyond Gross Domestic Product (GDP).
- ^v NLDC is a national fund and programmes should widen participation and encourage progression, according to levels of prior achievement.

Stage 1 - Scope

- ^{vi} Generic Learning Outcomes (GLOs) and Generic Social Outcomes (GSOs) are specialist measures for the Museums, Libraries and Archives sector. They are grouped under these headings: Knowledge and Understanding, Skills, Attitudes and Values, Enjoyment, Inspiration, Creativity, Activity, Behaviour and Progression, Stronger and Safer Communities, Strengthening Public Life, Health and Well Being.
- ^{vii} The National Indicator Set is the 198 indicators by which local government was monitored by the previous Government.

Stakeholders

- Our initial long list of stakeholders agreed with the museum managers included stakeholders to be informed, but not material to the analysis:

Material stakeholders	To be informed
1 Participants from groups referred by agencies shown (participants involved in the analysis should be representative of the agencies from which they are referred).	Mencap Job Centre Plus Probation service GPs YMCA Community Mental Health team Verneuil Avenue residential home Pupil Referral Unit Referrals by Community Support Officers Self-referrals

2	Significant family	Previous funders/commissioners – LSC and Suffolk CC
3	Programme deliverers (staff, trainers and volunteers with direct involvement)	Future funders/commissioners Referral agency managers (see above) Policy makers Museum visitors Young NEETs who will be future participants
4	Staff and volunteers (indirect involvement)	
5	State and community	

- We checked these against records for referral and partner agencies.
- We asked participants in their interviews about who else is involved (attribution).
- We refined the list as we worked through the stages and learnt about both their experience of change and their level of interest, which we took as an indicator of their materiality.
- We subsequently excluded delivery staff from the analysis because we had almost no response to our consultation with them.
- We combined partners with the wider community and state because their impact results as a group are small.

Stage 2 – The story of change

What the programme invests

^{viii} Nef's 'Co-production' manifesto says 'professionals need clients as much as clients need professionals'. For example, teachers cannot teach without students learning.

- Establishing what MEAL invests began with a conventional allocation of overheads at 5% of the budget, but was adapted after participant feedback on the importance of the museum and collections. See below for figures.

^{ix} We put a financial value to the input of volunteers as recommended by Volunteering England: Volunteering value calculation:

		Rationale
Hourly rate	£7.89	Annual Survey of Hours and Earnings - East region Leisure And Other Personal Service Occupations gross median rate (Volunteering England guidance)
Volunteer hours	480	Given - provides informal training in heritage skills
Value of volunteers' time	£3,787	

Notes

- We excluded partner inputs, to show more cleanly the investment that MEAL makes. We account for their contribution by attributing part of the outcomes to them.

What the programme does

^xReferral agencies include Mencap, Job Centre Plus, Probation service, GPs, YMCA, Community Mental Health team, Verneuil Avenue residential home, Pupil Referral Unit, Referrals by Community Support Officers, Self-referrals. For the purposes of the analysis we have estimated four organisations referring (and therefore benefitting) in one year. This is a cautious estimate.

- Number of participants:

	Rationale
Number of participants signed up in the year of analysis	47
Number of participants completed or progressed (ie left for training or a job before completion)	37 To ensure we don't over claim we have excluded those who didn't complete the course, though there may be uncounted benefits resting with them

The difference we make

^{xi} The National Accounts of Well-being take into account personal and social well-being and well-being at work. They include a focus on emotional well-being, measured by positive feelings and absence of negative feelings.

- We consulted with our stakeholders in the following ways:

Stakeholder	Consultation method
Participants	To understand what changes for participants we held a focus group of seven at the museum. We created a list of possible outcomes generated from the GLOs and Connexions assessment tool, which captures more life skills. Using pictures to represent the outcomes, we asked participants to create collages and talk about which were important. We narrowed the list of outcomes to four, with considerable discussion about which were standalone outcomes and which were means to other ends. We finally rejected 'happiness' as an outcome, on the recommendation of the SROI network.
Significant family	We estimated the outcomes for families by consulting with a residential home partner agency who we knew would be happy to engage with us and had similar experiences to a natural family. We tested the outcomes later with ten families.

State and community	<p>We held a partners workshop to understand the impacts on the local community and the state, which we tested in a final presentation to a wider group of local stakeholders.</p>
Museum staff and volunteers	<p>We asked partner agencies what they invest in terms of time, financial and other resources as well as their outcomes which informed our financial proxies and attribution as well as the story of change.</p> <p>We sent an email questionnaire to contracted delivery staff to identify any additional affect on them but received very limited replies.</p> <p>We held a staff workshop to understand positive and negative impacts on staff and volunteers but we were not confident of the responses, so we repeated the consultation in one to one interviews.</p>

- Having consulted with all these stakeholders we made judgments using the expertise within our wider team to agree our final list of outcomes. The team included a management consultant specialising in targeted services, a psychiatric nurse, a heritage specialist, a social researcher and a psychologist.

Stage 3 – The evidence

Indicators

- We asked stakeholders for indicators of what would change as a result of these outcomes which helped us to devise the Four Stages of Learning model.

^{xii} The Four Stages of Learning model is sometimes called the conscious competence theory and was initially identified by Maslow in the 1940s. It describes how a person learns, progressing from 1. Unconscious Incompetence (you don't know that you don't know something), to 2. Conscious Incompetence (you are now aware that you are incompetent at something), to 3. Conscious Competence (you develop a skill in that area but have to think about it), to the final stage 4. Unconscious Competence (you are good at it and it now comes naturally).

^{xiii} Indicators for each outcome are as follows. Note the model has similarities with the outcome star which is sometimes used in SROI analyses.

	Progression towards the world of work	Increased confidence and hope for the future	Development of positive relationships
Unconsciously undeveloped	1 Doesn't have or want a job	1 Not thinking of the future	1 Alone and unmotivated
Consciously undeveloped	2 Willing to work towards a job	2 Willing to engage	2 Wanting to make friends and relationships

Consciously developing (learning)	3 Training, apprenticing, volunteering, competence achieved	3 Participating, trying new things, taking care with appearance	3 Exposed to more family, social or work-based relationships
	4 Applying for or getting jobs	4 Having areas of responsibility, looking after accommodation/money, having goals and expectations	4 Having some good relationships
Unconsciously developing	5 Having a job is the norm	5 Goals are continually renewing	5 Having good relationships is the norm

- Because family were completing posted questionnaires we kept the questions simple, focusing on self assessment of ‘improved relationships’. (One question that we felt would indicate change had ambiguous answers ‘did the programme impact on the amount of support you needed to give the participant?’. For some participants, less support was a positive outcome and for others, more support indicated improvements. We left these results out of the analysis but used the information to inform our attribution.)
- To indicate state and community outcomes we used staff’s knowledge of participants to assign benefit receipts and contributions to the ladder of progression. This information was not gathered formally as the programme managers felt this would be too intrusive.
- Improvements in local service delivery were indicated by examples from partners in the initial workshop, which we used as verbal prompts in interviews such as ‘has this made it easier for you to find placements?’, has your reporting been simpler as a result?’.
- Finally, museum staff and volunteers were asked to self-assess against two questions, how confident they felt in working with disadvantaged people and whether the experience had been positive or negative.

Evidence

- We gathered evidence from our stakeholders in these ways:

Stakeholder	Method
Participants	<p>We tested and refined the interview worksheet (a picture based ladder developed out of the previous workshop) with three participants before rolling it out to all ten interviewees. We also used a pie chart to ask participants to attribute impact to others as well as MEAL.</p> <p>Ten participants were then interviewed in person and the accuracy of participants self assessments were checked against MEAL’s own Individual Learning Plans, partners’ reports and what we knew about participants’ lives.</p>

Notes

Significant family	We asked the ten interviewees to take a questionnaire to their families. One felt this was inappropriate as she was the mother in the family and of the other nine, seven responded.
State and community	We interviewed three local partners by phone to understand how strong the impact on efficiency and effectiveness of local service delivery was and how much should be attributed to MEAL.
Museum staff and volunteers	Six staff and volunteers participated in a workshop. Six follow up interviews were undertaken.

- For each outcome we used a scale that would allow us to see how much of the maximum possible change had happened, and then to establish average results for each outcome. This average includes those who didn't experience any change as zero values.
- We used two methods to quantify responses
 - The first adjusts the number of results and then multiplies that by the value of a 'whole' outcome.
The first method generates 'full outcome equivalents' where ten people benefiting from on average of half an outcome each, is five full outcome equivalents.
 - The second adjusts the value of the outcome and then multiplies that by the whole cohort.
We used this method to ensure we capture the irregular value of the two outcomes that show uneven curves, work and welfare.
- For participants and museum staff who we met face to face, we established a starting point and then distance travelled, but we used a simpler system of scoring (no change, to a great deal of change) for families who were filling in a paper questionnaire and with partners who we interviewed by phone. Future data protocols will establish starting points as the programme begins.
- We calculated the welfare savings as a result of participants' results.

Stage 4 – Establishing Impact

Deadweight

- We estimated the changes that would have happened anyway and then checked our estimations against stakeholder feedback
- We estimated deadweight in the following ways:

Deadweight	Rationale
Participants - progression towards the world of work	5% Assumption made knowing history of participants

Notes

Participants - increased confidence and hope for the future	5%	Assumption made knowing history of participants
Participants - development of positive relationships	5%	Assumption made knowing history of participants
Families - better family life	25%	No obvious source of information on number of families which improve relationships so estimated based on knowledge of the families.
State and community - welfare payment savings	5%	Same as participants
State and community - more efficient and effective local services	0%	Partners reporting
Museum staff and volunteers - confidence in dealing with disadvantaged people	25%	Estimated by team using knowledge of museum workforce. Unlikely to experience this outcome in most museums.

Attribution

- Attribution is the part of deadweight for which we have better information and most of our discounting is accounted for as attribution rather than deadweight

^{xiv} We asked participants to complete pie charts identifying who else influenced their outcomes and to what extent. We checked this against what partners told us about their inputs

- We derived attribution of other outcomes from this information

Attribution to MEAL (shown in the impact map and report as attribution to others, that is (1-n))	Rationale
Participants - progression towards the world of work	Participant interviews, not contradicted by partner data
Participants - increased confidence and hope for the future	Participant interviews, not contradicted by partner data
Participants - development of positive relationships	Participant interviews, not contradicted by partner data
Families - better family life	Estimated to be same as participants
State and community - welfare payment savings	Estimated to be same as participants - average of work and confidence outcomes as this outcome is work and life related
State and community - more efficient and effective local services	Partners reporting

Notes

Museum staff and volunteers - confidence in dealing with disadvantaged people	100%	Estimated by team using knowledge of museum workforce. Unlikely to experience this outcome through other activities at this point.
---	------	--

Displacement

- Displacement estimated by team

Displacement	Rationale
Participants - progression towards the world of work	0% Job displacement accounted for in welfare savings
Participants - increased confidence and hope for the future	0% Nothing has been displaced
Participants - development of positive relationships	0% Nothing has been displaced
Families - better family life	0% Nothing has been displaced
State and community - welfare payment savings	8% Number getting jobs as proportion of all participants (3 out of 37)
State and community - more efficient and effective local services	0% Nothing has been displaced
State and community - more equal society	0% Nothing has been displaced
Museum staff and volunteers - confidence in dealing with disadvantaged people	0% Nothing has been displaced

Putting a value on the results

- The SROI team established the proxies, and we then tested them against the SROI database.
- One decision was whether to use national or East Anglian norms for valuing universal outcomes such as progression to work or value of relationships. Although some SROI practitioners recommend the national norm we chose where we could to use England's East region norms. The investments, many of which are related to salaries, are East Anglian figures and we felt this created a more robust ratio.

Financial proxies	Rationale
Increased yearly income due to having a job over receiving benefits, based on:	
Gross yearly wage - median for elementary occupations	£13,061
Tax deduction	£1,317
Benefits - Job Seekers' Allowance	£3,403
Increased yearly income due to having a job over receiving benefits	£8,340
Cost of CBT course based on:	
Recommended length (number of sessions) of CBT course - 10-12 group meetings	11
Cost of CBT session	£59
Cost of CBT course	£649
Cost/value of work experience, based on:	
Minimum wage	£5.93
Participant hours	192
Cost/value of work experience	£1,139
Cost of a social life, based on:	
Yearly household spending on recreation and culture	£3,125
National average for overall household spend	£460
East region average for overall household spend	£493
% of whole that east region should show	107%
Average household size	2.3
Cost of a social life	£1,458
Value of adult family life (used for participants)	£333
	Cost of a relationship counselling course at Relate Suffolk - 6 weeks at £45

Notes

Value of adult family life (used for family) based on:		
Relationship counselling	£333	Cost of a relationship counselling course at Relate Suffolk - 6 weeks at £45
Average yearly costs of rearing a child	£4,805	Liverpool Victoria Friendly Society annual survey 2010
Value of adult family life (used for family)	£5,138	
Welfare savings/increases based on:		
Job Seekers Allowance		
Job Seekers Allowance per week	£65.45	www.direct.gov.uk
JSA per year	£3,403	
Estimate of participants receiving JSA	100%	Estimated by manager
JSA average	£3,403	
Inc incapacity benefit		
Inc incapacity benefit per week (Employment and Support Allowance)	£80.65	www.direct.gov.uk - average of different weekly rates
Inc incapacity benefit per year	£4,194	
Estimate of participants receiving incapacity benefit	75%	Estimated by manager
Inc incapacity benefit average	£3,145	
Housing benefit		
Housing benefit per week	£62.50	Mid Suffolk District Council's Local Housing Allowance https://lha-direct.voa.gov.uk/Secure/LHARateSearch.aspx?SearchType=PostCode
Housing benefit per year	£3,250	
Estimate of participants receiving housing benefit	25%	Estimated by manager
Housing benefit average	£813	
Council tax benefit		

Council tax benefit per week	£20.00	Upmystreet.com average council tax per household for Band A. Maximum council tax benefit is normally full council tax for those getting JSA etc.
Council tax benefit per year	£1,040	
Estimate of participants receiving council tax benefit	25%	Estimated by manager
Council tax benefit average	£260	
Extra take up of services		
Cost of training programmes based on:		
One day community education course cost	£50	Estimated by manager
Estimated number taken up	3	Estimated by manager - take up of 3 one day community education courses
Extra take up of training programmes	£150	
Cost of increased healthcare based on:		
Unit cost of visit to GP	£44	PSSRU Unit costs of health and social care 2009 average of surgery & clinic
Estimated extra visits	4	Based on practice of quarterly review of medication
Extra take up of GP's service	£174	
Cost of increased social or other care based on:		
Unit cost of social care	£37	PSSRU Unit costs of health and social care 2009 cost per hour
Estimated extra interventions	12	Based on typical practice of psychiatric nurse or housing support monthly visits
Extra take up of social or other care	£600	
Networking activities	£25	Yearly membership of Suffolk Association of Voluntary Organisations
Admin savings	£110	Number of participants per partner agency, x 2 hours admin as identified in workshop at minimum wage
Cost of training in diversity awareness	£85	Cost of one day course sourced by MEAL as result of this research

Notes

Drop off

- In line with recent SROI practice we divided our thinking into:
 - how long does the outcome last for stakeholders in the world they live in?
 - how long does MEAL's influence last?
- We explored the complexity of the catalyst affect of MEAL – ie some of the outcomes are down to other partners but are triggered by MEAL's intervention. We considered this too complex to add value to the current analysis but worth considering in the future
- We made assumptions about the duration of the outcomes and then tested those assumptions against what we knew about participants
- We also tested our assumptions about MEAL's influence against our learning on attribution
- we limited how long we spent researching duration of participant related outcomes as we were claiming a short influence for MEAL, and so the duration of the outcome itself is less material

Outcome drop off	Rationale
Participants - progression towards the world of work	0% Outcome as likely to grow as drop off.
Participants - increased confidence and hope for the future	0% Outcome as likely to grow as drop off.
Participants - development of positive relationships	0% Outcome as likely to grow as drop off.
Families - better family life	0% Outcome as likely to grow as drop off.
State and community - welfare payment savings	0% Same as participants
State and community - more efficient and effective local services	100% Will drop off very quickly with nothing likely to replace MEAL's influence
Museum staff and volunteers - confidence in dealing with disadvantaged people	100% Will drop off very quickly with nothing likely to replace MEAL's influence
Attribution drop off	Rationale
Participants - progression towards the world of work	80% MEAL's influence tails off soon as other positive influences take over
Participants - increased confidence and hope for the future	80% MEAL's influence tails off soon as other positive influences take over
Participants - development of positive relationships	50% MEAL's influence tails off more slowly as relationships are linked to the place
Families - better family life	50% Estimated to be same as participants

Notes

State and community - welfare payment savings	80%	Average of participants work and confidence outcomes
State and community - more efficient and effective local services	0%	MEAL's drop off is immaterial
Museum staff and volunteers - confidence in dealing with disadvantaged people	0%	MEAL's drop off is immaterial

Stage 5 - Calculating SROI

Inputs	Rationale
Fees, accreditation, materials etc	£15,000
Project manager	£16,000
Volunteers' time	
Hourly rate	£7.89
Volunteer hours	480
Volunteers' time	£3,787
Allocation of museum costs based on:	
Total museum costs excluding WBL costs	£389,000
WBL hours	7,516
All visitor hours	160,000
Proportion allocated to WBL programme	5%
Allocation of museum costs	£18,272
Ratio	
Discount rate	3.5% HM Treasury's Green book

^{xv} This is an SROI ratio, not a net SROI ratio.